



Earnings

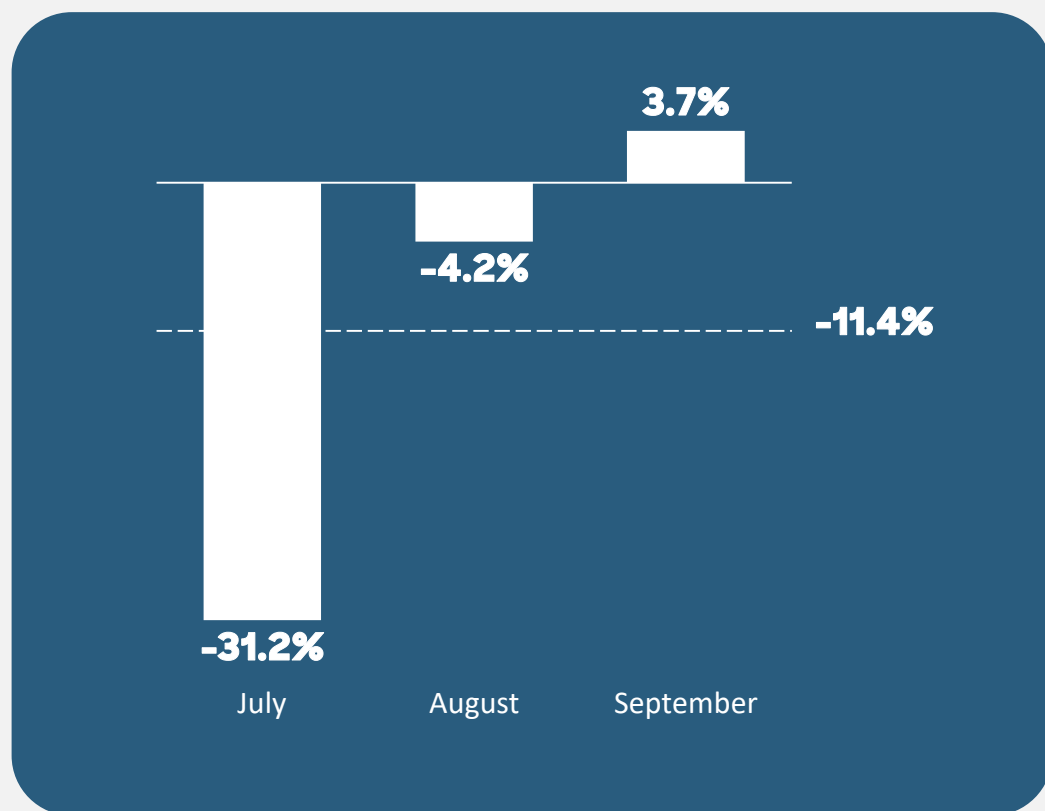
3Q20



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The turnaround quarter

Sale of goods (growth compared to 2019, %)



Recovery of offline sales as B&M stores are open more days in the week and for longer hours.

Accelerated growth of omnichannel sales, despite B&M stores reopening - 444% compared to 3Q19

Deliveries in the 3Q20 Growth Plan



New stores opened:

- 1 new store opened
- Total of 289 stores



Implementation of the new CVP* store concept:

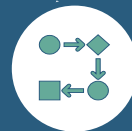
- 18 revamped stores
- Total of 185 CVP stores



Digital Transformation:

- **Accelerated** growth of **omnichannel sales** - 441% in 3Q20
- **App:** Our main sales channel surpassed 3 Mn active users a month (MAUs)
- **Galeria C&A:** over 150 sellers, 2% of the total GMV. Focus is on fashion and footwear
- **All 289 stores** now have omnichannel Ship-from-Store and Click-and-Collect initiatives
- **Endless Aisles** accounting for double digit sales
- **New Channels:** WhatsApp sales available in more than 260 stores, Minha C&A (My C&A) pilot, basic merchandise vending machines in high-traffic locations, mini-stores launched
- **C&A & VC:** over 12 million customers
- **New customers:** +223% compared to 3Q19
- **Corporate squads** and an **Open Innovation** program, partnering with Endeavor

* CVP – Customer Value Proposition



Modernized Supply Chain operating model

Distribution Network:

- optimized logistics network
- Imports and receiving via the Santa Catarina DC
- Optimized operational sorter, a second sorter arriving in 1H21

Omnichannel Operations:

- a new **transportation** matrix for stores
- a ship-from-store pilot with **3 hub stores**

Technology:

- RFID used for categories other than midese7
- **Machine learning** in distribution covering 70% of all sales
- Definition of a new **WMS system**



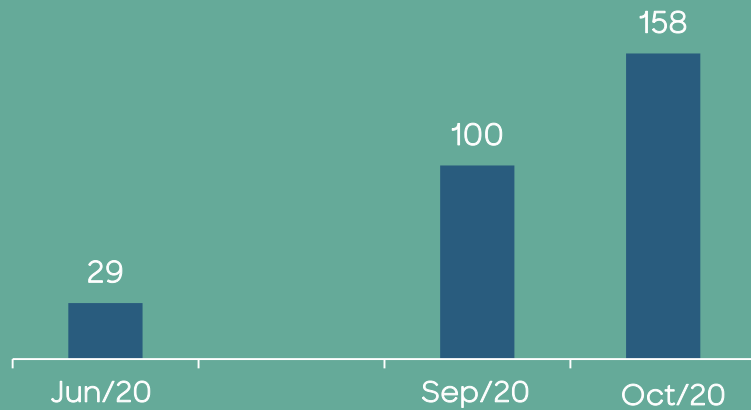
Increased credit offering:

Optimized contact with C&A card customers using online channels, providing them with information and focused offers

Broader offer of relevant items

Assortment

Galeria C&A
(# active sellers)



Capsule collections:

Collection
created by
C&A & VC
customers.



