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EARNINGS
2021

highlights 2Q21

➔ OPERATIONAL:

2Q21 started out with restrictions on business hours in locations we have strong presence – average number of hours available in April was **49.3%**;

growth in net revenue from merchandise sales in May and June at **4.2%**

recovery during the quarter intensified at the beginning of 3Q21, with a normalized operating scenario and low winter temperatures – growth of **14%*** in July vs 2019

➔ PERFORMANCE

apparel sales have recovered, and 2Q21 sales were only **0.7%** below 2Q19;

our online net revenue increased **36.9%** to R\$ 191 million, representing 16.8% of net revenue from merchandise sale in 2Q21

➔ CLIENTS

our CV&VC relationship program now has **16.8 million** customers and accounts for **78%** of sales;

our e-Commerce** customer base (LTM) **doubled**, and multichannel customers, who spend about **twice as much** as average customers, also increased **80%**;

➔ ESG

Environment : blockchain adoption for product traceability (from ordering to manufacturing)

Social: 30 years of **Instituto C&A**

– current focus on professional training projects through fashion to the community

– donation of **R\$245 thousand** to the Unidos pela Vacina movement.

– creation of the **C&A Pride** affinity group

Governance: Structuring the **ESG** area (female leadership)

*Preliminary and unaudited numbers

** Including all omnichannel initiatives

highlights

strenght of apparel.

TRENDS



COLLABS COLLECTIONS



Growth Levers

Expansions

New **stores** and formats



Modernized the
Supply Chain
operating model



Digital
Transformation



Increased
credit offering



Partnerships: Focus on finding and plugging scaleups/startups into our **ecosystem** (in 2Q21 we tested over 20 companies) to quickly and cheaply address business challenges, incrementally testing and scaling up successes in a manner that is transparent to customers and associates (employees).

Analytics: Build a Data- **driven culture** - set up an ecosystem to strategically use and manage data to make decisions. A single vision of different themes (customer registration data, buying behavior, product assortment, media performance, etc.), optimizing Advanced Analytics algorithms in theme such as dynamic pricing, assortment distribution, and campaign-based metrification

growth plan
deliveries.

2Q21

1/5

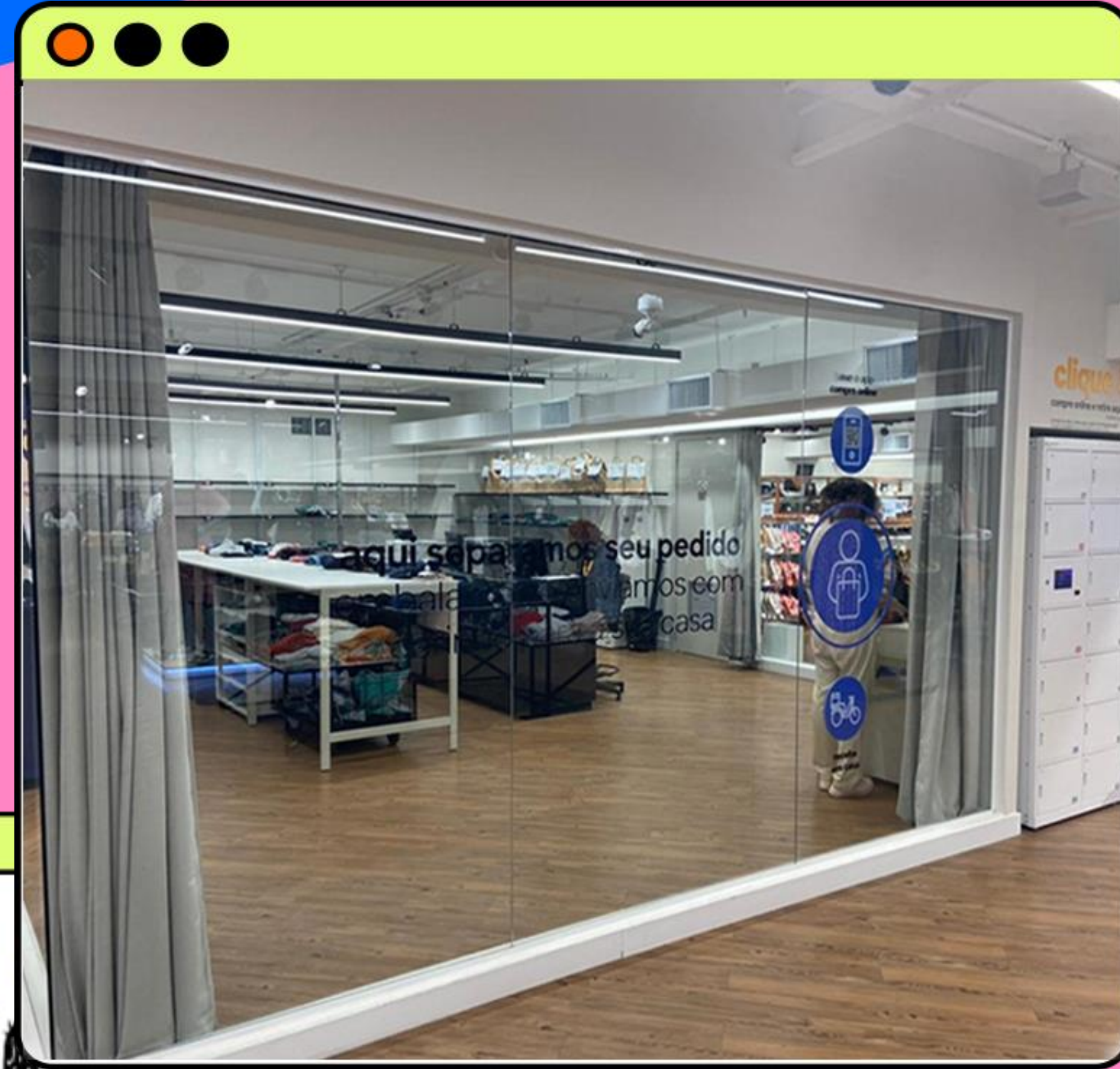


new stores and formats:

9 new stores opened;

2 stores were **closed**;

A total of **304 stores**
by end 2Q21.



