

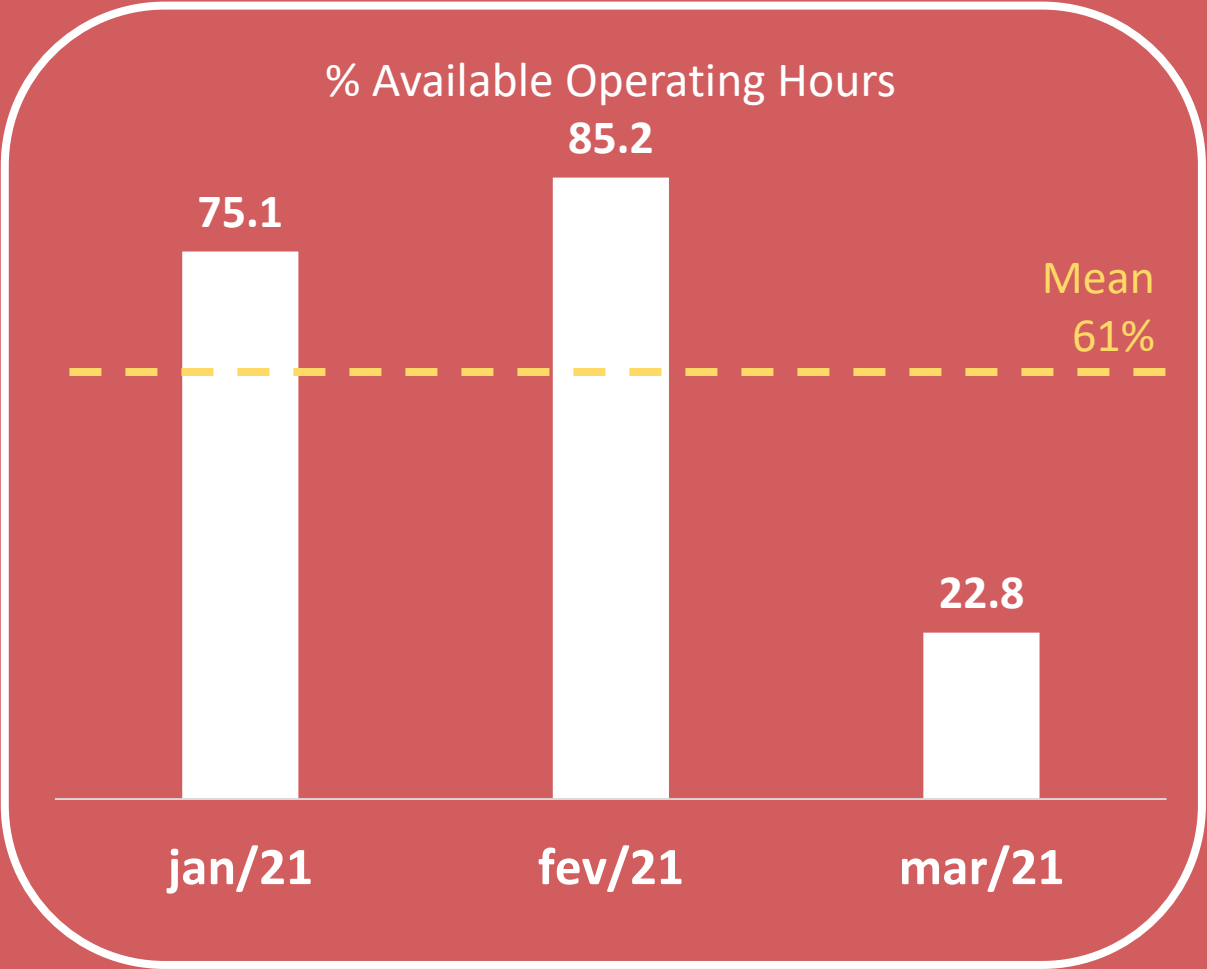
Earnings

1Q21



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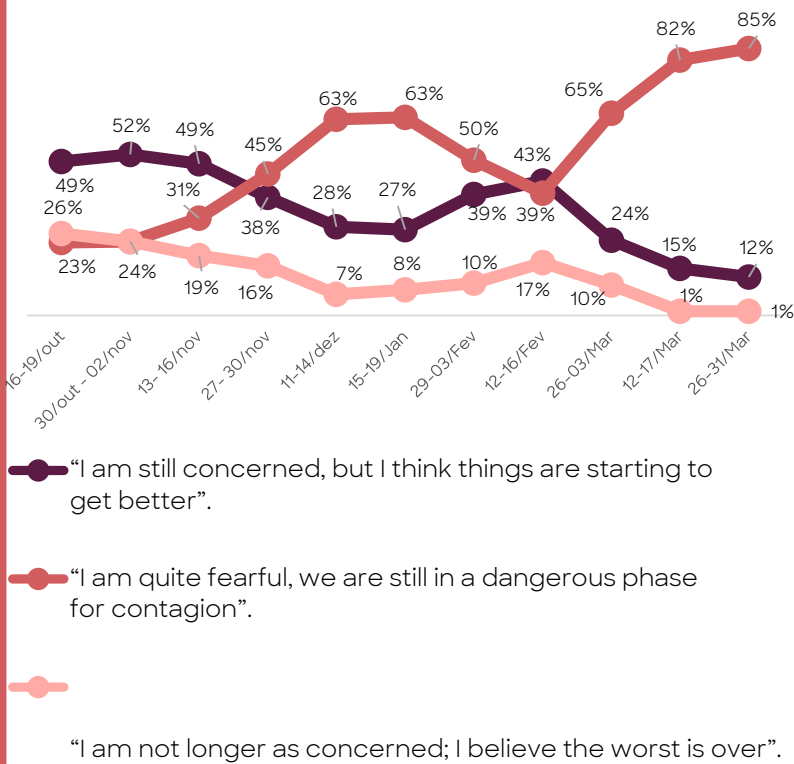
Significant impact on our operations and customer sentiment in 1Q21.



