



 **DREAM  
SPORT**



 **Foot Locker**



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# RETAILORS IN NUMBERS



**1,123 M NIS**

Revenue



**910 M NIS**

Total equity



**36.4 M NIS**

Announced dividends



**165 M NIS**

Adjusted EBITDA <sup>1</sup>



**764 M NIS**

Cash and short term investments



**11**

Countries



**103 M NIS**

Net income <sup>2,3</sup>



**224 M NIS**

Inventory



**141**

Stores number



**2.1 B NIS**

Balance



**278 M NIS**

Net cash provided by operating activities



**3 K**

Number of employees

1. Adjusted EBITDA – operating income, excluding depreciation expenses of right-of-use assets (according to IFRS 16), including rent expenses (in the scope of the computation of IFRS 16), excluding depreciation and amortization expenses of property, plant and equipment and other assets.

2. Figures shown an adjusted figures' pre-IFRS 16.

3. Excluding impact of c.NIS 18.3m from Leumi Partners option



# OVERVIEW<sup>(\*)</sup>



## Revenues

**Q4/2021 - 368 M NIS**  
(+115.6%)

**1-12/2021 - 1,123 M NIS**  
(+76.2%)



## Gross margin

**Q4/2021 - 196 M NIS**  
(53.4% from sales)  
(+139.3%)

**1-12/2021 - 574 M NIS**  
(51.1% From sales)



## Operating profit

**Q4/2021 - 60 M NIS**  
(16.2% from sales)  
(+231.1%)

**1-12/2021 - 141 M NIS**  
(12.6% From sales)



## Net income <sup>(\*\*)</sup><sub>(\*\*\*)</sub>

**Q4/2021 - 47 M NIS**  
(+304.4%)

**1-12/2021 - 103 M NIS**  
(+102.3%)

(\*) The results are excluding the impact of IFRS 16

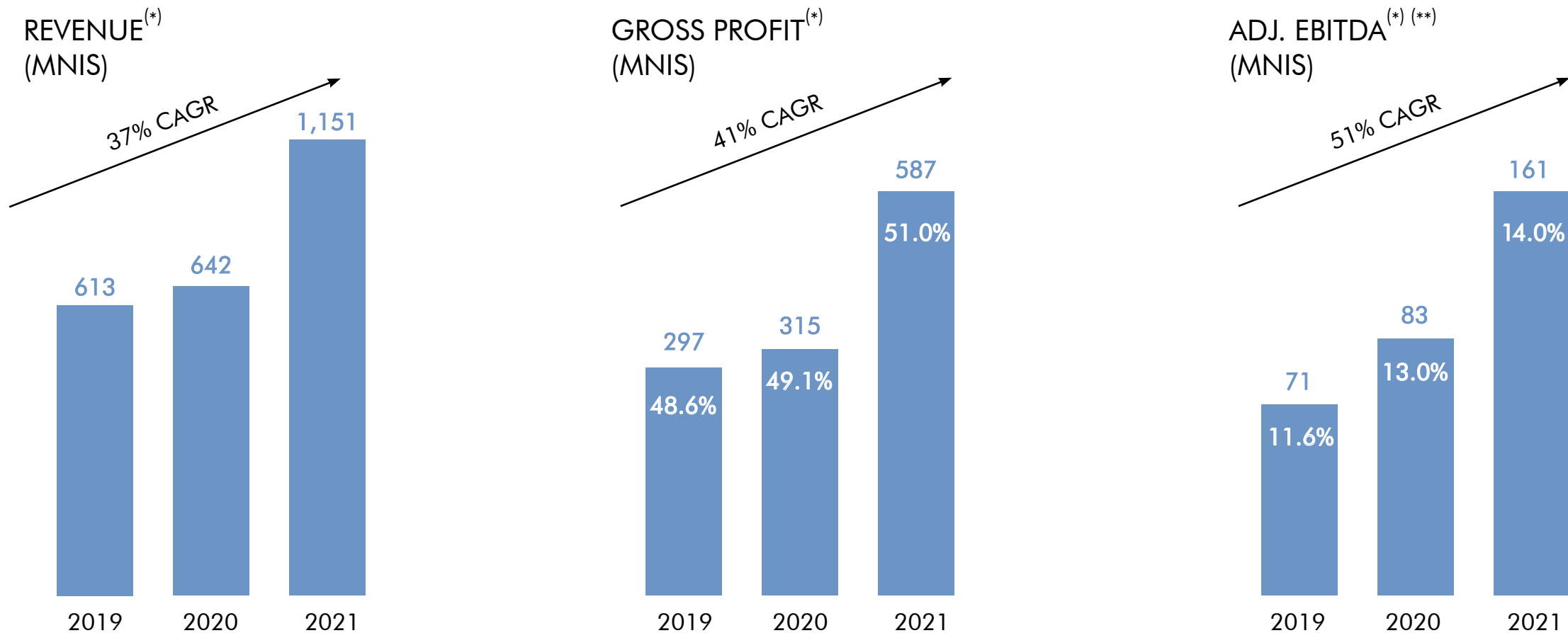
(\*\*) Net Income for 1-12/2021 excluding impact of NIS 18.3m from Leumi Partners option

(\*\*\*) Net Income for Q4 2020 and 1-12/2020 excluding impact of NIS 76.6M from Leumi Partners option.



# FINANCIAL PERFORMANCE 2019-2021(annually)

Consistent financial performance delivering exceptional topline growth and strong margin profile



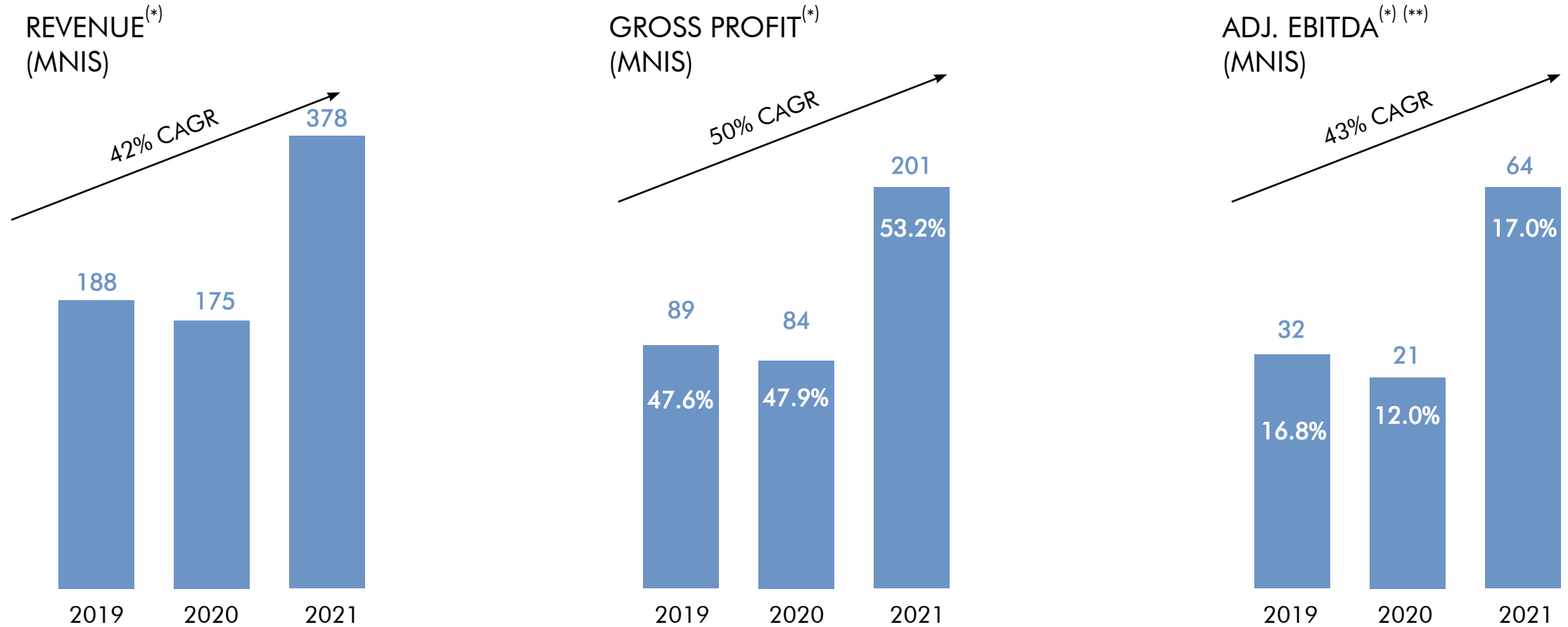
\*100% of Retailors

\*\*Adjusted EBITDA – operating income, excluding depreciation expenses of right-of-use assets (according to IFRS 16), including rent expenses (in the scope of the computation of IFRS 16), excluding depreciation and amortization expenses of property, plant and equipment and other assets.



# FINANCIAL PERFORMANCE 2019-2021(Q4)

Consistent financial performance delivering exceptional topline growth and strong margin profile



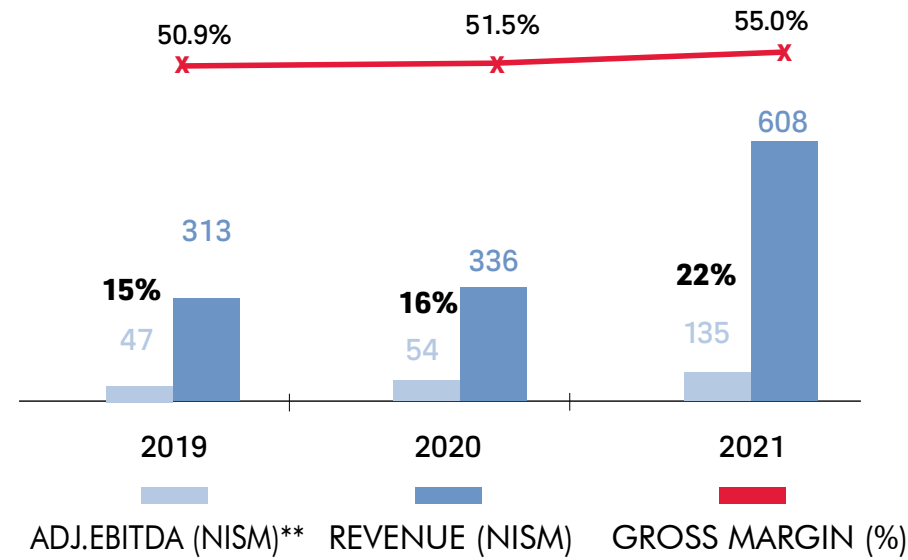
\*100% of Retailors

\*\*Adjusted EBITDA – operating income, excluding depreciation expenses of right-of-use assets (according to IFRS 16), including rent expenses (in the scope of the computation of IFRS 16), excluding depreciation and amortization expenses of property, plant and equipment and other assets.



