Earnings Release
2Q25

C&A

Earnings Call
Date: 8/7/2025 (Portuguese/English)
Brasília: 11am | New York: 10am | London: 2pm
webcast: ri.cea.com.br

ISE B3 **IGCT** B3 **IGC-NM** B3 **IGC** B3 **CEAB** B3 LISTED NM
SMLL B3 **IBRA** B3 **ITAG** B3 **ICON** B3 **IGPTW** B3

2Q25 Highlights

Apparel recorded strong growth of 17% and net profit increased by 113.2%

Apparel SSS[1] reached **17%** and sales per m² increased by **17.3%**

Pre-IFRS16 adjusted EBITDA margin[2] reached **15.3%,** with an expansion of 2.1 p.p. vs. 2Q24

Leverage decreased[4] to **0.3x** supported by a robust **cash** position of **R$ 1.0 billion**

Reduction of 2.5 p.p. in **C&A Pay NPL YoY** in the quarter

10.3 points increase in **NPS** in 2Q25 vs. 2Q24

Termination of the partnership with Bradescard

Top 3 in fashion retail in Exame's Corporate ESG ranking

Expansion of 1.9 p.p. in **merchandise gross margin** vs. 2Q24 and 0.8 p.p. increase in apparel gross margin

Adjusted net income[3] totaled **R$ 124.7 million,** up 113.2% vs. 2Q24, with a 2.9 p.p. increase in adjusted net margin

64.2% increase in **Beauty** net revenue vs. 2Q24

R$185.0 million in **adjusted free cash generation[5]** in the quarter, up by 192.2% vs. 2Q24.

5.0% expansion of the customer base in 2Q25 vs. 2Q24

+7 renovations and 1 new opening in Valinhos/SP

ROIC reached **20.4%** LTM 2Q25

(1) 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 e-commerce and all types of sales and deliveries (100% online, direct sales, ship-from-store, and click-and-collect).
(2) Adjustments include: (i) Other net operating revenue (expenses); (ii) trade financial revenue; (iii) recovery of tax credits; and (iv) long-term incentives for employees.
(3) Adjustments include: (i) Other net operating revenue (expenses); (ii) recovery of tax credits; and (iii) long-term incentives for employees, after taxes.
(4) Considering termination of the partnership with Bradescard on June23, 2025.
(5) Adjusted free cash flow takes into account financial investments and excludes the transfer of rights relative to the Bradescard branded card portfolio.

Note: ROIC calculated based on adjusted net income of the past 12 months.

2Q25 Highlights

Consolidated Results

KPI's (R$ Million)	2Q25	2Q24	Δ%	6M25	6M24	Δ%
Consolidated net revenue	2,058.5	1,831.6	12.4%	3,670.5	3,284.6	11.7%
Apparel net revenue	1,795.0	1,528.6	17.4%	3,159.1	2,709.3	16.6%
Same store sales - apparel (SSS)[1] (%)	17.0%	13.0%	*4.0 p.p.*	16.1%	16.7%	*-0.6 p.p.*
Same store sales - merchandise (SSS)[1] (%)	15.0%	10.1%	*4.9 p.p.*	14.1%	12.2%	*1.9 p.p.*

(R$ Million)	2Q25	2Q24	Δ%	6M25	6M24	Δ%
Consolidated gross profit	1,166.9	1,025.8	13.8%	2,038.9	1,796.2	13.5%
Consolidated gross margin (%)	56.7%	56.0%	*0.7 p.p.*	55.5%	54.7%	*0.9 p.p.*
Apparel gross margin (%)	58.5%	57.7%	*0.8 p.p.*	56.8%	56.1%	*0.7 p.p.*
Gross merchandise margin (%)	56.3%	54.4%	*1.9 p.p.*	54.7%	52.8%	*1.9 p.p.*
Operating expenses[2]	(719.1)	(607.4)	18.4%	(1,334.3)	(1,173.1)	13.7%
Operating expenses / consolidated net revenue	34.9%	33.2%	*1.7 p.p.*	36.4%	35.7%	*0.6 p.p.*
Operating expenses[2]	(841.6)	(723.4)	16.3%	(1,577.2)	(1,406.0)	12.2%
Operating expenses pre-IFRS 16 / consolidated net revenue	40.9%	39.5%	*1.4 p.p.*	43.0%	42.8%	*0.2 p.p.*

(R$ Million)	2Q25	2Q24	Δ%	6M25	6M24	Δ%
Adjusted EBITDA[3] (post-IFRS16)	438.4	359.5	22.0%	682.9	540.0	26.5%
Adjusted EBITDA margin (post-IFRS16) (%)	21.3%	19.6%	*1.7 p.p.*	18.6%	16.4%	*2.2 p.p.*
Adjusted EBITDA[3] (pre-IFRS16)	315.9	243.5	29.8%	440.0	307.1	43.3%
Adjusted EBITDA margin (pre-IFRS16) (%)	15.3%	13.3%	*2.1 p.p.*	12.0%	9.4%	*2.6 p.p.*

(R$ Million)	2Q25	2Q24	Δ%	6M25	6M24	Δ%
Net income (loss)	200.3	83.9	138.9%	204.4	154.7	32.1%
Adjusted net income (loss)[4]	124.7	58.1	114.5%	127.3	(3.3)	-
Investments	111.0	57.2	94.0%	151.4	90.9	66.5%

(1) 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 e-commerce and all types of sales and deliveries (100% online, direct sales, ship-from-store, and click-and-collect).

(2) Considers only selling, general and administrative expenses, excluding depreciation and amortization, including right-of-use (lease) depreciation, PDD and other operating revenue (expenses) to facilitate analysis;

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

(4) Adjustments include: (i) Other net operating revenue (expenses); (ii) recovery of tax credits; and (iii) long-term incentives for employees, after taxes.

Message from Management

We had another consistent quarter, with solid growth in sales, gross margin and net income. Our results were driven by apparel performance combined with gross margin expansion, resulting from commercial planning that enabled the offering of more attractive products with greater customer perceived value for our clients.

This winter, we advanced the receipt of products and expanded our assortment with a more versatile, light offering suited to different occasions, which contributed to strong performance at sales events during the quarter, such as Mother's Day and Valentine's Day. The *Test & Learn* methodology ensured renovation of a large part of the products with new themes and materials, with greater perceived value and improved quality, which caused a higher volume of full price sales and lower markdowns. This process combined with our supply agility led to a 0.8 p.p. increase in apparel gross margin year on year.

We continue to advance the rollout of our Energia initiatives in all their dimensions – product, journey and relationship – keeping customers at the center of our strategy. During the period, our NPS kept improving, with a 10.3 p.p. increase vs. 2Q24 and growth of our active customer base, accompanied by higher conversion rates and average ticket. These advances contributed directly to higher store productivity, with a 17.3% increase year on year in apparel net revenue per m².

We continue to strengthen our structure with the arrival of Cecilia Preto Alexandre, our new Chief Marketing Officer (CMO), with a track record in large companies and over 25 years of experience in marketing, branding, and business strategy. In line with the C&A Energy strategy, its purpose will be to reinforce the brand and strengthen the connection with our customers, intensifying the relationship and creating more meaningful experiences.

This quarter, we began the progressive implementation of our Logistics Strategy, designed to support our growth through 2030. Tailored specifically for C&A, this strategy aims to increase our responsiveness by building a more agile network, closer to major consumer hubs. This approach is aligned with our commercial strategy, enhancing product availability through more granular and efficient distribution and replenishment processes.