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jeito de arrasar

clique e conf

uma coleção criada em parceria
com consumidoras do programa C&A&VC



Collection launched in
streaming with actresses
presenting plays in a
causal and fun way!

Impact:

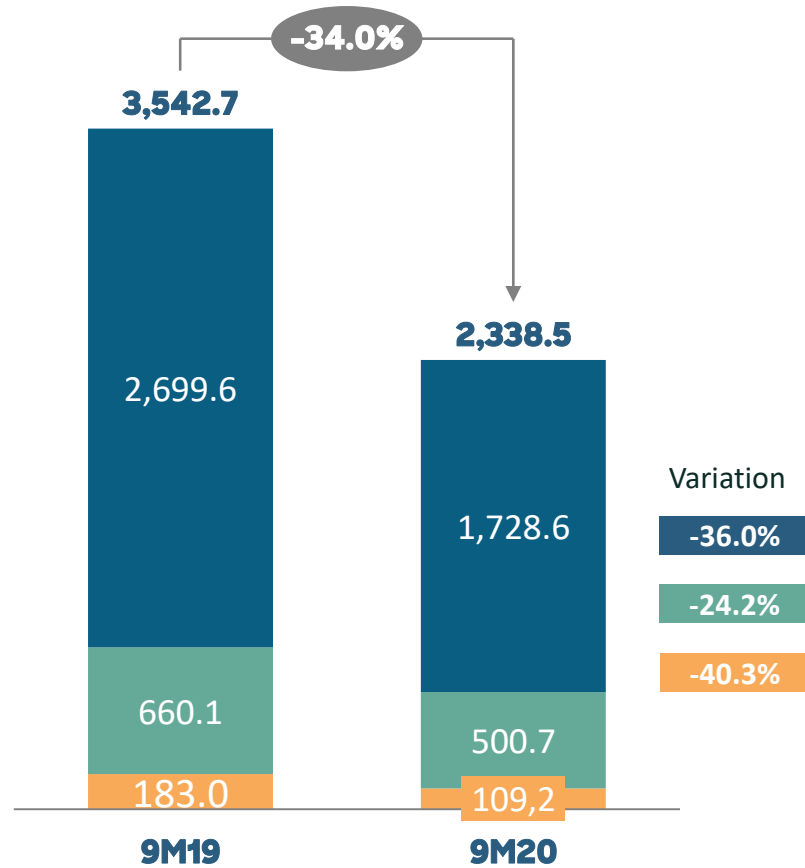
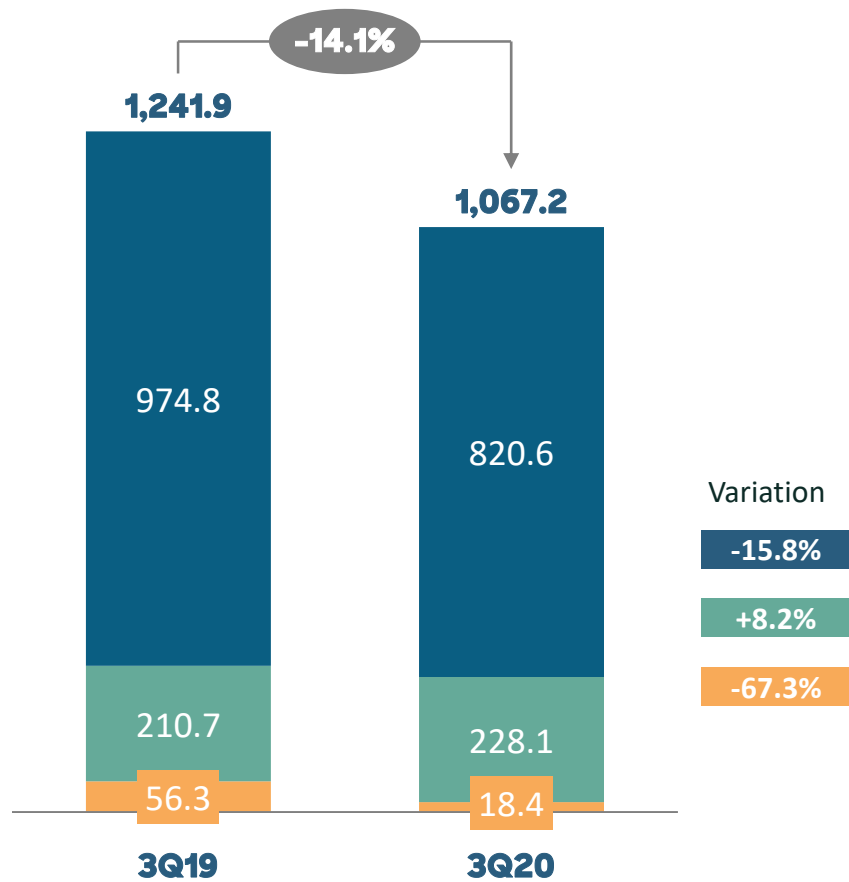
Denim collection with
items that use 65% less
water in the washing
process.