# SEGMENTS > NIKE IN M NIS

## Nike 2019-21



	2019	2020	2021
Stores number	30	39	51
Sales per meter	2,696	2,804	2,957
SSS	26.3%	19.5%	40.5%*

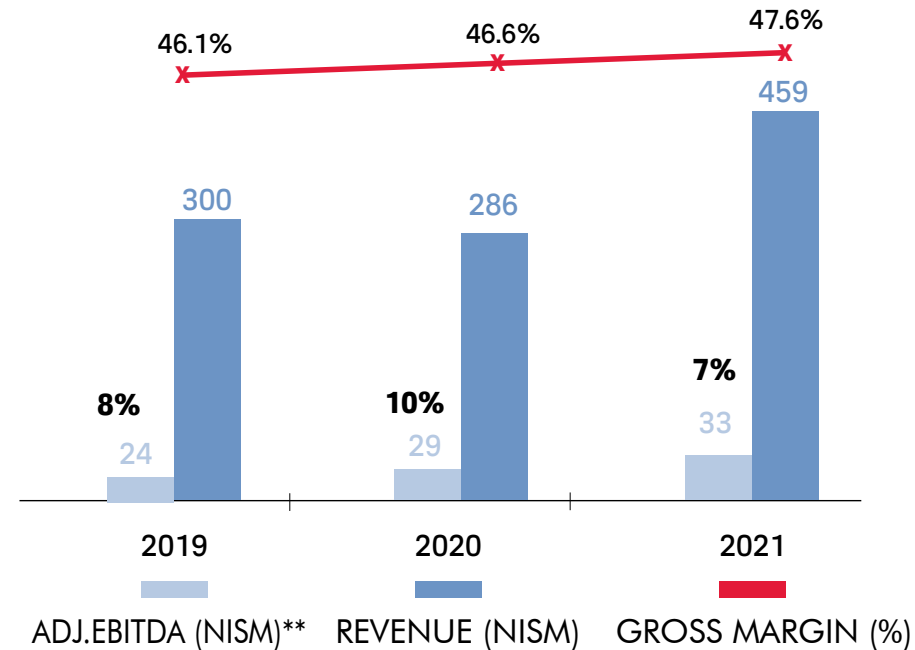
\*Because of the lockdown the Data that used in calculating same store sales in Israel for the year 2021 is from February 21 to December 31 and for the same period in 2019 And for Canada to the period that the stores were open in 2021 compared to 2019.

\*\*Adjusted EBITDA – operating income, excluding depreciation expenses of right-of-use assets (according to IFRS 16), including rent expenses (in the scope of the computation of IFRS 16), excluding depreciation and amortization expenses of property, plant and equipment and other assets.



# SEGMENTS > FOOT LOCKER IN M NIS

## Foot Locker 2019-21



	2019	2020	2021
Stores number	53	65	82
Sales per meter	2,778	3,223	3,074
SSS	25.6%	31.9%	36.7%*

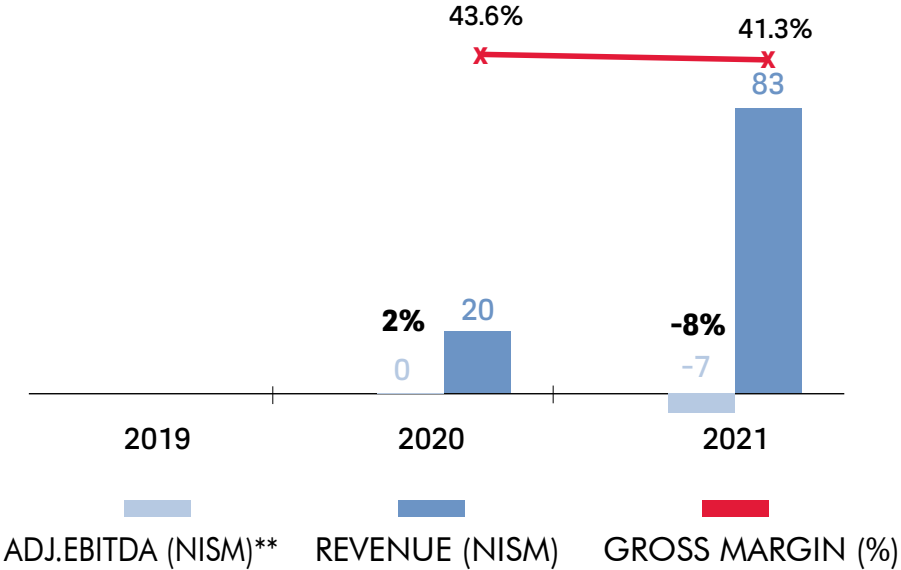
\*Because of the lockdown the Data that used in calculating same store sales in Israel for the year 2021 is from February 21 to December 31 and for the same period in 2019.

\*\*Adjusted EBITDA – operating income, excluding depreciation expenses of right-of-use assets (according to IFRS 16), including rent expenses (in the scope of the computation of IFRS 16), excluding depreciation and amortization expenses of property, plant and equipment and other assets.



# SEGMENT > OTHER IN M NIS

## Others 2019-21



	2020	2021
Stores number	4	8

\*\*Adjusted EBITDA – operating income, excluding depreciation expenses of right-of-use assets (according to IFRS 16), including rent expenses (in the scope of the computation of IFRS 16), excluding depreciation and amortization expenses of property, plant and equipment and other assets.



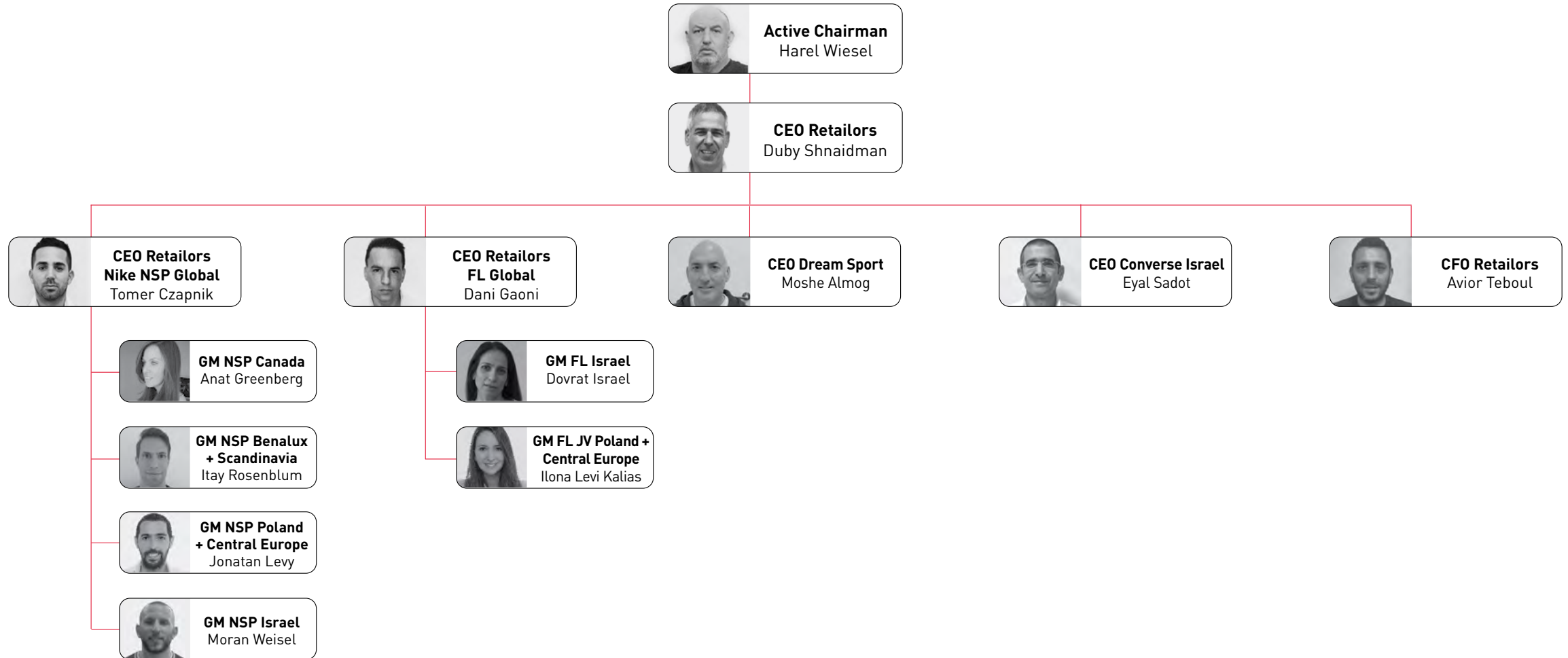


# RETAILORS.

## AT A GLANCE



# ORGANIZATIONAL CHART - 2022



\*NSP (Nike Stores Partner) - The Nike mono brand stores that are operated by the company



# RETAILORS AT A GLANCE

Retailors is a leading high growth retailer, specializing in the sports, athleisure and urban segments, an international partner of choice of Nike and Foot Locker, and owner of professional sporting goods retailer Dream Sport

**5/21**

The company started trading on TASE



International Partner of Nike



International Partner of Foot Locker



Local owned sporting goods retail brand



from July 1, 2022

**764 M NIS**

Cash and short term investments 31.12.21

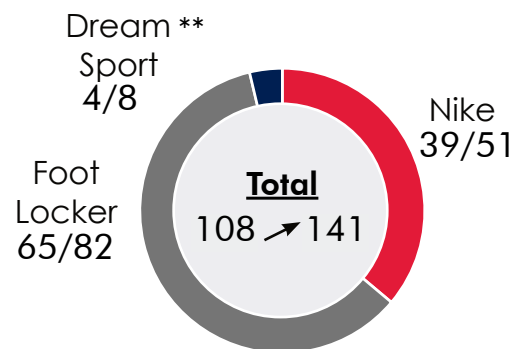
Q4/19 - Q4/21  
**23.4%**  
2019-2021  
**38.5%**

SSS growth

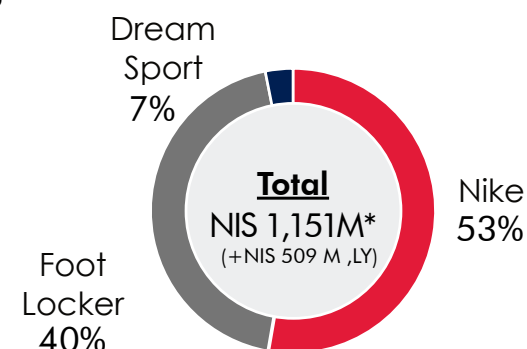
**11/4 countries**

Retailors operates in 11 countries/ 4 headquarters.

