Earnings Release 3Q21

C&A muito eu

Earnings Teleconference:

- **Portuguese/English**
- **Date: 11/12/2021**
- **Time:**
  Brasília: 11:00 a.m.
  New York: 09:00 a.m.
  London: 02:00 p.m.
- **Webcast: ri.cea.com.br**

CEAB B3 LISTED NM | IGCT B3 | IGC-NM B3 | IGC B3

SMLL B3 | IBRA B3 | ITAG B3 | ICON B3

Barueri, November 11, 2021 – C&A Modas S.A. (B3: CEAB3) a leading fashion retailer in Brazil, hereby discloses its earnings for the third quarter of 2021 (3Q21). Unless otherwise stated, the financial and operating information that follows is presented on a consolidated basis, as per Brazilian Corporate Law. The statements are submitted in Reals, and unless stated otherwise all growth rates refer to the same period in 2020.

Highlights

- C&A Pay was launched
- Total net revenue of R$ 1,339,4 billion, 25.5% above 3Q20.
- Same store sales (SSS) were 21.0% higher than in 3Q20.
- Omnichannel operations and growth of our marketplace Galeria C&A continue to evolve, and our online GMV (1P+3P*) reached R$ 253.2 million, an 18.4% growth.
- Gross merchandise margin was 44.3%, a 1.1 pp increase.
- Operating Expenses were R$ 501.3 million, 37.7% higher, given almost normalized operations, omnichannel functionalities, new stores and digital.
- As a result, adjusted EBITDA in the quarter was negative R$ 13.4 million.
- Investments in 3Q21 totaled R$ 122.7 million, a 176.4% increase.

Indicators	3Q21	3Q20	△	9M21	9M20	△
Total Online Gross Revenue (GMV 1P+3P[1])	**253.2**	**213.8**	**18.4%**	**644.3**	**452.9**	**42.3%**
Total Net Revenue (R$ Mn)	**1,339.4**	**1,067.2**	**25.5%**	**3,291.1**	**2,338.5**	**40.7%**
Same Store Sales (SSS)[2](%)	**21.0%**	**-13.9%**	**34.9 p.p.**	**39.2%**	**-35.2%**	**74.4 p.p.**
Gross Merchandise Margin (%)	**44.3%**	**43.2%**	**1.1 p.p.**	**44.1%**	**44.5%**	**-0.4 p.p.**
Operating Expenses[3] (R$ Mn)	**(501.3)**	**(364.2)**	**37.7%**	**(1,214.4)**	**(1,020.5)**	**19.0%**
Adjusted EBITDA[4] (R$ Mn)	**(13.4)**	**(26.1)**	**-48.7%**	**(145.8)**	**(222.8)**	**-34.6%**
Adjusted EBITDA margin (%)	**-1.0%**	**-2.4%**	**1.4 p.p.**	**-4.4%**	**-9.5%**	**5.1 p.p.**
Net income (loss) (R$ Mn)	**243.9**	**(28.2)**	**R$272.1**	**174.6**	**(275.7)**	**R$450.3**
Investments (R$ Mn)	**122.7**	**44.4**	**176.4%**	**334.9**	**123.2**	**171.8%**

(1) GMV - Gross Merchandise Value: 1P – first-party relationship or direct sales, 3P – third-party relationship or marketplace sales
(2) SSS: *Growth in same store sales. This is comprised of sales in stores in activity for more than 13 months compared to the same period in the previous year. It includes e-commerce and all types of sales delivered (100% online, ship-from-store and click-and-collect).*
(3) Excludes depreciation and amortization, including right-of-use (lease) depreciation to facilitate the analysis.
(4) Pursuant to article 4 of CVM Instruction 527, the Company chose to disclose adjusted EBITDA as per the table above, to use data that best reflects gross operating cash generation from its activities. Adjustments include: (i) Other Net Operating Revenue (Expenses); (ii) Supplier Financial Income; (iii) Recovery of Tax Credits; (iv) Lease Payments (IFRS 16).

.Message from Management

The third quarter was characterized by renewed mobility, with only minimal restrictions on store operating hours. While store traffic has yet to reach pre-pandemic levels, it is well on its way. Total sales are up compared to 2019, although our categories are each behaving differently. Apparel sales for instance increased by double-digits, while fashiontronics sales dropped, especially cell phones and smartphones.

Even though our stores are open, our online sales continue to perform well and were up compared to the same period last year.

The country's macroeconomic scenario deteriorated in the third quarter, but we remain optimistic for the fourth, and normally strongest quarter in the year. The dynamics of the fourth quarter tend to be different because of the holidays, and this effect should be amplified due to renewed mobility.

We continued to focus on delivering on our growth levers this quarter, while also making significant investments. Our greatest highlight is the launch of C&APay, which is described in greater detail further in this report and will be offered to customers starting in December.

The transformation of C&A Fashion Tech continues on several fronts. We are now training fashion developers (Fashion Devs.) in the first program we created with Gama Academy.

We also continue to make progress in our sustainability front. On the environmental front we launched a number of more sustainable collections based on more sustainable raw materials and processes. In addition to our Disney Cycle capsule collection, which is Cradle to Cradle® gold-certified, we launched the Mindse7 Sport Sustainable+ collection made of Amni Soul Eco biodegradable polyamide yarn (that when properly disposed of in landfill will degrade in less than three years). In denim, our most important category, our Denim Week stood out in 4 attributes: items made of more sustainable BCI (Better Cotton Initiative) fibers, less water used in the washing process, more sustainable dyeing and, for the first time, recyclable denim made from production leftovers and used denim items collected by our ReCycle Movement. Still in circularity, we partnered with Grendene (Ipanema Recria) for a pilot project to gather used sandals at 30 C&A stores to be sent for recycling. In this partnership C&A provides in-store space and Grendene handles operations.

We also made a number of deliveries on the social front. We resumed our volunteer program, including in-person volunteering - Instituto C&A volunteers delivered 7.5 thousand basic baskets of goods totaling 90 tons of food to needy communities in 60 municipalities where C&A has operations. We also launched a program entitled MuitoMaisOn, in which C&A main office employees volunteered to organize 30 workshops on different themes, focusing on small fashion entrepreneurs. These themes range from creation to development, production, distribution, consumption and even how to use digital communication and management tools to leverage results.

On the topic of entrepreneurism, which connects the activities of Instituto C&A and those of our business, the main event was the launch of *Afrolab Moda*, a partnership with P*retaHub* to accelerate 21 fashion businesses led by Black and Indigenous entrepreneurs. We have also expanded the *Garimpo da Preta* project that invites Black women for immersion in digital content to create income via digital marketing and the *Minha C&A* (My C&A) platform, providing greater and more democratic access for different profiles.

