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DUDALINA

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 INDIVIDUAL

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WELCOME TO OUR FIRST ANNUAL SUSTAINABILITY REPORT!

APART FROM THE INFORMATION, DATA AND RELEVANT EVENTS OF RESTOQUE'S PERFORMANCE THROUGHOUT THE YEAR 2021, THE FOLLOWING CHAPTERS WILL TELL THE STORY OF A MAJOR STEP TAKEN BY THE COMPANY IN THE SEARCH FOR SUSTAINABILITY IN ITS OPERATIONS, IN ITS RELATIONSHIP WITH THE PLANET AND IN ITS BUSINESS VISION FOR THE SHORT, MEDIUM AND LONG TERM.

THEREFORE, THIS IS A REPORT OF HOW THE CREATIVE PROCESS OF A RICH AND LONG JOURNEY IN THE SEARCH FOR VALUE GENERATION FOR OUR STAKEHOLDERS AND SOCIETY HAS BEEN FOR RESTOQUE, THROUGHOUT THE YEAR IN WHICH THIS DOCUMENT WAS FOCUSED.

IN OUR FIRST ANNUAL SUSTAINABILITY REPORT - WHICH HAD THE BROAD PARTICIPATION OF SEVERAL DEPARTMENTS IN THE COMPANY AND WAS APPROVED BY OUR CEO - WE ADOPTED, AS A BASE, THE GLOBAL REPORTING INITIATIVE (GRI) DISCLOSURES, A STANDARD THAT IS WIDELY USED AND RECOGNIZED BY THE MARKET. AS A RESULT, WE ARE MOVING TOWARDS THE GOAL OF EVOLVING TO A REPORT IN ACCORDANCE WITH THE STANDARD BY NEXT YEAR.

WE ARE CONFIDENT THAT THIS IS AN IMPORTANT STEP FORWARD IN THE JOURNEY WE HAVE ALREADY TRAVELED TO BECOME INCREASINGLY SUSTAINABLE.



FOR QUESTIONS OR
SUGGESTIONS,
CONTACT US AT
RI@RESTOQUE.COM.BR
OR BY PHONE:
(11) 4860-8860

MESSAGE FROM MANAGEMENT



THE YEAR 2021 WAS THE MILESTONE OF A 40-YEAR JOURNEY OF SUCCESS. OUR TRAJECTORY CAN BE DESCRIBED, ABOVE ALL, AS A HISTORY OF CONSOLIDATION OF BRANDS THAT HOLD A SPECIAL PLACE BY CONNECTING BRAZILIANS TO LIFESTYLES AND WORLDVIEWS.

SINCE 2019, WE HAVE TAKEN STEPS THAT WERE SUBSTANTIAL FOR THE COMPANY TO GAIN TRACTION AND TO SKILLFULLY FACE CHALLENGING TIMES, BECOMING MORE PREPARED FOR ROBUST AND SUSTAINABLE GROWTH.

FROM THIS REDIRECTION, WE MADE ADJUSTMENTS TO OUR BUSINESS MODEL AND EXERCISED AUSTERITY BY REDUCING THE VOLUME OF SALES AND SPECIAL OFFERS, WHILE STRENGTHENING OUR WHOLESALE AND BRICK AND MORTAR STORES AND INCREASING SALES OF PRODUCTS AT FULL PRICE.

IN ADDITION TO THE ABOVE, WE RESTRUCTURED TEAMS, REDUCED BY ONE THIRD THE NUMBER OF DIRECTORS AND DEPARTMENT HEADS, UNIFYING DEPARTMENTS AND INCREASING OPERATIONAL SYNERGIES. WE HAVE ALSO ALIGNED COLLECTIONS, WITH PRICING BASED ON OUR PRODUCTS' PERCEIVED VALUE, RESULTING IN A DECREASE IN THE AVERAGE PURCHASE COST.

ONE OF THE RESULTS OF THIS ALIGNMENT PROCESS BETWEEN SALES CHANNELS WAS THE REDUCTION OF OUR OUTLETS IN LARGE URBAN CENTERS. ON THE OTHER HAND,

WE EXPANDED THE PRESENCE OF THESE COMMERCIAL UNITS IN MALLS AND REGIONS THAT HAVE A GREATER AFFINITY WITH END-OF-STOCK MERCHANDISE, WHILE WE MAINTAINED THE CONCILIATION BETWEEN THE CALENDARS OF PRODUCTS DESTINED TO OTHER COMPANIES OR DIRECTLY TO THE END CONSUMER. ALL THESE FACTORS ALLOWED THE RESUMPTION OF SALES GROWTH, IN ALL CHANNELS, IN A CONSISTENT MANNER.

AS WE ENTERED 2021, WE KNEW THAT IT WAS A YEAR OF PARAMOUNT IMPORTANCE FOR OUR BUSINESS BALANCE. SO WE REMAINED CONFIDENT IN THE MEASURES WE HAD ADOPTED IN THE TWO PREVIOUS YEARS AND WERE ABLE TO FACE THE SEVERITY OF THE SECOND PANDEMIC WAVE.

AS A RESULT OF OUR CHANNELS' UNIFICATION, BASED ON OMNICHANNEL, WE HAVE MADE PROGRESS IN THE BETTER USE OF COLLECTIONS AND IN OUR REVENUES. IN ADDITION TO THIS INTEGRATION, WE HAVE INVESTED IN ARTIFICIAL INTELLIGENCE, DATA SCIENCE, BRICK AND MORTAR STORE RENOVATION, LEAD TIME REDUCTION, SEEKING THE BEST OPERATIONAL CYCLE AND CASH GENERATION. **THESE FACTORS LED TO A SUCCESSFUL USE OF THE DIGITAL ACCELERATION, WHICH ALLOWED US TO CLOSE THE YEAR 2021 WITH REVENUES OF R\$1.1 BILLION - REACHING A LEVEL COMPARABLE TO THE LARGEST IN THE COMPANY'S RECENT HISTORY.** THIS RESULT IS A CLEAR EVIDENCE OF THE COMPLEMENTARITY OF OUR

MESSAGE FROM MANAGEMENT

PORTFOLIO, WHICH HAS EVOLVED TO BE INCREASINGLY MULTI-BRAND, MULTI-CHANNEL AND INVENTIVE WHEN IMPLEMENTING NEW SOLUTIONS. TODAY, WE ARE MORE MATURE IN THE USE OF DIGITAL TOOLS, MORE EFFICIENT IN CUSTOMER SERVICE AND IN DEVELOPING LOGISTICS IMPROVEMENTS.

OUR FOURTH QUARTER 2021 REVENUE REACHED R\$360.1 MILLION, A 40% GROWTH OVER THE PREVIOUS YEAR AND 7% OVER 2019, POINTING TO A RECOVERY IN SALES VOLUME COMPARED TO THE PRE-PANDEMIC PERIOD, EVEN WITH AN 18% LOWER STORE BASE. IN THIS PERIOD, WE NOT ONLY REMAINED RESILIENT, WE ALSO PROSPERED. THIS WOULD NOT HAVE BEEN POSSIBLE WITHOUT OUR TEAM'S CREATIVITY AND COMMITMENT, WHICH ALWAYS SEEKS, FIRST AND FOREMOST, TO EXCEED OUR CUSTOMERS' EXPECTATIONS.

A PIVOTAL POINT IN THE EVOLUTION OF RESTOQUE IN 2021 WAS THE ADVANCES MADE REGARDING THE SOCIAL, ENVIRONMENTAL, AND CORPORATE GOVERNANCE (ESG) PILLARS. WE HAVE FOCUSED OUR EFFORTS AND DEDICATED OURSELVES TO BUILDING AN INCREASINGLY SUSTAINABLE NARRATIVE IN OUR OPERATIONS. WITH AN INTEGRATED LOOK, WE HAVE A SUSTAINABILITY STRATEGY TO GUIDE DECISION-MAKING, AND AN EXECUTIVE COMMITTEE RESPONSIBLE FOR THE MANAGEMENT AND FOSTERING OF THE TOPICS DECLARED AS PRIORITIES ON THIS HORIZON..

DRIVEN BY THE PURSUIT OF EXCELLENCE IN EVERYTHING WE DO, WE ARE COMMITTED TO RELEVANT GOALS, LOOKING

CAREFULLY AT THE PATH WE SET OUT ON. THE LESSONS LEARNED THROUGHOUT OUR FOUR DECADES OF EXISTENCE HAVE LED US TO WORK WITH RATIONALITY AND ENTHUSIASM, INCREASING OUR CAPACITY TO GENERATE VALUE FOR THE BENEFIT OF SOCIETY AS A WHOLE.

TO THIS END, WE HAVE ENHANCED OUR TOTAL DEDICATION TO CUSTOMER EXPERIENCE AND SATISFACTION, WHICH, IN TURN, IS LINKED TO DIGITAL INTEGRATION, THE EFFICIENCY OF OUR OPERATIONS AND A TRANSPARENT INSTITUTIONAL POSITIONING.

AS ONE OF THE MAIN BRAZILIAN FASHION PLAYERS, WE HAVE HUGE RESPONSIBILITIES AND, FOR THIS, WE HAVE OUTLINED GOALS THAT ARE IN LINE WITH THE MAIN CHALLENGES OF THE SECTOR. NEXT TO IT ARE COUNTLESS OPPORTUNITIES TO INNOVATE AND HOLD A SPECIAL PLACE IN THE SECTOR THAT HAS, AS ITS RAW MATERIAL, THE ANTICIPATION OF THE FUTURE THROUGH THE GENERATION OF NEW TRENDS. WE COUNT ON ALL OUR STAKEHOLDERS IN THIS JOURNEY.

Happy reading!



A photograph of three women against a teal background. The woman on the left has long blonde hair and is wearing a blue and teal striped sweater, with her hand near her mouth as if whispering. The woman in the middle has dark hair in braids and is wearing a blue top. The woman on the right has blonde hair and is wearing a dark blue and teal striped sleeveless top. The text 'ABOUT US' is overlaid in the center in white, with a gold horizontal line underneath it.

ABOUT US

ABOUT RESTOQUE

WE ARE A COMPANY THAT WAS BORN IN 1982 BY THE HANDS OF PEOPLE FASCINATED BY THE CONTEMPORARY LIFESTYLE. OUR BRANDS ARE PART OF MANY GENERATIONS OF BRAZILIANS AND IT IS THROUGH THEM THAT WE REAFFIRM THE RESTOQUE GROUP'S GREATEST CALLING: TO BE CONNECTED TO PEOPLE'S DESIRES AND BEHAVIOR CHANGES THROUGHOUT TIME.

IN THE YEAR THAT WE CELEBRATE FOUR DECADES, WE ARE PROUD TO SAY THAT WE ARE A FAMILY OF MORE THAN 4,000 EMPLOYEES DEDICATED TO OFFERING JOY, WELL-BEING, AND ELEGANCE.

AS A COMPANY, WE RECOGNIZE THE ROLE EACH OF THESE PEOPLE HAS PLAYED IN OUR SUCCESS - AN ACHIEVEMENT THAT BELONGS TO EVERYONE. FOR US, STYLE GOES BEYOND THE CLOTHES WE WEAR. IT IS, ABOVE ALL, A UNIVERSAL LANGUAGE THAT HAS THE POWER TO BRING US CLOSER.

OUR ACTIVITY IS FOCUSED ON RETAIL FASHION, WITH OPERATIONS IN BRAZIL PRODUCING CLOTHING, FOOTWEAR, ACCESSORIES AND HOUSEWARES. SINCE OUR FOUNDING, WE HAVE GONE THROUGH MAJOR TRANSFORMATIONS: WE LAUNCHED OUR INITIAL PUBLIC OFFERING (IPO) OF SHARES ON THE B3 - BRASIL, BOLSA, BALCÃO - AND EXPANDED OUR PORTFOLIO, WHICH ALLOWED THE COMPANY TO INCREASE ITS BOND WITH CURRENT AND FUTURE CUSTOMERS.



We want to offer a unique experience to people, creating a feeling of well-being, fulfillment, happiness, and beauty.

ABOUT RESTOQUE

OUR STORES ARE LOCATED IN STREETS AND SHOPPING MALLS, WITH RELEVANT FOOTFALL AND HIGH VISIBILITY. THE LAYOUT OF OUR COMMERCIAL CENTERS IS IN TUNE WITH THE IMAGE AND CONCEPT OF EACH OF OUR BRANDS.