## RETAILORS STORES BY BANNER 31.12.20-31.12.21



## RETAILORS REVENUES BY BANNER 1-12/21 (%)



\*100% of Retailors

\*\*Not including 2 temporary pop-up stores



# RETAILORS AT A GLANCE



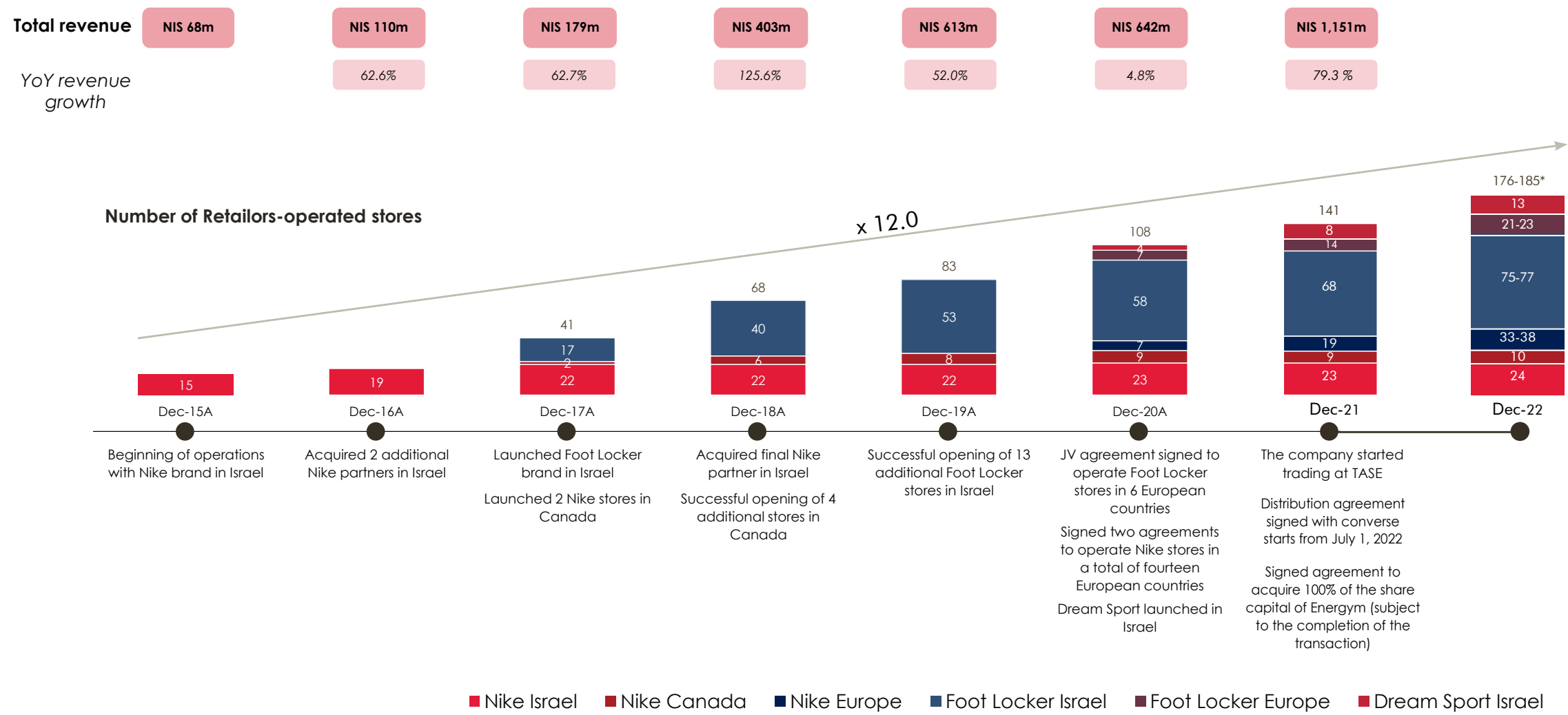
OVERVIEW	<ul style="list-style-type: none"> <li>■ NSP (Nike Stores Partner) for selected regions<sup>1</sup></li> <li>■ Current licensee in Israel, Canada (excluding British Columbia) and selected European geographies</li> </ul>	<ul style="list-style-type: none"> <li>■ License operator for Foot Locker in Israel</li> <li>■ JV partner in Eastern Europe (49:51)<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>■ Retailors' own consumer focused multi-category sports retail banner</li> </ul>
YEAR LAUNCHED	2015	2017	2020
EXISTING PRESENCE 2021	ISR  CAN  NETH  BEL  GER NOR  SWE  CZR  SLOVK  HUN  POL	ISR  POL  HUN	ISR (potential to rollout globally)
CONSTRUCTUAL LICENSE TO OPERATE	CRO  AUS  FIN  DEN  SLOVE	ROM  CRO  SLOVK  UKR	

1. Retailors hold 51% ownership in the Nike Europe JV, with Foot Locker holding the remaining 49%. All countries where Retailors have rights to open Nike stores in Europe are covered by this JV apart from Israel, Canada, Germany (Hamburg), Denmark, Sweden, Finland and Norway which are 100% owned by Retailors

2. Retailors hold 49% ownership in the Foot Locker Europe JV, with Foot Locker holding the remaining 51%



# EXCEPTIONAL ROLLOUT AND GROWTH TRACK RECORD



100% of Retailors  
\* Estimated



# RETAILORS - NUMBER OF STORES BY AREA AND BRAND AS OF DECEMBER 31<sup>st</sup>, 2021

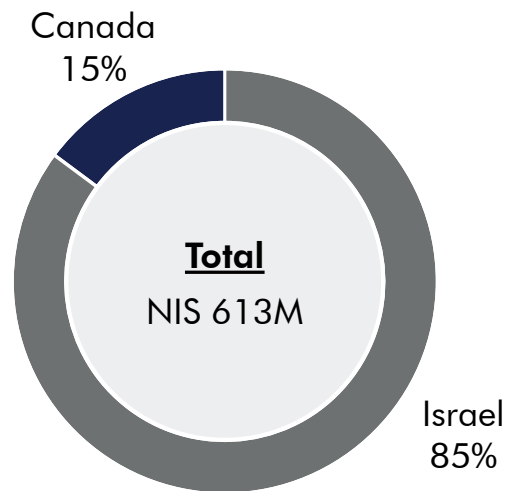


100% of Retailors

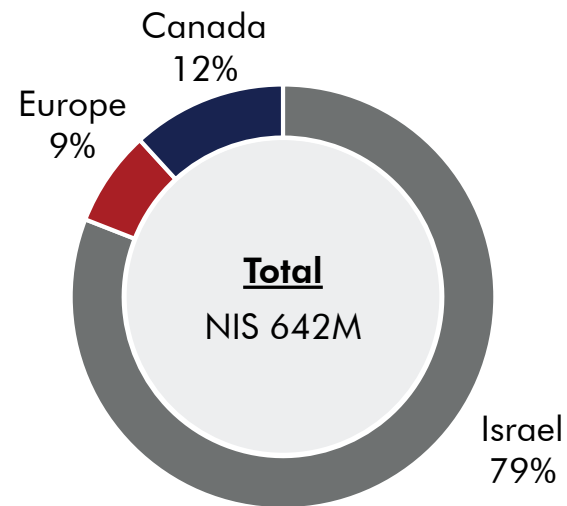


# BREAKDOWN OF THE COMPANY'S REVENUES BY GEOGRAPHICAL MARKET:

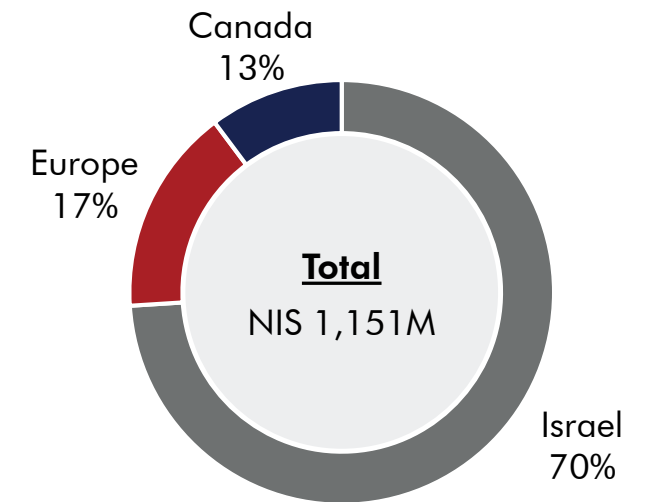
**2019**



**2020**



**2021**

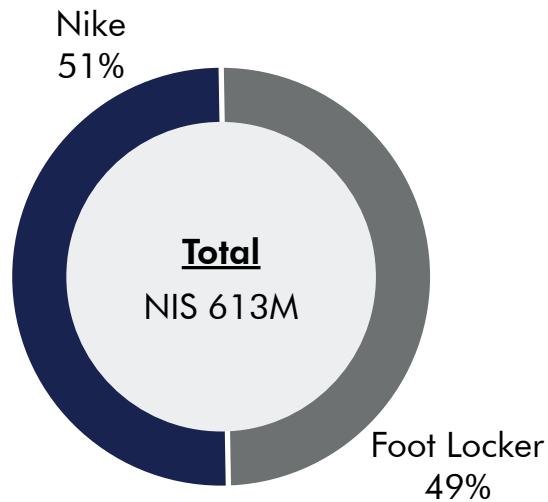




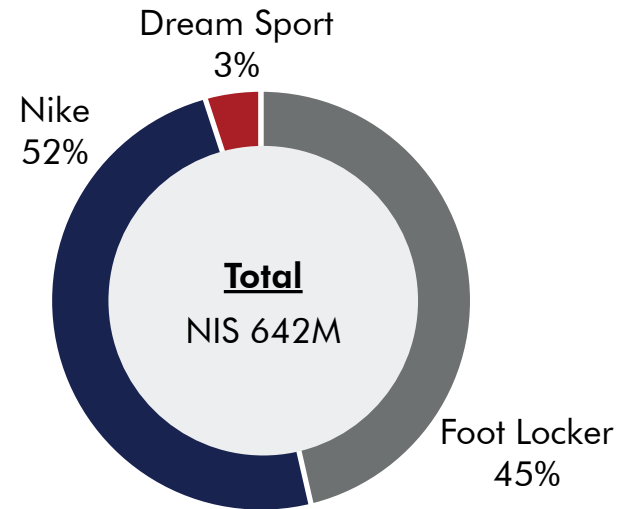
# BREAKDOWN OF THE COMPANY'S REVENUES BY SEGMENTS:

## REVENUES

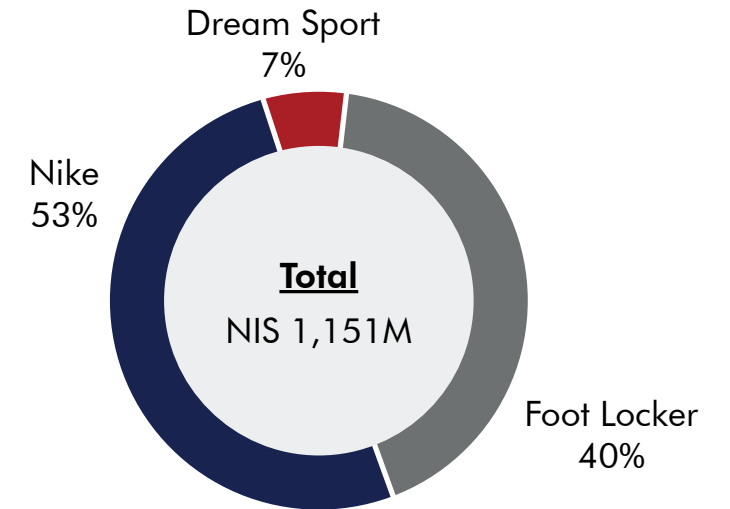
**2019**



**2020**



**2021**







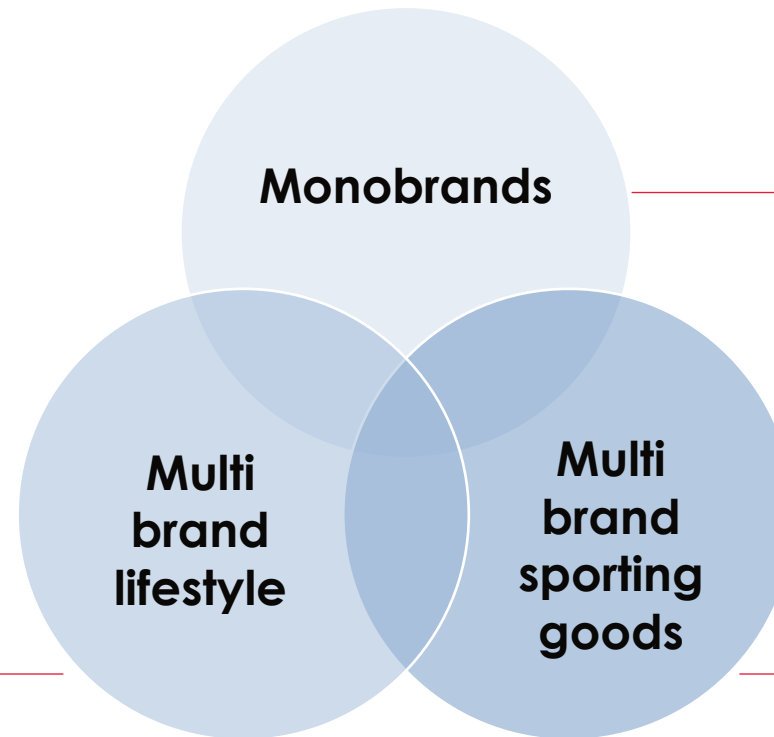


# COMPREHENSIVE OFFERING ACROSS ALL SPORTS CATEGORIES

## Sportswear & athleisure landscape



**Foot Locker**  
Multiple brands  
**Lifestyle**  
Mostly single category  
**Positioning: On-trend and #1 in sneakers with focus on youth culture<sup>1</sup>**



Highly technical products  
**Performance-lifestyle**  
Focusing on selected categories  
**Positioning: #1 global sports brand, focusing on selected categories<sup>1</sup>**



Multiple brands  
**Performance**  
Multiple categories  
**Positioning: Innovative Israeli professional sporting goods brand**

Source: Company information, FactSet  
Note: 1. Nike is the #1 global sports brand by revenue; Foot Locker is the #1 global brand in sneakers by revenue



# DREAM SPORT - STRATEGY PLAN

**900** SQM

Average size

**WOMEN,  
MEN, KIDS**

Gender

**3** TOP DEVISIONS

App | Fw | Acc & Gym

**6** MAIN CATEGORIES

Lifestyle | Training + GYM | Running  
Soccer | Basketball | Outdoor/Surf

**8** STORES

End of 2021



# DREAM SPORT - CONSUMER FOCUSED CATEGORY OFFENSE



RUNNING



FOOTBALL



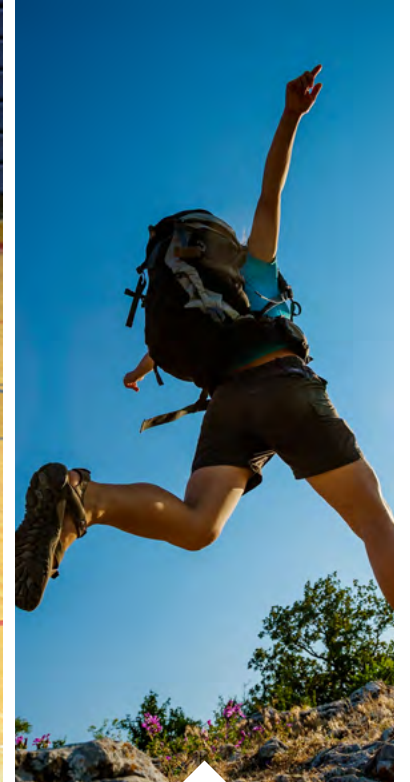
TRAINING + GYM



LIFESTYLE



BASKETBALL



OUTDOOR/SURF





CONVERSE





Converse is an American shoe company that designs, distributes, and licenses sneakers, skating shoes, lifestyle brand footwear, apparel, and accessories.

Founded in 1908, it has been a subsidiary of Nike, Inc. since 2003

The company's portfolio include products under the Converse, Cons, Chuck Taylor All-Star, Jack Purcell, One Star, and Star Chevron trademarks

Converse Consumer: The "GAMECHANGER" 16-24 years old, fluid interests and activities, Style-aware, independent-minded, locally active and global citizens.

Converse sells through retailers in more than 160 countries across the world.





# NSP BY RETAILORS

## INTRODUCTION DECK

MARCH 2022



COMP 19-21 (since re-open)

**40.5%**

Comp stores sales growth for 19 comp stores out of 51 stores in 2021



# RETAILORS NSP DEVELOPMENT

YEAR	2015	2016	2017	2018	2019	2020	2021	2022
STORES ISRAEL	15	19	22	22	22	23	23	24
STORES CANADA			2	6	8	9	9	10
STORES EUROPE						7	19	33-38
TOTAL	15	19	24	28	30	39	51	67-72