In Governance, we are pleased to announce that for the first time ever we completed the Carbon Disclosure Project questionnaire on the emission of greenhouse gases. Given the importance and interest in ESG (Environmental, Social, Governance), we diagnosed our situation with the support of a highly experienced independent partner. We expect that both our governance initiatives will point the way for our development in the coming years.

Finally, we believe that macroeconomic variables impacted the market, especially in some areas that include apparel fashion. We understand the scenario is part of a challenging moment in the cycle and for this reason remain confident in the growth plan we designed and are implementing with discipline to transform and emerge as C&A Fashion Tech.

The Management of C&A Modas S.A.

Growth Plan Levers

New Stores and Formats

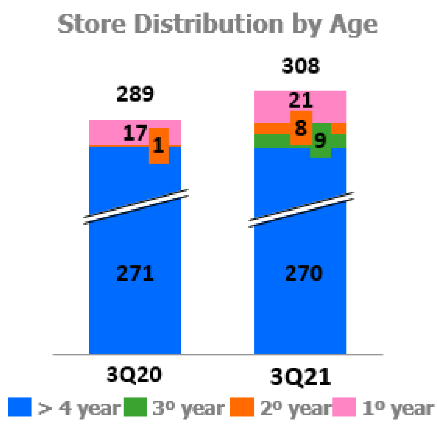
In 3Q21, we opened four new stores, all click-and-collect, ship-from-store, endless-aisle and WhatsApp sales omnichannel ventures.

Date	Location	Size m²)
07/27/2021	Araguaia Shopping - Goiana/GO	1,987
08/03/2021	Shopping Peixoto - Itabaiana/SE	1,184
08/03/2021	Patos Shopping - Patos/PB	1,264
09/23/2021	Shopping Lages Garden - Lages/SC	1,754

We remind readers that all our new stores were born as CVP (Customer Value Proposition) stores and include omnichannel initiatives. All seek to be closer to customers and offer them new experiences. Below are pictures of the new stores and regionalized panels:

By the end of the third quarter this year we had 308 stores across the country, 270 of which (87.7%) have been in operation for more than 4 years.

	3Q21	3Q20	△	9M21	9M20	△
Stores	**308**	**289**	**19**	**308**	**289**	**19**
New	4	1	3	15	4	11
Closed	0	0	0	2	2	0
Sales area (thousand m²)	**581**	**549**	**32**	**581**	**549**	**32**



We also ran a pilot with a new format, a dedicated area for our sports brand ACE, and announcing ACE at the store entrance. Results are encouraging, as customers were able to find the items more easily and increasing average tickets. Our next step will be a study to understand the locations that support this initiative, to be followed by creating a business plan and running a broader pilot.

Digital Transformation

The biggest highlight of our digital transformation this quarter was the growth of our direct sales via WhatsApp. The constant improvement of this initiative, which already has over 900 dedicated employees in our stores, with over 100 contacts a day by each one of these, resulted in a conversion rate of more than 7% and an average ticket almost twice as large. Growth based on new tools, such as adding SalesForce to the agenda, meant WhatsApp sales this quarter accounted for over 45% of our online sales. Minha C&A (My C&A), another category of direct sales, had some 13 thousand registered consultants, about 3 thousand of which making sales.

Our C&A&VC (C&A&You) relationship program now has 18.2 million registered customers, who account for 77% of sales. Still on the theme of our customer base, in the past 12 months our e-Commerce (including omnichannel) customer base increased 36%. Our multichannel customers, who spend twice as much as the average customer, increased 57% compared to the same period last year.

Omnichannel Indicators	Unit	3Q21	3Q20	△
App				
MAU (monthly active users)	thousand, end of period	2,851	2,837	0.5%
App Installations	thousand, end of period	3,707	4,248	-12.7%
C&A&VC Relationship Program				
# of C&A&VC customers	million, end of period	18.2	12.1	50%
C&A&VC sales as a % total sales	%	77%	59%	18 pp.
Galeria C&A (marketplace)				
# of sellers	end of period	471	150	321

Source: Google Analytics (active users 28 days – Android + IOS); Appsflyer (Android+IOS); internal systems

Our Galeria C&A marketplace had 471 sellers by the end of 3Q21. We continue to focus on improving our relationship with sellers, leveraging their sales by improving the assortment offered and campaigns developed.

Regarding the app, the digital marketing environment remains competitive and impacts our efforts to encourage consumers to install the app and the number of monthly active users.

Modernizing our Supply Chain

Progress in this lever continues as expected, and we are satisfied with results made so far. Some of our projects have been recognized by our partners, as an example, our Warehouse Management System is now a global case for supplier Manhattan, and our implementation of RFID (radiofrequency identification) received an award from the RFID Journal.

In *store distribution*, this quarter we started to operate Push Pull distribution at our São Paulo distribution center. According to our agile methodology, we have started a category pilot that will continue to expand over the next quarters. We are working on numerous fronts to arrive at this stage.

- In 2019 we started operating our first sorter to distribute items by SKU rather than package. So far, we have 3 sorters in operation that can handle all of our folded (i.e. not on hangers) inventory.

- We are in the final stages of implementing our new Warehouse Management System at our distribution center. We chose Manhattan Active, the most up-to-date system from a global supplier that is a reference on the topic.

- This quarter we started to implement a tool that will manage our new push-pull store distribution system: SIA from End-To-End Analytics/Accenture. We again opted to partner with a supplier known for project execution and product performance, with data-based analytics techniques, tested and proven processes, and clear governance. The steps developed in the pilot this quarter are running according to schedule. 100% of the categories eligible for Push-Pull will be implemented by the second half of 2022.

- To optimize results, we continue to implement RFID technology. Following the 4Q20 pilot we started to roll out the project in matrix form, preparing stores to receive tagged assortments and adding suppliers to the tagging process for the assortment provided. By end 3Q21, the infrastructure was up and ready at 185 stores, and 130 suppliers were tagging goods at the source. This project will be complete sometime in the first half of 2022.

In the *customer delivery* pillar, the main highlight this quarter was progress made in implementing automation (KNAPP OSR Shuttle) at our eCommerce distribution center in São Paulo. With project deliveries on schedule this quarter, the system will be operational by early November, in time for Black Friday. Automation will result in an average assembly time of around 5 minutes, increasing D+1 and same-day delivery in nearby cities. The system is integrated into the new WMS, ensuring accurate task and inventory management. As the process is fully automated, stock-outs and mistakes in order preparation should drop 80% compared to current levels.

Assembly Island - up to 4 orders simultaneously

Still in the *customer delivery* pillar, we continue to focus on improving the operation of our Ship From Store hubs. By the end of the quarter, we had 25, staffed by trained teams and all using optimized processes such as RFID to find order items.

