Earnings Release

4Q25

Earnings Call
Date: 2/ 25/2026 (Portuguese/English)
Brasília: 11am I New York: 9am I London: 2pm
webcast: ri.cea.com.br

IBOVESPA B3	ISE B3	SMLL B3	CEAB B3 LISTED NM	IGCT B3	ICO2 B3
IGC-NM B3	IGC B3	IBRA B3	ITAG B3	ICON B3	IGPTW B3

Highlights

C&A ends 4Q25 with adjusted net income of R$269.8 million and R$ 83.7 million in net cash

Apparel net revenue **reached R$2.3 billion** (+0.6% vs. 4Q24) and grew **9.2**% in 2025 vs. 2024

22.6% increase in **Beauty** net revenue vs. 4Q24 and **46.0**% in 2025 vs. 2024

17% growth in **online apparel** for the quarter

Adjusted **net income**[2] reaches **R$269.8** million in 4Q25, up **7.9%** vs. 4Q24, and closes the year with a **57.5**% increase vs. 2024, totaling **R$470.7** million

NPS was **2.7 p.p.** higher in 4Q25 vs. 4Q24, and 8.1 p.p. higher in 2025 vs. 2024

Seven new openings and **11** renovations in 4Q25, two of them under the Energia model

Company announces early adoption of the **Sustainability- Related Financial Information Report**

Apparel ends the quarter with a **56.7% gross margin** (+0.1 p.p. vs. 4Q24), up **0.4 p.p.** in 2025 vs. 2024

Merchandise gross margin was up **1.6 p.p.** in Q4, reaching 56.2% (+1.7 p.p. for the year)

3.2 p.p. decrease in C&A Pay **NPL** vs. 4Q24

Investments of **R$546** million in **Capex,** 51.8% higher than the previous year

R$297.4 million in adjusted free cash flow[1], closing the year with net cash of **R$83.7** million.

Fitch upgrades the Company's long-term **rating** to **AA(bra)**

21.8% in **ROIC** for 2025, up 5.5 p.p. vs. 2024

(1) Adjusted free cash flow takes into account financial investments and excludes the transfer of rights relative to the Bradescard branded card portfolio.

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

Note: ROIC calculated based on adjusted net income of the past last four quarters.

Highlights

Consolidated Results

KPI's (R$ Million)	4Q25	4Q24	Δ%	2025	2024	Δ%
Consolidated net revenue	2,471.6	2,552.1	-3.2%	7,983.0	7,636.5	4.5%
Apparel net revenue	2,251.9	2,239.1	0.6%	7,059.8	6,462.9	9.2%
Same store sales - apparel (SSS)[1] (%)	-0.3%	14.4%	*-14.7 p.p.*	8.5%	16.4%	*-7.9 p.p.*
Same store sales - merchandise (SSS)[1] (%)	-2.7%	12.3%	*-15.0 p.p.*	6.2%	13.1%	*-6.9 p.p.*

(R$ Million)	4Q25	4Q24	Δ%	2025	2024	Δ%
Consolidated gross profit	1,387.7	1,401.9	-1.0%	4,432.5	4,176.6	6.1%
Consolidated gross margin (%)	56.1%	54.9%	*1.2 p.p.*	55.5%	54.7%	*0.8 p.p.*
Apparel gross margin (%)	56.7%	56.6%	*0.1 p.p.*	56.4%	56.0%	*0.4 p.p.*
Gross merchandise margin (%)	56.2%	54.7%	*1.5 p.p.*	55.1%	53.4%	*1.7 p.p.*
Operating expenses[2]	(791.2)	(759.4)	4.2%	(2,784.1)	(2,566.8)	8.5%
Operating expenses / consolidated net revenue	32.0%	29.8%	*2.2 p.p.*	34.9%	33.6%	*1.3 p.p.*
Operating expenses[2]	(920.2)	(884.1)	4.1%	(3,280.5)	(3,040.3)	7.9%
Operating expenses pre-IFRS 16 / consolidated net revenue	37.2%	34.6%	*2.6 p.p.*	41.1%	39.8%	*1.3 p.p.*

(R$ Million)	4Q25	4Q24	Δ%	2025	2024	Δ%
Adjusted EBITDA[3] (post-IFRS16)	560.1	593.4	-5.6%	1,576.3	1,449.5	8.8%
Adjusted EBITDA margin (post-IFRS16) (%)	22.7%	23.3%	*-0.6 p.p.*	19.7%	19.0%	*0.8 p.p.*
Adjusted EBITDA[3] (pre-IFRS16)	431.0	468.7	-8.1%	1,079.8	975.9	10.7%
Adjusted EBITDA margin (pre-IFRS16) (%)	17.4%	18.4%	*-0.9 p.p.*	13.5%	12.8%	*0.7 p.p.*

(R$ Million)	4Q25	4Q24	Δ%	2025	2024	Δ%
Net income (loss)	313.2	254.9	22.9%	587.1	452.5	29.7%
Adjusted net income (loss)[4]	269.8	250.1	7.9%	470.7	298.9	57.5%
Investments	247.7	187.6	32.0%	546.0	359.7	51.8%

(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

In 2025, marked the second year of the C&A Energia Strategy Consistent progress was achieved in all areas of the Company. Throughout the period, we executed our strategic priorities with discipline, strengthening our business model and enhancing the Company's competitiveness, resilience, and value creation.

We closed the year with apparel sales totaling R$7.1 billion, an increase of 9.2% compared to the previous year, and an 8.4% growth in sales per square meter. Apparel gross margin reached 56.4%, an expansion of 0.4 p.p. on a comparable basis. Since the beginning of the Energia Strategy in 2024, our apparel sales per square meter have increased 27.4%, accompanied by a 1.1 p.p. improvement in gross margin.

Additionally, the Company closed fiscal year 2025 with a net cash position of R$83.7 million, despite a 51.8% increase in CAPEX in 2025, which totaled R$545 million. Most of the investments were directed toward stores, refurbishments, and the initial implementation of the new logistics strategy.

As a result of these advancements, adjusted net income grew a substantial 57.5% compared to 2024, reaching R$470.7 million in 2025, a record for C&A. The combination of this trajectory with financial discipline and diligent capital allocation resulted in an ROIC of 21.8% for the period.

Throughout the year, C&A enhanced its creative capabilities, advancing in product development, raw materials, and design, reflecting the increasing engagement of teams dedicated to building a differentiated commercial proposition. This progress contributed to higher perceived product quality and value.

The new Loja Energia concept reinforces our value proposition by combining an enhanced customer experience with a more agile operating model. Over the course of 2025, we accelerated the modernization of our store base, completing 26 refurbishments — three of them under the Energia model — and continued expanding with the opening of 10 new stores in year.

Throughout the year, we reinforced the focus of our business model on fashion, completing the wind-down of mobile phone operations. Initiatives such as this create room for categories more aligned with the customer journey, such as beauty products, which continue to gain relevance in our portfolio.

In digital, we relaunched our app and website with new features and an improved user experience during the year. We also achieved relevant progress in Dispersão project, which continues to unlock opportunities for productivity gains across our current store base.

We advanced in brand-building initiatives that strengthen our emotional connection with customers. As a result, we were the brand that achieved the greatest increase in brand power throughout the year, and we improved our NPS by 8.1 p.p. in 2025 vs. 2024. This strengthening has been recognized by customers, reflected in increased shopping frequency and higher conversion rates in our stores over the year.

We accelerated the modernization of our systems architecture, the automation of distribution centers, and the application of artificial intelligence, all of which enhance our operational efficiency, increase commercial assertiveness, and support productivity gains across the Company.