Furthermore, we were able to improve our cash conversion cycle for the quarter, notably due to efficient inventory management and improved turnover. We achieved a record (adjusted free) cash generation of R$185.0 million, up by 192.2% year on year. This solid result enabled a 73% reduction in net debt vs. 2Q24 and our total leverage dropped to 0.3x (net debt/pre-IFRS 16 adjusted EBITDA). This has strengthened our capital structure and ensured the sustainability of our strategic investments.

C&A Pay continues to consolidate itself as an important pilar in building relationship with our customers. For this reason, its focus remains on driving recurrence and *spending* in our active customer base. As a result, not only did C&A Pay penetration increase, reaching 27.9%, but we also achieved continuous improvement in default rates, reflecting our assertiveness in credit granting and the quality of new cohorts.

We also reached an important milestone by terminating the partnership agreement signed in 2009 with Banco Bradesco SA and Bradescard, which concludes an important strategic pillar of our IPO relative to repurchase of the rights to offer financial products and services.

The first six months of 2025 mark the halfway point towards completing Energia C&A's cycle of strategic initiatives. These initiatives have consistently generated an increase in C&A's preference among fashion consumers and expansion of the Company's profitability with an ROIC of 20.4% LTM.

C&A Modas S.A. Management

Financial Performance

Net Revenue

Net revenue (R$ Million)	2Q25	2Q24	Δ%	6M25	6M24	Δ%
Apparel	1,795.0	1,528.6	17.4%	3,159.1	2,709.3	16.6%
Electronics and Beauty	171.5	176.9	-3.1%	317.1	327.4	-3.2%
Merchandise net revenue	**1,966.5**	**1,705.5**	**15.3%**	**3,476.2**	**3,036.7**	**14.5%**
Other revenues[1]	6.3	8.5	-25.8%	12.3	16.4	-25.3%
Financial services revenues[2]	85.6	117.6	-27.2%	182.1	231.4	-21.3%
Consolidated net revenue	**2,058.5**	**1,831.6**	**12.4%**	**3,670.5**	**3,284.6**	**11.7%**

Same store sales performance[2] (%)	2Q25	2Q24	Δ%	6M25	6M24	Δ%
Apparel	17.0%	13.0%	*4.0 p.p.*	16.1%	16.7%	*-0.6 p.p.*
Electronics and Beauty	-2.3%	-9.6%	*7.3 p.p.*	-2.4%	-15.1%	*12.7 p.p.*
Same store sales - merchandise (SSS)[3] (%)	**15.0%**	**10.1%**	***4.9 p.p.***	**14.1%**	**12.2%**	***1.9 p.p.***

(1) Mainly considers shipping fees from website and app sales.

(2) Excludes the commission fee C&A Pay receives from C&A Modas, which is treated as intercompany revenue for accounting purposes.

(3) 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 e-commerce and all types of sales and deliveries (100% online, direct sales, ship-from-store, and click-and-collect).

Net Revenue

Apparel

In the quarter, apparel net revenue increased 17.4% vs. 2Q24, reaching R$1,795.0 million, due to commercial planning that delivered products with greater perceived value and relevance for C&A customers.

Our commercial proposal, designed with lighter products, brought greater versatility to our product portfolio, making offerings more appealing to customers and expanding the assortment available in store. Furthermore, lower temperatures since April contributed to a positive sales dynamics and boosted Mother's Day and Valentine's Day sales, with special highlight on the performance of women's and Ace, the Company's sports brand.

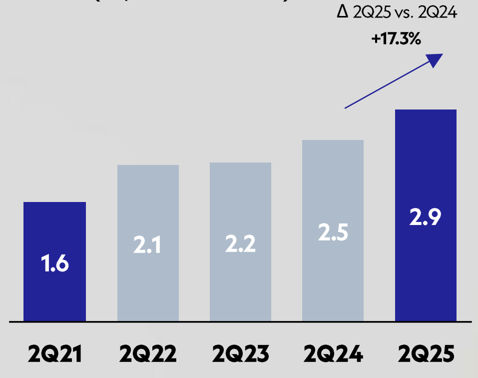
Additionally, the Company continues to make progress in strengthening its key categories, focusing on product quality and improved raw materials. This entire movement continues to be supported by the Test & Learn methodology and the Business Intelligence Hub.

The stores in Project Dispersion, currently in wave 4, as well as our renovated stores continue to surpass the Company's average growth performance with double-digit growth rates. The better in-store experience provided by advancements in these initiatives is also helping C&A maintain its consistent growth, with apparel same-store sales (SSS) up by 17.0% in 2Q25 on a basis of comparison that grew 13% in 2Q24. In the two-year cumulative view, apparel net revenue's growth in the quarter was 32.9%.

Finally, the two new stores that opened in Santa Catarina at the end of the first quarter, as well as the Valinhos store, inaugurated in 2Q25, have also been performing above initial expectations.

+17%
increase in Apparel net revenue vs. 2Q24
CAGR (2Q23-2Q25): 15.3%

Apparel Net Revenue per Square Meter (R$ Thousands)



Net Revenue

Beauty

We continued to deliver strong performance in the Beauty category, with net revenue growth of 64.2% compared to 2Q24, reflecting an expanded assortment, investment in display equipment, and successful execution during the Valentine's Day campaign.

Electronics

The process of discontinuing the mobile phone category continues, with 66 kiosks closed after the Valentine's Day campaign. As a result, only 47 remain in operation, which are expected to be closed by the end of the year.

Net revenue from Beauty and Electronics in 2Q25 totaled R$171.5 million, a 3.1% decrease compared to 2Q24.

Merchandise

As a result of the sales performance in Apparel and Electronics and Beauty, our merchandise net revenue was up by 15.3%, totaling R$1,966.5 million.

Merchandise Same Store Sales (SSS) increased by 15.0%.

Other revenue

The line item "Other Revenue" was R$6.3 million in the quarter and resulted mainly from shipping fees from e-commerce sales.

Net Revenue

Site & App

In 2Q25, merchandise net revenue from sales via C&A's website and app recorded a 30.8% growth vs. 2Q24, reaching R$ 115.7 million. Digital's share of merchandise revenue increased by 0.7 p.p., accounting for 5.9% of sales.

During this period, we advanced our Omni pillar with a focus on technology and personalization. We implemented the AI Personal Shopper feature on our website, a pioneering solution that allows for more in-depth and personalized searches, simulating the in-store customer service experience. The feature has already led to significantly higher conversion.

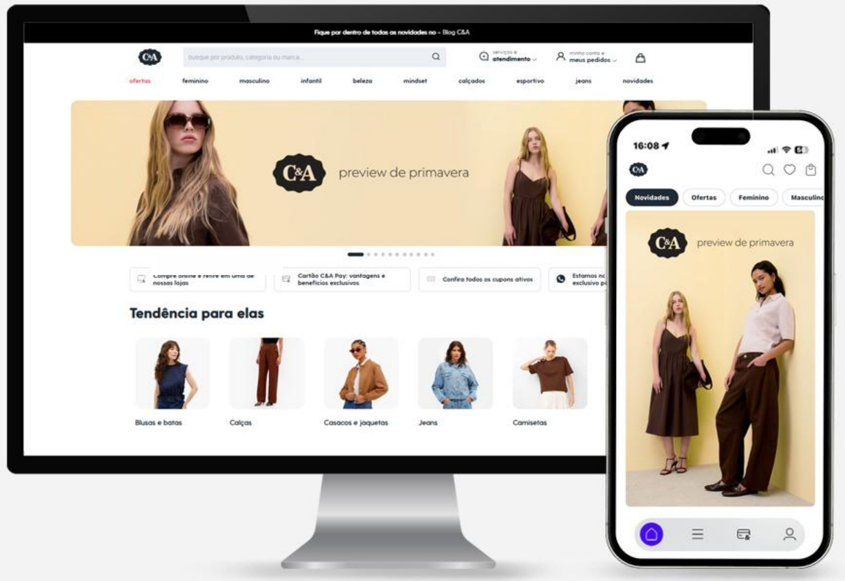
Additionally, the Virtual Fitting Room experience on the website and app has been improved, contributing to a better online experience and increased conversion rates, as well as improved performance among users of the feature. Both initiatives reinforce our commitment to continuously improving the digital experience and advancing the Omni journey.