Women in the Pandemic

C&A customers are still very afraid of the pandemic – the past two weeks saw more fearful customers than ever since last year

What are your feelings regarding the pandemic right now?



building the future. optimizing the present.

PANDEMIC AGGRAVATION ASKED FOR ADJUSTMENTS

- Crisis Committee: back to more frequent meetings;
- Contingency expenses and investments: different scenarios and accompanying action plans developed;
- Safety Protocols: stronger enforcement of safety protocols in operations and at the corporate office, back to home-office
- Support for C&A Associates: in-house campaigns to remind associates of support measures available during the pandemic, new surveys to understand what associates are going through and make management aware of emotional health



WITHOUT LOSING FOCUS ON THE LONG TERM



- Investments continue in all of the scenarios drawn up



- Significant new store openings



- Progress made in modernizing our supply chain



- Accelerated WhatsApp sales



- Increased number of sellers in our marketplace Galeria C&A



- Brand activation and positioning

1Q21 Growth Plan Deliveries

(1/4)



New stores and formats:

- 2 new stores opened in 1Q21
- Total of **297** stores



>7 stores to open in 2Q21,
bringing the total up to 304

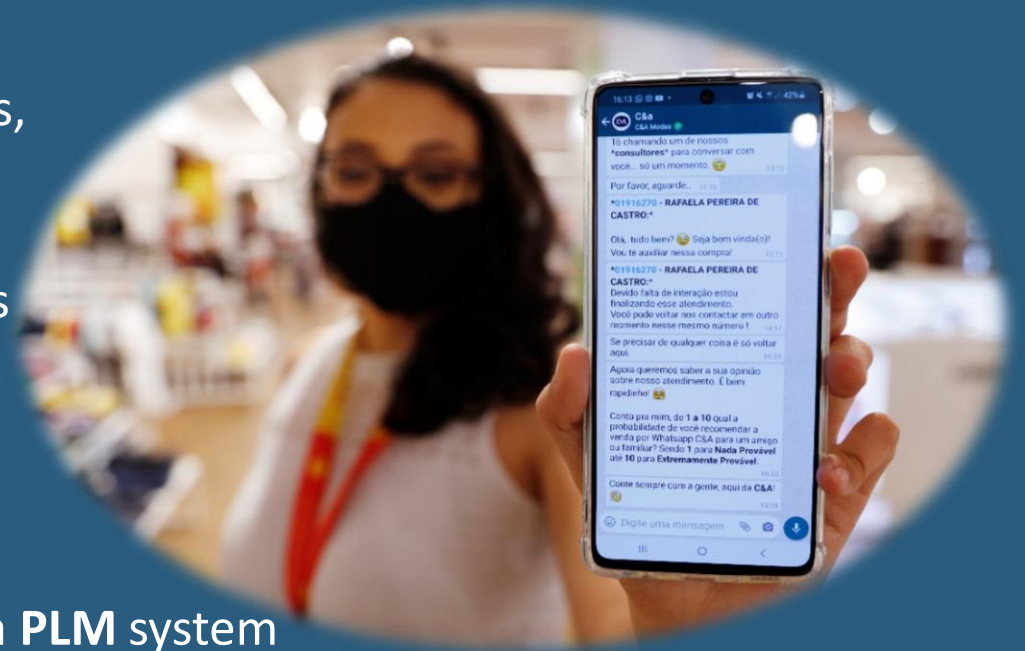
1Q21 Growth Plan Deliveries

(2/4)



Digital Transformation:

- **179%** increase in online GMV*, reaching **R\$ 139 million**
- **App**: over **3.2 Mn** monthly active users
- **WhatsApp sales**, with over 600 dedicated associates, and 47% growth in sales vs. 4Q20, with the use of video campaigns and more personalized approaches
- **Galeria C&A** with **338 sellers**
- **Minha C&A (My C&A)** with **740 stores/influencers**
- Implementation of a **new CRM** system, contracted a **PLM** system



1Q21 Growth Plan Deliveries

(2/4)