We continuously monitor our shipping matrix, the average time to deliver has remained stable across the entire country and delivery routes (local, state, national), it is now about 3 days between order capture and order delivery.

Credit Offering

In the increased credit lever, we put in a lot of effort to enable our credit operation and are finally able to announce C&A Pay - digital credit solution that will improve customer journeys. This launch fulfills our ambition to increase the credit we offer to our customers to foster retail sales and improve customer experience with the C&A brand, providing easier access and complementing the advantages of C&A&VC.

C&A Pay is a fully digital proposition aligned with C&A Fashion Tech, currently under construction. C&A Pay will be a quick process, customers can use to secure credit in less than 5 minutes, thanks to technologies used to optimize registration, an industry benchmark in terms of customer experience. The entire journey is digital, and the card is virtual. Purchases use the customer's taxpayer number (CPF) and pin number. Online customers need only input the card number and a verification code (cvc) will be dynamically generated, increasing transaction security.

C&A Pay is starting out full integrated into C&A&VC. This means that by registering customers not only have their annuity waived and get a discount on their first purchase; they are automatically added to C&A&VC in the AMA category for one year, with special benefits such as dedicated lines, fitting room advantages, and a box of gifts, among others.

Regarding its relationship with partner Bradesco, C&A will invest R$ 415 million to buy-back the right to offer credit to its customer. This will be paid in January 2023, corrected as of January 31 22 at 112.5% of the CDI. There will be a 2-year transition during which both solutions - the co-branded C&A and C&A Pay cards will coexist according to specific rules agreed by the parties.

The team in charge of leading this business has been hired and comprises a combination of industry executives with experience implementing financial and credit products at other retailers, professionals from financial institutions, and C&A executives formerly with Banco Ibi. Furthermore, we have retained partners to help us build this business and they are engaged with the broader project that will start in December 2021 with the private-label product.

Comments on the Company's Financial Performance

Net Revenue

R$ million	3Q21	3Q20	△	9M21	9M20	△
Total Net Revenue	**1,339.4**	**1,067.2**	**25.5%**	**3,291.1**	**2,338.5**	**40.7%**
Revenue from Merchandise Sales	1,285.2	1,048.7	22.6%	3,127.6	2,229.3	40.3%
Apparel	1,085.5	820.6	32.3%	2,602.3	1,728.6	50.5%
Other - Fashiontronics	199,8	228.1	-12.4%	525.3	500.7	4.9%
Financial Services – Bradescard partnership	49.6	16.0	210,0%	149.8	100.1	49.6%
Other revenue	4.6	2.4	91,7%	13.7	9.1	51.5%

%	3Q21	3Q20	△	9M21	9M20	△
Same Store Sales (SSS)[1]	**21.0%**	**-13.9%**	**34.9 p.p.**	**39.2%**	**-35.2%**	**74.4 p.p.**
Apparel	30.3%	-18.2%	48.5 p.p.	49.2%	-37.7%	86.9 p.p.
Other - Fashiontronics	-12.5%	6.2%	-18.7 p.p.	5.0%	-25.3%	30.0 p.p.

R$ million	3Q21	3Q20	△	9M21	9M20	△
Total Online Gross Revenue (GMV 1P+3P[2])	**253.2**	**213.8**	**18.4%**	**644.3**	**452.9**	**42.3%**
Online Net Revenue	**194.0**	**173.7**	**11.7%**	**491.6**	**351.8**	**39.7%**

(1) SSS: Growth in same store sales. This is comprised of sales in stores in activity for more than 13 months compared to the same period in the previous year. It includes e-commerce and all types of sales delivered (100% online, ship-from-store and click-and-collect).
(2) GMV - Gross Merchandise Value: 1P – first-party relationship or direct sales, 3P – third-party relationship or marketplace sales

In the third quarter, net revenue was R$ 1,339.4 billion, 25.5% more than in 3Q20.

Net merchandise revenue was 22.6% higher than in 3Q21, or R$ 1,285.2 billion.

Same-store sales increased 21.0%. As each of our categories behaved differently, we will explain each one separately.

Apparel

Apparel revenue increased 32.3%. In July we experienced strong sales in our winter collection, which favorably impacted the quarter. Apparel SSS in 3Q21 increased 30.3%.

Other - Fashiontronics

Before we start explaining what happened in this category, it is important to bear in mind that it is primarily (some 80%) made up of cell phones and smartphones. Other items in this category are watches and beauty aids. C&A introduced beauty aids only in late 2019, but the category has shown interesting growth, online in 2020 and this year in our B&M stores, with 150 of them carrying this category by the end of the quarter.

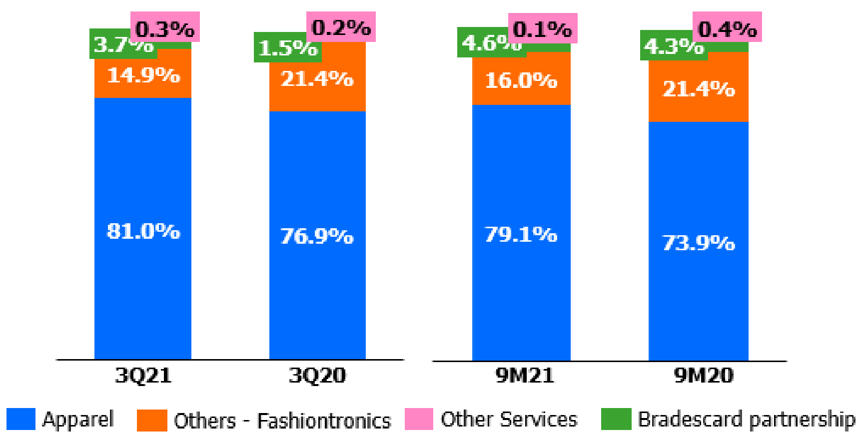
Revenue from other Fashiontronics dropped 12.4% this quarter. As mentioned above, the competitive environment and the supply of cell phones and smartphones are experiencing difficult moments, which is reflected in both revenue and gross margins.
Other - Fashiontronics SSS dropped 12.5%.

Looking at online sales, Gross Merchandise Value or online GMV increased 18.4% to R$ 253.2 million; if we include the sales of our marketplace partners (sellers). C&A's online net revenue was R$ 194.0 million, a 11.7% increase. This growth was celebrated as store operations were almost normal this quarter, which one could have thought would have impacted our online performance.

Net revenue from Financial Services, our partnership with Bradescard, was R$ 49.6 million, an increase of 210,0%, primarily due to the impact of the pandemic in 2020.

