

Q2'23

VIA RESULTS



Via's Main Pillars



Customer

- Customer Centric
 - Focus on UX
- Sales conversion
- Higher engagement and lower CAC
- NPS: greater number of promoters



People & Culture

- High performance
- Leading role & Collaboration
 - Fast execution and implementation
- New culture focused on profitability and business sustainability



Efficiency

- Via's Transformation Plan
- Operating levers with new margin/cash metrics
- Profitability/cash-oriented operation
- Reduction of cost/expenses
- Focus on generating value and the Company's perpetuity



Capital Structure

- Change in financing model of installment plan
 - Access to new liquidity pockets
- Liability management
 - Asset Monetization

Omnichannel

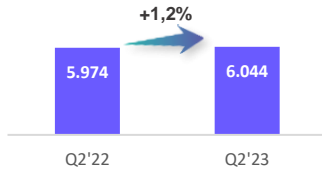
Renato Franklin

CEO



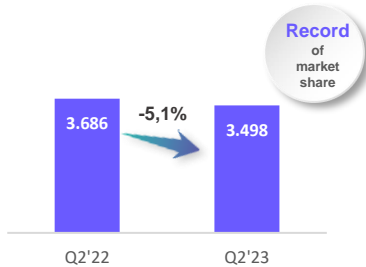
Brick-and-Mortar GMV

R\$ MM



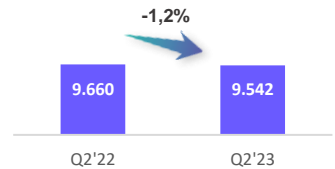
1P GMV Online

R\$ MM

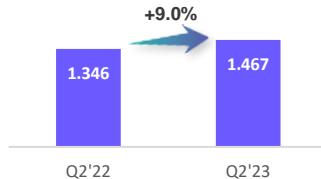


1P GMV

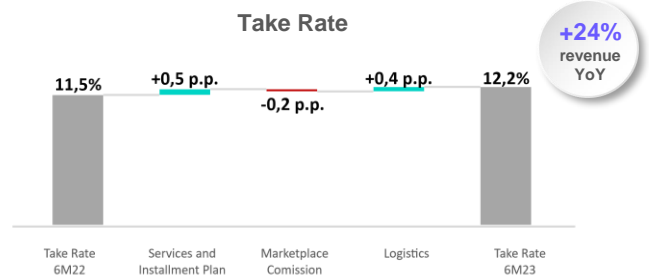
R\$ MM



GMV 3P – R\$ MM



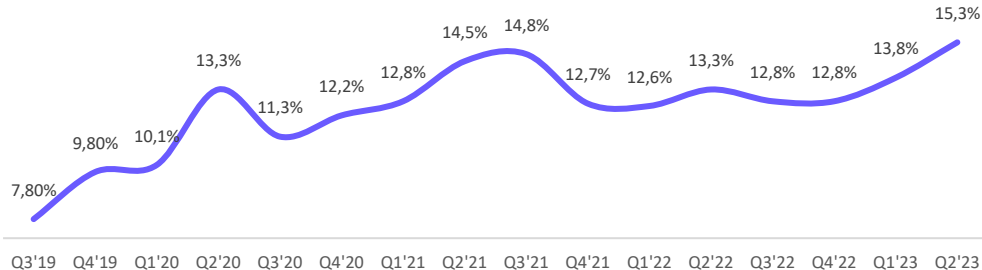
Take Rate



Resilient store
Most profitable
channel
Complementary
3P
+ revenue and
profitability

Market Share

Online - Quarter



Record
market share

Natural growth without investment in price

**Offline market share gain
Online market share breaking record**

Brick-and-Mortar Market Share - Quarter

+1.0 p.p.
YoY

Customer Satisfaction – “Reclame Aqui”

		Q2'22			Q2'23			Change	
		Score	Status		Score	Status		Score	Status
Brick-and-mortar	Casas Bahia	7,7	Good		8,2	Great		+6%	↑
	Ponto	8,0	Great		8,5	RA 1000		+6%	↑
1P Online	Casas Bahia	7,3	Good		7,7	Good		+5%	-
	Extra.com	7,3	Good		7,8	Good		+7%	-
	Ponto	7,4	Good		7,6	Good		+3%	-
3P Online	Casas Bahia	7,3	Good		8,1	Great		+11%	↑
	Extra.com	7,2	Good		8,0	Great		+11%	↑
	Ponto	7,3	Good		8,1	Great		+11%	↑
Furniture	Bartira	9,1	RA 1000		9,2	RA 1000		+1%	-

