

Earnings Release

1Q24



Results Videoconference

Date: May 10th, 2024 (Portuguese with simultaneous translation to English)

Brasília: 11:00am | New York: 10:00am | London: 3:00pm

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Highlights

1Q24

Apparel net revenue increased 22.2% in 1Q24 and Adjusted EBITDA was R\$180.5 million, 125% higher than 1Q23

Apparel same store sales grew 21.9% in 1Q24

Apparel gross margin was 54.1%, 1.0 p.p. higher than 1Q23

Operating expenses² reduced 1.8 p.p. as % of net revenue compared to 1Q23

Apparel Net Revenue grew +22.2% compared to 1Q23

Adjusted EBITDA margin, post-IFRS16, increased 6.0 p.p., to 12.4%

Leverage⁵ reduced from 4.0x in 1Q23 to 1.5x in 1Q24

KPI's (R\$ Million)	1Q24	1Q23	Δ%
Consolidated net revenue	1,453.0	1,240.6	17.1%
Apparel net revenue	1,180.7	966.0	22.2%
Same store sales - apparel (SSS) ¹ (%)	21.9%	4.3%	17.6 p.p.
Same store sales - consolidated (SSS) ¹ (%)	14.9%	1.3%	13.6 p.p.
Consolidated gross profit	770.3	624.5	23.4%
Consolidated gross margin (%)	53.0%	50.3%	2.7 p.p.
Apparel gross margin (%)	54.1%	53.1%	1.0 p.p.
Gross merchandise margin (%)	50.6%	48.1%	2.6 p.p.
Operating expenses ²	(565.7)	(504.7)	12.1%
Adjusted EBITDA ³ (post-IFRS16)	180.5	80.2	125.2%
Adjusted EBITDA margin (post-IFRS16) (%)	12.4%	6.5%	6.0 p.p.
Net income (loss)	70.9	(126.3)	-
Adjusted net income (loss) ⁴	(61.4)	(127.7)	-52.0%
Investments	33.7	49.8	-32.3%

(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 and deliveries (100% online, direct sales, ship-from-store, and click-and pick-up).

(2) For analysis purposes, considers sales, general and administrative expenses only.

(3 & 4) Adjustments include: (i) other net operating revenue (expenses), (ii) trade financial revenue, (iii) recovery of tax credits and (iv) long-term incentives for employees.

(5) Includes commitment with Bradescard

A Message from the Management

The first quarter of 2024 was remarkable for C&A Brazil. It marked our best start to of a year since our IPO in 2019. This period is particularly challenging for the fashion retail sector in Brazil as it transitions from the high summer season to the autumn-winter collection. Traditionally, this is a promotional time critical for stock renewal and the development of mid-season and short-cycle collections. This year, C&A's fast fashion model facilitated timely planning and delivery of collections suitable for the season, which, coupled with a targeted commercial strategy and operational execution for this period, were very well received by our customers.

In this quarter, consolidated net revenue grew by 17.1%, reaching R\$1,453 million, while apparel revenue increased by 22.2%. This was paired with an expansion in the gross margin for apparel by 1.0 p.p. to 54.1%, reflecting the accurate targeting of our transition collections, proper sizing of product volumes through our proprietary analytical capacity, and enhanced effectiveness of dynamic pricing and ongoing product management.

We achieved a 125% increase in Adjusted EBITDA compared to the same period last year, totaling R\$180.5 million. With a reinforced focus on apparel and beauty, we continued to adjust our product portfolio by reducing our electronics category. The closure of over 120 electronics kiosks during 1Q24 led to a product mix improvement, contributing to a 2.7 percentage point increase in consolidated gross margin, which reached 53.0%. We also highlight the control and efficiency of our inventory management, which saw small increase of 4.8%.

In 1Q24, we began implementing our **C&A Energy** strategy, aligned with our ambition to significantly increase sales per square meter in apparel and beauty. We are tailoring each store to reflect local preferences, identifying opportunities to personalize assortments and organize categories across different regions. Additionally, we are enhancing the customer journey across our channels and, through our proprietary analytical capabilities, we are working on a program to reduce sales dispersion per square meter among stores. In this context, our Commercial Intelligence Hub is crucial, supporting processes ranging from product development to allocation, distribution, restocking, and dynamic pricing. Moreover, leveraging our brand and intensifying customer relationships are ongoing development fronts that have our full attention.

It's important to mention the performance of C&A Pay, our credit solution and payment method, which is integrated with our customer relationship management. During 1Q24, C&A Pay issued 496,000 new digital cards, reaching a total of 5.5 million cards issued, and increased its share in total company sales to approximately 25%, 6.9 percentage points above 1Q23. We continue to be attentive and disciplined in credit granting, and the over 90 coverage index reached 99.1%. These results reflect the strong acceptance of C&A Pay as an agile payment method offering a distinctive user experience, which in turn results in a higher quality credit portfolio.

Finally, we are very pleased with the operational results achieved in 1Q24 and the discipline of our financial management. A significant 30% reduction in total net debt and our financial leverage of 1.5x (net debt/adjusted EBITDA pre-IFRS 16) ensure conditions to advance the execution of the C&A Energy strategy consistently and sustainably.

We are immensely grateful for the commitment and dedication of our associates, as well as the support of our commercial partners and shareholders. This start to 2024 motivates us to continue seizing growth and operational evolution opportunities.

The Management of C&A Modas S.A.

Financial Performance

Net revenue

In 1Q24, consolidated net revenue was R\$1,453 million, 17.1% higher than 1Q23. Merchandise net revenue was R\$1,331.2 million, 15% higher than 1Q23 and corresponded to 91.6% of consolidated net revenue. Financial services net revenue totaled R\$113.9 million, 43.8% higher than in 1Q23. It excludes the fee C&A Pay receives from C&A Modas, booked as an intercompany sale.