2.8 THOUSAND

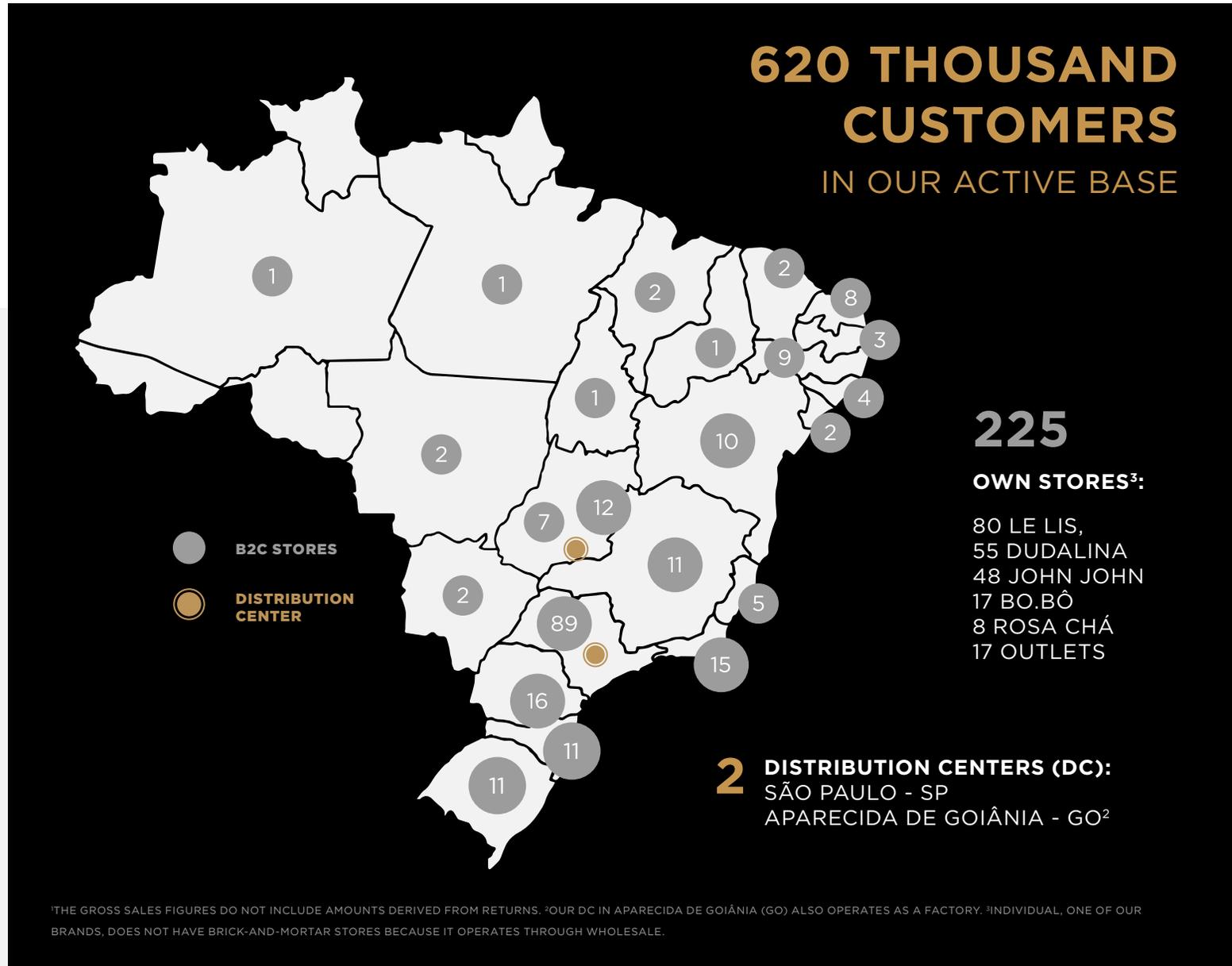
ACTIVE MULTI-BRAND STORES, WHICH REPRESENT **18%** OF GROSS SALES¹

58%

OF GROSS SALES COMES FROM BRICK AND MORTAR STORES

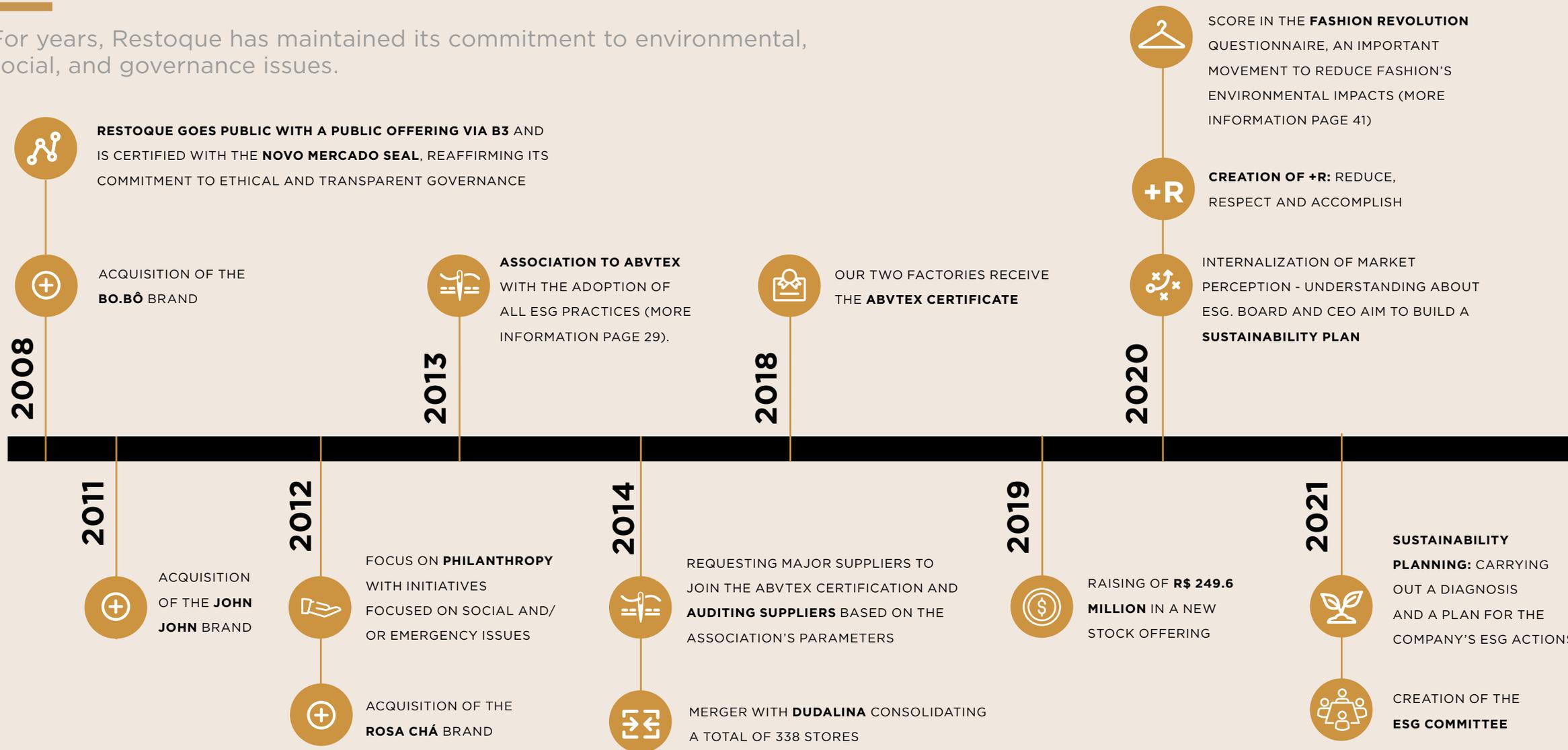
75.2%

OF NET SALES COME FROM PRODUCTS MADE IN BRAZIL



TIMELINE

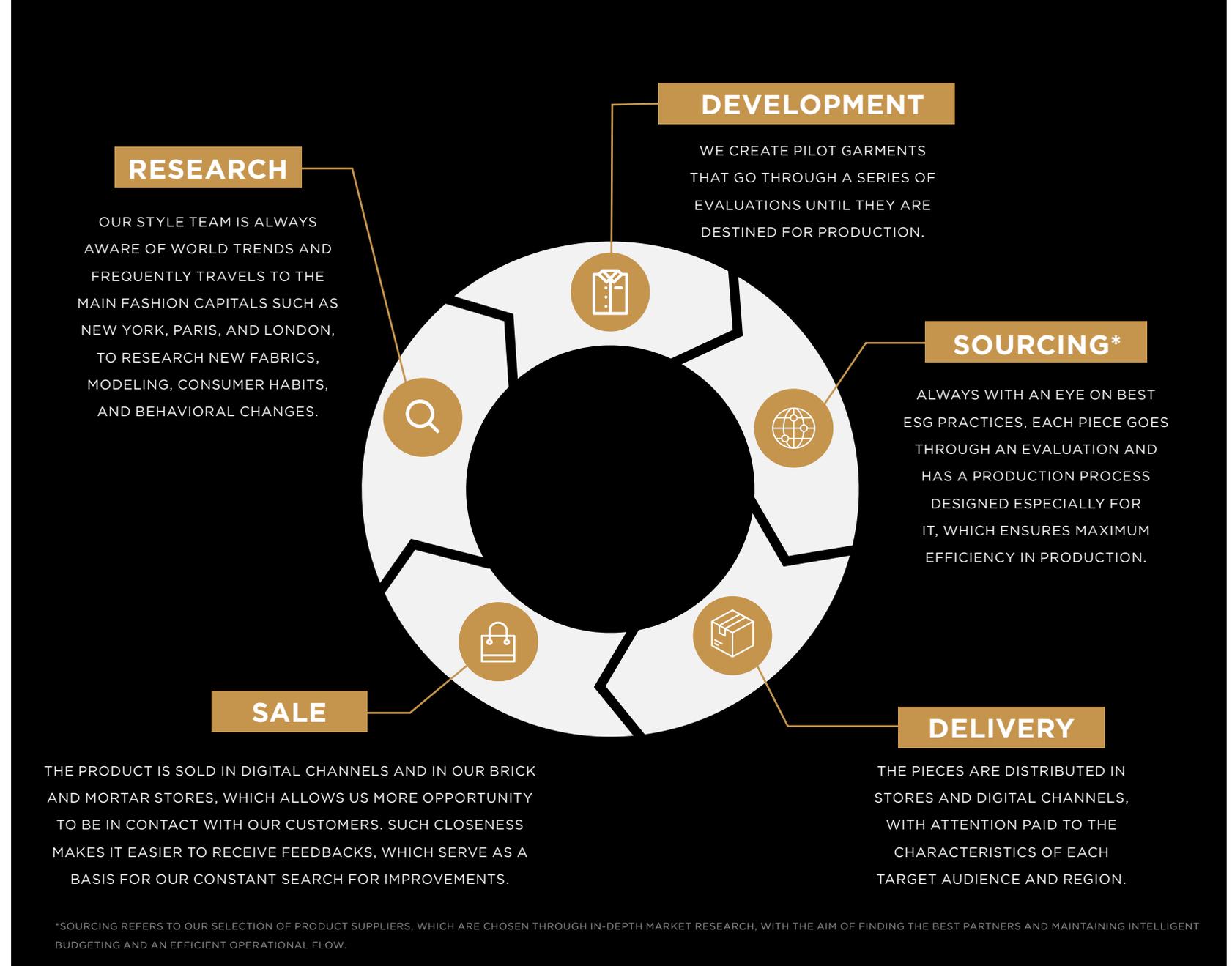
For years, Restoque has maintained its commitment to environmental, social, and governance issues.



OUR BRANDS

THE RESTOQUE CYCLE

EACH BRAND IN THE RESTOQUE GROUP HAS ITS OWN STYLE AND COMMERCIAL DIRECTORSHIPS - A DISTINGUISHING FEATURE THAT ENSURES ASSERTIVENESS IN THE DEVELOPMENT OF EACH COLLECTION, BASED ON COMPREHENSIVE SALES MONITORING AND ANALYSIS, IMMERSION IN THE BRAND'S DNA AND IN-DEPTH KNOWLEDGE OF ITS TARGET AUDIENCE. TO THIS END, WE HAVE A STRATEGICALLY SHAPED PRODUCT DEVELOPMENT MODEL. TAKE A LOOK:



OUR BRANDS

We have a vast brand portfolio with great synergy among them, which are part of the lives of millions of Brazilians and celebrate the contemporary style of these people.

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JOHN  JOHN

BO.BÔ

 INDIVIDUAL

DURING THE ACQUISITION PROCESS, PRESERVING THE DNA OF EACH OF THEM WAS OUR PRIORITY, INVESTING IN BRANDING WORK THAT VALUES THEIR PATHS AND CALLING. TO THIS END, WE CREATED A BRAND DIRECTORATE - AN ADVANCE THAT ALLOWED US TO STIMULATE THE POTENTIAL REACH OF OUR BUSINESSES, WHICH ARE HIGHLY COMPLEMENTARY. **THIS SUM OF FEATURES IS WHAT MAKES US ABLE TO OFFER THE HIGH-END MARKET EXCLUSIVE PRODUCTS ALIGNED WITH THE MAIN INTERNATIONAL TRENDS**, AND WHAT ALLOWED US TO GO FURTHER TO ACCELERATE OUR DIGITAL PRESENCE. AS A RESULT OF THIS, THE SALES SHARE IN ONLINE CHANNELS OF OUR REVENUES JUMPED FROM 3% IN 2018 TO 19% IN 2021.

OUR BRANDS

LE LIS

ELECTED THE FAVORITE BRAND OF BRAZILIAN WOMEN IN THE “A” CLASS, ACCORDING TO THE IBOPE INTELLIGENCE SURVEY, LE LIS SEEKS TO TRANSLATE THE MODERN LIFESTYLE, RANGING FROM CLOTHING TO HOUSEWARES, AS WELL AS CHILDREN’S LINES, COSMETICS AND ACCESSORIES. WITH A CONSOLIDATED CUSTOMER BASE - 84% OF THEM ARE RECURRENT - LE LIS MEETS AN AGE RANGE THAT GOES FROM 25 TO 60 YEARS OLD, 96% OF THEM ARE WOMEN. THE BRAND ALSO GETS GREAT ACCEPTANCE IN THE SOCIAL MEDIA, ACCUMULATING A TOTAL OF 92% OF POSITIVE OR NEUTRAL MENTIONS. IN 2021, LE LIS ACCUMULATED A GROSS REVENUE OF R\$ 444.8 MILLION, WHICH REPRESENTS 46% OF THE COMPANY’S REVENUES.

84%

OF THE CONSOLIDATED
CUSTOMER BASE IS
RECURRENT

96%

OF CUSTOMERS
ARE WOMEN

R\$ 444.8 MILLION

IN GROSS REVENUE, REPRESENTING
46% OF THE COMPANY’S REVENUE





DUDALINA

WITH GROSS REVENUE OF R\$ 187.2 MILLION - 19% OF RESTOQUE'S TOTAL REVENUE - DUDALINA STANDS OUT FOR ITS EXCELLENCE IN MANUFACTURING SOCIAL SHIRTS FOR MEN AND WOMEN AND FOR USING HIGH QUALITY RAW MATERIAL, FOLLOWING THE BUSINESS CLASS A LINE. IN RECENT YEARS, THE BRAND HAS EXPANDED ITS PRODUCT LINE AND TODAY IT SERVES FEMALE AND MALE CUSTOMERS BETWEEN THE AGES OF 25 AND 60, WHO ARE RESPONSIBLE FOR 55% AND 45% OF SALES, RESPECTIVELY.

R\$ 187.2 MILLION

IN GROSS REVENUE, REPRESENTING
19% OF THE COMPANY'S REVENUE

55%

SALES FOR THE
FEMALE GENDER

45%

SALES FOR THE
MALE GENDER

OUR BRANDS

JOHN JOHN

JOHN JOHN IS CONNECTED TO POP CULTURE, THE DIGITAL UNIVERSE AND THE URBAN ENVIRONMENT. WITH ITS PREMIUM JEANS, WHICH HAVE FOUND AN IMPORTANT PLACE AMONG CONSUMERS' PREFERENCES SINCE 2003, WHEN IT OPENED, THE UNISEX BRAND WAS VOTED, IN 2015, THE 18TH MOST LOVED BY BRAZILIANS BY THE MARKET RESEARCH COMPANY HRS SPECIALIST RESEARCHES. JOHN JOHN CATERS TO AN AUDIENCE BETWEEN THE AGES OF 15 AND 50. IN 2021, JOHN JOHN HAD A GROSS REVENUE OF R\$ 205.2 MILLION, REPRESENTING 21.1% OF THE COMPANY'S REVENUE.

18^A

BRAZILIANS' MOST
BELOVED BRAND*.

R\$ 205.2 MILLION

IN GROSS REVENUE, REPRESENTING
21.1% OF THE COMPANY'S REVENUE

* ACCORDING TO HRS SPECIALIZED RESEARCHES





BO.BÔ

FOUNDED IN 2006, BO.BÔ IS AIMED AT THE YOUNG AND SOPHISTICATED FEMALE PUBLIC, WHO GENERALLY LIVE IN LARGE CITIES AND VALUE AN INDEPENDENT ATTITUDE. THE BRAND OFFERS OPTIONS THAT RANGE FROM CASUAL TO BIG CELEBRATIONS, USING HIGH STANDARD MATERIALS AND IS TODAY RESPONSIBLE FOR 7% OF THE COMPANY'S REVENUE, WITH A TURNOVER OF R\$ 67.2 MILLION. BO.BÔ HAS A CONSOLIDATED BASE OF 70% RECURRENT CUSTOMERS, BETWEEN 20 AND 45 YEARS OF AGE. OF THESE, 97% ARE WOMEN.

R\$ 67.2 MILLION

IN GROSS REVENUE, REPRESENTING
7% OF THE COMPANY'S REVENUE

70%

OF THE CONSOLIDATED
CLIENT BASE IS RECURRENT

97%

OF CUSTOMERS
ARE WOMEN

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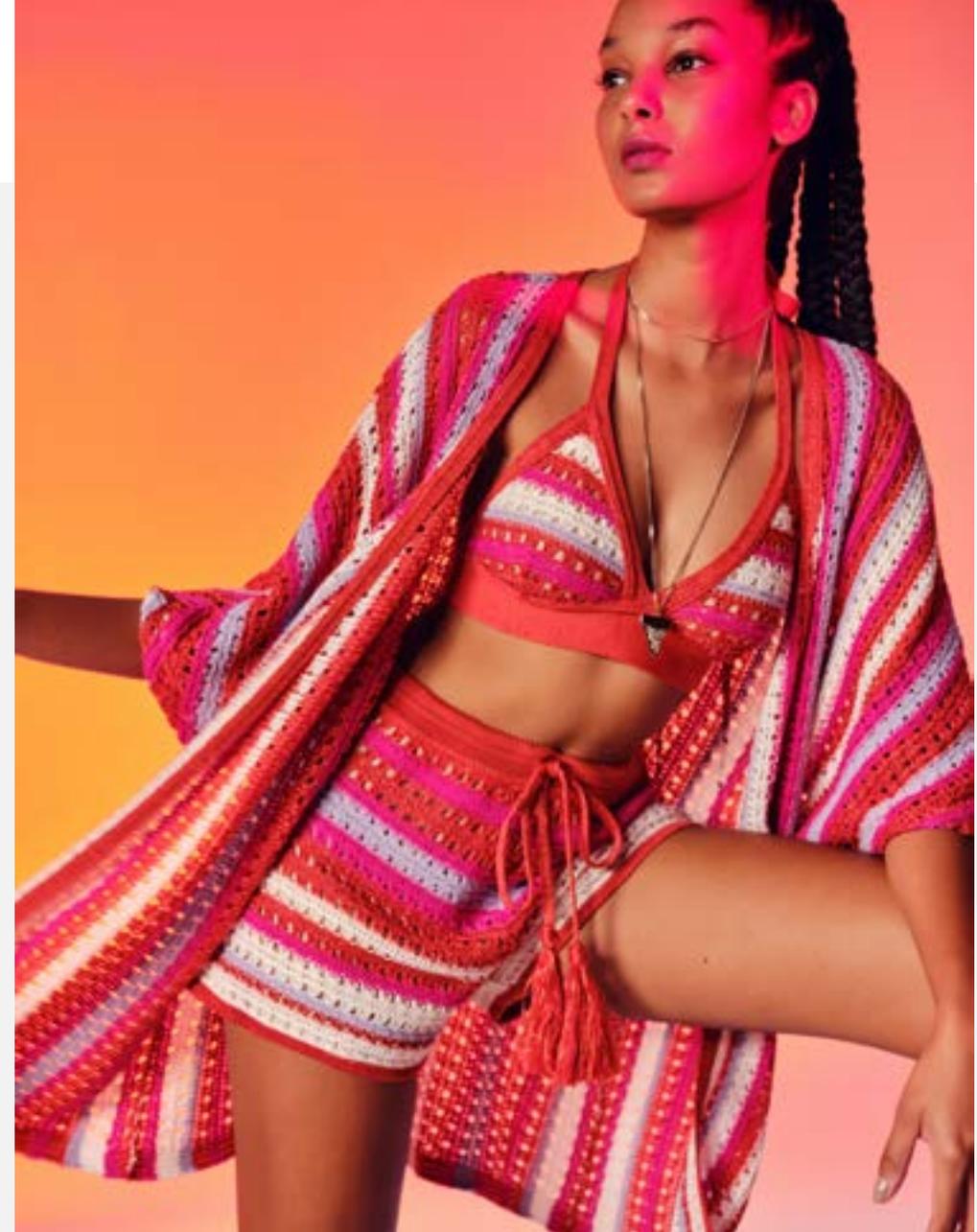
ROSA CHÁ'S PROPOSAL IS TO BRING REFINEMENT TO SWIMWEAR AND, TODAY, IT HAS A PORTFOLIO OF CLOTHES THAT EXTENDS TO VARIOUS OCCASIONS. THE BRAND'S FIRST STORE WAS OPENED IN 1993, AT RUA OSCAR FREIRE, IN SÃO PAULO (SP). WITH AN PUBLIC OF WOMEN BETWEEN 20 AND 45 YEARS OLD, ROSA CHÁ IS POSITIONED THROUGH ITS SOPHISTICATED PRODUCTS, ITS STORE AMBIENCE AND ITS MARKETING CONTENT. IN 2021, THE BRAND HAD A REVENUE OF R\$16 MILLION, WHICH REPRESENTS 2% OF THE GLOBAL NET VALUE PRODUCED BY THE COMPANY THAT YEAR.

20-45 YEARS OLD

TARGET PUBLIC AGE RANGE

R\$ 16 MILLION

IN GROSS REVENUE, REPRESENTING
2% OF THE COMPANY'S REVENUE





INDIVIDUAL

FOUNDED IN 1987 BY THE DUDALINA GROUP AND ACTIVE IN MULTI-BRAND CHANNELS, INDIVIDUAL IS GEARED TOWARD THE MALE PUBLIC, OFFERING A CLASSIC AND SOPHISTICATED STYLE TO ITS CUSTOMERS, RANGING FROM CASUAL TO SOCIAL. IN 2021, INDIVIDUAL ACCUMULATED REVENUES OF R\$ 54.2 MILLION (6% OF RESTOQUE'S REVENUE). THE BRAND'S TARGET PUBLIC IS COMPOSED OF MEN BETWEEN 25 AND 60 YEARS OLD. INDIVIDUAL HAS GREAT PENETRATION IN SMALL AND MEDIUM-SIZED CITIES.

R\$ 54.2 MILLION

IN GROSS REVENUE, REPRESENTING
6% OF THE COMPANY'S REVENUE

25-60 YEARS OLD

TARGET PUBLIC AGE RANGE

PERFORMANCE

THE YEAR 2021 WAS A CYCLE THAT POSED MANY CHALLENGES. THE COUNTRY REACHED THE 10.06% INFLATION MARK, ACCORDING TO THE BROAD CONSUMER PRICE INDEX (IPCA), WHICH SIGNIFICANTLY AFFECTED CONSUMPTION IN THE COUNTRY. BESIDES THIS, THE SELIC RATE STOOD AT 9.25% AND THE UNEMPLOYMENT RATE AT 11.1%, ACCORDING TO DATA FROM THE BRAZILIAN INSTITUTE OF GEOGRAPHY AND STATISTICS (IBGE).

FOR THIS REASON, WE STARTED THE YEAR IN AN UNSTABLE SCENARIO. ON THE OTHER HAND, 2021 ALSO REPRESENTED, FOR US, A SYNTHESIS OF FUNDAMENTAL MOVEMENTS THAT THE COMPANY HAD BEEN MAKING. AMONG THEM IS THE ADOPTION OF MEASURES FOR MORE FINANCIAL AUSTERITY, OUR INTERNAL ADAPTATION TO FACE EXTERNALITIES, IN ADDITION TO THE OPTIMIZATION OF OUR SALES AREA, THE MANUFACTURING PARK, AND TECHNOLOGICAL UPDATES.

