

**GRUPO CASASBAHIA**

## Company Presentation

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# Topics

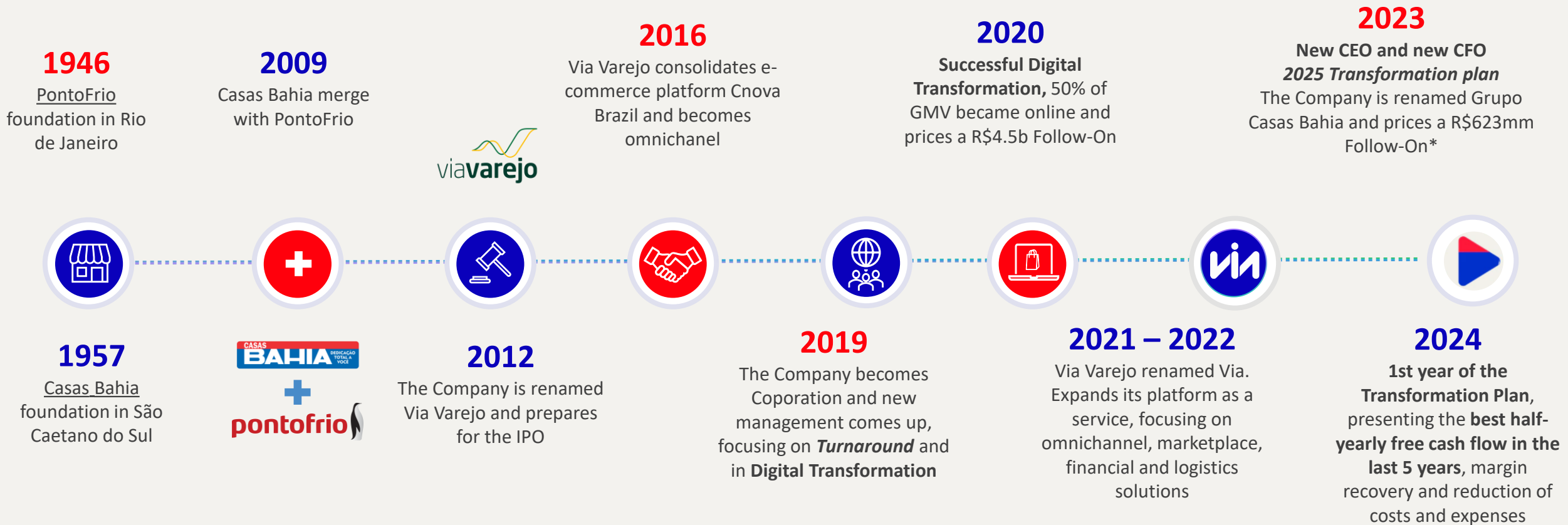
- I. Business Overview and Competitive Advantages
- II. Financial Highlights
- III. Transformation Plan
- IV. Appendix

# Business Overview

# GRUPO CASAS BAHIA – BRIEF HISTORY



GCB, THROUGH ITS BRANDS, HAS BEEN PART OF THE HISTORY OF BRAZILIAN FAMILIES FOR OVER 67 YEARS, BEING A DESTINATION IN THE ELECTRONICS, DOMESTIC APPLIANCES, FURNITURE AND FINANCIAL SOLUTIONS MARKET.





# BRAZIL'S LEADING OMNICHANNEL PLAYER FOR ELECTRONICS AND FURNITURE WITH NATIONAL REACH



## R\$43 bn

Gross GMV (2023)



## 1,073 stores

Omnichannel Strategy



134 939



top of mind brands  
Destination on core categories

**CASAS BAHIA** Since 1957

**pontofrio:** Since 1946



## 108 mm

Total Clients

(~95% of the economically active population)



## +29 mm

Active Clients



“Social Selling”: sales reps selling online both 1P and 3P



## 75

NPS



market share

## ~25% stores

## +12% online (1P+3P)



## 163k sellers

## 75 mm SKUs

in the marketplace



## R\$5.5 bn

Installment Plans (100% Proprietary BNPL) credit portfolio

**banQi**  
CASASBAHIA

## +7.5 mm

Accounts at banQi our fintech as a service



## R\$12 bn

TPV from Financial Services



## 25 DCs

Nationwide logistics network as a service  
1,1 million sqm



## Stores

100% Click&Collect  
Shipping from Store  
1,5 million sqm

## Envvias

+21% of 3P deliveries  
Multi Marketplace Platform

Source: Company. Note: As of Jun/24

## Our Brands

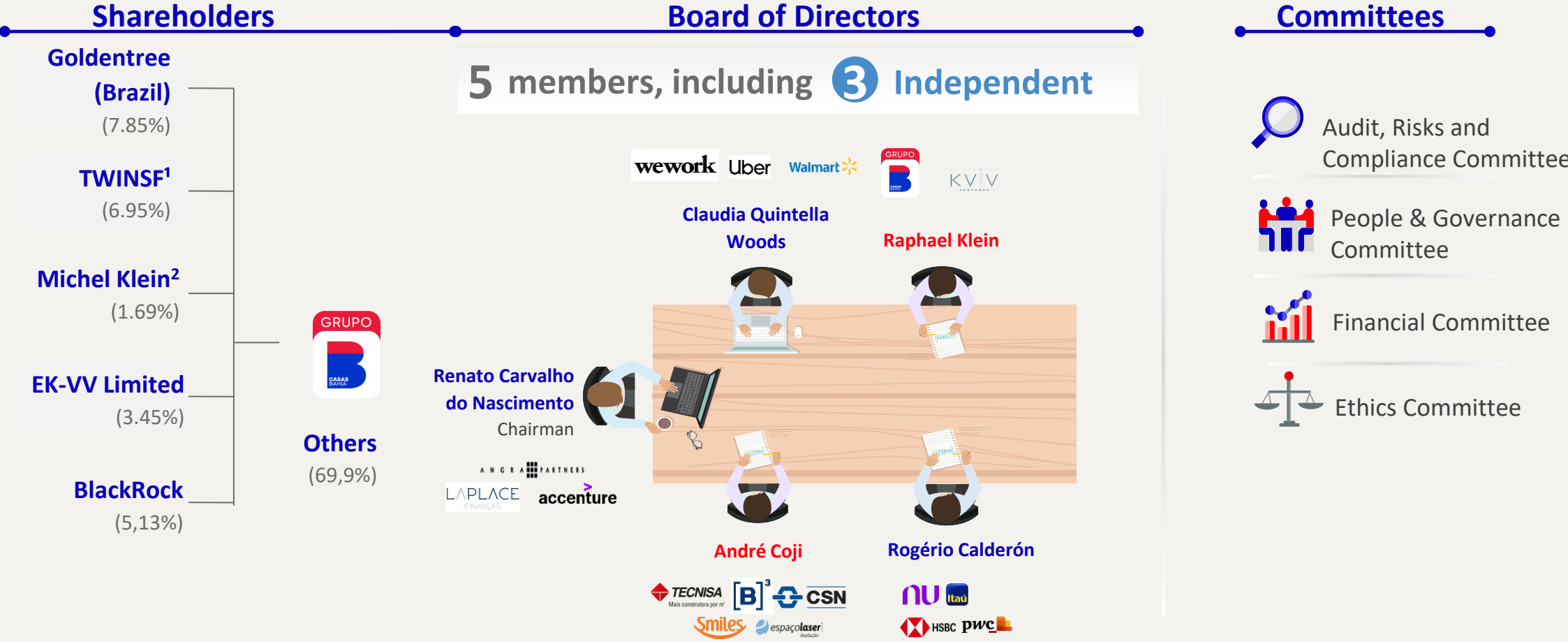
**CASAS BAHIA**

**pontofrio:** bartira

**extra.com.br**

**ASAP** Log

# SPONSORSHIP FROM A SEASONED BOARD AND SHAREHOLDERS WITH DEEP RETAIL EXPERTISE



Source: Company. Notes: (1) Investment fund tied to Michael Klein.

# Competitive Advantages



# UNIQUE COMPETITIVE ADVANTAGES



OMNICHANNEL PLATFORM, NATIONWIDE LOGISTICS AND IN-HOUSE CREDIT AS THE BACKBONE IN GCB'S STRATEGY






- 1** Leading Brazilian Omnichannel Platform with +30% market share in core categories<sup>1</sup>
- 2** Strong Offering of Financial Solutions – promoting financial inclusion
- 3** Nationwide Logistics Network
- 4** Unique Market Positioning, with top-of-mind brands, a household brand name

Source: Company. (1) Core GCB includes Cel Phones, domestic appliances (large and small), TVs and Furniture

# 1 OMNICHANNEL 1P RETAIL: KEY HIGHLIGHTS AND STRENGTHS



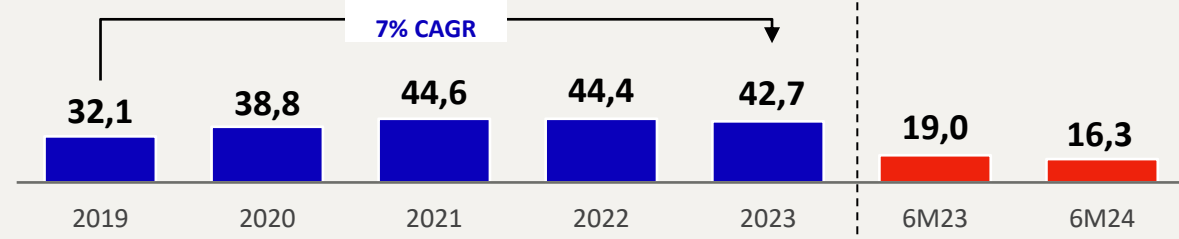
## Overview: jun/24

-  **1,073** stores
-  **+20%** of Market Share in 1P core categories (On & Off)
-  **84%** of total GMV
-  **29 million** Active Clients

