



ALPARGATAS

havaianas®



Topper

dupe'®


RAINHA


Mizuno®

Timberland 



SETE LÉGUAS®


MEGGASHOP



ALPARGATAS

Largest Brazilian footwear company in Latin America

 Havaianas is sold in 82 countries

 Operations:

 Brazil

 USA

 Europe


 Argentina

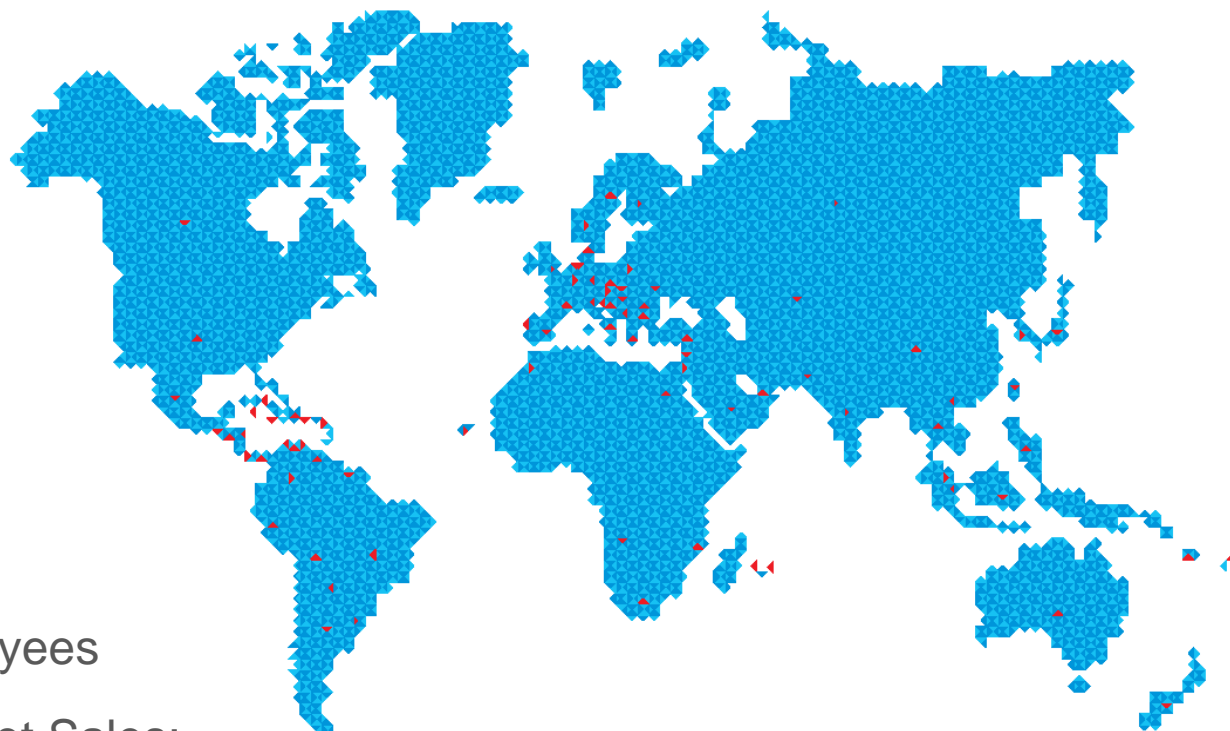
 14 plants

 6 in Brazil

 8 in Argentina

 17.6 thousand employees

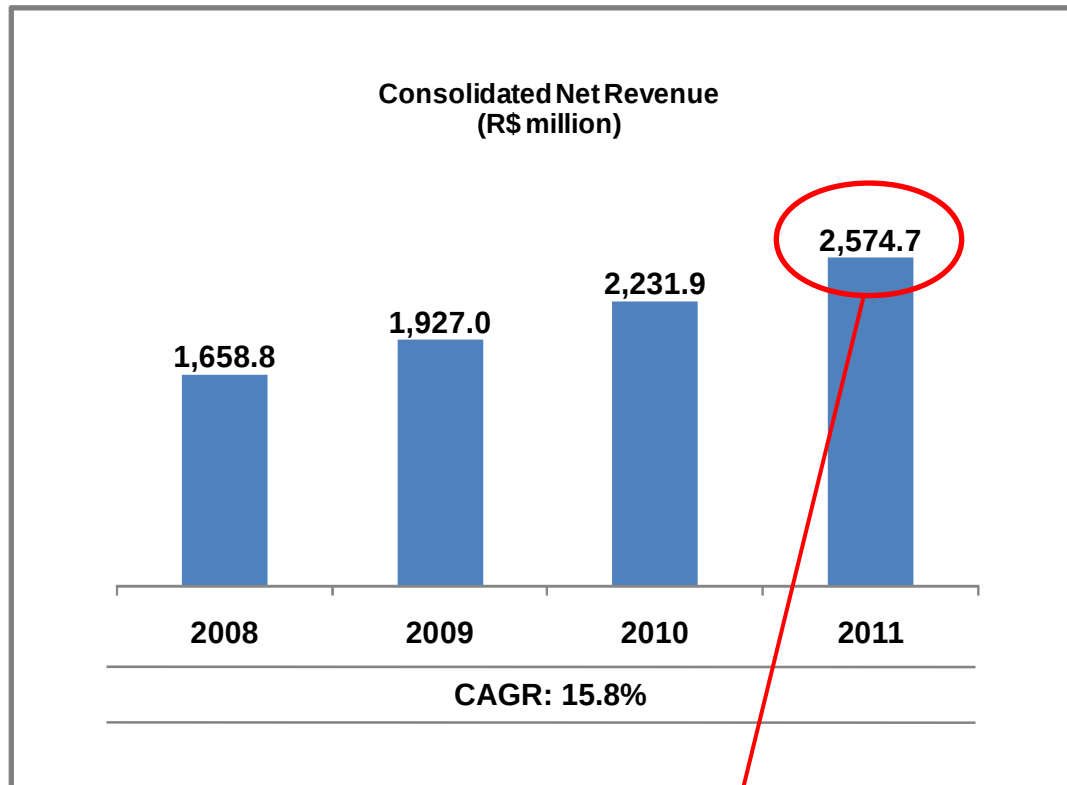
 2011 Consolidated Net Sales:
€1.1 billion