Greater customer satisfaction



Greater recurrence
Lower CAC



More Profitability

Logistics

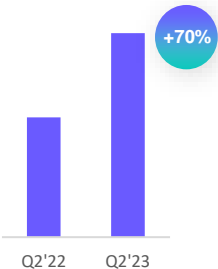


Logistics | As a Service

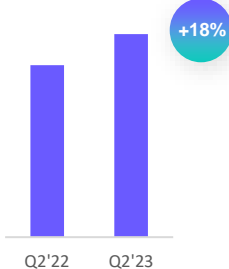
Expansion of new sources of revenue and profitability

Fulfillment Multimarketplace

Clients

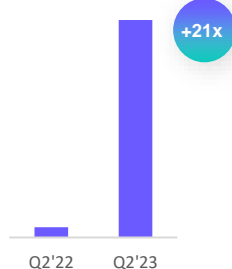


Orders

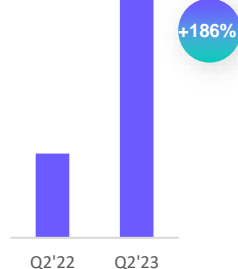


Transport (to non-seller third parties)

Clients



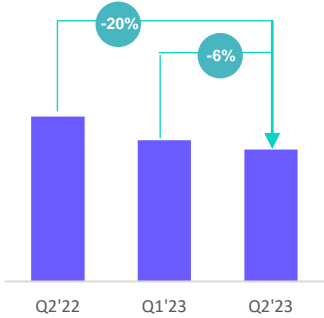
Orders



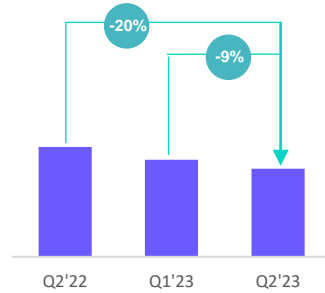
+407%
revenue
YoY

Consistency in strategy execution:
explore the assets, bring incremental revenue and profitability...

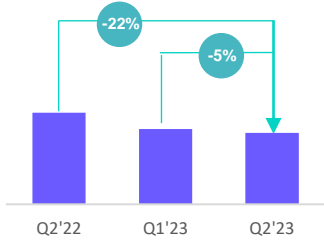
Marketplace
Deliveries not managed by Via



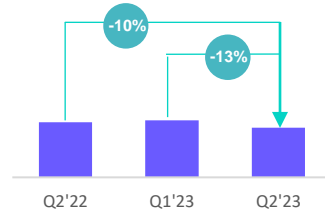
Marketplace
Deliveries managed by Via



Fulfillment Via



1P Via



... while improving delivery times

Financial Solutions

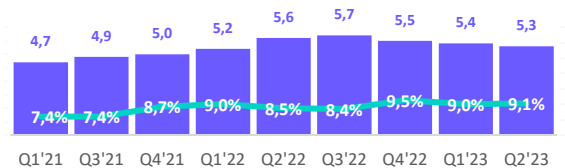


Installment Plans | KPIs

Active Portfolio Evolution

(R\$ BN)

■ Active Portfolio*
 ● Over-90 Rate

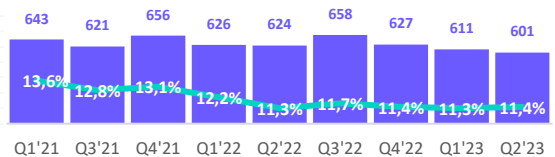


* Active Portfolio = Customers overdue for up to 180 days

ADA (Allowance for Doubtful Accounts)

(R\$ BN)

■ ADA Balance
 ● ADA Balance / Active Portfolio

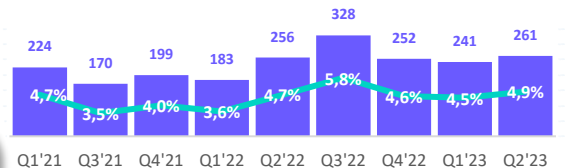


Coverage rate over CDC portfolio increase by 0.1 p.p. vs. Q2'22 and Q1'23

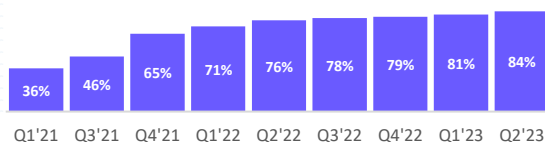
Portfolio Loss

(R\$ MM)

■ Net Loss
 ● Net Loss / Active Portfolio



Installment Plan Penetration in Brazil's Municipalities



Healthy default indicators

ESG





Via Recycling Program – REVIVA and Renewable Energy

- + 800 tons of waste for recycling, benefiting 12 partner cooperatives
- 530 electronic drop-off points were distributed at stores and operations
- 1.5 tons of electronics were sent for disposal and recycling
- Advance in the use of renewable energy in our operations, aiming to reach 90% by 2025