AS A RESULT OF THESE MEASURES, WE WERE ABLE NOT ONLY TO WEATHER THE PERIOD, BUT ALSO TO MOVE FORWARD. **WE REACHED A TURNOVER OF R\$1.1 BILLION**, A LEVEL CLOSE TO 2019 - BEFORE THE PANDEMIC - EVEN WITH THE REDUCTION OF OUR STORE BASE, BUT WITH A MORE EFFICIENT INVENTORY MANAGEMENT. **OUR SALES VOLUME FOR THE ENTIRE YEAR**

RESULT (IN MILLION)

	NET SALES REVENUE	GROSS PROFIT	EBTIDA	ADJUSTED EBTIDA	ADJUSTED EBTIDA MARGIN
2020	R\$ 598.8	R\$ 295.1	(R\$ 126.4)	R\$ 30.5	5%
2021	R\$ 875.9	R\$ 457.2	R\$ 33.3	R\$ 92.9	11%

TOTAL NET REVENUE OF
875.9 MILLION

SHOWED A GROWTH OF 46% COMPARED TO THE YEAR 2020.

WE HAD A HIGHLIGHT IN OUR B2B CHANNEL, WHICH REACHED A TURNOVER OF R\$195 MILLION, AN 11% GROWTH COMPARED TO 2019. AS FOR THE COMPANY AS A WHOLE, IT HAD REVENUES OF R\$1.2 BILLION, AN AMOUNT 46% HIGHER COMPARED TO 2020.

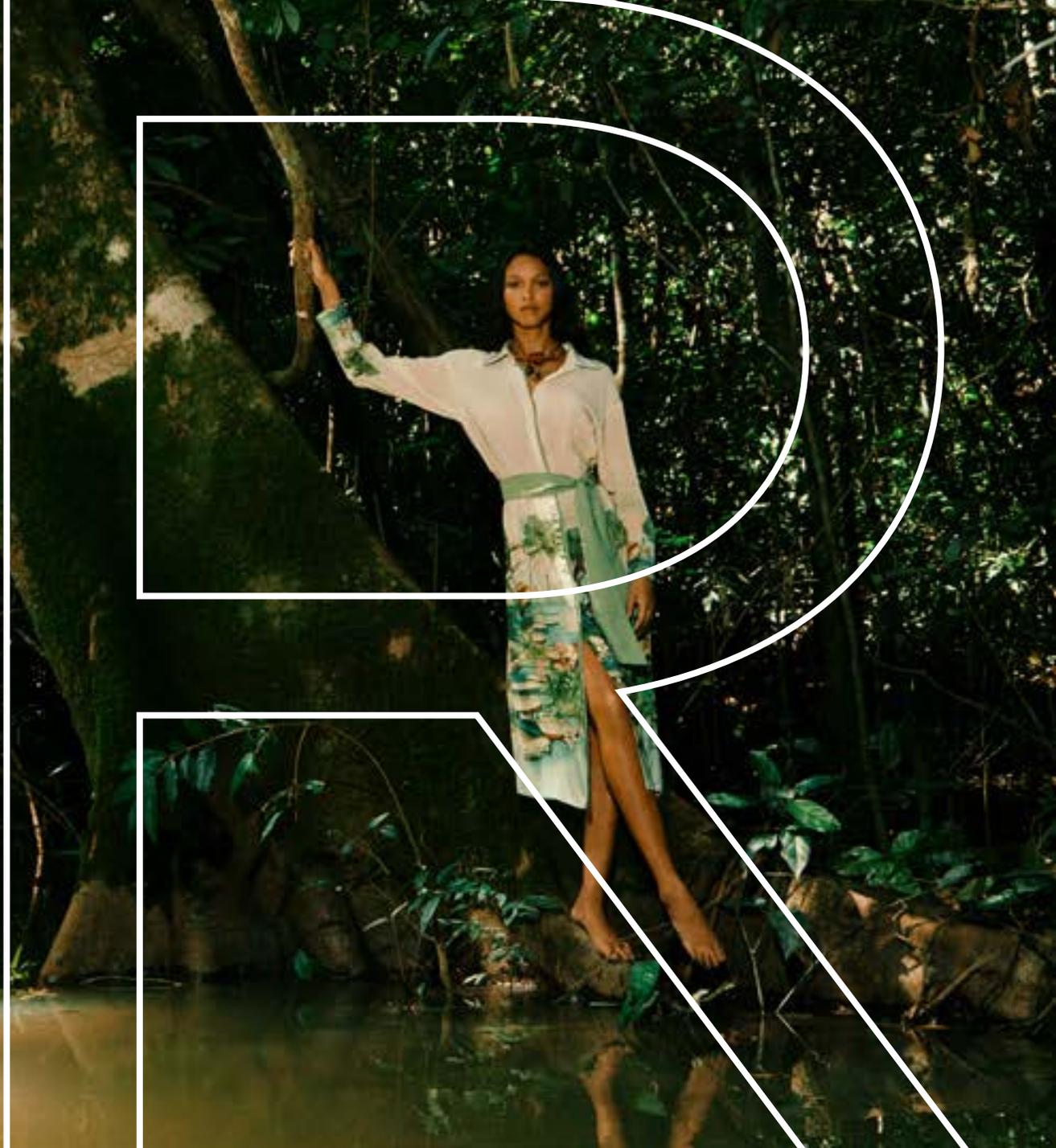
PERFORMANCE

ANOTHER ELEMENT WAS DECISIVE FOR US TO ACHIEVE THESE RESULTS: DIGITAL ACCELERATION. BEFORE THE SOCIAL ISOLATION PERIOD, WE HAD LESS THAN 5% REPRESENTATION IN THE ONLINE SALES MARKET, A SCENARIO THAT WAS REVERSED IN 2021, WHEN WE CLOSED THE YEAR WITH 14%, AND ENTERED THE MARKET'S REFERENCE STANDARDS, WITH ALL OUR STORES INTEGRATED AND OPERATING IN THE OMNICHANNEL MODEL.

AWARE THAT THE PATH WE HAVE DECIDED TO FOLLOW IS A LONG-TERM ONE, WE CONTINUE TO BUILD A FINANCIALLY SUSTAINABLE MODEL, DRIVEN BY TWO MAJOR GUIDING PILLARS:

THE STRENGTHENING OF OUR BRANDS AND A TOTAL FOCUS ON CUSTOMER EXPERIENCE AND SATISFACTION.





SUSTAINABLE COMMITMENT

OUR SEARCH FOR AN INCREASINGLY CONTEMPORARY BUSINESS HAS TAKEN ON A NEW CHAPTER WITH THE ARRIVAL OF THE +R PROGRAM, A CONCEPT THAT GIVES RISE TO THE DEVELOPMENT OF OUR STRATEGY AND UNITES THE KEY PILLARS OF OUR SUSTAINABLE VALUE GENERATION. WITH +R, WE SEEK TO REINFORCE THE VISION OF SUSTAINABLE FASHION IN OUR CULTURE, WHICH HAPPENS IN PRACTICE, AND THROUGH WHICH EACH ONE OF US BECOMES A TRANSFORMING AGENT.



+REDUCE

IT IS THROUGH OUR **ENVIRONMENTAL** ACTIONS PILLAR THAT WE ASSESS AND MEASURE THE IMPACTS ON THE ENTIRE PRODUCTION, TRADE AND OPERATION CHAIN OF OUR BRANDS. WE SEEK TO ACT IN AN INCREASINGLY RESPONSIBLE WAY IN THE MANUFACTURING OF PRODUCTS, IN WASTE TREATMENT, IN SALES, AND IN THE DISTRIBUTION OF CLOTHING AND ACCESSORIES. WE ARE COMMITTED TO WORKING TOGETHER WITH PARTNERS AND SUPPLIERS WHO WORK RESPONSIBLY, IN THE DAILY RAISING OF OUR EMPLOYEES' AWARENESS TO OPTIMIZE THE USE OF ENERGY AND WATER, TO ENCOURAGE THE SELECTIVE COLLECTION OF WASTE, RECYCLING, AND THE GIVING PRIORITY TO RENEWABLE RESOURCES.

+RESPECT

WITH THE **GOVERNANCE** PILLAR, FOR WHICH IT IS ESSENTIAL TO BUILD RELIABLE, LASTING AND TRANSPARENT RELATIONSHIPS WITH OUR PARTNERS, EMPLOYEES AND OTHER STAKEHOLDERS. ETHICS AND TRANSPARENCY ARE THE STARTING POINTS FOR ANY DECISION MAKING.

+ACCOMPLISH

IS THE **SOCIAL** PILLAR, BECAUSE PEOPLE WILL ALWAYS BE THE ESSENTIAL ELEMENT OF OUR COMPANY. RESTOQUE IS COMMITTED TO FOLLOWING THE BRAZILIAN LABOR LEGISLATION WHILE RESPECTING ITS EMPLOYEES, ENSURING DIGNIFIED AND SAFE WORK IN AN ENVIRONMENT GROUNDED ON COMPETENCE, EQUALITY AND OUR VALUES. WE VALUE A HEALTHY, RESPECTFUL AND SMOOTH WORK ENVIRONMENT. WE REFLECT OUR VALUES AND CULTURE FROM THE INSIDE OUT.

SUSTAINABLE COMMITMENT

The +R program drives our conviction that fashion and responsibility go hand in hand.

WE KNOW THAT THE SECTOR HAS AN IMPORTANT ROLE IN THE CREATION OF SOLUTIONS AND SUSTAINABLE BUSINESS MODELS, WHICH MAKE IT POSSIBLE TO FULFILL THE ESG AGENDA IN A VERY DEEP WAY. A CONSCIOUS STEERING, WHICH COMES THROUGH INNOVATION OF PRACTICES AND POLICIES, IS PARAMOUNT TO ENSURE THE CONTINUITY OF LIFE ON THE PLANET, THE RIGHTS OF THE MOST DIFFERENT PUBLICS, AND FOR THE SUSTAINABILITY AGENDA TO GAIN STRENGTH IN OUR SECTOR AND IN THE MARKET AS A WHOLE.

FOR THIS REASON, IN 2021, AWARENESS OF **THE NEED TO REDUCE GREW AMONG US - AN AXIS OF THE +R PROGRAM THAT IS ALREADY ROOTED IN THE COMPANY.** WITH THIS IN MIND AND WITH A MINDSET GUIDED BY SUSTAINABILITY, WE ENTERED INTO A PARTNERSHIP WITH WAY CARBON, A COMPANY

THAT HOLDS 16 YEARS OF EXPERIENCE IN THE MARKET AND IS A REFERENCE IN LATIN AMERICA IN CONSULTING AND DEVELOPMENT OF TECHNOLOGIES FOCUSED ON THE ESG AGENDA AND LOW CARBON ECONOMY.

WE KNOW THE TRANSFORMATIVE POWER THAT NEW TRENDS HAVE IN GUIDING BEHAVIORS AND MENTALITIES. THEREFORE, WE INTEND, IN THE SHORT TERM, TO CARRY OUT OUR FIRST GREENHOUSE GAS EMISSIONS INVENTORY (GHG) AND, THUS, CARRY OUT AN EVEN MORE SOPHISTICATED



ENVIRONMENTAL MANAGEMENT OF OUR OPERATIONS..

THIS INITIATIVE UNFOLDS ONE OF THE PILLARS DESIGNED TO GUIDE RESTOQUE'S ACTIONS IN THE COMING YEARS, WHICH WERE DESIGNED THROUGHOUT 2021 AND WILL BE IMPLEMENTED IN 2022. IN THESE PILLARS, WE IDENTIFIED THE ESG STRATEGY AS BEING ESSENTIAL TO SYSTEMATICALLY GUIDE THE ADEQUACY, COMMUNICATION, MEASUREMENT, AND TRANSPARENCY IN ALL OUR ACTIONS AND DECISION-MAKING.

SUSTAINABLE COMMITMENT

OUR STAKEHOLDERS' CONCERNS, COMBINED WITH OUR VALUES AND OUR LEADERS' AND EMPLOYEES' SENSE OF ACCOMPLISHMENT, ARE WHAT LED US TO TAKE STRUCTURAL MEASURES THAT, IN 2021, PLACED US ON THE PATH TO SUSTAINABLE INNOVATION. WE MADE COMMITMENTS AND LOOKED AHEAD, DETERMINED TO EVOLVE. WE ARE AWARE, HOWEVER, THAT THIS IS A LONG JOURNEY. OUR LATEST STEPS ARE SIGNIFICANT AND REPRESENT JUST THE BEGINNING OF A PROCESS THAT WILL CERTAINLY LEAD US TO A HORIZON OF ACHIEVEMENTS.

Total focus on customer experience and satisfaction. Digital integration, operational efficiency and institutional positioning.

STRATEGIC PILLARS 2022



GO DIGITAL: NEW B2C AND B2B E-COMMERCE PLATFORMS, CLOUDS



SPEED AND LEAD TIME REDUCTION, INCREASE IN COLLECTION UTILIZATION AND FULL-PRICE SALES PARTICIPATION



INTEGRATED SALES MODEL IN ONLINE AND OFFLINE CHANNELS, ECOSYSTEM AND MARKETPLACES



PRICING STRATEGY FOR EACH BRAND AND CHANNEL INTEGRATED AND ALIGNED TO THE COMPANY'S SUSTAINABLE BUSINESS MODEL



ANALYTICS, ARTIFICIAL INTELLIGENCE AND DATA SCIENCE APPLIED TO BUSINESS - PLANNING, ALLOCATION, AND SALES



CASH GENERATION AND CONTINUOUS IMPROVEMENT IN THE OPERATING CYCLE



RENOVATION AND MODERNIZATION OF OWN STORES, NEW WHOLESALE MODEL AND FRANCHISES



EMPLOYEE APPRECIATION, DIVERSITY AND INCLUSION JOURNEY, AND DISSEMINATION OF THE CULTURE OF INTEGRATED AND OMNI CUSTOMER SERVICE



ESG STRATEGY - ADJUSTMENTS, COMMUNICATION MEASURES AND TRANSPARENCY



COHERENCE, CONSISTENCY AND UNIFORM STANCE TOWARDS CLIENTS, CAPITAL MARKETS AND OTHER STAKEHOLDERS

SUSTAINABLE COMMITMENT

OUR MATERIALITY

AS A RESULT OF THIS RICH PROCESS OF EXPERIMENTATION WITH NEW POSSIBLE PATHS, IN 2021, WITH THE SUPPORT OF A SPECIALIZED EXTERNAL CONSULTING FIRM, WE PREPARED A STUDY THAT LED TO THE DEFINITION OF OUR SUSTAINABILITY STRATEGY. THIS WAY, WE BETTER UNDERSTAND WHERE WE ARE AND HOW WE WILL ACHIEVE BOLD GOALS AND OBJECTIVES TO REDUCE, RESPECT AND ACCOMPLISH MORE AND MORE.

AS PART OF THIS COMPREHENSIVE STUDY, A SERIES OF INTERVIEWS WERE CONDUCTED WITH OUR STAKEHOLDERS, SUCH AS EXECUTIVES, MANAGERS, EMPLOYEES AND INVESTORS.

IN THE END, **WE CAME UP WITH A LIST OF MATERIAL TOPICS - WHICH ARE THOSE CONSIDERED RELEVANT FOR THOSE WHO ARE IMPACTED BY OR HAVE DIRECT INFLUENCE ON OUR BUSINESS, WHICH, IN TURN, GUIDED THE CONSTRUCTION OF OUR ESG ACTION PLAN.**

THE PROCESS TOOK INTO ACCOUNT REGULATORY FRAMEWORKS AND MARKET STANDARDS, IN ORDER TO FIND ALTERNATIVES THAT ARE IN LINE WITH THE COMPANY'S PARTICULARITIES AND WITH THE POTENTIAL TO MAXIMIZE ITS VALUE GENERATION IN THE SHORT, MEDIUM AND LONG TERM.

THE PARTICULARITIES AND STRENGTHS OF THE BRANDS IN OUR PORTFOLIO WERE ALSO ANALYZED, IN ORDER TO IDENTIFY RISKS AND OPPORTUNITIES, WITH SUSTAINABILITY AS THE STARTING POINT. LEARN MORE ABOUT OUR MATERIAL TOPICS AS FOLLOWS:



ENVIRONMENTAL

- CORPORATE POLICY
- MANAGEMENT AND **PERFORMANCE**
- **CLIMATE CHANGE**
- COMMUNICATION



SOCIAL

- CORPORATE POLICY (ENFORCEMENT OF RIGHTS)
- **PRIVATE SOCIAL** INVESTMENT
- **IMPACT** MANAGEMENT
- **RELATIONSHIP** BUILDING



POLICY

- TRANSPARENCY (COMMITMENTS, POLICIES)
- **BOARD OF DIRECTORS** STRUCTURE AND DYNAMICS
- **ANTI-CORRUPTION**
- AUDIT COMMITTEE

SUSTAINABLE COMMITMENT

We consider the goals listed in the UN Sustainable Development Goals (SDGs), which determines an agenda recognized by the public and private sectors around the world. Check it out:



PAGE 53, 57-62

- ELIMINATE ALL FORMS OF VIOLENCE AGAINST ALL WOMEN AND GIRLS
- ALLOW EQUAL OPPORTUNITIES IN THE PROFESSIONAL ENVIRONMENT



PAGE 29, 31, 32, 36, 56 AND 63

- DECENT WORKING CONDITIONS, SAFETY, RESPECT FOR LABOR RIGHTS, JOB CREATION, AND USE OF RESOURCES WITH LESS SOCIAL AND ENVIRONMENTAL IMPACT



PAGE 28, 31, 33-36, 38 AND 39

- SUSTAINABLY MANAGING THE USE OF NATURAL RESOURCES, WASTE, AND CHEMICALS, ACCORDING TO INTERNATIONAL FRAMEWORKS AND AVOIDING CONTAMINATION OF WATER, AIR, AND SOIL



PAGE 28, 33, 35 AND 40

- IMPROVE WATER QUALITY: NO DUMPING OF POLLUTANTS OR CHEMICALS
- WATER EFFICIENCY



PAGE 31, 35, 37, 40, 54

- USE OF TECHNOLOGIES THAT ALLOW UNIVERSAL ACCESS AT AFFORDABLE PRICES



PAGE 28, 30 AND 37

- MEASURES TO FIGHT CLIMATE CHANGE, BY INSERTING IN THE COMPANY'S POLICIES



PAGE 27 AND 28

- ENERGY EFFICIENCY AND RENEWABLE ENERGY USE



PAGE 31, 53-54, 57-60, 63-66

- REDUCE INEQUALITIES BY PROVIDING OPPORTUNITIES REGARDLESS OF RACE, GENDER, AGE, ETHNICITY, AND ECONOMIC STATUS



PAGE 43-44, 46-48 AND 54

- FIGHT AGAINST EXPLOITATION AND VIOLENCE AGAINST CHILDREN
- FIGHTING CORRUPTION AND BRIBERY
- ENSURE PUBLIC ACCESS TO INFORMATION AND PROTECT FUNDAMENTAL FREEDOMS, IN ACCORDANCE WITH NATIONAL LEGISLATION AND INTERNATIONAL AGREEMENTS

A woman with long, wavy brown hair is shown from the chest up, looking over her right shoulder towards the camera. She is wearing a white, one-shoulder top and large gold hoop earrings. The background consists of a calm lake with greenish water and a dense forest of trees in the distance. The lighting is bright and natural, suggesting a sunny day.