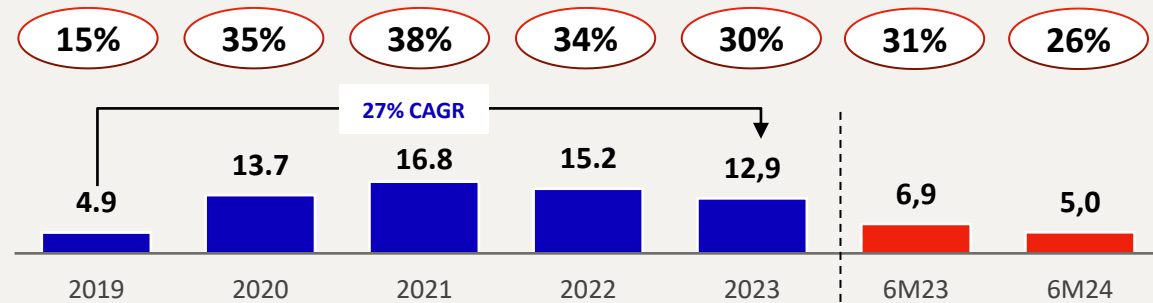
## Omnichannel Retail Gross GMV

(Online 1P and Brick & Mortar, R\$ bn)

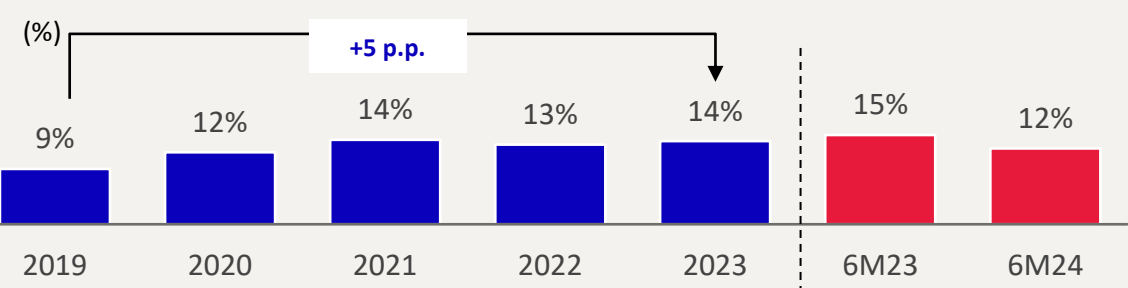
# % of omnichannel retail



## Online Gross GMV – 1P and % of omnichannel retail



## GCB's online market share<sup>1</sup>





## STRENGTHS


**On-us** **Off-us**



2 top of mind brands

 Destination in the top 5 categories of the durable goods market

 Omnichannel stores act as a relationship hub for GCB's clients, boosting online sales and attracting banQi customers (branches)

 **ME CHAMA ZAP** Online salesforce to boost store sales ("Social media sales")

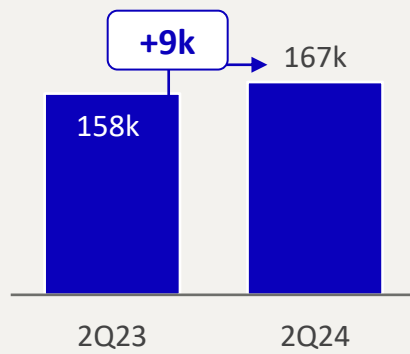
 B2B: leveraging GCB's expertise (Off-us) to offer customizable retail solutions for selected partners, increasing market share with lower CAC and new customers.

Source: Company, CONFI Neotrust. Note: (1) Considers 1P and 3P

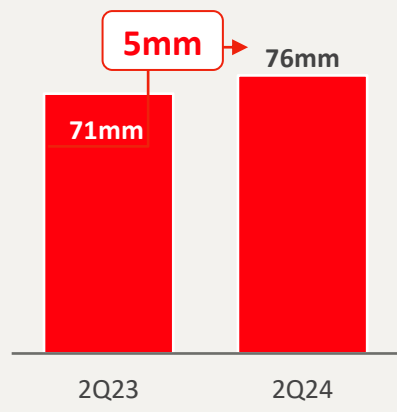
# 1 OMNICHANNEL 3P: MARKETPLACE KEY HIGHLIGHTS AND STRENGTHS



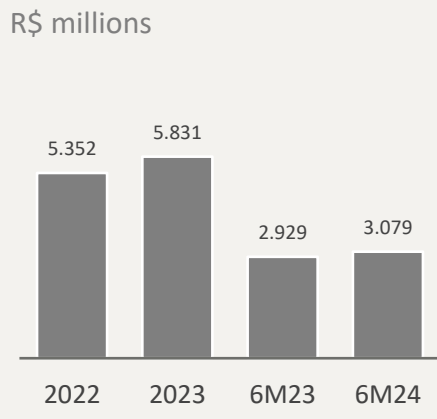
## 3P Sellers



## SKUs

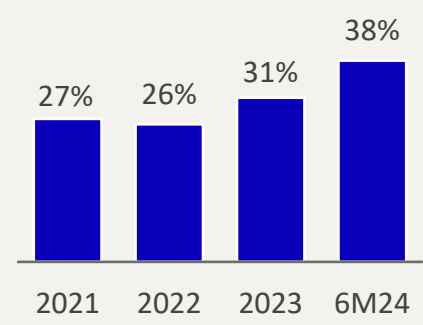


## 3P Gross GMV



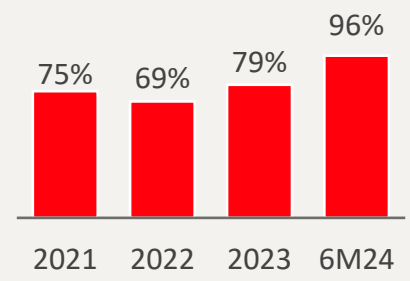
## 3P Gross GMV

as % of online GMV

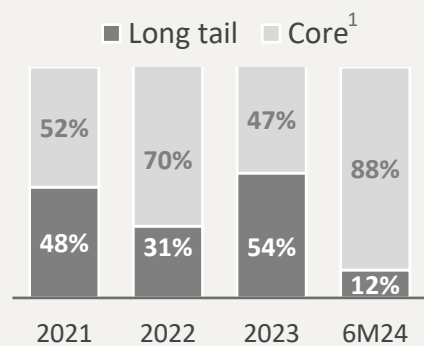


## Share of 3P GMV

core<sup>1</sup> products



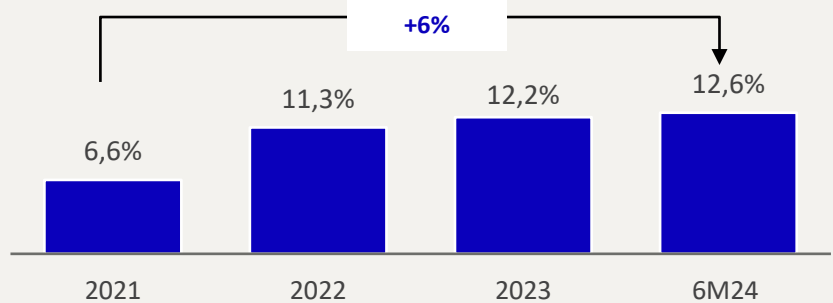
## Share of number of orders by category



## STRENGTHS

- Cornerstone for client activation and recurrence increase. GCB's presence in clients' complementary purchases
- Best marketplace experience & service level: lower delivery costs, NPS and order traceability
- Gains of scale: dilution in storage and delivery costs. Leveraging on GCB's nationwide logistics network
- Multi-marketplace fulfillment
- Ecosystem lever for Ads, Logistics, Credit and Services

## Take Rate Evolution



Source: Company. Notes: (1) Core considers the following categories: (i) Phones and cell phones, (ii) Furniture, (iii) Appliances, (iv) Home appliances, (v) TV and video

# 2 GCB'S JOURNEY IN FINANCIAL SOLUTIONS FOCUSING ON PROFITABILITY



## Instalment Plans (BNPL)

*Buy Now, Pay Later  
Pioneer in Brazil*



## Credit Card

*Co-branded credit cards with  
leading local banks*



*Digital banking fintech*

**+4.3 mm**  
active clients

**9.0 mm**  
pre-approved clients

**R\$5.5 bn**  
in portfolio (B&M R\$5.0bn  
and online R\$0,5bn)

**8.5%**  
average historical over-  
90 days in portfolio

### Partnership with



**4.1 mm**

Clients with co-branded cards



**R\$5.3 bn**

Cards TPV

**+20.1 mm**  
downloads

**7.5 mm**  
accounts opened

**R\$822 mm**  
TPV 2Q24

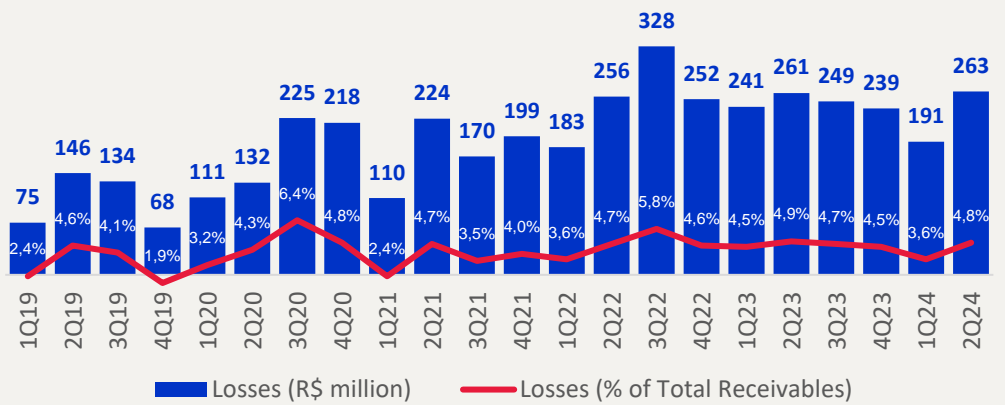
**R\$20.2 bn**  
total transactions  
acumm.

