

# Offer of financial products and services

Now it's **C&A pay**



# Delivery of one our Growth Plan Levers

Since our IPO, we have been communicating the importance of addressing credit / financial products and services, one of the 4 levers of our growth plan...

...we believe there is potential for generating significant additional value by recovering the ability to decide on offering financial products and services. Given our knowledge and additional retail sales, the execution risk is low, and...

...we have a significant customer base that includes 18 million customers in our C&A&VC loyalty program; furthermore, every week some 5 million people visit our stores.

# Negotiations with Bradesco are Complete

2021 - November

C&A **buys back** the right to offer financial products and services

2021 - December

Launch of C&A Pay

Start of the 2-year **Transition Period**, during which the current Bradesco product (Cartão C&A) and new C&A products will **coexist** seamlessly, with no friction for customers who receive an offer **additional** to what they have today

2023 - January

Payment of **R\$ 415 million** to buy back the right to offer financial products and services, corrected by 112.5% of the CDI as of January 2022

an experienced team

heading the new operation

**Fernando Brossi**  
Vice-President of  
Financial Services and  
Operations



**Levi Fonseca**  
Financial Services Director



A dedicated organization of 70 people working in credit, planning, collection, product and services, among others

**Zeina Bakri**  
Marketing



**Filipe Matzenbacher**  
Credit and Operations



**Murilo Sian**  
Products



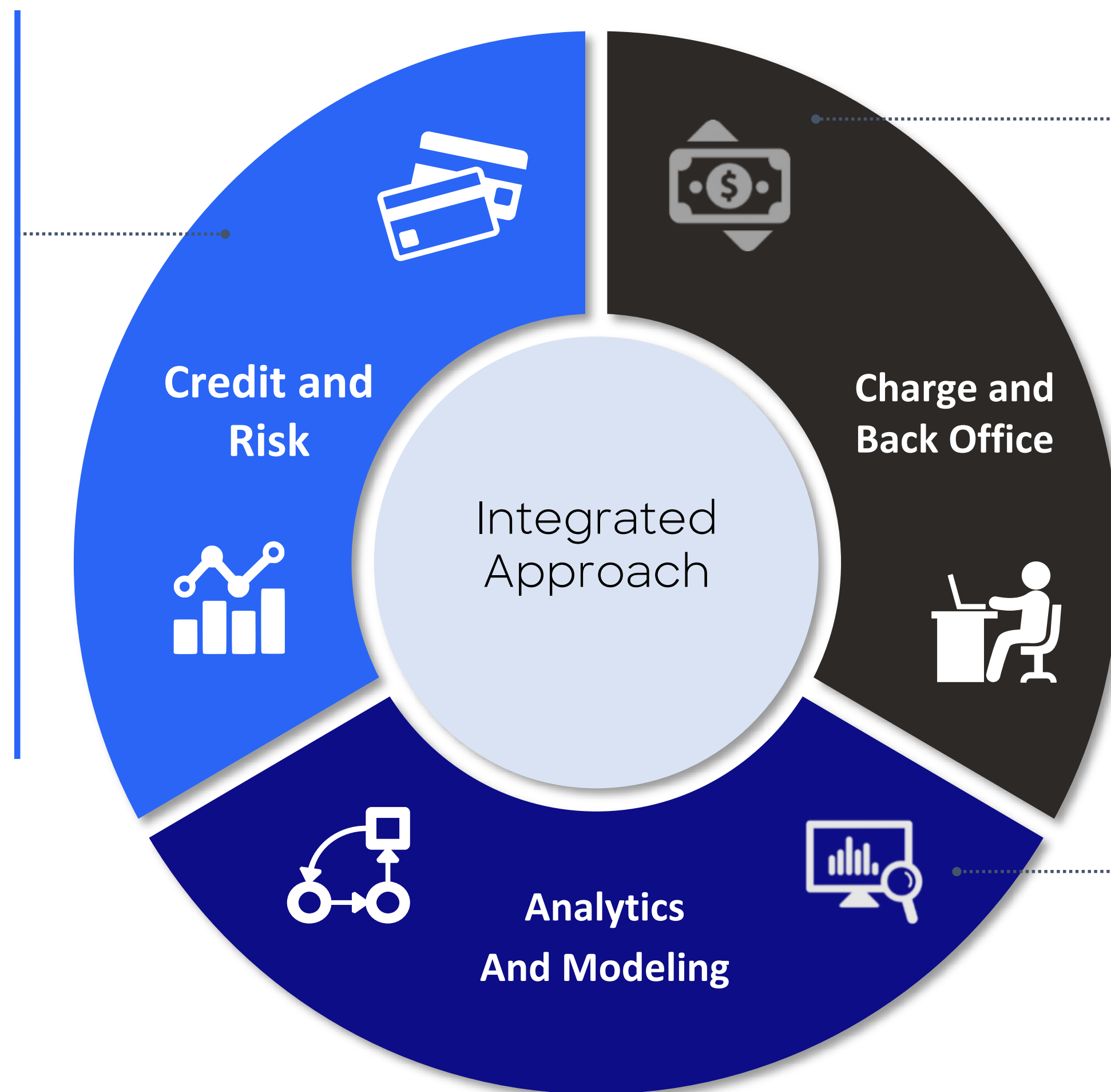
**Leandro Furlan**  
Financial Planning



Over 1,800 dedicated associates in our stores

# Defined Governance

- Management of policy of credit granting and limits clustered
- Use of lifetime value to determine optimal point of risk/return and cash flow
- Use of multiple bureaus to validate information and improve models
- Adoption of secure authentication methods for transaction: transactional password



- Management of call center and billing offices
- Massive use of virtual agents and digital channels to increase performance and reduce costs
- Database creation unifying card and relationship information
- Development of credit behavior and product propensity models
- Creating Score models using machine learning

An ecosystem of  
qualified partners.

# Support from design to defining the business case, continuing through the operation

Design

Structuring

Operation

BCG

peers

conductor

NEUROTECH

UNICO

XSFERA

ffc  
Serviços  
Financeiros

BoaVista  
SCPC

serasa

cobransaas

btgpactual

ABBKEY  
CONSULTING

KLOKTECH

Almaviva

MGITECH

D1



Welcome

# C&A pay

it's a card, it's digital, it's all good

## WHAT IS C&A PAY?



# launch

the initial focus is to leverage the retail operation

The transition period will enable structured growth with no loss of profitability

## Transition Period



Continue offering the product/service to the customer with no friction or disruption; maintain profitability for C&A



Phase 1 – Focus on increasing credit to foster retail sales

Phase 2 – As C&A Pay matures, we will expand the range of products and services

December  
2021

January  
2023

January  
2024

## Private label

Co-branded card

Digital  
Account

Integration  
C&A&VC

Loans



Withdrawals

DCC (Direct  
Consumer Credit)

Receivable  
anticipation

Insurance

Top-ups (cell phones /  
transportation cards)

tkS ;)

Disclaimer:

The information contained in this document and related to business outlook, projections of operating and financial results and any information related to the growth outlook for C&A Modas are based exclusively on Management expectations on future business. Said expectations depend substantially on market conditions, the performance of the Brazilian economy, the industry and international markets, and are subject to change without notice.