+REDUCE

A PACT FOR FASHION'S FUTURE

BRAZIL HAS MAJOR RELEVANCE IN THE GLOBAL DISCUSSION ABOUT THE CLIMATE CRISIS AND THE PROTECTION OF THE ENVIRONMENT. NOT SURPRISINGLY, THE AMAZON RAINFOREST - THE LARGEST ON THE PLANET - IS AT THE CENTER OF ALL CONCERNS.

THEREFORE, BEING A BRAZILIAN COMPANY REQUIRES RESPONSIBILITY AND THE PURSUIT OF GOALS DIRECTED AT THE FASHION INDUSTRY. AWARE OF THIS, IN EARLY 2022 WE JOINED **THE FASHION PACT**, WHICH MADE US THE **ONLY BRAZILIAN COMPANY ASSOCIATED** WITH THE GROUP, ALONGSIDE MAJOR FOREIGN BRANDS SUCH AS ADIDAS, HERMÈS, KERING AND LVMH. CREATED BY A FRENCH INITIATIVE, IN THE G7 CONTEXT - WHICH BRINGS TOGETHER THE PLANET'S SEVEN MAIN ECONOMIES - THE PACT LAUNCHED PUBLIC COMMITMENTS FROM SEVERAL BRANDS IN THE SECTOR TO PROTECT THE ENVIRONMENT. AS A RESULT OF THIS, WE HAVE COMMITTED OURSELVES, AMONG OTHER GOALS, TO ADOPT MEASURES TO PURSUE A **50% REDUCTION IN OUR GHG EMISSIONS (SCOPES 1, 2 AND 3) BY 2030 AND TO ZERO OUR NET EMISSIONS BY 2050** - A CHALLENGE THAT WILL SURELY PRODUCE IMPORTANT CHANGES IN THE BRAZILIAN FASHION MARKET.

AMONG THE GOALS SET BY THE FASHION PACT IS THE ELIMINATION OF SINGLE-USE PLASTICS BY 2025, THE USE OF RENEWABLE ENERGY SOURCES, THE PROMOTION OF REGENERATIVE AGRICULTURE PRACTICES, FABRIC RECYCLING, AS WELL AS SETTING UP A FLOW OF INFORMATION AND IDEAS TO DRIVE TRANSFORMATIONS IN THE INDUSTRY.



A PACT FOR FASHION'S FUTURE

Our commitment with the eco-efficient management of our business, in its entire chain.
Check the commitments undertaken by Restoque:



CLIMATE

IMPLEMENT UN **FASHION INDUSTRY CHARTER**
PRINCIPLES ON CLIMATE ACTION

TRANSITION OF **25% OF KEY MATERIALS** TO LOWER
CLIMATE IMPACT SOURCES BY 2025

IMPLEMENTING **50% RENEWABLE ENERGY** BY 2025
AND 100% BY 2030 IN OWN OPERATIONS



BIODIVERSITY

DEVELOP **INDIVIDUAL**
BIODIVERSITY PROJECTS

SUPPORTING **ZERO DEFORESTATION**
AND SUSTAINABLE FOREST
MANAGEMENT BY 2025



OCEANS

ELIMINATING PROBLEMATIC OR
UNNECESSARY PLASTICS IN B2C
PACKAGING BY 2025, AND B2B BY 2030

ENSURING THAT AT LEAST **HALF OF ALL**
PLASTIC PACKAGING IS 100% RECYCLED,
BY 2025 FOR B2C AND BY 2030 FOR B2B

SUPPLY CHAIN MANAGEMENT

OUR CARE FOR QUALITY AND A SUSTAINABLE PRODUCTION PROCESS DOESN'T JUST LOOK AT THE OPERATION WITHIN RESTOQUE, BUT EXTENDS THROUGHOUT OUR ENTIRE CHAIN. CURRENTLY, MOST OF OUR DOMESTIC SUPPLIERS ARE CERTIFIED BY ABVTEX, WHICH REQUIRES STRICT ENVIRONMENTAL AND SOCIAL COMMITMENTS.

IN ADDITION TO DEMANDING THIS CERTIFICATE, OUR INTERNAL AUDIT TEAM CARRIES OUT UNANNOUNCED INSPECTIONS, IN WHICH THE DOCUMENTATION PROVING THE COMPLIANCE WITH LABOR STANDARDS ARE REQUIRED, INDIVIDUAL INTERVIEWS WITH WORKERS, AND THE PREPARATION OF REPORTS WITH PHOTOGRAPHS, WITH THE OBJECTIVE OF PROVING THE COMPLIANCE OF THE SUPPLIER AND ITS SUBCONTRACTORS.

OUR SUPPLIERS MAY BE OF RAW MATERIALS - SUCH AS FABRICS, JEANS, LEATHER, ETC. - ACQUIRED FOR THE PRODUCTION OF PIECES, OR OF READY-MADE PRODUCTS - SOURCING SUPPLIERS - IN THE CLOTHING, ACCESSORIES, FOOTWEAR, AROMA AND HOME CATEGORIES.

THOSE THAT PRESENT SOME KIND OF INCONSISTENCY ARE SUBMITTED TO CORRECTIVE ACTION PLANS AND FOLLOWED UP IN NEW VISITS BY THE AUDITING COMPANIES AND RESTOQUE'S INTERNAL TEAM.

254
INDIRECT
SUPPLIERS

131
DIRECT CLOTHING
SUPPLIERS

* 74.05 % ABVTEX CERTIFIED, WHICH REPRESENTS 82.43% OF THE PURCHASE IN VALUES (PRODUCT COST)

154
DIRECT
SUPPLIERS



In 2021, the company spent R\$ 485 million on purchases. Of this amount, 80% went to local suppliers.



LOGISTICS

WITH THE SUPPORT OF TECHNOLOGY, WE HAVE WORKED TO OPTIMIZE OUR LOGISTICS. AN EXAMPLE OF THIS WAS THE INTEGRATION OF 100% OF OUR HYBRID STORES, WHICH STARTED IN 2021 AND FINISHED IN 2022, ENABLING THE SHIP FROM STORE - SHIPPING DIRECTLY FROM THE STORE - WHICH CONTRIBUTES TO THE REDUCTION OF GHG EMISSIONS IN THE ATMOSPHERE BY SHORTENING DISTANCES BETWEEN THE CUSTOMER AND THE PRODUCT.

ANOTHER MEASURE OF THIS KIND WAS THE CONNECTION OF THE DISTRIBUTION CENTER IN APARECIDA DE GOIÂNIA (GO) TO OUR E-COMMERCE, REDUCING DELIVERY TIME IN THE MID-WEST REGION TO UP TO 48 HOURS.

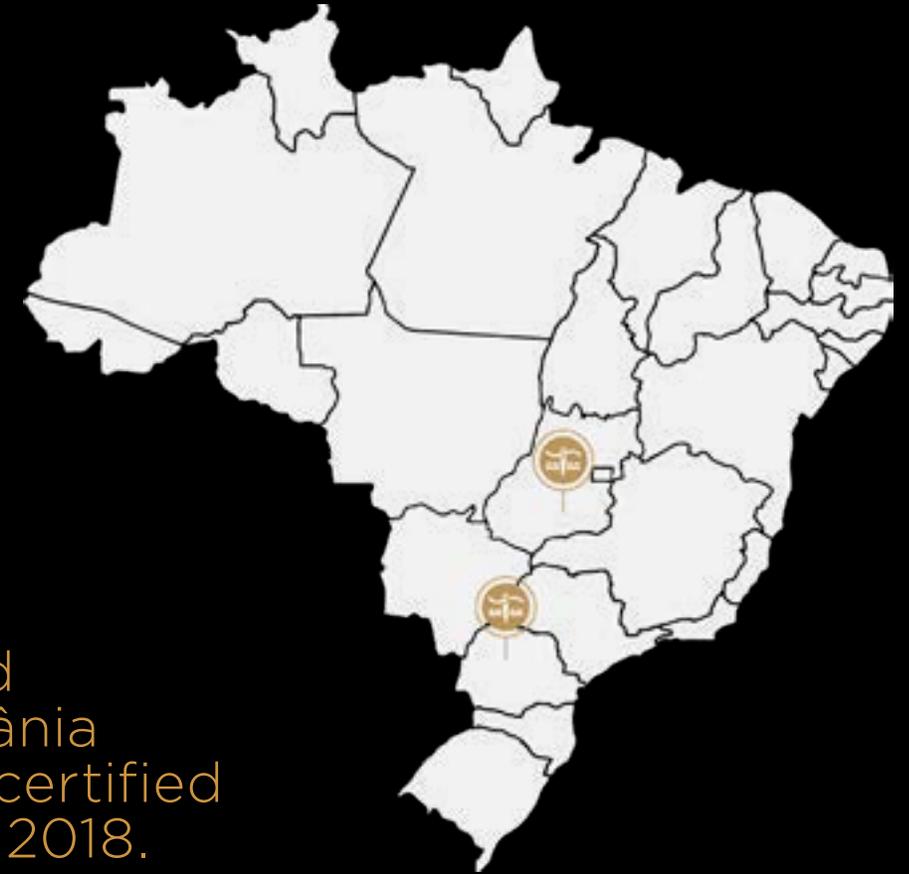
WE ALSO HAVE AN “INFINITE SHELF”, A STOCK CONSULTATION SYSTEM AVAILABLE IN THE STORES THAT MAKES IT POSSIBLE TO SEND PARTS DIRECTLY TO THE CUSTOMER.

BEST PRACTICES AND CERTIFICATIONS

ABVTEX CERTIFICATE

WITH OVER 10,000 M2, OUR PLANT IN APARECIDA (GO) IS LOCATED IN THE BUSINESS HUB OF GOIÁS AND HAS ALL THE LICENSES AND CERTIFICATIONS FOR A PRODUCTION PROCESS ALIGNED WITH ENVIRONMENTAL COMMITMENTS.

THE PLANT IN TERRA BOA (PR), ON THE OTHER HAND, IS THE SECOND LARGEST PRODUCTION PLANT IN THE CITY, RESPONSIBLE FOR GENERATING 640 DIRECT AND 25 INDIRECT JOBS, WHICH ULTIMATELY FOSTERS THE REGIONAL ECONOMY. AT THIS PLANT, 30% OF OUR EMPLOYEES HAVE BEEN WITH THE COMPANY FOR MORE THAN TEN YEARS, WHICH ALLOWS US TO VALIDATE THE CONSTRUCTIVE AND RESPECTFUL PROFESSIONAL RELATIONSHIP.



Our Terra Boa and Aparecida de Goiânia plants have been certified by ABVTEX since 2018.

BEST PRACTICES AND CERTIFICATIONS

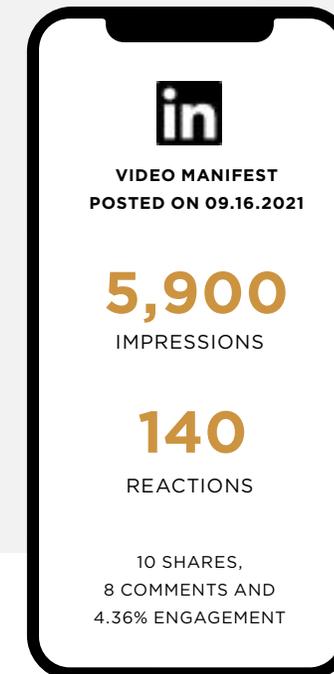


FASHION WITH VERSE

IN SEPTEMBER 2021, RESTOQUE JOINED THE FASHION WITH VERSE INITIATIVE, ORGANIZED BY THE BRAZILIAN ASSOCIATION OF TEXTILE RETAIL (ABVTEX), WHICH AIMS TO PROMOTE AN ETHICAL, HUMANE, AND TRANSPARENT ENVIRONMENT THROUGHOUT THE FASHION PRODUCTION CHAIN.

THE MOVEMENT HIGHLIGHTS THE ORIGIN GUARANTEE OF THE PRODUCTS PURCHASED FROM COMPANIES THAT FOLLOW THE STRICTEST STANDARDS REQUIRED BY THE ASSOCIATION. WE TRAINED OVER 1,200 EMPLOYEES IN OUR STORES, AND WE SPREAD THE COMMITMENT THROUGH QR CODES THAT CAN BE ACCESSED BY CUSTOMERS AT ANY TIME.

THROUGH POSTS ON LINKEDIN ABOUT THIS THEME, WE HAVE REACHED:





BO.BÔ: ENVIRONMENTAL RESPONSIBILITY FROM START TO FINISH

IN 2021, BO. BÔ INCLUDED IN ITS WORK STATUTE THE REQUIREMENT THAT EACH STYLE MANAGER DELIVER AT LEAST 10% OF SUSTAINABILITY IN THE COLLECTIONS. TO ACHIEVE THIS, MANAGERS MUST CHOOSE RAW MATERIALS THAT CAUSE LESS ENVIRONMENTAL IMPACT. BESIDES CHOOSING MATERIALS WITH NATURAL COMPOSITION, WORKING ON THE BASIS OF STOCK, THE BRAND'S PRODUCTION PROCESS VALUES GOOD WORKING CONDITIONS, WITH RESPECT FOR HUMAN RIGHTS; MINIMIZING WASTE, FOCUSING ON REUSE; IN THE PRODUCTION CHAIN, TO MAKE IT RESPONSIBLE; IN REDUCING EMISSIONS, GIVING UP PROCESSES THAT EMIT POLLUTING GASES, AND ALSO IN REDUCING THE USE OF WATER AND CHEMICAL MATERIALS.

BEST PRACTICES AND CERTIFICATIONS

WASTE

IV

MANAGING WASTE RESPONSIBLY IS ABSOLUTELY CRITICAL TO PREVENT IMPACTS ON THE SOIL, WATER, AIR, AND HUMAN HEALTH. AWARE OF THIS, WE SEEK TO DEEPEN OUR KNOWLEDGE OF PROCEDURES THAT MAY INCREASE THE ECO-EFFICIENCY OF OUR MANAGEMENT IN THIS AREA.

IN OUR OPERATIONS, WE FOCUS ON THE REPLACEMENT OF PACKAGING, INCREASING THE RECYCLING PERCENTAGE. AT RESTOQUE, WE HAVE A CONSIDERABLE PORTION OF RECYCLED MATERIAL, SUCH AS CARDBOARD, PAPER, PLASTIC, GLASS, WOOD, ALONG WITH A SMALL VOLUME OF HAZARDOUS WASTE, SUCH AS LIGHT BULBS AND ELECTRONIC WASTE IN GENERAL. ALL OF THEM ARE DIRECTED TO ENVIRONMENTALLY APPROPRIATE DISPOSAL, ENSURING OUR COMPLIANCE WITH THE GUIDELINES AND RULES ESTABLISHED BY LEGISLATION.

WE HAVE ALSO ADVANCED IN NEW EXPERIENCES IN THE STORES, AS OCCURRED WHEN LE LIS CASA STOPPED USING BUBBLE WRAP, WHICH WAS REPLACED BY CRAFT PAPER, A BIODEGRADABLE AND 100% RECYCLABLE MATERIAL.



*OS DADOS REFEREM-SE A NOSSA FÁBRICA EM TERRA BOA (PR)

BEST PRACTICES AND CERTIFICATIONS

WATER

WATER IS A FINITE AND ESSENTIAL RESOURCE FOR HUMAN LIFE AND FOR THE PLANET. AWARE OF THIS, WE AIM AT A MANAGEMENT CONCERNED WITH COMPLYING WITH THE ENVIRONMENTAL REGULATIONS.

AT OUR TERRA BOA (PR) PLANT, WE SEND OUR EFFLUENTS TO THE PUBLIC SEWAGE SYSTEM AND, IN APARECIDA DE GOIÂNIA (GO), WE SEND THEM TO A SEPTIC TANK SYSTEM, RESPONSIBLE FOR THE PRIMARY TREATMENT.

THE INDUSTRIAL EFFLUENTS GENERATED BY THE COMPANY, IN THE PROCESS OF TESTING PIECES AND DYEING BUTTONS, ARE STORED IN A SPECIAL WATERPROOF TANK, COLLECTED BY A SPECIALIZED COMPANY.

FOR THE NEAR FUTURE, WE INTEND TO EXPAND OUR MEASUREMENT OF WATER CONSUMPTION AND DISPOSAL IN A MORE COMPREHENSIVE WAY AND, THUS, KEEP REDUCING TO BUILD A BETTER FASHION FOR ALL.



BEST PRACTICES AND CERTIFICATIONS

FABRIC SCRAPS



IN OUR PLANTS, MOST OF THE **FABRIC SCRAPS** ARE SENT TO THE TUTU DA ALEGRIA PROJECT, WHICH MAKES, THROUGH VOLUNTEERS, CLOTH DOLLS WITH THE FABRIC SCRAPS RECEIVED AND DISTRIBUTES THEM TO HOSPITALS AND DAY CARE CENTERS.

AT THE SAME TIME, WE ENCOURAGE THE USE OF RETURNABLE BOTTLES FOR EMPLOYEES. IN 2021, WE GAVE OUR OFFICE STAFF RETURNABLE BAMBOO-FIBER CUPS MADE OF 100% RECYCLED MATERIAL, AND ADOPTED THE EXCLUSIVE USE OF PAPER CUPS FOR COFFEE. WE HAD A MONTHLY REDUCTION IN THE OFFICE OF:



With this initiative, we no longer use the equivalent of 3 tons of plastic, an average of 28 kilos per month





EMISSIONS

VII

A PACT FOR THE FUTURE OF FASHION NEEDS TO TAKE INTO CONSIDERATION ONE OF THE MOST URGENT ENVIRONMENTAL ISSUES: GLOBAL WARMING, CAUSED BY THE HIGH VOLUME OF GAS EMISSIONS THAT ARE HARMFUL TO THE ATMOSPHERE.

IN ORDER TO KEEP ON THINKING ABOUT MEASURES THAT MAY CONTRIBUTE TO REVERSE THIS SITUATION, THE COMPANY PREPARES REPORTS ON ITS EMISSIONS THAT COVER ITS PLANTS IN TERRA BOA (PR) AND APARECIDA DE GOIÂNIA (GO), TWO OF OUR INDUSTRIAL CENTERS WITH THE GREATEST POTENTIAL FOR IMPACT.

IN THESE SURVEYS, WE HAVE IDENTIFIED THE PROCESSES THAT CAUSE OUR EMISSIONS, INCLUDING THE SPECIFICATION OF THOSE THAT ARE MORE POLLUTING. THE MEASUREMENTS CONTAINED IN OUR REPORTS FOLLOW THE METHODOLOGY DETERMINED BY THE INTERGOVERNMENTAL PANEL ON CLIMATE CHANGE (IPCC), AN ORGANIZATION THAT OPERATES WITHIN THE SCOPE OF THE UNITED NATIONS ORGANIZATION (UNO) AND WHICH PREPARES ASSESSMENT REPORTS ON THE SCIENTIFIC AND TECHNICAL EVOLUTION IN RELATION TO CLIMATE CHANGE, RISKS AND OPPORTUNITIES FOR IMPACT MITIGATION.