Casas Bahia Foundation

Youngsters Leadership

- IT laboratory is set up at AFESU supported by banQi. This initiative promotes technology education and first job for 250 female young students
- Viven: support to young students' education in the state of Pernambuco. Coalition in Productive Inclusion: to accelerate entrepreneurs with Artemisia

Volunteering

- Promote the voluntary participation of Via's employees, 6 volunteering actions, highlighting a tour at Via's headquarters for Instituto Proa and AFESU young students

Diversity

Recognition- Ethos Survey/Época Magazine

- Via was recognized at retail sector as a benchmark company in terms of good practices

Mother's Day and equal gender

- The "Mães, jeitos e formas" campaign is launched including awareness initiatives on maternity and how to prevent gender discrimination

Month of LGBTQIAP+ Pride

- The "#TenhoOrgulhoEMostro" campaign is launched, with a focus on literacy and fight against any discrimination toward LGBTQIAP+ people
- The Casas Bahia movie stood out, relying on participation of employees, friends and relatives, reaching 9 million views and a live broadcast at SPTV

Publication of 3 reports focused on transparency

- Annual Report 2022: it includes the ESG initiatives and the year's highlights. The publication of indicators observed the GRI (Global Reporting Initiative) guidelines
- Tax Transparency Report: innovative initiative in the retail sector, aiming at enhancing transparency in our operations, also our tax responsibility
- Casas Bahia Foundation's Activities Report: it highlights the Foundation's activity in private social investment

Election of new CFO

- On July 21, 2023, the Company's Board of Directors approved the election of Mr. Elcio Mitsushiro Ito as the Company's new Chief Financial Officer, as of July 10, 2023

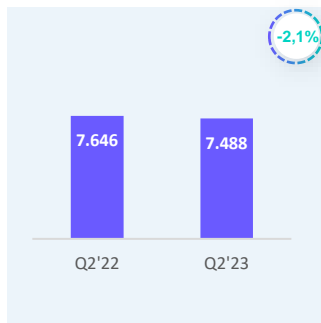
Financial Highlights

Elcio Ito

CFO



Net Revenue



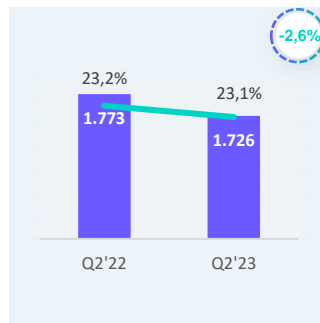
- Challenging consumer environment
- Retraction of the retail online market
- DIFAL transfer carried out since Q1'23

Gross Profit



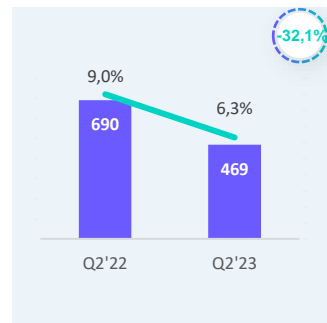
- Net sales decline
- Mix of categories
- Start of an inventory reduction process

