


We meet
at



Earnings presentation

4Q24



4Q24 and 2024 **Highlights**

C&A continues to experience robust growth in apparel
(+14.4% in 4Q24 and +16.4% for the year)

+14.4%

SSS for apparel in 4Q24 and a 14.2%
increase in sales/m² vs. 4Q23

56.6%

Gross margin for apparel in 4Q24, up 0.1
p.p. vs. 4Q23

23.3%

Adjusted EBITDA margin post IFRS-16 in
4Q24,
+0.3 p.p. vs 4Q23

R\$250.1 Mi

Adjusted net income in 4Q24

R\$975,9 Mi

Adjusted EBITDA pre-IFRS-16, +61.1% higher
than 2023

0.5x

Net debt/EBITDA in 2024, decreasing from
1.5x in 2023

+7,6%

Expansion of the customer base in 2024 vs.
2023

+6.8 p.p.

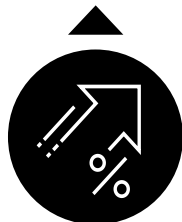
Improvement in NPS for 2024 vs. 2023

Operational Highlights

An increase in sales per m²



Operational agility



Perception of value in the collections



Commercial intelligence hub



Improvement in flow, conversion, and average ticket



Integrated journey



Pragmatism in capital allocation



Strategy
Energia C&A
Execution

energia C&A

Brand & customer relationship

Brand

New brand positioning:

"We meet at C&A"

Growth in brand preference and purchase consideration

CRM

Launch of the new promotion engine

Development of new analytical tools for recommendation and segmentation

Strengthening of the CRM team



energia C&A

Product

Strengthening of categories

Apparel

Strengthening of key categories (knitwear, lingerie, children, and Ace)

+100 Stores with new jeans area

Beauty

Expansion of the beauty category

+74.3% in sales vs. 4Q23

+50 kiosk promotions

Sourcing

Improvement in quality, fit, and raw materials

Integration with suppliers

Dynamic Assortment

Pilot in **4** categories

Definition of assortment by store cluster



energia C&A

Omni Journey

Re-launch of Site & App

93% growth in MAU

+58% growth in searches
on Black Friday

Renovations

7 signaling projects
completed in the second
half

+200 stores impacted by
category improvements

Dispersion

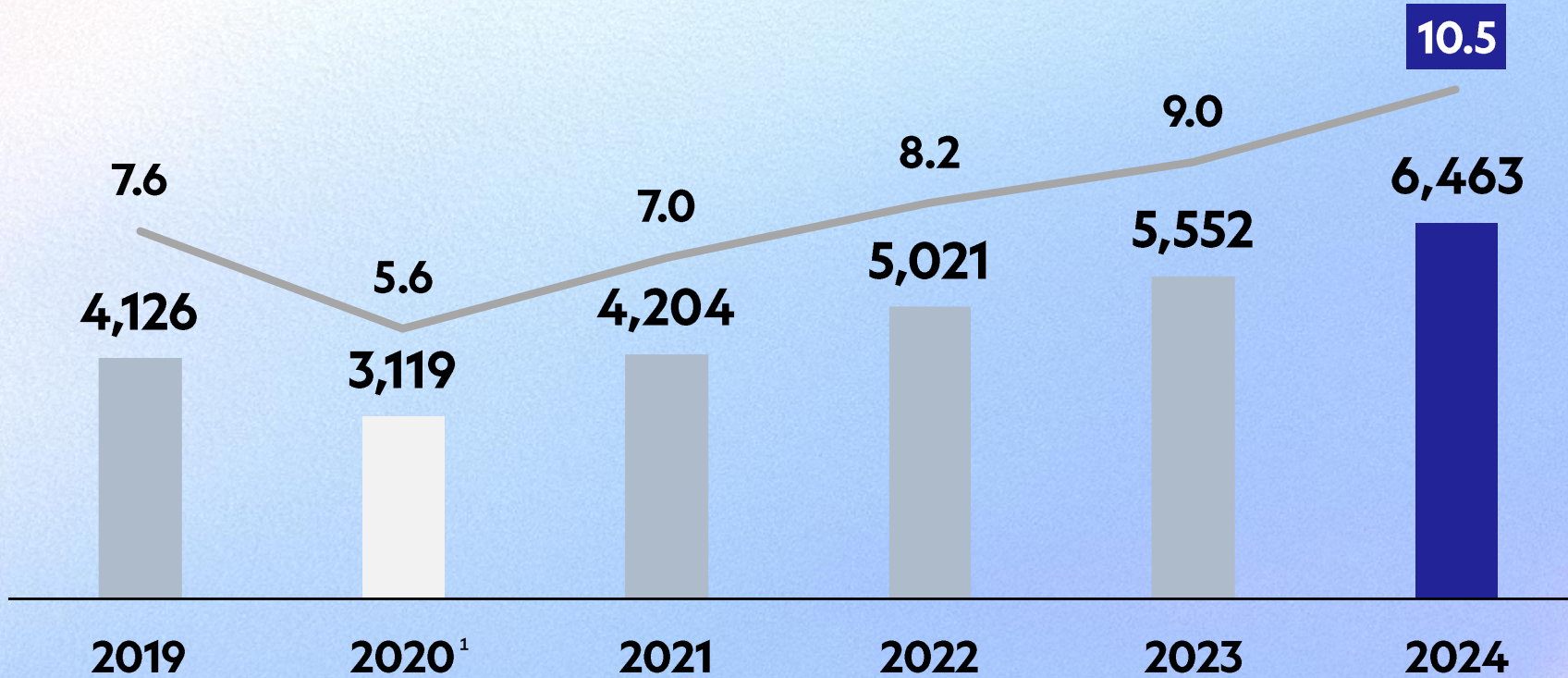
3 waves, totaling 75 stores
Double-digit sales increase