# RETAILORS NSP LEADERSHIP



**Tomer Czapnik**  
CEO FOX NIKE STORES



**Alon Elmaliyah**  
CFO



**Joyce Travaglini**  
HR DIRECTOR



**Yuval Lederman**  
BUSINESS PLANNER



**Aviv Sarner Afargan**  
DESIGN & CONS. MANAGER



**Britt Goldstein**  
VP PRODUCT



**Barbara Somogyiová**  
CCO



**Idan Alon**  
HEAD OF IT



# TERRITORIES 4 HEAD OFFICES | 51 STORES | 1690 EMPLOYEES | 11 COUNTRIES

**GM ISRAEL - MORAN WIESEL**



HEAD OFFICE: 10 | STORES 23 | EMPLOYEES 670

**GM POLAND & CENTRAL EU - JHONATAN LEVY**



HEAD OFFICE: 9 | STORES: 10 | EMPLOYEES: 180 | COUNTRIES: 4

**GM CANADA - ANAT GREENBERG**



HEAD OFFICE: 11 | STORES: 9 | EMPLOYEES: 480

**GM BENELUX & NORDIC- ITAY ROSENBLUM**



HEAD OFFICE: 9 | STORES: 10 | EMPLOYEES: 360 | COUNTRIES: 5

\* Germany - only Hamburg

\*\* Canada - excluding BC



# WHERE SHOULD WE OPEN?

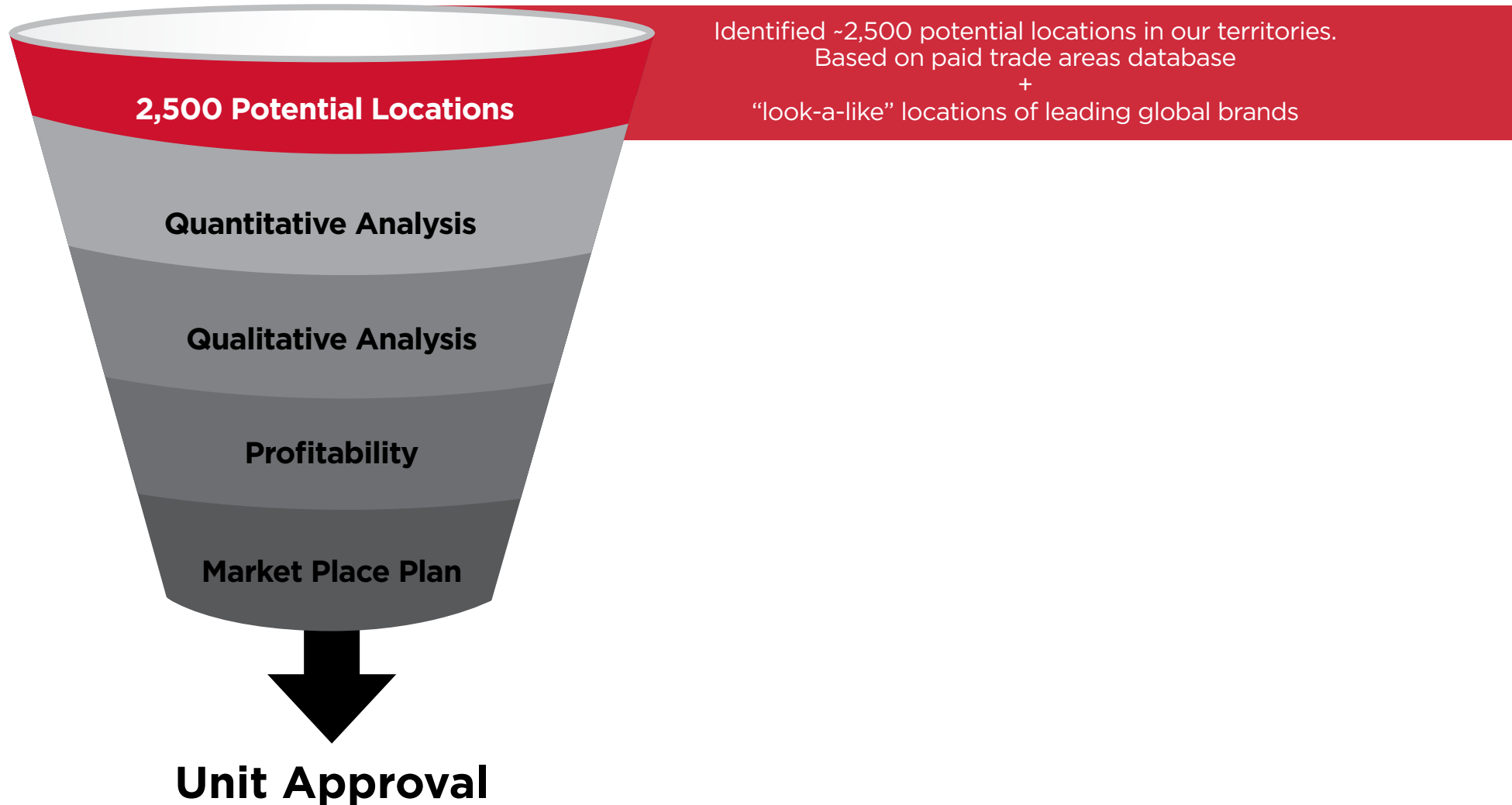


\* Germany - only Hamburg

\*\* Canada - excluding BC

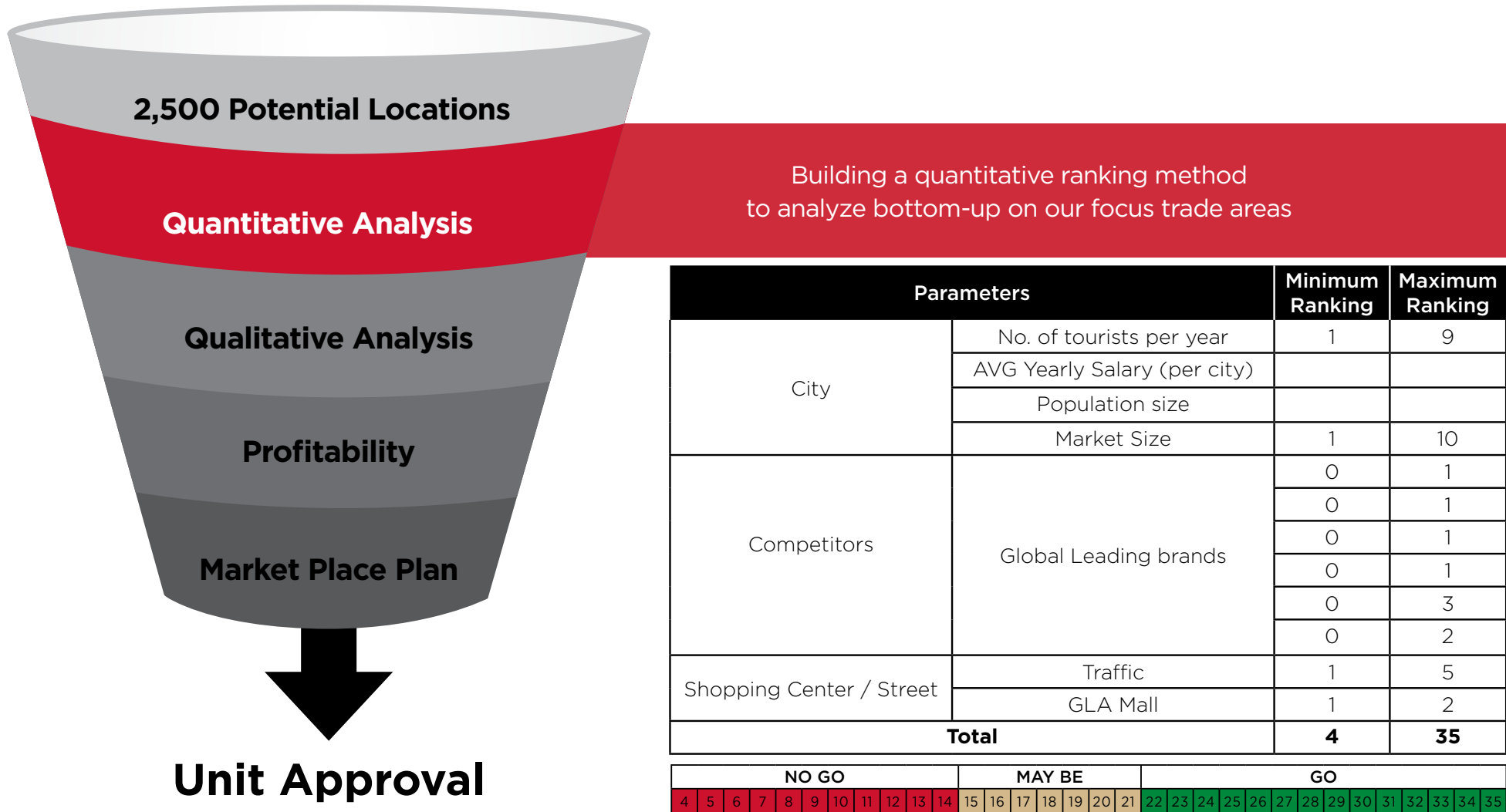