Ciclos Collection, first with Gold Level - Cradle to
Cradle™ Certification produced in Brazil

Net Revenue

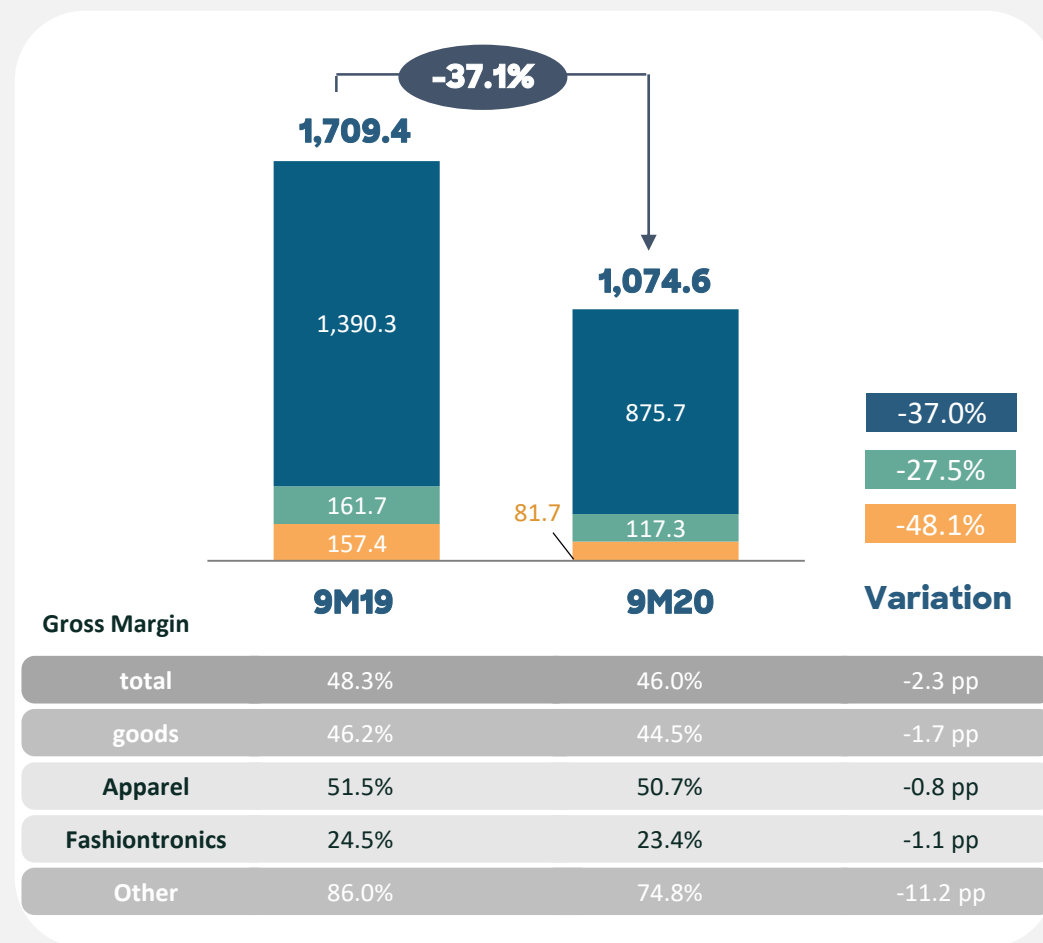
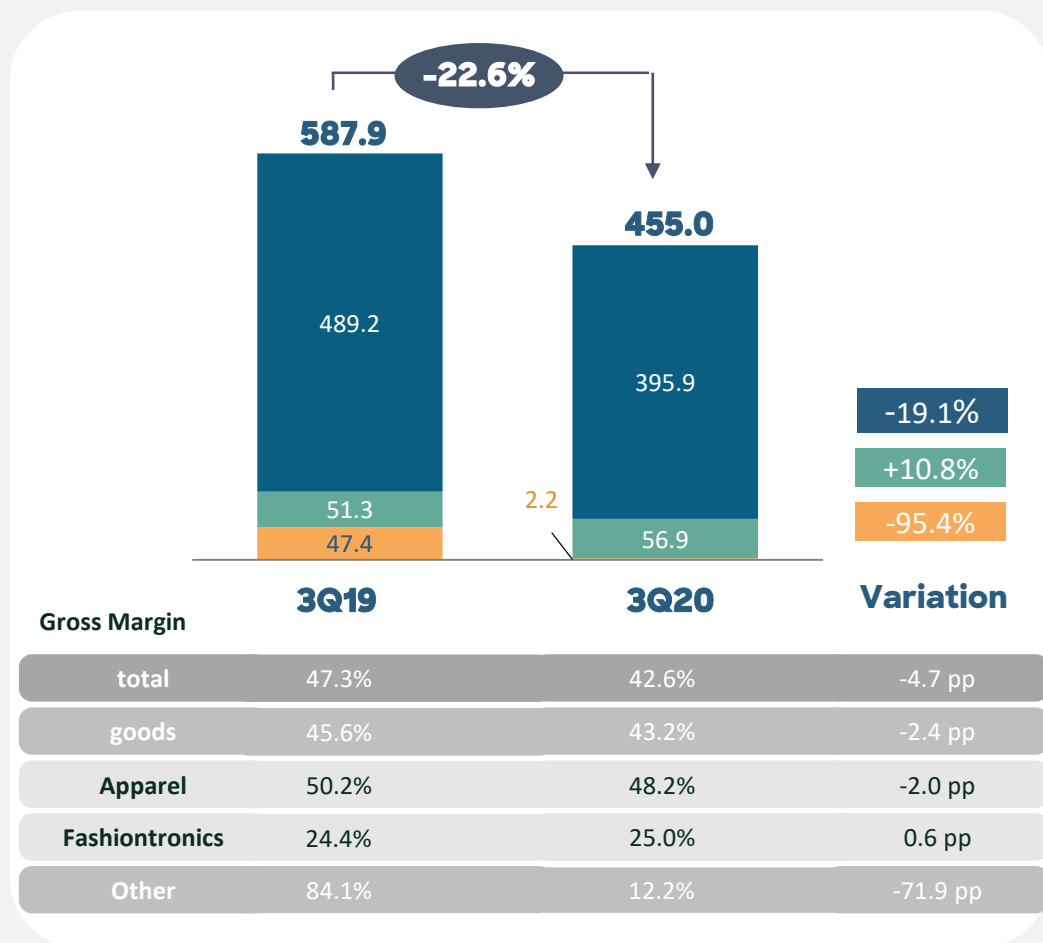
(R\$ million)