Site & App (R$ Million)	2Q25	2Q24	Δ%	6M25	6M24	Δ%
Merchandise net revenue (site + app)	115.7	88.5	30.8%	199.7	156.3	27.8%
Merchandise net revenue (site + app) / merchandise net revenue (%)	**5.9%**	**5.2%**	***0.7 p.p.***	**5.7%**	**5.1%**	***0.6 p.p.***

Retail Financial Services

Net revenue from financial services, excluding the commission fee paid by C&A Modas to C&A Pay, totaled R$85.6 million in 2Q25, a 27.2% decrease vs. 2Q24, reflecting the more rigorous approach to credit granting adopted throughout 2024, which resulted in decreased origination and lower revenue.

This effort, targeted at better utilizing our active base, also resulted in C&A Pay's larger share of retail sales, which reached 27.9%, up by 1 p.p. year on year, and contributed to improving portfolio quality and in-store customer experience.

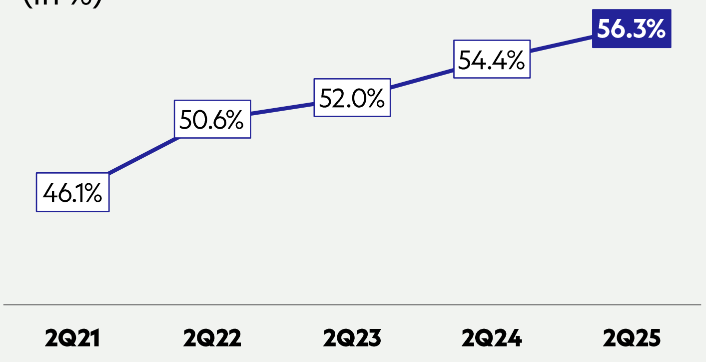


Gross Profit & Gross Margin

Gross profit & gross margin (R$ Million & %)	2Q25	2Q24	Δ%	6M25	6M24	Δ%
Apparel	1,049.8	882.1	19.0%	1,795.0	1,520.6	18.0%
Gross margin (%)	*58.5%*	*57.7%*	*0.8 p.p.*	*56.8%*	*56.1%*	*0.7 p.p.*
Electronics and Beauty	58.2	45.9	26.8%	106.0	81.5	30.0%
Gross margin (%)	*34.0%*	*26.0%*	*8.0 p.p.*	*33.4%*	*24.9%*	*8.5 p.p.*
Merchandise gross profit	**1,108.0**	**928.1**	**19.4%**	**1,901.1**	**1,602.2**	**18.7%**
Merchandise gross margin (%)	***56.3%***	***54.4%***	***1.9 p.p.***	***54.7%***	***52.8%***	***1.9 p.p.***
Other[1]	(26.6)	(19.7)	35.5%	(44.0)	(37.2)	18.4%
Financial services	85.5	117.4	-27.2%	181.8	231.1	-21.3%
Consolidated gross profit	**1,166.9**	**1,025.8**	**13.8%**	**2,038.9**	**1,796.2**	**13.5%**
Consolidated gross margin (%)	***56.7%***	***56.0%***	***0.7 p.p.***	***55.5%***	***54.7%***	***0.9 p.p.***

(1) Mainly considers shipping fees from website and app sales.

Evolution of merchandise gross margin
(in %)



Apparel gross profit increased by 19.0% vs. 2Q24, reaching R$1,049.8 million, with a 0.8p.p. expansion in gross margin, ending the quarter at 58.5%.

The commercial planning, combined with the Company's operational agility and sensitivity to temperature variations, enabled effective dynamic pricing, which contributed to a higher level of full-price sales and resulted in a higher gross margin.

In Electronics and Beauty, gross profit totaled R$58.2 million in 2Q25, 26.8% higher year on year. Gross margin reached 34%, up by 8 p.p., due to the greater share of beauty products that have a higher gross margin compared to smartphones.

As a result, merchandise gross profit reached R$1,108 million, 19.4% higher year on year, with a 1.9 p.p. expansion in gross margin to 56.3%.

Operating Expenses

To broaden our analysis of operating expenses, the Company will include, starting this quarter, the pre-IFRS-16 view in operating expenses comparative tables:

	post- IFRS 16						pre- IFRS 16					
Operating expenses (R$ Million)	**2Q25**	**2Q24**	**Δ%**	**6M25**	**6M24**	**Δ%**	**2Q25**	**2Q24**	**Δ%**	**6M25**	**6M24**	**Δ%**
Selling expenses	(523.1)	(462.0)	13.2%	(977.5)	(885.7)	10.4%	(637.9)	(570.6)	11.8%	(1,205.1)	(1,103.2)	9.2%
General and administrative expenses	(195.9)	(145.4)	34.8%	(356.8)	(287.4)	24.1%	(203.6)	(152.8)	33.2%	(372.1)	(302.7)	22.9%
Operating expenses¹	**(719.1)**	**(607.4)**	**18.4%**	**(1,334.3)**	**(1,173.1)**	**13.7%**	**(841.6)**	**(723.4)**	**16.3%**	**(1,577.2)**	**(1,406.0)**	**12.2%**
Other operating income (expenses)	140.8	39.5	256.8%	157.2	103.8	51.5%	140.8	39.7	254.5%	149.9	113.8	31.7%
Total operating expenses²	**(578.3)**	**(567.9)**	**1.8%**	**(1,177.1)**	**(1,069.3)**	**10.1%**	**(700.8)**	**(683.7)**	**2.5%**	**(1,427.3)**	**(1,292.2)**	**10.5%**
%	**2Q25**	**2Q24**	**Δ%**	**6M25**	**6M24**	**Δ%**	**2Q25**	**2Q24**	**Δ%**	**6M25**	**6M24**	**Δ%**
Selling expenses / consolidadet net revenue	25.4%	25.2%	*0.2 p.p.*	26.6%	27.0%	*-0.3 p.p.*	31.0%	31.2%	*-0.2 p.p.*	32.8%	33.6%	*-0.8 p.p.*
General and administrative expenses / net revenue	9.5%	7.9%	*1.6 p.p.*	9.7%	8.8%	*1.0 p.p.*	9.9%	8.3%	*1.5 p.p.*	10.1%	9.2%	*0.9 p.p.*
Operating expenses / consolidated net revenue	**34.9%**	**33.2%**	***1.7 p.p.***	**36.4%**	**35.7%**	***0.6 p.p.***	**40.9%**	**39.5%**	***1.4 p.p.***	**43.0%**	**42.8%**	***0.2 p.p.***

(1) Excludes expenses with allowances for doubtful accounts and other operating income (expenses) to facilitate analysis.

(2) Includes Other operating income (expenses).

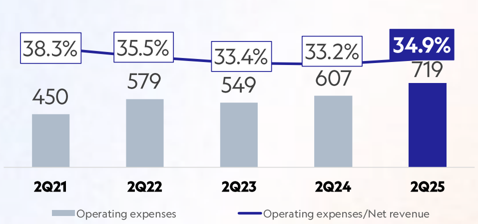
In the pre-IFRS-16 view, selling expenses totaled R$637.9 million, which represents an increase of 11.8%. As a percentage of net revenue, there was a 0.2 p.p. dilution of selling expenses due to greater efficiency in occupancy costs, which was partially offset by greater investments in marketing, in line with the Energia strategy. In the post-IFRS-16 view, selling expenses totaled R$523.1 million, equivalent to a 13.2% increase. As a percentage of revenue, there was a 0.2 p.p. increase due to the marketing investments mentioned above.

