**Earnings Call** 

# 1025

We meet C&A



## 1Q25 Highlights



+15%

SSS¹ in apparel
in 1Q25



15.2%
Adjusted EBITDA margin²
post-IFRS-16 in 1Q25



O.5X

Net debt³/EBITDA in 1Q25, down from 1.5x in 1Q24



+6.4%

Increase in **customer base** in 1Q25 vs. 1Q24



+1.9 p.p.

Merchandise gross margin
vs. 1024



R\$2.5M

**Adjusted net income,** in 1Q25



R\$80.9M

**Free cash generation** in the quarter



+13.3 p.p.

in **NPS** for 1Q25 vs. 1Q24

+41.2% Apparel net revenue and +1.5 pp. in gross margin, in the last two years

(1) SSS: Same Store Sale - Growth in sales at the same stores; (2) Adjustments include: (i) Other net operating income (expenses); (ii) Financial income from suppliers; (iii) Recovery of tax credits; and (iv) Long-term incentive program; (3) Adjustments include: (i) Other net operating income (expenses); (ii) Recovery of tax credits; and (iii) Long-term incentive program, net of taxes; and (4) Includes the commitment with Bradescard.

# Operational Highlights

## Same-store sales of +15% in apparel



Commercial planning dedicated to 1Q25



Product perceived value and versatility



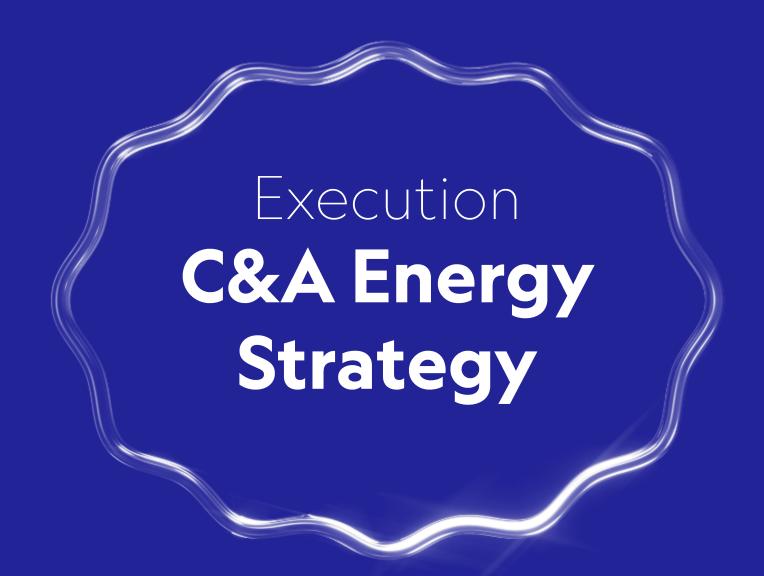
Commercial intelligence



Improvement in customer satisfaction metrics

(NPS and customer base)





# energia C&A Product



Improvement in **key categories** 

**Assortment** review

**Rollout** of initiatives across **product** categories

71.1% growth in Beauty's net revenue vs. 1Q24

**Dynamic assortment:** Integration of new engines

**Rollout** to **new** categories

## **Sourcing**

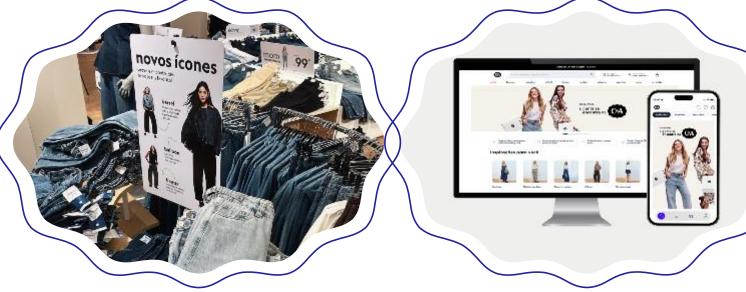


Improvement in product quality

Reduction in average **lead time** and delivery

**Accuracy** in store replenishment

# energia C&A Omnichannel Journey



**ONLINE** 

Renovations

**OFFLINE** 

+9 renovations initiated

## **Dispersion Program**

**+50** planned stores

## **Expansion**

+2 new stores

## **New Store Concept**

Start of works

## Site & App

**+53.5%** in MAU

**+7.3 p.p** in NPS

**Integration** between app and store with exclusive offers

Custom showcase

# energia C&A Brand and relationship

## **Brand**

Sponsorship:

Everybody in Rio – Lady Gaga



## CRM

**Al** in product and channel recommendations

Implementation of new personalization engines

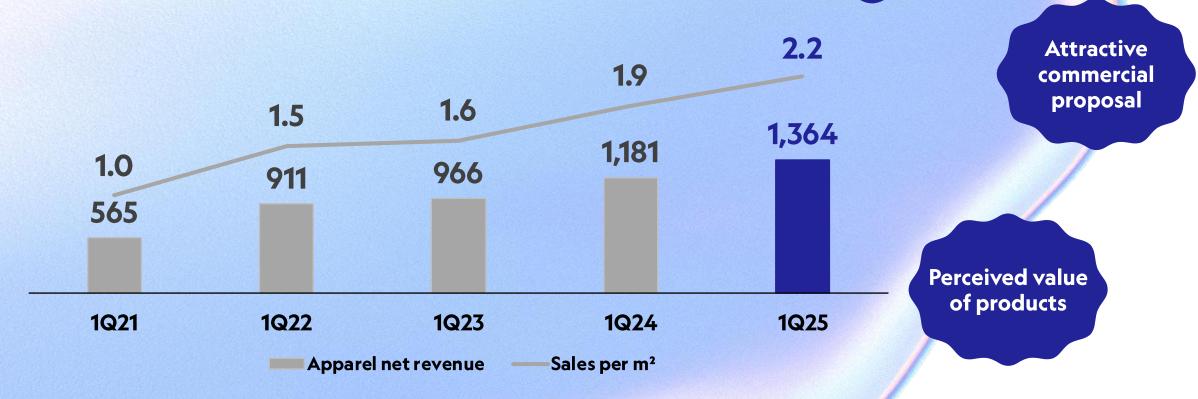
Online and offline integration (omni)