SG&A



- General improvement in cost containment in the period

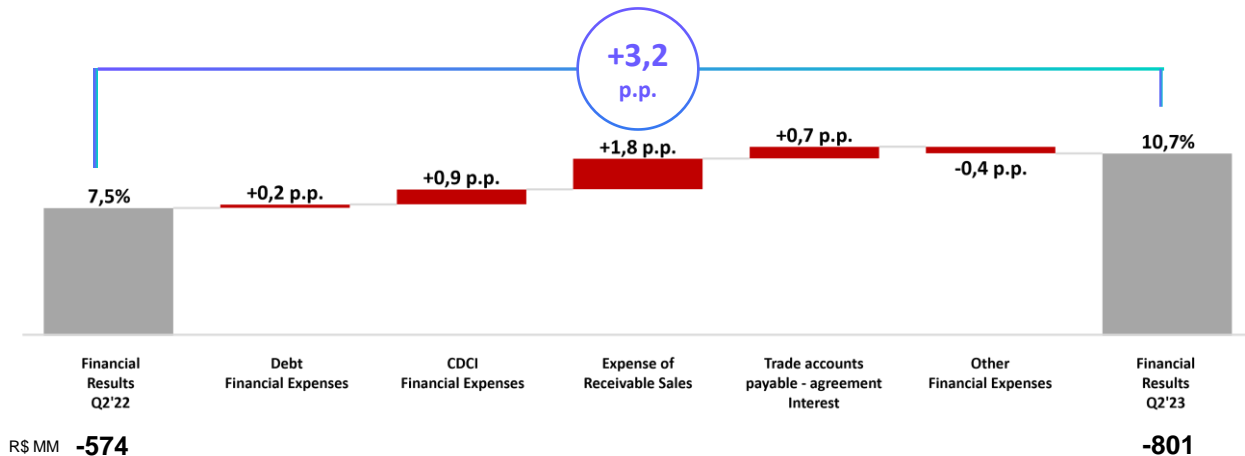
Adjusted EBITDA



- Operating EBITDA Margin of 10.0% (+0.2 p.p.) (excluding non-recurring labor adjustments)

Financial Results

Net financial result of R\$ -801 million, or -10.7%, -3.2 p.p. or R\$ 227 million

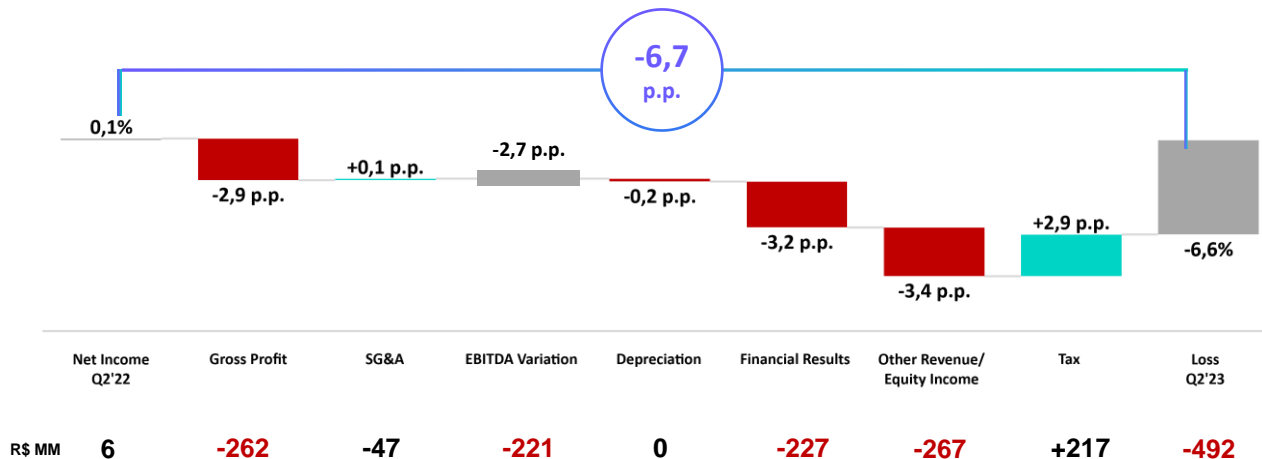


Main reasons: increase in the Selic rate and in receivables discount volumes:

- Increase in the volume of credit card discounted: +R\$ 133 million
- Increase in the volume of installment plan (BNPL) discounted: +R\$ 61 million
- Increase in cost with trade accounts payable: +R\$ 55 million
- Expenses with bank debt expenses: +R\$ 10 million

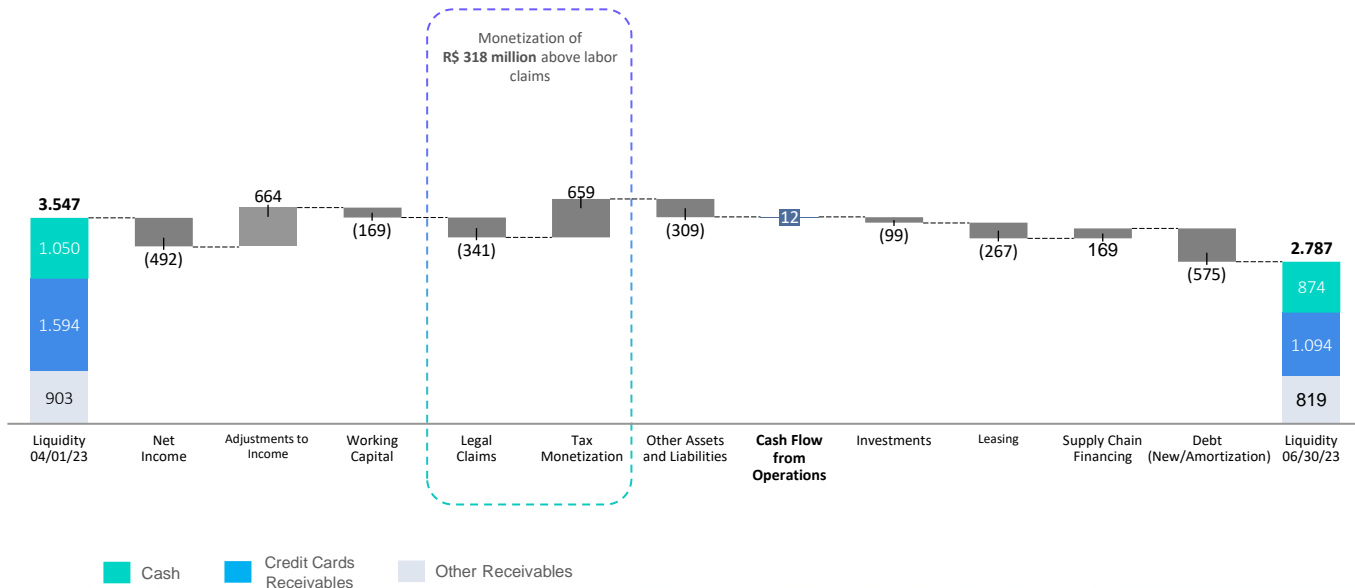
Net Income (Loss)