Other revenue increased 91,7% in 3Q21, to R$ 4.6 million. This increase is primarily due to shipping revenue from customer deliveries and an increase in the commissions from Galeria C&A sellers and cell phone operators.

Net Revenue by Business



In the breakdown of net revenue for the quarter, the share of apparel increased significantly, while other segments decreased, in particular the share of Fashiontronics.

Gross Profit and Margin

R$ million, except margins	3Q21	3Q20	△	9M21	9M20	△
Total Gross Profit	**599.3**	**455.0**	**31.7%**	**1,498.8**	**1,074.6**	**39.5%**
Gross Profit from Merchandise Sales	569.0	452.8	25.7%	1,380.2	993.0	39.0%
Apparel	535.2	395.9	35.2%	1,283.5	875.7	46.6%
Other - Fashiontronics	33.8	56.9	-40.6%	96.6	117.3	-17.6%
Financial Services Gross Profit - Bradescard Partnership	49.4	15.8	212.7%	149.1	99.4	50.1%
Other Gross Profit	(19.1)	(13.6)	40.4%	(30.5)	(17.7)	72.1%
Total Gross Margin	**44.7%**	**42.6%**	**2.1 p.p.**	**45.5%**	**46.0%**	**-0.5 p.p.**
Apparel Gross Margin	49.3%	48.2%	1.1 p.p.	49.3%	50.7%	-1.4 p.p.
Other Gross Margin - *Fashiontronics*	16.9%	25.0%	-8.1p.p.	18.4%	23.4%	-5.0 p.p.
Gross Merchandise Margin	**44.3%**	**43.2%**	**1.1 p.p.**	**44.1%**	**44.5%**	**-0.4 p.p.**

In 3Q21, gross profit totaled R$ 599.3 million, 31.7% above 3Q20. Gross margin was 44.7%, 2.1 p.p. higher due to an increase in gross margin from apparel and its increased share of total sales.

Gross margin from apparel was 49.3%, a 1.1 p.p. increase, mostly due to fewer promotions compared to the previous year, despite the traditional winter collection sale that happened this quarter. Margin from Other – *Fashiontronics* was 16.9%, an 8.1 p.p. drop, mostly due to increased competition and pressure on the cost of components.

Gross profit from financial services increased 212.7% to R$ 49.4 million, in line with the variation in revenue.

The others category delivered net losses of R$ 19.1 million due to higher losses recorded in the quarter due to operational return and normalization of inventories in our stores.

Operating Expenses

R$ million	3Q21	3Q20	△	9M21	9M20	△
Selling Expenses	(409.9)	(305.0)	34.4%	(1,102.8)	(787.9)	40.0%
General and Administrative Expenses	(104.8)	(89.3)	17.3%	(257.1)	(258.5)	-0.5%
Total Selling and G&A expenses[1]	**(514.7)**	**(394.3)**	**30.5%**	**(1,359.9)**	**(1,046.4)**	**30.0%**
Other operating income (expenses)	13.4	30.2	-55.7%	145.5	25.9	462.0%
Operating Expenses[1]	**(501.3)**	**(364.2)**	**37.7%**	**(1,214.4)**	**(1,020.5)**	**19.0%**

%	3Q21	3Q20	△	9M21	9M20	△
Selling Expenses / Total Net Revenue	30.6%	28.6%	2.0 p.p.	33.5%	33.7%	0.2 p.p.
G&A Expenses / Total Net Revenue	**7.8%**	**8.4%**	**0.6 p.p.**	**7.8%**	**11.1%**	**3.3 p.p.**
Selling and G&A Expenses / Total Net Revenue	**38.4%**	**37.0%**	**1.4 p.p.**	**41.3%**	**44.7%**	**-3.4 p.p.**
Operating Expenses / Total Net Revenue	**37.4%**	**34.1%**	**3.3 p.p.**	**36.9%**	**43.6%**	**-6.7 p.p.**

(1) Expenses include the payment of leases, as per accounting standard IFRS16. Data that excludes this is available on the fundamentals spreadsheet on the C&A RI site. Expenses also exclude depreciation and amortization, including right-of-use depreciation (leases) to facilitate the analysis.

In the third quarter, operating expenses were R$ 501.3 million, 37.7% above what they were in 3Q20.

Sales expenses were R$ 409.9 million, a 34.4% increase. Operations this quarter were close to normal. All our stores were open during full business hours and all our omnichannel initiatives were running. As a result, two lines in this expense group suffered significant impact, in addition to the impact expected from having more stores open:

- Occupancy expenses, as discounts were removed, and contractual adjustments reflect higher inflation

- Personnel expenses, due to a return to normal operations. Our store headcount increased by 1,800 compared to the 2Q21, including the staff in the 4 stores opened this quarter. Furthermore, there are no advantages due to provisional measures as there were in 3Q20.

General and administrative expenses increased 17.3% to R$ 104.8 million as we reinforced our teams with contractors, especially to handle with increased eCommerce sales.

Other Operating Revenue and Expenses amounted to R$ 13.4 million in revenue, 55.7% less than in 3Q20.

Financial Services

As mentioned, the partnership with Banco Bradescard will experience a 2-year transition period, during which it will continue to issue and administer C&A cards.

The information below refers only to the partnership, as C&A Pay will not be launched until December, when it will impact fourth quarter earnings.

R$ million	3Q21	3Q20	△	9M21	9M20	△
Net Revenue from the Bradescard Partnership	49.6	16.0	210.0%	149.8	100.1	49.6%
Financial Services Gross Profit	**49.4**	**15.8**	**212.6%**	**149.1**	**99.4**	**50.2%**
(-) Financial Service Expenses - Selling	(33.9)	(47.7)	-28.9%	(89.9)	(132.1)	-31.9%
(=) Financial Services Results	**15,5**	**(31.9)**	**R$47.4**	**59,2**	**(32.8)**	**R$ 92.0**
R$ million	**3Q21**	**3Q20**	**△**	**9M21**	**9M20**	**△**
Net Average Trade Receivable (billions)	2,7	2,7	0.0%	2,8	2,9	-3.4%
% of Sales	15%	15%	0 p.p.	15%	17%	-2 p.p.
Number of new cards (thousand)	277,0	102,7	169.7%	606,0	335,9	80.4%
Number of active cards (million)	2,5	2,8	-10.7%	2,6	3,8	-31.6%
Delinquency rate[1] (%)	6.4%	13.3%	-6.9 p.p.	5.6%	12.7%	-7.1 p.p.

(1) Recovery Net Losses / portfolio

In 3Q21, revenue from this partnership was R$ 49.6 million, a 210.0% increase due to the impact of the pandemic on the 3Q20 basis of comparison. Credit as a percent of sales remained constant at 15%.