Ship from store open area of Shopping Rio Sul store, Rio de Janeiro

growth plan
deliveries.

2Q21



digital transformation:

2/5



Started to implement PLM (Product Lifecycle Management)



Building a **Customer-Centric C&A**: consolidated a single view of customer data: registration data, profiles and behaviors



Close partnership with **Supply** for lever deliveries: **WMS and RFID**



Business Agility over 620 professionals with initiatives orchestrated by the TO (Transformation Office) and implemented by over 70 multidisciplinary squads trained in agile methodologies



Implementation of a new **CRM** (Customer Relationship Program) system



Reviewed the **technology architecture**, updating our telecom system (main and store networks)

growth plan
deliveries.

2Q21



digital transformation:



↙
Omni-channel
initiatives in **100% of**
stores: ship from
store, click and
collect, **endless aisle**,
WhatsApp Sales

↙
Accelerating
penetration of **new**
digital **channels**:
aprox. **40%** of online
sales in 2Q21

↙
App: over **3.5**
million monthly
active users

↙
Galeria C&A now
has **440 sellers**

WhatsApp Sales
with ~850 dedicated
employees and new tools;

Minha C&A (My C&A) with
4.5 thousand
stores/influencers
registered

3/5

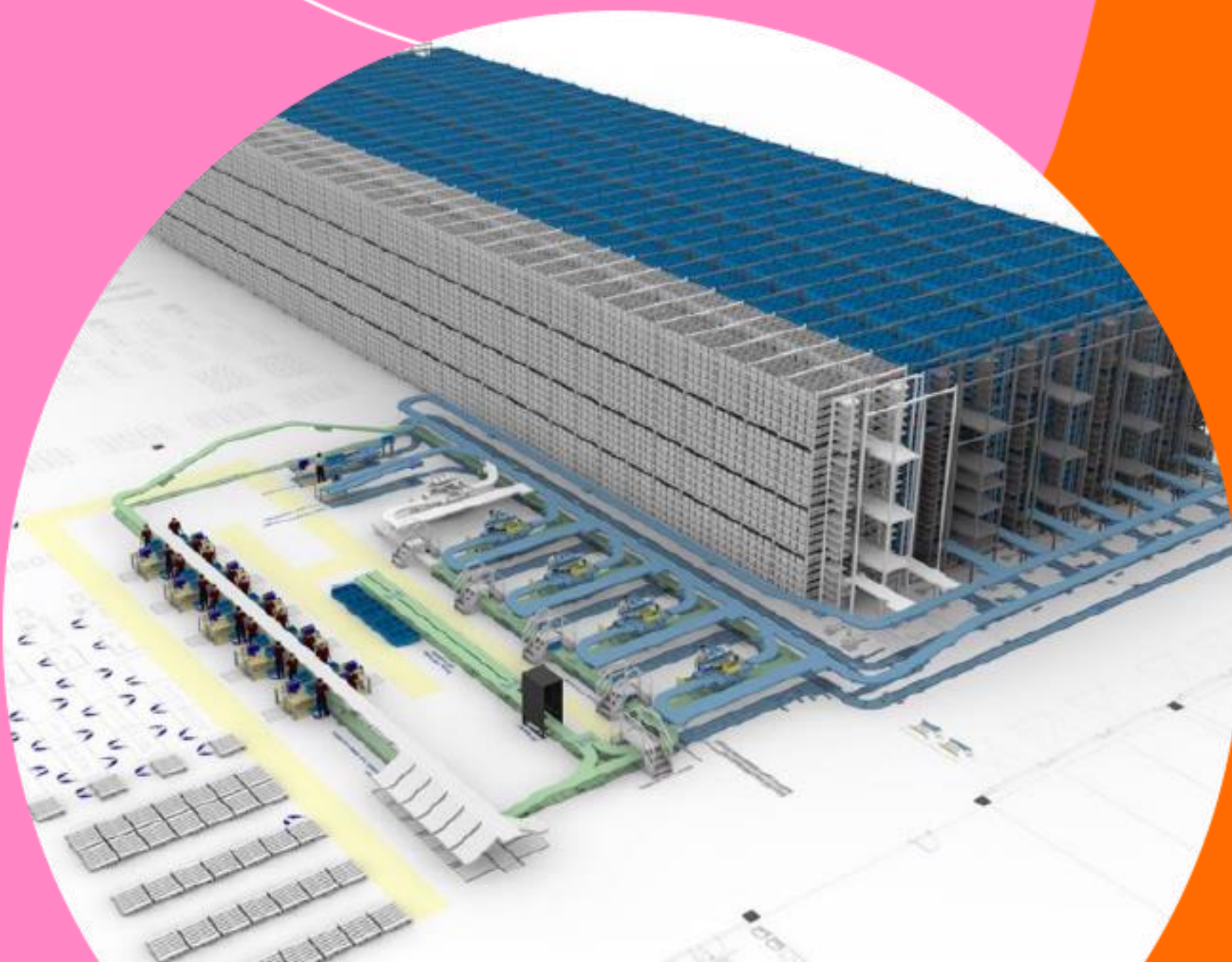
growth plan
deliveries.