Apparel Fashiontronics Other (including financial services)

Gross Profit and Margin

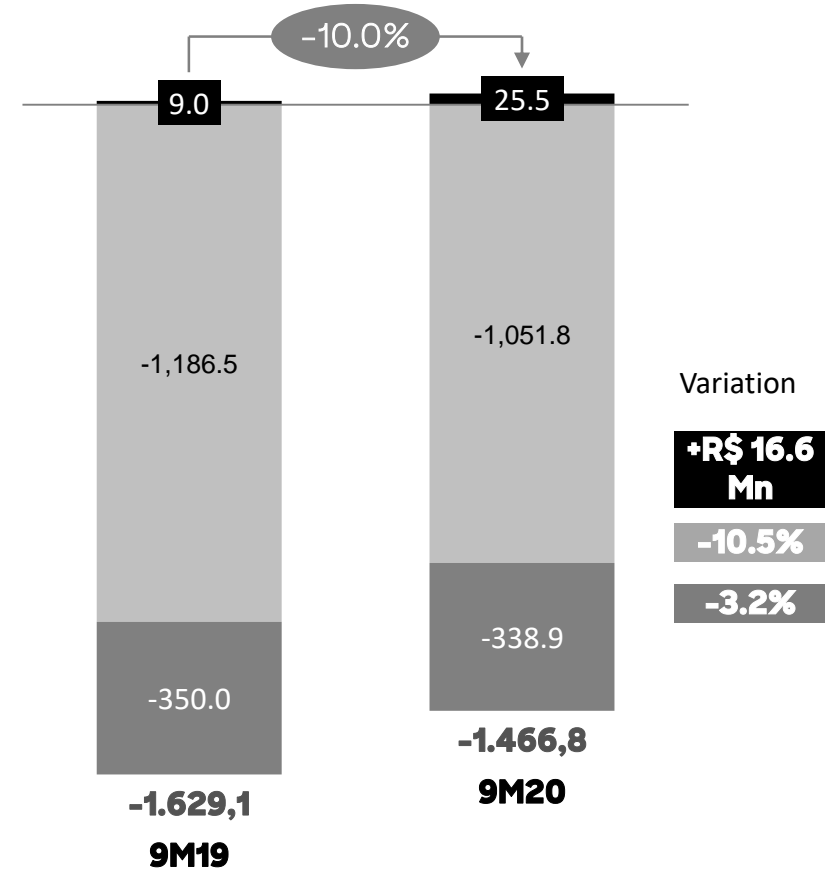
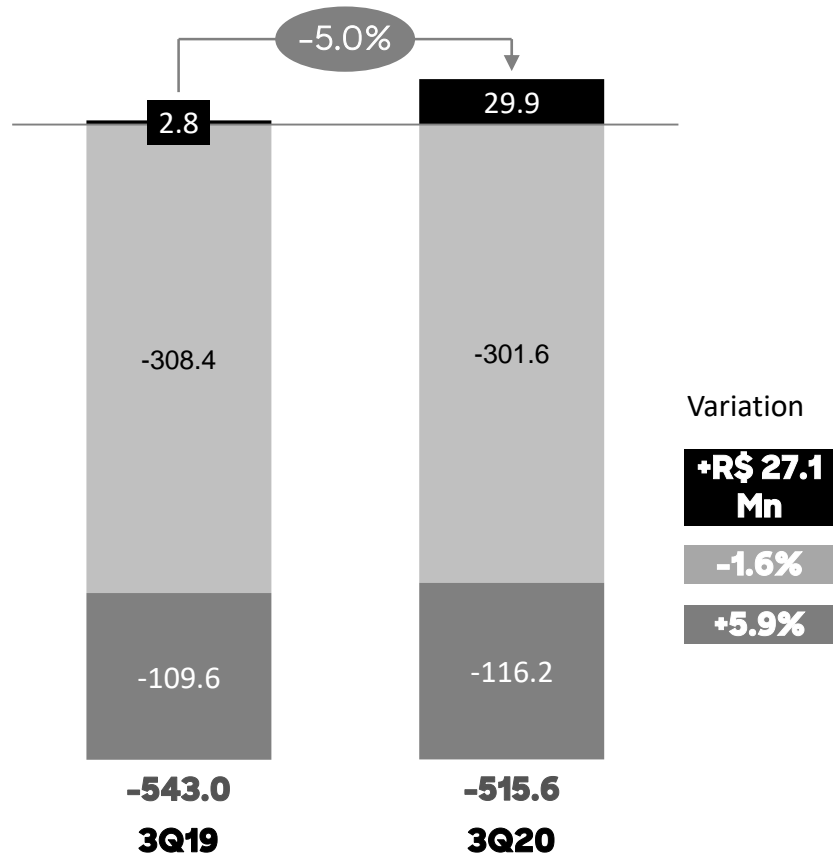
(R\$ million and %)