# Consistent growth in apparel

**R\$ Million** 

2 years (1Q23-1Q25): 19.1% 3 years (1Q22-1Q25): 13.7% 5 years (1Q20-1Q25): 11.3%



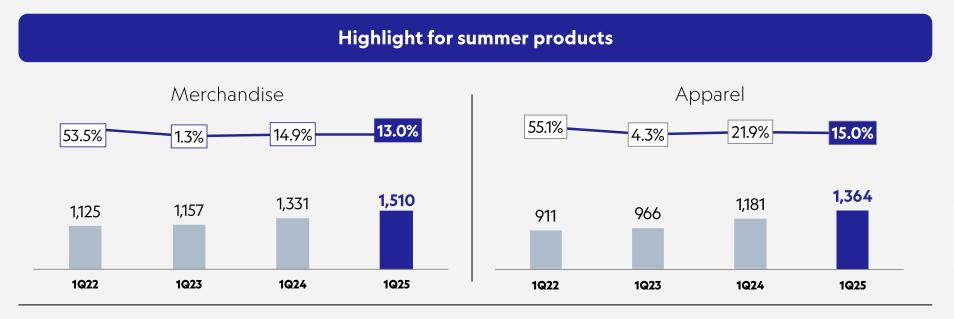


# Financial Performance



## Merchandise revenue

R\$ Million & %





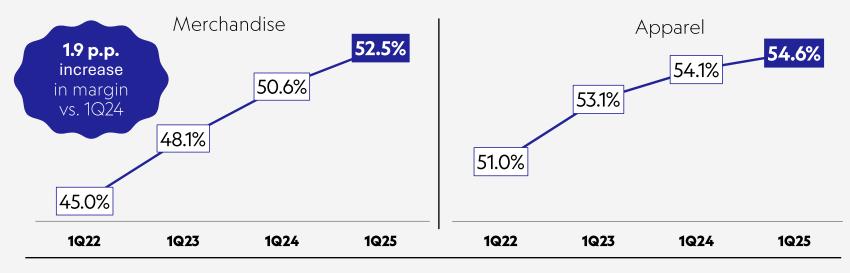




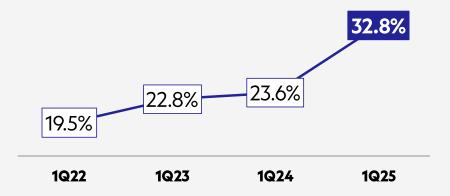
## Merchandise gross margin

R\$ Million & %

## Assertiveness in product development and dynamic pricing



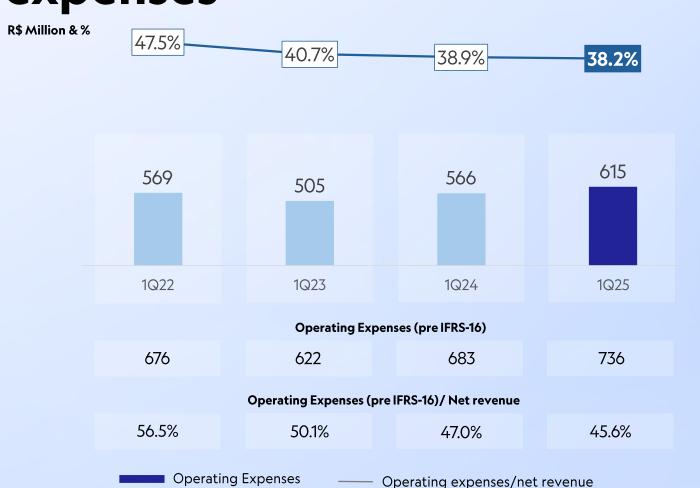
Electronics and Beauty





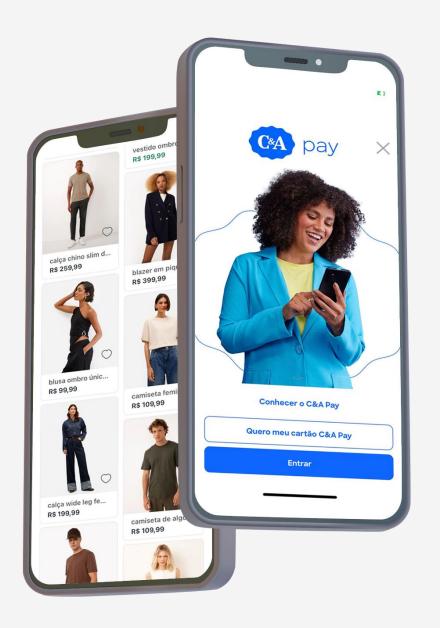
Discipline in managing operating

expenses<sup>1</sup>





(1) Expenses consider the impact of the payment of the lease, in accordance with accounting standard IFRS16, but disregard Depreciation and Amortization expenses and Depreciation of Right of Use (Lease), in addition to expenses with credit losses, net, and other (expenses) operating income.





R\$796.2 M

**Portfolio** up to 360 days at the end of 1Q25 (-3.8% vs. 1Q24)

24.2%

Penetration in retail sales, -0.7 pp vs. 1Q24

Reduction of 1.4 p.p.

in **net losses/portfolio 360** of 1Q25 , vs. 1Q24, reaching 3.2%

Reduction of 0.6 p.p.

In the **NPL 90** vs. **1Q24, reaching 18.5%** 

R\$19.4M

in **operating result,** 10.5% higher vs. 1Q24

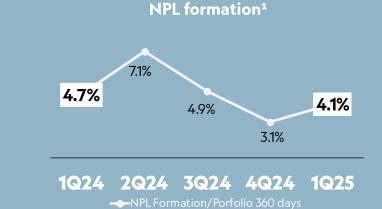


# Improvement in delinquency indicators



NPL 90 and net loss over avg. portfolio





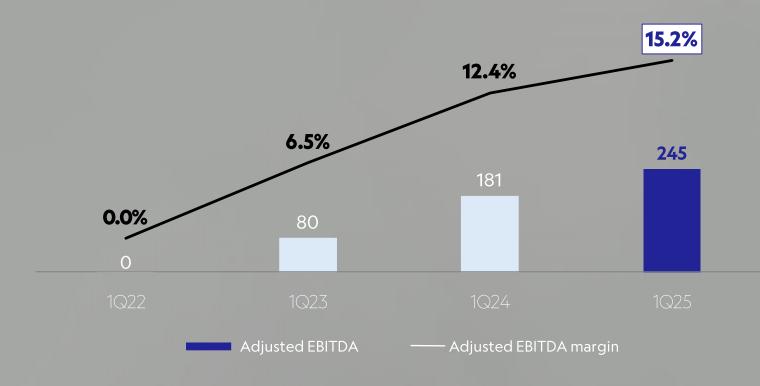
Coverage<sup>2</sup> index over overdue portfolio 360 (>90 days)