Financial highlights

Strong top line growth (CAGR 16%)
in recent years

Net Revenue 2011



Approx. € 1.1 bn

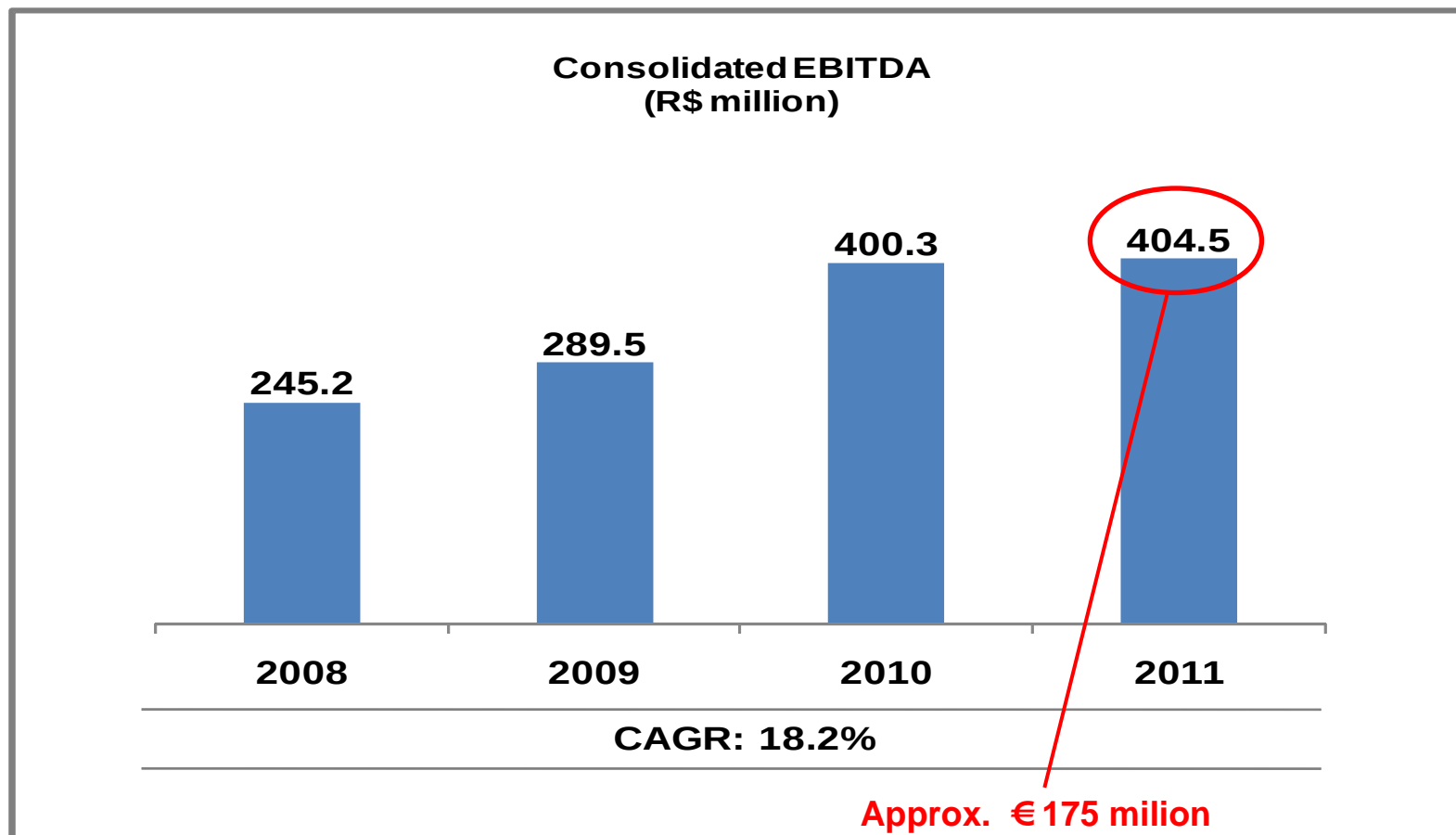
- Sand
- als
- Argentina
- Textiles
- Sporting
- Goods
- Retail

- Domestic
- Operations
- International Operations

Source: Alpargatas

Financial highlights

Sustained EBITDA growth
+ve net financial position of € 200million (31/12/2011)



Source: Alpargatas



200 milion pairs sold per year!

- 👞 National Pride
- 👞 100% Brand Awareness
- 👞 From Commodity to Fashion
- 👞 Production in 1 Factory (600k pairs per day!)
- 👞 1 pair per inhabitant – growth?

Born in 1962 and reinventing itself overtime.....



Sales (MM pairs)

EUROPEAN GROWTH STRATEGY

- ❏ 1998 – 2000 Entered Europe through Distributors
- ❏ 2008 Opened Regional Office in Europe (Madrid)
- ❏ 2009/10 Direct Operations in SP/POR/FR/UK/IT + 29 Distributors
- ❏ Investment in:
 - ◆ Brand
 - ◆ Operations/Structure
 - ◆ European Distribution
 - ◆ Product Development
 - ◆ Organization
 - ◆ Retail expansion



