Local Conference Call ClearSale S/A (CLSA3) 2Q22 Earnings Results August 17<sup>th</sup>, 2022

**Bernardo Lustosa:** Good morning, ladies, and gentlemen, we'll be doing the results of the second quarter of 22.

The video presentation is being transmitted simultaneously via webcast and will be available on the website of IR the company at the address **ri.clear.sale**. The presentation of slides will also be available in CVM. After beginning, I would like to clarify that any declaration that should be done during this call, but business perspectives are just based on the current expectation of the administration. These expectations are based are possible to change and other factors, market, and other factors. Future predictions are not guarantees of performance and they involve risks, uncertainties, and premises because they talk about future events which may or may not happen depending on the circumstance may not occur.

Economic conditions in the industry and other operational factors can affect the future results of the company and can also differ materially from those expressed in this call.

With us today is Doctor Bernardo Lustosa, director president and CEO, Alexandre Mafra, financial director, and CFO of ClearSale, and Ikemoto, director relations with investors.

Initially, Bernardo will make comments about the current results of the period and after Mafra will speak about the financial results of ClearSale and then we will be available together with Renan for any questions you might have.

I'd like to now pass it over to Bernardo Lustosa. Bernardo, please, go ahead.

**Bernardo Lustosa:** Good morning, everyone. It is a please to be able to present to you the results of the second semester of ClearSale 2022. First, I'd like to reinforce the sustainable growth, long-term growth as the principal vision of ClearSale and the generation of confidence of our clients, generation which you'll be able to observe in the indicators during our presentation.

First, a little bit of history, ClearSale has been growing since 2008 with the internal generation of cash at the time of the IPO, which was on July 30<sup>th</sup>, 2021, with margin compressions and more aggressive growth. As the economic scenario changed, everybody knows inflation, consolidation, the situation became (unintelligible), lower credit offerings, and we saw that our credit and the regrowth of our base, the natural growth which we say was not coming strongly, so we created and launched on the August 4<sup>th</sup> a plan of balancing our margins with the sustainability program. Together with this program and this balancing plan, we made a series of plans which will now come into effect, and we want to be able to balance between growth and margins of the company.

Talking about the balancing program, we also brought in excellent evolution of the financial numbers, which demonstrates the capacity of ClearSale for reaction. As I mentioned, we have always grown through internal cash generation and when we needed to change the company in a sense to this route, we have maintained this capacity and the capacity of mobilization of the ClearSale team to do this. So, I wanted to initiate this part of the presentation accompanying qualitative and quantitative of the project, which began on April the 8<sup>th</sup>.

Everything that you're going to see in these results, in this presentation, is basically the results of only a month and a half when we launched this project on the 8th of April and we've already had a positive impact. Starting with the part of revenue, we worked greatly on revenue and rescission of original contracts, qualification of products, and added to this through sales in the quarter which were very good we grew 45 million of ARR, which is an increase of 63% quarter on quarter compared to last year, and the costs area focusing on the principle costs we worked on the revision of margins with our clients, we worked on optimization of the process, of cloud processes, which is our biggest cost, second biggest cost item, and our capacity to analyze the macro scenario according to demand, the rollout of the indicators which brings more efficiency to the operation. This is all possible by looking at our gross margins increasing by 60%.

Remember that just with 15 days of the project in effect raising it to 29.2%. If we take some nonrecurring effects with the first action of his balancing plan, the margin would be 31.3%, and if we adjusted by the impact of fraud, it would be 34.7%. So, beyond costs and efficiencies, we also have revised our cost structure and our operational capacity prioritizing projects. So, if you want to do everything at once, we're going to do everything... recurring expenses of 22% in the quarter, which is the same as R\$22 million, you're going to see this curve happening over the numbers that we show.

And in January we started a war room with the best antitrust specialists in Brazil to reduce the impact that we had of the non-revenue indicators with our clients. In the past we spoke about this, is not the first or the second or third time that ClearSale goes through this crisis, and that's what makes us to innovate even more, and I can say that it's already under control, as you can see in this graph here the discount of fraud in the first quarter correspondent to 9.6%, and also another fraud looking at these numbers the June numbers are already under control. However, there's a delay for the capture of this in our revenue, which should come over this next quarter.