2Q21

4/5



modernized the
Supply Chain
operating model:



Sorters:

second sorter
is operational
third one is being
assembled

New Warehouse
Management System
now completed for
the e-Commerce
assortment and being
implemented for SP

RFID Project** :

101 stores
and 89 suppliers;
by end 1H22

Omnichannel
Operation: 100% of
stores with ship
from store
operation, being
23 hub stores

Automated
e-Commerce **DC**
on schedule
and will be operational
for 4Q21 events

Push&Pull
Pilot*

A supply model that consists in replacing individual SKUs of different models, sizes and colors in our B&M stores according to demand, making serving the demand for our fashion items more efficient.
**Radio-Frequency Identification

growth plan
deliveries

2Q21



increased credit
offering



5/5



negotiation agenda
evolving well,
with **good possibilities**
for completion in 2021

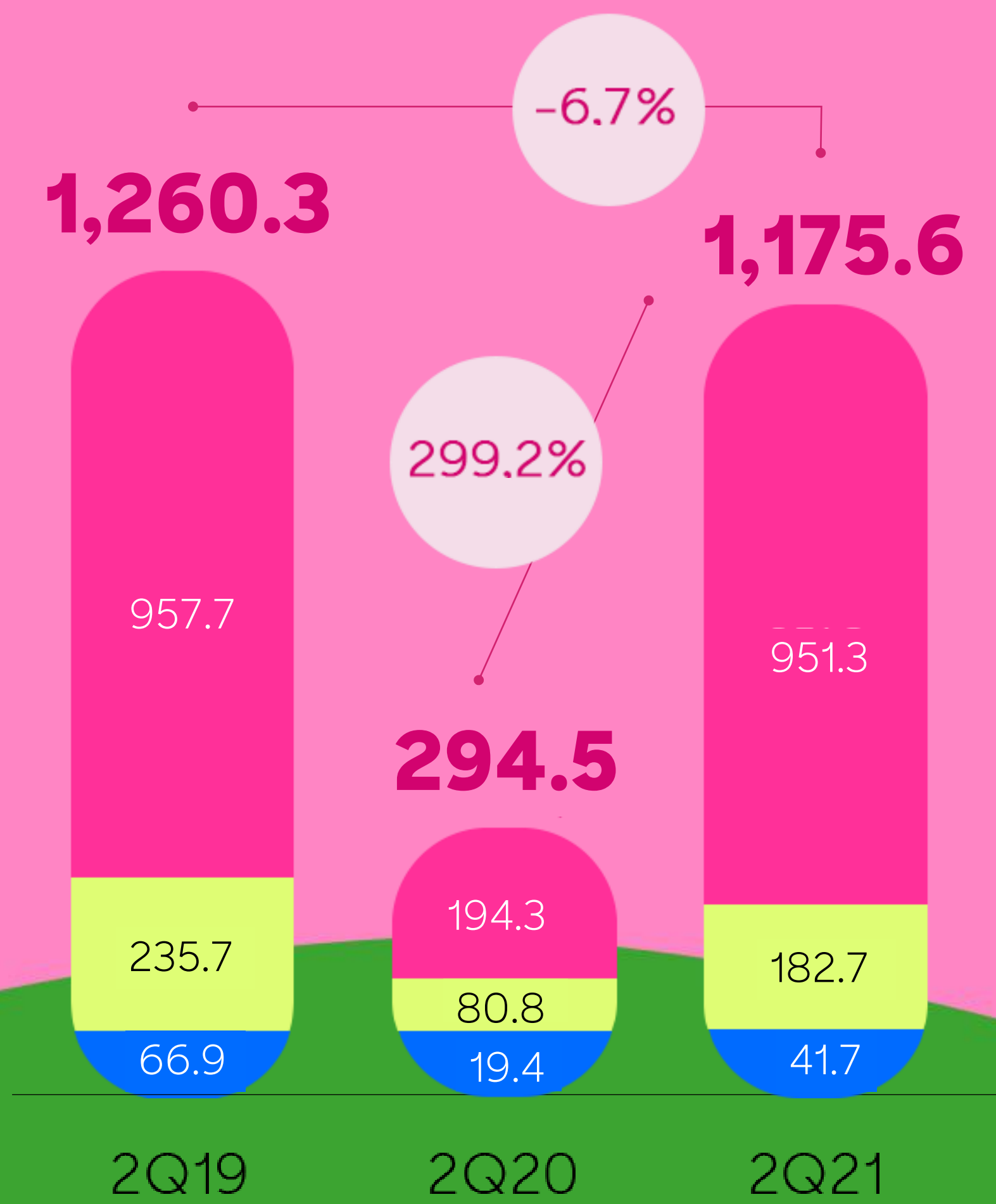


business plan
development, partner
approach and
professional contracting



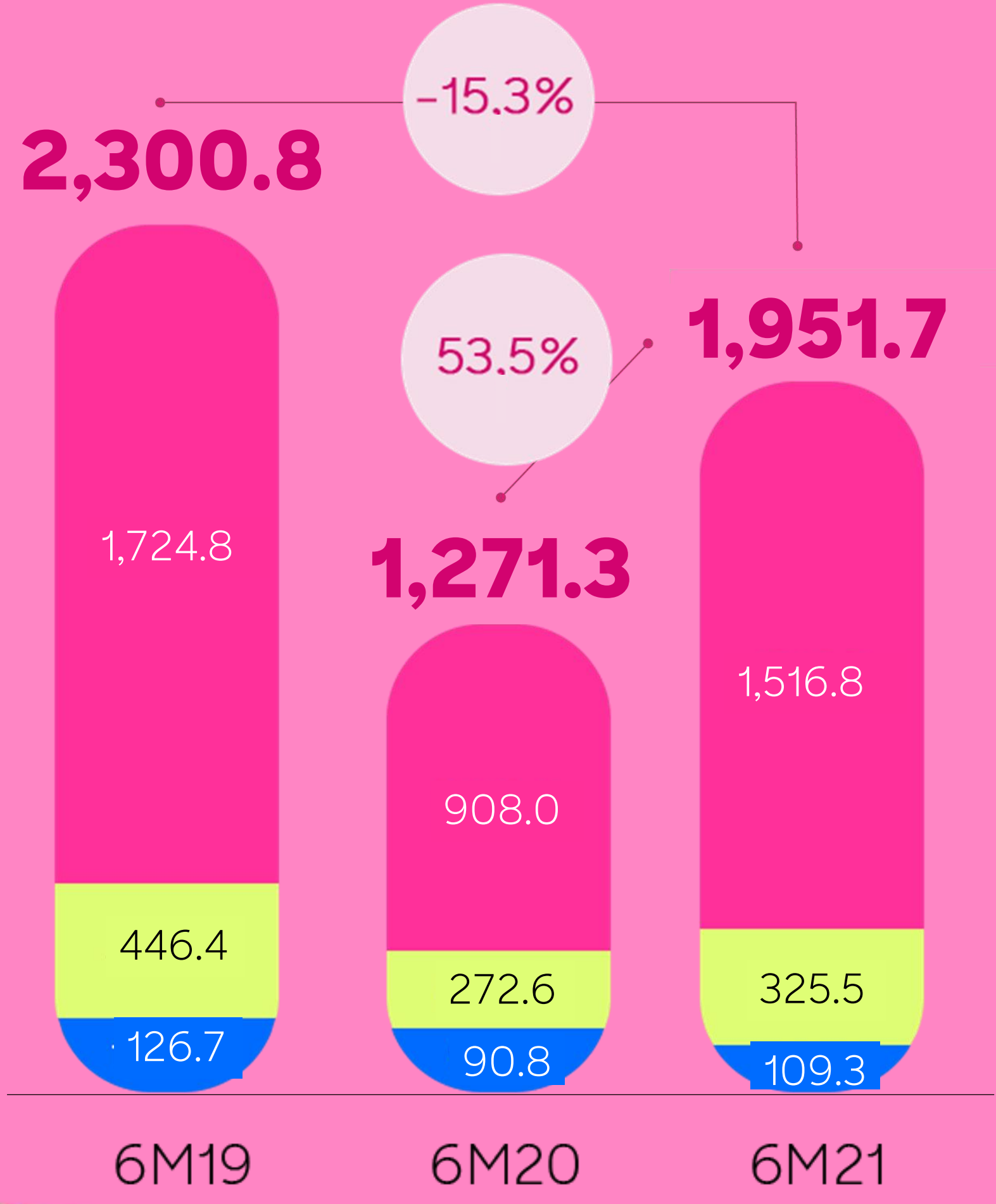
net revenue.

(R\$ MILLION)