General and administrative expenses were R$203.6 million pre-IFRS-16, representing a 33.2% increase. During the quarter, there was a significant 83% increase in the share price, which led to a higher provision for labor charges related to the Long-Term Incentive Program (ILP). Additionally, in line with our strategy, the Company continues to strengthen its internal structures and increase the volume of items processed through Push & Pull compared to the previous year. As a percentage of net revenue, there was an increase of 1.5 p.p. Under the post-IFRS 16 view, general expenses totaled R$195.9 million, a 34.8% increase. As a percentage of net revenue, there was an increase of 1.6 p.p. due to the same reasons mentioned above.

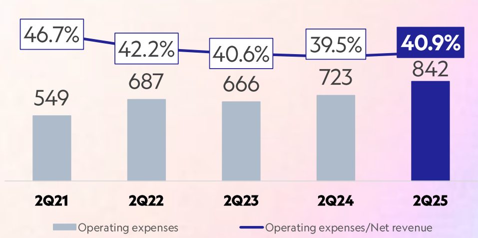
All in all, in the pre-IFRS-16 view, operating expenses amounted to R$ 841.6 million, up by 16.3% vs. 2Q24. As a percentage of net revenue, there was a 1.4 p.p. increase. Excluding the ILP effect, operating expenses increased by 13.3% and the ratio to net revenue increased by 0.3 p.p.. In the post-IFRS-16 view, operating expenses were R$719.1 million.

Operating expenses (R$ Million and % of net revenue)

Post-IFRS-16



Pre-IFRS-16



Retail Financial Services

R$ Million	C&A Pay			Bradescard			Financial Services		
	2Q25	2Q24	Δ%	2Q25	2Q24	Δ%	2Q25	2Q24	Δ%
Net revenue from taxes	85.4	114.8	-25.7%	15.1	15.3	-1.0%	100.5	130.1	-22.8%
Cost of funding	(6.9)	(7.2)	-4.7%	(0.1)	(0.2)	-34.4%	(7.0)	(7.4)	-5.3%
Gross profit	**78.5**	**107.6**	**-27.1%**	**15.0**	**15.1**	**-0.6%**	**93.5**	**122.7**	**-23.8%**
Selling expenses	(35.8)	(40.7)	-12.2%	(0.6)	(4.9)	-88.3%	(36.3)	(45.6)	-20.3%
General & administrative expenses	(2.3)	(3.9)	-41.5%	(0.0)	(0.0)	-2.1%	(2.3)	(3.9)	-41.2%
Credit losses, net of recoveries	(40.2)	(69.1)	-41.9%	-	-	-	(40.2)	(69.1)	-41.9%
Other operating income (expenses)	0.0	0.0	-	154.3	0.0	-	154.3	0.0	-
Financial services results	**0.3**	**(6.0)**	**-**	**168.7**	**10.2**	**1550.9%**	**169.0**	**4.2**	**3939.0%**

C&A Pay's operations have been increasingly focusing on the experience provided by the product and integration into the retail journey. This movement has led to increased customer satisfaction, as shown by our higher NPS in financial products.

This effort, focused at recurrence and *spending* of the active customer base, drove penetration up to 27.9% in this quarter. Conversely, the origination of new accounts dropped by 20.4%, explaining the decline in both portfolio and revenue.

The assertiveness in granting credit, given the still high interest rates, resulted in lower origination and a decline in revenue from installment payments with interest. As a result, C&A Pay's net revenue was R$ 85.4 million, a 25.7% reduction vs. 2Q24.

This approach, combined with C&A Pay's efficient collection strategy, also contributed to a 41.9% decrease in net recovery losses, which totaled R$40.2 million in the period.

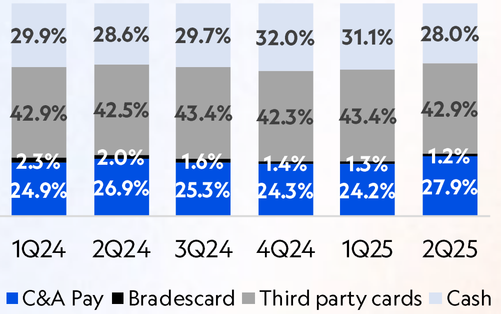
Selling expenses that include personnel expenses and outsourcing of credit, collection and customer services, totaled R$35.8 million, 12.2% lower vs. 2Q24, due to flexibility in the operation's expense structure.

Despite the decrease in revenue, operational efficiency and to lower net losses, enabled a better contribution margin and a positive result of R$0.3 million.

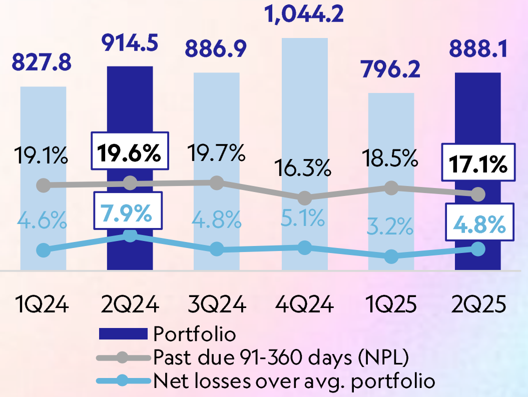
We also reached an important milestone by terminating the partnership agreement with Bradescard, which concludes an important strategic pillar of our IPO relative to the repurchase of rights to offer financial products and services for R$ 650.6 million and sale of the remaining branded card portfolio for R$170.0 million.

As a result, from 3Q25 forward, results from the former partnership will no longer be included in the Company's results. Finally, the amount from other revenues that made up the quarter's result refers to the transfer of rights pertaining to the remaining Bradescard branded card portfolio.

Payment Method



C&A Pay portfolio up to 360 days
(R$ Million)



Retail Financial Services

C&A Pay's active 360-day-past-due portfolio ended the quarter totaling R$888.1 million, down by 2.9% vs. 2Q24.

At the end of 2Q25, C&A Pay's customer base was 8.0 million.

C&A Pay	2Q25	2Q24	Δ%
Portfolio 720	1,075.3	1,020.3	5.4%
Portfolio 360	888.1	914.5	-2.9%
Share on retail sales	**27.9%**	**26.9%**	**1.0 p.p.**
New digital cards ('000)	464.7	583.6	-20.4%
Total digital cards ('000)	8,009.3	6,092.0	31.5%
Coverage index[1]			
over past due > 90 - 720 days	100.9%	100.6%	0.3 p.p.
over past due > 90 - 360 days	105.5%	104.1%	1.4 p.p.

(1) Considers past-due balances of the portfolio by stage (IFRS-9).

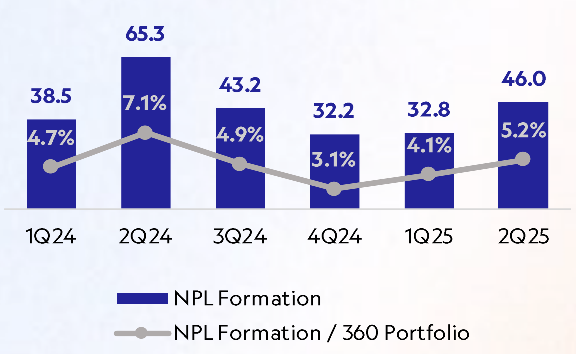
As a result of our assertive credit-granting approach and the quality of our active portfolio, all main default indicators improved.