# Evolution of adjusted EBITDA<sup>1</sup> with margin expansion

R\$ Million & %

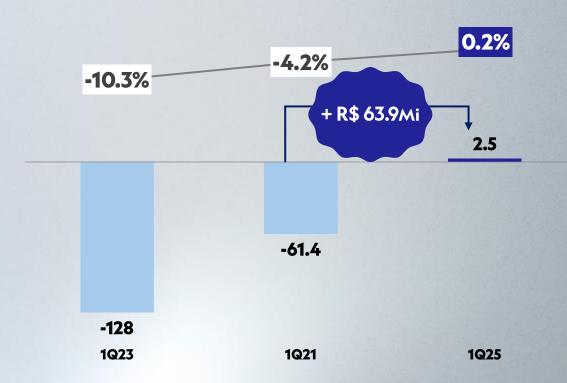


(1) The EBITDA considers the impact of lease payments, in accordance with accounting standard IFRS16, and is adjusted by: (i) other net operating revenue (expenses); (ii) financial income from suppliers; (iii) recovery of tax credits; and (iv) long-term incentives for employees.



## Adjusted net income<sup>1</sup> Reversal of prior year's loss

R\$ Million & %



(1) Adjustments include: (i) Other net operating revenue (expenses), (ii) Supplier financial income, (iii) Recovery of tax credits and (iv) Social charges from long-term incentives paid to employees.

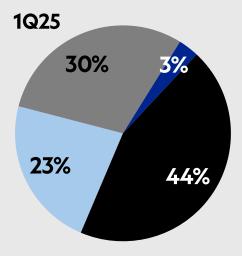




## CAPEX

## Focused on Energia C&A

## Discipline in capital allocation



- New stores
- Revamps and remodeling
- Supply chain
- Digital and Technology

	1Q25	1Q24	Δ%
New stores	9.1	5.0	84.6%
Revamps	12.0	4.0	203.2%
Supply chain	1.3	0.0	-
Digital and Technology	17.9	24.8	-27.6%
Total	40 A	33.7	10 8%

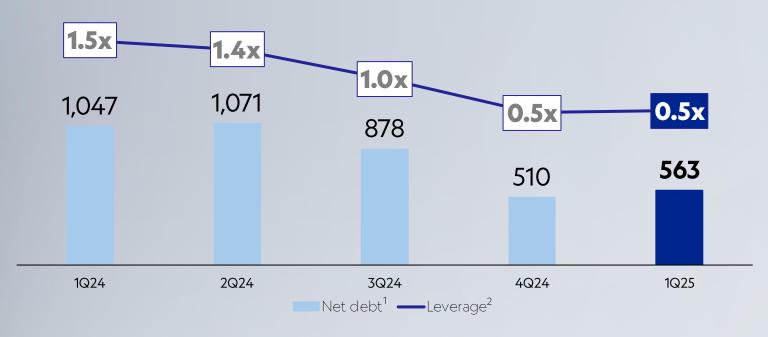




## Leverage reduction

## Leverage reduction and strong free cash generation

### R\$ Milhões



Note 1: total net debt, includes the commitment with Bradescard

Note 2: measured by the ratio of net debt to adjusted EBITDA (pre IFRS-16)

# Advances in ESG and Recognitions



**Portfolio 2024-2025** 

Maintaining presence with advancement in ranking



**CDP 2025** 

Score improvement to B-



**Climate Change** 

Approval of the 2030 target





# Questions & answers

To ask **live questions, raise your hand** and wait to be called on. When you hear your name, a prompt to turn on your microphone will appear on screen, please unmute to ask your questions. We recommend that all questions be asked at once.

Alternatively, you can **send your question directly through the Q&A icon** at the bottom of the screen.









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