Apparel was slightly below pre-pandemic levels

VARIATION	
vs.2Q20	vs. 2Q19
389,6%	-0,7%
126,0%	-22,5%
115,0%	-37,8%

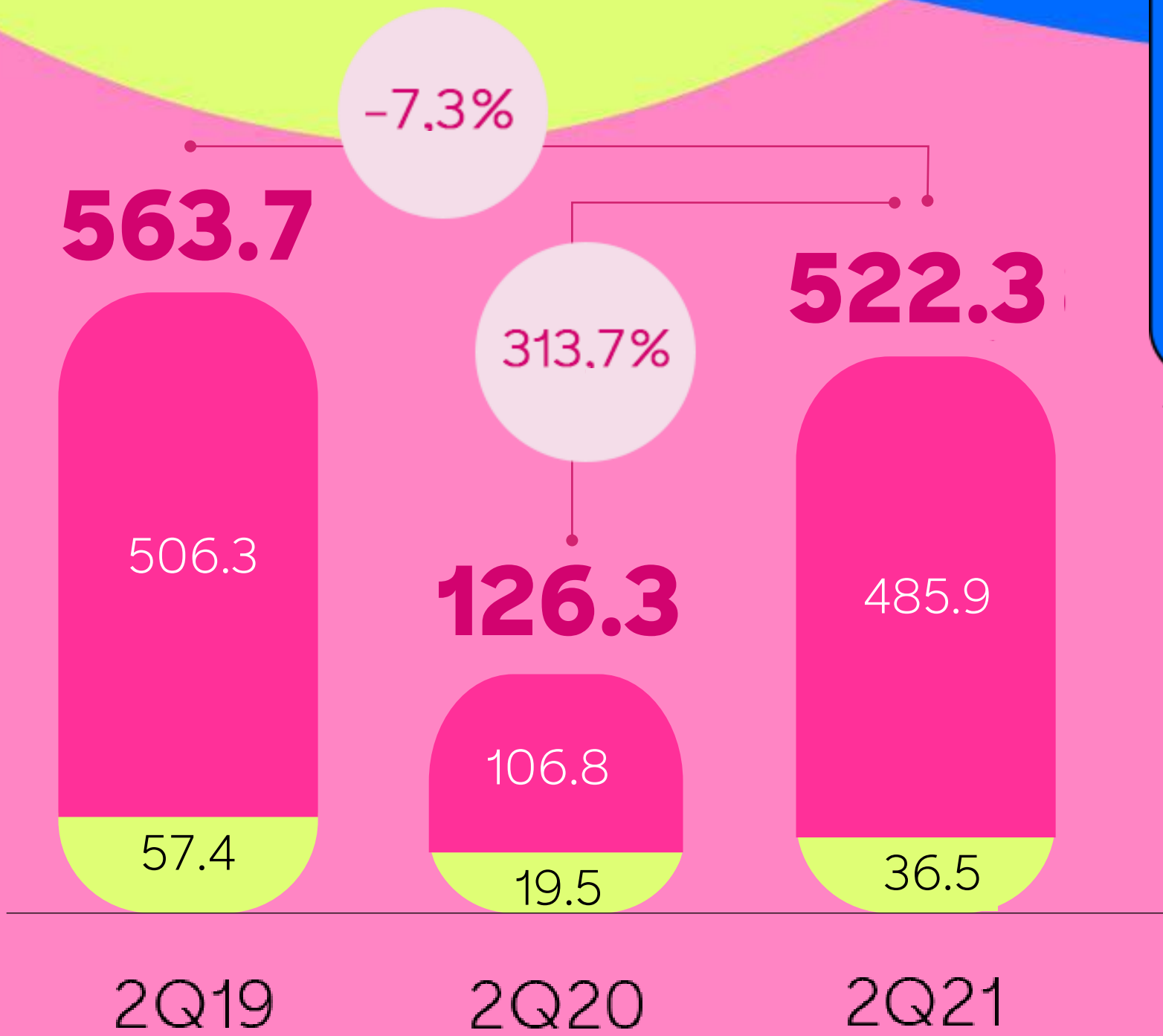


VARIATION	
vs.2Q20	vs. 2Q19
67,0%	-12,1%
19,4%	-27,6%
20,5%	-13,7%

● APPAREL ● OTHERS- FASHIONTRONICS ● OTHERS (INCLUDING FINANCIAL SERVICES)

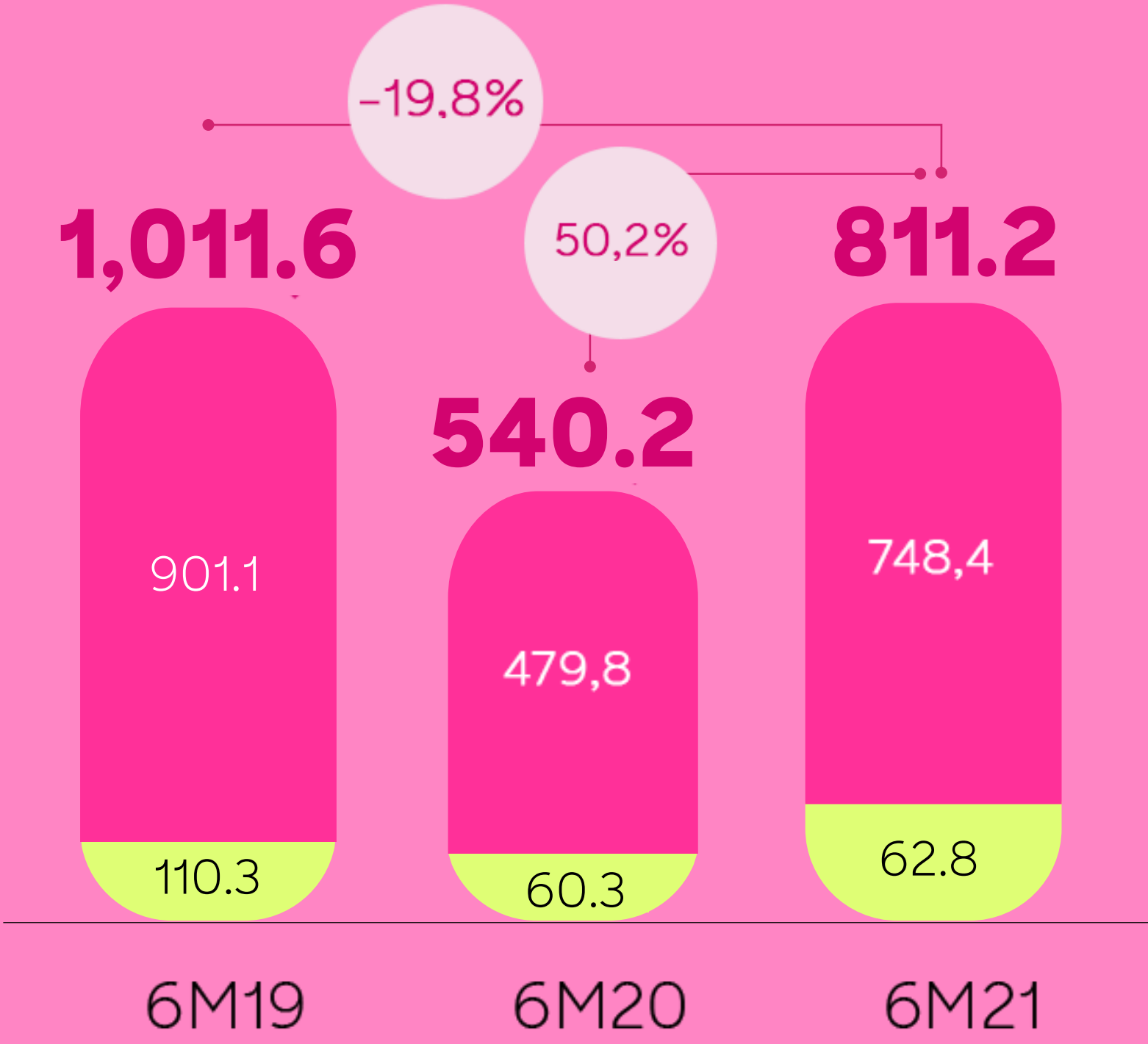
gross profit and gross merchandise margin.