On the 4th slide, let's talk about our conquests. We've been working on efficiency, cost reduction, and expenses, I also wanted to reinforce our commitment to long-term growth always investing greatly in technology and innovation, so we have here a development in innovation, implantation of new platforms, the safest in the market, a frictionless Data Trust platform, Data Flow which makes the optimization both in the way we work, as well as in the reduction of costs of processing and facilitating the sales and validity in real time. We have a Harmony 2 project, which is a revision of all of the value streams and squads, we specialize

these squads and management teams and have a better level of service for our clients.

In the Credit Score, we presented better pricing, communication, and this has reduced our beta because we go to the top of the funnel, which has been more and more representative for ClearSale, and we also have the TrustBook, which is a book of variables which will permit us to bring better separation measured by the KS Index and lowest possible delivery time. And we have a new commercial strategy through the Sandbox where the client can experiment and focus on proofs of concept which makes us anticipate the possibility of anticipating our sales.

In long tail, alliances and partnerships, we have more than 100,000 entities attended through alliances, in long tail we are automating our attendance, our service, doing a ClearSale service to the client through WhatsApp, we're integrating our alliances and our CRM since this is a sales channel which you want to professionalize more and more, which makes it possible to capture synergies and opportunities and also the construction of partnership programs which makes us more structured for the following and segmentation of our partners.

In Explorer, which is our open innovation area, we have two products which are very strong in technology, the Threat-X, which is a product of monitoring brands which detects phishings and kills these false sites, we have a new pricing of that product and advances in the detection of data leaks, which is called OSINT, we doubled, in more than six months we have already had 20 clients, in the business Trust where we have fraud of companies for defrauding companies, businesses defrauding businesses, we put four MRR in six months, we already have 20 clients.

This is still timid, it's not the results of the ClearSale, but it shows our capacity to explore adjacencies and test new initiatives that have a correlation with what ClearSale does in identifying the market features so we can accelerate them, and many other new things.

In the diversity of inclusion, we have a formal policy approved in July of this year of diversity, we have this certification of GPTW Women, partnerships with special partnerships for employees, we also have the sign language interpretation in all of our internal events. In social culture we have an enthusiastic through Bet Learning, Beta Learning has a great focus on people, so we're training our employees, ClearSale employees who are not trained in IT in technology, and we're training our own labor in-house specializing them with workers who have many times began in the operation.

We have a sports championship which began during the lockdown and continues now, it has been strongly adhered to, we also have the first governance publication in the history of the company. Several highlights of the semester, we had 123 million in revenue during the first half of the year, a growth of 10% compared to the same quarter last year, we've been able to capture all the

potential of revenue through fraud, we're already improving as we saw in the previous slide, it could have been 13% instead of 10, the onboarding revenue grew by 31% compared to the same period of last year (when I talk about on onboarding I'm talking about fraud application is also there) where our biggest clients are financial clients, banks, etc., we did 73 million in Brazil e-commerce revenue, which is more or less in line with the numbers of the market, which the market has published a fall of 4% year on year compared to last year, but also looking at the positive side compared to the first quarter it was the growth of 25%, which shows that the economic situation is getting better for consumption and the potential adjusted by chargebacks we are 1% of growth compared to last year and 23% in this quarter when compared to the first quarter of last year. This shows a reduction of gap among the potential capture.

And the e-commerce international revenue had a good surprise, we've got R\$16 million, which means a growth of 55% compared to the second quarter of last in reais and 66% in dollars. When we talk about new sales, we added 45 million compared to the first quarter, 65% of growth, a very good quarter, very representative, which shows the demand of the market for anti-fraud because fraud is a critical item, and the taxes and expenses reduced by 22 million, which is a reduction of 14% compared to the first quarter.

In the Brazilian EBITDA we arrived almost at the breakeven in Brazil (remember that ClearSale always generated cash in Brazil to incubate its new avenues of growth), and in just one quarter we've already grown by 86% with a margin of 1.6 million negative, 1.5% negative which is the best numbers to me, which shows that we're in inflection point and that the balancing out plan which we have implanted or we thought we could capture only all of it in one quarter shows where we can go and the capacity of adaptation of the company, and our churn even better than last year, I didn't even think this was possible, but it demonstrates the confidence of our clients in us.