Source: Company and news. Note: As of June/23

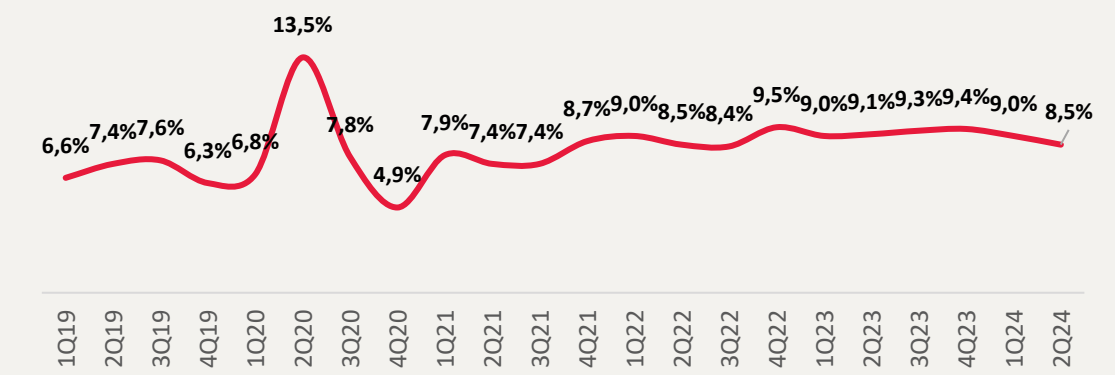
# 2 INSTALLMENT PLANS (BUY NOW PAY LATER) - KPIS



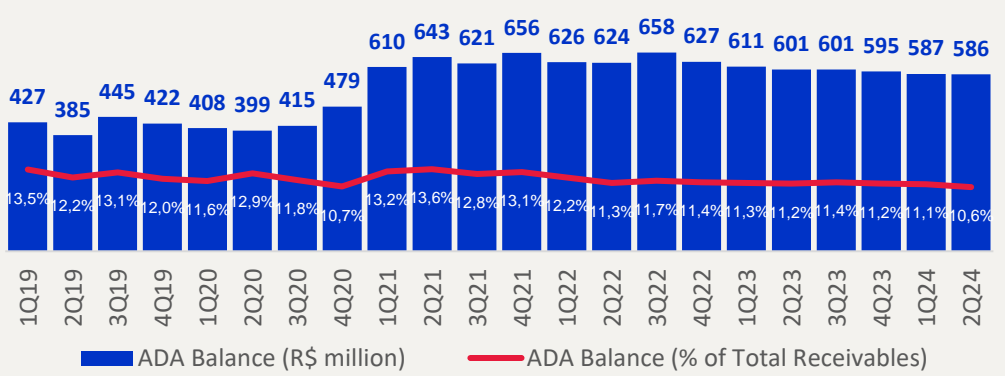
NPLs (R\$ million and % of total Active Portfolio)



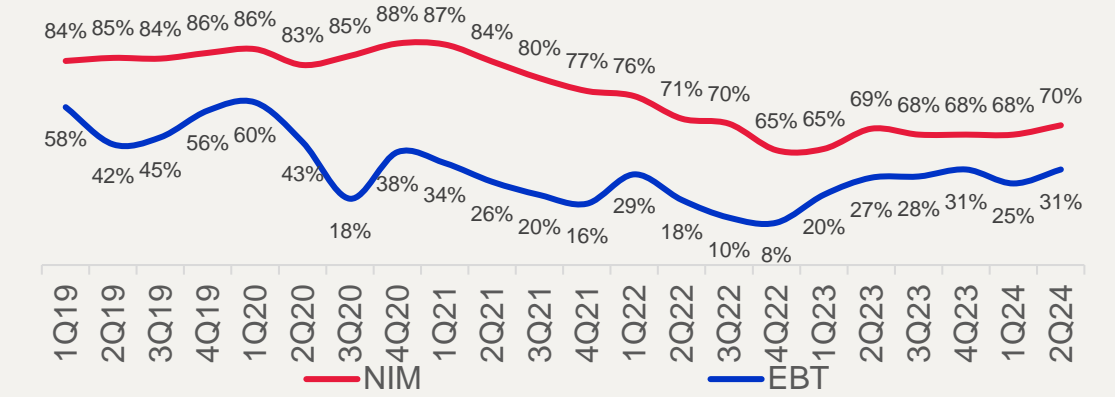
Over 90 days (%)



Allowance for Doubtful Acc. (R\$ million and % of total Active Portfolio)



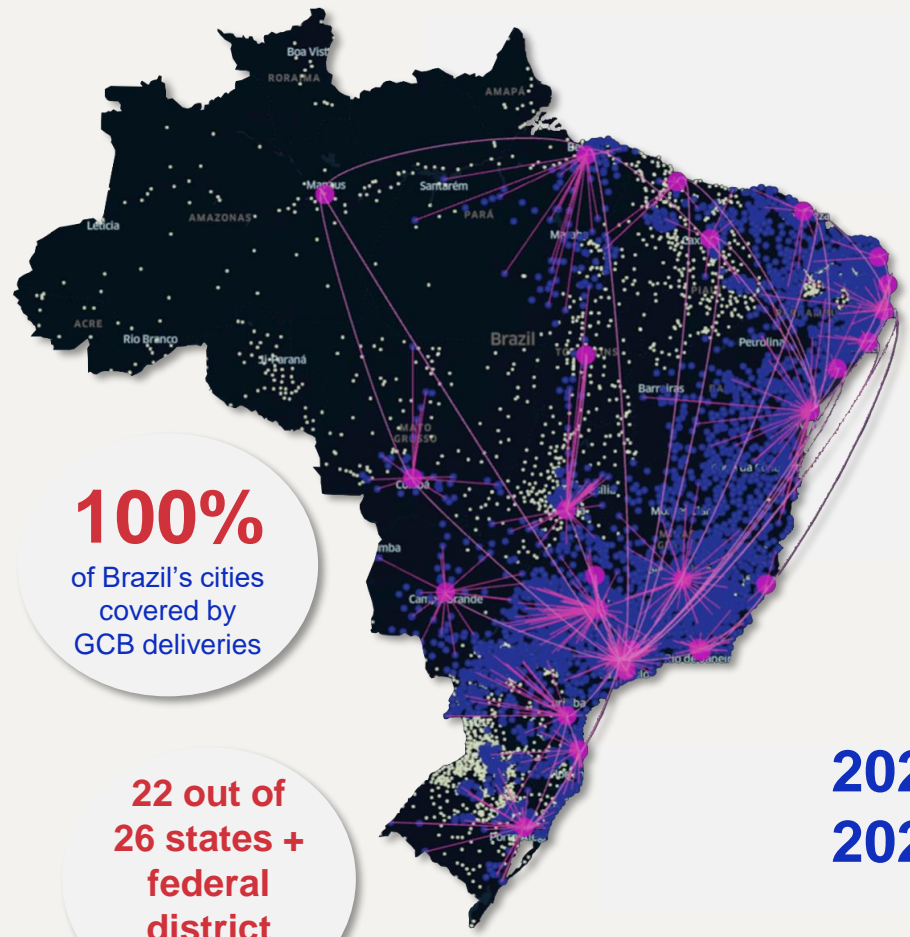
Net Interest Margin – NIM<sup>1</sup> and EBT<sup>2</sup> (%)



Source: Company. Notes: (1) Consists of the instalment plans net revenue subtracted by the cost of funding; (2) Accounts for the ADA and does not consider apportionment of the B&M's occupation costs, sales force and other credit analysis and collection expenses.

# 3 LOGISTICS: NATIONWIDE NETWORK (STORES + E-COMMERCE)

GCB has built its logistics ecosystem by integrating the in-house expertise and acquisitions, serving full commerce, fulfillment and other B2C, B2B and D2C clients



**100%**  
of Brazil's cities covered by GCB deliveries

**22 out of 26 states + federal district**  
have the presence of Distribution Center

**25** Distribution Centers     **3k** Daily Last-Mile Couriers     **+2.6 Million m<sup>2</sup>** Storage Capacity

**1,600+** Cross docking stations (excl. Correios)

<b>64%</b> Same day 1P orders delivered	<b>72%</b> up to 24 hrs	<b>81%</b> up to 48 hrs	TOTAL
<b>15%</b> Same day 1P orders delivered	<b>40%</b> up to 24 hrs	<b>65%</b> up to 48 hrs	ONLINE

**2020** Acquisition of **ASAPLog**     **280** Delivery Personnel     **202 Million** CAPEX for Logistics (2020-2023)

**2021** **CNT** - logistics group

Source: Company

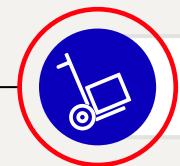
# 3 OUR PROPRIETARY LOGISTICS IS A KEY PILLAR TO STRENGTHEN GCB ECOSYSTEM – AS SERVICE