Default levels in 3Q21 were a healthy 6.4%, gradually returning to normal. Default is calculated as annualized net recovery losses divided by the net average of accounts receivable in the quarter.

Payment methods	3Q21	3Q20	△	9M21	9M20	△
Cash payments	**34%**	**38%**	**-4 p.p.**	**34%**	**36%**	**-2 p.p.**
Bradescard partnership cards	**15%**	**15%**	**0 p.p.**	**15%**	**17%**	**-2 p.p.**
<- 5 installments	9%	3%	6 p.p.	8%	4%	4 p.p.
> 5 installments	2%	11%	-9 p.p.	2%	9%	-7 p.p.
Other	4%	1%	3 p.p.	4%	4%	0 p.p.
Third-party Cards	**51%**	**47%**	**4 p.p.**	**51%**	**47%**	**4 p.p.**
<- 3 installments	31%	7%	24 p.p.	30%	29%	1 p.p.
> 3 installments	11%	26%	-15 p.p.	12%	9%	3 p.p.
Other	9%	14%	-5 p.p.	9%	7%	2 p.p.

In payment methods, C&A cards kept up their share in the quarter, while cash payments dropped a bit.

Adjusted EBITDA

R$ million, except margins	3Q21	3Q20	△	9M21	9M20	△
Net income (loss)	**243.9**	**(28.2)**	**R$272.1**	**174.6**	**(275.7)**	**R$450.3**
(+) Income tax	(326.3)	(24.1)	1,254.8%	(360.0)	(151.2)	138.1%
(+/-) Net financial results	41.8	13.1	219.2%	61.4	93.2	-34.1%
(+) Depreciation and Amortization	138.6	130.1	6.6%	408.4	387.7	5.3%
(=) EBITDA	**98.0**	**90,9**	**7.9%**	**284.4**	**54.1**	**425.3%**
(+/-) Other net operating revenue (expenses)	(6.3)	21.2	-R$27.5	39.2	38.3	5.8%
(+) Supplier financial income	2.1	3.7	-43.0%	8.1	13.2	-38.7%
(-) Recovery of tax credit	(7.0)	(51.3)	-86.3%	(184.7)	(64.3)	193.1%
(-) Commercial lease payments	(100.1)	(90.5)	10.7%	(292.8)	(264.2)	10.8%
(=) Adjusted EBITDA[1]	**(13.4)**	**(26.1)**	**-48.7%**	**(145.8)**	**(222.8)**	**34.6%**
Adjusted EBITDA margin [1]	**-1.0%**	**-2.4%**	**1.4 p.p.**	**-4.4%**	**-9.5%**	**5.1 p.p.**

(1) Pursuant to article 4 of CVM Instruction 527, the Company chose to disclose adjusted EBITDA as per the table above, to use data that best reflects gross operating cash generation from its activities. Adjustments include: (i) Other Net Operating Revenue (Expenses); (ii) Supplier Financial Income; (iii) Recovery of Tax Credits; (iv) Commercial Lease Payments.

Adjusted EBITDA in 3Q21 was negative R$ 13.4 million, due to a return of our activities, however the time to mature the projects in our growth plan produces a mismatch between increased expenses and generation of revenue, impacting the company's profitability in the short term.

Financial Results

R$ million	3Q21	3Q20	△	9M21	9M20	△
Exchange variation	**(1.9)**	**(0.2)**	**850.0%**	**(0.6)**	**(12.9)**	**-95.2%**
Total Finance expenses	**(73.4)**	**(61.1)**	**20.2%**	**(181.6)**	**(161.8)**	**12.2%**
Interest on loans	(25.0)	(13.3)	88.0%	(49.8)	(23.1)	115.8%
Interest on leases	(35.1)	(33.9)	3.5%	(101.4)	(101.4)	0.0%
Interest on taxes and contingencies	(3.4)	(10.5)	-67.9%	(10.4)	(22.9)	-54.5%
Other Finance expenses	(10.0)	(3.4)	194.1%	(20.0)	(14.5)	38.1%
Total Finance income	**33.6**	**48.2**	**-30.4%**	**120.8**	**81.5**	**48.2%**
Interest	31.5	44.3	-28.8%	112.7	67.3	67.6%
Other finance revenue	2.0	3.9	-48.7%	8.0	14.3	-44.1%
Financial Results	**(41.8)**	**(13.1)**	**219.1%**	**(61.4)**	**(93.2)**	**-34.1%**

Net income for 3Q21 was a R$ 41.8 million expense due to lower interest revenue as a result of having less cash to invest and increased financial interest expenses due to higher rates.

Net Income

R$ million, except margins	3Q21	3Q20	△	9M21	9M20	△
Net income (loss)	**243.9**	**(28.2)**	**R$ 272.1**	**174.6**	**(275.7)**	**R$ 450.3**
Net Margin	**18.2%**	**-2.6%**	**20.8 p.p.**	**5.3%**	**-11.8%**	**17.1 p.p.**

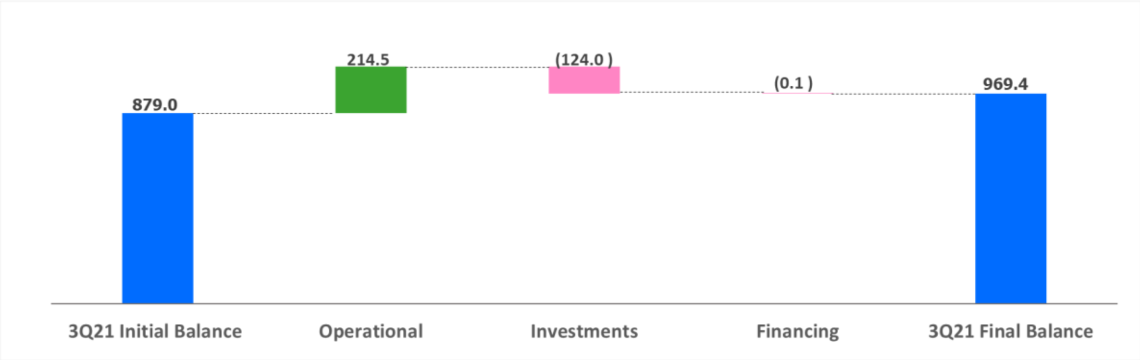
In 3Q21 there was a non-recurring impact of R$ 298 million on Income Tax and Social Contribution reported due to tax credits related to the non-incidence of Income Tax and Social Contribution on the SELIC-based correction of repeated overpayments – this understanding was issued by the Federal Supreme Court (STF) and is applicable immediately according to the definitions in CPC32 – taxes on income and ICPC 22 – uncertainty regarding the handling of taxes on income. Consequently, C&A's net income this quarter was R$ 243.9 million, with a margin of 18.2%. If we exclude this non-recurring effect C&A would have had a net loss of R$ 54.2 million in 3Q21, with a negative margin of 4.0%.