Apparel Fashiontronics

Other (including financial services)

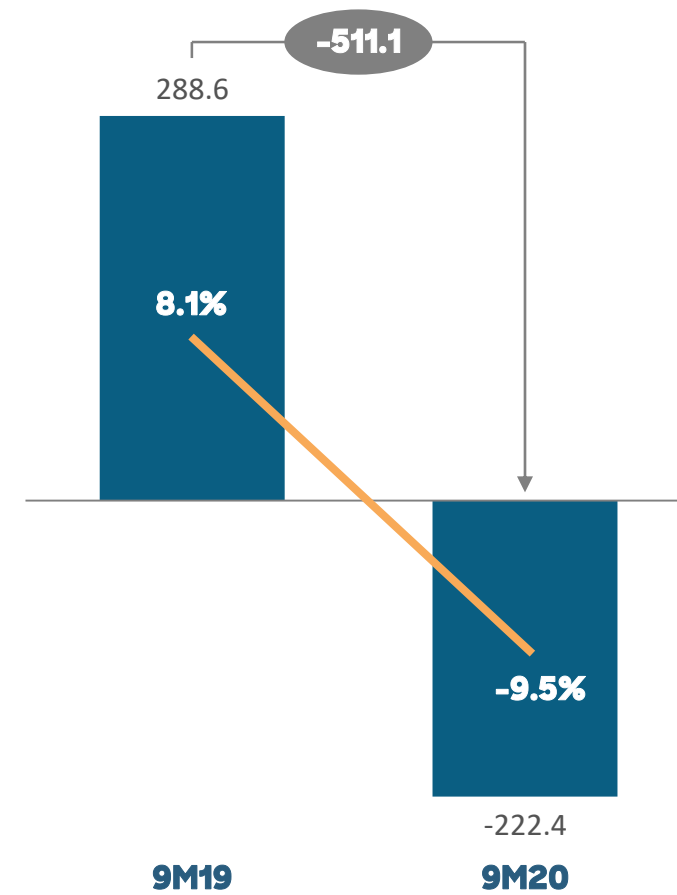
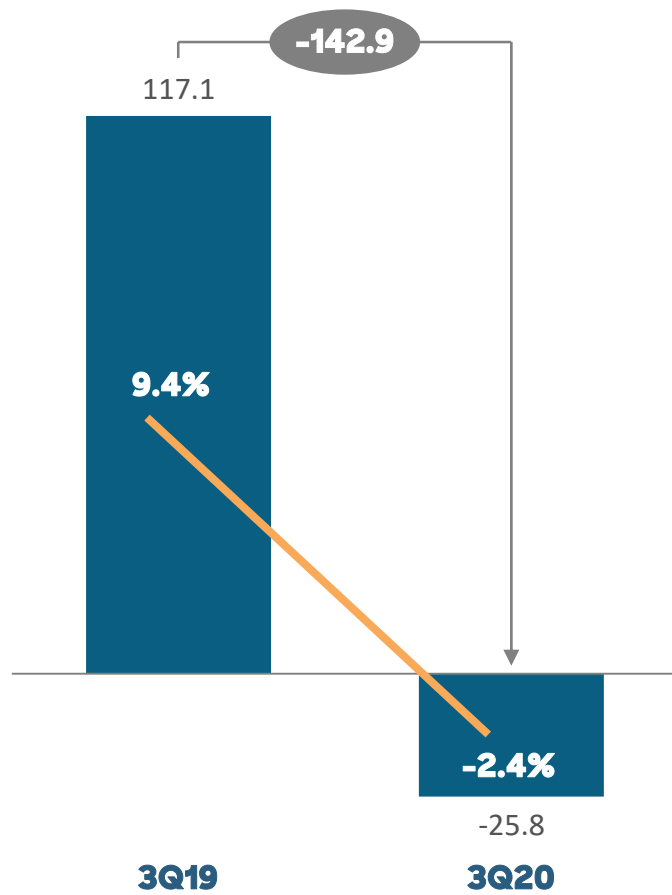
Pro-forma operating expenses (R\$ million)