AMONG THE DATA COLLECTED, WE HAVE IDENTIFIED THE EMISSION OF 65 TONS OF CO₂ IN APARECIDA DE GOIÂNIA, WHICH WAS INSTRUMENTAL IN REACHING A COMPENSATION SOLUTION THROUGH THE PLANTING OF 500 SEEDLINGS OF NATIVE CERRADO SPECIES PER YEAR.

FOR THE MEDIUM AND LONG TERM, WE INTEND TO INCREASE OUR REPORTS BY CARRYING OUT GREENHOUSE GAS INVENTORIES (GHG), INCREASING OUR CAPACITY FOR INNOVATION IN THE ENVIRONMENTAL SPHERE AND THE PROTECTION OF THE PLANET.

PARTNERSHIPS FOR GOOD

WHEN WE ADOPT THE CIRCULAR FASHION CONCEPT, WE THINK ABOUT THE ENTIRE LIFE CYCLE OF THE GARMENTS, FOCUSING ON LONGEVITY, WASTE MANAGEMENT OPTIMIZATION AND LOWER ENVIRONMENTAL IMPACT. THE DEFINITION OF CIRCULAR FASHION IS COMPOSED OF 16 PRINCIPLES THAT COMPRISE THE FULL LIFE CYCLE OF A PRODUCT, WHICH INCLUDE ITS DESIGN AND THE SELECTION OF MATERIALS, IN ADDITION TO TRANSPORTATION, STORAGE, MARKETING, AND SALES. ALL UP TO THE USE AND DISPOSAL PHASE.

IN THIS SENSE, RESTOQUE HAS DEVELOPED IMPORTANT PARTNERSHIPS TO ENSURE AN INCREASINGLY AWARE AND RESPONSIBLE PRODUCTION.



RESTOQUE^{SA}



RESTOQUE AT DRESS & GO

OUR BRANDS LE LIS, BO.BÔ, ROSA CHÁ AND JOHN JOHN CAN BE FOUND ON THE LARGEST CLOTHING RENTAL PLATFORM FOCUSED ON CONSCIOUS CONSUMPTION: DRESS & GO.

THERE ARE OVER 1,000 CLOTHES FROM RESTOQUE IN THIS FIRST PHASE OF THE PROJECT. AMONG THE AVAILABLE PRODUCTS, IT IS POSSIBLE TO FIND FROM LEATHER PANTS TO PARTY DRESSES. BY ENCOURAGING CLOTHING RENTAL, WE FOSTER A MORE SUSTAINABLE AND CIRCULAR FASHION.

REPASSA PROJECT



SINCE JUNE 2021, DUDALINA HAS DEVELOPED A PARTNERSHIP WITH REPASSA, AN ONLINE THRIFT STORE FOCUSED ON CIRCULAR FASHION. THROUGH IT, 40% OF THE SALES VALUE OF THE CLOTHES REMAINS WITH REPASSA AND THE OTHER 60% IS AVAILABLE TO THE CUSTOMER.

THE CUSTOMER MAY CHOOSE TO TRANSFER THE SALES AMOUNTS DIRECTLY TO HIS CURRENT ACCOUNT OR TO DONATE THEM TO PARTNER NON-GOVERNMENTAL ORGANIZATIONS (NGOS). AS AN INCENTIVE, THE CUSTOMER WHO RETURNS THE BAG TO ONE OF THE PARTICIPATING STORES GETS A 20% DISCOUNT TO BE USED IN THE NEXT PURCHASE AT DUDALINA'S BRICK AND MORTAR STORE. BETWEEN JUNE 2021 AND FEBRUARY 2022, 157 BAGS HAD ALREADY BEEN DELIVERED WITH 3,897 PIECES OF CLOTHING - THE ITEMS THAT WERE NOT SOLD, TOTALING 697 PIECES, WERE SENT TO DONATIONS.

AS HIGHLIGHTED ON THE REPASSA WEBSITE, THE INITIATIVE GENERATED AN ESTIMATED SAVING OF 11.87 MILLION LITERS OF WATER, STOPPED EMITTING 65.95 THOUSAND KILOGRAMS OF CO2 INTO THE ATMOSPHERE, AND SAVED 282.86 THOUSAND KILOWATTS PER HOUR.



DROP YOUR JEANS

JOHN JOHN'S UPCYCLING INITIATIVE FOSTERS COLLECTION POINTS FOR USED JEANS FROM ANY BRAND, WHICH ARE THEN SENT TO NGOS FOR THE REUSE OF THE MATERIAL, GENERATING BENEFITS FOR THE CUSTOMER WHO PARTICIPATES IN THE CAMPAIGN.

FROM APRIL TO OCTOBER 2021, THE BRAND COLLECTED OVER A THOUSAND PIECES THROUGHOUT BRAZIL, WHICH WERE SENT TO THE VIDA CORRIDA PROJECT, AN NGO THAT PROMOTES SOCIAL INCLUSION, HEALTH DEVELOPMENT, AND QUALITY OF LIFE FOR YOUNG RESIDENTS OF CAPÃO REDONDO - ON THE OUTSKIRTS OF SÃO PAULO - FOR OVER 20 YEARS, THROUGH SPORTS ACTIVITIES AND EDUCATIONAL WORKSHOPS.

TO TOP IT OFF, THE INITIATIVE RECEIVED A CAMPAIGN CREATED WITH THE HELP OF AUGMENTED REALITY AND A CHALLENGE IN THE GTA GAME RP CIDADE ALTA, TAKING THE PHYSICAL EXPERIENCE TO THE DIGITAL UNIVERSE BY PROMOTING THE CONSCIOUS CONSUMPTION AND SUSTAINABLE THINKING PRINCIPLES.

ALL TIME DENIM

ON WORLD JEANS DAY (MAY 20), JOHN JOHN LAUNCHED TWO JEANS UNDER THE LABEL ALL TIME DENIM - MODELS THAT RECEIVED AN EXCLUSIVE RESIN THAT REPELS WATER AND DIRT AND REQUIRE LESS WASHING AT HOME AFTER USE. THE LAUNCHES ARE PART OF A CONSTANT EFFORT AND OF INITIATIVES ALREADY PUT INTO PRACTICE BY THE BRAND IN THE QUEST TO MINIMIZE THE SOCIAL AND ENVIRONMENTAL IMPACTS THAT CAN BE GENERATED BY THE JEANS INDUSTRY.



IV

BRINGING BALANCE

IN FEBRUARY, INDIVIDUAL LAUNCHED A LINE OF ECOLOGICALLY RESPONSIBLE PRODUCTS, DELIVERING ITEMS WITH MORE ECO-EFFICIENT RAW MATERIALS AND TRIMS, PLUS LAUNDRIES THAT REDUCE WATER USE BY UP TO 80% IN JEANS.

THE BRINGING BALANCE LINE REPRESENTS THE BRAND'S COMMITMENT TO THE ENVIRONMENT, REDUCING THE IMPACT OF THE TEXTILE INDUSTRY ON THE PLANET.





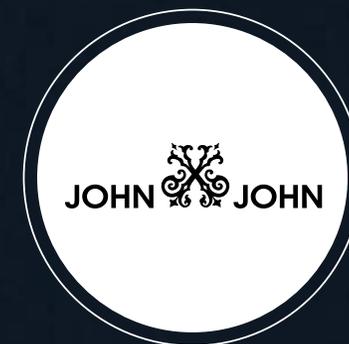
Do you know what Fashion Revolution is?

FASHION REVOLUTION IS AN INDEX THAT ANALYZES 50 MAJOR BRAZILIAN FASHION BRANDS AND RETAILERS ON THEIR SOCIAL AND ENVIRONMENTAL PRACTICES.

THE ANALYSIS, WHICH IS PUBLISHED AS A REPORT, COVERS MORE THAN 200 INDICATORS FOR PURCHASING PRACTICES, FAIR WAGES, CIRCULARITY, CLIMATE, BIODIVERSITY, GENDER AND RACIAL EQUALITY, AMONG OTHERS.

RESTOQUE IS ENTHUSIASTIC ABOUT THIS INITIATIVE, WHICH HAS PROVOKED IMPORTANT DISCUSSIONS, AND IS INSPIRED BY THEM TO THINK ABOUT THEIR ACTIONS.

BRANDS QUALIFIED FOR SCORING IN 2020 AND 2021



A man and a woman are standing outdoors in front of a stone building. The woman is wearing a floral patterned shirt and jeans, and the man is wearing a blue shirt and jeans. They are both smiling and looking towards the right. The text '+ RESPECT' is overlaid on the image in a large, white, sans-serif font. A gold horizontal bar is positioned below the text.

+ RESPECT

CORPORATE GOVERNANCE

IN THE LAST FEW YEARS, WE HAVE MADE IMPORTANT MOVES TO IMPROVE THE COMPANY'S MANAGEMENT. WE WERE THE FIRST LUXURY COMPANY TO GO PUBLIC IN BRAZIL, AN ACHIEVEMENT THAT BROUGHT US LESSONS LEARNED AND ENCOURAGED ADJUSTMENTS TO MAKE OUR GOVERNANCE MORE TRANSPARENT AND EFFECTIVE.

AS A RESULT OF THESE CHANGES, WE FORMULATED A LEANER MODEL, THROUGH WHICH WE WERE ABLE TO MAINTAIN THE FOCUS ON OUR STRATEGIC AND PRIORITY PROJECTS. SIMULTANEOUSLY, WE REALLOCATED STRUCTURES TO BETTER MEET THE COMPANY'S BEST STANDARDS AND NEEDS, WHICH INCREASED POINTS OF CONTACT AND THE ALIGNMENT OF OUR AREAS. AS A RESULT, WE ARE CURRENTLY IN LINE WITH THE HIGHEST LEVELS OF CORPORATE GOVERNANCE AND THE MOST ADVANCED RULES OF THE NOVO MERCADO LISTING SEGMENT OF THE STOCK EXCHANGE. TO REINFORCE THIS, WE HAVE ADOPTED AS REFERENCE THE GOOD PRACTICES

ESTABLISHED BY THE BRAZILIAN INSTITUTE OF CORPORATE GOVERNANCE (IBGC), BY THE ORGANIZATION FOR ECONOMIC COOPERATION AND DEVELOPMENT (OECD) AND BY BRASIL, BOLSA, BALCÃO (B3).

WE ALSO HAVE A CODE OF ETHICS AND CONDUCT, A PUBLIC DOCUMENT DESIGNED TO PROVIDE CLEAR GUIDANCE TO ALL EMPLOYEES, REGARDLESS OF HIERARCHICAL LEVEL, ON RESTOQUE'S ETHICAL PRINCIPLES. THE CODE, WHICH IS DIGITAL, IS REVISED EVERY YEAR AND IS AN IMPORTANT INPUT FOR PERIODIC TRAINING.

TO GET TO KNOW THE DOCUMENT, ACCESS IT [HERE](#).



CORPORATE GOVERNANCE

Our governance is based on four core principles:

1



EQUALITY (FAIRNESS)

WE TREAT EVERYONE FAIRLY AND EQUALLY. IN OUR INTERNAL RELATIONS, RESPECT PREVAILS. WE VALUE AN ENVIRONMENT THAT PREVENTS DISCRIMINATION BASED ON SOCIAL CLASS, GENDER OR RACE. TO THIS END, WE NURTURE VALUES THAT GUIDE OUR RELATIONSHIPS WITH STAKEHOLDERS AND TAKE THEIR RIGHTS, DUTIES, NEEDS, INTERESTS AND EXPECTATIONS INTO CONSIDERATION.

2



TRANSPARENCY (DISCLOSURE)

NOT ONLY THE OBLIGATION TO INFORM, BUT THE DESIRE TO INFORM.

3



ACCOUNTABILITY

ACCOUNTABILITY TO SOCIETY FOR OUR ACTIONS IN A CLEAR, CONCISE AND UNDERSTANDABLE MANNER. WE FULLY ASSUME THE CONSEQUENCES OF OUR ACTIONS, AND HAVE A CLEAR GUIDELINE OF OUR ROLE AND RESPONSIBILITY TO THE ENVIRONMENT AND TO CONTINUOUSLY IMPROVE OUR PROCESSES.

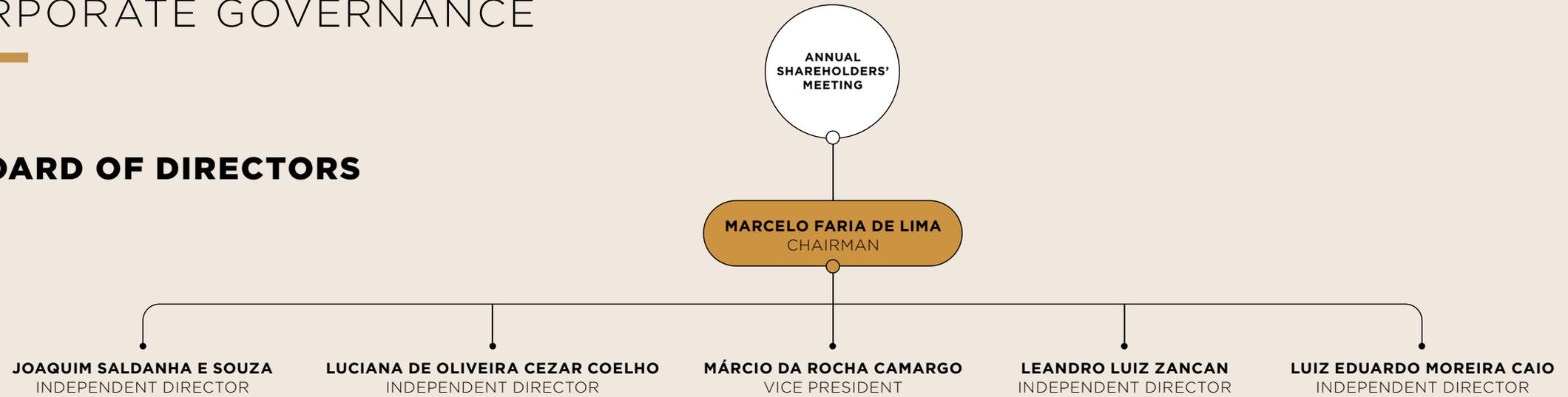
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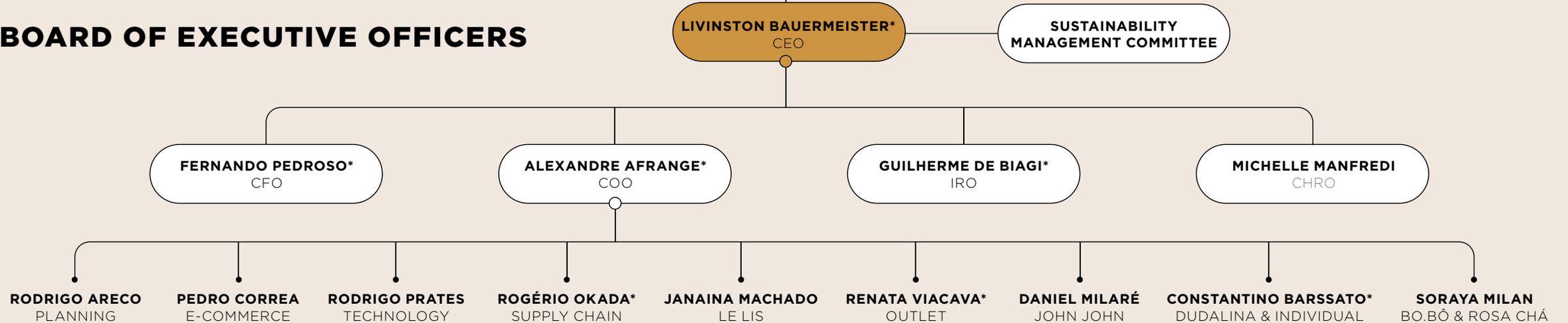
CORPORATE RESPONSIBILITY (COMPLIANCE)

WE OPERATE IN COMPLIANCE WITH THE LEGAL FRAMEWORKS THAT SURROUND OUR BUSINESS AND ENSURE ECONOMIC AND FINANCIAL FEASIBILITY. WE CONSTANTLY SEEK TO REDUCE NEGATIVE EXTERNALITIES AND INCREASE POSITIVE ONES, TAKING INTO CONSIDERATION THE VARIOUS CAPITALS - FINANCIAL, MANUFACTURED, INTELLECTUAL, HUMAN, SOCIAL, ENVIRONMENTAL, AND REPUTATIONAL - IN THE SHORT, MEDIUM, AND LONG TERM.

BOARD OF DIRECTORS



BOARD OF EXECUTIVE OFFICERS



* STATUTORY DIRECTORS

CORPORATE GOVERNANCE

Consisting of a Board of Directors (BD), an Executive Board, and the advisory committees, our structure was developed to support efficient management of the Company, with experienced members.

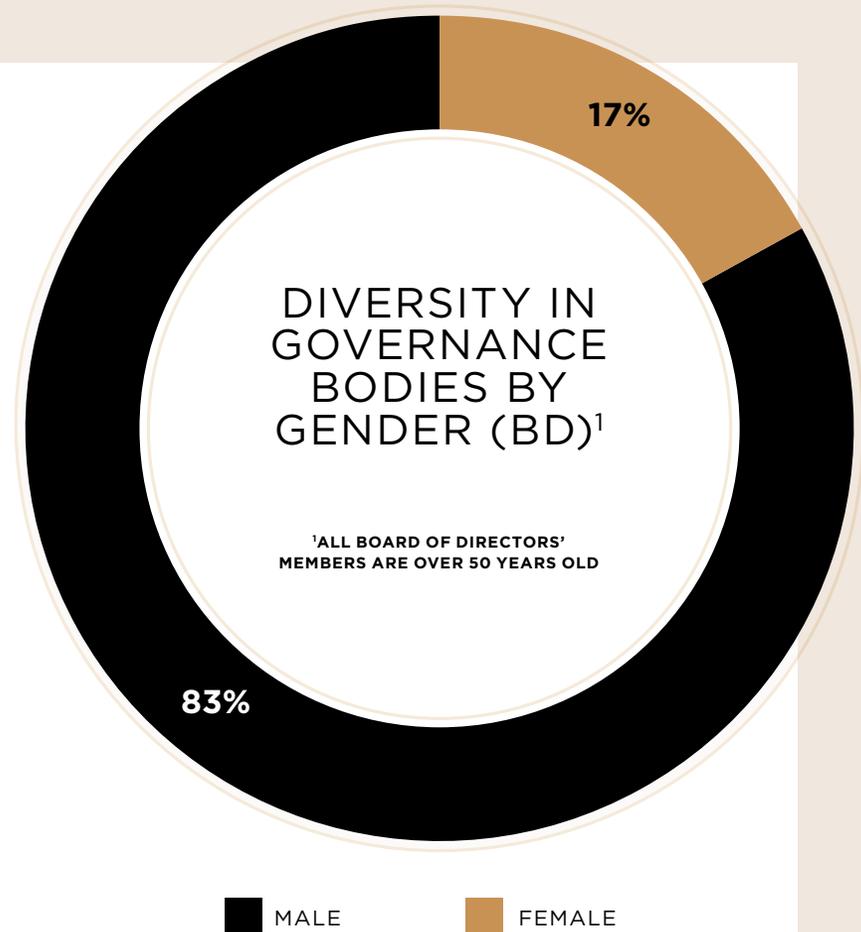
BOARD OF DIRECTORS (BD)

AS OUR HIGHEST GOVERNANCE BODY, THE BOARD OF DIRECTORS HOLDS A CENTRAL PLACE IN THE COMPANY. OUR DIRECTORS HAVE SOLID CORPORATE EXPERIENCE AND ACADEMIC BACKGROUNDS COMMENSURATE WITH THEIR DUTIES.