# MARKET PLACE PLAN: PRIORITY SETTING



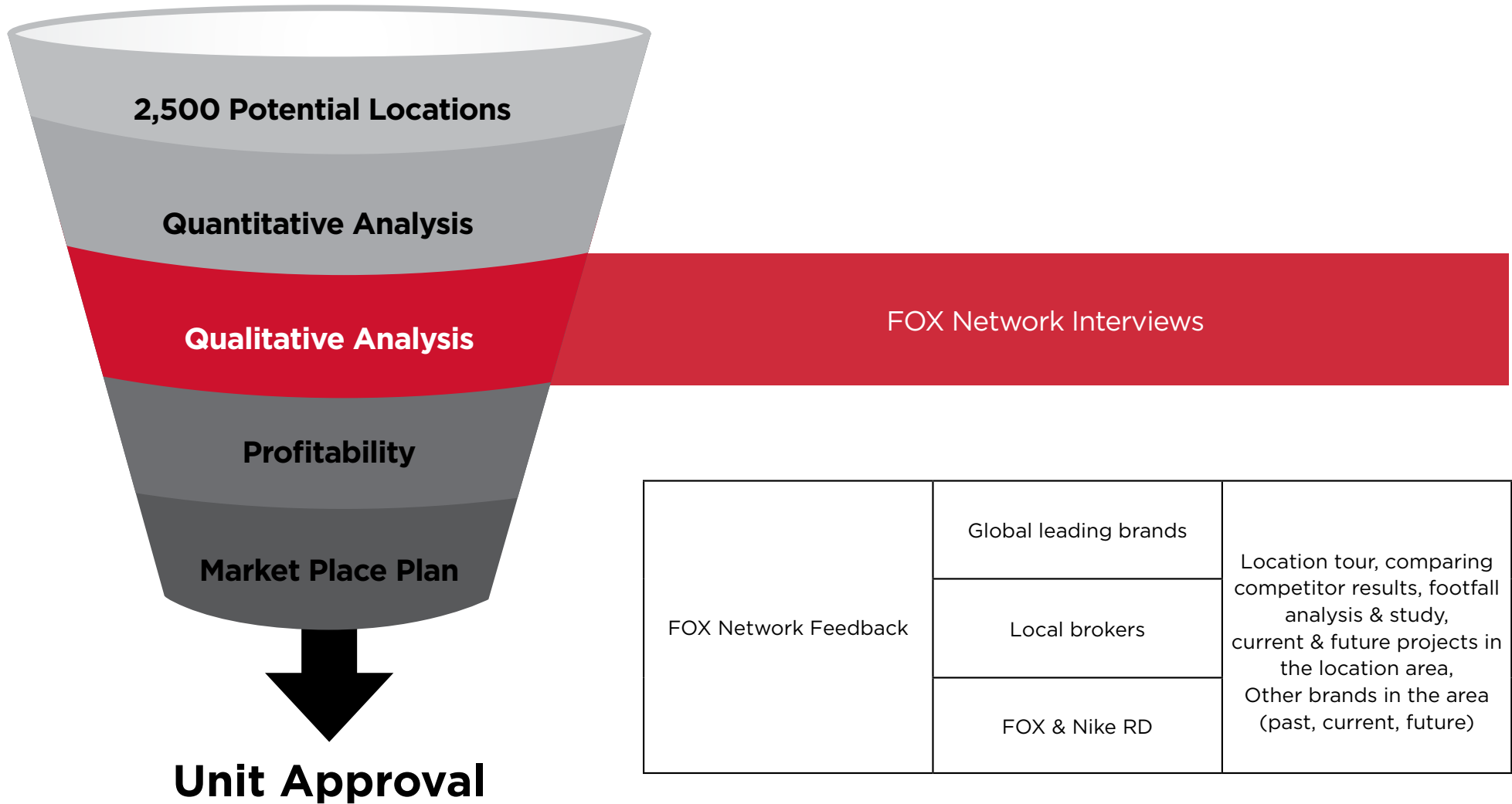


# MARKET PLACE PLAN: PRIORITY SETTING



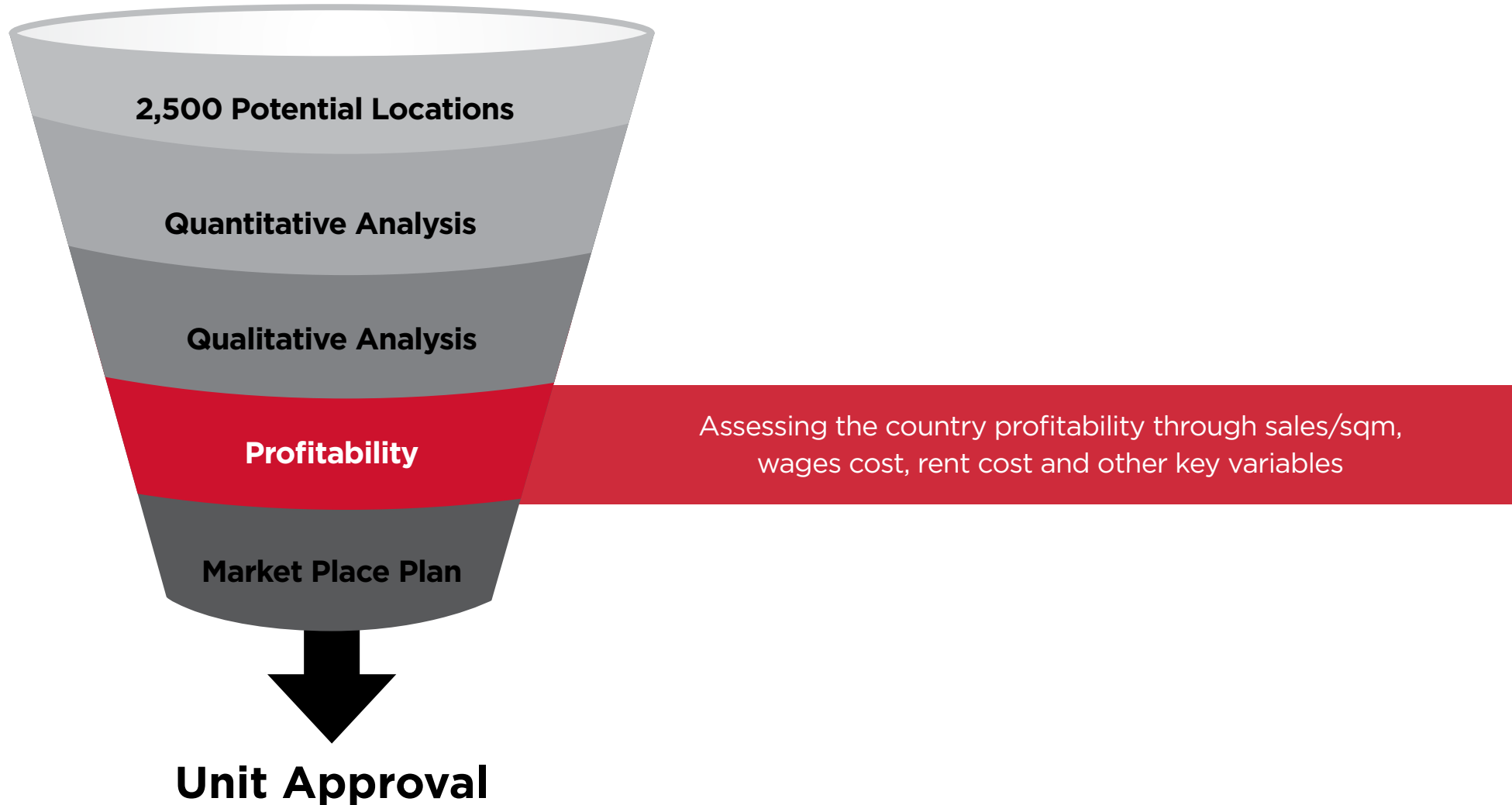


# MARKET PLACE PLAN: PRIORITY SETTING



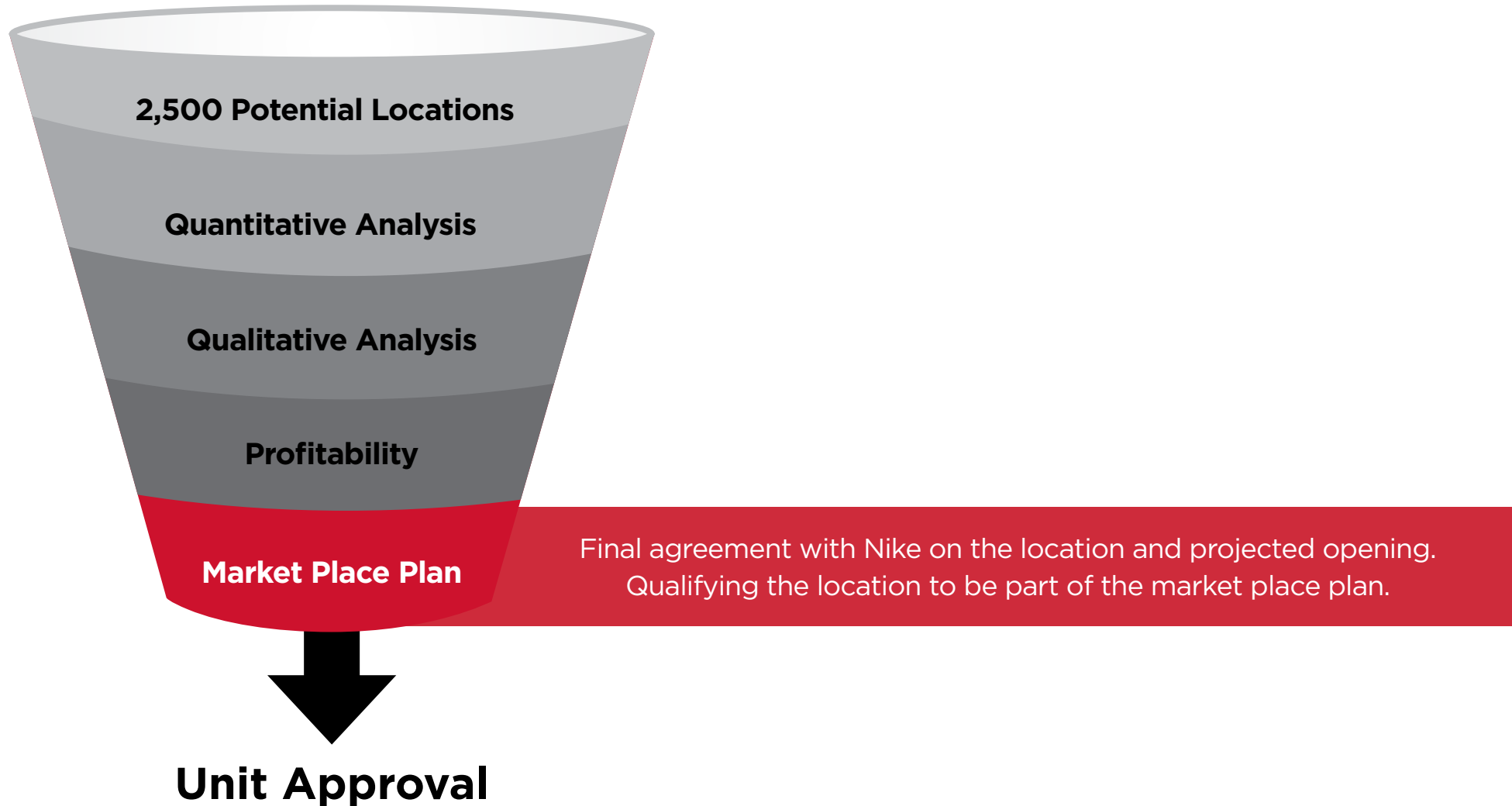


# MARKET PLACE PLAN: PRIORITY SETTING



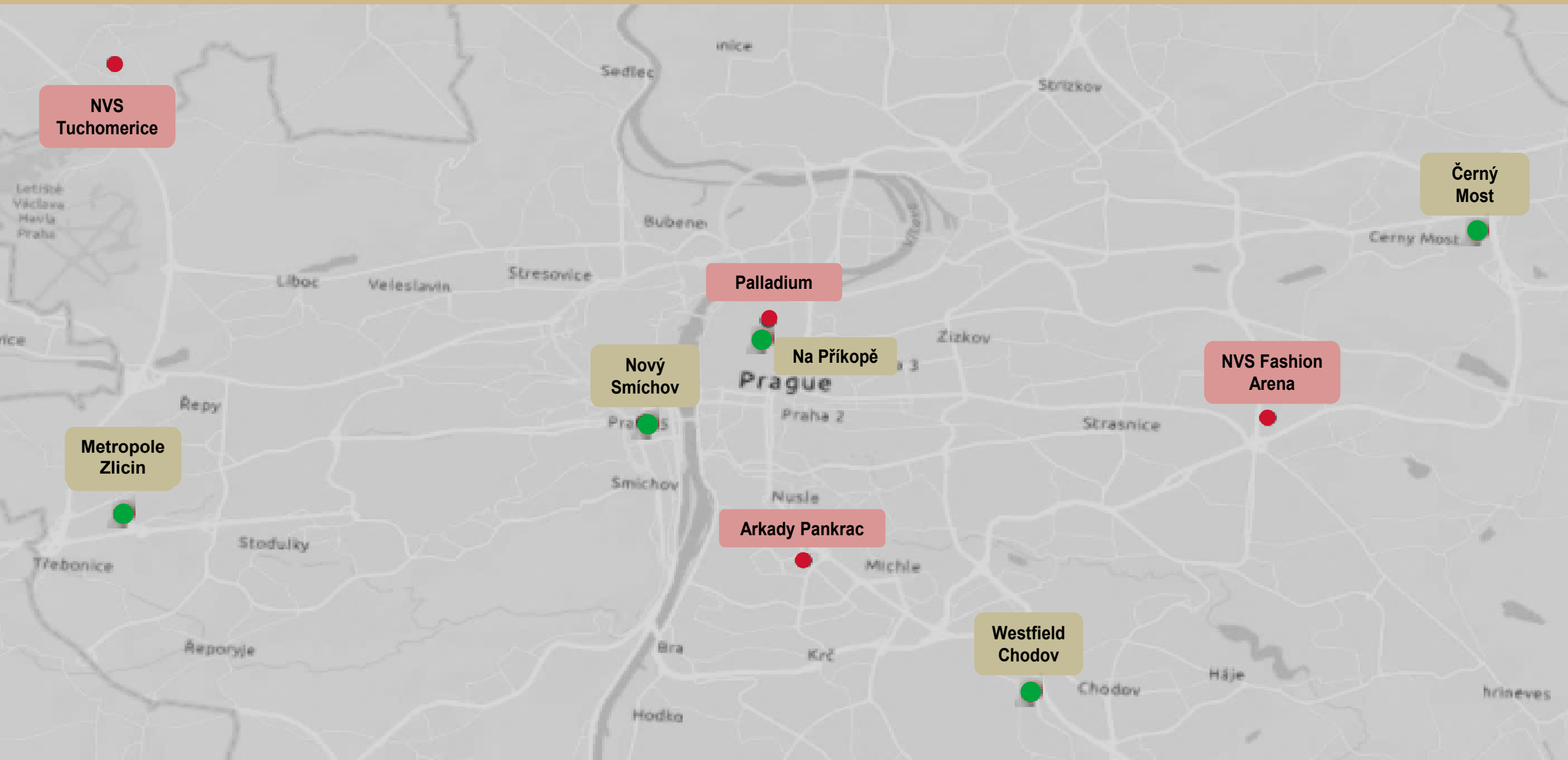


# MARKET PLACE PLAN: PRIORITY SETTING





# MARKET PLACE PLAN VS ACTUAL – PRAGUE, CZECH REPUBLIC



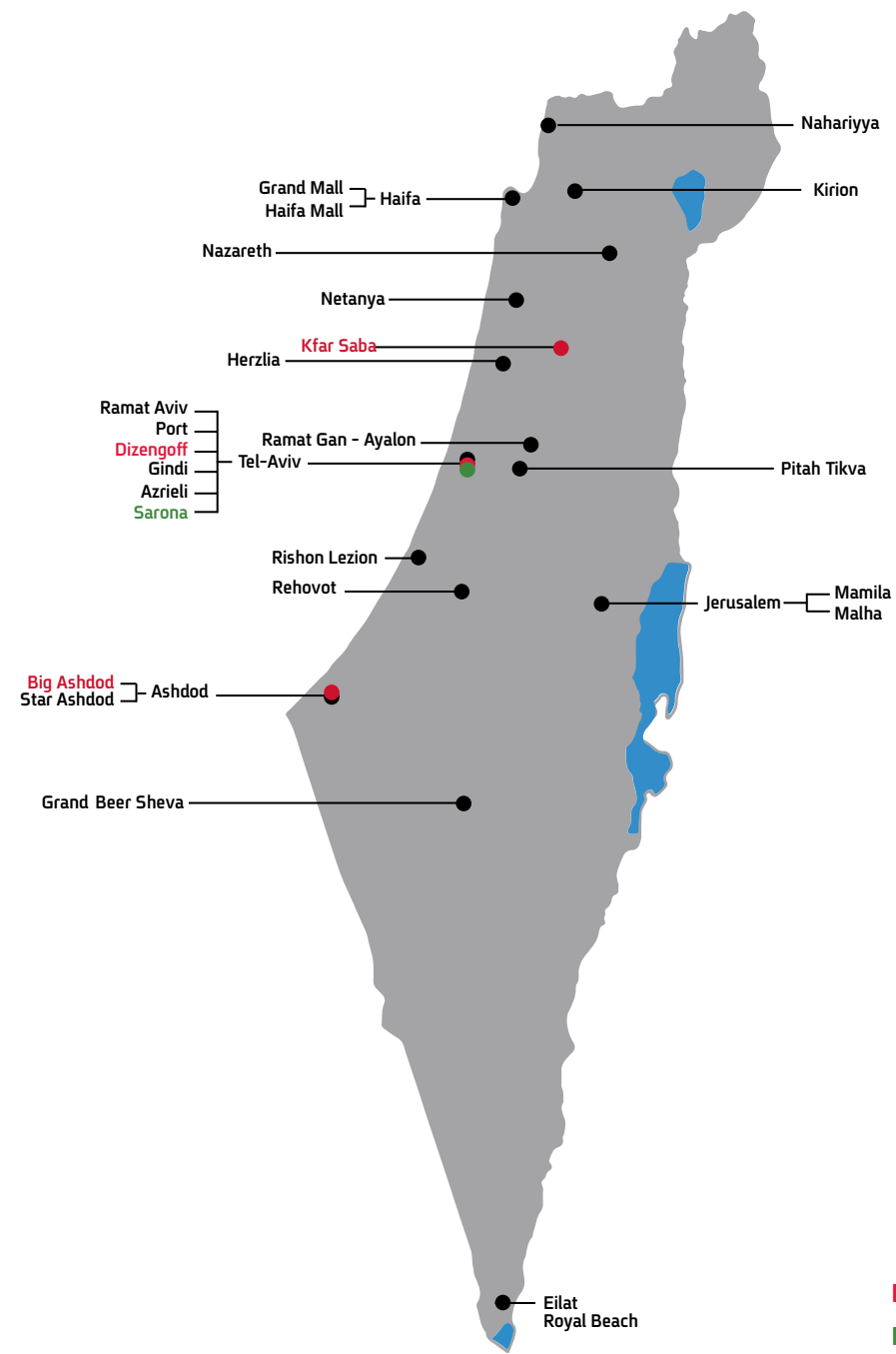




NSP ISRAEL



# NSP ISRAEL



Renovation 2022  
New store 2022





NSP CANADA



# NSP CANADA







NSP EUROPE

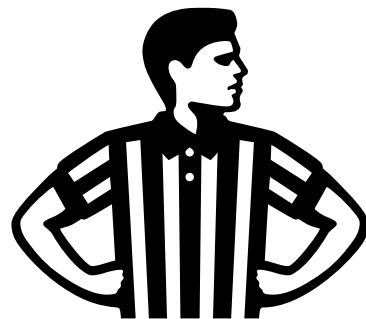


# TERRITORIES



\* Germany - only Hamburg





**Foot Locker®**

**ISRAEL  
&  
EAST EUROPE**





# OPERATING IN A SECTOR WITH SIGNIFICANT TAILWINDS



SPORTS FOOTWEAR IS EXPERIENCING AN ACCELERATED GROWTH GLOBALLY...

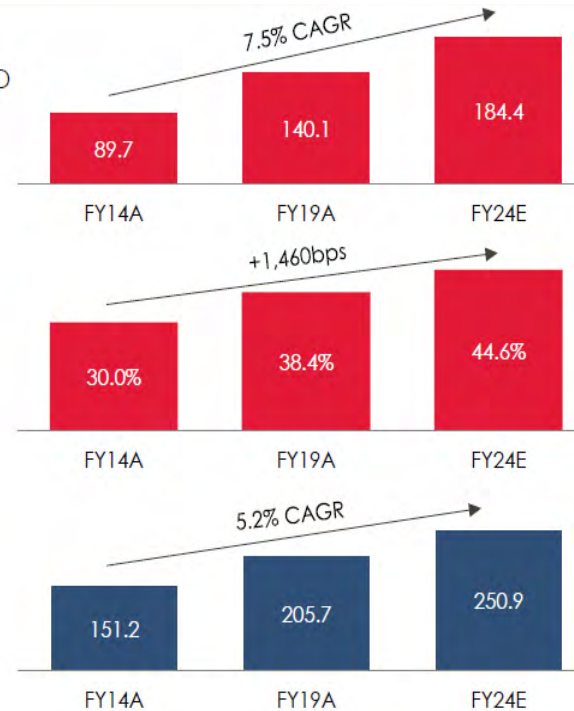
Sports footwear global retail sales (US\$bn)

... DRIVEN BY CHANGES IN CONSUMERS' PREFERENCES