(R\$ MILLION AND %)



Gross Merchandise margin at 2Q20 levels when Apparel margin was a record

VARIATION	
vs.2Q20	vs.2Q19
+355,0%	-4,0%
+87,4%	-36,4%



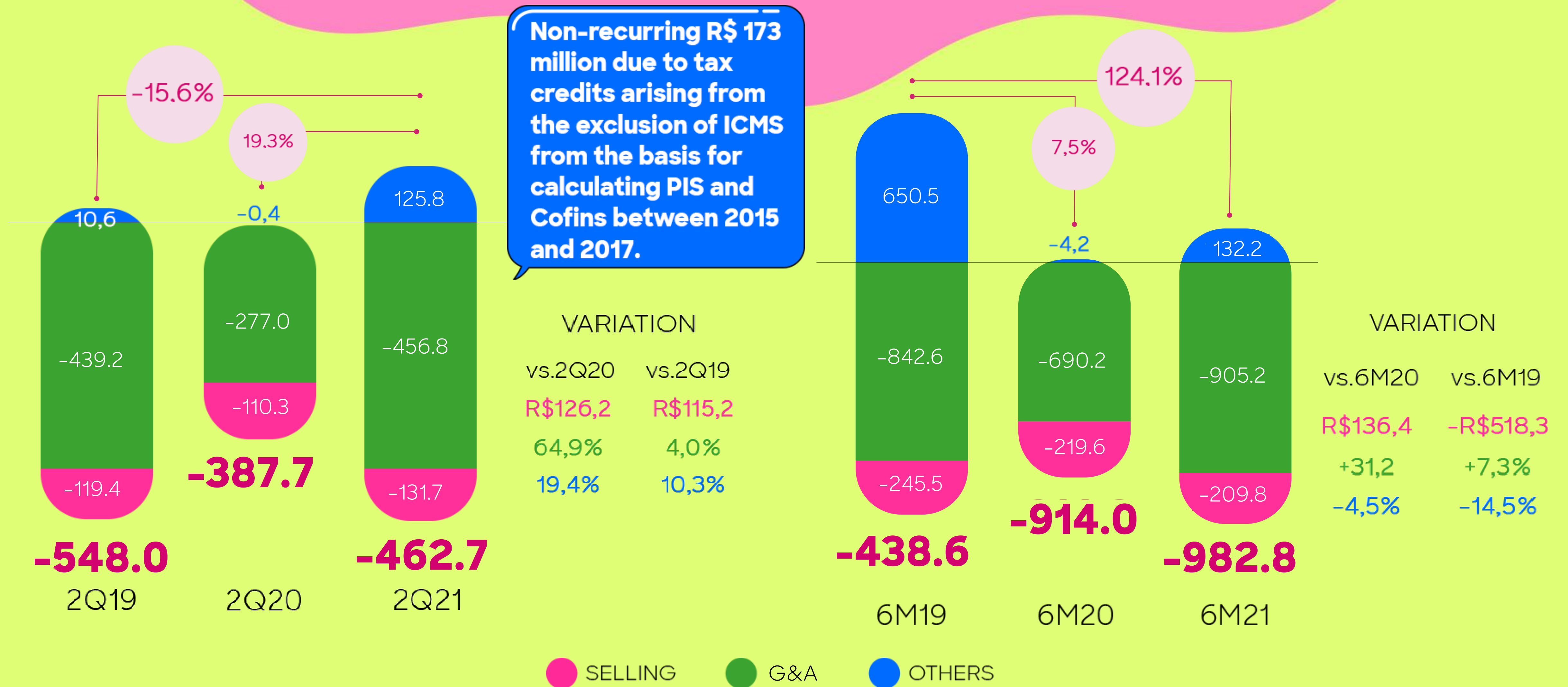
VARIATION	
vs.6M20	vs.6M19
+56,0%	-17,0%
+4,1%	-43,1%

Gross Profit	2Q19	2Q20	2Q21	Var.2Q20	Var.2Q19
Merchandise	47.2%	45.9%	46.1%	+0.2p.p.	-1.1p.p.
Apparel	52.9%	55.0%	51.1%	-3.9p.p.	-1.8p.p.
Others - Fashiontronics	24.4%	24.1%	20.2%	-4.1p.p.	-4.4p.p.

Gross Profit	6M19	6M20	6M21	Var.6M20	Var.6M19
Merchandise	46.5%	45.8%	44.0%	-1.8p.p	-2.5p.p
Apparel	52.2%	52.8%	49.3%	-3.5p.p	-2.9p.p
Others - Fashiontronics	24.6%	22.1%	19.3%	-2.8p.p	-5.3p.p

operating expenses.