We completed the wind-down of our smartphone operation, one of the initiatives under our Strategy that was efficiently executed, reinforcing our fashion-focused business model while creating space for categories more aligned with the customer journey, such as Beauty, which continues to gain relevance within our portfolio.

C&A Pay maintained its relevance as a customer relationship tool, reaching 27.5% penetration (up 2.0 p.p. versus 2024) and surpassing the milestone of 9 million cards issued, driving higher customer engagement and recurrence. In 2025, we also ended the partnership with Bradescard, advancing both in the autonomy of proprietary credit issuance and in offering an increasingly seamless customer journey across our channels.

We understand that transformation processes are not linear. They require discipline, adaptability, and focus. After several consecutive quarters delivering results above expectations, 4Q25 came in below what we had anticipated. It was a period marked by erratic temperatures, a more intense promotional environment, and, internally, a higher level of stockouts in entry-level products.

Despite the challenges of the last quarter, 2025 delivered strong performance for C&A. We made consistent progress in its modernization agenda, driven by structured initiatives across all areas of the Company. We ended the year confident in completing the C&A Energia Strategy cycle in 2026 and assured that we have clear growth levers to sustain the evolution of our sales per square meter. This trajectory will continue to enhance our competitiveness, improve store productivity, and strengthen the value of the C&A brand.

C&A Modas S.A. Management

Financial Performance

Net Revenue

Net revenue (R$ Million)	4Q25	4Q24	Δ%	2025	2024	Δ%
Apparel	2,251.9	2,239.1	0.6%	7,059.8	6,462.9	9.2%
Electronics and Beauty	146.7	205.5	-28.6%	584.1	695.8	-16.0%
Merchandise net revenue	**2,399**	**2,444.7**	**-1.9%**	**7,643.9**	**7,158.7**	**6.8%**
Other revenues[1]	3.8	10.6	-64.0%	22.0	36.9	-40.5%
Financial services revenues[2]	69.1	96.9	-28.7%	317.1	441.0	-28.1%
Consolidated net revenue	**2,471.6**	**2,552.1**	**-3.2%**	**7,983.0**	**7,636.5**	**4.5%**

Same store sales performance[2] (%)	4Q25	4Q24	Δ%	2025	2024	Δ%
Apparel	-0.3%	14.4%	*-14.7 p.p.*	8.5%	16.4%	*-7.9 p.p.*
Electronics and Beauty	-28.7%	-6.2%	*-22.5 p.p.*	-15.7%	-10.2%	*-5.5 p.p.*
Same store sales - merchandise (SSS)[3] (%)	**-2.7%**	**12.3%**	***-15.0 p.p.***	**6.2%**	**13.1%**	***-6.9 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

The Company continues to advance in the execution of the Energia Strategy, with a focus on enhancing its collections and strengthening its value proposition through improved quality, design, curation, and a better shopping experience — reflected, among other indicators, in a 2.7-point increase in NPS during the quarter.

As part of this evolution journey, C&A continued investing in higher value-added products, increasing the share of these categories within the quarter's price pyramid.

Toward the end of 4Q25, however, consumer behavior shifted in a more pressured competitive environment with heightened promotional activity, with a preference for occasional gifts and lower-priced categories.

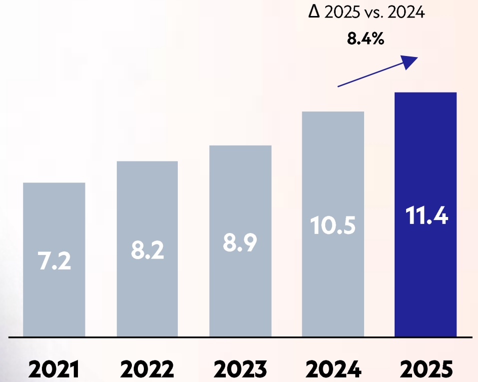
However, in addition to erratic temperatures, the quarter was also marked by an intense competitive environment, with stronger competition for customers' budgets, which drove higher demand for entry-level items and for a basket of occasional gifts with lower average prices.

In this context, the assortment designed for entry-level products, with lower price points, was not sufficient to meet this increased demand, which affected short-term availability and resulted in a higher-than-planned out-of-stock level.

As a result, apparel performance in 4Q25 was lower than expected, with net revenue totaling R$2,251.9 million, up 0.6% versus 4Q24. On a two-year stack basis, growth totaled 15.0%. For the full year 2025, apparel net revenue amounted to R$7,059.8 million, representing a 9.2% increase vs. 2024

+27.4%
Apparel Net Revenue per square meter (2023- 2025)

Apparel net revenue per square meter (R$ thousand)



Net Revenue

Beauty

The Company continues to advance the consolidation of Beauty as a major growth vertical within its portfolio, aligned with its strategy to grow and expand its value proposition. Present in more than 290 stores, the category continues to strengthen brand connection with customers and complements the Company's fashion experience, reinforcing its strategic role.

In the quarter, Beauty recorded a strong growth of 22.6%.

Electronics

With the final wind-down of the remaining smartphone kiosks during 3Q25, smartphone sales were fully discontinued in 4Q25, with only accessories remaining, such as sunglasses and watches.

Merchandise

Net merchandise revenue in 4Q25 totaled R$2,398.7 million, a decrease of 1.9% vs. 4Q24, mainly due to the wind-down of the mobile business, which led to a 28.6% decline in Electronics & Beauty.

Other revenue

In the quarter, the line item "other revenue", consisting mostly of shipping fees from e-commerce sales, totaled R$3.8 million.

Net Revenue

Site & App

The company continues to invest in the omnichannel journey, focusing on user experience. New features and integrations further connect physical stores to the digital environment to provide a seamless shopping experience.

The online shopping cart has been unified, allowing customers to complete their journey however they prefer, whether on the website, the app, or in physical stores. The new website was also relaunched, offering an even more relevant fashion experience and new functionalities for customers.

AI Personal Shopper and Home for you – a custom page with product recommendations based on user navigation – have also been incorporated into the app. All these new features are contributing to a more relevant customer experience, which translates into higher conversion levels, reinforcing the growth potential of this strategy.

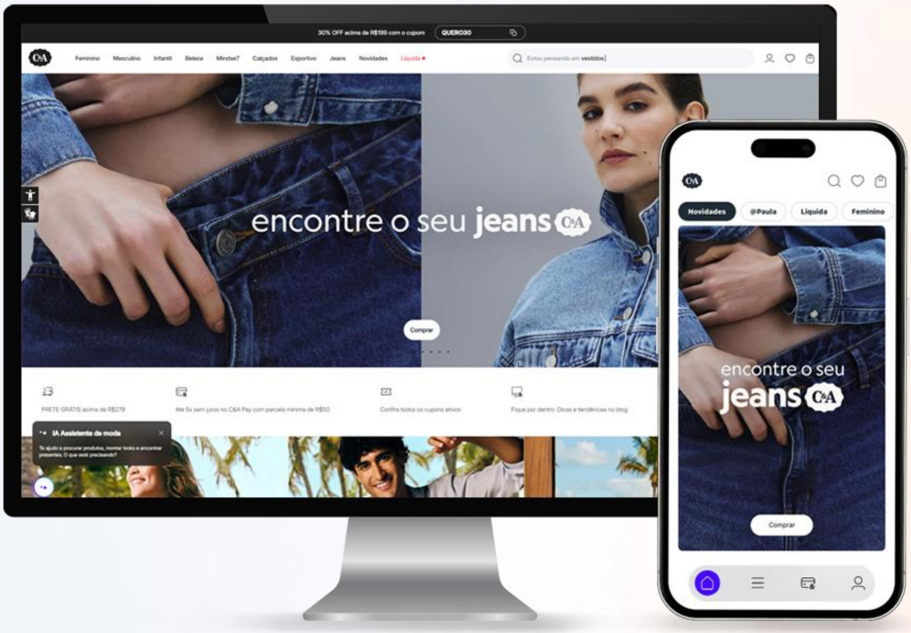
As a result, in 4Q25, merchandise net revenue from C&A's website and app sales grew a 12.3% growth vs. 4Q24, reaching R$ 145.7 million. Digital's share of merchandise revenue increased by 0.8 p.p., accounting for 6.1% of sales.