Net revenue (R\$ Million)	1Q24	1Q23	Δ%
Apparel	1,180.7	966.0	22.2%
Electronics and Beauty	150.5	191.3	-21.3%
Merchandise net revenue	1,331.2	1,157.3	15.0%
Other revenues	7.9	4.1	91.2%
Financial services revenues	113.9	79.2	43.8%
Consolidated net revenue	1,453.0	1,240.6	17.1%
Same store sales performance¹ (%)	1Q24	1Q23	Δ%
Apparel	21.9%	4.3%	17.6 p.p.
Electronics and Beauty	-20.7%	-11.7%	-9.0 p.p.
Same store sales - consolidated (SSS)¹ (%)	14.9%	1.3%	13.6 p.p.

(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 and deliveries (100% online, direct sales, ship-from-store, and click-and pick-up).

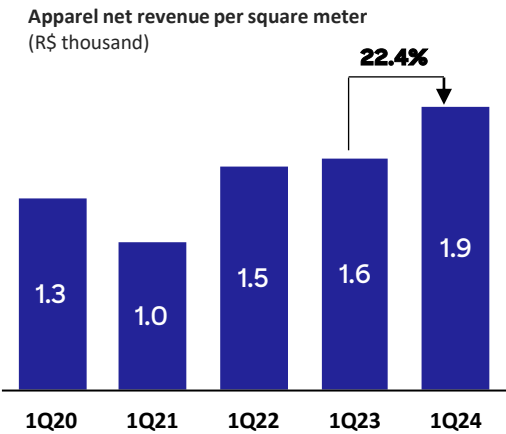
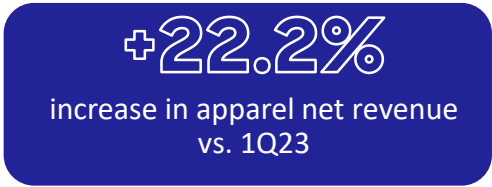
Apparel

Net revenue from apparel was R\$1,180.7 million, 22.2% higher than 1Q23. Same store sales also posted a significant growth of 21.9%, while sales per square meter for apparel increased by 22.6% over the same period. Additionally, the Company experienced stronger sales in high-end and concept stores.

It is important to highlight the outstanding performance of the women’s division, which was a key driver of C&A sales in this period. This division saw a 30% increase in sales and a 24.7% increase in sales per square meters compared to 1Q23.

This performance results from the positive reception of C&A’s collections, bolstered by the test & learn processes that have been enhanced the Company’s understanding of customers needs and preferences.

Moreover, improved operational efficiency through internal processes, notably Push & Pull, currently implemented in around 40% of the operation, and the dynamic pricing, applied in 100% of C&A stores, also played a significant role in this quarter’s performance.



Electronics and Beauty

Throughout 1Q24, aligned with its strategy to focus on the apparel and beauty categories, the Company closed 128 kiosks that sold electronic products, a category consisting mainly by smartphones and cell phones. Consequently, this category posted a decline in net revenue.

The Beauty category, launched at the end of 2019, recorded an increase in net revenue higher than the apparel category when compared to the same period last year. Currently, beauty products are available in 274 of the Company’s 332 stores.

Combined, these categories generated net revenue of R\$150.5 million in 1Q24, a 21.3% reduction in relation to 1Q23.

Merchandise net revenue

Merchandise net revenue increased by 15% over 1Q23, totaling R\$1,331.2 million. The decrease in electronics sale was more than offset by an increase in apparel sales and beauty product sale.

Merchandise same store sales recorded a growth of 14.9% in 1Q24 compared to 1Q23.

Other revenue

Other revenue in 1Q24 saw an increase of 91.2%, totaling R\$7.9 million. This results from freight received on the sale of products through e-commerce, insurances and mobile charges, among others.

Net revenue from financial services

Net revenue from financial services in the quarter, excluding the fee C&A Pay receives from C&A Modas, reached R\$113.9 million, marking a 43.8% increase from 1Q23. This significant growth was primarily driven by the expansion of C&A Pay operations, which accounted for 90% of the total financial services revenue in the quarter.

Site & App

Site & App (R\$ Million)	1Q24	1Q23	Δ%
Net revenue (site + app)	67.8	53.7	26.4%
Net revenue (site + app) / merchandise net revenue (%)	5.1%	4.6%	0.5 p.p.

In 1Q24, net revenue from C&A’s App and website grew by 26.4% when compared to 1Q23 and totaled R\$67.8 million.

This adjustment of the sales disclosure method aims to simplify and enhance clarity. It involves attributing sales conducted via Whatsapp (Digital) at the point of purchase completion, whether on the Site&App platform or in physical stores.

This evolution in disclosure of the information is in line with the C&A Energy strategy, within the omni journeys project, which aims to make the customer experience more connected and fluid.

Gross profit and gross margin

Gross profit & gross margin (R\$ Million & %)	1Q24	1Q23	Δ%
Apparel	638.5	512.8	24.5%
Gross margin (%)	54.1%	53.1%	1.0 p.p.
Electronics and Beauty	35.6	43.5	-18.2%
Gross margin (%)	23.6%	22.8%	0.9 p.p.
Merchandise gross profit	674.1	556.3	21.2%
Merchandise gross margin (%)	50.6%	48.1%	2.6 p.p.
Other	(17.5)	(10.6)	64.2%
Financial services	113.7	78.8	44.3%
Consolidated gross profit	770.3	624.5	23.4%
Consolidated gross margin (%)	53.0%	50.3%	2.7 p.p.

In 1Q24, the **consolidated gross profit** was R\$770.3 million, 23.4% higher than 1Q23. Consolidated gross margin was 53%, a 2.7 p.p. expansion over the same period last year. This improvement was supported by dynamic apparel pricing and a reduced share of electronics sales during the quarter.