In theoretical numbers, if we divide it by the churn rate, we said that average client would stay with us for more than 50 years. In the technology market, where everything could be different, however, it's a churn for those who are accustomed with the Software as a Service, which is totally outside of the curve.

And now I'm going to Mafra to show us our finances.

**Alexandre Mafra:** Thank you, Bernardo, thank you all very much and thank you for being with us. We're very happy to present the financial results of ClearSale.

As Bernardo mentioned, ClearSale knows with our more than 20 years of history how to navigate, balancing growth and profitability, and we have a very high capacity of reaction and a muscular memory as you can see in this quarter.

Before going to the numbers, I'd like to show you a few important events that happened: First of all, we had the right of access, which is approved on the 23rd of June, stockholders represented 0.6% of our capital, exercising the sale R\$4.14, in the month of June we anticipated this to the bank and the liquidation

happened on the 1st of July, beyond that we approved in the Board a hedge for the long-term incentive program through swaps, it will be 3.2 million shares, 6% of the free float, but the idea of protecting the results of the company against the volatility of crisis of our stocks so that we can complete our long-term incentive program, and finally, we have approved in the 11th the change of address of the headquarters to Barueri, with that the expenses with the new headquarters will be lower than the current, it's a reduction of occupied area made possible by the institution of the remote first program.

This program, besides the financial economies, gives a better quality of life for our employees, increases the retention of talents and a better optimization of equipment and productivity. This slide also gives a consolidated vision of our revenue, which start on the year get fraud attack which grows by 3% in the year, if we consider the quarter as well as the accumulated numbers for the year. In ecommerce in Brazil still suffers the influence of the macroeconomic situation and it pulled back by 4% this year, both in the accumulated as well. However, we have an increase of 1.2% and of 2.8% in the accumulated rate as was reinforced by Bernardo at the beginning.

The onboarding application still has solid growth, above 30% in the year, and international e-commerce shows a considerable recovery 65% in reals and 66% in dollars due to the increase in results of the base.

Looking at slide number 9, net revenue we're going to detail on each business unit. In fraud applications we were able to have a solid level of growth of 31% considering the quarter and 33% considering the year. E-commerce Brazil, the week seasonality in the first half with the relative improvement of the fraud impact generated a quarterly growth of 25%, or 33% in potential. It's important to mention the reduction of the gap between the growth captured and the potential growth, which was mentioned by Bernardo. This gap had been 9% in the fourth quarter of 21 and in the first quarter of 22, and it was half of that in the second quarter of 22. This reflects the improvement in our fraud indicators with the reduction of the financial impact.

The indicators projected show a continuous improvement over the year, and finally, in the international e-commerce we have an expressive acceleration in the annual growth, which is 55% or 66% in dollars in the same period.

On slide number 10, here on the left-hand graph you can see that the fraud application growth represents 30% of our current revenues in the first six months of 22, already showing an increase over 12 months. However, if we look at the distribution of new sales, the fraud application represents 67%, which shows the fraud application being our principal avenue of growth. It's worth mentioning that the fraud application business in our platform is a product which is more technological made available by the investments which we made, and which will permit us to address a demand of the market growing in the most diverse sectors, especially in the financial sector.

In slide 11 I present our operational indicators, which continue having solid performance, not just our new sales 46 million in ARR new sales and increase of 63% for the quarter and 41% for the year. And 66% of this number comes from the cross-selling/up-selling which is the principal driver which was an increase of 69% quarter on quarter and 61% year and year. In clients we had a growth of 1.7 million clients to 6.7 million, or 35% in the year. Considering that the alliances that we have with several entities we raised an expressive number of more than 100,000 companies attended, our journey continues in very low levels, 59 years.

Slide 12 we see the evolution of our costs and expenses. As a reflection of this balancing program, we have an increase of R\$22 million and a fall of 14% quarter on quarter. Here's the reflection of several of the initiatives that we mentioned in the part of costs, we have revision of margins for client, optimization of the processing on the cloud, and a focus on the efficiency of the operation and the rollout of the new projects. In expenses, we look at the expenses due to the adequacy becoming adequate to the operational needs and a great prioritization of projects. It's important to mention that this continuous problem of balancing is alive and continuous, and we tend to continue to improve our profitability.