Increase in sales per m²



Consistent growth in apparel

R\$ Millions



■ Net Revenue from Apparel — Sales per square meter

CAGR 2 years (2022-2024): 13.5%
CAGR 3 years (2021-2024): 15.4%
CAGR 5 years (2019-2024): 9.4%

CAGR 2 years (2022-2024): 13.3%
CAGR 3 years (2021-2024): 14.1%
CAGR 5 years (2019-2024): 6.6%

Consistency in expansion of sales per square meter

Attractiveness and acceptance of the collections

Test & Learn

(1) Pandemic

Recognitions

+ 25 awards in 2024

IDIVERSA Portfolio IC02 Portfolio

Indices of B3



GPTW

C&A among the 20 best companies in Brazil



ECO AMCHAM

Traceable Jeans Case via blockchain



Most loved brand by Brazilians - 1st place in the ranking

Apparel store category
Ecglobal for Business



Marcas mais

Estadão
Apparel store category



Brand preference

Increase of 3 percentage points in brand preference



A woman with blonde hair, wearing a dark blue top and a black and white patterned scarf, is looking at a book in a library. The background is filled with bookshelves. The text "Financial Performance" is overlaid on the right side of the image.

Financial
Performance

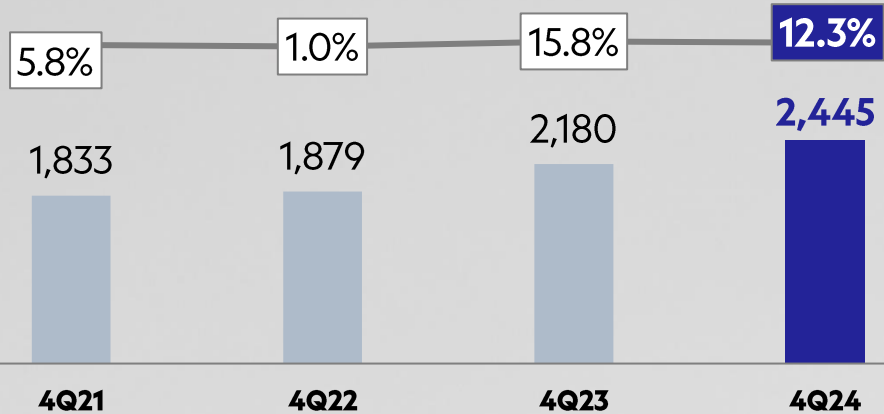


Merchandise net revenue

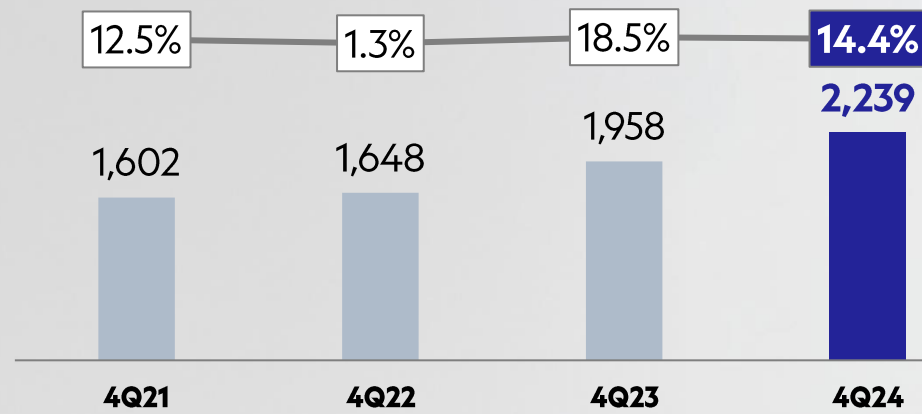
R\$ Million and %

Highlight on performance during Black Friday, launch of the C&A and PatBo collaboration, and positive reception of the year-end collections

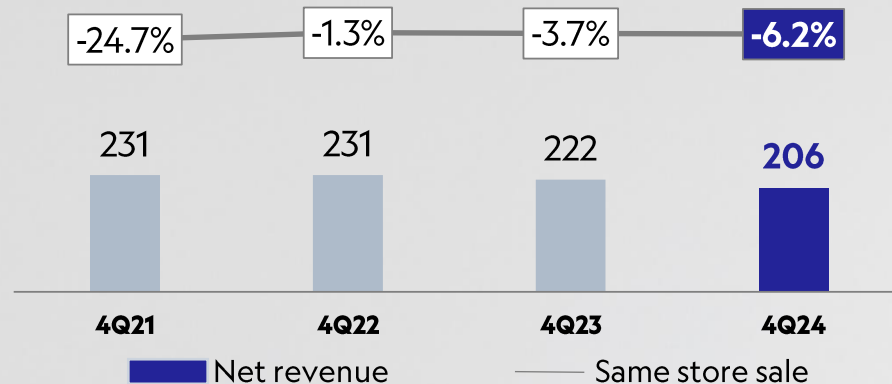
Merchandise



Apparel



Electronics and beauty



Increase of +74.3% in net revenue from beauty

Gradual discontinuation of the electronics category

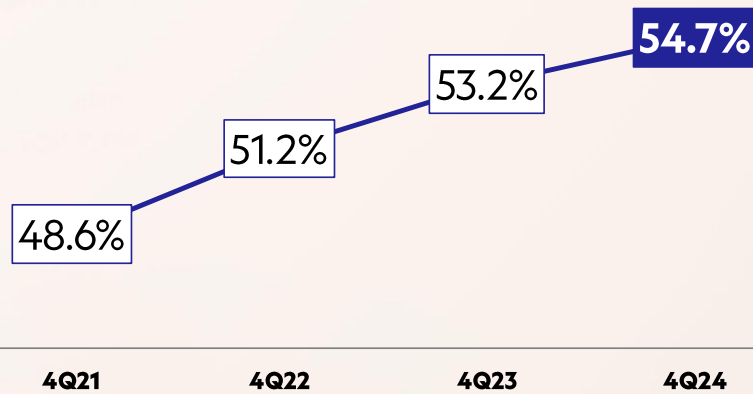


Merchandise gross margin

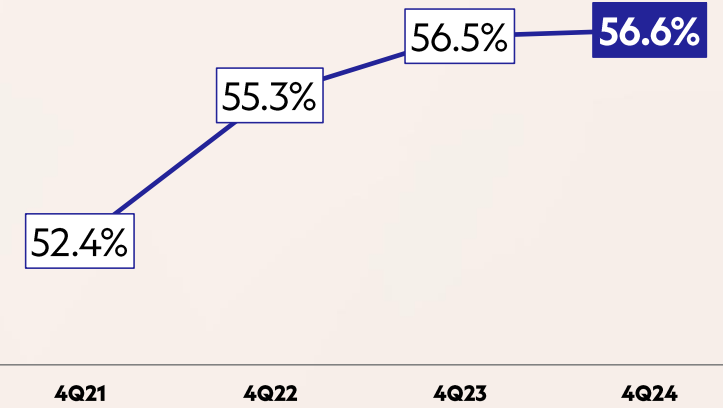
R\$ Million and %

Expansion of gross margin due to the effectiveness of the collections, strong acceptance of the products, and the implementation of dynamic pricing