Coverage for amounts overdue between 90 and 360 days increased by 1.4 p.p. vs. 2Q24, reaching 105.5%. The provision level for the 360- to 720-day past due portfolio resulted in a 97% coverage, and this provision balance was factored in the net loss for the period.

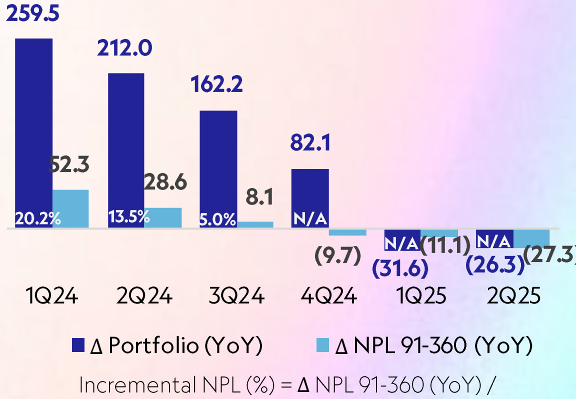
The quality of new cohorts and rollovers also led to lower NPL formation (balances overdue between 90 and 360 days), which remains at healthy levels, down from 7.1% in 2Q24 to 5.2% in 2Q25 as a percentage of the portfolio. As a result, our NPL also improved, ending the quarter 2.5 p.p. lower vs. 2Q24, reaching 17.1% of the 360 portfolio.

Balances overdue between 90 and 360 days were also down by R$27.3 million. However, as there was also a R$26.3 million reduction in the 360 portfolio, the incremental NPL percentage is not applicable.

NPL formation (R$ Million)



Incremental NPL[2] (R$ Million)



Incremental NPL (%) = Δ NPL 91-360 (YoY) / Δ Portfolio 360 (YoY)

(2) Portfolio evolution (YoY) vs. evolution of 91 to 360 days formation (YoY)

Adjusted EBITDA

Consolidated Adjusted EBITDA

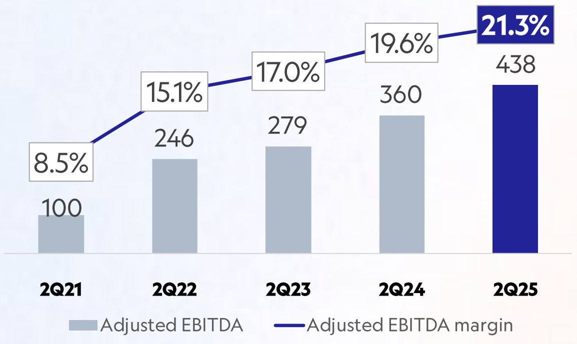
R$ Million & %	2Q25	2Q24	Δ%	6M25	6M24	Δ%
Net income	**200.3**	**83.9**	**138.9%**	**204.4**	**154.7**	**32.1%**
(+) Income taxes	91.9	35.1	161.5%	84.4	16.3	418.9%
(+/-) Financial results, net	87.1	101.5	-14.2%	164.2	105.4	55.8%
(+) Depreciation & amortization	169.2	168.3	0.5%	339.0	340.4	-0.4%
EBITDA (post-IFRS 16)	**548.5**	**388.8**	**41.1%**	**792.0**	**616.8**	**28.4%**
(+) Other operating income (expenses)	(138.2)	(26.0)	432.3%	(146.9)	(28.9)	408.5%
(+) Financial income from suppliers	1.9	4.2	-53.9%	2.8	7.9	-64.2%
(-) Recovery of tax credits	(2.6)	(13.5)	-80.8%	(10.3)	(74.9)	-86.2%
(+) Long term incentive	28.8	5.9	385.8%	45.3	19.0	137.7%
Adjusted EBITDA (post-IFRS 16)	**438.4**	**359.5**	**22.0%**	**682.9**	**540.0**	**26.5%**
Adjusted EBITDA margin (post-IFRS 16) (%)	21.3%	19.6%	*1.7 p.p.*	18.6%	16.4%	*2.2 p.p.*
EBITDA (pre-IFRS 16)	**426.0**	**273.0**	**56.0%**	**541.8**	**393.9**	**37.5%**
Adjusted EBITDA (pré-IFRS 16)	**315.9**	**243.5**	**29.8%**	**440.0**	**307.1**	**43.3%**
Adjusted EBITDA margin (pré-IFRS 16) (%)	15.3%	13.3%	*2.1 p.p.*	12.0%	9.4%	*2.6 p.p.*

The pre-IFRS-16 adjusted EBITDA, which excludes the result from the sale of the remaining (branded card) portfolio under the partnership with Bradescard, reached R$315.9 million, 29.8% higher vs. 2Q24, due to a higher merchandise gross margin in the quarter and better levels of net recovery losses. As a result, the margin was up by 2.1 p.p. vs. 2Q24.

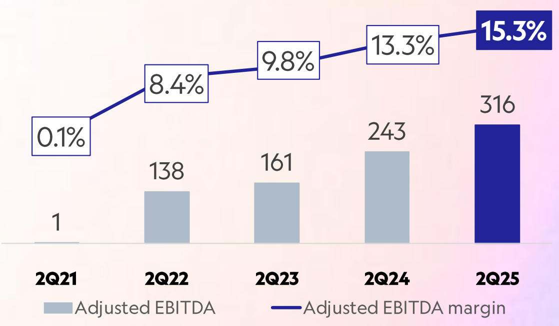
In the post-IFRS-16 view, adjusted EBITDA totaled R$438.4 million, 22,0% higher year on year, due to improved operating results in the quarter and a lower net loss in the period. The margin rose to 21.3%, increasing by 1.7 p.p..

Adjusted EBITDA and adjusted EBITDA margin (R$ and %)

Post-IFRS-16



Pre-IFRS-16



Adjusted EBITDA

Retail Adjusted EBITDA

R$ Million & %	2Q25	2Q24	Δ%	6M25	6M24	Δ%
Adjusted EBITDA (post-IFRS 16)	**438.4**	**359.5**	**22.0%**	**682.9**	**540.0**	**26.5%**
(+/-) Financial services results[1]	(21.6)	(11.4)	89.6%	(60.9)	(45.0)	35.5%
Retail Adjusted EBITDA (post-IFRS 16)	416.8	348.1	19.7%	622.0	495.1	25.6%
Retail Adjusted EBITDA margin (post-IFRS 16)	**21.2%**	**20.4%**	***0.8 p.p.***	**17.9%**	**16.3%**	***1.6 p.p.***

(1) Excludes the funding cost of the financial operation, as this amount does not impact the Company's consolidated results, but is accounted for as a cost in C&A Pay.

In the quarter, the Pre-IFRS-16 Retail Adjusted EBITDA was R$294.3 million, with a margin of 16.4%, 1.2 p.p. higher year on year.

In the post-IFRS-16 view, the adjusted EBITDA was R$416.8 million with a margin of 23.2%, 0.4 p.p. higher vs. 2Q24.