Site & App (R$ Million)	4Q25	4Q24	Δ%	2025	2024	Δ%
Merchandise net revenue (site + app)	145.7	129.7	12.3%	457.6	380.6	20.2%
Merchandise net revenue (site + app) / merchandise net revenue (%)	**6.1%**	**5.3%**	***0.8 p.p.***	**6.0%**	**5.3%**	***0.7 p.p.***

Financial Services

Net revenue from financial services, excluding the commission fee paid by C&A Modas to C&A Pay, amounted to R$69.1 million in 4Q25, down 28.7% year over year, reflecting the end of the Bradescard partnership in 2Q25 and lower revenue from C&A Pay's interest-bearing installment payments.

For C&A Pay alone, revenue in the quarter was 14.0% lower versus 3Q24, while penetration reached 27.5%.

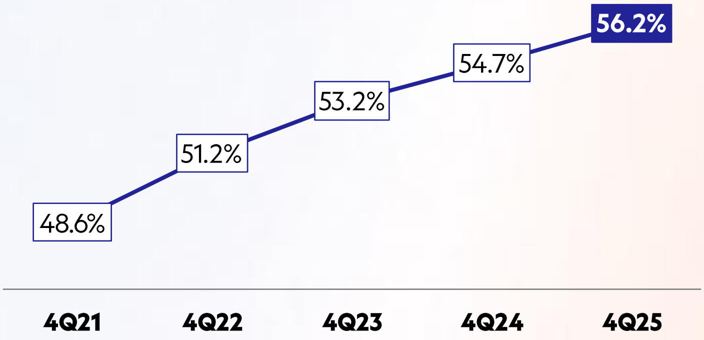


Gross Profit & Gross Margin

Gross profit & gross margin (R$ Million & %)	4Q25	4Q24	Δ%	2025	2024	Δ%
Apparel	1,276.7	1,266.9	0.8%	3,984.5	3,621.4	10.0%
Gross margin (%)	*56.7%*	*56.6%*	*0.1 p.p.*	*56.4%*	*56.0%*	*0.4 p.p.*
Electronics and Beauty	72.1	70.1	2.8%	230.7	201.3	14.7%
Gross margin (%)	*49.1%*	*34.1%*	*15.0 p.p.*	*39.5%*	*28.9%*	*10.6 p.p.*
Merchandise gross profit	**1,348.8**	**1,337.0**	**0.9%**	**4,215.2**	**3,822.6**	**10.3%**
Merchandise gross margin (%)	***56.2%***	***54.7%***	***1.5 p.p.***	***55.1%***	***53.4%***	***1.7 p.p.***
Other[1]	(30.2)	(31.8)	-5.1%	(99.6)	(86.5)	15.2%
Financial services	69.1	96.8	-28.6%	316.8	440.4	-28.1%
Consolidated gross profit	**1,387.7**	**1,401.9**	**-1.0%**	**4,432.5**	**4,176.6**	**6.1%**
Consolidated gross margin (%)	***56.1%***	***54.9%***	***1.2 p.p.***	***55.5%***	***54.7%***	***0.8 p.p.***

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

Evolution of merchandise gross margin
(in %)



The execution of the C&A Energia Strategy, combined with the Commercial Intelligence Hub initiatives, continues to drive greater assortment precision and a more relevant shopping experience.

As a result, apparel gross margin reached 56.7% in the quarter, an expansion of 0.1 p.p..

In Electronics and Beauty, gross margin increased by 15 p.p., due to the phase-out of smartphone sales, reaching 49.1%. The quarter was also positively impacted by the recognition of approximately R$3 million in ICMS-ST credits linked to the Beauty category, which supported the category's gross profit in the period.

As a result, merchandise gross margin totaled 56.2%, expanding by 1.5 p.p. versus 4Q24

Operating Expenses

	post IFRS 16						pre IFRS 16					
Operating expenses (R$ Million)	**4Q25**	**4Q24**	**Δ%**	**2025**	**2024**	**Δ%**	**4Q25**	**4Q24**	**Δ%**	**2025**	**2024**	**Δ%**
Selling expenses	(591.0)	(563.2)	4.9%	(2,049.1)	(1,918.2)	6.8%	(711.6)	(679.3)	4.8%	(2,513.4)	(2,359.5)	6.5%
General and administrative expenses	(200.2)	(196.2)	2.1%	(735.0)	(648.6)	13.3%	(208.6)	(204.8)	1.9%	(767.1)	(680.8)	12.7%
Operating expenses[1]	**(791.2)**	**(759.4)**	**4.2%**	**(2,784.1)**	**(2,566.8)**	**8.5%**	**(920.2)**	**(884.1)**	**4.1%**	**(3,280.5)**	**(3,040.3)**	**7.9%**
Other operating income (expenses)	58.6	(20.7)	-	217.6	77.4	181.0%	57.1	(29.9)	-	208.8	78.2	166.9%
Total operating expenses[2]	**(732.6)**	**(780.1)**	**-6.1%**	**(2,566.5)**	**(2,489.3)**	**3.1%**	**(863.2)**	**(914.0)**	**-5.6%**	**(3,071.8)**	**(2,962.1)**	**3.7%**
%	**4Q25**	**4Q24**	**Δ%**	**2025**	**2024**	**Δ%**	**4Q25**	**4Q24**	**Δ%**	**2025**	**2024**	**Δ%**
Selling expenses / consolidadet net revenue	23.9%	22.1%	*1.8 p.p.*	25.7%	25.1%	*0.5 p.p.*	28.8%	26.6%	*2.2 p.p.*	31.5%	30.9%	*0.6 p.p.*
General and administrative expenses / net revenue	8.1%	7.7%	*0.4 p.p.*	9.2%	8.5%	*0.7 p.p.*	8.4%	8.0%	*0.4 p.p.*	9.6%	8.9%	*0.7 p.p.*
Operating expenses / consolidated net revenue	**32.0%**	**29.8%**	***2.2 p.p.***	**34.9%**	**33.6%**	***1.3 p.p.***	**37.2%**	**34.6%**	***2.6 p.p.***	**41.1%**	**39.8%**	***1.3 p.p.***

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

(2) Includes other operating income (expenses).

Expenses in the quarter increased in line with inflation, reflecting a balance between operating discipline and strategic investments under the Energia strategy.