**3P**  
e-commerce



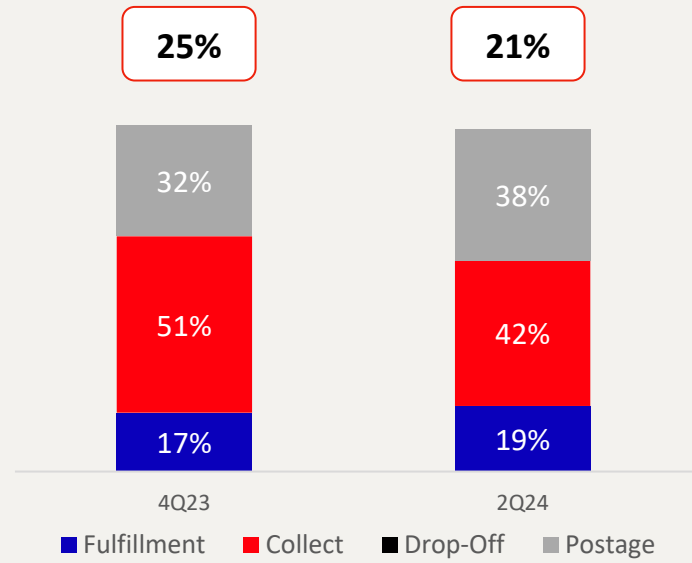
**Fulfillment**



**Transport**

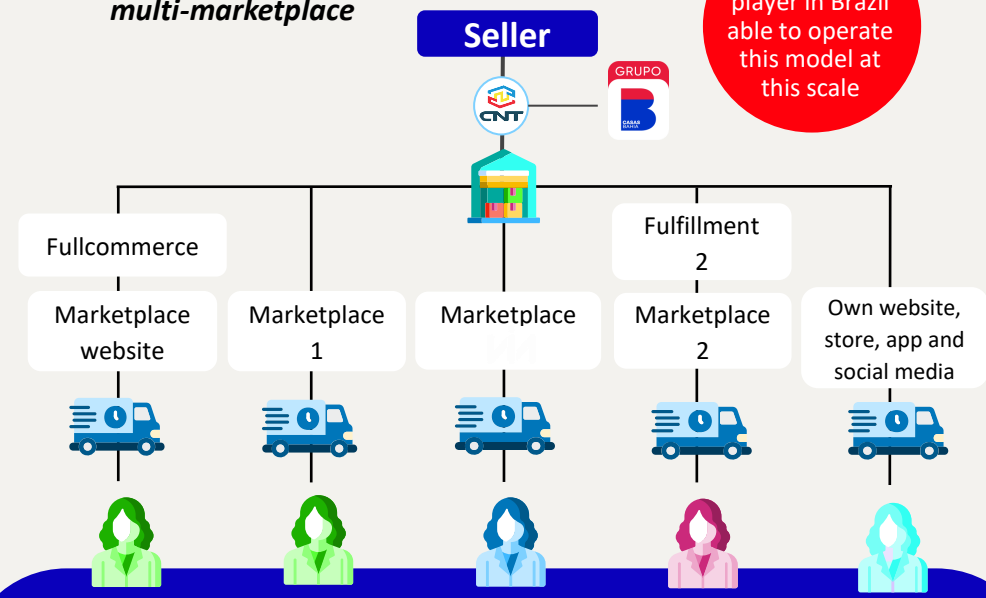


ENVIAS as % of total 3P deliveries and mix



- ✓ Envias used to collect and send items for sellers;
- ✓ Stores as pick-up points & drop-off to sellers;
- ✓ Fulfillment.

Fulfillment and Fullcommerce multi-marketplace



GCB is the only player in Brazil able to operate this model at this scale



- GCB centralizes seller's inventory and operates the fullcommerce, fulfillment and logistics services for orders placed in its marketplace and others
- GCB is able to leverage the additional volume to further increase its efficiency

Serving B2C, B2B e D2C clients

Source: Company

# 4 UNIQUE MARKET POSITIONING, WITH TOP-OF-MIND BRANDS

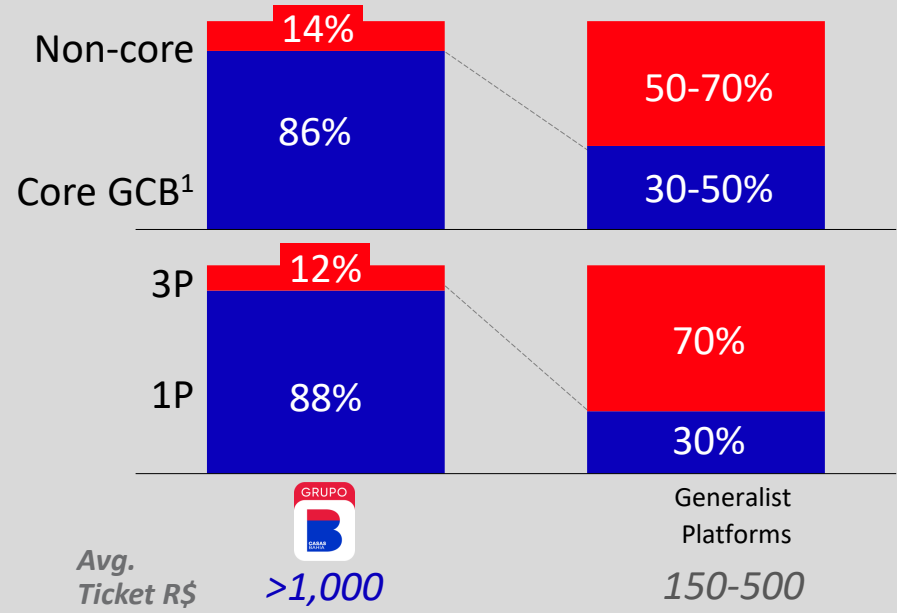


#1 DESTINATION IN CORE CATEGORIES, WITH OVER 108 MILLION CLIENTS OVER OUR HISTORY

## High barriers of entrance

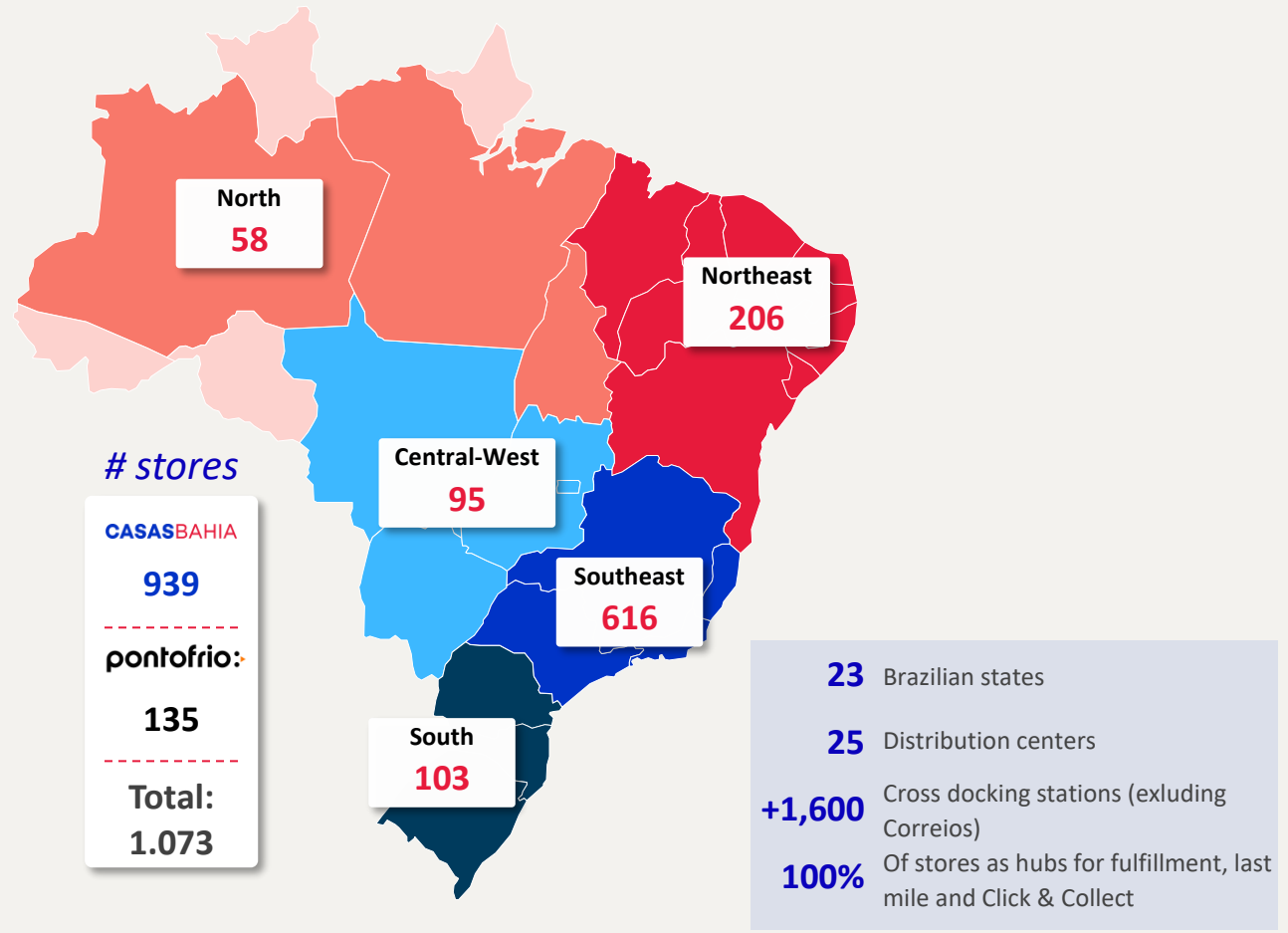


GCB is more protected from new entrants due to a higher concentration in 1P, in higher ticket categories, with a national footprint of stores<sup>2</sup> and a robust nationwide logistics for both large and small products.



## Grupo Casas Bahia's Nationwide Presence of physical stores

Matched with the Group's e-commerce presence (delivers online sales to 100% of all 5,660 cities in Brazil).