Digital Transformation:

- **Tech Restructuring**, reporting to the CEO and organized into tribes and squads, each with a **technology** (Infrastructure, Architecture, Data and Cyber) and **business** (App, Stores, *Minha C&A*, WhatsApp, ...) **mission**
- Over **80%** team growth (including partners) compared to 1Q20. Currently involves **over 530 professionals**, reinforced by professionals in Security, Data Scientists, Developers and Architectures, among others
- **New POS version**, reducing the time to issue sales slips **by over 40%**
- Implemented the **first NRT (near real time) Data Lake**, with all channels processing sales data in **streaming mode**
- Implemented a **forecasting algorithm** for **best-sellers**, with automatic re-purchasing and using Cloud and AI for scalability

1Q21 Growth Plan Deliveries

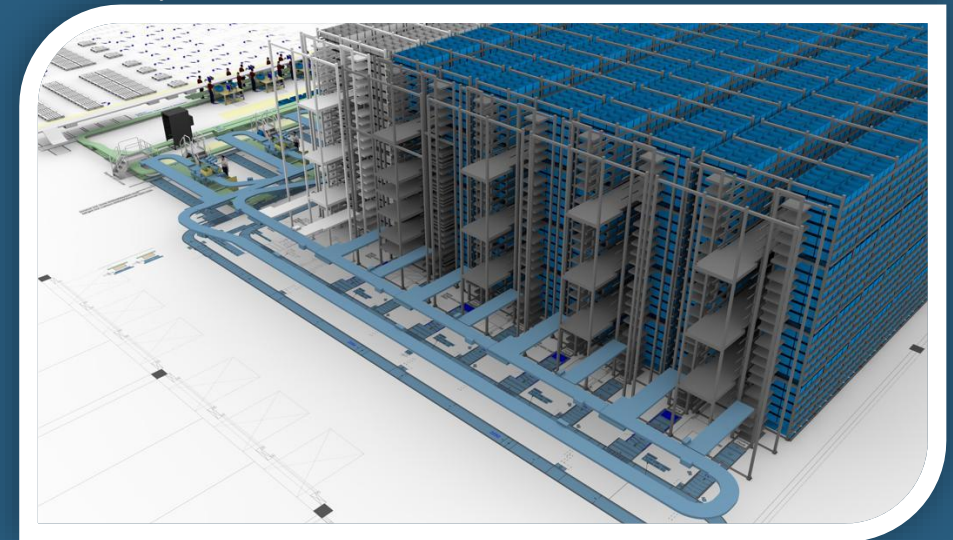
(3/4)



Modernized Supply Chain operating model:

➤ *Projects focus on savings in lead time and costs, including increased sales and more efficient inventory management by adopting a push-pull model with capacity to distribute by SKU, as well as technologies that ensure accurate inventories and smart distribution*

- Sorters: **the second sorter** to come on-stream in 2Q21 and the third in 2H21;
- Average delivery time of **3.3 days***, with 44% delivered in **up to 2 days** in the entire country
- Advances in **automation** in our e-commerce DC
- **WMS (Warehouse Management System)** deployment phase that has become a global reference for the supplier;
- **RFID** Roll-out: 22 stores and 38 suppliers



3D mockup of the eCommerce CD automation project

1Q21 Growth Plan Deliveries

(4/4)



Increased credit offering:

- Intense agenda of negotiations with the partner
- **Training and investigation** of existing possible options in the **credit** industry