On slide 13 we're going to talk about our adjusted EBITDA and adjusted EBITDA margin. As a result of everything that we've seen, we have an improvement of 41 million in the quarter and adjusted EBITDA even considering the reported EBITDA we have an increase of 39 million in the quarter. Important to mention that Brazil we've been able to get close to the breakeven with an EBITDA of R\$1.7 million, a margin of 1.5%, and this adjusted EBITDA we are not even considering the impact of fraud of R\$6.7 million, we consider that number their potential would already be positive.

Going to slide 14, talk about our cash flow in this slide. We've had a cash consumption of 193 million in the first half of the year, 58% is relative to acquisition of Beta Learning and the ChargebackOps, 49 million were intangibles mostly investments in technology and development of software, which is responsible for the biggest advances that Bernardo mentioned in the beginning of the presentation, 49 million are the right of the Beta program as I explained at the beginning of the presentation, and we also had a consumption of 3.5 million with the acquisition of fixed assets, we also had amortization of our debt of 28.2 million, being that 7.2 were destined to a very, very painful cost of debt with very high interest rates.

At this moment we still have an operational of consumption of 49.6 operational costs always looking at the better of our cash consumption, improvements in our cash consumption, we have two important pillars which we'd like to exploit: Clear was always a cash generating company in operation in Brazil financed our international expansion, we have this muscle memory and this balance program starts to show this effect in this quarter, beyond that, the investments that we made will be important to make it possible to enter into potential markets where we still have big opportunities, but entering most technologically and more profitably. For instance, in fraud applications we're improving our platform and technology platform, which will make it possible to gain space, especially in the

financial segment. In e-commerce the flow project will make it possible to have scalability in such a big market as the traditional e-commerce market and the entire sector of digital goods revolving well in the credit score without mentioning the potential of the of these things.

And now I'm going to pass it over to Bernardo for a final message.

**Bernardo Lustosa:** We consider it a very positive quarter, it reinforces our commitment to long-term sustainable growth, and we show this with solid indicators, operational indicators both in new sales as well as the quantity of clients acquired and principally in our level of churn, which shows the confidence that the market has in ClearSale.

We have in the maintenance of our biggest avenue of growth which is fraud application of 30% year on year, we know that we have a systemic risk due to the economic moment, we are a usage-based SAS program company, so depends on the consumption which is being utilized by inflation, interest rates, access to credit, etc., which we know even so we have improved our indicators for Brazilian e-commerce, which grew by 25% in the first quarter compared to second quarter, showing improvement in the economic moment and our war room which is the biggest specialist in fraud was set up since January I can say that it's already stabilized in the fraud and it's part of this growth to be captured reducing with that the impact of e-commerce in Brazil.

It shows the capacity of the team and ClearSale to move the needle to change its direction, as I always say ClearSale grows every year with the generation of cash since 2008 when we decided to compress our margins to accelerate our growth, we saw all of the changes in the economic situation and decided to start the balancing program to focus on the balancing between growth and EBITDA margin and if we run once on April 8th and in 15 days just in the initial actions we already reduced by R\$22 million our expenses in the quarter, we improved our margins by 16% our EBITDA margin in just one quarter, basically in half of a quarter because we did the first actions into effect this takes time, and the improvement in reais of 41 million in the EBITDA close to the breaking point, which shows that we are probably at an inflection point, and good things should be coming down the road.

So, all these improvements that we observe are not accompanied by the focus on growth, investment, technology which will bring new products and new areas of growth together with explorer which is our open innovation area exploring optionalities and indicators reinforcing our expectation with the continuous margin over the years as well as the maintenance of the cash situation.

I wanted to thank you and open up now for any questions you might have.

#### **Question and Answer Session**

Coordinator: Thank you very much for your presentation. We're now opening our block of questions and answers for investors and analysts, and I would like

to ask you to send questions you use the chat in the lower left-hand corner and please use it so that we can have access to your call. We have several questions and I want to start the first one from Flávio, Bank of America, please identify yourself when you make your question, and Flávio's question is:

"My question is in relation to the balance plan. I'd like to understand what the best results are received up until now and how do we see these results for the next quarters? Beyond that, how you've been able to react so well, so quickly?"