Apparel gross profit was R\$638.5 million, while gross margin increased 1.0 p.p. in relation to 1Q23, reaching 54.1%. This performance was driven by the precision of C&A’s collection, which led to a higher inventory turnover, combined with the Company’s proprietary commercial management model, which incorporates constant testing, market research, and rapid pricing adjustments using dynamic pricing algorithms.

For the **Electronics** and **Beauty** categories, gross profit totaled R\$35.6 million, marking a 18.2% reduction over 1Q23. However, gross margin in the quarter increased by 0.9 p.p., reaching 23.6%.

Merchandise gross margin was 50.6%, an increase of 2.6 p.p. in relation to 1Q23. This performance stems from an improvement in the apparel gross margin and a more favorable product mix, particularly due to the reduced share of electronics in the consolidated sales.

+2.6 p.p.

merchandise gross margin vs 1Q23

Operating expenses

Operating expenses (R\$ Million)	1Q24	1Q23	Δ%
Selling expenses	(423.7)	(393.3)	7.7%
General and administrative expenses	(142.0)	(111.5)	27.4%
Operating expenses¹	(565.7)	(504.7)	12.1%
Other operating income (expenses)	64.3	5.6	1050.4%
Total operating expenses²	(501.4)	(499.1)	0.4%
%	1Q24	1Q23	Δ%
Selling expenses / consolidated net revenue	29.2%	31.7%	-2.5 p.p.
General and administrative expenses / net revenue	9.8%	9.0%	0.8 p.p.
Operating expenses³ / consolidated net revenue	38.9%	40.7%	-1.8 p.p.

1) Excludes depreciation and amortization, including right-of-use (lease) depreciation, PDD and other operating revenue (expenses) to facilitate the analysis. This information, excluding IFRS16, is available in the fundamentals spreadsheet on C&A's IR site – <https://ri.cea.com.br>.

2) Includes other operating income (expenses)

3) Excludes depreciation and amortization, including right-of-use (lease) depreciation, net credit losses and other operating income (expenses).

In 1Q24, total operating expenses, excluding depreciation and net credit losses, amounted to R\$501.4 million, stable in relation to 1Q23.

Selling expenses increased by 7.7% from 1Q23, totaling R\$423.7 million. However, as a percentage of net revenue, these expenses decreased by 2.5 p.p., indicating an improvement in operational leverage.

General and administrative expenses totaled R\$142 million, 27.4% higher than 1Q23. This increase was primarily due to higher personnel costs, mainly resulting from the Company's overachievement of its 2023 goals and the impact of the Company's share performance, which affected the provision related to C&A's long-term compensation program for team members. Excluding this impact, general and administrative expenses would have seen a modest increase of 1.9% in relation to 1Q23.

Other operating income (expenses) was positive at R\$64.3 million, mainly due to net PIS/COFINS credits amounting to R\$59.7 million in 1Q24.

Financial services

R\$ Million	Partnership			C&A Pay			Financial Services		
	1Q24	1Q23	Δ%	1Q24	1Q23	Δ%	1Q24	1Q23	Δ%
Net revenue	12.8	9.9	29.0%	110.1	69.3	58.8%	122.9	79.3	55.1%
Cost of service provided	(0.1)	(0.3)	-61.1%	(7.6)	0.0	-	(7.7)	(0.3)	2238.6%
Gross profit	12.7	9.6	32.1%	102.6	69.3	47.9%	115.2	78.9	46.0%
Selling expenses	(4.2)	(20.9)	-79.8%	(40.3)	(30.8)	30.9%	(44.6)	(51.7)	-13.9%
General & administrative expenses	0.0	(0.1)	-	(3.7)	(3.5)	6.3%	(3.7)	(3.5)	4.5%
Credit losses, net	0.0	0.0	-	(41.0)	(44.1)	-7.1%	(41.0)	(44.1)	-7.1%
Other operating income (expenses)	0.0	0.0	-	0.0	(0.0)	-	0.0	(0.0)	-
Financial services results	8.5	-11.4	-	17.5	-9.1	-	26.0	-20.5	-
Depreciation and amortization	(0.6)	0.0	-	(2.5)	(3.0)	-15.9%	(3.1)	(3.0)	4.7%

1) Considers the fee C&A Pay receives from C&A Modas.

Net revenue from financial services for the quarter amounted to R\$122.9 million, marking a 55.1% increase compared to 1Q23. Of this total, 90% was generated by C&A Pay, which saw its revenue grow by 58.8% during the period.

C&A Pay selling expenses totaled R\$40.3 million and corresponded to expenses with personnel, credit & collections, and customer services. It is worth mentioning that growth of 30.9% in selling expenses results from the 56.5% growth in the active portfolio. General and administrative expenses totaled R\$3.7 million, a 6.3% increase in relation to 1Q23. The provision for credit losses was R\$41 million, a 7.1% reduction over the same period last year.

C&A Pay KPIs	1Q24	1Q23	Δ%
Active portfolio (million)	889.2	568.3	56.5%
Share of retail sales	24.9%	18.0%	6.9 p.p.
New cards (thousand)	496.2	423.2	17.2%
Issued cards (thousand)	5,508.5	2,988.9	84.3%
Losses net of recoveries over portfolio for the period (%)	4.6%	7.8%	-3.2 p.p.

In this quarter, C&A Pay issued 496,000 new digital cards, bringing the total to 5.5 million. These accounted for 25% of the company's sales, marking an increase of 6.9 p.p. compared to 1Q23.