Loss of R\$-492 million, margin of -6.6%

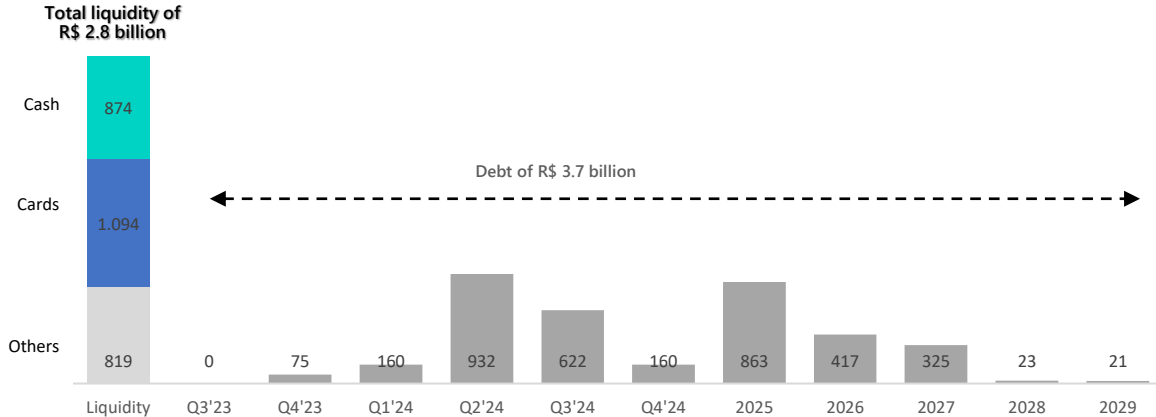


Loss of R\$ 492 million (-6.6% of margin) in the quarter, mainly due to the financial results

Cash Flow



Liquidity Position and Leverage



- In Q2'23, liquidity position including non-discounted receivables totaled R\$ 2.8 billion
- Debt of R\$ 3.7 billion, of which 66% to mature between Q3'24 and 2029
- Average cost at CDI+2.6% p.a.

Transformation Plan

Renato Franklin

CEO

Elcio Ito

CFO



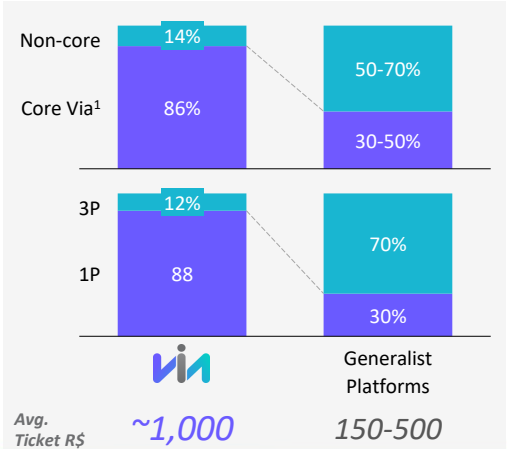
Via will further leverage its competitive advantages in the future to continue growing

Competitive advantage

- Top-of-mind in home appliances and furniture categories
- Strong emotional connection with +30 million CRM active customers
- Leader in sales and market share in core categories in the Southeast region
- 1,100 stores across all regions, +550 cities in 22 states + DF
- Product delivery across 5,560 municipalities
- Scale and exclusive business conditions with core suppliers
- Digital with 50% of GMV, leader in core categories
- Iconic financial solution, with 30% share in bricks-and-mortar stores and +4M active customers

Growth potential

Via more protected from new entrants due to the concentration in 1P, in higher ticket categories and with a national footprint of stores