Bernardo Lustosa: OK, thank you for the question. As far as the equilibrium plan on the sharing of that, we launched it on the 8th of April so the results should show up in the first quarter of May and part of that is the stabilization of the fraud situation. Fraud once you stabilize it since it's complicated and generates discounts which penalized us in previous results, going forward we believe that it will bring generate positive results through this reduction of costs. We have several other efficiency projects which basically have just started, we have to change an aggressive mindset of growth from a mindset of balancing many efficiency projects were on board, they will have effects overtime. This what you see is the reflection of the beginning of these plans.

To reinforce that ClearSale has always grown in 17 and 18, every year consecutively with our own in-house cash generation which financed our investments in new initiatives, for example, we started with the credit card ecommerce for antifraud program with the qualitative (unintelligible) which was profitable, we had a credit market and a profitable to generate cash to invest in the US has not yet generating the cash, but the equilibrium plan is there to generate that, all the open innovation units.

So, we have this muscle memory through generating cash, so we're at a moment of liquidity better to generate cash in this sense of accelerating our margin compressors, we know how to change that and change as quickly in spite of all the uncertainties for a company of cash generation, healthy cash generation and has a positive impact of cash at the moment.

**Alexandre Mafra:** Just one point which I'd like to mention which is interesting, we don't have any silver bullet which is a group of several action with different maturities, this is the beauty of the balance plan that we have instituted, it's a very interesting project with several actions in maturation which I believe will give results in the next quarters.

As Bernardo mentioned, we've already been a cash generating company, we are absolutely certain that we're a healthy company and a company that knows how to react, so we're not going to lose.

**Coordinator:** Next question, anybody that would like to question, you go to the chat in the lower left-hand corner and send it through and we will read it to you here.

Henrique, from Santander:

"The first positive impact of the balance plan will be seen in the second quarter. Can you do go through the next steps and the potential positive impact going forward?"

Alexandra Mafra: Part of it was commented now, it's good to remember that we're not losing our focus on sustainable growth, long-term sustainable growth, so there are things as you can see we're a company that invests a lot in technology because these are projects that we believe will have a return, so we're still rolling these out due to the transactional costs of ClearSale is only at the beginning the reduction of costs, we have our projects or efficiency, maturation and sales force which are underway.

To give you a few examples, in relation to the indicators which would be built in market all of this associated with the demand which is very high, and very high in Brazil just to give you a few examples of the plan, we're working strongly to complete the Data Trust platform which will permit us to have more capacity with the biggest players in the financial markets in Brazil.

**Bernardo Lustosa:** I think we've placed ourselves a challenge looking at all of our lines of cost, these are things that are even simpler, in relation to the health plan which not simple, but we put them... we look at our company in a different way rather than just being a 5.000 square meter office looking at these challenges that we're doing now, we're moving to Barueri among other questions, we have a depth that is very interesting and different degrees of maturity in the process of implementation, which overtime we will always have the discipline to continue to look at in every deep way and we will certainly come back to capturing all of the opportunities that we see.

**Alexandre Mafra:** Just to come in once again, everything that was done possible was placed on the table and all these projects were activated and are happening from cost reductions to efficiency projects. I want to reinforce the involvement of our team, when we mentioned this team, we saw we had a team many of whom are part of the history of ClearSale, and we had a very strong involvement on the part of everyone.

**Coordinator:** Thank very much for that answer. Just remembering in the lower left-hand corner there's a chat, please feel free and please put your name and the name of your company so we can mention it online on the air.

So, give us a little time, if there are more questions, I'll pass it over to the directors for the next. So, I'll give another moment to any more questions you might. If you have any questions, please feel free to ask them now in the chat.

We received a question from Daniel Costa, an individual investor:

"With the change of mix in the revenue and the more focus on onboarding, what's the expectation in the margins of the company, impact on margins of the company?"

Alexandre Mafra: It's a very good question, many times the market questions us because they see a compression, a margin compression followed by a wave of new sales for onboarding. This does have a direct correlation, is an inverse correlation due the evolution of the results it seems there was a correlation, the products of fraud app and the other components are most automated components which have the highest gross margins, so the tendency would be with the growth of sales of these onboarding fraud apps we will have an increase in gross margin, not a reduction. Another point important to mention is a characteristic which is very much of this banking sector to be able to get in and have a lot of cross-selling and up-selling, so we see good opportunities in this long-term relationship with our financial market clients.

Also, as you mentioned, it brings more technological components such as the antifraud program in e-commerce, it's more efficient, more agile, and also transforms the profitability.