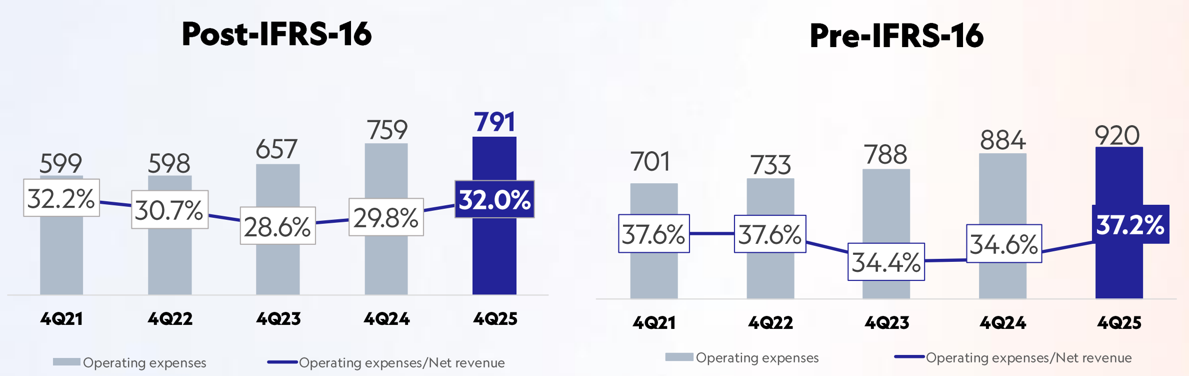
Pre-IFRS-16 selling expenses totaled R$711.6 million in 4Q25, up 4.8% year over year. This increase is mainly due to a higher level of marketing investments and also a higher occupancy cost due to ten new openings in the year. As a percentage of revenue, selling expenses increased by 2.2 p.p.. In the post IFRS-16 view, selling expenses totaled R$591 million, an increase of 1.8 p.p. as a percentage of revenue.

General and administrative expenses amounted to R$208.6 million in 4Q25, a 1,9% increase versus 4Q24. The increase remained below inflation, reflecting the Company's disciplined management of its operating expenses. As a percentage of net revenue, G&A accounted for 8.4%, up 0.4 p.p. vs 4Q24. On a post-IFRS 16 basis, the increase was also 0.4 p.p. on the same comparison basis.

As a result of this dynamic, operating expenses increased by 4.1% in 4Q25 versus 4Q24, a 2.6 p.p. increase as a percentage of revenue. Excluding the effects of the smartphone business phase-out and the lower financial services revenue, the increase would have been 1.3 p.p..

Lastly, other operating income and expenses totaled R$58.6 million, reflecting the reversal of the INSS provision in the amount of R$62.1 million.

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



Financial Services

R$ Million	C&A Pay			Bradescard			Financial Services		
	4Q25	4Q24	Δ%	4Q25	4Q24	Δ%	4Q25	4Q24	Δ%
Net revenue from taxes	86.9	101.1	-14.0%	0.0	11.8	-	86.9	112.9	-23.0%
Cost of funding	(6.8)	(8.0)	-15.2%	0.0	(0.1)	-	(6.8)	(8.1)	-16.6%
Gross profit	**80.1**	**93.1**	**-14.0%**	**0.0**	**11.6**	**-**	**80.1**	**104.7**	**-23.5%**
Selling expenses	(36.0)	(39.7)	-9.3%	0.0	(5.0)	-	(36.0)	(44.7)	-19.4%
General & administrative expenses	(3.0)	(4.9)	-38.2%	0.0	(0.0)	-	(3.0)	(4.9)	-39.1%
Credit losses, net of recoveries	(36.7)	(49.5)	-25.9%	0.0	-	-	(36.7)	(49.5)	-25.9%
Other operating income (expenses)	0.0	(0.2)	-	0.0	0.0	-	0.0	(0.2)	-
Financial services results	**4.4**	**(1.2)**	**-**	**0.0**	**6.6**	**-**	**4.4**	**5.4**	**-19.3%**

C&A Pay continues to play a strategic role as a relationship tool, with the objective of increasing the value of its active customer base by driving higher purchase frequency and increasing average ticket.

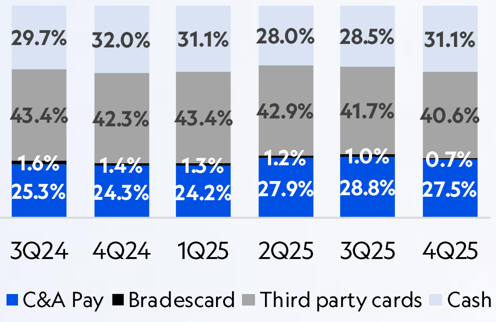
Net revenue totaled R$86.9 million, down 14.0% year over year, due to the lower share of interest-bearing installment payments in the period. At the same time, C&A's flexible cost structure, combined with its collection efficiency, led to a 9.3% decrease in the quarter's expenses, which amounted to R$36.0 million.

In addition, the quality of the credit portfolio continues to improve, supported by stronger rollover performance and improved delinquency rates. As a result, the net loss in the period decreased by 25.9%, reaching R$36.7 million. As a percentage of the 360-day portfolio, net loss decreased 1.2 p.p., closing the quarter at 3.9%.

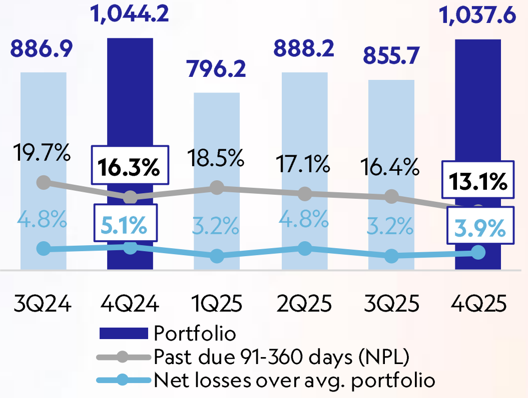
C&A Pay's positioning, combined with an efficient credit and collection strategy, allowed for reversal of a R$1.2 million operating loss into an operating profit of R$4.4 million in the quarter.

Due to termination of the Bradescard partnership at the end of 2Q25, no additional results from this operation have been recognized as of 3Q25.

Payment Method[1]



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



Note 1: Cash payments include payments in cash, debit card and Pix.

Financial Services

C&A Pay	4Q25	4Q24	Δ%
Portfolio 720	1,214.1	1,225.7	-0.9%
Portfolio 360	1,037.6	1,044.2	-0.6%
Share on retail sales	**27.5%**	**24.3%**	**3.1 p.p.**
New digital cards ('000)	554.0	615.6	-10.0%
Total digital cards ('000)	9,054.0	7,194.1	25.9%
Coverage index[1]			
over past due > 91 - 720 days	102.1%	103.8%	-1.7 p.p.
over past due > 91 - 360 days	108.7%	110.1%	-1.3 p.p.

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

C&A Pay continues to advance its journey with a focus on increasing consumption intensity among its active customer base. As part of this trajectory and due to a more selective credit-granting policy since the end of 2024, a 0.6% reduction was observed in the 360-day portfolio. In this context, C&A Pay's role as a communication tool has proven even more effective, with card utilization as a payment method increasing 3.1 p.p. versus 4Q24, reaching 27.5%.

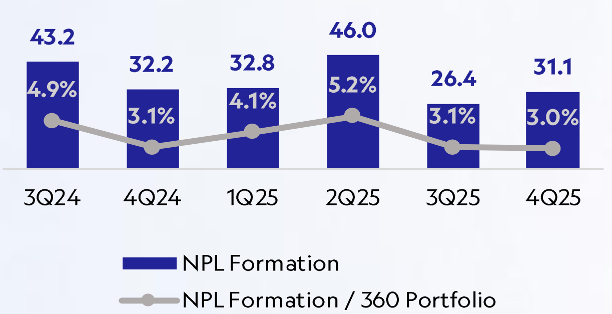
Additionally, C&A Pay reached the milestone of 9 million issued cards, even with selective credit-granting criteria. This consolidates its relevance as an important relationship lever, contributing to an increasingly seamless fashion experience.