Financial Results, Net

R$ Million	2Q25	2Q24	Δ%	6M25	6M24	Δ%
Exchange rate variation	**(3.6)**	**(9.1)**	**-60.3%**	**(1.4)**	**(11.0)**	**-87.5%**
Loans	(0.0)	0.0	-	(1.0)	0.0	-
Purchases	(3.5)	(9.1)	-60.9%	(1.4)	(11.0)	-87.5%
Financial expenses	**(151.0)**	**(128.1)**	**17.8%**	**(296.7)**	**(272.9)**	**8.7%**
Interest expenses	(49.2)	(47.0)	4.8%	(98.0)	(100.6)	-2.6%
Leasing interest expenses	(43.1)	(35.2)	22.5%	(86.4)	(74.7)	15.7%
PVA on suppliers	(28.0)	(23.5)	18.8%	(54.1)	(51.6)	4.8%
Interest expenses over suppliers - Bradescard	(21.4)	(16.4)	30.6%	(42.1)	(32.8)	28.5%
Interest expenses on taxes and contingencies	(6.4)	(4.6)	38.4%	(11.4)	(10.6)	7.6%
Other financial expenses	(2.9)	(1.5)	100.8%	(4.7)	(2.6)	78.0%
Financial income	**58.7**	**33.7**	**73.8%**	**115.3**	**175.6**	**-34.3%**
Monetary correction of tax credits	21.2	20.2	4.8%	46.8	140.4	-66.7%
Interest on financial investments	34.7	14.7	135.4%	66.7	40.9	63.2%
Tax on financial income	(4.8)	(5.5)	-11.5%	(10.3)	(13.6)	-24.7%
Interest income over suppliers	1.9	4.2	-53.9%	2.8	7.9	-64.2%
Other financial income	5.6	0.0	491593.3%	9.3	0.0	376089.5%
Earnings from Bonds and Securities	**8.9**	**2.0**	**354.5%**	**18.6**	**2.9**	**540.4%**
Financial results, net	**(87.1)**	**(101.5)**	**-14.2%**	**(164.2)**	**(105.4)**	**55.8%**

Financial expenses totaled R$151.0 million in the quarter, due to the higher interest rate during the period (SELIC), which impacted both the lease interest line and Bradescard-related interest. There was also an increase in supplier AVP (Present Value Adjustment) as a result of the higher volume of purchases to support the Company's growth pace.

The early settlement of the obligation with Bradescard also contributed to a lower level of interest expenses with Bradescard suppliers in the quarter. Starting in 3Q25, no further expenses will be recognized under this line.

Financial revenues increased by 86.9%, totaling R$58.7 million in the quarter, due to the higher cash position in the period.

As a result, the Company reported a net financial expense of R$87.1 million, representing a 14.2% reduction compared to 2Q24.

Net Income

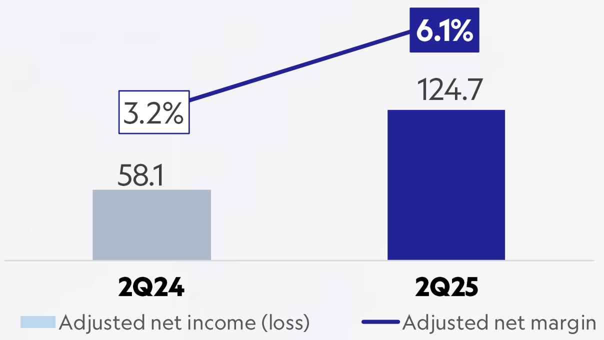
Net income (loss) (R$ Million)	2Q25	2Q24	Δ%	6M25	6M24	Δ%
Net income (loss)	**200.3**	**83.9**	**138.9%**	**204.4**	**154.7**	**32.1%**
Net margin (%)	9.7%	4.6%	*5.2 p.p.*	5.6%	4.7%	18.2%
Adjusted net income (loss)	**124.7**	**58.1**	**114.5%**	**127.3**	**(3.3)**	**-**
Adjusted net margin (%)	6.1%	3.2%	*2.9 p.p.*	3.5%	-0.1%	-

(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.

In 2Q25, the reported net income was R$200.3 million, 138.9% higher vs. 2Q24, mainly due to the sale of the legacy portfolio under the partnership with Bradescard.

Adjusted net income, which excludes this effect, as well as effects from long-term incentives (ILP) and recovery of tax credits, was R$ 124.7 million, a 113.2% increase on the same comparison basis. All in all, the Company achieved a significant increase of 2.9 p.p. in its adjusted net margin.

Adjusted net income (loss) and adjusted net margin (R$ and %)



Indebtedness

R$ Million	2Q25	2Q24	Δ%
Short-term debt	447.9	553.5	-19.1%
Long-term debt	842.6	759.9	10.9%
Gross debt	**1,290.4**	**1,313.4**	**-1.7%**
Buying back the right to offer credit products and financial services (Bradescard)	0.0	572.7	-
Total gross debt	**1,290.4**	**1,886.1**	**-31.6%**
(-) Cash, cash equivalents & short-term investments[1]	**1,003.9**	**815.1**	**23.2%**
(=) Net cash (debt)	**(286.6)**	**(1,071.0)**	**-73.2%**
LTM Adjusted EBITDA pre-IFRS16	1,108.8	788.2	40.7%
Leverage[1]	**0.3x**	**1.4x**	**-1.1x**

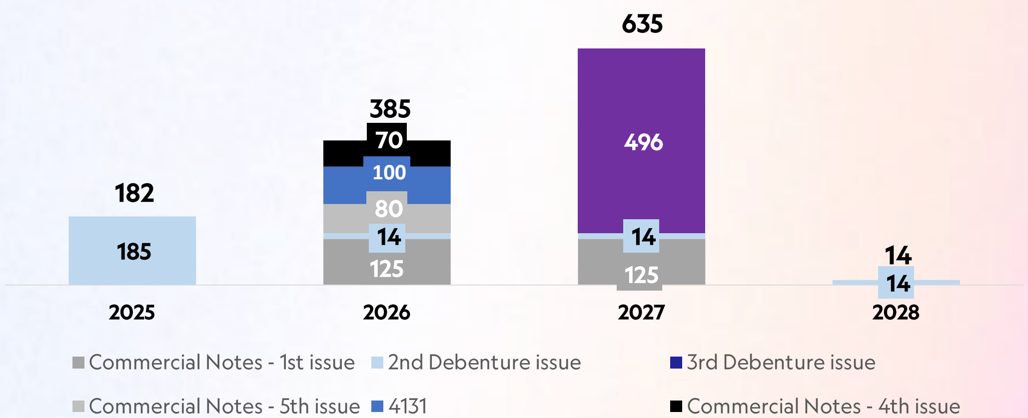
Note: Short-term and long-term debt, net of derivatives (1) Measured by the net debt/EBITDA ratio

This quarter, the Company paid off R$650.6 million concerning termination of the partnership with Bradescard. As a result, total gross debt decreased by 31.6% vs. 2Q24.

At the same time, the record cash generation for a first-half-year allowed us to end the quarter with a robust cash position of R$1,003.9 million, reducing net debt by 73.3% for a total of R$286.4 million.

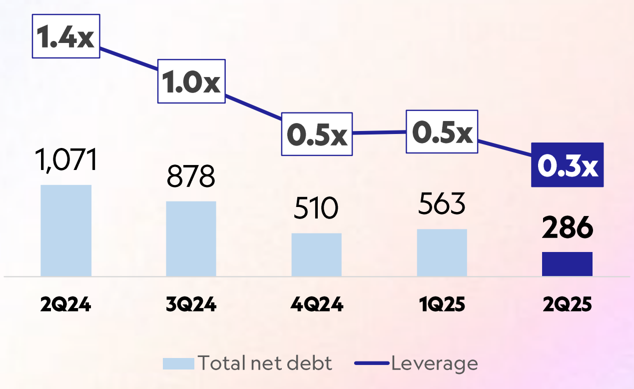
As a result, leverage — measured by net debt over adjusted EBITDA (pre-IFRS 16) for the last 12 months — also improved, ending the quarter at 0.3x.

Debt Amortization Schedule (R$ million)[1]



The amortization schedule refers to the principal only, excluding interest.