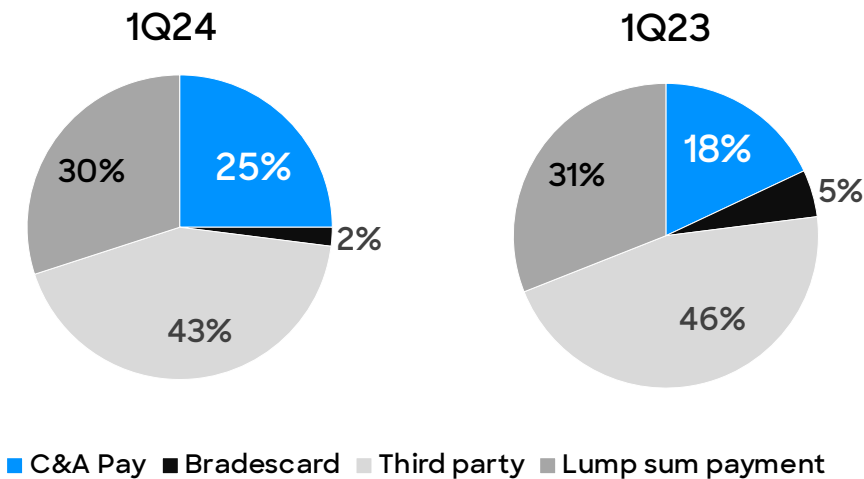
Regarding the partnership with Bradescard, 3,000 new cards were issued this quarter, and the share of credit provided decreased by 3.0 p.p., now representing 2% of the company's sales.

It is important to note that since the third quarter of 2023, the Company has observed an improvement in the rollover of all overdue levels. This improvement, combined with disciplined credit granting and collection practices, has resulted in a healthier portfolio.

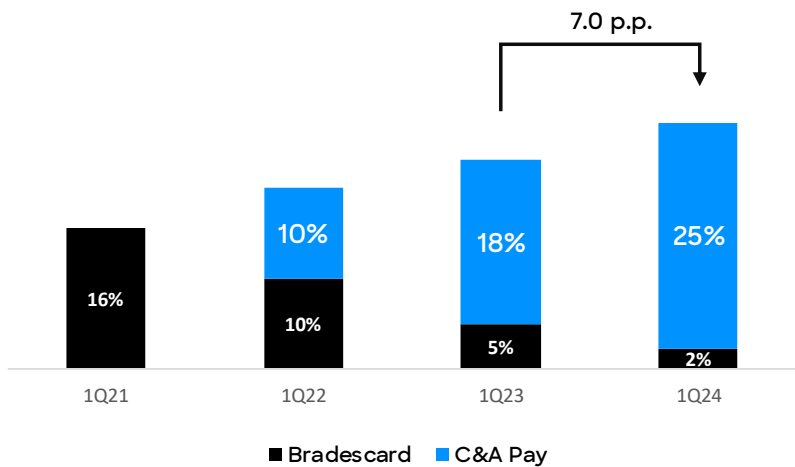
Financial services

Payment methods

C&A Pay continued to gain share among the payment methods accepted by the Company, reflecting its assertive offering and execution.



Increase in C&A pay as a percentage of total sales



Portfolio Maturity

C&A Pay (R\$ million)	To be due	In default
Up to 30 days	206.8	28.6
31 - 60 days	129.7	24.8
61 - 90 days	81.6	38.8
91 - 180 days	116.8	53.0
181 - 360 days	41.1	105.0
Over 360 days	1.6	61.5
Total	577.5	311.7



Financial services

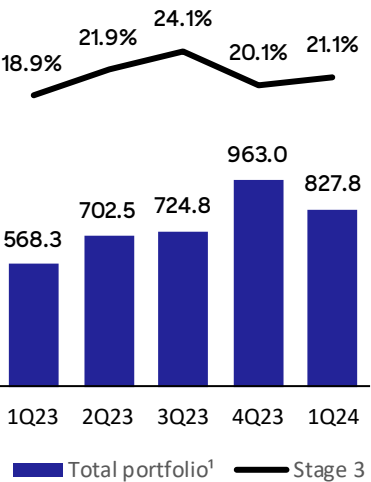
Coverage over credit portfolio

C&A Pay (R\$ million)	Portfolio	DPD	Balance
On balance portfolio	889.2	230.0	25.9%
Stage 1	576.6	19.7	3.4%
Stage 2	76.7	8.7	11.3%
Stage 3 - up to 360 days	174.4	144.4	82.8%
Stage 3 - Over 360 days	61.5	57.2	93.1%
Off balance	539.4	0.1	0.0%
Total	1,428.6	230.1	
Coverage index (IFRS 9)	25.9%		
Coverage index (overdue 90-360 days)	99.1%		

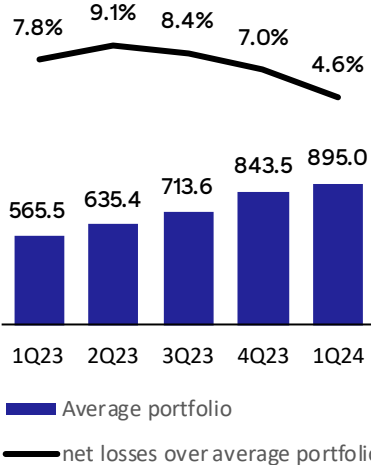
Net losses on the average C&A Pay portfolio for the period decreased by 2.4 p.p. compared to 4Q23, and the coverage ratio considering the overdue balance between 90 and 360 days reached 99.1%, 4.0 p.p. above 4Q23. The average duration of the C&A Pay portfolio is 4.3 months.

The stage 3 overdue portfolio, with delays between 91 and 360 days, accounted for 21.1% of the balance of the active portfolio up to 360 days, influenced by the seasonality of the period. It is worth noting that C&A Pay completed its second year of operation in December/23 and is still in the phase of portfolio formation.

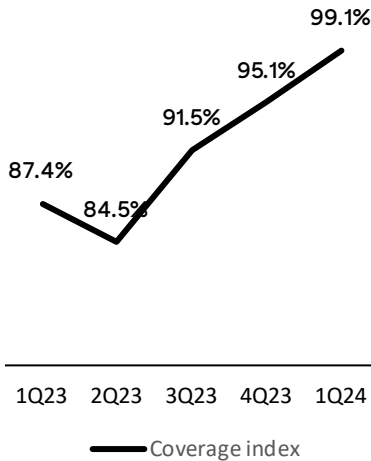
Stage 3¹ past-due portfolio over the total portfolio



Net losses over average portfolio



Coverage Index (90-360 days past due)



1) 90-360 days past due.