C&A

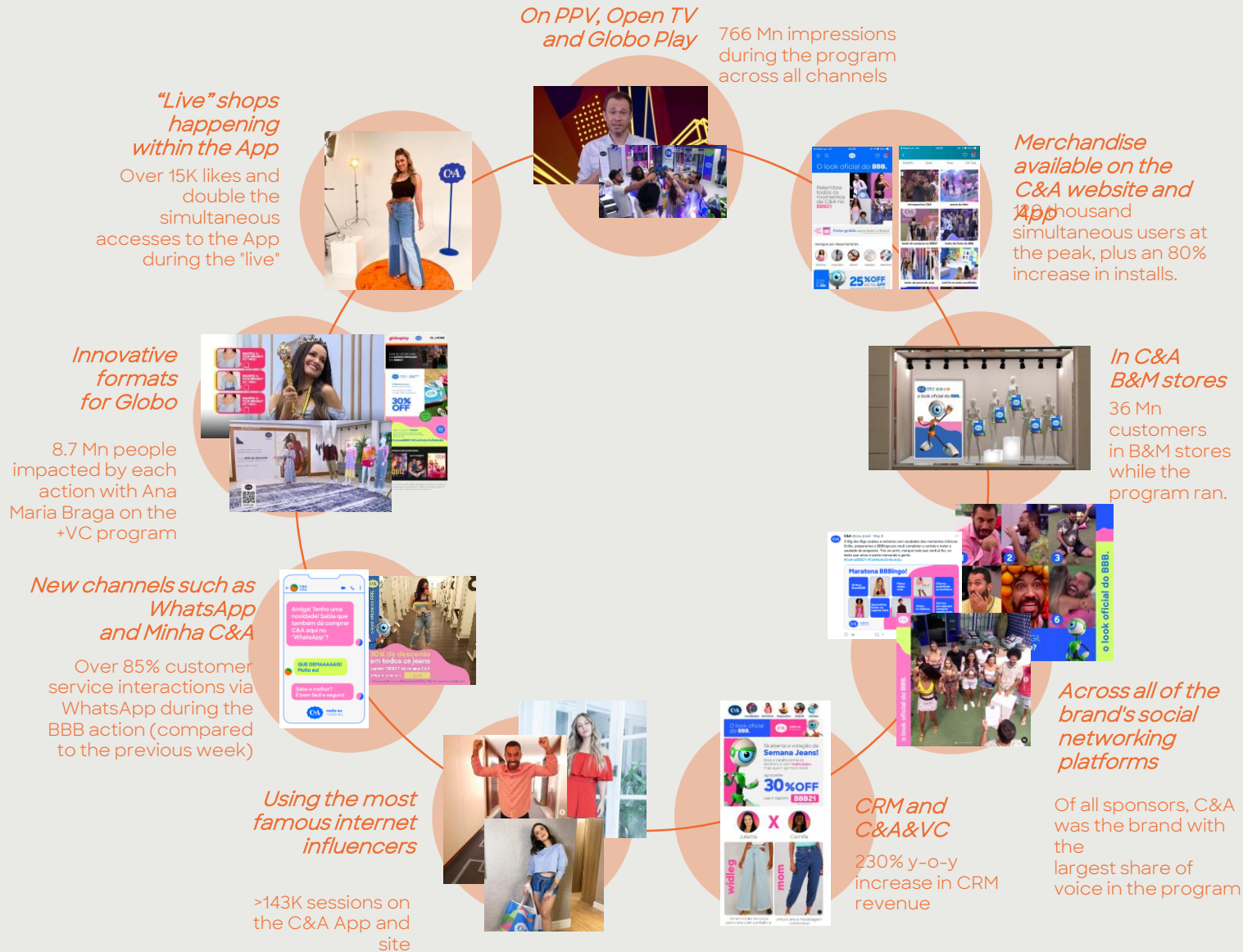
há 5m

Bem que me falaram que...

Com o cartão C&A você garante celulares 📱 de até R\$2.000 em até 12x sem juros e acima de R\$ 2.000 em até 18x sem juros, em demais cartões até 10X sem juros.



Brand visibility.



IN 1Q21 C&A TOOK ADVANTAGE OF BRAZIL'S LARGEST REALITY SHOW TO BUILD A CONSISTENT BRAND PLATFORM PRESENT IN ALL CUSTOMER TOUCH-POINTS.

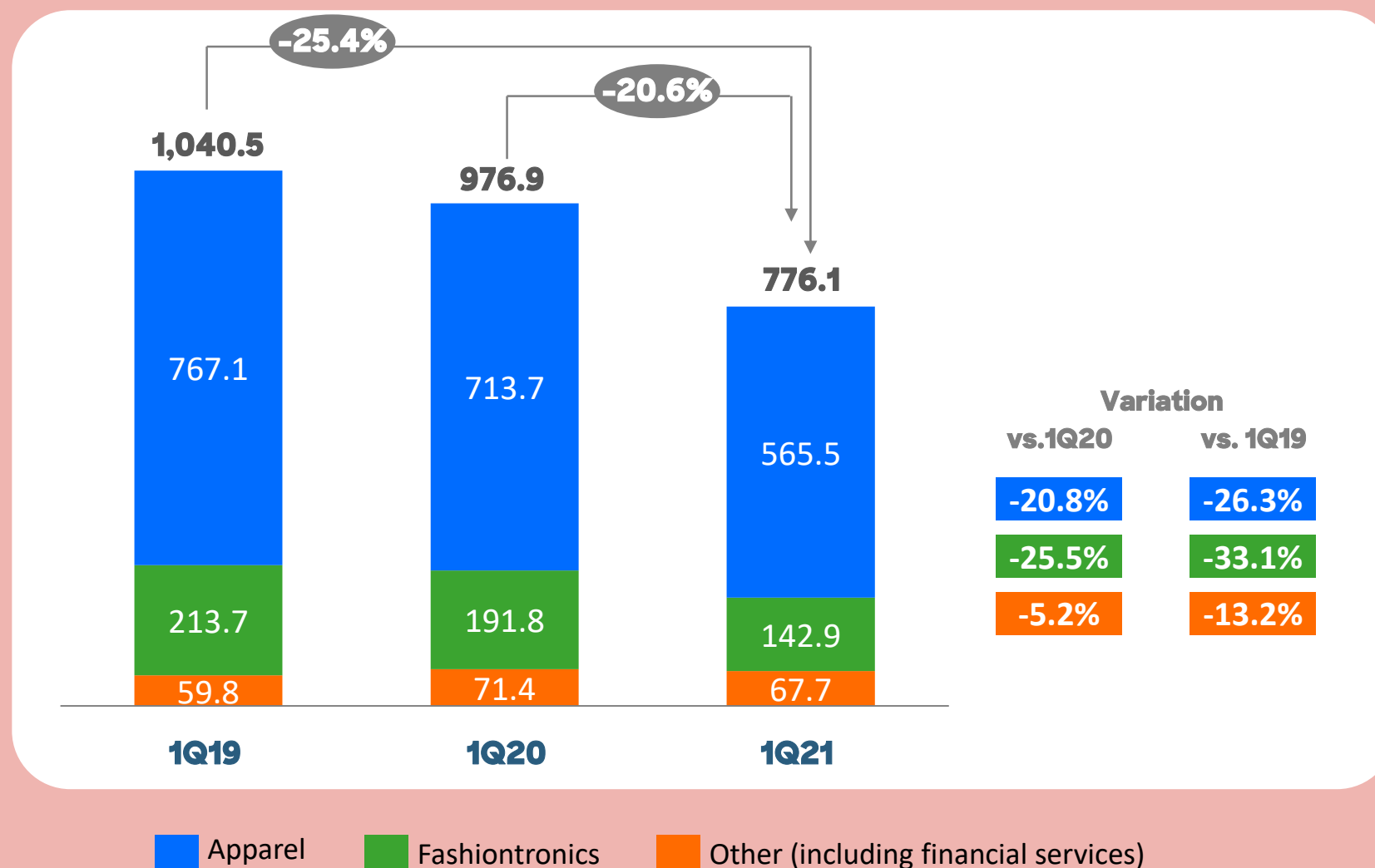
the main topic at C&A, regardless of the channel used for interaction or buying BBB21, the most watched, talked about and consumed topic in the past 100 days