Source: Company. Note: (1) Core GCB includes Cel Phones, domestic appliances (large and small), TVs and Furniture . Share of generalist platforms calculated from a weighted average; (2) Considers study requested by Grupo Casas Bahia to BCG. Base date march/24

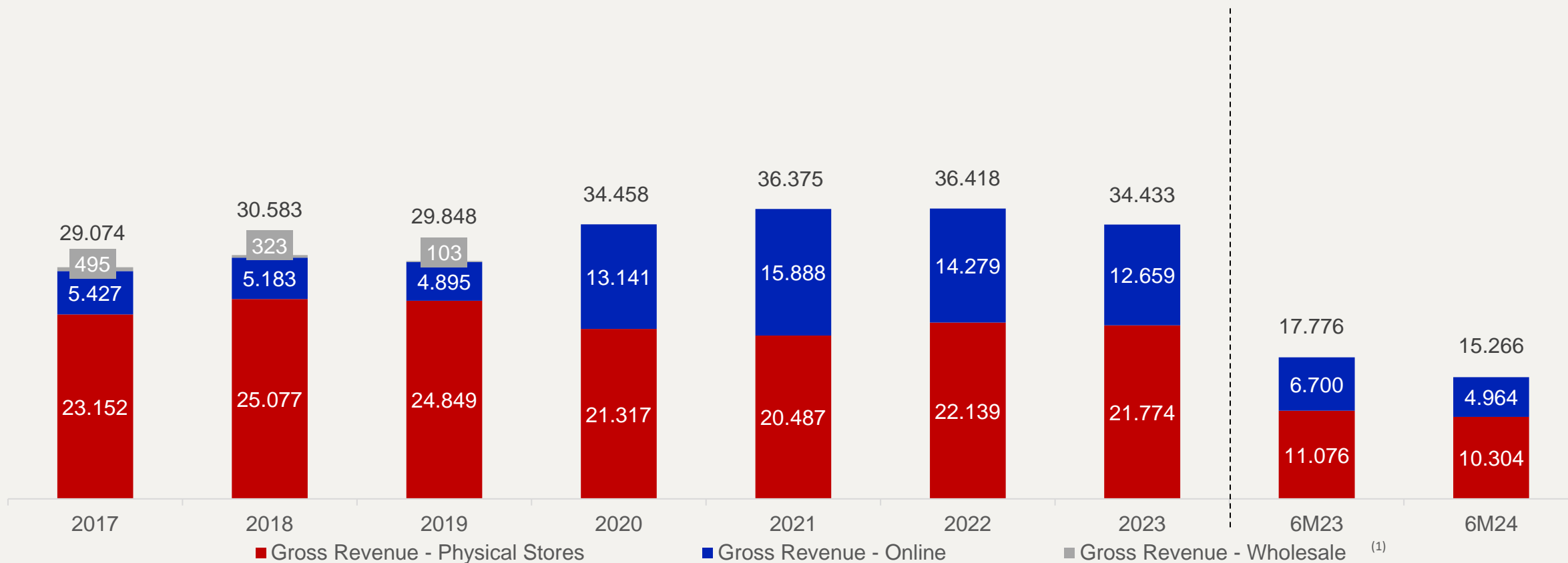


# Financial Highlights

# RESILIENT PERFORMANCE BACKED BY GROWING ONLINE PRESENCE



## Gross Revenue (R\$ MM)

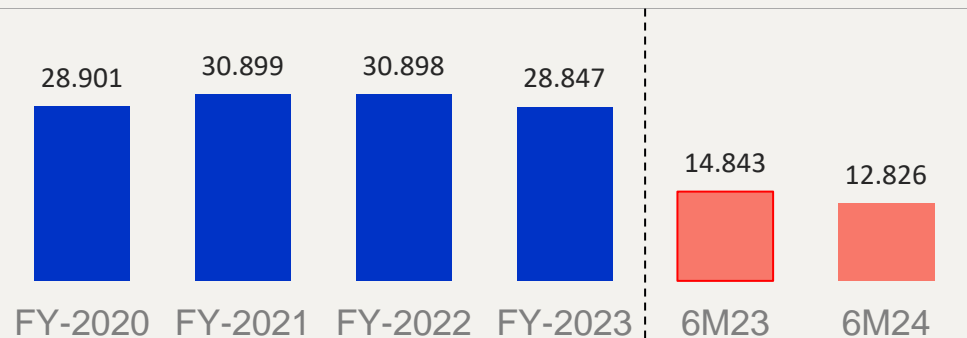


Source: Company. Notes: (1) Channel discontinued during 3Q19.

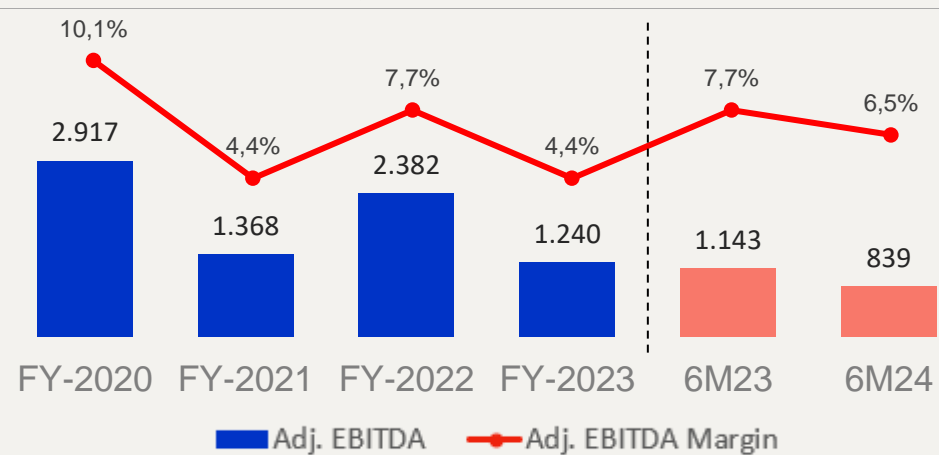
# FINANCIAL HIGHLIGHTS



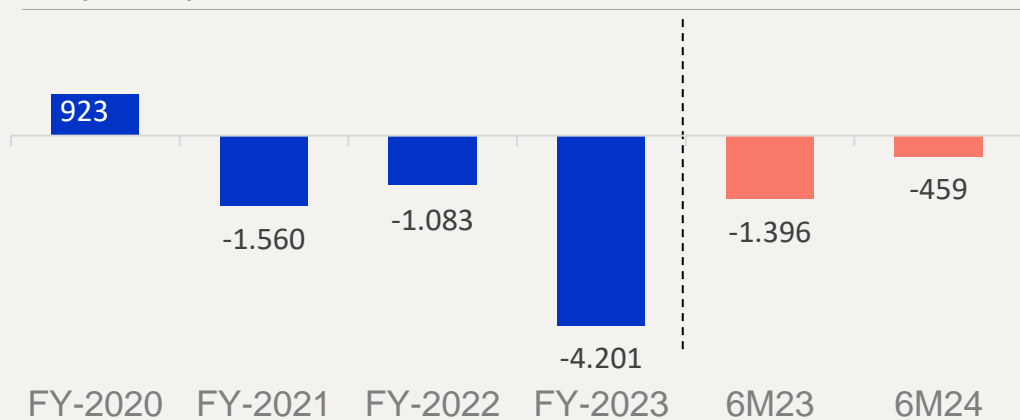
## Net Revenue (R\$ MM)



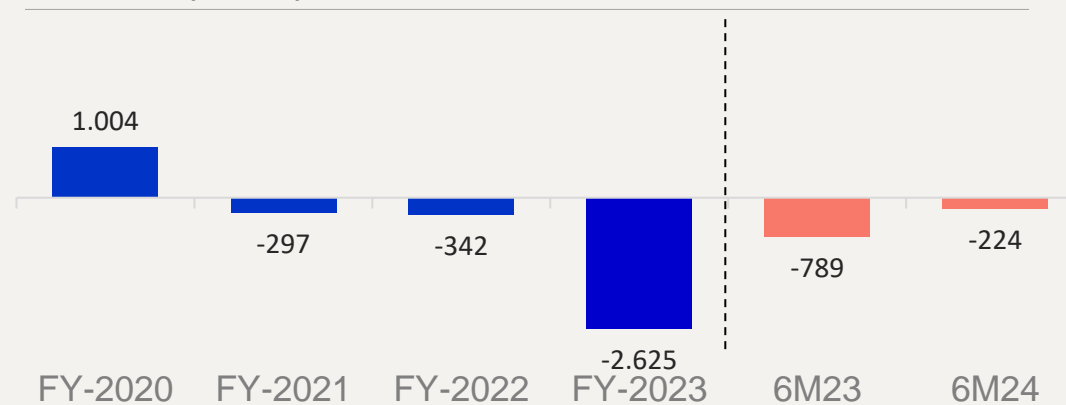
## Adjusted EBITDA (R\$ MM) & Adjusted EBITDA Margin (%)



## EBT (R\$ MM)



## Net Income (R\$ MM)



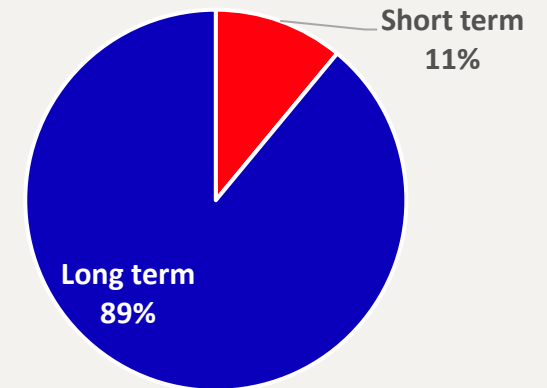
Source: Company

# DEBT PROFILE AND LIQUIDITY ANALYSIS 2023-2029 – BEFORE “PREPACK”

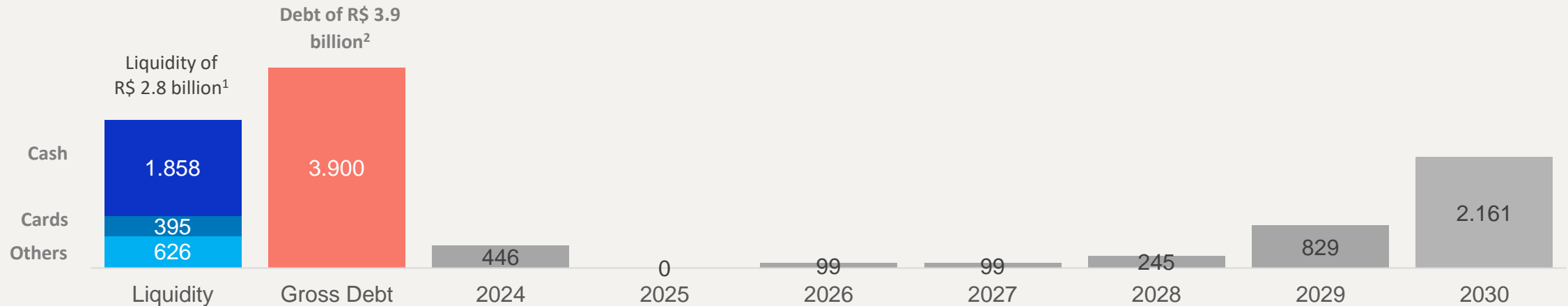


## Debt Profile

Instrument	Currency	Balance (R\$mm)	Interest rate
Loans in local currency	BRL	3,879	CDI + 1.96%