**Coordinator:** OK, I repeat one more time, if anybody has a question, please use the chat in the lower left-hand corner so we can give you access.

We have one here from Santander, which asks you to comment on the tendency for chargebacks which was strong in the first half of the year.

**Bernardo Lustosa:** This plan started before the rebalancing plan and all of the growth of ClearSale we called the best specialists in Brazil to fight against the new standards of fraud which have been appearing and these news which has become there are many fraud using phony people, phony names, and I can say that the latest projections up until June are that chargebacks will be under control with the vast majority of our clients, our 4.000... our 6.500 clients, and this result comes overtime, the actions against fraud involves thinking with the mentality of the fraudster and it is subset of chances that we see and make adequate our algorithms and then analyze these risks in a different way through our algorithm, and what we see in this quarter is just a reflection of the chargeback improvement program given that it takes time for measurement, analysis, and discounting.

So, we expect in improvement in that, we can't precisely say when and can't give that disposure this point in time.

**Coordinator:** Great, Bernardo. Remember once again, please use the chat on the left-hand corner of your screen if you like that ask any questions, and we'll mention it again.

The next question from Pisetta, excuse me if I didn't pronounce your name correctly, also an individual investor:

"When do you hope to reach a breakeven in the Brazil operation?"

Bernardo Lustosa: We have to commemorate our small victories over time, we meant to bring a balance out of the equilibrium in the EBITDA in Brazil, going forward the biggest objective of the company is to come back to becoming a

healthy, cash generating company, we understand that in the next quarters we'll be able to get to the rule of 40 to have an operation with a positive EBITDA and certainly a big comeback to a company that would generate cash.

We don't give guidance in such an open way, but this is somethings that we've seen here going forward.

**Coordinator:** OK people, once again, if you have a question, please send it in the chat in the lower left-hand corner of your screen so that we can read it here.

We have one from Rodrigo Brandão, individual investor, he says:

"Onboarding it's been down for three quarters in spite of these actions. What's your vision for the stabilization of the revenue in this area?"

**Bernardo Lustosa:** The recurring revenue of the onboarding in the last year was very expressive, we're a company a usage-based SaaS and with the current credit situation in the market, in the economy, the orders do not get to the antifraud phase, they're done previously, so in the current moment means that the consumption of these projects does not have such great growth and we have a strategy for that of putting closer and closer to the top of the funnel to be able to capture revenue through the projects going in that way by setting ourselves up closer to the top of the funnel to capture more revenue.

**Coordinator:** So, I think to respect the time here, we ask you if you have any more questions, please feel free to send them after the presentation to RI to answer all of your questions and we have RI of ClearSale, and we'll be able to continue with our closing.

We just have one last question which came in, from Andrew from...

"When will the breakeven come? Where do you foresee a breakeven point in the company?"

**Alexandre Mafra:** I think that's very much in line with the answer which we gave previously, we cannot take the eyes off of the small wins that we've, looking at to getting back to the rule of 40 and EBITDA, positive operations, being a cash generating company, we have a movement of seasonality which also helps, but we're not going to give that kind of guidance until we know that we have the guidance until we see the results of our work.

**Coordinator:** Thank you Mafra for the answer, so due to the time, we're going to close at this time our call, our question and answer and I'll pass it over to the management for their final comments and then we thank you very much for your participation in our conference.

**Bernardo Lustosa:** Thank you all who've been with us here today for your questions as well. In spite of the uncertainty of the economic system and the concession of credit looking at the different scenarios, the high liquidity and lower

capital costs which is now in the opposite situation and the players that we consider with an inflection point, our indicators have already reflected this inflection and the change in mindset the company has been through of being a growth company of an unbroken growth to a company it's been and we'll come back to being a growth company again with our own internal cash generation.

So, since we're sustainable and we look at the long-term sustainability, we're not stopping to invest in our projects, in efficiency, in technology, and we can't miss this market, so what we say we're always where we said we were, these results even though it's not still a turnaround due to the cash flow, it is still shows our capacity to react. And this is the principal message I want to leave with you today.

Thank you all for your time and your presence here on our call. Any other comments?

Renan Ikemoto: Thank you all very much.

Coordinator: And so, Mafra, Bernando and Renan... [...]