The efficiency of this credit model is reflected in the consistent improvement of delinquency indicators. The formation of NPL 90, which comprises balances overdue from 90 to 360 days, continues to improve on a year-over-year basis, reflecting the strong performance of recent cohorts and rollovers. As a consequence, NPL 90 reached 3.0% on the 360-day portfolio, 0.1 p.p. lower versus the prior year.

Despite a R$34.1 million reduction in balances overdue between 90 and 360 days, due to an R$11.5 million reduction in the 360-day portfolio year over year, incremental NPL is not applicable under the current portfolio dynamics. For this reason, the incremental NPL chart will no longer be disclosed starting from the 1Q26 earnings release.

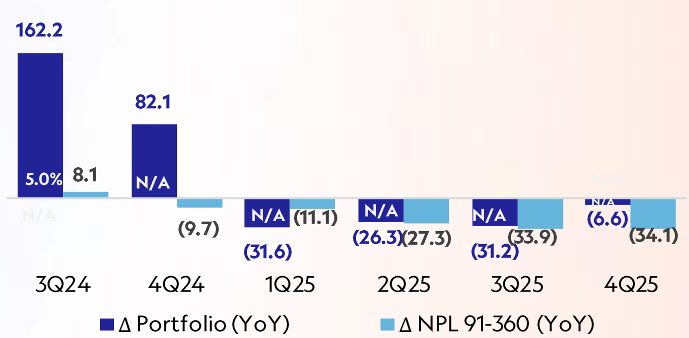
Lastly, coverage of balances overdue between 91 and 360 days remains at comfortable levels, reaching 108.7%.

NPL Formation (R$ Million)



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

Incremental NPL[2] (R$ Million)



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

Adjusted EBITDA

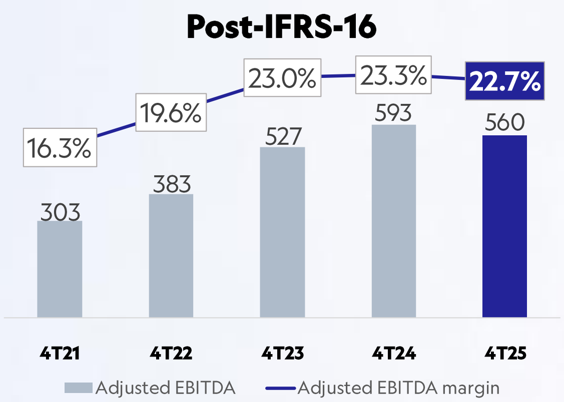
Consolidated Adjusted EBITDA

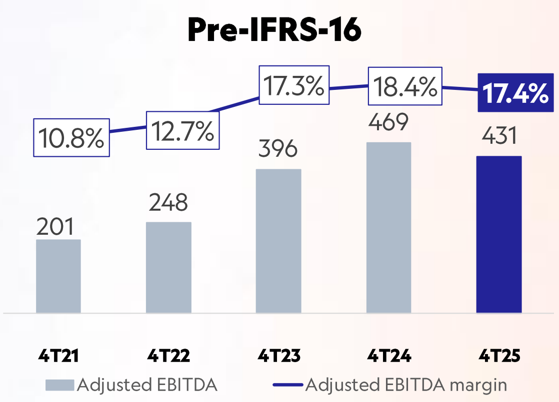
R$ Million & %	4Q25	4Q24	Δ%	2025	2024	Δ%
Net income	**313.2**	**254.9**	**22.9%**	**587.1**	**452.5**	**29.7%**
(+) Income taxes	47.8	51.2	-6.6%	139.9	60.4	131.5%
(+/-) Financial results, net	80.9	98.8	-18.1%	317.6	296.3	7.2%
(+) Depreciation & amortization	176.5	167.4	5.4%	687.1	675.5	1.7%
EBITDA (post-IFRS 16)	**618.4**	**572.3**	**8.0%**	**1,731.6**	**1,484.8**	**16.6%**
(+) Other operating income (expenses)	(58.1)	72.3	-	(202.7)	47.0	-
(+) Financial income from suppliers	7.5	2.9	157.4%	14.8	15.0	-1.2%
(-) Recovery of tax credits	(0.5)	(51.6)	-99.1%	(14.9)	(124.4)	-88.1%
(+) Long term incentive	(7.2)	(2.5)	186.6%	47.4	27.1	74.8%
Adjusted EBITDA (post-IFRS 16)	**560.1**	**593.4**	**-5.6%**	**1,576.3**	**1,449.5**	**8.8%**
Adjusted EBITDA margin (post-IFRS 16) (%)	22.7%	23.3%	*-0.6 p.p.*	19.7%	19.0%	*0.8 p.p.*
EBITDA (pre-IFRS 16)	**487.8**	**438.4**	**11.3%**	**1,226.4**	**1,012.0**	**21.2%**
Adjusted EBITDA (pre-IFRS 16)	**431.0**	**468.7**	**-8.1%**	**1,079.8**	**975.9**	**10.7%**
Adjusted EBITDA margin (pré-IFRS 16) (%)	17.4%	18.4%	*-0.9 p.p.*	13.5%	12.8%	*0.7 p.p.*

Adjusted EBITDA (pre-IFRS 16) totaled R$431 million in the quarter, down 8.1% versus 4Q24.This performance reflects the low growth in apparel, combined with the smartphone business phase-out and the termination of the Bradescard partnership, which limited dilution of operating expenses. As a result, the margin reached 17.4%, a decrease of 0.9 p.p..

On a post-IFRS 16 basis, adjusted EBITDA amounted to R$560.1 million, with a margin of 22.7%.

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





Note: chart based on post-IFRS-16 view

Adjusted EBITDA

Retail Adjusted EBITDA

R$ Million & %	4Q25	4Q24	Δ%	2025	2024	Δ%
Adjusted EBITDA (post-IFRS 16)	**560.1**	**593.4**	**-5.6%**	**1,576.3**	**1,449.5**	**8.8%**
(+/-) Financial services results[1]	(11.1)	(13.6)	-18.4%	(87.1)	(89.5)	-2.7%
Retail Adjusted EBITDA (post-IFRS 16)	548.9	579.8	-5.3%	1,489.2	1,359.9	9.5%
Retail Adjusted EBITDA margin (post-IFRS 16)	**22.8%**	**23.6%**	***-0.8 p.p.***	**19.4%**	**18.9%**	***0.5 p.p.***
Adjusted EBITDA (pre-IFRS 16)	**431.0**	**468.7**	**-8.1%**	**1,079.8**	**975.9**	**10.7%**
(+/-) Financial services results[1]	(11.1)	(13.6)	-18.4%	(87.1)	(89.5)	-2.7%
Retail Adjusted EBITDA (post-IFRS 16)	419.9	455.1	-7.7%	992.7	886.4	12.0%
Retail Adjusted EBITDA margin (post-IFRS 16)	**17.5%**	**18.5%**	***-1.1 p.p.***	**12.9%**	**12.3%**	***0.6 p.p.***

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

In quarter, adjusted EBITDA (pre-IFRS 16) for the Retail operation totaled R$420 million, with a 17.5% margin, representing a 1.1 p.p. decline year over year. On a post-IFRS 16 basis, the adjusted EBITDA for the quarter reached R$548.9 million, with a 22.8% margin.