Adjusted EBITDA

(Post-IFRS 16)

R\$ Million & %	1Q24	1Q23	Δ%
Net income (losses)	70.9	(126.3)	-
(+) Income taxes	(18.9)	(67.8)	-72.2%
(+/-) Financial results, net	3.9	101.0	-96.1%
(+) Depreciation & amortization	172.1	174.4	-1.3%
EBITDA (post-IFRS 16)	228.0	81.2	180.6%
(+) Other operating income (expenses)	(2.9)	1.0	-
(+) Financial income from suppliers	3.7	1.2	210.2%
(-) Recovery of tax credits	(61.4)	(6.6)	831.2%
(+) Long term incentive	13.1	3.3	299.0%
Adjusted EBITDA (post-IFRS 16)	180.5	80.2	125.2%
Adjusted EBITDA margin (post-IFRS 16) (%)	12.4%	6.5%	6.0 p.p.

Adjustments include: (i) other net operating revenue (expenses), (ii) trade financial revenue, (iii) recovery of tax credits and (iv) long-term incentives paid to employees.

In 1Q24, the adjusted EBITDA (post-IFRS 16) was R\$180.5 million, a significant increase of 125.2% compared to 1Q23, and excludes the effect of R\$61.4 million related to the late tax credits of PIS/COFINS.

Adjusted EBITDA margin (post-IFRS 16) was 12.4%, 6.0 p.p. higher than in 1Q23.

Adjusted EBITDA
(post-IFRS16)
+125%
over 1Q23

R\$ Million & %	1Q24	1Q23	Δ%
Adjusted EBITDA (post-IFRS 16)	180.5	80.2	125.2%
(+/-) Financial services results ¹	(33.6)	20.5	-
Retail Adjusted EBITDA (post-IFRS 16)	147.0	100.6	46.1%
Retail Adjusted EBITDA margin (post-IFRS 16)	11.0%	8.7%	2.3 p.p.

(1) Excludes intercompany results.

For the quarter, the adjusted EBITDA for Retail (post-IFRS 16) was R\$147 million, marking a significant increase of 46.1%. The adjusted EBITDA margin was 11%, an improvement of 2.3 p.p. over 1Q23.

Financial results, net

R\$ Million	1Q24	1Q23	Δ%
Exchange rate variation	(1.9)	(0.7)	182.7%
Financial expenses	(144.7)	(168.9)	-14.3%
Interest expenses	(53.7)	(74.2)	-27.7%
Leasing interest expenses	(39.5)	(38.0)	4.1%
PVA on suppliers	(28.0)	(27.9)	0.5%
Interest expenses over suppliers - Bradescard	(16.4)	(17.9)	-8.3%
Interest expenses on taxes and contingencies	(6.0)	(6.2)	-3.8%
Early receivables charges	0.0	(1.5)	-
Other financial expenses	(1.2)	(3.3)	-63.4%
Financial income	141.8	68.6	106.6%
Interest income	110.1	24.6	346.9%
Interest on financial investments	28.0	42.8	-34.6%
Interest income over suppliers	3.7	1.2	210.2%
Other financial income	0.0	0.0	32.4%
Earnings from Bonds and Securities	1.0	0.0	-
Financial results, net	(3.9)	(101.0)	-96.1%

In 1Q24, the financial result was an expense of R\$3.9 million, a significant reduction of 96.1% compared to 1Q23. Financial expenses totaled R\$144.7 million, 14.3% lower than in 1Q23, with a notable decrease in interest expenses by 27.7% during the period.

Financial income totaled R\$141.8 million and includes R\$108.9 million related to the monetary update on late PIS/COFINS tax credits, net of PIS/COFINS taxation amounting to R\$5.1 million.

Net income (loss)

Net income (loss) (R\$ Million)	1Q24	1Q23	Δ%
Net income (loss)	70.9	(126.3)	-
Net margin (%)	4.9%	-10.2%	-
Adjusted net income (loss)	(61.4)	(127.7)	-52.0%
Adjusted net margin (%)	-4.2%	-10.3%	-59.0%

(1) Adjustments include: (i) other net operating revenue (expenses), (ii) trade financial revenue, (iii) recovery of tax credits and (iv) social charges from long-term incentives paid to employees.

In 1Q24, the net income totaled R\$70.9 million, reversing the loss reported in 1Q23 and representing a net margin of 4.9%.

Excluding the effects of other net operating revenue (expenses), trade financial revenue, recovery of tax credits and the employees' long-term incentives, C&A reported an adjusted net loss of R\$61.4 million, marking a significant improvement of 52.0% over 1Q23.