Total Net Debt and Leverage (R$ million)



Cash Flow

Adjusted Cash Flow

R$ Million	2Q25	Ajustes Bradescard	2T25 ajustado	2Q24	Δ%
Pre-IFRS16 net income (losses) before Income Taxes and Social Contribution	**297.6**	**(154.3)**	**143.3**	**121.3**	**18.2%**
Depreciation and amortization	84.3		84.3	86.0	-1.9%
(+/-) Other	119.2		119.2	118.4	0.7%
Adjustments with no impact on cash	**203.6**		**203.6**	**204.4**	**-0.4%**
Income Tax and Social Contribution paid	**(17.9)**		**(17.9)**	**(4.6)**	**292.5%**
Working capital	**(695.6)**		**(60.6)**	**(212.4)**	**-71.4%**
Accounts receivable	(265.2)		(265.2)	(282.9)	-6.3%
Inventory	(8.6)		(8.6)	(63.5)	-86.5%
Suppliers	152.5		152.5	79.8	91.0%
Bradescard Suppliers	(650.6)	650.6	0.0	0.0	-
Other	76.3	(15.7)	60.6	54.2	11.9%
Cash from (used in) operating activities	**(212.3)**		**268.3**	**108.8**	**146.6%**
Cash flow from investing activities	**(83.4)**		**(83.4)**	**(45.5)**	**83.1%**
(=) Adjusted free cash flow	**(295.6)**		**185.0**	**63.3**	**192.2%**
Cash flow generated (used) in financing activities	**(221.4)**	**(650.6)**	**(872.0)**	**(451.3)**	**93.2%**
(Consumo) Geração de caixa - pré alienação Bradescard	**(517.0)**		**(687.1)**	**(388.0)**	**77.1%**
Bradescard portfolio sale	0.0	170.0	170.0	0.0	-
(Use) Cash generation	**(517.0)**		**(517.0)**	**(388.0)**	**33.3%**

The Company had record operating cash generation in the quarter, totaling R$268.3 million, a 146.6% increase year on year. This performance is a reflection of a solid operational performance and improved cash conversion cycle in the period.

C&A demonstrated better inventory turnover management and a shorter receiving time vs. 2Q24 due to the lower share of smartphones C&A's product mix, as well as the lower share of installment payments with interest from C&A Pay. As a result, the cash conversion cycle improved by six days.

Moreover, cash flow from investments totaled R$83.4 million, 83.1% higher vs. 2Q24 due to investments in Energia.

Finally, adjusted cash flow from financing activities was a negative R$872 million due to settlement of the debt with Bradescard (R$650.6 million). In the quarter, there was a 31.6% reduction in total gross debt due to settlement of the debt under the former partnership.

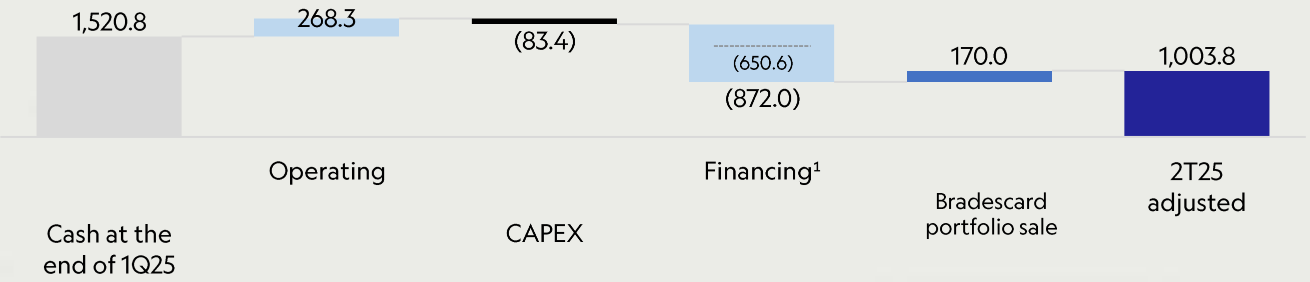
Cash Flow

Changes in Adjusted Cash Position (R$ million)

At the end of the quarter, the cash and cash equivalents balance decreased by R$517.0 million due to termination of the partnership with Bradescard, which resulted in a net cash outflow of R$480.6 million (considering a cash outflow of R$650.6 million from termination of the partnership and a positive R$170.0 million from the sale of the remaining portfolio).

Adjusted operating cash flow was R$268.3 million, 146.6% higher vs. the same period of the previous year.

Adjusted financing cash flow totaled R$872.0 million, of which R$650.6 million refers to termination of the partnership.. Finally, investment activities totaled R$83.4 million. As a result, the final cash position for the period was R$1,003.8 million.



Note: Operating cash flow accounts for lease interest and principal; the final cash position includes marketable securities and financial instruments.

Investments

Investments (R$ Million)	2Q25	2Q24	Δ%	6M25	6M24	Δ%
New stores	10.0	7.1	40.8%	19.1	12.1	58.8%
Revamps and remodeling	62.0	16.6	273.2%	74.0	20.6	259.7%
Supply chain	3.0	1.9	59.7%	4.3	1.9	126.4%
Digital and technology	36.0	31.6	13.9%	53.9	56.4	-4.4%
Total	**111.0**	**57.2**	**94.0%**	**151.4**	**90.9**	**66.5%**

Note: The investment amount corresponds to investments acquired in the period but not necessarily paid. The amount paid (cash outlay) is included in the cash flow statement for investment activities.

In line with the Company's expansion and strengthening strategy, C&A invested R$111 million in 2Q25, 95.8% higher than 2Q24. A significant portion of this amount was allocated to the renovation of 7 stores. During the quarter, a new store was also opened in Valinhos/SP. With this, we ended the quarter with 333 stores.

On the digital and technology front, investments totaled R$36 million, boosting the advancement of initiatives linked to the Commercial Intelligence Hub (CIH). Highlights include dynamic assortment powered by AI engines, evolution of CRM and personalization tools, and initiatives to strengthen the Company's commercial efficiency and profitability.

Appendices

Total Adjusted EBITDA
(Pre-IFRS 16)

R$ Million & %	2Q25	2Q24	Δ%
Net income	**200.3**	**83.9**	**138.9%**
(+) Income taxes	91.9	35.1	161.5%
(+/-) Financial results, net	87.1	101.5	-14.2%
(+) Depreciation & amortization	169.2	168.3	0.5%
EBITDA (post-IFRS 16)	**548.5**	**388.8**	**41.1%**
(+) Other operating income (expenses)	(138.2)	(26.0)	432.3%
(+) Financial income from suppliers	1.9	4.2	-53.9%
(-) Recovery of tax credits	(2.6)	(13.5)	-80.8%
(+) Long term incentive	28.8	5.9	385.8%
Adjusted EBITDA (post-IFRS 16)	**438.4**	**359.5**	**22.0%**
Adjusted EBITDA margin (post-IFRS 16) (%)	21.3%	19.6%	*1.7 p.p.*
EBITDA (pre-IFRS 16)	**426.0**	**273.0**	**56.0%**
Adjusted EBITDA (pré-IFRS 16)	**315.9**	**243.5**	**29.8%**
Adjusted EBITDA margin (pré-IFRS 16) (%)	15.3%	13.3%	*2.1 p.p.*