Asset

Brand & customers

Competitive position

Leadership in the domestic market

Logistics & unique footprint in Brazil

Sales strength

Omnichannel

Capabilities

Installment plan

Changes in Outlook and Transformation Plan Priorities

2019 – 2022
Via in recent years

Focus on GMV growth

Expansion of stores, new channels, categories and surrounding areas



Dynamic macro outlook

Average Selic (benchmark interest rate) of 7%, solid growth of online channels and the pandemic



Re-investments after corporate change

Stores retrofit, expansion, new categories addition and investments in online channel and technology



Big bets on mainstream trends

Marketplace, fintech, logtech/fullfillment



Focus on normalizing operations

Generate cash and focus on profitability for a new wave of growth



Challenging time for Brazil's retail

Selic rate +13%, households' income and consumption under strain



Cash/Profitability Generation

Focus on stabilizing the core business, on more profitable/under-penetrated categories and channels, and on reducing costs and expenses



Discipline in capital allocation/return and KPI measurement

Safer investments with defined returns, lower inventory levels and assets' monetization

Continuous improvement in customer experience

Maintaining investments in customer experience

Focus on GMV growth: store expansion, new channels, categories and surrounding areas



Brick-and mortar stores

Reinvestment in store structure and footprint expansion



New categories

Addition of non-core categories to bolster recurrence and basket completeness



Online 1P

Large investment in digital channel, driven by change in consumers' behavior during the pandemic



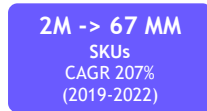
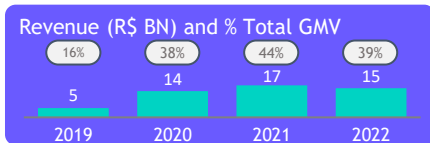
Marketplace

Focus on accelerated growth of sellers and SKUs, with high acquisition cost



Acquisitions & technology

Investment in IT companies concerning relevant trends at the time (fintech, logtech/fulfillment) and technology (infra)

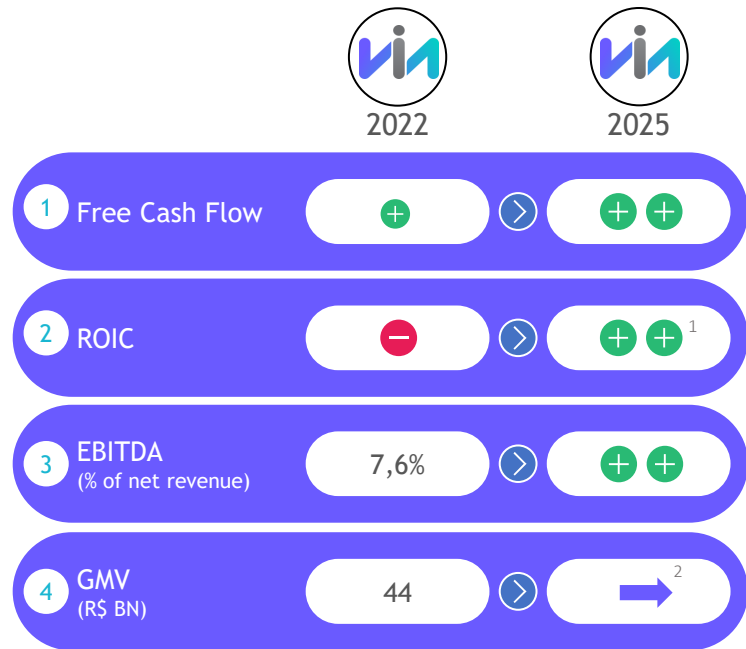


1. It excludes volume of stores closed in the period 2. It includes new core categories SKUs

Priorities for 2025

Generate cash and bolster profitability

Order of priority for Via's 2025 Plan



1. Above cost of capital; 2. Tendency does not consider possible improvements in the macroeconomic scenario

Via's Transformation Plan



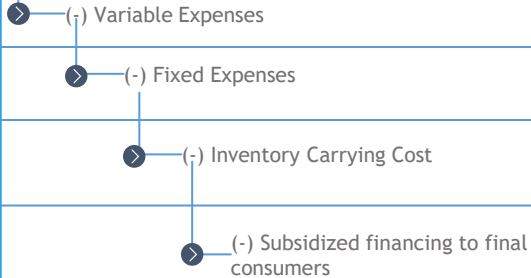
Via's Transformation Plan





Metrics focused on margin & cash

Revenue



Promoting structural changes



Strategic decisions, processes and KPIs built on margin and cash generation



New internal goals linked to the Company's profitability



Corporate culture and management model focused on margin and cash vs. accelerated GMV growth