CHALLENGES - A BRAZILIAN SEASONAL BRAND

❏ Commodity vs. Fashion item

- ◆ Brand positioning
- ◆ Product development
- ◆ Distribution strategy

❏ Seasonality

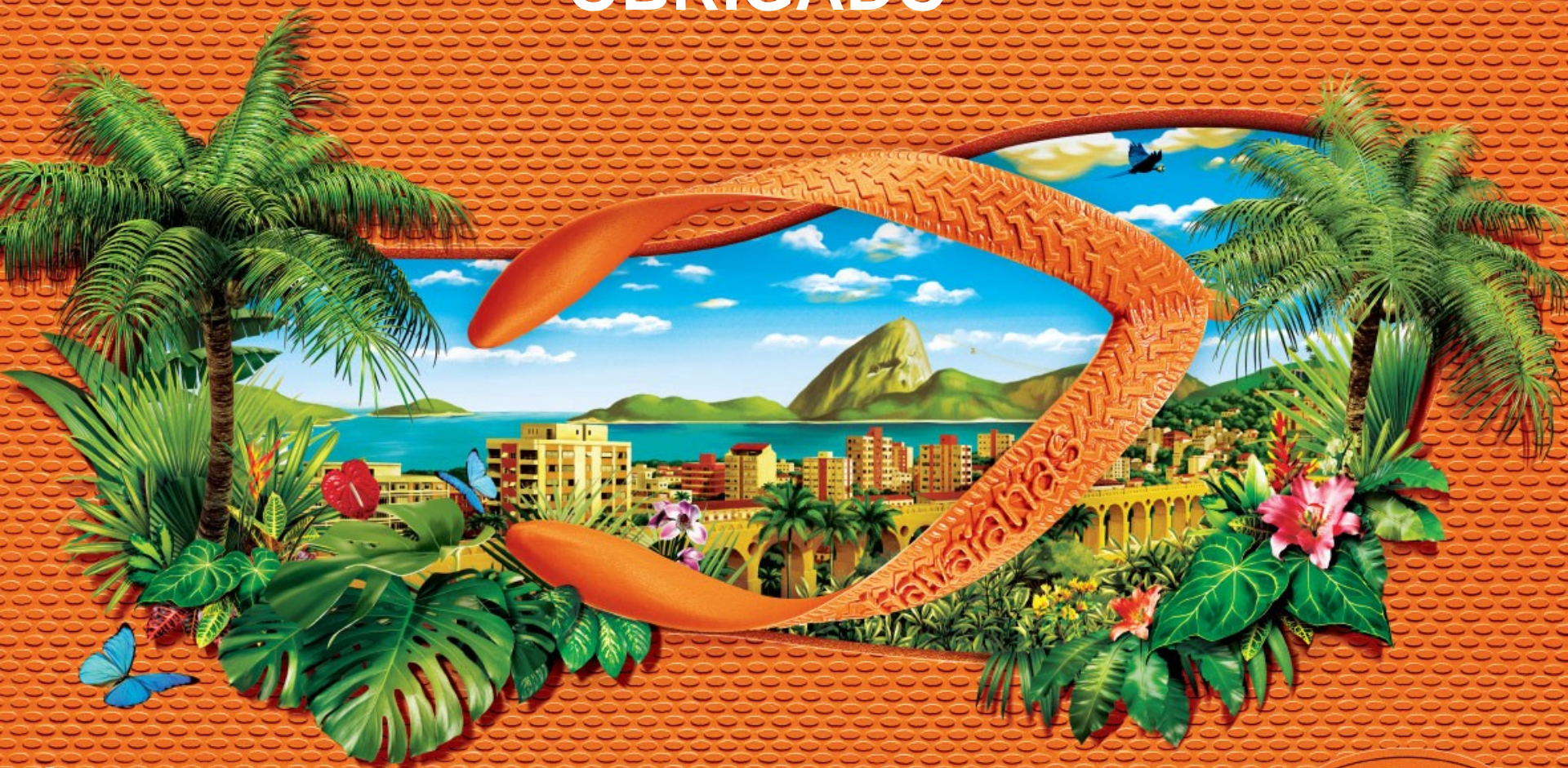
- ◆ Brand Awareness
- ◆ Commercial Relationships
- ◆ Cash Flow
- ◆ Retail Expansion
- ◆ Organization



KEY SOLUTIONS

- High end Brand Positioning
 - ◆ Marketing
 - ◆ Distribution policy (Product Assortment)
- Seasonality
 - ◆ Brand Extension
 - ◆ Extended products Usage
 - ◆ Creative Retail concepts
- M&A

OBRIGADO



RIO IS SO BEAUTIFUL WE MUST WORK HARD
TO MAKE PEOPLE LOOK AT THEIR FEET

havaianas