WE SEEK TO PROMOTE A FERTILE DEBATE OF OPINIONS TO REACH THE BEST STRATEGY FOR OUR BUSINESS. AMONG THE MEMBERS ELECTED TO THE BOARD, AT LEAST TWO OR 20% MUST BE INDEPENDENT, AS SET FORTH IN THE NOVO MERCADO REGULATIONS.

THE BOARD IS COMPOSED OF TWO SHAREHOLDER MEMBERS AND FOUR INDEPENDENT MEMBERS - WHO DO NOT HOLD ANY OTHER POSITION AT RESTOQUE - OF WHICH THREE ARE MEN AND ONE IS A WOMAN, FOR A TWO-YEAR TERM. THE CHAIRMAN AND VICE CHAIRMAN OF THE BOARD ARE APPOINTED BY THE GENERAL ASSEMBLY, WHICH HAS, AMONG ITS RESPONSIBILITIES, THE POWER TO ELECT OR DISMISS THE BOARD. IT IS IN THE MEETING THAT THE ANNUAL GLOBAL REMUNERATION IS SET, WHICH MUST FOLLOW THE STANDARDS ESTABLISHED BY THE MARKET.

NOMINATIONS MUST SEEK DIVERSITY OF KNOWLEDGE, TO ENSURE THE COMPLEMENTARITY OF KNOWLEDGE AND SKILLS WITHIN THE BOD, IN ADDITION TO ALIGNMENT WITH THE COMPANY'S VALUES.



BOARD OF EXECUTIVE OFFICERS

THE CURRENT FORMAT OF OUR STATUTORY EXECUTIVE BOARD WAS DESIGNED TO BE HIGHLY EFFECTIVE WITH MINIMAL STRUCTURE, ALWAYS LOOKING OUT FOR SYNERGY AMONG THE COMPANY'S AREAS AND FOR ITS SUCCESS IN THE SHORT, MEDIUM AND LONG TERM.

CONSISTING OF SIX MEN AND ONE WOMAN, THE SEVEN MEMBERS OF THE STATUTORY BOARD ARE ELECTED AND DISMISSIBLE BY THE BOARD OF DIRECTORS FOR A THREE-YEAR TERM. REELECTION IS ALLOWED AND MUST BE BASED ON THE PERFORMANCE EVALUATION INDICATORS AND THE RESULTS OBTAINED.

THE POSITION OF INVESTOR RELATIONS OFFICER MAY BE HELD CUMULATIVELY WITH ANY OTHER POSITION, AS DETERMINED BY THE BOARD OF DIRECTORS.

IN ADDITION TO THE STATUTORY DIRECTORS, WE HAVE A TEAM OF SEVEN EXECUTIVES, THREE OF WHOM ARE WOMEN AND FOUR MEN, IN THE FOLLOWING POSITIONS: HUMAN RESOURCES DIRECTOR, NEW TECHNOLOGIES DIRECTOR, E-COMMERCE DIRECTOR, COMMERCIAL PLANNING DIRECTOR AND THE BRAND DIRECTORSHIPS OF LE LIS, BO.BÔ, ROSA CHÁ AND JOHN JOHN.

AMONG THE PREREQUISITES TO TAKE A CHAIR ON THE EXECUTIVE BOARD IS **PROVEN COMPETENCE THROUGH ACADEMIC BACKGROUND, PROFESSIONAL EXPERIENCE, AND AN UNBLEMISHED REPUTATION.**

WITH THE CURRENT DESIGN OF OUR EXECUTIVE BOARD, WE HAVE BEEN ABLE TO MEASURE MORE ACCURATELY OUR PERFORMANCE AND IMPACT.

IN IT, WE COMBINE OUR INTELLECTUAL CAPITAL IN THE BEST WAY POSSIBLE TO DELIVER SOPHISTICATED STRATEGIC DIRECTIONS, WHILE PUTTING IN PLACE COORDINATED ACTIONS TO LEVERAGE OUR GROWTH.



ESG COMMITTEE

FOLLOWING THE DEVELOPMENT OF OUR SUSTAINABILITY STRATEGY, IN 2021, WE ESTABLISHED OUR SUSTAINABILITY COMMITTEE, WHICH INCLUDES EMPLOYEES WITH EXPERTISE FROM VARIOUS AREAS: HR DEPARTMENT, LEGAL MANAGER, INDUSTRIAL MANAGER, AND A SPECIALIST IN CORPORATE GOVERNANCE. THE LATTER IS UNDER THE COORDINATION OF THE INVESTOR RELATIONS AND STRATEGIC PLANNING DEPARTMENT.

WITH SUCH A BROAD RANGE OF KNOWLEDGE, WE INTEND TO OBTAIN A MULTIDISCIPLINARY VIEW, OPTIMIZING THE MANAGEMENT OF THE TOPICS THAT WERE CONSIDERED CRITICAL TO THE COMPANY AND ITS STAKEHOLDERS.

COMMITTEES

AMONG THE MEASURES THAT THE BD MAY TAKE TO OPTIMIZE ITS ACTIVITIES WITHIN THE COMPANY IS THE CREATION OF ADVISORY COMMITTEES. THESE COMMITTEES, WHICH ARE COMPOSED OF THREE MEMBERS, ARE INTEGRATED BY PEOPLE NOMINATED BY THE BOARD FOR A TWO-YEAR MANDATE, WITH REELECTION BEING ALLOWED.

THE BD IS ALSO RESPONSIBLE FOR NOMINATING THE COMMITTEE'S PRESIDENT, WHO WILL PERFORM HIS/HER DUTIES UNTIL THE END OF THE TERM OF OFFICE. IN CASE OF A VACANCY, THE BOARD MAY ELECT AN ALTERNATE WITHIN 30 DAYS.

MEMBERS MAY ALSO BE REELECTED, ACCORDING TO THE RESULTS OBTAINED. AT LEAST ONE ANNUAL EVALUATION OF THE INDIVIDUAL PERFORMANCE OF THE COMMITTEE MEMBERS IS CARRIED OUT.



CONFIDENTIAL CHANNEL



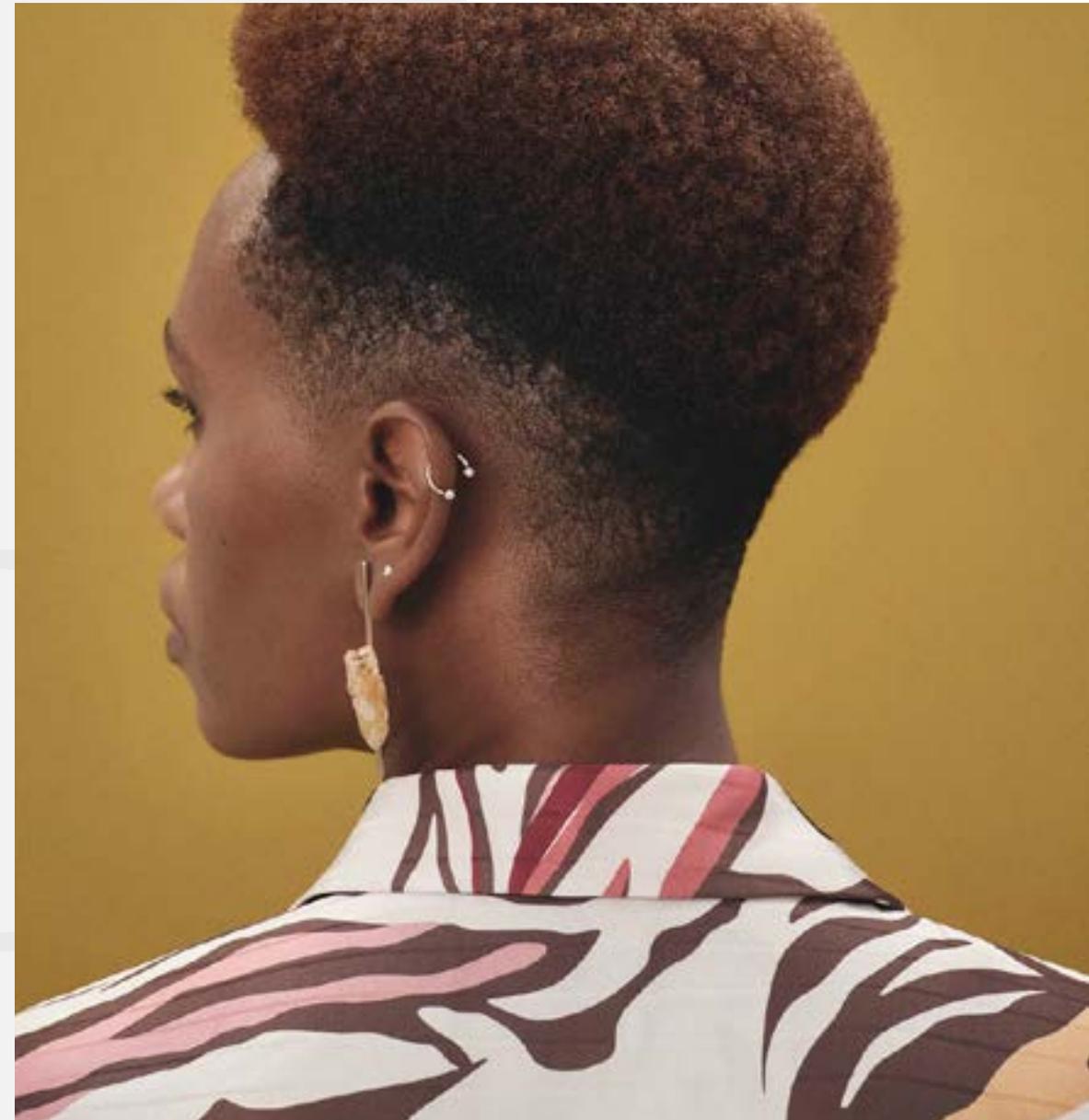
OUR CONFIDENTIAL CHANNEL SERVES TO STRENGTHEN OUR GOVERNANCE AND OUR COMMITMENT TO OUR EMPLOYEES, SERVICE PROVIDERS, PARTNERS AND CUSTOMERS, WHERE OUR DEALINGS ARE BASED ON OUR CULTURE AND VALUES.

COMMUNICATION OCCURS SECURELY AND PRIVATELY THROUGH THIS CHANNEL, WHICH CAN BE USED TO REPORT SITUATIONS THAT VIOLATE RESTOQUE'S CODE OF ETHICS AND CONDUCT OR ANY OTHER COMPLIANCE POLICY, LAW OR REGULATION.

EMPLOYEES, CUSTOMERS, PARTNERS AND SERVICE PROVIDERS WHO IDENTIFY OR SUSPECT THE EXISTENCE OF ANY IRREGULARITY SHOULD COMMUNICATE THE FACT BY PHONE OR WEBSITE.

THROUGH A STRUCTURED PROCESS MONITORED BY INTERNAL AUDIT, THE COMPLAINTS ARE RECEIVED BY AN OUTSOURCED COMPANY AND INVESTIGATED INDEPENDENTLY AND CONFIDENTIALLY.

TO ACCESS OUR
CONFIDENTIAL CHANNEL,
CALL **0800 721 0749** OR
CONTACT US THROUGH
OUR **WEBSITE**



RECLAME AQUI AWARD



IN 2019, WE BEGAN TO RESTRUCTURE OUR CUSTOMER SERVICE. FROM THEN ON, WE HIRED NEW STAFF IN THE AREA, FOCUSING ON TRAINING THE TEAM FOR A PERSONALIZED AND HUMANIZED SERVICE. THIS WAY, WE GAINED MORE AGILE PROCESSES WITH AN OMNICHANNEL STRATEGY. TODAY, THE CUSTOMER CAN BE ASSISTED VIA CHAT, TELEPHONE, E-MAIL, SOCIAL MEDIA, WEBSITE, AND IN OUR BRICK-AND-MORTAR STORES.

AS A RESULT, IN 2021 RESTOQUE WON THE **RA 1000 SEAL** FOR THE LE LIS AND JOHN JOHN BRANDS, IN ADDITION TO OUR WEBSITE. THE CERTIFICATION IS MADE BY THE RECLAME AQUI PLATFORM TO COMPANIES THAT MEET ALL THE QUALIFICATIONS. IN THE SAME YEAR, WE PARTICIPATED IN THE PLATFORM'S AWARD, AND WERE NOMINATED IN THE FOLLOWING CATEGORIES:

LE LIS

CATEGORY:
**FASHION AND APPAREL -
E-COMMERCE**



CATEGORY:
**FASHION AND APPAREL -
E-COMMERCE**



JOHN JOHN

CATEGORY:
**FASHION AND APPAREL -
E-COMMERCE**



DUDALINA

CATEGORY:
**FASHION AND APPAREL -
MANUFACTURERS
(THIRD PLACE)**



+ ACCOMPLISH

TEAM OF PASSIONATE PEOPLE

AT RESTOQUE, WE ARE PERFECTLY AWARE THAT IT IS ALWAYS PEOPLE WHO CREATE SUCCESS. FOR THIS REASON, THEY ARE AT THE CENTER OF OUR STRATEGY. IN OUR DAY-TO-DAY ACTIVITIES, WE VALUE COHESION AND ACCOMPLISHMENT, NEVER HIDING MISTAKES. FOR US, TRANSPARENCY AND CRITICAL THINKING IS WHAT DRIVES INNOVATION, SOMETHING PIVOTAL IN A WORLD UNDERGOING CONSTANT CHANGE.

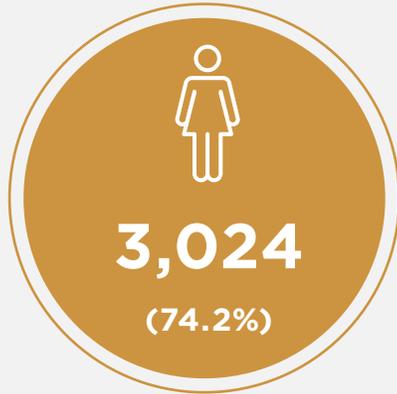
FOR THIS REASON, OUR ATTENTION IS FOCUSED ON BUILDING A HIGH PERFORMANCE CULTURE AND, TO THIS END, WE RELY ON EXPERIENCED PEOPLE WHO TIRELESSLY PURSUE THE BEST RESULTS. AT RESTOQUE, OUR ACHIEVEMENTS ARE CELEBRATED AND OUR EMPLOYEES ARE RECOGNIZED AND REWARDED.

THEY ARE THE BASIC LINK IN OUR CULTURE, WHICH IS UNDER CONSTANT EVOLUTION. BY BELIEVING IN OUR BUSINESS AND IN ITS POTENTIAL TO GENERATE POSITIVE IMPACT, OUR TEAM IS PROACTIVE AND SEES, IN PRACTICE, OUR TRANSFORMATION.

OUR STYLISTS ARE SUPPORTED BY PURCHASING, PLANNING, MANUFACTURING, QUALITY CONTROL AND LOGISTICS TEAMS. FROM THEM, WE SEEK TO CREATE SUPERIOR QUALITY PIECES, BECAUSE THEY **MUST EXCEED OUR CUSTOMERS' EXPECTATIONS**, PRODUCING ENCHANTMENT. THAT IS WHAT ACCOMPLISHES US.



TEAM OF PASSIONATE PEOPLE



OF WHICH 2,924 (96.9%) PERMANENT
AND 74 (2%) TEMPORARY



OF WHICH 976 (96.9%) PERMANENT
AND 61 (7%) TEMPORARY

AGE GROUP

36.7%

UNDER 30 YEARS OLD

56.5%

30 TO 50 YEARS OLD

6.6%

OVER 50 YEARS OLD

AGE GROUP

51.0%

UNDER 30 YEARS OLD

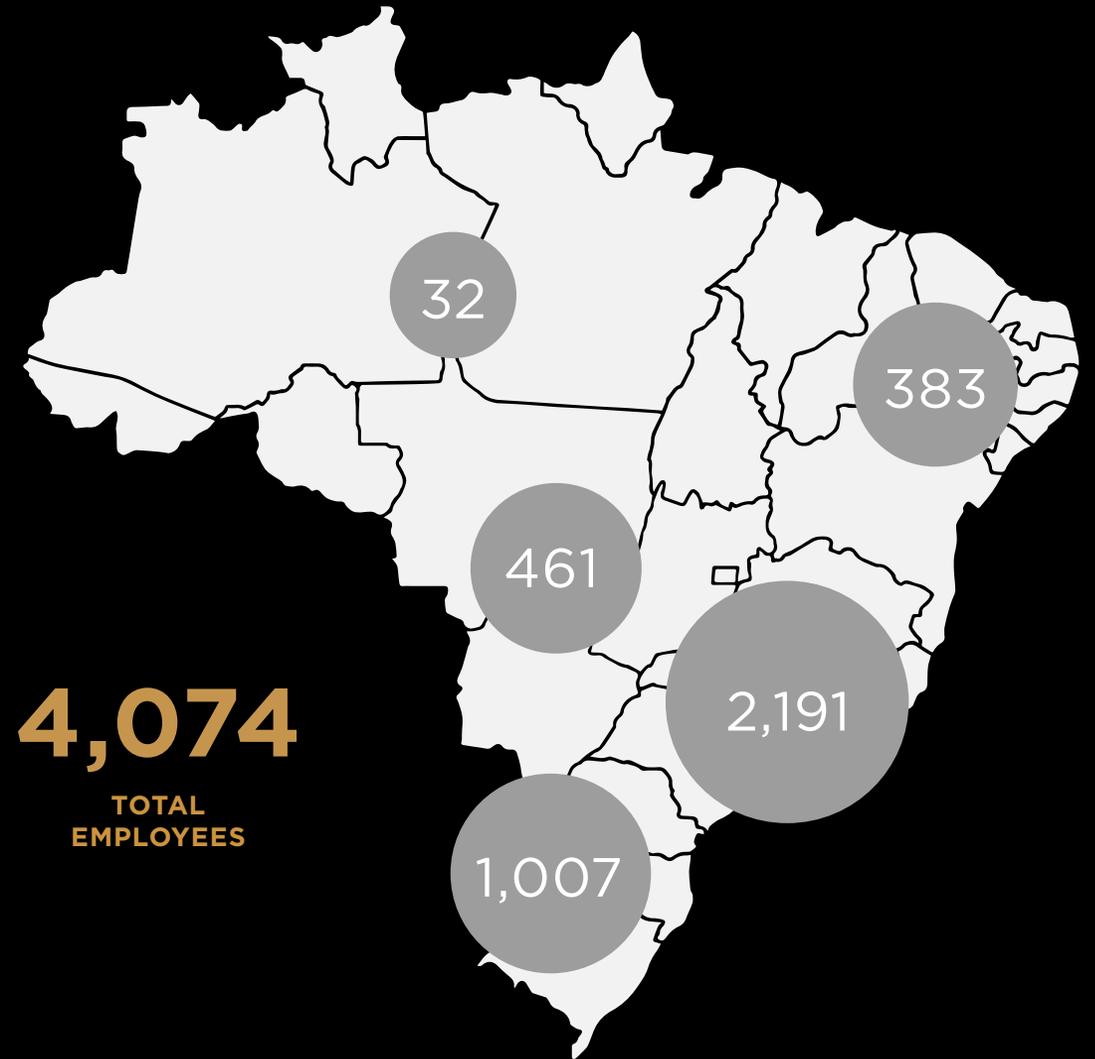
44.6%

30 TO 50 YEARS OLD

4.2%

OVER 50 YEARS OLD

DEMOGRAPHIC DISTRIBUTION



TEAM OF PASSIONATE PEOPLE

Our mission is to make dreams come true, anticipate desires, exceed expectations, bring happiness, and let our clients know that they are special.