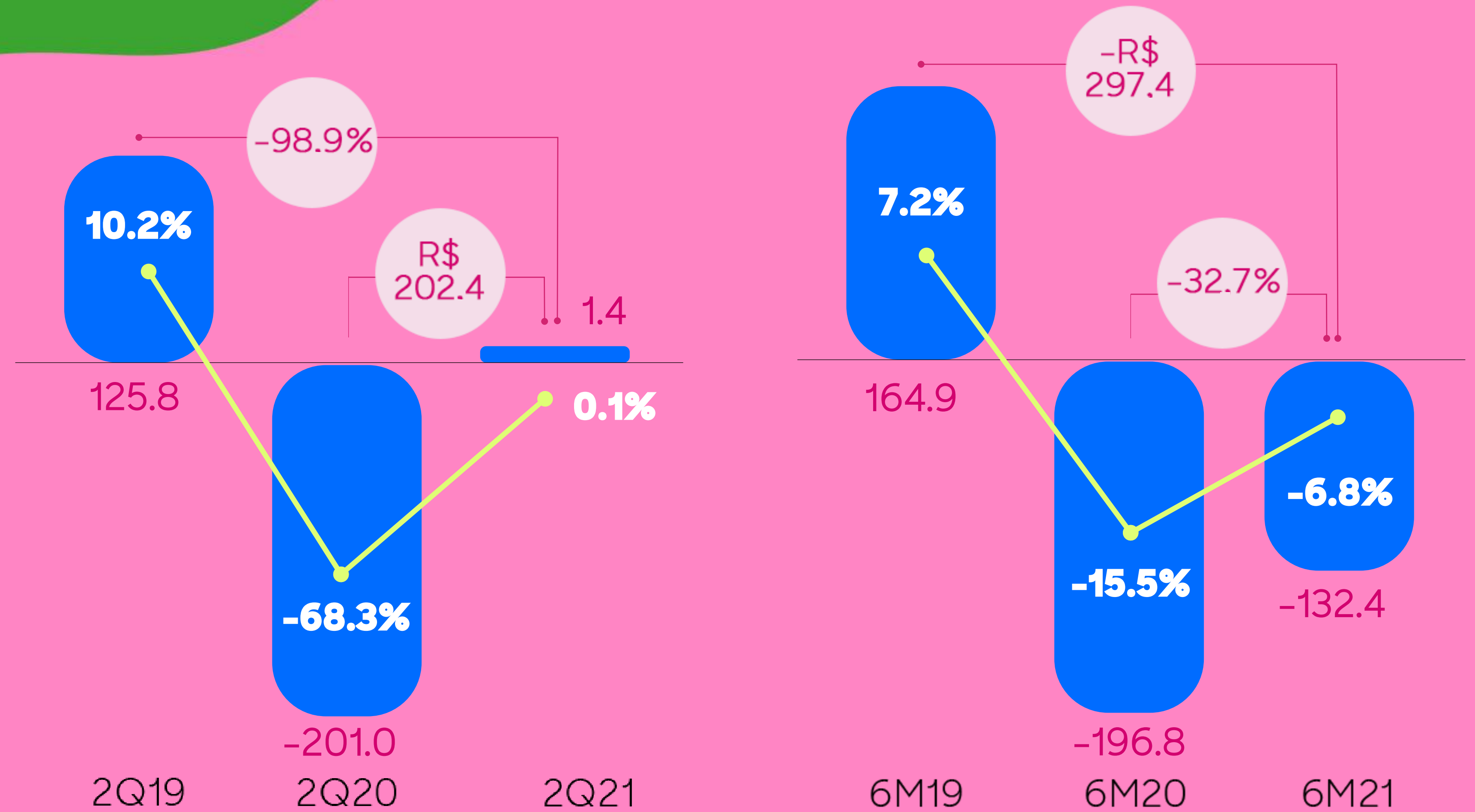
(R\$ MILLION)



adjusted* EBITDA and margin.

(R\$ MILLION AND %)