## Liquidity analysis and amortization schedule (R\$mm)



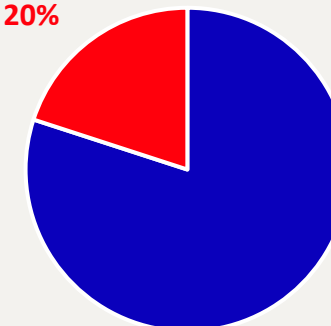
Source: Company. Notes: (1) Cash and cash equivalents and receivables represents the sum of cash and cash equivalents and credit card receivables and others (accounts receivables – B2B and other accounts receivable). (2) Gross debt considers the sum of loans in local currency, debentures and commercial notes (current and noncurrent), and does not consider lease liabilities, “portal” and reverse factoring (agreement) suppliers, consumer financing, and financing of installments plans (“Transfer to financial institutions - CDCI”)

# CAPEX AND WORKING CAPITAL ANALYSIS 2021 - 2023

## CAPEX

R\$ million	6M24	6M23	%	2023	2022	2021	% 2023 vs. 2022
Logistics	5	9	(47%)	14	52	87	(73%)
New Stores	9	8	8%	9	180	223	(95%)
Stores Renovation	4	18	(76%)	31	56	154	(45%)
Technology	64	168	(62%)	331	654	514	(49%)
Others	1	1	(31%)	2	64	62	(97%)
<b>Total</b>	<b>83</b>	<b>204</b>	<b>(60%)</b>	<b>387</b>	<b>1,006</b>	<b>1,040</b>	<b>(62%)</b>

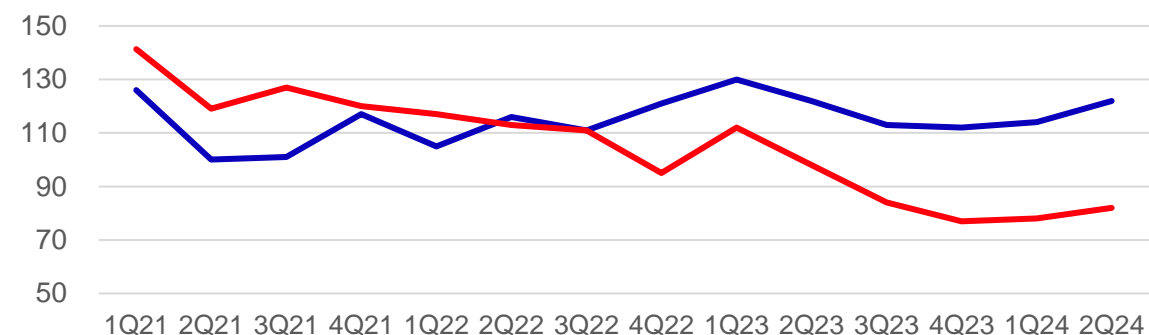
Stores & Others  
20%



Tech & Logistics  
80%

## WC

R\$ million	2Q24	End of 2023	End of 2022	2023 vs 2022
(+/-) Inventory	4.360	4.395	5.574	(1.179)
Days of Inventory <sup>1</sup>	82	77	95	(18 days)
(+/-) Suppliers w/o Agreement and Others	6.505	6.379	7.078	(699)
Trade accounts payable – agreement	1.708	1.765	2.463	(698)
Others	614	823	830	(7)
Total Days of Suppliers <sup>2</sup>	122	112	121	9 days
Change in Financial Cycle <sup>3</sup>	40	35	26	9



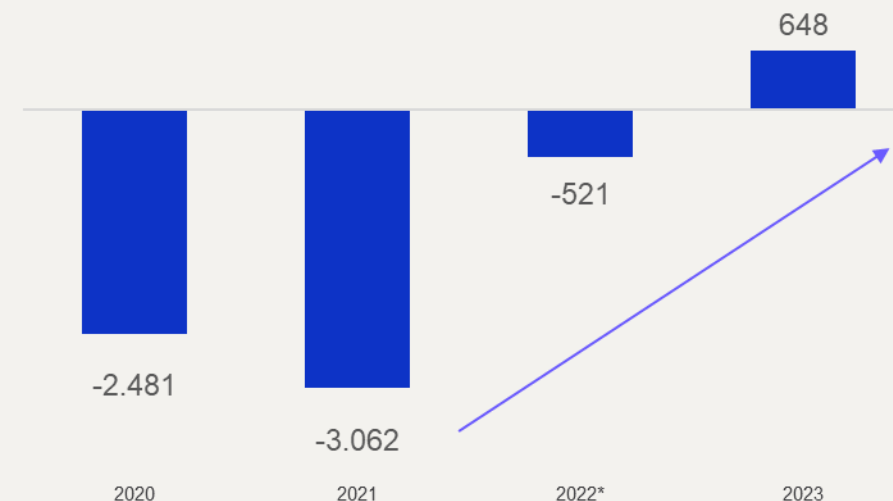
Source: Company. Notes: (1) Considers the Inventory value divided by the LTM's COGS multiplied by 360 days. (2) Considers the Suppliers w/o Agreement and Others value divided by the LTM's COGS multiplied by 360 days. (3) Considers Total Days of Suppliers minus Days of Inventory

# INDIRECT CASH

	Q1'23	Q2'23	Q3'23	Q4'23	2023
Net income (loss)	(297)	(492)	(836)	(1.000)	(2.625)
Adjusted net income (loss)	986	902	606	610	3.104
<b>Working Capital Variation</b>	<b>(477)</b>	<b>365</b>	<b>179</b>	<b>434</b>	<b>501</b>
Inventory	(931)	716	759	544	1.088
Suppliers	454	(351)	(580)	(110)	(587)
<b>Losses</b>	<b>(259)</b>	<b>(278)</b>	<b>(252)</b>	<b>(365)</b>	<b>(1.154)</b>
Lawsuits	(260)	(359)	(367)	(242)	(1.228)
Onlending of third parties	(103)	(136)	(46)	21	(264)
Taxes to Recover/Obligations	(12)	218	409	682	1.297
Other assets and liabilities	5	(8)	31	(67)	(39)
<b>Net Cash (used) in Operating Activities</b>	<b>(120)</b>	<b>704</b>	<b>560</b>	<b>1.073</b>	<b>2.217</b>
<b>Net Cash (used) in Leasing Activities</b>	<b>(273)</b>	<b>(267)</b>	<b>(263)</b>	<b>(261)</b>	<b>(1.064)</b>
<b>Net Cash (used) in Investments Activities</b>	<b>(251)</b>	<b>(100)</b>	<b>(63)</b>	<b>(91)</b>	<b>(505)</b>
<b>Free Cash Flow</b>	<b>(644)</b>	<b>337</b>	<b>234</b>	<b>721</b>	<b>648</b>
Net proceeds	(1.262)	(308)	(189)	682	(1.077)
Payments of Interest	(699)	(789)	(635)	(625)	(2.748)
Follow-on, net of costs	-	-	602	-	602
<b>Cash Flow from Financing Activities</b>	<b>(1.961)</b>	<b>(1.097)</b>	<b>(222)</b>	<b>57</b>	<b>(3.223)</b>
<b>Cash and cash equivalents of the opening balance</b>	<b>6.153</b>	<b>3.548</b>	<b>2.788</b>	<b>2.800</b>	<b>6.153</b>
<b>Cash and Cash equivalents at the End of the Period</b>	<b>3.548</b>	<b>2.788</b>	<b>2.800</b>	<b>3.578</b>	<b>3.578</b>

## Free Cash Flow

cash flow available to pay debts (principal and interest) and shareholders  
R\$ million



### Q4'23

- Greater optimization of capital employed (working capital + capex)
- Tax credits monetization offsetting labor liabilities
- New net proceeds of R\$682 (CCB/trade accounts payable agreement)

\*Excluding R\$ 1.75 billion of co-branded credit cards partnership renewal

# INDIRECT CASH

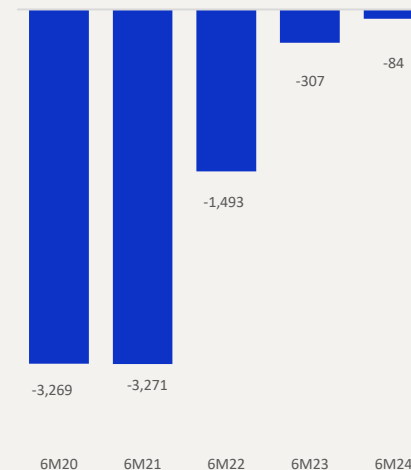
## Best 1st half Free Cash Flow in the last five years