Sneaker retail sales as % of total footwear global retail sales (%)

SIMILARLY, SPORTS APPAREL IS EXPECTED TO CONTINUE GROWING GLOBALLY...

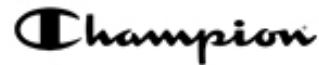
Sports apparel global retail sales (US\$bn)





# FOOTLOCKER IS THE BIGGEST MULTI BRAND OF SNEAKERS IN GLOBAL

## HOUSE OF BRANDS



## POTENTIAL NEW BRANDS





# ORGANIZATIONAL STRUCTURE



DANI GAONI  
CEO FOOTLOCKER GLOBAL



\*FEB 22, FROM SIMILARWEB

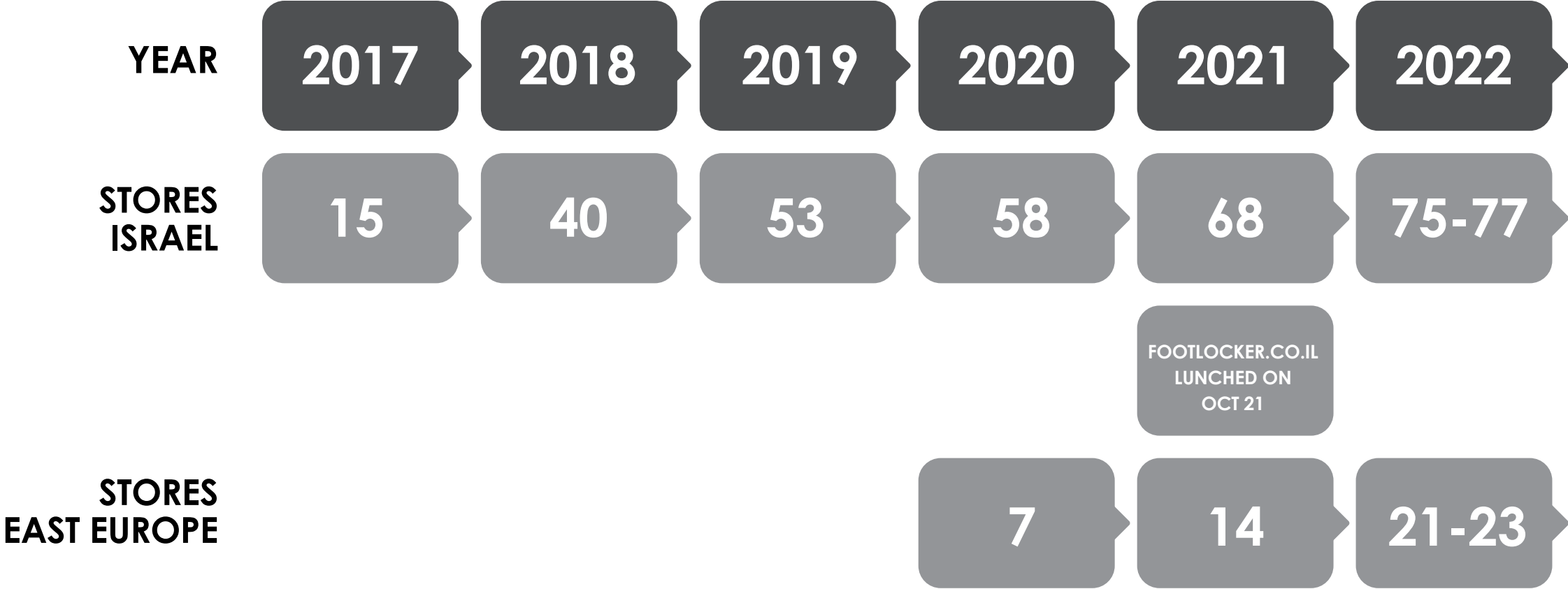


# ORGANIZATIONAL STRUCTURE





# FOOT LOCKER DEVELOPMENT





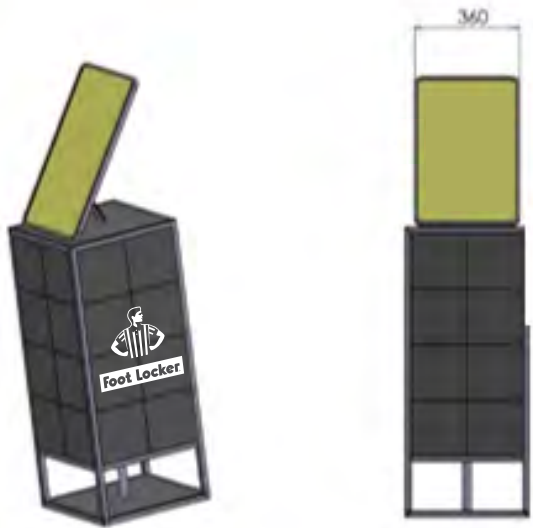
# FOOTLOCKER.IL

THE ONLINE WEBSITE LUNCHED ON OCTOBER 2021

**STEP 1** - THE CONSUMERS CAN EXCHANGE OR REPLACE IN 68 STORES

**STEP 2** - CONNECT BETWEEN SOTERS AND ONLINE INVENTORY

**STEP 3** - FULL OMNI CHANNEL



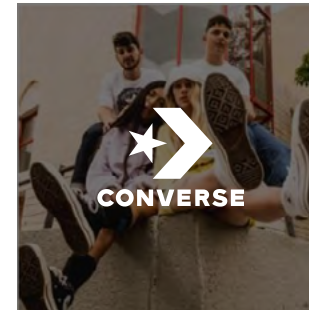
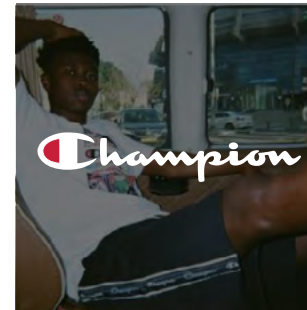
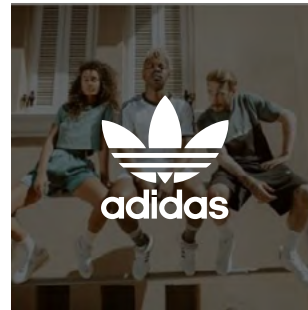
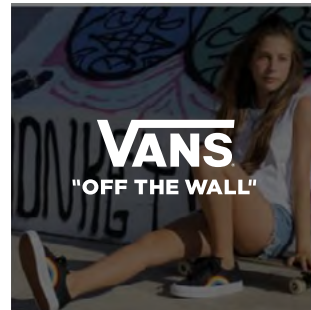