Free cash flow

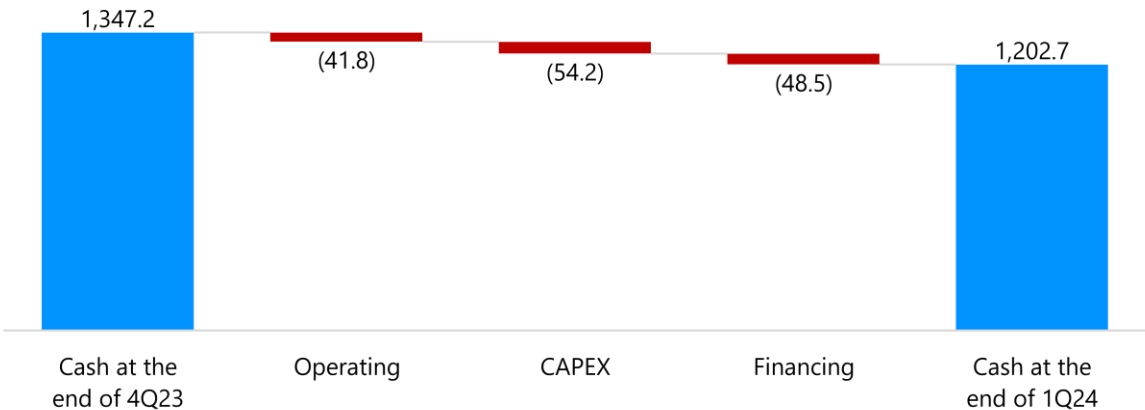
Adjusted free cash flow

R\$ Million	1Q24	1Q23	Δ%
Pre IFRS16 net income (losses) before Income Taxes and Social Contribution	67.1	(187.9)	-
Depreciation and amortization	89.4	88.2	1.4%
(+/-) Other	(71.7)	121.0	-
Adjustments with no impact on cash	17.7	209.2	-91.5%
Income Tax and Social Contribution paid	(44.9)	(8.6)	422.0%
Working capital	(81.7)	(155.5)	-47.5%
Accounts receivable	473.4	395.2	19.8%
Inventory	(190.5)	(164.4)	15.8%
Suppliers	(361.2)	(315.8)	14.4%
Other	(3.4)	(70.5)	-95.1%
Cash from (used in) operating activities	(41.8)	(142.9)	-70.7%
Cash flow from investments activities	(54.2)	(73.2)	-26.0%
(=) Adjusted free cash flow	(96.0)	(216.1)	-55.6%

In 1Q24, C&A's operating activities consumed R\$41.8 million in cash, marking a significant improvement from the R\$142.9 million consumed in 1Q23. The cash flow directed towards investments totaled R\$54.2 million, a reduction of 26% compared to the same period last year. Consequently, the adjusted free cash flow resulted in a consumption of R\$96 million, significantly better than the consumption recorded in 1Q23.

Changes in cash position (R\$ million)

At the end of the quarter, the balance of cash and cash equivalents had decreased by R\$144.5 million compared to December 2023. Operating activities consumed R\$41.8 million in cash, while investments amounted to R\$54.2 million and financing activities used R\$48.5 million. Consequently, C&A closed 1Q24 with a cash and cash equivalents balance of R\$1,202.7 million.



Investments

Investments (R\$ Million)	1Q24	1Q23	Δ%
New stores	5.0	6.4	-22.6%
Revamps and remodeling	4.0	5.0	-20.6%
Supply chain	0.0	1.0	-
Digital and technology	24.8	37.4	-33.7%
Total	33.7	49.8	-32.3%

(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.

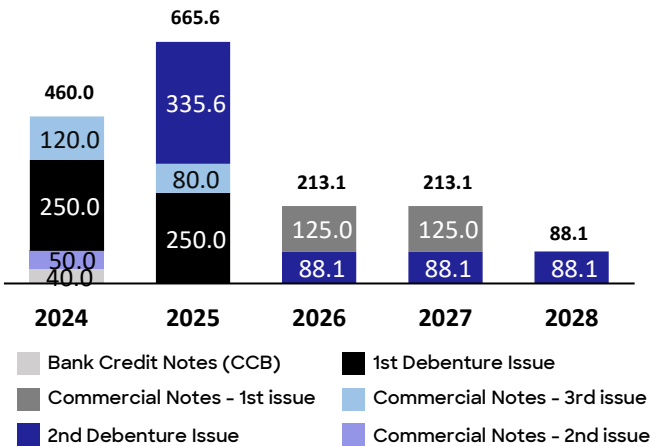
In 1Q24, C&A invested R\$33.7 million, of which investments in Digital and technology amounted to R\$24.8 million. The Company remained focused on optimizing the value of investments, prioritizing projects and preserving cash.

Indebtedness

R\$ Million	1Q24	1Q23	Δ%
Short-term debt	556.6	836.7	-33.5%
Long-term debt	1,137.4	1,385.4	-17.9%
Gross debt	1,694.0	2,222.0	-23.8%
Buying back the right to offer credit products and financial services (Bradescard)	556.3	487.2	14.2%
Adjusted gross debt	2,250.3	2,709.2	-16.9%
(-) Cash, cash equivalents & short-term investments¹	1,203.4	1,205.4	-0.2%
(=) Net cash (debt)	(1,046.9)	(1,503.8)	-30.4%
LTM Adjusted EBITDA pre-IFRS16	707.3	375.5	88.4%
Leverage	1.5x	4.0x	-3.5x

At the end of 1Q24, the company's net debt, including the payment commitment to Bradescard, totaled R\$1,046.9 million. The leverage ratio (net debt/pre-IFRS 16 adjusted EBITDA over the last 12 months) was 1.5x, a substantial improvement compared to the previous year.

Bank Debt Amortization Schedule (R\$ million)



In addition to the amounts presented in the debt amortization schedule, in 2025, there will also be a principal payment commitment of R\$415 million.