Operational Improvement Plan

	Lever	Progress	Value	Examples – not exhaustive	Potential Impact
Revenue	Additional Products and Services			Higher penetration & profitability of installment plan and additional services	
	Pricing & Promotion				
	Sales Channels			Re-allocation of investments across channels and categories to maximize margin; GeoFast launch for greater efficacy and lower costs in traditional media	
	Mix & Assortment Review				
Variable Costs	Marketing Efficiency			Corporate and store overhead review, pursuing great efficient levels	
	Commercial Efficiency				
	Renegotiation of indirect contracts				
Fixed Costs	Staff Review			Footprint review by shutting down 50-100 stores with poor margins; rental costs review, amongst others	
	IT costs				
	Footprint and Store Profitability			DC productivity improvement, and rented footprint adjustment, in line with inventory shrinkage	
	Freight & DCs optimization				
Cost of Capital <i>Cash Impact</i>	Assortment Migration to 3P			Inventory reduction with balance initiatives, store assortment review, categories migration to 3P and procurement plan review	
	Surplus inventory reduction				
	Payment policy review				



Significant reduction in staff expenses...

....delivered by efficiency initiatives already implemented

~R\$ 370 MM

Annualized staff expenditure reduction

~6,000

FTEs reduced from staff

Management efficiency (span control)

Transactional activities synergy

Structures synergy among ecosystem's businesses

Processes redesign and streamlining across all structures

Review of stores operational model

Stores footprint under review, with optimization plan

Stores footprint under review, with optimization plan



Initiatives to improve profitability:

Store staff optimization

Rental renegotiation

Store optimal assortment review

Sub-lease store idle space

Jun.
2023

1.127
Stores

6

Closures up to
June/23



Dec
2023

TBD
Stores

50-100

Shut down plan to be
concluded until Dec/2023

Estimated impacts:

- 2-3% of GMV decrease
- R\$ 30 – 50 MM margin gain ¹
- R\$ 80 – 150 MM of EBT



Categories with negative margins¹ will migrate from 1P to 3P...

23

Categories fully migrated to 3P

3

Categories partially migrated to 3P

... contributing to cash and overall margin

1%-2%

In 1P GMV¹ to migrate to 3P

-R\$ 150 MM

In inventory²

+R\$ 50 MM

in margin¹

10,000 SKUs

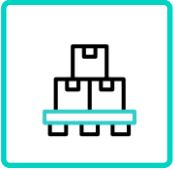
Migrated

R\$ 180

Average ticket

<5%

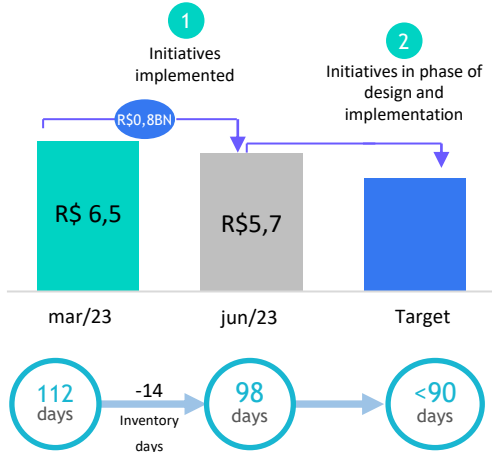
Total exclusive 1P customer base



Inventory in process of reduction...

... with levers that enable the continuity

Inventory (R\$ BN)



Potential reduction:

- 1 Sale on the website and app ~R\$ 100 MM

- 2 Sale on the brick-and-mortar store ~R\$ 420 MM

- 3 Migration of categories with focus on profitability (1P to 3P) ~R\$ 150 MM

- 4 Footprint of stores and DCs ~R\$ 100 MM
~R\$ 200 MM

- 5 Supply (reverse logistics to unlock sales) ~R\$ 100 MM

- 6 *Purchasing plan review*

- 7 Store assortment review

- 8 S&OP Evolution

Via's Transformation Plan



Levers for Capital Structure Review

Operational levers



Capital allocation among our different businesses



CAPEX discipline and prioritization



Working capital optimization



Change in financing model of installment plan



Access to new liquidity pockets



Liability Management



Asset monetization

Changes in Financing Model of Via's Installment Plan

Today

CDCI
(Consumer Direct Credit with Intervention)

The installment plan portfolio is financed by banks and CDCI transactions

Banks advance payment flow of credit granted to end consumers

Banking product uses Via's credit limit

Credit availability and cost linked with Via's corporate credit



In Progress

FIDC
(Receivables Investment Fund -- Securitization program)