■ Sales ■ G&A ■ Other

Adjusted EBITDA and Proforma Margin

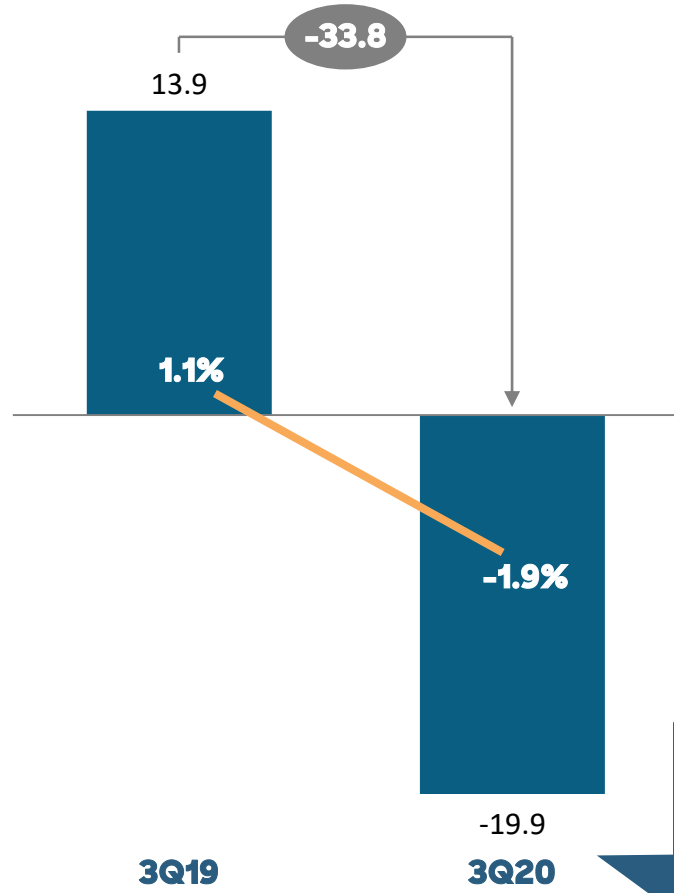
(R\$ million and %)



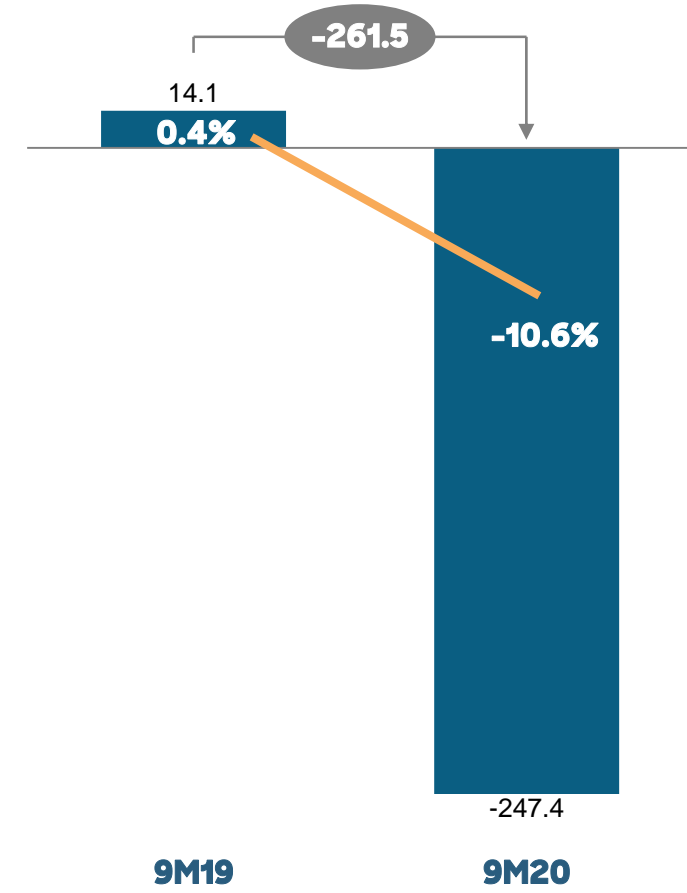
— Margin (%) Adjusted EBITDA

Proforma Margin and Net Profit

(R\$ million and %)