Financial Results

R$ Million	4Q25	4Q24	Δ%	2025	2024	Δ%
Exchange rate variation	**(2.5)**	**(3.8)**	**-34.3%**	**(9.2)**	**(13.3)**	**-30.9%**
Financial expenses	**(130.2)**	**(153.1)**	**-15.0%**	**(564.7)**	**(555.0)**	**1.7%**
Interest expenses	(42.4)	(45.0)	-5.9%	(190.3)	(187.8)	1.4%
Leasing interest expenses	(45.0)	(60.9)	-26.1%	(175.8)	(170.9)	2.9%
PVA on suppliers	(34.4)	(21.2)	62.4%	(120.6)	(95.9)	25.8%
Interest expenses over suppliers - Bradescard	0.0	(18.8)	-	(42.1)	(69.2)	-39.1%
Interest expenses on taxes and contingencies	(5.6)	(4.5)	26.2%	(25.0)	(21.7)	15.3%
Other financial expenses	(2.8)	(2.8)	-0.3%	(10.8)	(9.6)	12.6%
Financial income	**51.8**	**58.1**	**-10.9%**	**256.3**	**272.0**	**-5.8%**
Monetary correction of tax credits	17.6	36.7	-52.1%	86.3	195.1	-55.8%
Interest on financial investments	25.1	21.3	18.0%	123.6	77.0	60.4%
Earnings from Bonds and Securities	10.7	3.2	229.3%	37.1	8.4	340.1%
Other financial income	(1.6)	(3.2)	-48.7%	9.3	(8.6)	-
Financial results, net	**(80.9)**	**(98.8)**	**-18.1%**	**(317.6)**	**(296.3)**	**7.2%**

In the quarter, financial expenses totaled R$130.2 million, a reduction of 15.0%, driven by a 34.9% decrease in gross debt during the period and by a lower average cost of debt. At the same time, the termination of the partnership with Bradescard ended the recognition of interest under the suppliers – Bradescard line.

On the financial income side, higher cash yield and higher supplier-related financial income were offset by lower monetary adjustments on tax credits in the period, which totaled R$17.6 million, a decrease of 52.1% vs. 4Q24.

As a result of this dynamic, the Company recorded net financial expenses of R$80.9 million, representing an 18.1% reduction compared to the same period of the previous year, reflecting improvements in both C&A's capital structure and cash management.

Net Income

Net income (loss) (R$ Million)	4Q25	4Q24	Δ%	2025	2024	Δ%
Net income (loss)	**313.2**	**254.9**	**22.9%**	**587.1**	**452.5**	**29.7%**
Net margin (%)	12.7%	10.0%	*2.7 p.p.*	7.4%	5.9%	*1.4 p.p.*
Adjusted net income (loss)	**269.8**	**250.1**	**7.9%**	**470.7**	**298.9**	**57.5%**
Adjusted net margin (%)	10.9%	9.8%	*1.1 p.p.*	5.9%	3.9%	*2.0 p.p.*

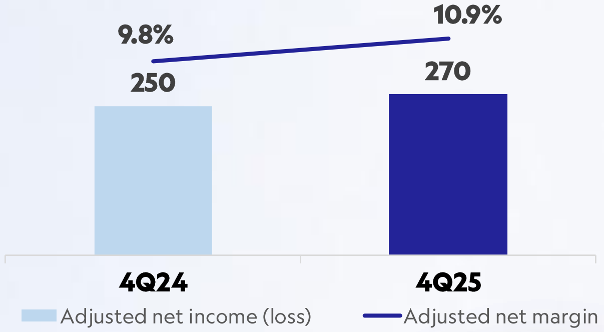
(1) Net income (post-IFRS) (2) Adjustments include: (i) Other net operating revenue (expenses), (ii) Supplier financial income, (iii) Recovery of tax credits and (iv) Social charges from long-term incentives paid to employees.

In 4Q25, reported net income (post-IFRS-16) reached R$313.2 million, representing a significant increase of 22.9% vs. 4Q24.

Adjusted net income, that excluding the R$62.1 million reversal of the INSS provision totaled R$269.8 million, a 7.9% increase year over year, driving a significant 1.1 p.p. increase in the adjusted net margin.

This performance reflects the Company's improving results supported by a reduction in leverage.

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



Indebtedness

R$ Million	4Q25	4Q24	Δ%
Short-term debt	139.0	438.6	-68.3%
Long-term debt	820.7	1,034.9	-20.7%
Gross debt	**959.7**	**1,473.5**	**-34.9%**
Buying back the right to offer credit products and financial services (Bradescard)	0.0	608.6	-
Total gross debt	**959.7**	**2,082.1**	**-53.9%**
(-) Cash, cash equivalents & short-term investments[1]	**1,043.4**	**1,572.5**	**-33.7%**
(=) Net cash (debt)	**83.7**	**(509.6)**	**-**
LTM Adjusted EBITDA pre-IFRS16	1,079.8	975.9	10.7%
Leverage[1]	**n/a**	**0.5x**	**n/a**

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

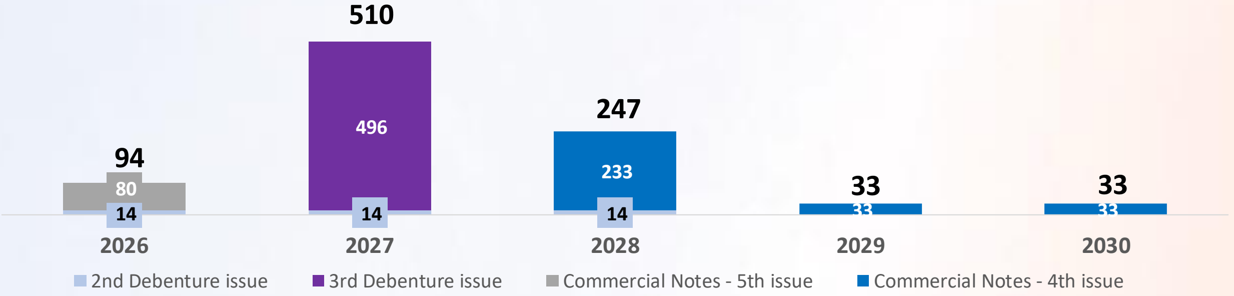
The Company continued to advance its capital structure optimization and reduction of its cost of debt.

In November, debt payments were made using own cash, contributing to a reduction in the average cost of debt, which decreased from CDI + 1.89% in 2024 to CDI + 1.57% in 4Q25, evidencing the Company's financial discipline.

As a result, year-end gross debt was down 34.9% vs. 2024, reaching R$959.7 million. At the same time, strong cash generation supported a healthy liquidity position, and the Company ended the quarter with R$1,043.4 million in cash, cash equivalents and financial investments, reversing the net debt position reported in 4Q24 to a net cash position of R$83.7 million in 2025.