Balance Sheet

R$ million	2Q25	4Q24
Total assets	**8,869.9**	**10,053.9**
Current assets	**4,177.0**	**4,993.4**
Cash and cash equivalents	832.7	1,403.2
Bonds and securities	171.2	169.3
Trade receivables	1,444.7	1,862.8
Inventory	1,159.9	1,032.2
Taxes recoverable	487.0	470.4
Derivatives	0.0	18.3
Other Assets	81.5	37.2
Non-Current Assets	**4,692.9**	**5,060.5**
Taxes recoverable	922.7	1,127.7
Deferred taxes	488.7	530.1
Judicial deposits	127.7	144.9
Derivatives - LT	0.7	6.6
Other assets	4.6	4.8
Properties and equipament	840.1	823.7
Right-of-use assets - leases	1,454.8	1,529.9
Intangible assets	853.6	892.8
Total liabilities and shareholder's equity	**8,869.9**	**10,053.9**
Current liabilities	**2,806.3**	**3,850.3**
Lease liabilities	364.4	352.7
Suppliers	1,176.7	1,280.7
Dividends and IOC	101.9	101.9
Drawee risk liabilities	270.9	350.0
Suppliers buying back the right to offer credit (Bradescard)	0.0	608.6
Loans	424.7	456.5
Derivatives	23.2	0.3
Labor liabilities	263.2	279.8
Taxes payable	143.2	375.9
Other liabilities	38.1	43.7
Non-current liabilities	**2,607.9**	**2,895.1**
Lease liabilities	1,387.1	1,474.1
Suppliers	6.2	0.2
Suppliers buying back the right to offer credit (Bradescard)	0.0	0.0
Loans	843.2	1,041.5
Derivatives - LT	0.1	0.0
Labor liabilities	16.5	20.3
Provisions for tax, civil, and labor risks	285.1	293.1
Taxes payable	14.7	15.4
Other liabilities	55.0	50.6
Shareholder's equity	**3,455.7**	**3,308.5**
Share capital	1,847.2	1,847.2
Shares in Treasury	(48.2)	(34.4)
Capital reserve	23.1	49.3
Profit reserve	1,439.1	1,439.1
Other comprehensive income	(10.0)	7.3

Income Statement

R$ Million	2Q25	2Q24	Δ%
Net operating revenue	**2,058.5**	**1,831.6**	**12.4%**
Apparel	1,795.0	1,528.6	17.4%
Fashiontronics and Beauty	171.5	176.9	-3.1%
Net revenue from goods	1,966.5	1,705.5	15.3%
Other revenue	6.3	8.5	-25.8%
Retail revenue	1,972.9	1,714.0	15.1%
Financial services	85.6	117.6	-27.2%
Cost of goods/services	**(891.6)**	**(805.8)**	**10.6%**
Gross profit	**1,166.9**	**1,025.8**	**13.8%**
Apparel	1,049.8	882.1	19.0%
Fashiontronics and Beauty	58.2	45.9	26.8%
Gross profit from goods	1,108.0	928.1	19.4%
Other gross profit	(26.6)	(19.7)	35.5%
Gross profit from retail	1,081.4	908.4	19.0%
Gross profit from financial services	85.5	117.4	-27.2%
Operating (expenses) and revenue	**(787.6)**	**(805.3)**	**-2.2%**
General and administrative	(195.9)	(145.4)	34.8%
Selling expenses	(523.1)	(462.0)	13.2%
Depreciation and amortization	(169.2)	(168.3)	0.5%
Other net operating income (expenses)	140.8	39.5	256.8%
Net credit losses	(40.2)	(69.1)	-41.9%
Profit before Financial Revenue and Expenses	**379.3**	**220.5**	**72.0%**
Finance results	**(87.1)**	**(101.5)**	**-14.2%**
Exchange variation	(3.6)	(9.1)	-60.3%
Finance expenses	(151.0)	(128.1)	17.8%
Finance income	58.7	33.7	73.8%
Earnings from bonds and securities	8.9	2.0	354.5%
Profit before taxes	**292.2**	**119.0**	**145.5%**
Income taxes	(91.9)	(35.1)	161.5%
Net income (losses) for the period	**200.3**	**83.9**	**138.9%**

Cash Flow Statements

R$ Million	2Q25	2Q24
Operating activities		
Allowance for expected credit losses	288.8	171.0
Adjustments to reconcile income before income taxes to net cash flows:		
Allowance (reversal) for expected credit losses	52.1	110.5
Adjustment to present value of accounts receivables and suppliers	3.4	0.1
Expenses with stock-based compensation	7.3	6.9
Provisions for inventory losses	45.3	41.1
Gains/Recognition of tax claims, including monetary correction	(36.5)	(182.7)
Depreciation and amortization	170.1	175.4
Impairment (Reversal) of provisions for property and equipment, intangibles, and right-ofuse assets	(6.9)	15.8
Losses from the sale or disposal of property and equipment and intangible assets	12.9	0.3
Right-of-use amortization	185.2	181.1
Lease liabilities	(7.3)	(4.4)
Interest on leases	93.8	81.4
Expenses with loans and debentures	87.7	103.1
Interest on suppliers	42.1	32.8
Provisions (reversal) for tax, civil and labor risks	21.3	(34.8)
Derivatives	21.6	0.0
Update of judicial deposits	(3.7)	(6.4)
Yield from investments in bonds and securities	(18.6)	(7.9)
Variations in assets and liabilities:		
Trade receivables	368.3	190.5
Inventory	(181.9)	(253.9)
Taxes recoverable	224.8	158.4
Other credits	(44.1)	(15.8)
Bonds and securities	16.7	(5.5)
Judicial deposits	21.0	12.2
Suppliers	(30.0)	(161.3)
Fornecedor Bradescard	(650.6)	0.0
Drawee risk liabilities	(79.2)	(78.2)
Labor liabilities	(31.7)	(28.8)
Other liabilities	(6.5)	5.8
Provisions for tax, civil and labor risks	(29.3)	(20.0)
Taxes payable	(206.6)	(126.6)
Income Tax and Social Contribution paid	(61.0)	(49.5)
Cash flow originating (invested in) operating activities	**268.5**	**310.5**
Purchase of property and equipment	(144.8)	(31.4)
Purchase of intangible assets	(73.4)	(68.4)
Receivables from the sale of property and equipment	0.0	0.1
Cash flow used in investment activities	**(218.2)**	**(99.7)**
Loan/debenture transaction costs	(0.3)	(0.4)
Repayment of loans (principal)	(228.4)	(360.0)
Interest paid on loans	(89.2)	(110.1)
Repayments and interest paid on leases	(266.9)	(256.5)
Share buy-back	(36.0)	(29.3)
Net cash flows originating from (used by) financing activities	**(620.8)**	**(756.3)**
Net increase (decrease) in cash and cash equivalents	(570.5)	(545.5)

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 Collect	A solution whereby customers can buy online and pick up their merchandise at one of our B&M stores.
Galeria C&A	C&A's 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.
RFS	Retail Financial Services
Seller	Partner sellers who offer their merchandise on our marketplace.
Ship from Store	transforms B&M stores into distribution centers, shipping merchandise 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 e-commerce and all types of sales and deliveries (100% online, ship-from-store, and click-and-collect).
Sup.p.ly	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 was founded in 1841 by Dutch brothers Clemens and August and the company was named from their initials. C&A was a pioneer in the production of ready-to-wear apparel and is now one of the largest fashion retail chains in the world.

In Brazil, the company has been present since 1976, with the opening of its first store at Shopping Ibirapuera in São Paulo.

Currently, it operates over 330 stores, primarily located in shopping centers. These stores are spread across all Brazilian states, totaling approximately 620,000 square meters of sales area, in addition to its digital presence.

To meet this demand, C&A relies on a network of qualified suppliers, with around 70% of its production sourced domestically.

Its sales focus on fashion products, including apparel and beauty categories. Today, apparel accounts for about 90% of its revenue, while beauty products are gaining increasing relevance.

Listed on the Brazilian stock exchange (B3) since October 2019, C&A continues its consistent trajectory, aiming to offer an increasingly relevant omnichannel experience to its customers.

With over 15,000 associates across the country, the company stands out for offering fashion products with high perceived value to its customers. In December 2021, it launched C&A Pay, its proprietary credit solution, which currently accounts for 27.9% of retail sales.