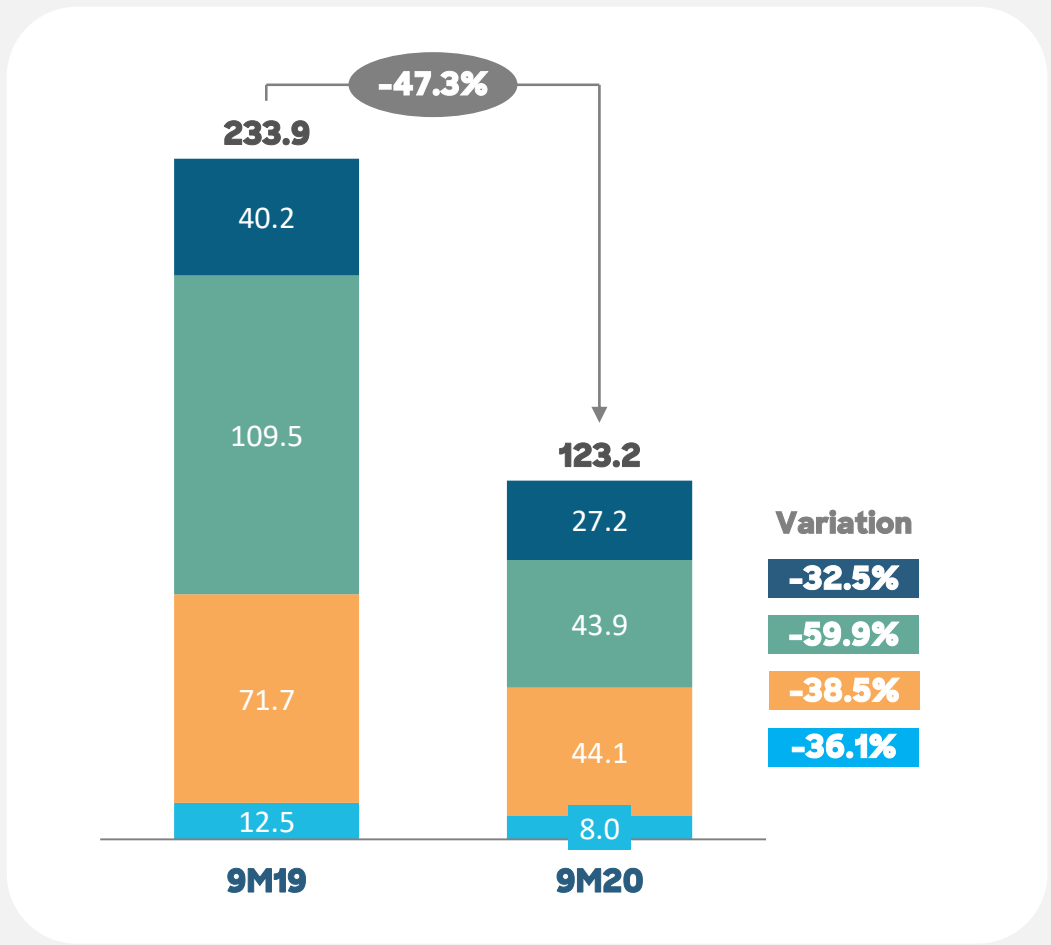
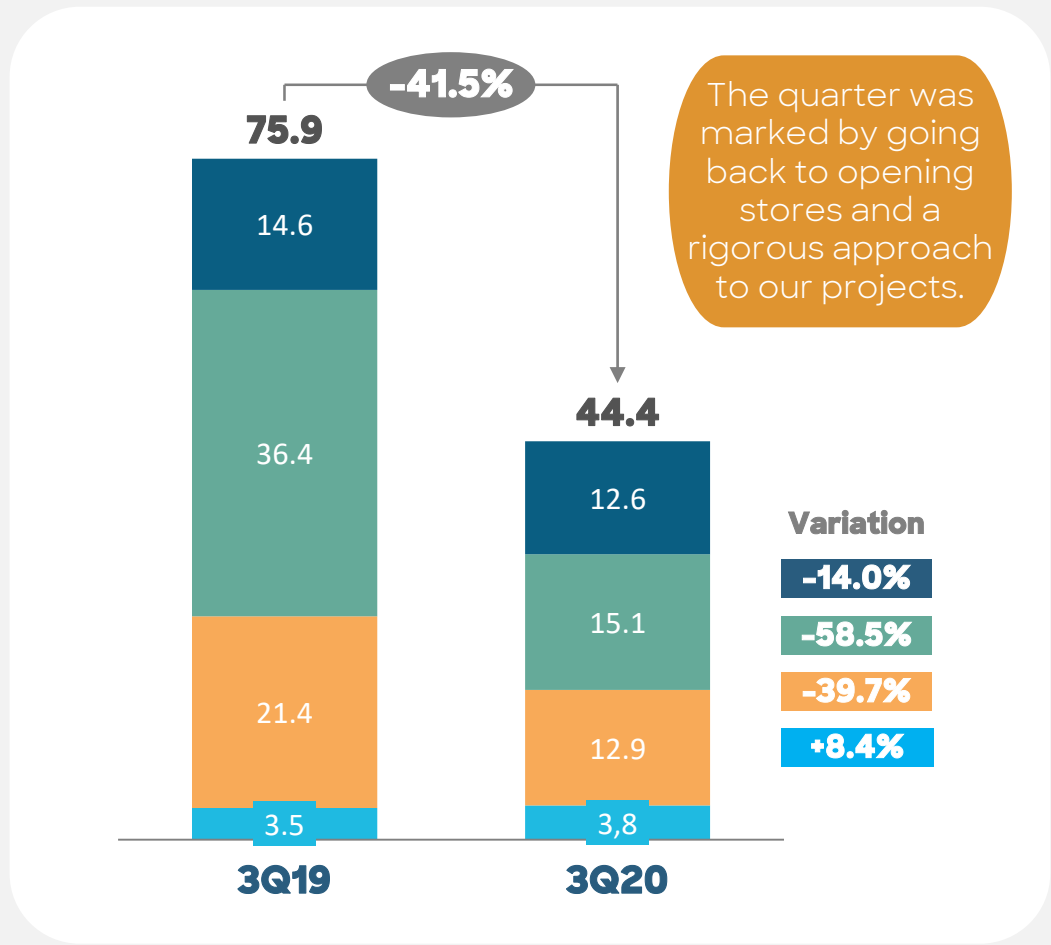
if the non-recurring effect of import tax credits were excluded, this would be a R\$ 68.3 million loss