Now and forever



Net Revenue.

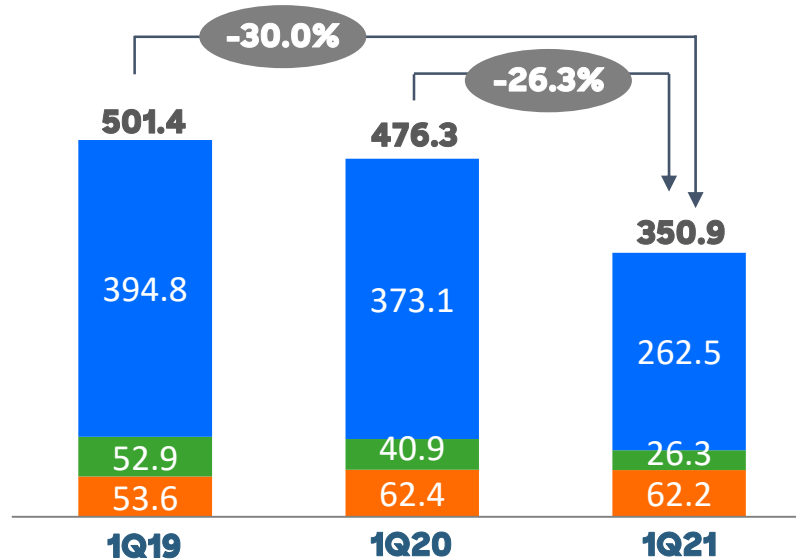
(R\$ million)



The drop in fashiontronics net revenue is the result of a very high comparison base due to the consumer week held in March 2020, and a one-off supply issue

Gross Profit and Gross Margin.

(R\$ million and %)



Variation

vs. 1Q20

-29.6%

-35.6%

-0.3%

vs. 1Q19

-33.5%

-50.3%

+15.9%

Gross Profit	1Q19	1Q20	1Q21	Var. 1Q20	Var. 1Q19
Total	48.2%	48.8%	45.2%	-3.6p.p.	-3.0p.p.
Merchandise	45.7%	45.7%	40.8%	-4.9p.p.	-4.9 p.p.
Apparel	51.5%	52.3%	46.4%	-5.9p.p.	-5.1p.p.
Fashiontronics	24.8%	21.3%	18.4%	-2.9p.p.	-6.4 p.p.
Other	89.8%	87.4%	91.9%	4.5p.p.	+2.1p.p.