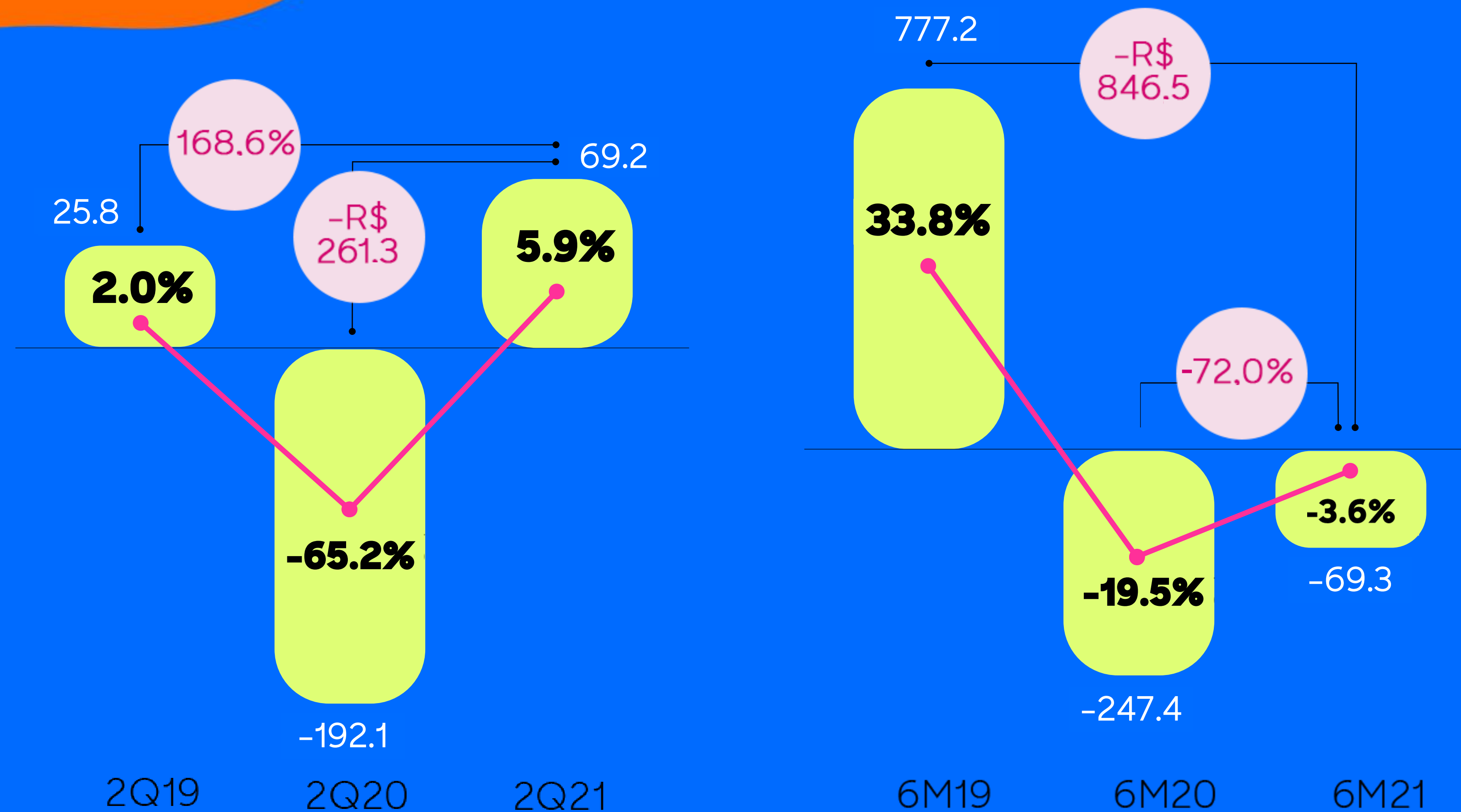
● MARGIN(%)
● ADJUSTED EBITDA



*Pursuant to Article 4, CVM Instruction 527, the Company has chosen to show Adjusted EBITDA as in the above table in order to provide information which best reflects the gross operational cash generation from its activities. The adjustments are: (i) Other net operating income (expenses); (ii) Financial Income of Supplier; (iii) Tax Credit Recovery; and (iv) Commercial Lease Payments (IFRS16).

net income and net margin.

(R\$ MILLION AND %)



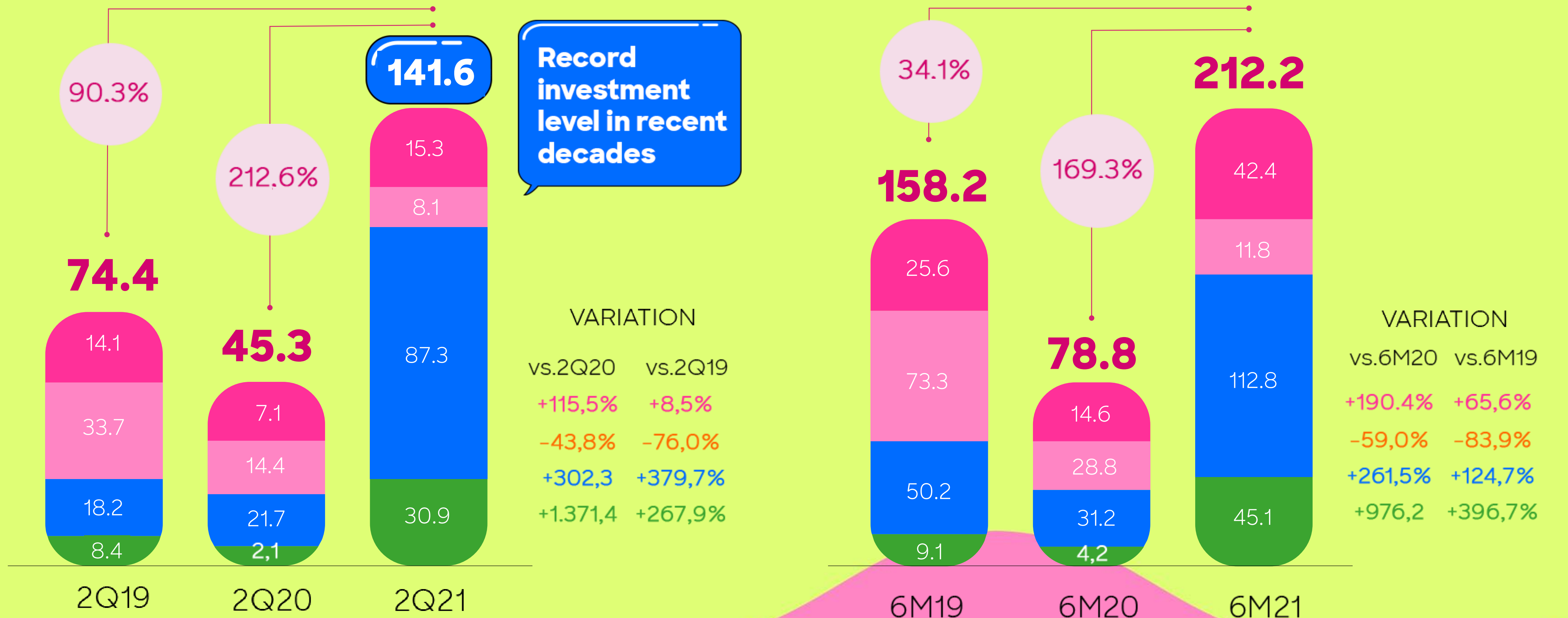
● MARGIN (%)

● NET INCOME

*As reported. It considers the impact of tax credit gains from excluding ICMS from the basis for calculating PIS/Cofins on 02/28/2019 in the amount of R\$658.7million and R\$586.2 million of interest and monetary correction

investments.

(R\$ MILLION)



NEW STORES

REVAMPS

DIGITAL AND TECHNOLOGY

SUPPLY CHAIN



C&A

muito on.
muito eu.

EARNINGS 2021

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Disclaimer:
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