R\$ Million	Q2'20	Q2'21	Q2'22	Q2'23	Q2'24
<b>Net income (loss)</b>	65	132	6	(492)	37
<b>Adjusted net income (loss)</b>	585	934	1.048	902	725
<b>Working Capital Variation</b>	(1.343)	(277)	909	365	148
Inventory	(28)	580	273	716	(22)
Suppliers	(1.315)	(857)	636	(351)	170
<b>Losses</b>	(183)	(223)	(243)	(278)	(254)
Lawsuits	(243)	(437)	(274)	(359)	(219)
Onlending of third parties	(35)	90	30	(136)	(5)
Taxes to Recover/Obligations	(267)	14	(58)	218	357
Other assets and liabilities	414	(159)	(769)	(8)	(328)
<b>Net Cash (used) in Operating Activities</b>	(1.072)	(58)	643	704	424
<b>Net Cash (used) in Leasing Activities</b>	(153)	(272)	(289)	(267)	(255)
<b>Net Cash (used) in Investments Activities</b>	(102)	(184)	(138)	(100)	(77)
<b>Free Cash Flow</b>	(1.327)	(514)	216	337	92
<b>Net proceeds</b>	1.711	497	(615)	(308)	338
Payments of Interest	(202)	(164)	(462)	(789)	(451)
Follow-on, net of costs	4.313	-	-	-	-
Others	-	-	(35)	-	-
<b>Cash Flow from Financing Activities</b>	5.822	333	(1.112)	(1.097)	(113)
<b>Cash and cash equivalents of the Opening balance*</b>	3.320	7.088	5.198	3.548	2.900
<b>Cash and Cash equivalents at the End of the Period*</b>	7.815	6.907	4.302	2.788	2.879
<b>Variation Opening Balance - End of the Period</b>	4.495	(181)	(896)	(760)	(21)

\* Considers cash, credit card receivable and other receivables

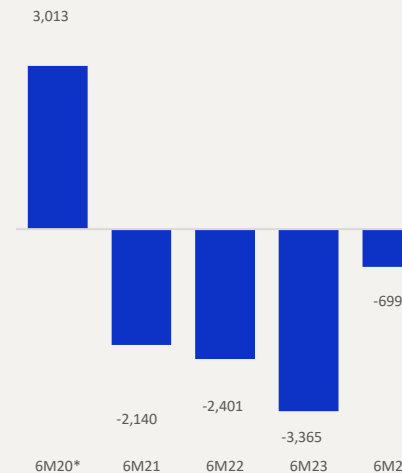
### Free Cash Flow<sup>1</sup>

(R\$ million)



### Cash Balance Variation

(R\$ million)



#### Q2'24

- Highest optimization of capital used (working capital + capex)
- Advancement in tax monetizations
- Lowest Q2 cash balance variation in the last 4 years

1) Free Cash Flow = cash flow available for paying debts (principal and interests) and shareholders

# Transformation Plan



# CHANGES IN OUTLOOK AND TRANSFORMATION PLAN PRIORITIES

## 2019 – 2022 GCB in recent years

### Focus on GMV growth

Expansion of stores, new channels, categories and adjacent businesses



### Dynamic macro-outlook

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



### Resumption of an investment agenda

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



### Substantial investments on mainstream trends

Marketplace, fintech, logtech/fullfillment

## 2023 – 2025 GCB today

### Focus on normalizing operations

Generate cash and focus on profitability



### Challenging time for retail in Brazil

Base rate +13%, challenging households' income and consumption



### 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

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

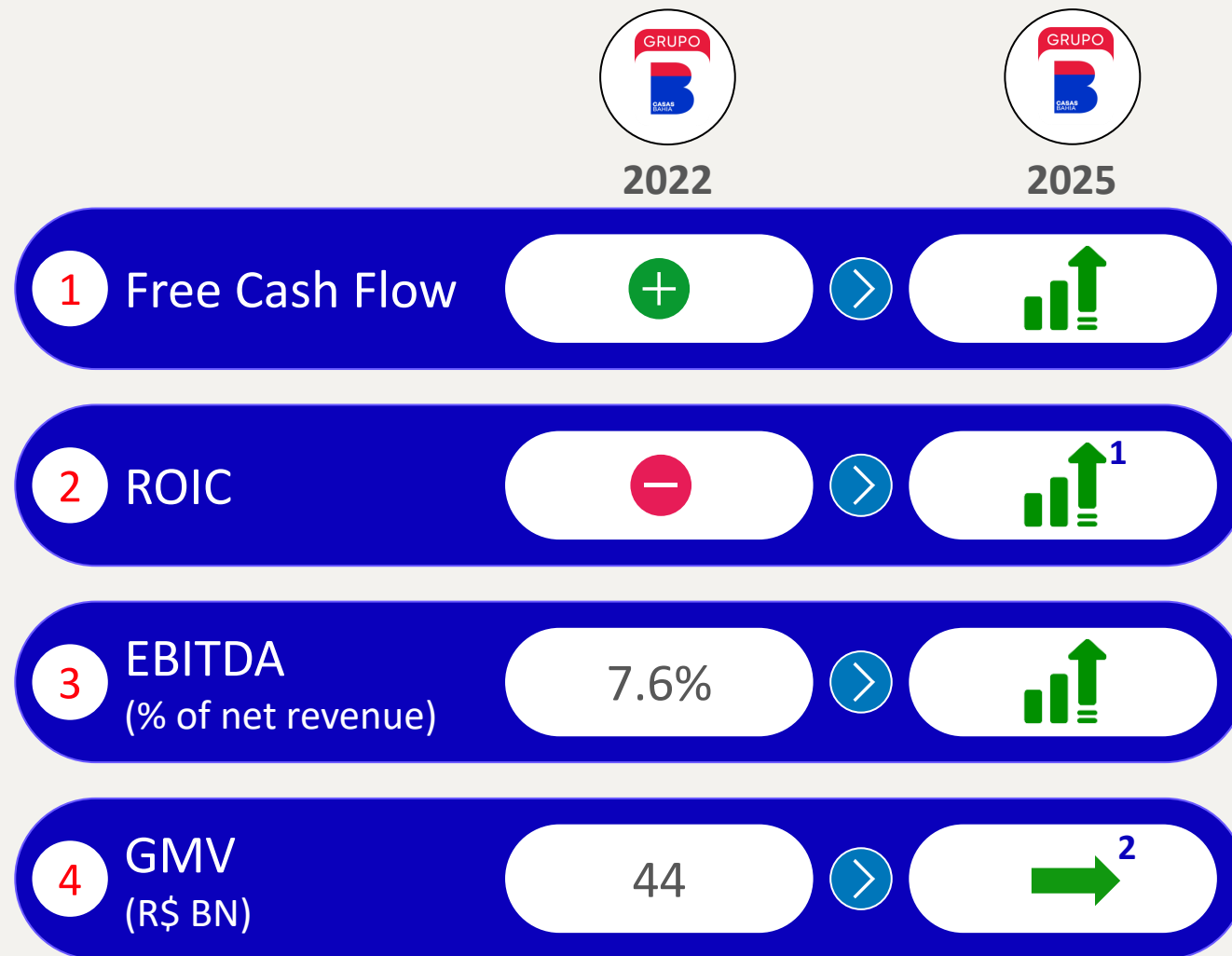


### Continuous improvement in customer experience

Maintaining investments in customer experience, online and offline

## Priorities

### Free Cash Flow and ROIC



Source: Company. Notes: (1) Above the cost of capital. (2) Tendency does not consider possible improvements in the macroeconomic scenario

# TRANSFORMATION PLAN STATUS







# REVIEW OF THE 1st YEAR OF THE TRANSFORMATION PLAN

## > Levers presented in the Plan in Q2'23

## ✔ What was delivered until Q2'24




### Revenue

-  Services Efficiency
-  Pricing & Promotion
-  Sales Channels
-  Mix & Assortment Review

- Increase penetration and profitability of installment plan and additional services
- Re-allocation of investments across channels and categories to maximize margin

- ✔ Greater service penetration (+3 p.p. y/y to 16%)
- ✔ Record penetration of online installment plan (7.9% of online 1P)
- ✔ +10% increase in 12-month 3P revenue (+8% in 6 months)
- ✔ Review of B2B and Marketplace operations for greater profitability
- ✔ 23 categories fully migrated to 3P





### Variable Costs

-  Marketing Efficiency
-  Commercial Efficiency
-  Renegotiation of indirects

- GeoFast launch for greater efficacy and lower costs in traditional media
- Renegotiation of indirects

- ✔ -8.5% reduction in third-party service expenses (6 months), with control tower implementation

### Fixed Costs

-  Staff Review
-  IT costs
-  Footprint and Store Profitability
-  Freight & DCs optimization

- Corp./store overhead review, pursuing great efficient levels
- Footprint review by shutting down 50-100 stores with poor margins; rental costs review, amongst others
- DC productivity improvement, and rented footprint adjustment, in line with inventory shrinkage

- ✔ +10 k positions reduced until Q2'24
- ✔ 60 stores closed since 2023 and Store Recovery Plan
- ✔ Mg. improvement in 54% of stores, 12% with an increase above 5 p.p. other stores remained stable
- ✔ -7% reduction in leasing expenses over 12 months, even with an increase of +2.5% in the IGP-M accumulated over 12 months
- ✔ 9 DCs readjusted, including 4 closures




# REVIEW OF THE 1st YEAR OF THE TRANSFORMATION PLAN

## > Levers presented in the Plan in Q2'23

## ✔ What was delivered until Q2'24





### Cost of Capital

### Cash Flow

-  Assortment Migration to 3P
  - Migration of categories to 3P
  - Inventory reduction with sales actions (R\$ 1 Bn and <90 days)
-  Inventory reduction
  - Review of store assortment
  - Review of purchasing plan
-  Payment policy review

- ✔ 23 categories fully migrated from 1P to 3P
- ✔ Reduction of R\$1.4 Bn in inventory y/y in Q2'24
- ✔ 82 days of term (reduction of 15 days y/y)
- ✔ Inventory quality: 92% in up to 90 days (+ 15 p.p. y/y)
- ✔ Reduction of -9% in losses over 12 months (-13% over 6 months)
- ✔ 64% improvement in free cash flow over 12 months (+73% over 6 months)
- ✔ Best Free Cash Flow in the first half of the year in the last five years