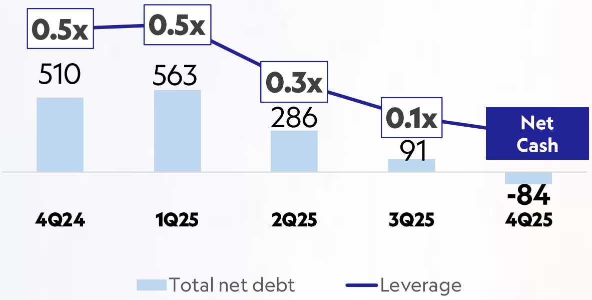
The Company's debt amortization schedule is presented below:

Debt Amortization Schedule (R$ million)



Total Net Debt and Leverage (R$ million)

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



Cash Flow

Adjusted Cash Flow

R$ Milhões	4T25	4T24	Δ%	2025	Ajustes Bradescard	2025 Ajustado	2024	Δ%
Pre-IFRS16 net income (losses) before Income Taxes and Social Contribution	**363.3**	**313.0**	**16.1%**	**740.0**	**(154.3)**	**585.7**	**537.5**	**9.0%**
Depreciation and amortization	88.7	87.4	**1.4%**	344.6		344.6	349.0	**-1.3%**
(+/-) Other	33.3	135.7	**-75.5%**	370.8	(15.7)	355.1	311.0	**19.2%**
Adjustments with no impact on cash	**122.0**	**223.1**	**-45.3%**	**715.4**	**(15.7)**	**699.7**	**660.0**	**8.4%**
Income Tax and Social Contribution paid	**(9.8)**	**(6.1)**	**60.4%**	**(120.9)**	**36.7**	**(84.2)**	**(59.3)**	**103.9%**
Working capital	**10.1**	**5.0**	**100.4%**	**(468.2)**	**650.6**	**182.4**	**(194.6)**	**-**
Accounts receivable	(517.8)	(574.0)	**-9.8%**	(13.8)		(13.8)	(282.8)	**-95.1%**
Inventory	(16.9)	97.6	**-**	(238.7)		(238.7)	(250.4)	**-4.7%**
Suppliers	243.3	157.2	**54.8%**	117.3		117.3	(75.2)	**-**
Bradescard Suppliers	0.0	-	**-**	(650.6)	650.6	(0.0)	-	**-**
Other	301.4	324.3	**-7.0%**	317.7		317.7	413.9	**-23.2%**
Cash from (used in) operating activities	**485.5**	**535.0**	**-9.3%**	**866.3**	**517.3**	**1,383.6**	**943.6**	**44.4%**
Cash flow from investing activities	**(188.1)**	**(119.8)**	**57.0%**	**(539.8)**		**(539.8)**	**(291.8)**	**85.0%**
(=) Adjusted free cash flow	**297.4**	**415.3**	**-28.4%**	**326.5**	**517.3**	**843.8**	**651.9**	**26.2%**
Cash flow generated (used) in financing activities	**(434.5)**	**9.2**	**-**	**(855.7)**	**(650.6)**	**(1,506.3)**	**(426.3)**	**253.3%**
(Use) Cash generation	**(137.1)**	**424.5**	**-**	**(529.2)**	**(133.3)**	**(662.5)**	**225.5**	**-**

The Company generated positive working capital in the quarter, supporting a favorable cash conversion cycle, with an six-day improvement versus 4Q24 The quarter was marked by continued discipline in capital management, particularly in accounts receivable, which continued to improve following the wind-down of the smartphone operation.

In quarter, non-cash adjustments decreased 45.3% versus 4Q24, influenced by the reversal of the R$62.1 million provision related to the social security contribution claim.

The combination of these effects resulted in a cash generation of R$485.5 million in the quarter, 9.3% lower than the prior year.

Investing cash flow rose 57% to R$188.1 million, driven by new store openings, renovations, and the rollout of the Company's new logistics strategy.

As a result, adjusted free cash flow totaled R$297.4 million, a 28.4% decline versus 4Q24.

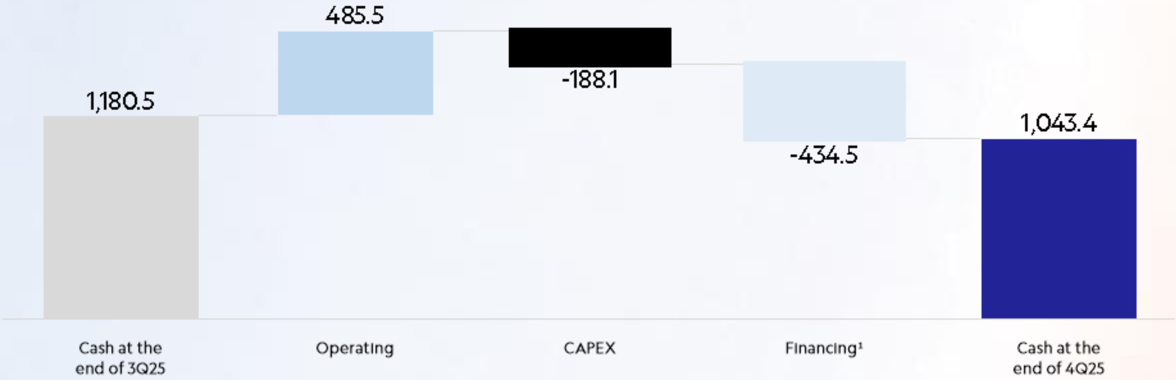
Cash Flow

Changes in Adjusted Cash Position (R$ million)

At the end of 4Q25, cash and cash equivalents decreased by R$137.1 million versus 3Q25. Impacted by investments totaling R$188.1 million during the period.

In quarter, operating cash flow amounted to R$485.5 million in the quarter, 9.3% lower year over year. Financial cash flow reached R$434.5 million, driven by the impact of the SELIC rate.

As a result, the Company ended the quarter with cash of R$1,043.4



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

Investments

Investments (R$ Million)	4Q25	4Q24	Δ%	2025	2024	Δ%
New stores	57.9	15.9	265.2%	86.2	32.0	169.0%
Revamps and remodeling	109.6	88.3	24.1%	274.4	150.4	82.4%
Supply chain	12.7	6.8	86.5%	34.4	11.8	190.3%
Digital and technology	67.5	76.6	-11.9%	151.1	165.4	-8.7%
Total	**247.7**	**187.6**	**32.0%**	**546.0**	**359.7**	**51.8%**

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 4Q25, the Company invested R$247.7 million, up 32.0% year over year. The increase was mainly driven by seven new openings during the quarter and store refurbishments that totaled CAPEX of R$57.9 million, along with additional refurbishments amounting to R$109.6 million.

In Technology, we continued to advance our Commercial Intelligence Hub, with the start of the systems-structuring process to support dynamic assortment, as well as advancements in other tools such as dynamic pricing. As a result, investments in this line totaled R$68 million.

Lastly, the ongoing execution of our logistics strategy also contributed to an 86.5% increase in Supply Chain investments.

Appendix

Total Adjusted EBITDA
(Pre-IFRS 16)

R$ Million & %	4Q25	4Q24	Δ%
Net income	**313,2**	**254,9**	**22,9%**
(+) Income taxes	47,8	51,2	-6,6%
(+/-) Financial results, net	80,9	98,8	-18,1%
(+) Depreciation & amortization	176,5	167,4	5,4%
EBITDA (post-IFRS 16)	**618,4**	**572,3**	**8,0%**
(+) Other operating income (expenses)	(58,1)	72,3	-
(+) Financial income from suppliers	7,5	2,9	157,4%
(-) Recovery of tax credits	(0,5)	(51,6)	-99,1%
(+) Long term incentive	(7,2)	(2,5)	186,6%
Adjusted EBITDA (post-IFRS 16)	**560,1**	**593,4**	**-5,6%**
Adjusted EBITDA margin (post-IFRS 16) (%)	22,7%	23,3%	*-0,6 p.p.*
EBITDA (pre-IFRS 16)	**487,8**	**438,4**	**11,3%**
Adjusted EBITDA (pre-IFRS 16)	**431,0**	**468,7**	**-8,1%**
Adjusted EBITDA margin (pré-IFRS 16) (%)	17,4%	18,4%	*-0,9 p.p.*