Adjusted Free Cash Flow

R$ million	9M21	9M20	△
Pro forma income (losses) before Income Tax and Social Contribution	**(154.5)**	**(384.0)**	**-59.8%**
Depreciation and amortization	178.5	182.1	-2.0%
(+/-) Other	(141.7)	69.6	-303.7%
Adjustments with no impact on cash	**36.8**	**253.2**	**-85.4%**
Income Tax and Social Contribution	**(1.8)**	**(30.2)**	**-94.0%**
Working Capital	**(208.5)**	**(37.7)**	**453.1%**
Trade receivables	183.9	472.5	-61.1%
Inventory	(271.7)	(245.1)	10.6%
Trade payable	(104.7)	(77.6)	35.0%
Other	(16.6)	(187.5)	-91.1%
Cash from operating activities	**(325.9)**	**(200.3)**	**62.7%**
(-) CAPEX	**(331.0)**	**(128.4)**	**157.8%**
(=) Adjusted Free Cash Flow	**(657.0)**	**(328.7)**	**99.9%**

In 9M21 C&A consumed R$ 657.0 million in free cash flow, generating cash in the third quarter and reducing the cash consumption from the 6M21 was of R$ 749.7 million. The main impact all year remain the same: CAPEX and working capital, using increased amounts of cash with suppliers and inventory.

Change in Cash Position - 3Q21



Looking at changes in the quarter we find that operating activities generating R$ 214.5 million in cash.

Investments

R$ million	3Q21	3Q20	△	9M21	9M20	△
Total Investments[1]	**122.7**	**44.4**	**176.4%**	**334.9**	**123.2**	**171.8%**
New Stores	42.6	12.6	238.1%	85.0	27.2	212.5%
Revamps and Remodelings	11.1	15.1	-26.5%	22.9	43.9	-47.8%
Supply Chain	55.6	3.8	1,363.2%	100.8	8.0	1,160.0%
Digital and Technology	13.4	12.9	3.9%	126.2	44.1	186.2%

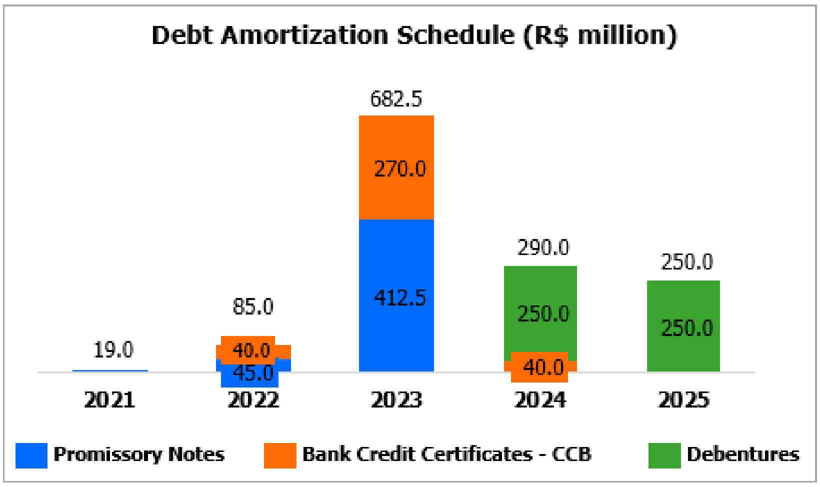
(1) Investments for the period include investments made but not necessarily paid. The amount paid (cash outlay) is included in the cash flow statement for investment activities.

R$ 122.7 million were invested this quarter, 176.4% more than in 3Q20. Most of the investments this quarter went into our supply chain, followed by new stores. As mentioned in the modernizing our supply chain lever, we have numerous project underway, including the push-and-pull pilot we started this quarter.

Indebtedness

R$ million	9M21	9M20	△
Gross Debt	**1,374.7**	**1,219.3**	**12.7%**
Short-Term Debt	105.9	384.5	**-72.5%**
Long-Term Debt	1,268.8	834.8	**52.0%**
(-) Cash and Cash Equivalents	**969.4**	**1,321.7**	**-26.7%**
(=) Net Cash or (Net Debt)	**(405.3)**	**102.4**	**-R$ 507.7**

C&A ended 3Q21 with a total gross debt of R$ 1.37 billion and net debt of R$ 405.3 million. The total debt has an average maturity of 3.12 years, and an average all-in cost of CDI + 1.98%.



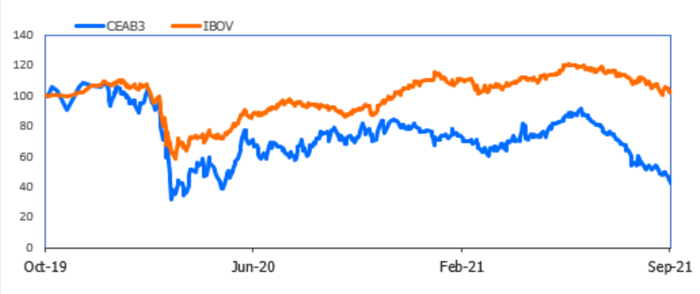
The amortization schedule refers to the principal only and excludes interest.

Capital Market

C&A joined the B3 "Novo Mercado" on 28 October 2019, at a starting share price of R$ 16,50. The average daily volume traded in 3Q21 was R$ 23.8 million, with a 49.8% loss in value of the shares. On September 30, 2021, the company's market cap was R$ 2.2 billion.

CEAB3[1]	
Closing Price (09/30/2021)	R$7.21
Higher price in 3Q21	R$14.00
Lower price in 3Q21	R$7.21
Appreciation/Depreciation in 3Q21	-49.8%
Number of shares	308,245,068
Market Cap. (09/30/2021)	R$2.2 billion
Average daily liquidity in 3Q21	R$23.8 million

CEAB3 x Ibovespa (Oct/2019 - Actual)



[1]Source: Enfoque, 09/30/2021

The Company's share capital is 308,245,068 common shares, with 34.5% free-float. The Company's free-float and its main shareholders on September 30, 2021 are described below:

Stockholding structure	Number of Shares (ON)	% of total
Controlling shareholder	201,319,336	65.3%
Verde Asset Management S.A.	15,888,100	5.2%
Management	531,097	0.17%
Others	90,506,535	29.4%
Total	**308,245,068**	**100.0%**