### Capital Structure

-  Installment Plan
  - Changes in Financing Model of the Installment Plan
-  Financing
  - Financing Diversification
-  Liability Management
  - Ongoing process of enhancing debt profile
-  Asset monetization
  - ~R\$ 4 Bi Potential in 2023 (R\$2 Bn in gross monetization, R\$1 billion in inventory and other assets)

- ✔ FIDC operational preparation: banking correspondent in 100% of stores, digital biometrics, CCB contract and systems integration
- ✘ FIDC fundraising
- ✔ Follow On for R\$623 MM raise in Sep/23
- ✔ Debt Re-profiling conclusion of R\$ 4,1 Bn
- ✔ Reduction of R\$ 1.4 Bn in inventory y/y in Q2'24
- ✔ Monetization of R\$1.7 Bn in tax assets (net impact over 12 months)

# We progressed in the transformation plan, with R\$1.6-1.8 Bn opportunities already structured and partially in place for short-term capturing

Increase of  
**R\$ 200 MM**  
in opportunities

Type	Explored levers	Impact identified Until Q2'24	Evolution with non-exhaustive examples of initiatives implemented and mapped
Revenue	Service Efficiency	R\$650 - 700 MM	Increased penetration of Installment Plan "CDC" (penetration CDC Q2'24 +5 p.p. vs. Q2'23)
	Pricing and Promotion		New initiative of pricing tool with AI already in pilot for Screens and White Goods <span>New</span>
	Sales Channels		Expansion of digital solution of increased efficiency of salespeople for all the stores <span>New</span>
	Review of Mix and Assortment		Offer of Retail Media integrated between the online and physical channels creating a brand new omnichannel offer <span>New</span>
Variable Costs	Marketing Efficiency	R\$460 MM	Reduction of after-sales costs with expansion of technical assistance counters (in 160 stores) <span>New</span>
	Commercial Efficiency		Renegotiation and review of contracts scope
	Renegotiation of Indirect Costs		
Fixed Costs	Review of Personnel	R\$500 - 660 MM	Closing of stores with negative profitability (2 in Q2'24, 60 since 2023)
	Technology Costs		Readjustment of DCs footprint (9 DCs readjusted to date)
	Stores Profitability		Increased salespeople productivity at B&M stores by 19% <span>New</span>
	Optimization of Freight and DCs		
Capital Costs Impact on Cash	3P Assortment Migration	R\$1.4 Bn	Reduced days in inventory from 97 days in Q2'23 to 82 days in Q2'24
	Inventory Reduction		
	Review of Payment Policy		
<b>Total</b>		<b>R\$1.6-1.8 Bn</b> R\$1.4 Bn	<b>LAIR</b> Cash

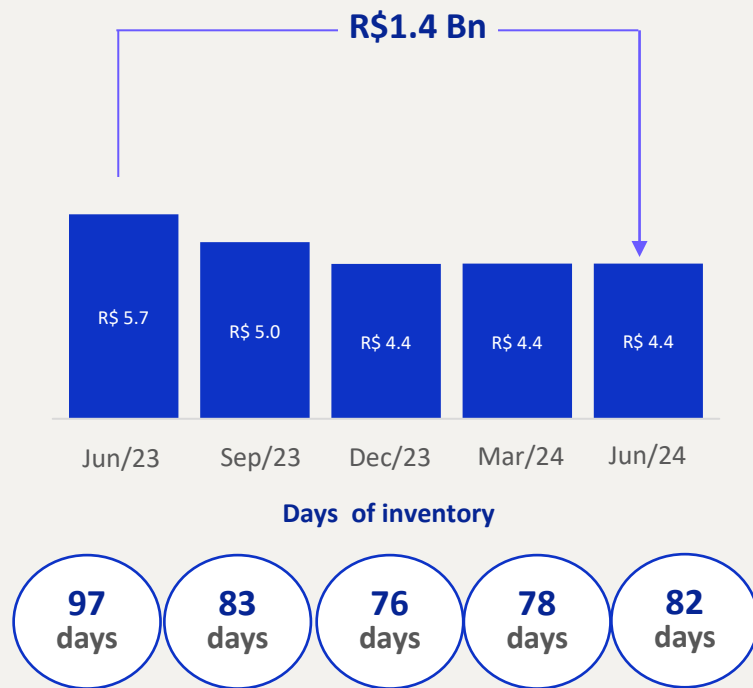
Note: Harvey Balls graphs represent the initiative capturing maturity

# OPTIMIZATION OF INVENTORY LEVELS

Reduction of older and slow turnover inventory, with capital management efficiency

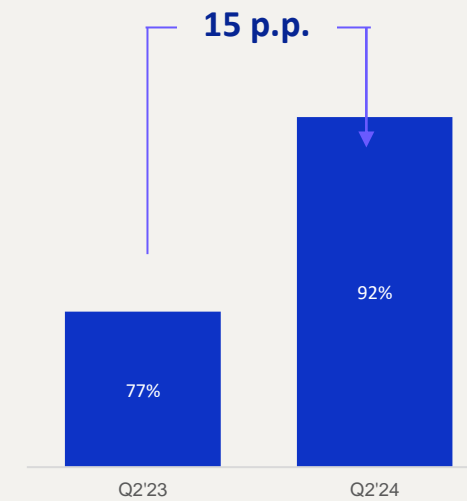
## Inventory

(R\$ billion)



## Inventory Quality

(% of inventory with up to 90 days)



Substantial improvement  
in inventory quality

\* Suppliers does note include Trade accounts payable – agreement and Others



**#1 Retail Company in core categories, with a nationwide footprint and +60 years of history**



**Focused today on profitability at the expense of growth**



**Disciplined and strategic capital allocation to ensure stability**



**Committed to long-term vision**





# SHORT-TERM VIEW

## Priorities

### Potential for operational leverage after the structural adjustments made in recent quarters

- **B&M Stores:** The Company's most profitable channel, beginning of the gradual growth cycle from 2H24
- **Digital:** Focus on profitability, improving the customer journey to resume growth in 2025
- **Installment Plan:** Operational preparation completed, concession process improvements enabling gradual growth in 2H24
- **Services** (logistics, Ads, others): Continuity in advancing the monetization of services for third parties
- **Efficiency:** Maintaining a lean structure, exploring levers that increase operational productivity



**WE ARE READY TO CAPTURE THE SECOND HALF SEASONALITY**

# PERSPECTIVE FROM 2025 ONWARDS

## AMBITION

To be the best electronics and furniture specialist retailer in Brazil, offering a complete, easy and customized shopping journey to our customers, generating value for stakeholders with an efficient, digital and sustainable operation



### RELEVANCE IN BRAZILIAN RETAIL

- Increased GMV: leveraging scale to gain share from smaller players
- Leader in core categories

- Exploration of new markets in the brick and mortar channel



### 1<sup>st</sup> CONSUMER CHOICE

- Comprehensive portfolio of core products and their accessories
- Offering of services during the purchase journey

- Excellence in assisted sales (physical and online) making the purchase process easier
- CRM as an accelerator of the cycle and consumer purchase volume



### PROFITABILITY

- Strong EBITDA margin
- Sustainable cash generation and use

- Efficient operation and lean corporate
- Investment in training and high return assets



### CULTURE OUR VALUES

- Total dedication to the customer
- Passion for our people
- Simplicity in everything I do

- Delivering results
- Protagonist all the time

**CASAS  
BAHIA**

**Appendix**



## Environmental



### SLB (Sustainability Linked Bonds):

Progress on the renewable energy target by purchasing 75.53% of energy from clean and renewable sources. Commitment to reach 90% by 2025

### REVIVA – GCB’s recycling program 2022



Destined more than **632 tons** of waste for recycling, benefiting 11 partner cooperatives. We collected more than 786 kg of electronics for proper disposal and recycling



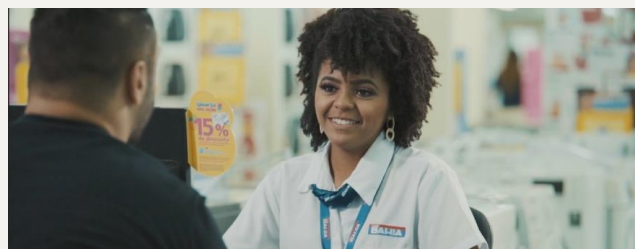
### Last mile deliveries with electric vehicles

avoided 144 tons of CO<sub>2</sub> emissions in 2021



### Partnership with startup Pangeia

sustainable business ecosystem, became the store of sustainable products in the Casas Bahia’s marketplace, providing products made by indigenous people, rural cooperatives, artisans and manufacturers that respect the environment



## Social



### LGBTQIAPN+:

Through the “I am, because we are diverse and inclusive” campaign, we are counting on the participation of our employees for literacy and to reinforce the fight against any discrimination against LGBTQIAPN+ people.



### GPTW+

The Casas Bahia Group was recognized for the 4th consecutive time by GPTW as one of the best companies to work for.



### Youth Leadership

The Foundation invests in the training and qualification of young people to expand their opportunities in the job Market. Launch of the “Education in Field” research, carried out by the Vini Jr. Institute.



### Fostering Entrepreneurship

Face-to-face meetings of Jornada Dona de Si to train women entrepreneurs, in partnership with Instituto Dona de Si, benefiting more than 800 women in the states of RJ, RS, SP and BA.



## Governance



### Women in Leadership

Mrs. Claudia Quintella Woods was elected an independent member, reiterating the Company’s commitment to diversity, also aiming at enhancing GCB’s corporate governance



### Listed in B3’s Novo Mercado and part of the ISE<sup>1</sup>, ICO2<sup>2</sup> and IGPTW<sup>3</sup> indexes



### Privacy Governance Program

Privacy by Design processes and compliance with the General Data Protection Law (LGPD)



### Signatory of the Global Pact



### Global Reporting

Initiative (GRI), global reporting methodology



### Via de Respeito

Via de Respeito it is GCB’s anti-discrimination and harassment Program

Source: Company. Notes: (1) B3’s corporate sustainability index. (2) B3’s carbon efficiency index. (3) B3’s Great Place to Work index