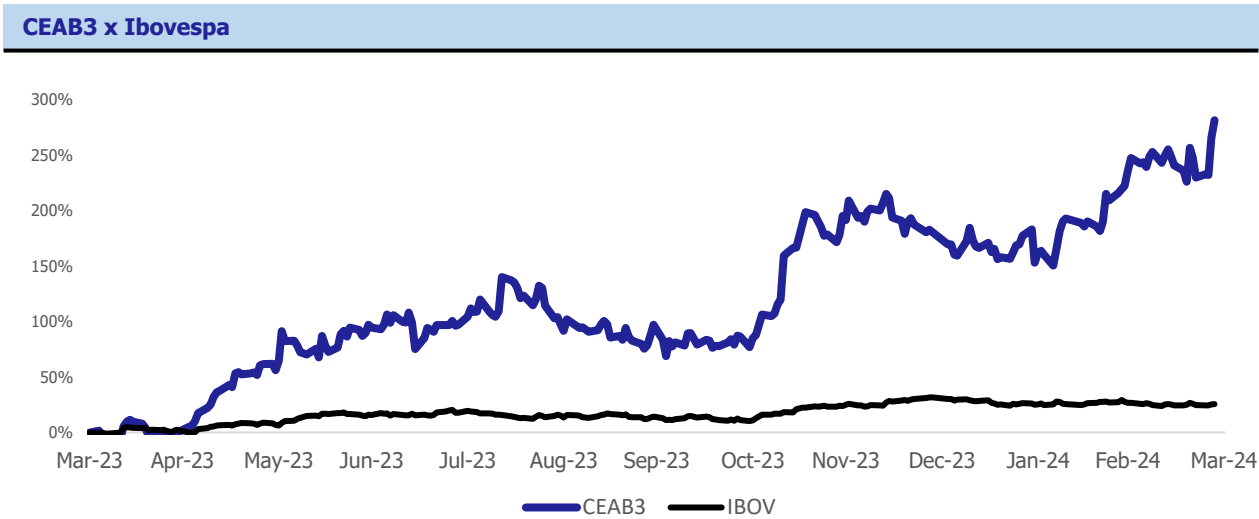
This payment was negotiated between C&A and Bradescard, according to an agreement signed for the repurchase of the right to offer financial products and services and is booked under the suppliers line in the Company’s balance sheet.

Capital Markets

C&A joined the B3 "Novo Mercado" on 28 October 2019, at a starting share price of R\$ 16.50. Average daily trading in 1Q24 was R\$30 million, and the share price increased 35.9% in the period. On March 28th, 2024, the Company's market cap was R\$ 3.3 billion.

CEAB3 ¹	
Final Price (03/28/2024)	R\$ 10.64
Highest price in 1Q24	R\$ 10.64
Lowest price in 1Q24	R\$ 6.99
Share price increase in 1Q24	35.9%
Total shares issued	308,245,068
Market Cap (03/28/2024)	R\$ 3.3 billion
ADTV 1Q24	R\$ 30 million

(1) Source: Enfoque, data base 03/28/2024



The Company's capital stock is comprised of 308,245,068 common shares, with a 33.8% free-float. The Company's free-float and its main shareholders based on March 28th, 2024 are described below:

Shareholder Base	# common shares	% of total
Controlling shareholder	201,319,336	65.3%
Officers	2,261,965	0.7%
Shares held in Treasury	624,809	0.2%
Other	104,038,958	33.8%
Total	308,245,068	100.0%

Appendix

Total Adjusted EBITDA (pre-IFRS 16)

R\$ Million & %	1Q24	1Q23	Δ%
Net income (losses)	80.8	(122.2)	-
(+/-) Income taxes	(13.7)	(65.7)	-79.1%
(+/-) Financial results, net	(35.6)	63.0	-
(+) Depreciation & amortization	89.4	88.2	1.4%
EBITDA (pré-IFRS 16)	120.9	(36.8)	-
(+) Other operating income (expenses)	(12.7)	2.1	-
(+) Financial income from suppliers	3.7	1.2	210.2%
(-) Recovery of tax credits	(61.4)	(6.6)	831.2%
(+) Long term incentives	13.1	3.3	299.0%
Adjusted EBITDA (pré-IFRS 16)	63.7	(36.7)	-
Adjusted EBITDA margin (pré-IFRS 16) (%)	4.4%	-3.0%	7.3 p.p.

Adjustments include: (i) other net operating revenue (expenses), (ii) trade financial revenue, (iii) recovery of tax credits and (iv) social charges from long-term incentives paid to employees.

Bradescard Partnership KPIs

Bradescard KPIs	1Q24	1Q23	Δ%
Avg trade receivables (million)	2,188.7	2,630.2	-16.8%
Share of retail sales	2.3%	5.0%	-2.7 p.p.
New cards (thousand)	3.0	71.1	-95.8%
Issued cards (million)	1.5	2.0	-26.6%
Losses net of recoveries over portfolio for the period (%)	2.4%	4.8%	-2.4 p.p.

Balance Sheet

R\$ million	1Q24	4Q23
Total assets	8,886.5	9,417.7
Current assets	3,979.6	4,441.8
Cash and cash equivalents	1,017.7	1,155.6
Bonds and securities	185.0	191.6
Trade receivables	1,264.4	1,778.4
Inventory	1,050.0	875.2
Taxes recoverable	413.1	388.5
Derivatives	1.1	0.7
Related parties	0.1	0.1
Other Assets	48.2	51.8
Non-Current Assets	4,906.9	4,975.8
Taxes recoverable	1,236.2	1,197.8
Deferred taxes	553.5	536.0
Judicial deposits	49.6	47.7
Related parties	0.0	0.0
Other assets	2.6	3.2
Properties and equipment	730.8	763.4
Right-of-use assets - leases	1,394.5	1,462.9
Intangible assets	939.8	964.8
Total liabilities and shareholder's equity	8,886.5	9,417.7
Current liabilities	2,744.0	3,200.1
Lease liabilities	532.3	501.6
Suppliers	921.8	1,189.2
Draw ee risk liabilities	248.8	364.7
Loans	556.6	511.4
Derivatives	0.4	1.4
Labor liabilities	266.0	231.4
Related parties	129.9	71.7
Taxes payable	46.1	287.2
Other liabilities	42.2	41.5
Non-current liabilities	3,062.2	3,204.8
Lease liabilities	1,121.4	1,209.8
Suppliers	1.5	11.4
Suppliers buying back the right to offer credit (Bradescard)	556.3	539.9
Loans	1,137.4	1,176.4
Labor liabilities	14.3	18.7
Provisions for tax, civil, and labor risks	160.6	185.0
Taxes payable	15.7	12.4
Other liabilities	55.1	51.2
Shareholder's equity	3,080.3	3,012.7
Share capital	1,847.2	1,847.2
Shares in Treasury	-2.0	-8.5
Capital reserve	39.1	49.9
Accumulated gains (losses)	70.9	0.0
Profit reserve	1,124.7	1,124.7
Other comprehensive income	0.4	-0.6