INTEGRITY

ACT WITH ETHICS AND COMMITMENT TO THE COMPANY'S LAWS AND REGULATIONS.



ORGANIZATION

ACT TO HAVE AN ORGANIZED, CLEAN, AND PRESERVED WORK ENVIRONMENT AND COMPANY RESOURCES.



AUSTERITY

RATIONAL USE OF THE COMPANY'S RESOURCES AND FOCUS ON WHAT ADDS VALUE, PREVENTING WASTE AND BUREAUCRACY.



INNOVATION

ASSUME THAT CHANGE IS A CONSTANT IN BUSINESS. RESEARCH AND IMPLEMENT NEW TRENDS AND PROCESSES.

OUR CULTURE

WE CULTIVATE A CULTURE THAT VALUES EXCELLENCE, MOTIVATION, DETERMINATION, AND INNOVATION. OUR VALUES ARE WHAT MOVE US TOWARDS WHAT WE HAVE IN COMMON, WHILE WE VALUE DIVERSITY AND HIGH LEVEL SERVICE TO OUR CLIENTS AND THEIR UNIQUE CHARACTERISTICS. LEARN MORE ABOUT THEM NEXT:



CREATIVITY

SEEK ORIGINALITY, BRING NEW SOLUTIONS TO ALL INITIATIVES, PROCESSES, AND PRODUCTS.



COMMITMENT

UNDERSTAND THAT BUSINESS POSES CONSTANT CHALLENGES AND RESPOND WITH DETERMINATION TO OVERCOME THEM



TRANSPARENCY

ACT AND COMMUNICATE WITH TRUTH.



CONTROL AND MANAGEMENT

MANAGE AND ACT WITH OBJECTIVE INFORMATION, DATA ANALYSIS, SYSTEMATIZED CONTROLS, AND REASONED DECISIONS.



WE ARE ALL RETAILERS

WE VALUE EMPATHY AND VALUABLE EXCHANGES OF EXPERIENCES, WHICH BUILD MORE MOTIVATED AND INTEGRATED TEAMS. TO INCREASE THE CONNECTION AMONG PROFESSIONALS FROM DIFFERENT AREAS WITH THE HEART OF OUR BUSINESS, WE CARRIED OUT THE “WE ARE ALL RETAILERS” CAMPAIGN.

STARTING FROM THE INITIATIVE, OFFICES’ EMPLOYEES JOINED THE STORE TEAM DURING THE PEAK SALES PERIOD, PROVIDING SUPPORT IN DAY-TO-DAY ACTIVITIES AT THE POINT, IN DIRECT CONTACT WITH CUSTOMERS. THESE PROFESSIONALS EXPERIENCED THE DAILY ROUTINE OF THE STORE TEAM, FROM WELCOMING CUSTOMERS AND DIRECTING THEM TO A SALESPERSON, TO REMOVING THE ALARM TAG FROM THE GARMENTS, FOLLOWED BY THE PREPARATION OF SPECIAL PACKAGING, TO TAKING THE CLOTHES OUT OF THE FITTING ROOM.

WE HAVE PREPARED A CLASS ON HOW TO EXCELLENTLY EXECUTE ALL STAGES OF OUR SALES, BOTH IN PERSON AND ONLINE, AS WELL AS A SUPPORTING MATERIAL.

AFTER GOING THROUGH THE PROCESS, THE EMPLOYEE IS DIRECTED BY THE STORE MANAGER TO THE ROLE IN WHICH HE OR SHE NEEDS MORE SUPPORT DURING THE DAY, INCREASING THE FEELING OF BELONGING AND KNOWLEDGE ABOUT OUR OPERATION.

IN 2021, 26 PEOPLE FROM THE ADMINISTRATIVE TEAM WENT THROUGH THIS EXPERIENCE.

TEAM OF PASSIONATE PEOPLE

TRAINING

TO KEEP ON ENCHANTING WITH PRODUCTS OF EXCELLENCE, WHILE MAINTAINING THE STATE-OF-THE-ART SERVICE TO OUR CUSTOMERS, WE INVEST IN CONTINUOUS TRAINING, RANGING FROM COURSES GIVEN TO THOSE AIMED AT OUR EMPLOYEES IN OUR PLANTS. AS A WAY TO ENSURE THE CONTINUOUS IMPROVEMENT OF OUR TRAINING AND QUALIFICATION PROCESS, WE HAVE A CORPORATE UNIVERSITY THAT, IN 2021, IMPACTED OVER 1,100 EMPLOYEES.

ANOTHER ACTION FRONT THAT HAS BEEN INSTRUMENTAL IN OUR BUSINESS' SUSTAINABILITY EVOLUTION ARE THE ESG TRAINING COURSES, WHICH INCLUDE THE THEMES "ENPS (EMPLOYEE NET PROMOTER SCORE) & LEADER'S ROLE", "DIVERSITY AND INCLUSION", "FASHION WITH VERSE", "FIRST JOB TRAINING (YOUNG APPRENTICE)", "FEEDBACK INSPIRES TALENTS", "DEVELOPMENT ROUTE", IN ADDITION TO THOSE AIMED AT FRAUD AND HARASSMENT PREVENTION.

IN ADDITION TO THESE MODALITIES OFFERED, WE USE KEY PERFORMANCE INDICATORS (KPIs) AND, IF GOALS ARE NOT MET, THE EMPLOYEE IS INSTRUCTED TO RETAKE THE COURSES DIRECTED TO HIS OR HER AREA. THE GLOBAL AVERAGE ATTENDANCE IN OUR TRAINING PROGRAMS IS APPROXIMATELY 60% OF THE TOTAL EMPLOYEES.

CHECK THE NUMBERS OF EMPLOYEES TRAINED IN 2021:



AVERAGE TRAINING HOURS BY FUNCTIONAL CATEGORY

8

DIRECTORS

9

CORPORATE MANAGERS, SUPERVISORS AND ANALYSTS

165

CORPORATE COORDINATORS, STORE MANAGERS AND SUB-MANAGERS

132

SELLERS

12

STOCKERS

DIVERSITY AND INCLUSION

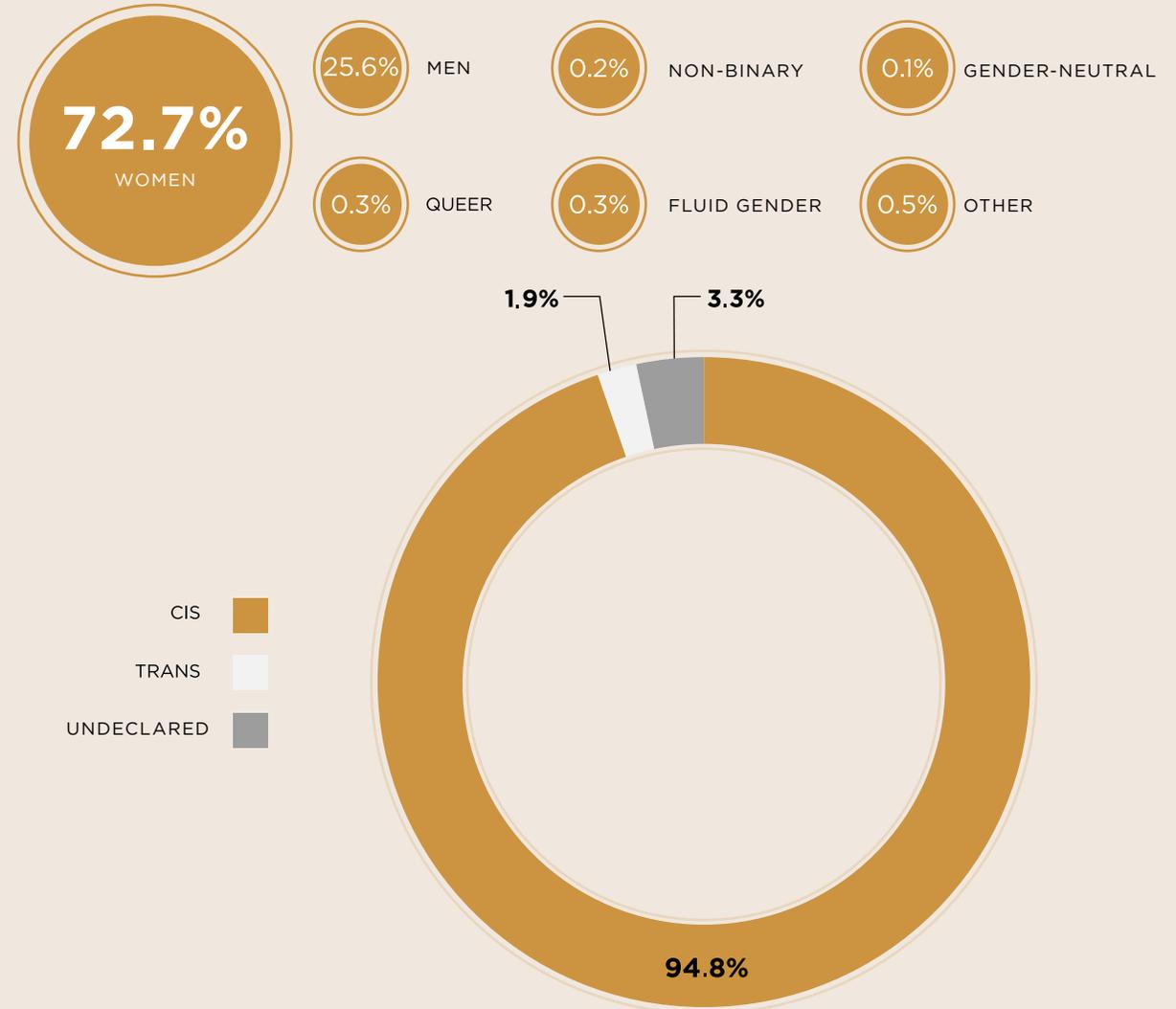
WE BELIEVE THAT DIVERSITY IS VITAL FOR THE CONSTRUCTION OF AN INNOVATIVE ENVIRONMENT. IT IS PRECISELY FROM THE ENCOUNTER WITH WHAT IS DIFFERENT THAT IDEAS EMERGE AND OLD ASSUMPTIONS ARE QUESTIONED, GIVING RISE TO THE NEW. WE UNDERSTAND PLURALITY AS A STRENGTH THAT SHOULD BE CELEBRATED AS SUCH. TO CREATE POLICIES AND FOSTER A CULTURE THAT ENCOURAGES INCLUSION AND CREATES A MORE COMFORTABLE WORK ENVIRONMENT FOR PEOPLE FROM THE MOST DIVERSE BACKGROUNDS AND IDENTITIES, IN 2021 WE CONDUCTED OUR DIVERSITY CENSUS.

FROM THIS SURVEY, DONE WITH THE SUPPORT OF A SPECIALIZED CONSULTING FIRM, WE GOT TO KNOW OUR EMPLOYEES IN GREATER DETAIL, LOOKING AT THE FOLLOWING ASPECTS: RACE, SOCIAL CLASS, RELIGION, GENDER, SEXUAL ORIENTATION, AGE GROUP, AND PEOPLE WITH DISABILITIES.

THE SURVEY, WHICH WAS BASED ON A SELF-COMPLETION FORM AND ONLINE QUESTIONNAIRE, HAD A TARGET AUDIENCE OF 3,635 EMPLOYEES AND WAS ANSWERED BY 2,104 PEOPLE (58% OF THE TARGET AUDIENCE), REACHING A CONFIDENCE LEVEL OF 96%.

THIS ALLOWED US TO LEARN MORE ABOUT THE DIFFERENT EXPERIENCES IN THE COMPANY'S WORK ENVIRONMENT AND TO IDENTIFY SITUATIONS THAT SHOULD BE AVOIDED, WHICH WILL ALLOW US TO IMPLEMENT MEASURES TO FIGHT INEQUALITY OF ANY NATURE.

AT THE COMPANY, THE DIVERSITY THEME HAS A CONSTANT APPROACH. WE BELIEVE THAT OPENLY STIMULATING REFLECTIONS IS WHAT GUARANTEES ETHICAL ATTITUDES FROM ALL OUR EMPLOYEES, WHETHER IN INTERNAL RELATIONSHIPS, OR IN DEALING WITH CUSTOMERS, SUPPLIERS, PARTNERS, AND EVEN OUTSIDE THE WORK ENVIRONMENT.



DIVERSITY AND INCLUSION

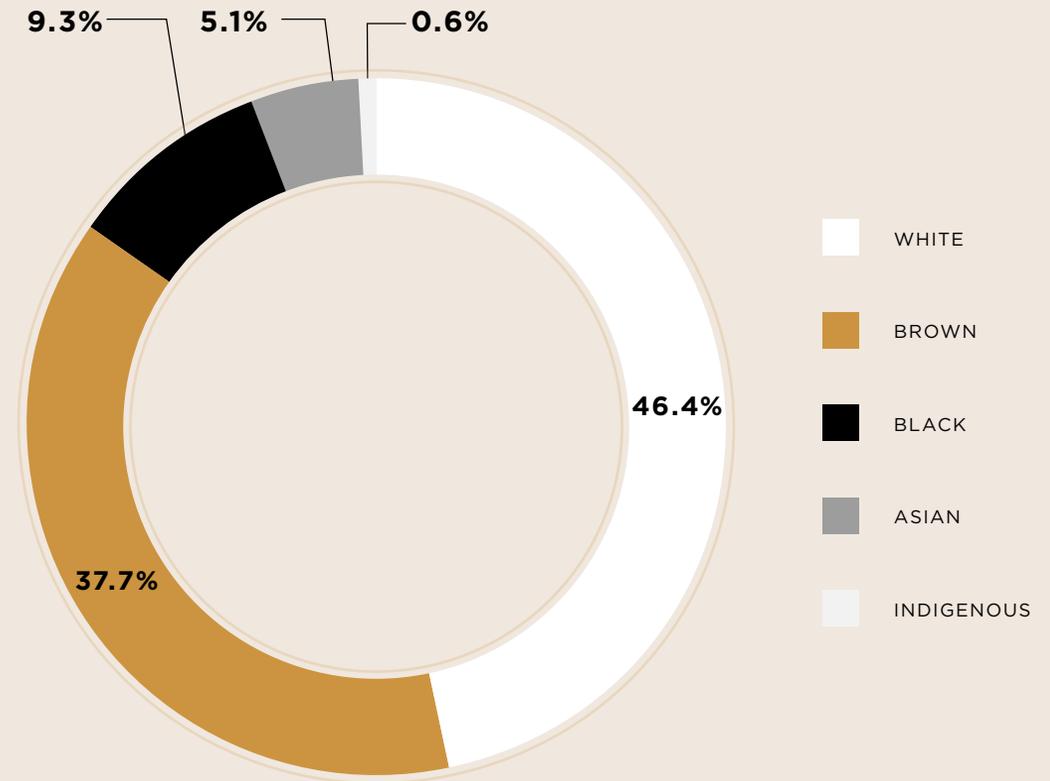
WE MAINTAIN A GROUP FOCUSED ON BRINGING DIFFERENT POINTS OF VIEW, ENCOURAGING DIALOGUE FOR A HEALTHY COEXISTENCE WITHIN THE COMPANY. THIS THEME IS ALSO BROUGHT UP RECURRENTLY IN OUR INTERNAL TRAINING COURSES AND TEAM MEETINGS, TOGETHER WITH THE CONSTANT MONITORING OF PEOPLE MANAGEMENT INDICATORS. ANOTHER MEASURE WE TAKE TO HAVE A COMPANY WHERE EVERYONE FEELS FREE TO BE WHO THEY ARE IS THE ADOPTION OF FORMAL GUIDELINES IN OUR HIRING PROCESSES.

OUR EMPLOYEES' SELECTION HAS, THEREFORE, TRANSPARENT CRITERIA, WHICH VALUE TECHNIQUE AND ETHICS FROM START TO FINISH.

WE ENCOURAGE THE HIRING OF WOMEN, BLACKS, INDIGENOUS PEOPLE, AND PEOPLE WITH DISABILITIES. WE SUPPORT THE ADOPTION OF SPECIFIC RECRUITMENT PRACTICES THAT CONTRIBUTE TO OUR DIVERSIFICATION AND TO ENFORCE THE PREVENTION OF EXCLUSION OF CANDIDATES BASED ON COLOR, RACE, ORIGIN, AGE, SEXUAL ORIENTATION, IN SHORT, ANY TYPE OF PREJUDICE OR DISCRIMINATION. IN THIS WAY, WE AVOID UNCONSCIOUS BIASES AND ENSURE GREATER ALIGNMENT WITH OUR VALUES.

THESE ATTITUDES ARE SHOWN IN THE DEVELOPMENT OF OUR COLLECTIONS AND IN THE CARE FOR OUR CUSTOMERS, IN ALL OUR SERVICE CHANNELS AND POINTS OF SALE. TO THIS END, WE HAVE CREATED WAYS TO DISSEMINATE AND RAISE AWARENESS WITH OUR EMPLOYEES IN THE OFFICE, PLANTS, DISTRIBUTION CENTER AND STORES.