Gross margin in apparel was pressured by the cost of domestic suppliers (as well as exchange rate pass-through), and increase promotions to drive sales

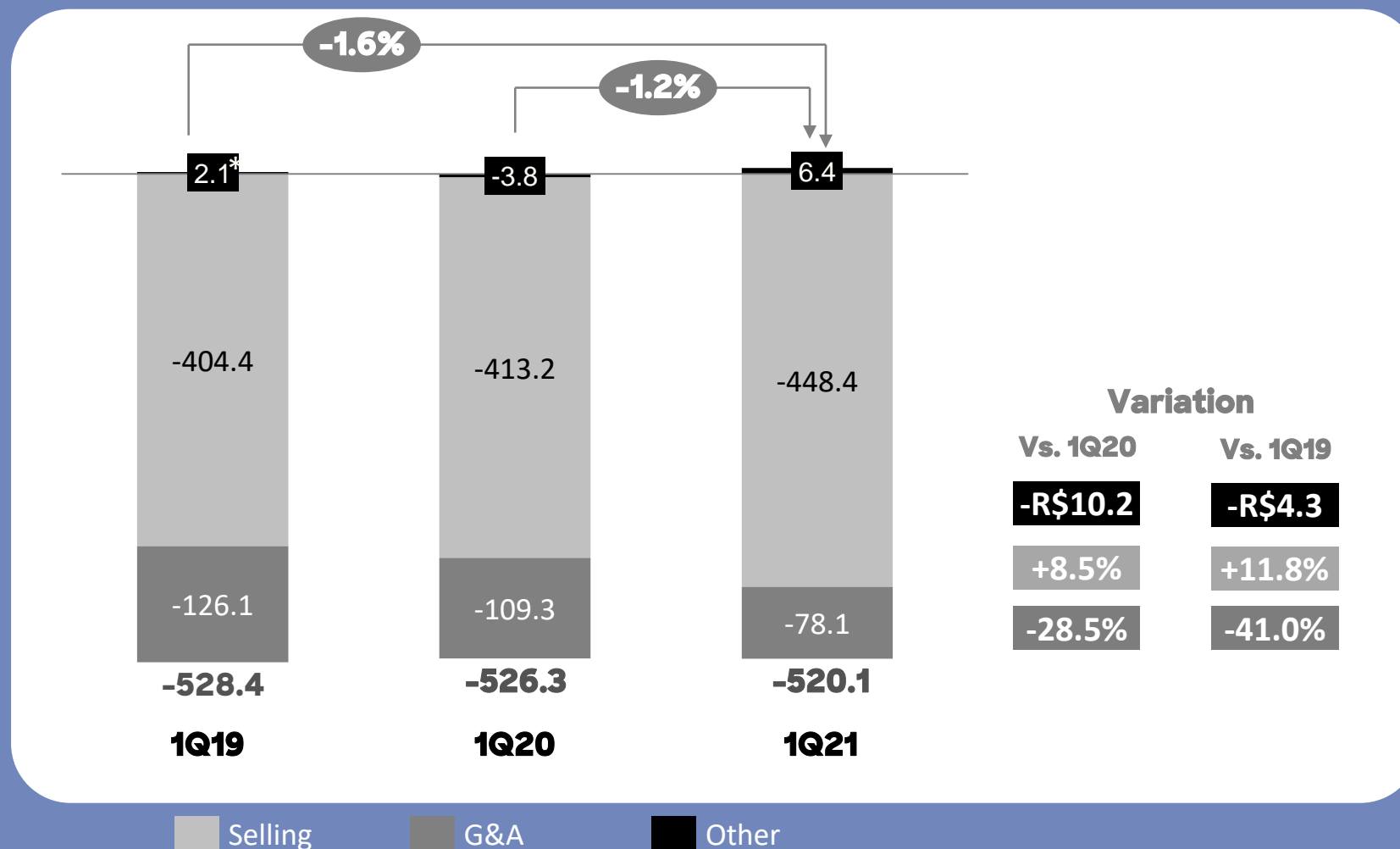
Apparel

Fashiontronics

Other (including financial services)

Operating Expenses.

(R\$ million)