Financial Statement

R\$ Million	1Q24	1Q23	Δ%
Net operating revenue	1,453.0	1,240.6	17.1%
Apparel	1,180.7	966.0	22.2%
Fashiontronics and Beauty	150.5	191.3	-21.3%
Net revenue from goods	1,331.2	1,157.3	15.0%
Other revenue	7.9	4.1	91.2%
Retail revenue	1,339.1	1,161.4	15.3%
Financial services	113.9	79.2	43.8%
Cost of goods/services	-682.6	-616.1	10.8%
Gross profit	770.3	624.5	23.4%
Apparel	638.5	512.8	24.5%
Fashiontronics and Beauty	35.6	43.5	-18.2%
Gross profit from goods	674.1	556.3	21.2%
Other gross profit	-17.5	-10.6	64.2%
Gross profit from retail	656.6	545.7	20.3%
Gross profit from financial services	113.7	78.8	44.3%
Operating (expenses) and revenue	-714.5	-717.7	-0.5%
General and administrative	-142.0	-111.5	27.4%
Selling expenses	-423.7	-393.3	7.7%
Depreciation and amortization	-172.1	-174.4	-1.3%
Other net operating income (expenses)	64.3	5.6	1050.4%
Net credit losses	-41.0	-44.1	-7.1%
Profit before Financial Revenue and Expenses	55.9	-93.2	-160.0%
Finance results	-3.9	-101.0	-96.1%
Exchange variation	-1.9	-0.7	182.7%
Finance expenses	-144.7	-168.9	-14.3%
Finance income	141.8	68.6	106.7%
Earnings from bonds and securities	1.0	0.0	-
Profit before taxes	52.0	-194.2	-126.8%
Income taxes	18.9	67.8	-72.2%
Net income (losses) for the period	70.9	-126.3	-156.1%

Consolidated Cash Flow

R\$ Million	1Q24	1Q23
Operating activities		
Allow ance (reversal) for expected credit losses	52.0	-194.2
Adjustments to reconcile income before income taxes to net cash flows:		
Allow ance (reversal) for expected credit losses	45.8	45.6
Adjustment to present value of accounts receivables and suppliers	-0.7	-6.7
Expenses w ith stock-based compensation	3.2	2.1
Provisions for inventory losses	16.7	14.5
Gains/Recognition of tax claims, including monetary correction	-168.1	-21.0
Depreciation and amortization	89.4	88.2
Impairment (Reversal) of provisions for property and equipment, intangibles, and right-of-use assets	12.0	-1.4
Losses from the sale or disposal of property and equipment and intangible assets	-0.7	2.1
Right-of-use amortization	90.8	94.7
Lease liabilities	-4.4	0.0
Interest on leases	42.9	41.0
Interest on loans	53.5	74.2
Amortization of the transaction costs on loans	1.1	1.6
Provisions (reversal) for tax, civil and labor risks	-11.8	12.6
Update of judicial deposits	-4.7	-2.4
Yield from investments in bonds and securities	-3.6	-0.2
Variations in assets and liabilities:		
Trade receivables	473.4	395.2
Related parties	58.2	53.4
Inventory	-190.5	-172.0
Taxes recoverable	105.2	94.0
Other credits	4.2	-7.2
Bonds and securities	10.1	4.5
Judicial deposits	0.7	-0.1
Suppliers	-245.3	-181.6
Draw ee risk liabilities	-115.9	-134.2
Labor liabilities	23.9	6.1
Other liabilities	4.7	-12.2
Provisions for tax, civil and labor risks	-10.5	-3.6
Taxes payable	-193.3	-194.2
Income Tax and Social Contribution paid	-44.9	-8.6
Cash flow originating (invested in) operating activities	93.4	-9.8
Investment activities		
Purchase of property and equipment	-16.3	-24.1
Purchase of intangible assets	-38.6	-49.5
Receivables from the sale of property and equipment	0.7	0.4
Cash flow used in investment activities	-54.2	-73.2
Financing activities		
New loans and debentures issued	0.0	93.9
Loan/debenture transaction costs	-0.2	-0.9
Repayment of loans (principal)	-20.0	-86.6
Interest paid on loans	-28.4	-11.1
Repayments and interest paid on leases	-128.6	-128.7
Share buy-back	0.0	-1.7
Net cash flows originating from (used by) financing activities	-177.1	-135.1
Net increase (decrease) in cash and cash equivalents	-137.9	-218.1
Cash and cash equivalents at the start of the period	1,155.6	1,674.1
Cash and cash equivalents at the end of the period	1,017.7	1,456.0

Glossary of terms

Expression	Meaning
1P	Merchandise in our own inventory marketed by our e-commerce.
3P	Third-party (seller) goods marketed by our e-commerce.
CAC:	Customer Acquisition Costs
Click and Pick-up	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	Total transactions on our e-commerce site in Reals (R\$). Includes 1P and 3P.
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.
MAU	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.
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:	RFID (Radio-Frequency Identification): enables identifying and locating each SKU in both stores and Distribution Centers.
Seller:	Partner sellers who offer their goods on our marketplace.
Ship from Store	transforms 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	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 pick-up).
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 what to wear. 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.

C&A aims to empower people to be what they want through fashion.

On March 31, 2024 it had 331 stores, with a combined sales area of over 6116 thousand square meters, in addition to its e-commerce activities. 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 15 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 electronics products, with a wide array of cell phone and smartphones, along with the recently added beauty products. In December 2021 we launched C&A PAY, a direct credit offer for its customers.



Earnings Release

1Q24



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