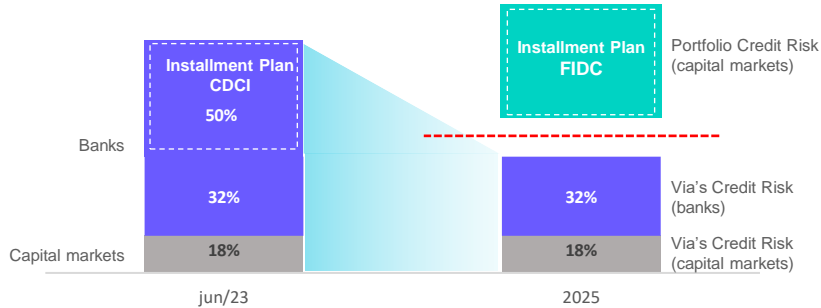
Installment plan portfolio is financed by capital markets, directly and separately

Fund's investors have the loan portfolio risk (excellent credit quality and highly widespread)

Credit limits that were previously linked to CDCI are released

Impacts and FIDC Models

Credit Exposure*



Potential release of **+R\$ 5 billion** in banking limit

+

Higher installment plan penetration (sales lever)

2 Models:

Maintaining accounts receivable in balance sheet

X

Not recognizing accounts receivable in balance sheet

!

Subject to the fund's quotas structure

Financing Diversification

Sources used today



Banking sector



Capital markets in Brazil



Access to international capital markets



Development agency /development bank



Banking diversification – access to a greater number of banks

Capital structure objectives

1

Manage liquidity and indebtedness ensuring financial sustainability regardless of market swings

2

Improve financial flexibility to trigger operational levers

3

Be prepared for higher growth as of 2025

Liability Management

Ongoing process of enhancing debt profile

1

Use of Tax Credits (Recurring)

- R\$ 2.5 BN in 2023 and R\$ 2.3 BN in 2024

2

Inventory

- Reduction of R\$ 1 billion

3

Real Estate Assets

- R\$ 150 – R\$ 200 million

4

Sale of subsidiary

Assets Monetization

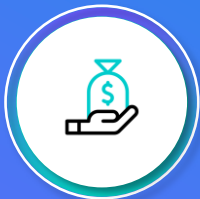
~R\$ 4 BN
Potential
in 2023

In 2025 Via will stand as a benchmark in retail for value creation and return on invested capital

Where



Robust free cash flow



ROIC
decent spread over
cost of capital



EBITDA
greater margin



**Resilient business to
challenging macro
outlook**

How

18 transformation
levers
(+100 initiatives) –
11 already in under
implementation

Capital
structure
review

Cultural
change and
management
model

Back-to-basics
strategic focus,
bolstering and
capitalizing the core
business

Leveraging
competitive
advantages and
investing in
innovation journey

Substantial changes took place in Via's strategy and focus

2019 - 2022

2023 - 2025

2025

Via in recent years

Via today

Via in the future

Focus on GMV
growth

Focus on
operation
stabilization

Focus on growth
and innovation
opportunities

Via's competitive advantages are solid cornerstones to sustain the transformational journey



Competitive advantage



Growth potential

Asset



Brand & customers

- Top-of-mind in home appliances and furniture categories
- Strong emotional connection with +30 million CRM active customers

Competitive position



Leadership in the domestic market

- Leader in sales and market share in core categories in the Southeast region



Logistics & unique footprint in Brazil

- 1,100 stores across all regions, +550 cities in 22 states + DF
- Product delivery across 5,560 municipalities



Sales strength

- Scale and exclusive business conditions with core suppliers



Omnichannel

- Digital with 50% of GMV, leader in core categories



Installment plan

- Iconic financial solution, with 30% share in bricks-and-mortar stores and +4M active customers

- Leverage "Casas Bahia" brand and offer other financial products and services
- Evolve CRM strategies to bolster customer frequency and share of wallet

- Gain relevant share also in other categories and regions of the country

- Complement footprint in +200 cities with +50 thousand inhabitants without Via's bricks-and-mortar stores
- Enhance store experience and other ways to monetize them
- Sell logistics services to other businesses

- Explore new agreements/partnerships with suppliers, built on Via's competitive advantages
- Expand good business conditions to other categories

- Increment relevance and share in the online channel, with UX advancements and offer of additional services

- Raise installment plan share in sales
- Develop card business and early payment services, besides other products as a service
- Broaden strategic partnerships

7.041

Investor Relations

Sérgio Leme

EVP People, ESG & IRO

Gabriel Succar

IR Executive Manager

Daniel Morais

IR Coordinator

Ticker: VAA3 (B3) | VIYY (ADR)

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