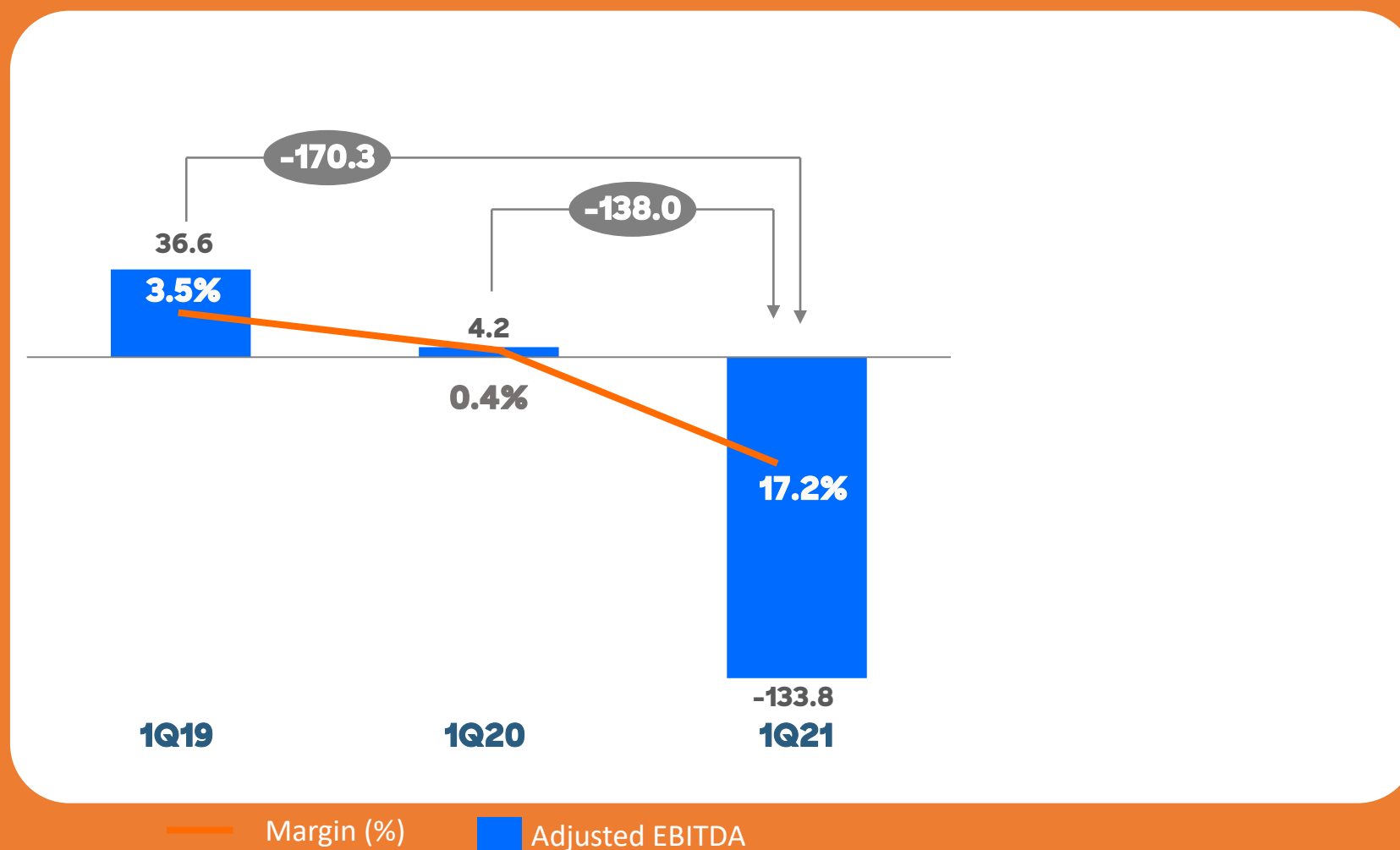
Sales expenses were impacted by Big Brother Brasil marketing expenses

G&A Expenses were impacted by a reversal in labor provisions

*Excludes the impact of tax credit gains from excluding ICMS from the basis for calculating PIS/COINS in 1Q19

Adjusted* EBITDA and Margin.

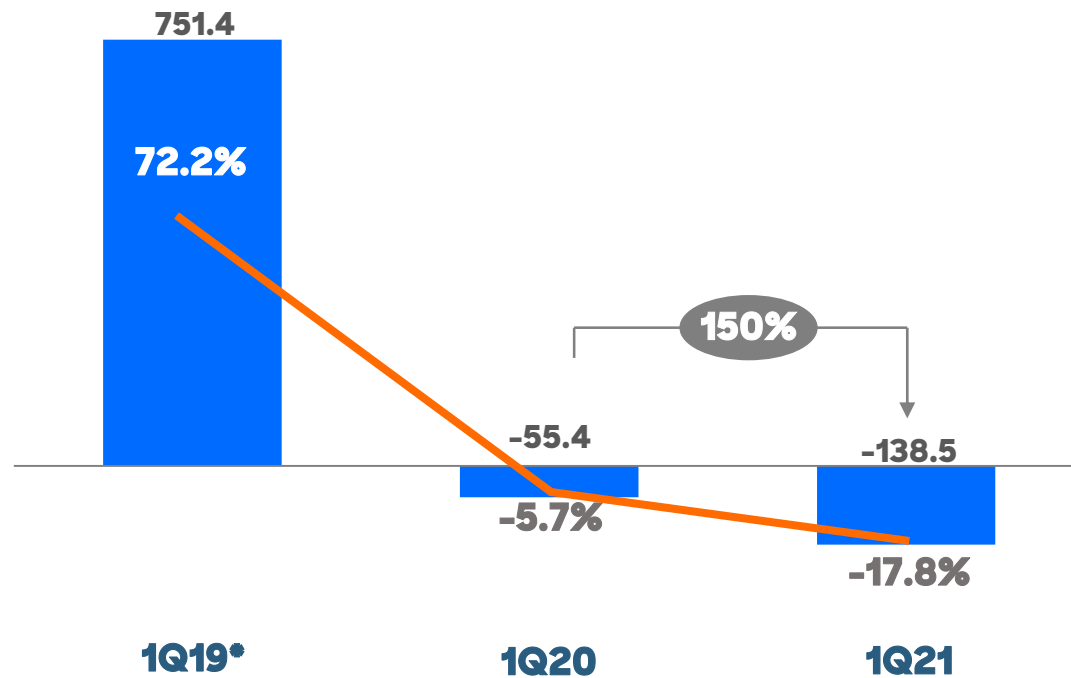
(R\$ million and %)



*Pursuant to Article 4, CVM Instruction 527, the Company has chosen to show Adjusted EBITDA as in the above table in order to provide information which best reflects the gross operational cash generation from its activities. The adjustments are: (i) Other net operating income (expenses); (ii) Financial Income of Supplier; (iii) Tax Credit Recovery; and (iv) Commercial Lease Payments (IFRS16).