# SOCIAL MEDIA

**We have 185K followers in the social media**

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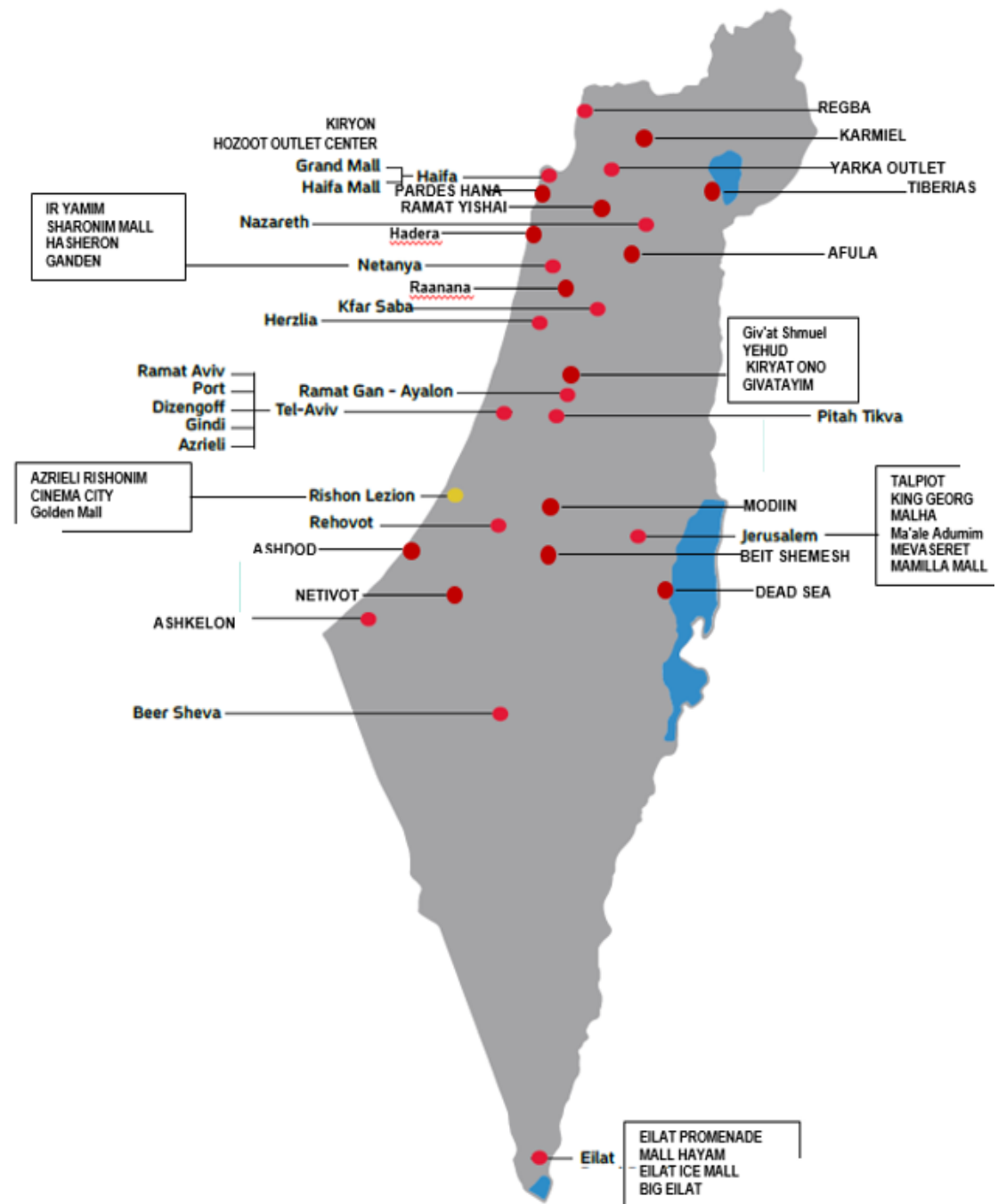
**We increased the number of our followers by 61% in the last year**





# FOOT LOCKER STORES IN ISRAEL

- FOOTLOCKER OPERATES 68 STORES IN ISRAEL
- BY 2022 PLANS TO OPERATE 75-77 STORES





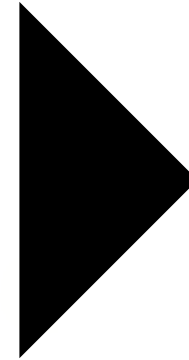
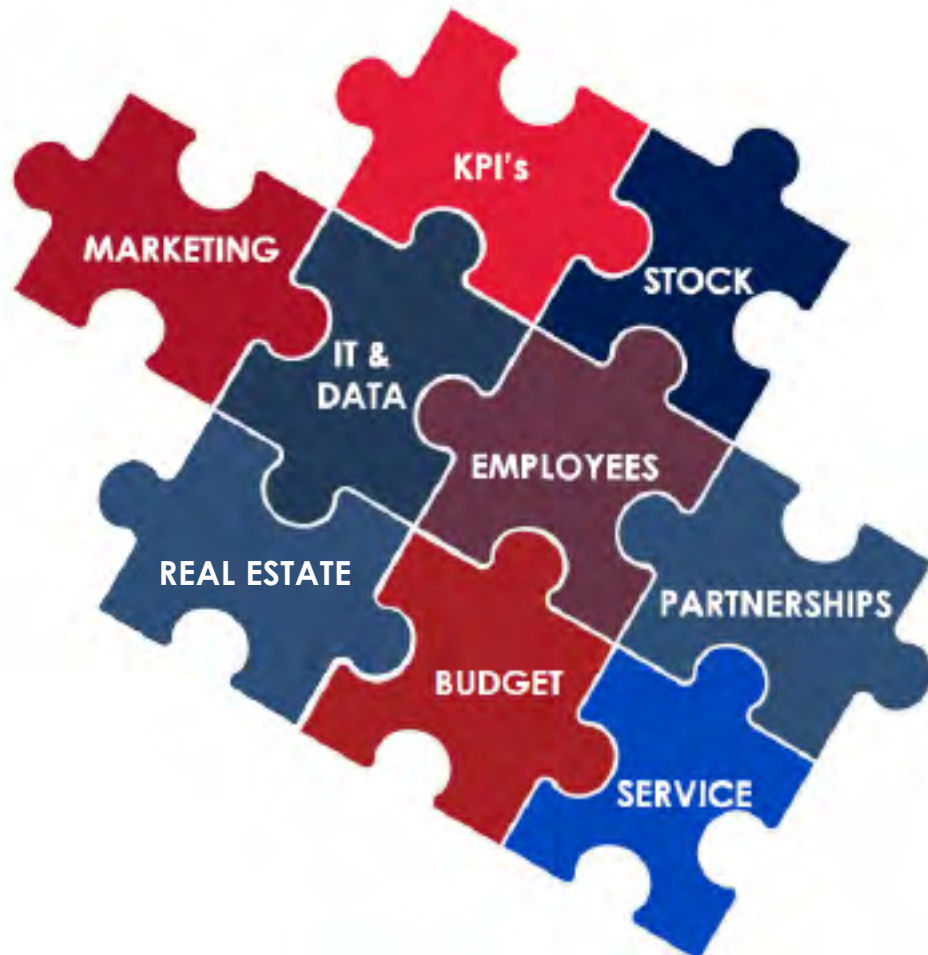
# BUSINESS DEVELOPMENT - EUROPE



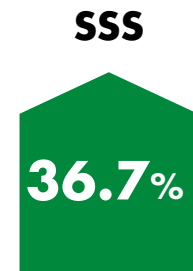


# OUTSTANDING RETAIL CAPABILITIES RESULTING IN SIGNIFICANT SSS

Bringing together spesific experience in sports retail with suctured, dynamic and fast-paces culture



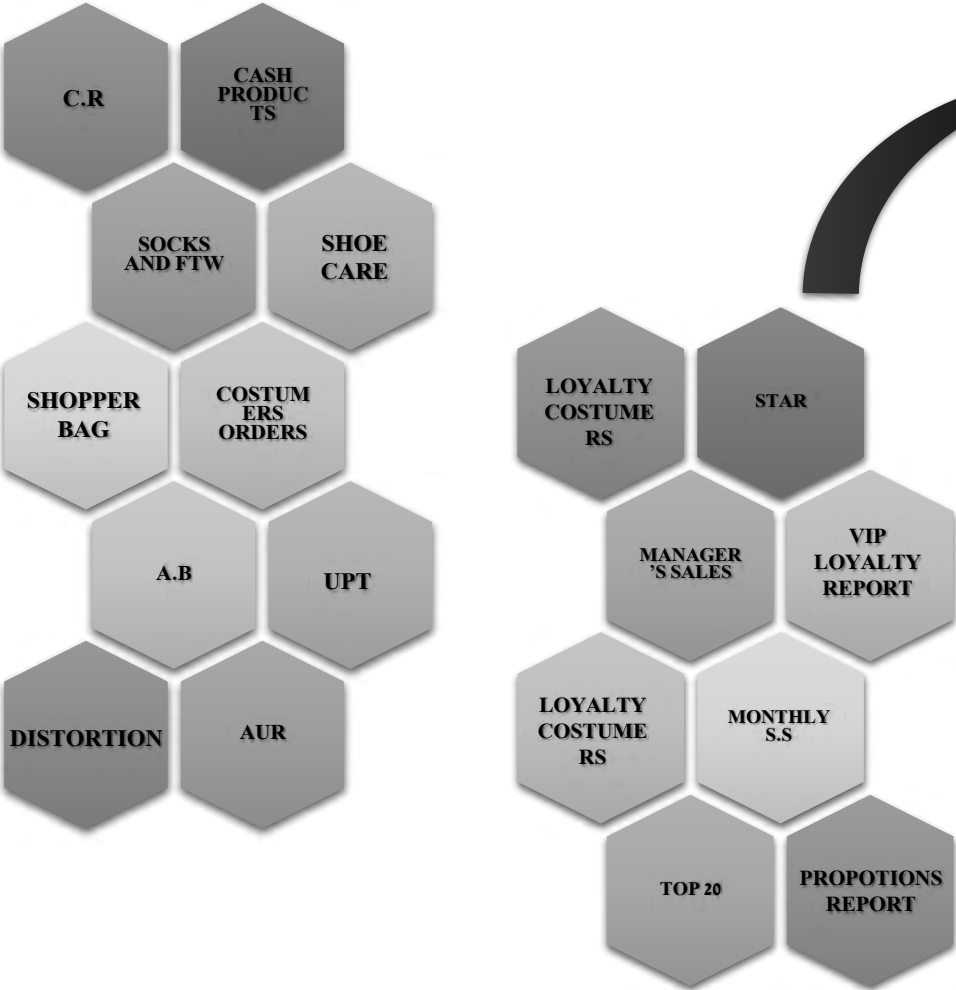
**FOOTLOCKER COMP**  
2021 VS 2019





# REPORTS

In order to improve the results, we have a lot of reports that we work with our teams at the stores on a daily basis



12/03/2022					05/03/2022					תאריך
Sat					Sat					יום בשבוע
Stripers	STAR	ספירת לקוחות	מכירות	מכירות	Stripers	STAR	ספירת לקוחות	מכירות	מכירות	שעות ביום
154.4	17	10.4%	2,580	116,260	129.9	26	8.8%	3,379	123,922	Totals
-	-	-	-	-	0.4	0	-	0	0	09
4.0	0	-	0	3,424	4.9	0	-	0	2,001	10
6.9	13	11.4%	88	5,748	7.0	15	12.3%	106	4,333	11
9.1	14	20.0%	125	11,841	8.6	23	9.0%	199	8,885	12
11.4	23	9.8%	265	9,779	9.3	34	10.2%	314	13,776	13
13.0	20	8.5%	284	13,099	10.0	40	10.4%	395	17,141	14
14.0	23	11.7%	316	23,612	10.0	49	4.9%	487	9,346	15
14.6	25	6.5%	370	6,564	10.0	45	5.7%	454	9,061	16
15.0	17	4.4%	251	4,363	10.0	38	6.5%	383	8,867	17
15.0	16	6.7%	239	7,839	10.4	26	8.9%	271	10,761	18
16.8	8	18.6%	140	10,073	12.7	16	9.0%	200	9,443	19
13.9	11	16.0%	150	7,772	12.0	14	19.3%	166	11,303	20
9.5	19	17.5%	177	8,279	10.7	17	14.5%	186	13,650	21
7.4	17	6.2%	130	3,869	7.8	20	7.1%	154	5,158	22



THANK YOU