Balance Sheet

R$ million	4Q25	4Q24
Total assets	**9.318,6**	**10.053,9**
Current assets	**4.559,8**	**4.993,4**
Cash and cash equivalents	774,5	1.403,2
Bonds and securities	268,9	169,3
Trade receivables	1.753,3	1.862,8
Inventory	1.154,9	1.032,2
Taxes recoverable	569,5	470,4
Derivatives	2,6	18,3
Other Assets	36,2	37,2
Non-Current Assets	**4.758,8**	**5.060,5**
Taxes recoverable	791,4	1.127,7
Deferred taxes	489,7	530,1
Judicial deposits	91,4	144,9
Derivatives - LT	0,0	6,6
Other assets	4,6	4,8
Properties and equipament	1.057,4	823,7
Right-of-use assets - leases	1.474,5	1.529,9
Intangible assets	849,7	892,8
Total liabilities and shareholder's equity	**9.318,6**	**10.053,9**
Current liabilities	**3.116,2**	**3.850,3**
Lease liabilities	372,7	352,7
Suppliers	1.324,8	1.280,7
Dividends and IOC	139,8	101,9
Drawee risk liabilities	421,2	350,0
Suppliers buying back the right to offer credit (Bradescard)	0,0	608,6
Loans	139,8	456,5
Derivatives	1,8	0,3
Labor liabilities	293,6	279,8
Taxes payable	386,0	375,9
Other liabilities	36,5	43,7
Non-current liabilities	**2.495,4**	**2.895,1**
Lease liabilities	1.407,5	1.474,1
Suppliers	0,0	0,2
Suppliers buying back the right to offer credit (Bradescard)	0,0	0,0
Loans	820,7	1.041,5
Derivatives - LT	0,0	0,0
Labor liabilities	16,2	20,3
Provisions for tax, civil, and labor risks	186,6	293,1
Taxes payable	14,3	15,4
Other liabilities	50,2	50,6
Shareholder's equity	**3.707,1**	**3.308,5**
Share capital	1.847,2	1.847,2
Shares in Treasury	(48,2)	(34,4)
Capital reserve	39,2	49,3
Accumulated gains (losses)	0,0	0,0
Profit reserve	1.868,2	1.439,1
Other comprehensive income	0,6	7,3

Income Statement

R$ Million	4Q25	4Q24	Δ%
Net operating revenue	**2.471,6**	**2.552,1**	**-3,2%**
Apparel	2.251,9	2.239,1	0,6%
Fashiontronics and Beauty	146,7	205,5	-28,6%
Net revenue from goods	2.398,7	2.444,7	-1,9%
Other revenue	3,8	10,6	-64,0%
Retail revenue	2.402,5	2.455,2	-2,1%
Financial services	69,1	96,9	-28,7%
Cost of goods/services	**(1.083,9)**	**(1.150,2)**	**-5,8%**
Gross profit	**1.387,7**	**1.401,9**	**-1,0%**
Apparel	1.276,7	1.266,9	0,8%
Fashiontronics and Beauty	72,1	70,1	2,8%
Gross profit from goods	1.348,8	1.337,0	0,9%
Other gross profit	(30,2)	(31,8)	-5,1%
Gross profit from retail	1.318,6	1.305,1	1,0%
Gross profit from financial services	69,1	96,8	-28,6%
Operating (expenses) and revenue	**(945,8)**	**(997,0)**	**-5,1%**
General and administrative	(200,2)	(196,2)	2,1%
Selling expenses	(591,0)	(563,2)	4,9%
Depreciation and amortization	(176,5)	(167,4)	5,4%
Other net operating income (expenses)	58,6	(20,7)	-383,0%
Net credit losses	(36,7)	(49,5)	-25,9%
Profit before Financial Revenue and Expenses	**441,9**	**404,9**	**9,1%**
Finance results	**(80,9)**	**(98,8)**	**-18,1%**
Exchange variation	(2,5)	(3,8)	-34,3%
Finance expenses	(133,3)	(153,1)	-12,9%
Finance income	54,9	58,1	-5,4%
Earnings from bonds and securities	10,7	3,2	229,3%
Profit before taxes	**361,0**	**306,1**	**17,9%**
Income taxes	(47,8)	(51,2)	-6,6%
Net income (losses) for the period	**313,2**	**254,9**	**22,9%**

Cash Flow Statements

R$ Million	4T25	4T24
Operating activities		
Allowance for expected credit losses	740,0	512,9
Adjustments to reconcile income before income taxes to net cash flows:		
Allowance (reversal) for expected credit losses	124,8	198,7
Adjustment to present value of accounts receivables and suppliers	0,0	0,0
Expenses with stock-based compensation	0,0	0,0
Provisions for inventory losses	106,1	95,4
Gains/Recognition of tax claims, including monetary correction	(69,6)	(284,9)
Depreciation and amortization	344,6	349,0
Impairment (Reversal) of provisions for property and equipment, intangibles, and right-ofuse assets	0,0	0,0
Losses from the sale or disposal of property and equipment and intangible assets	0,0	0,0
Right-of-use amortization	375,7	358,6
Lease liabilities	0,0	0,0
Interest on leases	0,0	0,0
Expenses with loans and debentures	0,0	0,0
Interest on suppliers	0,0	0,0
Provisions (reversal) for tax, civil and labor risks	(17,8)	39,1
Derivatives	0,0	0,0
Update of judicial deposits	0,0	0,0
Yield from investments in bonds and securities	0,0	0,0
Variations in assets and liabilities:		
Trade receivables	(13,8)	(282,8)
Inventory	(238,7)	(250,4)
Taxes recoverable	306,7	273,2
Other credits	1,1	13,2
Bonds and securities	(62,9)	40,6
Judicial deposits	59,0	16,0
Suppliers	46,2	(60,5)
Fornecedor Bradescard	(650,6)	0,0
Drawee risk liabilities	71,2	(14,7)
Labor liabilities	(1,6)	43,8
Other liabilities	(11,3)	(3,5)
Provisions for tax, civil and labor risks	(88,7)	(34,8)
Taxes payable	15,8	87,5
Income Tax and Social Contribution paid	(120,9)	(59,3)
Cash flow originating (invested in) operating activities	**915,2**	**1.037,1**
Purchase of property and equipment	(395,2)	(155,5)
Purchase of intangible assets	(144,7)	(136,3)
Receivables from the sale of property and equipment	0,1	0,1
Cash flow used in investment activities	**(539,8)**	**(291,8)**
New loans and debentures issued	300,0	746,0
Loan/debenture transaction costs	(0,6)	(8,7)
Repayment of loans (principal)	(828,8)	(955,4)
Interest paid on loans	(188,3)	(175,8)
Repayments and interest paid on leases	(545,5)	(519,3)
Share buy-back	(36,0)	(32,4)
Net cash flows originating from (used by) financing activities	**(1.299,3)**	**(945,6)**
Net increase (decrease) in cash and cash equivalents	(615,7)	247,6

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).
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 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, it has been present since 1976, when it opened its first store in Shopping Ibirapuera, in São Paulo.

Currently, it operates more than 330 stores in its portfolio, located mostly in shopping malls. Stores are distributed throughout all Brazilian states, for a total sales area of approximately 620,000 square meters, in addition to its digital presence.

To meet all this demand, it relies on a network of qualified suppliers, where approximately 70% of production is acquired in the domestic market.

Our sales focus on fashion products, including apparel and beauty. Today, apparel accounts for about 90% of our revenue, and beauty products are becoming increasingly important.

Listed on the Brazilian stock exchange (B3) since October 2019, C&A continues on its trajectory of consistency, bringing fashion to customers through online and offline experiences.

With more than 15,000 employees throughout the country, the Company stands out for its fashion product offerings with high customer perceived value. In December 2021, we launched C&A Pay, our own credit solution, which currently accounts for 27.5% of retail sales.