Net Income and Net Margin.

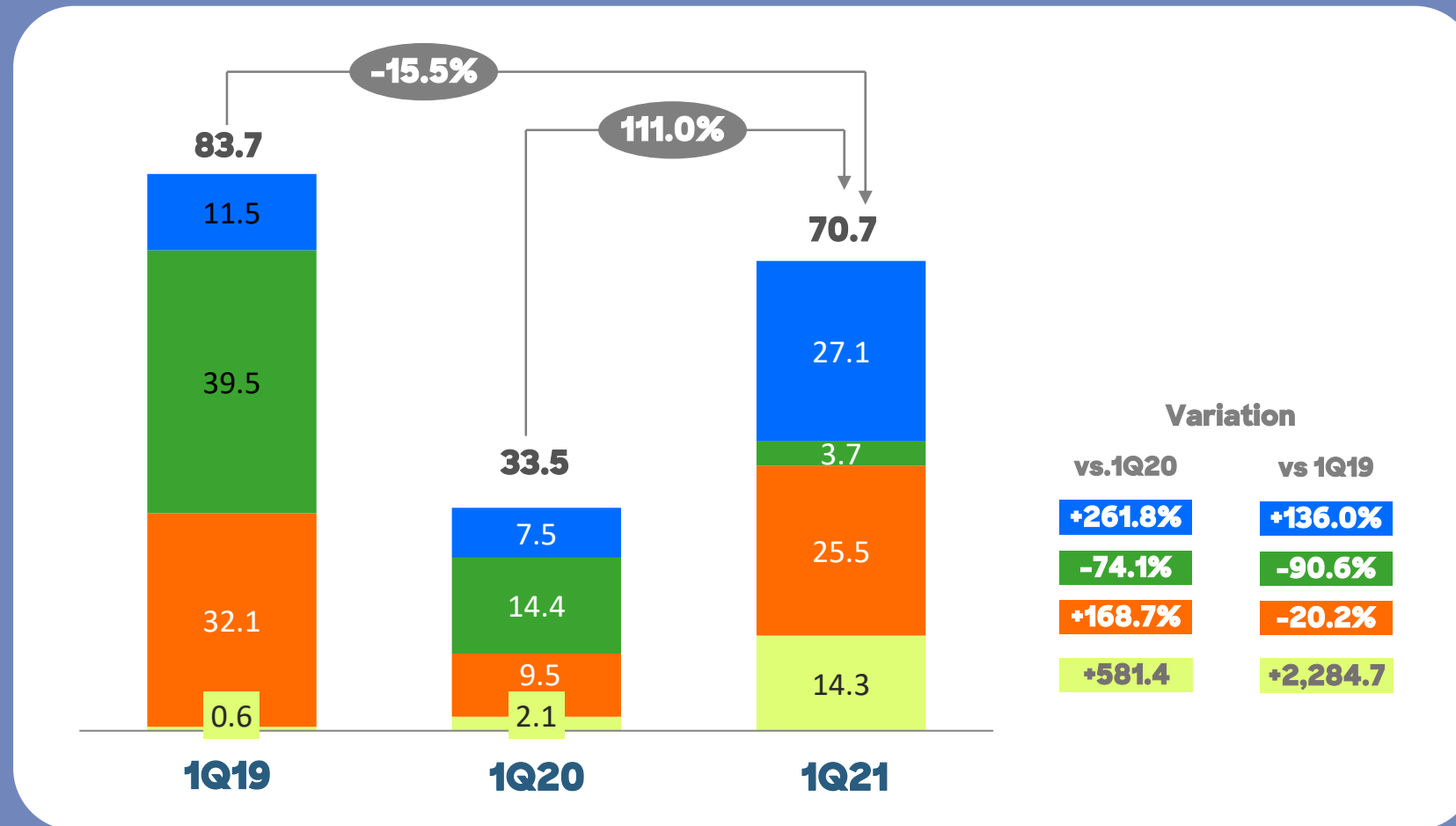
(R\$ million and %)



— Margin (%) ■ Net Income

*As reported. It considers the impact of tax credit gains from excluding ICMS from the basis for calculating PIS/Cofins on 02/28/2019 in the amount of R\$658.7million and R\$586.2 million of interest and monetary correction

Investments. (R\$ million)





Earnings

1Q21

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Disclaimer:

The information contained in this document and related to business outlook, projections of operating and financial results and any information related to the growth outlook for C&A Modas are based exclusively on Management expectations on future business. Said expectations depend substantially on market conditions, the performance of the Brazilian economy, the industry and international markets, and are subject to change without notice.



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