RACIAL COMPOSITION



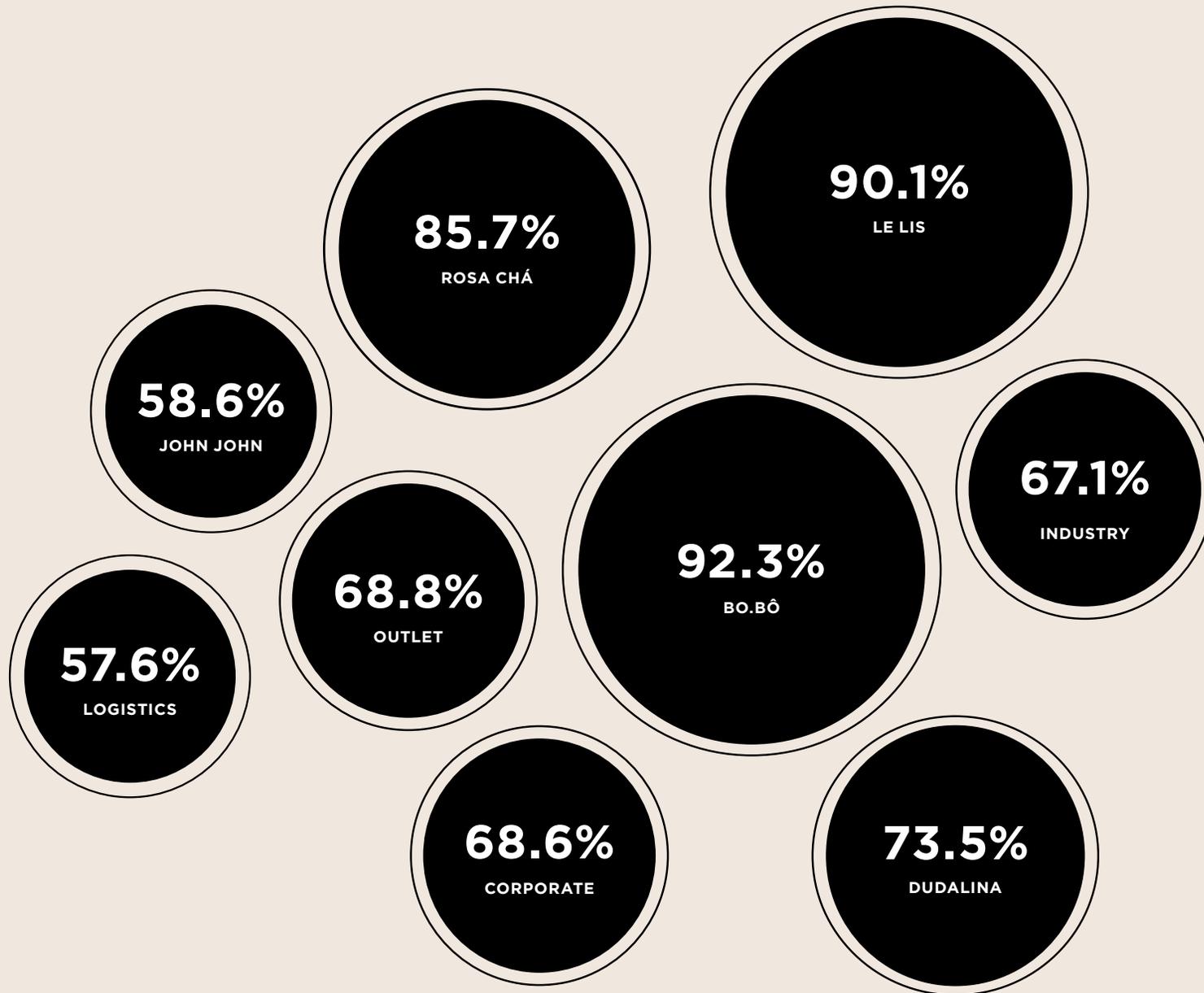
RESTOQUE: A FEMALE WORD

AS A TEAM OF PEOPLE WHO BELIEVE IN WHAT THEY DO, WE STRIVE TO ADVANCE IN A COLLECTIVE WAY, ALWAYS VALUING INDIVIDUAL EFFORT. BECAUSE OF THIS, IN OUR LAST DIVERSITY CENSUS, WE NOTED THAT 31.3% OF OUR EMPLOYEES WHO ADVANCED TO SENIOR POSITIONS ALREADY HAVE A BACKGROUND OF WORKING AT RESTOQUE.

ANOTHER FACTOR THAT MAKES US PROUD IS THE FACT THAT WE ARE A MAJORITY FEMALE-RUN COMPANY. MOST OF THE BUSINESS AREAS ARE MADE UP OF WOMEN. AMONG EMPLOYEES WHO HAVE BECOME SENIORS, 71.6% ARE FEMALE, AND OF THOSE WHO HAVE REACHED LEADERSHIP POSITIONS, WHICH CORRESPOND TO 17.4% OF OUR WORKFORCE, 70.8% ARE FEMALE.

TOGETHER WITH VALUING OUR INTERNAL TEAM, WHICH LEADS TO A GREATER SENSE OF BELONGING AND ACCOMPLISHMENT, IS THE IMPROVEMENT OF OUR EMPLOYEES IN LINE WITH THE COMPANY WE WANT TO BUILD: CREATIVE AND DIVERSE.

LEARN ABOUT THE WOMEN IN TEAMS IN EACH OF OUR BRANDS AND COMPANY AREAS:





The responsibility for a more equal world is also ours.

RESTOQUE DIVERSITY COMMITTEE

IN JULY 2021, AS A WAY TO IMPROVE OUR VIEW ON THE DIVERSITY AND INCLUSION THEME, WE CREATED THE RESTOQUE DIVERSITY COMMITTEE, A MULTIDISCIPLINARY GROUP, CONSISTING OF 40 EMPLOYEES FROM DIFFERENT ACTIVITY AREAS AND LED BY THE HUMAN RESOURCES MANAGEMENT.

WHEN INTEGRATING NEW COMMITTEE MEMBERS, WE MAKE IT CLEAR THAT THIS IS A SAFE SPACE FOR EXCHANGING AND ACQUIRING NEW KNOWLEDGE. FOR US, RESPECTING THE INDIVIDUALITY OF EACH ONE IS WHAT GUARANTEES THE INTERACTION AND FREEDOM TO EXPRESS OPINIONS IN A PERENNIAL GROWTH PATH, BECAUSE WE KNOW THAT, IN ORDER TO TALK ABOUT DIVERSITY, WE NEED TO BE A DIVERSE COMPANY.



ALL LOVE MATTERS

TO COMMEMORATE VALENTINE'S MONTH, JOHN JOHN'S CELEBRATED LOVE THROUGH A CAMPAIGN BASED ON DIVERSITY AND THE VARIOUS WAYS OF EXPRESSING THE FEELING. THE BRAND INVITED REAL COUPLES TO DRESS ITS LAUNCHES - A GROUP FORMED BY CIS AND TRANS PEOPLE, LGBTQIA+ AND PEOPLE WITH DISABILITIES.

INTERNATIONAL WOMEN'S DAY

IN CELEBRATION OF WOMEN'S MONTH, JOHN JOHN LAUNCHED A SERIES OF T-SHIRT MODELS FEATURING FEMALE EMPOWERMENT MESSAGES. TOGETHER WITH THE PIECES, THE BRAND ALSO COMMUNICATED DATA ABOUT FEMALE REPRESENTATION IN THE LABOR MARKET ON SOCIAL NETWORKS, AIMING TO RAISE AWARENESS ABOUT EQUALITY.

THE BRAND DISTRIBUTED PART OF THE PROFIT OBTAINED WITH THE SALES IN MARCH TO COLETIVO TEM SENTIMENTO, A NGO LOCATED IN THE CRACOLÂNDIA REGION, IN SÃO PAULO (SP), WHICH SUPPORTS CIS AND TRANS WOMEN THROUGH HANDICRAFT AND UPCYCLING WORKSHOPS.



SOCIAL PROJECTS

SOMOS TODOS NOEL

FOR SEVERAL YEARS RESTOQUE HAS BEEN ENCOURAGING OFFICE EMPLOYEES TO ADOPT CHILDREN'S LETTERS AS CHRISTMAS GIFTS.

IN 2021, WE INVITED OUR EMPLOYEES' CHILDREN FROM PLANT AND LOGISTICS OPERATIONS TO WRITE LETTERS TO SANTA CLAUS. WE RECEIVED 240 LETTERS AND, EVEN BEFORE THE DEADLINE, ALL OF THEM WERE ADOPTED.

THIS ACTIVITY MAKES US VERY PROUD, BECAUSE IT REFLECTS THE COMMITMENT TO OUR CULTURE, SIGNALING THE COMPANY'S VALUES THAT ARE CONTAINED IN EACH EMPLOYEE WHO BUILDS OUR COMPANY'S HISTORY.



Our team is the generator
of our success!

BLUE EDTECH

IN PARTNERSHIP WITH BLUE EDTECH, WE CARRIED OUT A PROJECT INITIATED IN JANUARY 2021 AND FINALIZED IN THE SAME MONTH OF 2022, IN WHICH WE SELECTED SIX YOUNG PEOPLE TO WORK IN THE COMPANY'S TECHNOLOGY DIVISION. THE STARTUP FOCUSES ON SOCIAL IMPACT BY TRANSFORMING YOUNG LOW-INCOME TALENTS INTO JUNIOR DEVELOPERS.

DURING FIVE WEEKS, 41 BLUE EDTECH STUDENTS WERE DIVIDED INTO GROUPS TO SOLVE A CASE: A REAL CHALLENGE FROM THE RESTOQUE TECHNOLOGY DEPARTMENT. EVERY WEDNESDAY, THEY MET WITH THREE TECHNOLOGY LEADERS FROM THE COMPANY AND A TECH RECRUITER AS MENTORS TO BUILD THE CASE.

IN FEBRUARY THIS YEAR, THE YOUNG PEOPLE PRESENTED THEIR SOLUTIONS AND ONE GROUP WAS SELECTED AS THE WINNER. THROUGH THE BOOTCAMP, THE STARTUP AND RESTOQUE MAPPED OUT THE TALENTS MOST SUITED TO WORK AT THE COMPANY, AND NOW THEY ARE GOING THROUGH A FINAL INTERVIEW FOR THE JUNIOR DEVELOPER POSITION.

WHEN THE PROCESS IS OVER, SIX YOUNG TALENTS WILL JOIN THE TECHNOLOGY TEAM, EACH ONE WORKING ON ONE OF THE RESTOQUE JOURNEYS.



WE ARE ALL CREATIVE II

IN SUPPORT OF ART, JOHN JOHN PROMOTED THE SECOND EDITION OF THE WE ARE ALL CREATIVE CAMPAIGN IN JANUARY, INVITING ITS FOLLOWERS TO CREATE PRINTS INSPIRED BY THE MUSIC AND MUSIC VIDEO FOR NEW TIMES - AN ACTION LAUNCHED AT THE TURN OF 2020 TO 2021 IN PARTNERSHIP WITH MANO BROWN AND GRAFFITI ARTIST ZEZÃO. THE BRAND'S PROPOSAL WAS TO BRING TO LIFE A MESSAGE OF HOPE IN THE MIDST OF THE COVID-19 PANDEMIC, WHICH RESULTED IN FOUR MODELS WITH THE PRINTS OF THE FOLLOWERS CHOSEN BY PUBLIC VOTE ON INSTAGRAM. AT THE END OF THE ACTION, PART OF THE PROFITS FROM THE SALES OF THE T-SHIRTS WENT TO THE NGO CAPÃO CIDADÃO, WHICH SUPPORTS CHILDREN AND TEENAGERS IN CAPÃO REDONDO, SÃO PAULO, THROUGH ART, SPORTS AND LEISURE. IN TOTAL, OVER R\$45,000 WERE DIRECTED TO THE PROJECT.





RESTOQUE AND PROTEA

BREAST CANCER IS THE MOST COMMON CANCER AMONG WOMEN ALL OVER THE WORLD AND IN BRAZIL. HOWEVER, IF DIAGNOSED EARLY AND TREATED PROPERLY, IT HAS A HIGH CURE RATE. BREAST CANCER DOESN'T GO INTO QUARANTINE, IT DOESN'T WAIT FOR THE PANDEMIC TO END AND, IN 2020, ONE MILLION WOMEN MISSED THE EXAM CAPABLE OF DETECTING IT, ACCORDING TO THE DATASUS.

IN 2020, WE BEGAN A PARTNERSHIP THAT WAS EXTENDED THROUGHOUT 2021, WITH THE PROTEA INSTITUTE, CREATED WITH THE MISSION OF PROVIDING, QUICKLY AND WITH QUALITY, THE TREATMENT FOR LOW-INCOME WOMEN.



LE LIS

AMONG THE INITIATIVES IS THE PINK OCTOBER CAMPAIGN, CREATING CANDLES, A T-SHIRT AND CARDS WITH 100% OF THEIR PROFIT REVERTED TO DONATION, PLUS THE PROCEEDS FROM THE SALE OF THE LE LIS CASA PROTEA TABLEWARE COLLECTION. BETWEEN 2020 AND 2021, R\$770 THOUSAND WERE RAISED, AN AMOUNT CONVERTED INTO:



SOCIAL PROJECTS

OUTLET - DEFEITO DO BEM

VI

TWO STORES OF OUR OUTLET (BROOKLIN AND VILA LEOPOLDINA), BOTH IN SÃO PAULO (SP), SOLD PRODUCTS FROM PAST COLLECTIONS OF THE LE LIS BRAND THAT HAD SLIGHT IMPERFECTIONS, WITH THE COMMITMENT TO DONATE 20% OF THE SALES VALUE, UNTIL WE REACHED R\$ 200,000.00 IN DONATIONS. THE INITIATIVE WAS SUCCESSFULLY CONCLUDED AND THE AMOUNT TRANSFERRED TO THE PROTEA INSTITUTE IN OCTOBER 2021.

R\$ 536,019.00

IN IMPERFECT PIECES

R\$ 463,980.00

IN IMPERFECT PIECES

R\$ 107,204.00

DONATED AMOUNT (20%)

R\$ 92,796.00

DONATED AMOUNT (20%)

**OUTLET BROOKLIN
(FROM NOV/20 TO JAN/21)**

**OUTLET HASSIB - VILA LEOPOLDINA
(FROM AUG/21 TO OCT/21)**

BO.BÔ

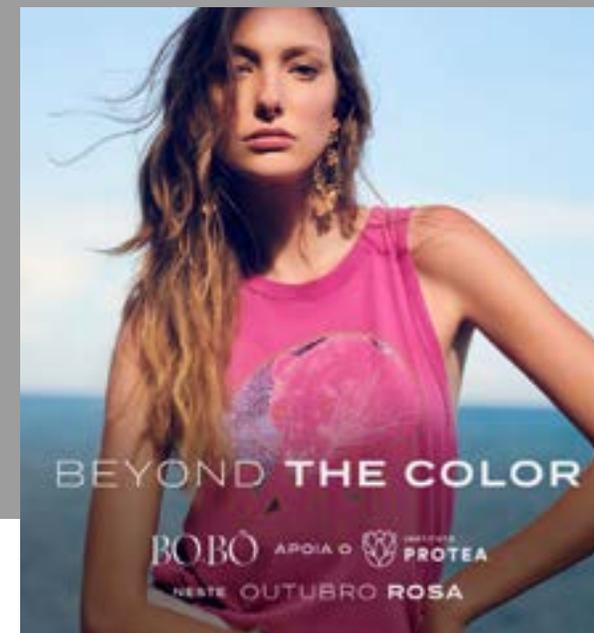
BO.BÔ ALSO CONTRIBUTED TO THE PROTEA INSTITUTE, LAUNCHING TWO EXCLUSIVE T-SHIRTS FOR VALENTINES DAY AND PINK OCTOBER, WHERE 100% OF THE SALES' PROFITS WERE DONATED TO THE INITIATIVE. CHECK THE VALUES RAISED:

R\$ 60,000.00

RAISED ON VALENTINE'S DAY

R\$ 16,400.00

RAISED IN THE PINK OCTOBER CAMPAIGN



HAND IN HAND

FASHION IS A POWERFUL TOOL FOR CONNECTION. IT IS IN THE SHARING OF SPACES THAT ARE COMMON TO US THAT WE CREATE OUR IDENTITY, WHICH IS THE MOST INTIMATE PART OF US. IT WOULD BE IMPOSSIBLE TO EXIST WITHOUT OTHERS.

FOR BEING THIS LINK BETWEEN COMMUNITIES AND PEOPLE WHO SHARE VALUES AND DESIRES, FASHION IS A CATALYST FOR IMPORTANT TRANSFORMATIONS - EVEN IF THEY CANNOT YET BE SEEN WITH THE NAKED EYE.

WORKING WITH THIS VECTOR OF CHANGE IS WHAT KEEPS OUR PORES OPEN TO WHAT IS YET TO COME, FEARLESSLY. ESPECIALLY BECAUSE THE METAMORPHOSIS OF WHO WE ARE AND WHO WE WANT TO BE EXPRESSED THROUGH CLOTHES, ACCESSORIES, AND COLOR IS THE FOUNDATION ON WHICH WE RELY ON EVERY DAY.

MAINTAINING THIS SENSITIVITY, OVER OUR PAST 40 YEARS, LED US, IN 2021, TO DRAW UP OUR SUSTAINABILITY STRATEGY, TAKE ON PUBLIC GOALS, AND BUILD THIS REPORT THAT REACHES ITS END, BUT WITH A PERSPECTIVE OF EVOLUTION FOR THE COMING YEARS.

BEHIND EVERY COLLECTION, EVERY PIECE AND EVERY SMILE FROM OUR CUSTOMERS, THERE ARE PEOPLE WHO DAILY DEDICATE THEMSELVES TO DETAILED RESEARCH, SEARCHING FOR THE MOST INNOVATIVE AND RESPONSIBLE WAY TO KEEP THIS VIRTUOUS CYCLE RUNNING. THERE ARE ALSO THOSE WHO SELL IN BRICK AND MORTAR STORES, THOSE WHO ANSWER THE PHONES AND REPLY TO E-MAILS IN OUR CALL CENTER, MANAGERS, ADMINISTRATORS, IN SHORT, THOSE WHO MAKE OUR DREAM TANGIBLE.

IN 2021, THESE WERE THE PEOPLE WHO WROTE ANOTHER CHAPTER OF A LONG HISTORY. NOW RESTOQUE IS BETTER PREPARED TO WEAVE MANY OTHER LINES FOR THE FUTURE. EVERY WORD AND DATA CONTAINED IN THIS DOCUMENT WAS POSSIBLE THANKS TO OUR PASSIONATE TEAM. TO THEM AND TO ALL OUR STAKEHOLDERS, WHO REMAIN ENTHUSIASTIC ABOUT THE LONG LEARNING AND GROWTH PATH THAT RESTOQUE HAS AHEAD OF IT,

THANK YOU VERY MUCH!





RESTOQUE^{SA}