Margin (%)

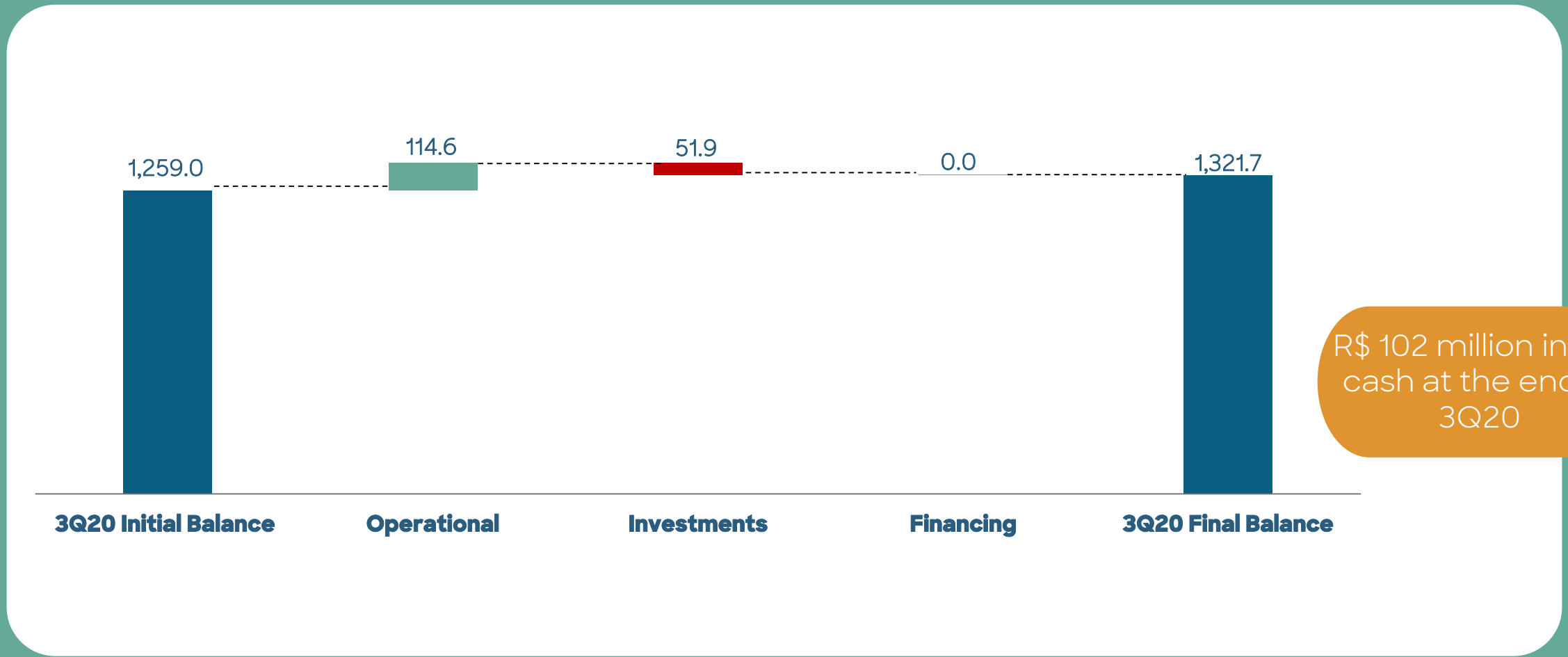
Proforma Net Profit

Investments (R\$ million)



New Stores Revamps IT and other Distribution Centers

Change in Cash Position 3Q20 (R\$ million)



R\$ 102 million in net cash at the end of 3Q20



Earnings

3Q20

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Disclaimer:

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