Attachments

Consolidated Statement of Financial Position

R$ million	30/09/21	12/31/20
Total Assets	**7,613.8**	**7,309.6**
Current assets	**3,094.1**	**3,520.0**
Cash and cash equivalents	969.4	1,509.2
Trade receivables	873.1	1,063.8
Derivatives	2.4	0.2
Related parties	0.2	0.1
Inventory	882.8	641.0
Taxes recoverable	314.9	282.7
Other assets	41.4	22.9
Non-current assets	**4,529.7**	**3,789.7**
Long-term assets	**1,815.9**	**1,313.0**
Taxes recoverable	1,322.6	1,157.4
Deferred taxes	429.1	71.5
Judicial deposits	61.6	81.5
Related parties	0.1	0.0
Other assets	2.5	2.7
Property and equipment	712.3	667.2
Right-of-use assets - leases	1,598.8	1,514.4
Intangible assets	402.7	295.0

R$ million	30/09/21	12/31/20
Total Liabilities and Equity	**7,613.8**	**7,309.6**
Current liabilities	**1,901.4**	**2,251.7**
Lease liabilities	454.4	390.6
Loans	105.9	390.6
Trade payables	1,061.7	1,158.9
Derivatives	0.5	6.8
Labor liabilities	158.6	136.1
Related parties	34.2	34.8
Dividends and interest on shareholder's equity payable	0.0	0.0
Taxes payable	51.5	107.0
Income Tax payable	0.2	0.3
Other liabilities	34.3	26.6
Non-current liabilities	**2,871.2**	**2,403.1**
Lease liabilities	1,314.6	1,264.2
Trade payables	19.7	24.8
Loans	1,268.8	820.7
Labor liabilities	6.3	4.4
Provisions for tax. civil and labor proceedings	197.1	230.1
Taxes payable	26.8	25.0
Other liabilities	38.0	33.9
Shareholder's equity	**2,841.2**	**2.654.8**
Capital stock	1,847.2	1,847.2
Capital reserve	25.6	19.4
Accumulated profit	166.9	-
Profit reserve	800.3	792.6
Other comprehensive income	1.3	(4.3)

Consolidated Statement of Earnings - 3Q21

R$ million	3Q21	3Q20	△
Net operating revenue	**1,339.4**	**1,067.2**	**25.5%**
Apparel	1,085.5	820.6	32.3%
Other - Fashiontronics	199.8	228.1	-12.4%
Net revenue from merchandise	**1,285.2**	**1,048.7**	**22.6%**
Financial services - Bradescard partnership	**49.6**	**16.0**	**209.4%**
Other revenue	**4.6**	**2.4**	**89.6%**
Cost of merchandise/services	**(740.1)**	**(612.1)**	**20.9%**
Gross profit	**599.3**	**455.0**	**31.7%**
Apparel	535.2	395.9	35.2%
Other - Fashiontronics	33.8	56.9	-40.6%
Gross merchandise profit	**569.0**	**452.8**	**25.7%**
Gross profit from financial products - Bradescard partnership	**49.4**	**15.8**	**212.7%**
Gross profit from other categories	**(19.1)**	**(13.6)**	**40.6%**
Operating (expenses) income	**(640.0)**	**(494.2)**	**29.5%**
General and administrative expenses	(104.8)	(89.3)	17.3%
Selling expenses	(409.9)	(305.0)	34.4%
Depreciation and Amortization	(138.6)	(130.1)	6.6%
Other operating income (expenses) net	13.4	30.2	-55.7%
Operating profit (loss) before Financial Results	**(40.6)**	**(39.2)**	**3.6%**
Financial Results	**(41.8)**	**(13.1)**	**219.2%**
Exchange variation	(1.9)	(0.2)	801.5%
Total Finance expenses	(73.4)	(61.1)	20.2%
Total Finance income	33.6	48.2	-30.4%
Income (loss) before taxes	**(82.4)**	**(52.3)**	**57.6%**
Income taxes	326.3	24.1	17.2%
Net income (losses) for the period	**243.9**	**(28.2)**	**R$272.1**
(+) Income taxes	(326.3)	(24.1)	1,254.8%
(+/-) Net financial results	41.8	13.1	219.2%
(+) Depreciation and Amortization	138.6	130.1	6.6%
(=) EBITDA	**98.0**	**90.9**	**7.9%**
(+/-) Other operating income (expenses),net	(6.3)	21.2	-R$ 27.5
(+) Financial income from suppliers	2.1	3.7	-43.0%
(-) Tax credit recovery	(7.0)	(51.3)	-86.3%
(-) Commercial lease payments	(100.1)	(90.5)	10.7%
(=) Adjusted EBITDA	**(13.4)**	**(26.1)**	**48.7%**

Consolidated Statement of Earnings - 9M21

R$ million	9M21	9M20	△
Net operating revenue	**3,291.1**	**2,338.5**	**40.7%**
Apparel	2,602.3	1,728.6	50.5%
Other - Fashiontronics	525.3	500.7	4.9%
Net revenue from merchandise	**3,127.6**	**2,229.3**	**40.3%**
Financial services - Bradescard partnership	**149.8**	**100.1**	**49.6%**
Other revenue	**13.7**	**9.1**	**51.5%**
Cost of merchandise/services	**(1,792.3)**	**(1,263.9)**	**41.8%**
Gross profit	**1,498.8**	**1,074.6**	**39.5%**
Apparel	1.283.5	875.7	46.6%
Other - Fashiontronics	96.6	117.3	-17.6%
Gross merchandise profit	**1,380.2**	**993.0**	**39.0%**
Gross profit from financial products - Bradescard partnership	**149.1**	**99.4**	**50.1%**
Gross profit from other categories	**(30.5)**	**(17.7)**	**72.1%**
Operating (expenses) income	**(1,622.7)**	**(1,408.2)**	**15.2%**
General and administrative expenses	(257.1)	(258.5)	-0.5%
Selling expenses	(1,102.8)	(787.9)	40.0%
Depreciation and Amortization	(408.4)	(387.7)	5.3%
Other operating income (expenses) net	145.5	30.2	382.3%
Operating profit (loss) before Financial Results	**(124.0)**	**(333.6)**	**-62.8%**
Financial Results	**(61.4)**	**(93.2)**	**-34.1%**
Exchange variation	(0.6)	(12.9)	-95.2%
Total Finance expenses	(181.6)	(161.8)	12.2%
Total Finance income	120.8	81.5	48.2%
Income (loss) before taxes	**(185.4)**	**(426.8)**	**-56.6%**
Income taxes	360.2	151.2	138.2%
Net income (losses) for the period	**174.6**	**(275.7)**	**R$450.3**
(+) Income taxes	(360.0)	(151.2)	138.1%
(+/-) Net financial results	61.4	93.2	-34.1%
(+) Depreciation and Amortization	387.7	392.7	-1.3%
(=) EBITDA	**284.4**	**54.1**	**425.3%**
(+/-) Other operating income (expenses), net	39.2	37.1	5.8%
(+) Financial income from suppliers	8.1	13.2	-38.7%
(-) Tax credit recovery	(184.7)	(63.0)	193.1%
(-) Commercial lease payments	(292.8)	(264.2)	10.8%
(=) Adjusted EBITDA	**(145.8)**	**(222.8)**	**-34.6%**

Consolidated Cash Flow

R$ million	9M21	9M20
Operating Activities		
Income (loss) before income tax	**(185.4)**	**(426.8)**
(+)Adjustments to reconcile income before taxes to net cash flow:	**397.0**	**572.2**
Allowance for (reversal of) expected credit losses	3.6	3.8
Adjustment to present value of accounts receivables and suppliers	(0.1)	(3.2)
Expenses with stock-based compensation	6.2	4.4
Provisions for inventory losses	29.4	27.7
Gains from tax proceedings	(253.9)	(14.7)
Depreciation and amortization	178.5	182.1
Impairment reversal of property and equipment, intangible and right-of-use assets	0.1	(7.1)
Losses from sale or disposal of property and equipment and intangible assets	4.6	7.2
Depreciation of right-of-use	252.4	226.3
Interest on leases	107.8	106.8
Losses on disposal of leases	0.0	0.0
Depreciation of right-of-use	0.0	0.0
Interest on loans	49.8	23.1
Amortization transaction costs on loans	1.9	1.2
Provisions (reversals) for tax, civil and labor proceedings	18.3	28.7
Update of judicial deposits	(1.5)	(13.9)
Working capital adjustments:	**(210.3)**	**(67.9)**
Trade receivables	183.9	472.5
Related parties	(0.8)	(2.0)
Inventories	(271.1)	(245.1)
Taxes recoverable	56.5	(12.0)
Other credits	(26.0)	(14.0)
Judicial deposits	(9.6)	2.9
Trade Payables	(104.7)	(77.6)
Labor liabilities	24.3	16.6
Other liabilites	11.7	3.4
Provisions for tax, civil and labor proceedings	(20.3)	(14.0)
Taxes payable	(52.4)	(168.4)
Income tax and social contribution paid	(1.8)	(30.2)
(=)Net cash flows from operating activities	**1.2**	**77.5**
(+)Investment Activities	**(331.0)**	**(128.4)**
Purchase of property and equipment	(167.9)	(81.7)
Purchase of intangible assets	(163.2)	(46.8)
Receivables from the sale of property and equipment	0.1	0.1
Cash flow used in investment activities	**(331.0)**	**(128.4)**
(+)Financing Activities	**(209.9)**	**913.0**
New Loan/ Debentures issuance	500.0	1,200.0
Loan/Debentures transaction costs	(3.8)	(5.0)
Repayment of loans	(362.5)	0.0
Interest paid on loans	(21.9)	0.0
Repayments and interest paid on leases	(321.8)	(282.0)
Interest on shareholder's equity paid	(0.0)	0.0
Net cash flows obtained from (used in) financing activities		
(=)Increase (reduction) in cash and cash equivalents	**(539.8)**	**874.6**
Cash and cash equivalents at the beginning of the period	**1,509.2**	**447.1**
Cash and cash equivalents at the end of the period	**969.4**	**1,321.7**

Glossary of Terms

1P: Goods in our own inventory marketed by our e-commerce.

3P: Third-party (seller) goods marketed by our e-commerce.

Click-and-Collect: A solution whereby customers can buy online and pick-up their goods in one of our B&M stores.

Fashiontronics Electronics and other related goods such as smartphones, tablets, watches and accessories. This includes earphones/pods and chargers. More recently beauty items and cosmetics were added to the category.

Galeria C&A: C&A Marketplace.

GMV (Gross Merchandise Volume): The total amount in Reals (R$) sold by our e-commerce, including 1P and 3P goods.

Hunting and Farming: Prospecting and maintaining partner sellers for our marketplace.

Lead time: This is the time it takes for raw materials or goods to be delivered to C&A from the supplier once they are ordered.

HUB stores: B&M stores in privileged locations that work as hubs to ship goods to customers.

MAU (Monthly Active Users): Monthly Active Users measures how many users used our app for any action in the past 30 days.

Mindse7: Launched in November 2018, Mindse7 is a digital native project that presents weekly collections inspired on the main conversations and trends on the streets and on social networks, using a co-creation model between a multidisciplinary team comprised of C&A and its suppliers. Focusing on versatile, timeless items aligned to the desires of Brazilian women, it has already launched some 200 collections, always focusing on innovative offerings of diverse and inclusive fashion for all styles, bodies and ages.

Onboarding: System, product and process integration.

Push and pull: A supply model that consists in replacing individual SKUs of different models, sizes and colors in our B&M stores according to demand, making service to the demand for our fashion items more efficient.

RFID (Radio-Frequency Identification): enables identifying and locating each SKU in both stores and DCs.

Seller: partner sellers who market our goods on our marketplace.

Ship-from-Store: transforming B&M stores into distribution centers, shipping goods purchased on our e-commerce directly to customers.

SKU : Stock keeping unit

Social selling: A process whereby relationships are developed, and sales made using social networks.

Sorter: Individual sorting/picking equipment.

SSS: Same store sales Growth in same store sales. This is comprised of sales in stores in activity for more than 13 months compared to the same period in the previous year. It includes all forms of e-commerce sales and deliveries (100% online, ship-from-store and click-and- collect).

Supply: Supply chain

WhatsApp sales: A type of online sale where C&A associates interact with customers using WhatsApp.

WMS: Warehouse management system, an inventory management tool

About C&A

C&A is a fashion company focused on suggesting experiences that go beyond dressing. Established in the Netherlands in 1841 by Clemens and August, C&A believes in and defends Fashion as one of the most fundamental channels for people to connect with themselves and those around them. For this reason, C&A customers are the core of its strategy. C&A is one of the world's leading fashion retailers and has been in Brazil since 1976, when it opened its first store in Shopping Ibirapuera in São Paulo. On September 30, 2021 there were 308 stores in operation, with a total sales area of around 581 thousand square meters, plus its e-commerce. The Company has been listed on the Brazilian B3 exchange since October 2019, and innovates by offering digital and omnichannel services and solutions to expand customer online and offline experiences. With over 14 thousand employees all over Brazil, C&A offers young, innovative, diverse and inclusive fashion for women, men and children. It also offers a line of Fashiontronics with a wide array of cell phone and smartphones, and has just added beauty care to its range. On 2021 it committed to becoming C&A Fashion Tech, and in the coming years aims to become the digital fashion company that best understands Brazilian women, with B&M stores and a lot of emotional connection.

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