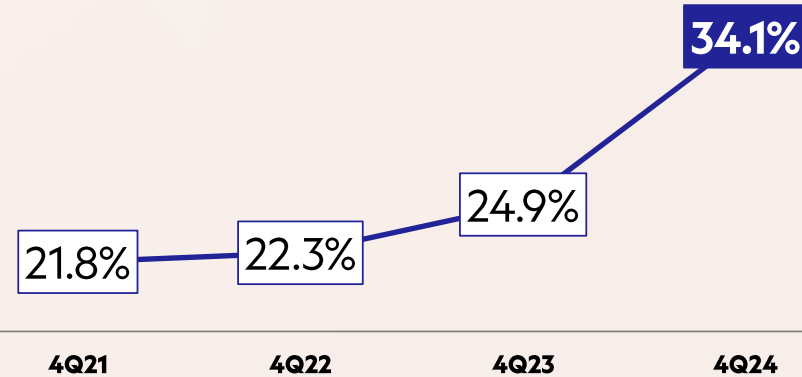
Merchandise



Apparel

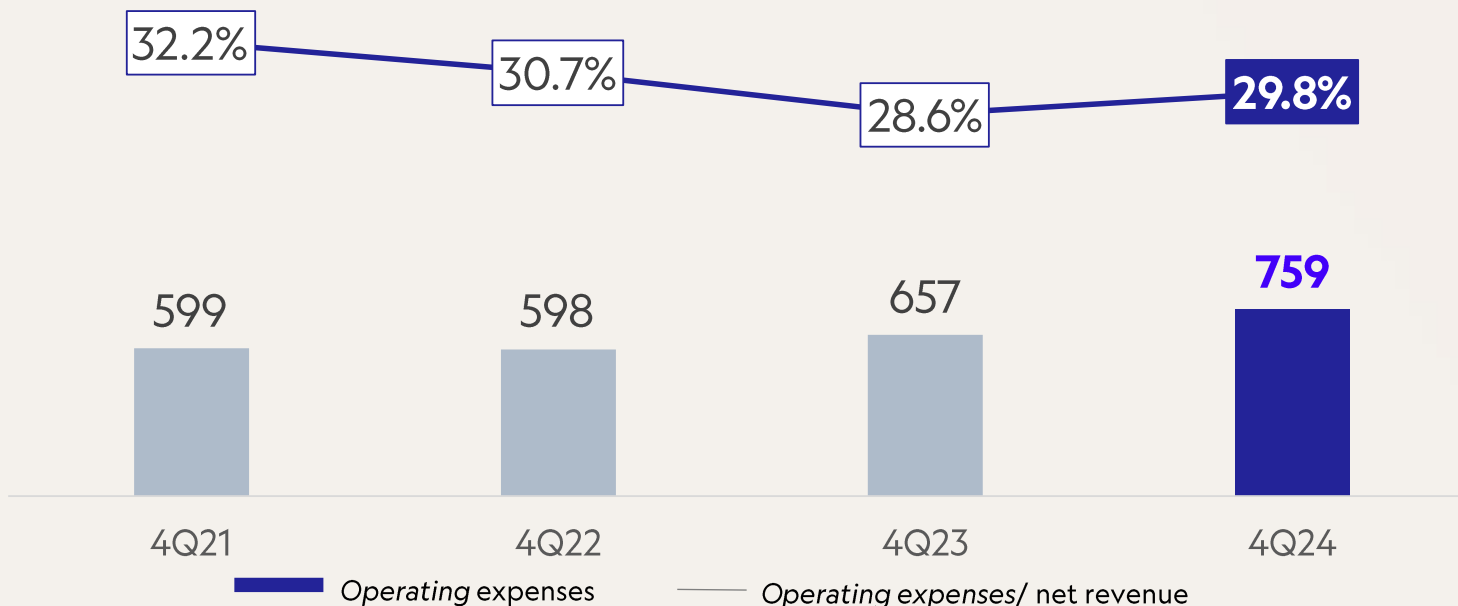


Electronics and beauty



Discipline in managing operating expenses¹

R\$ Million & %



Operating expenses pre IFRS-16

701	733	788	884
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Operating expenses pre IFRS-16/Net revenue

37.6%	37.6%	34.4%	34.6%
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(1) Expenses consider the impact of the payment of the lease, according to the IFRS16 accounting standard. However, it does not reflect into account the expenses of Depreciation and Amortization and the Depreciation of Right of Use (Lease), in addition to the expenses with credit losses, net and other (expenses) operating revenues.



R\$1 Bn

Portfolio at the end of 4Q24

~24.3%

Share in retail sales,
-0.3 p.p. vs. 4Q23

12.6%

Reduction in losses net of
recoveries

3.3 p.p.

NPL 90 reduction
vs. 3Q24 and 2.4 p.p. vs 4Q23

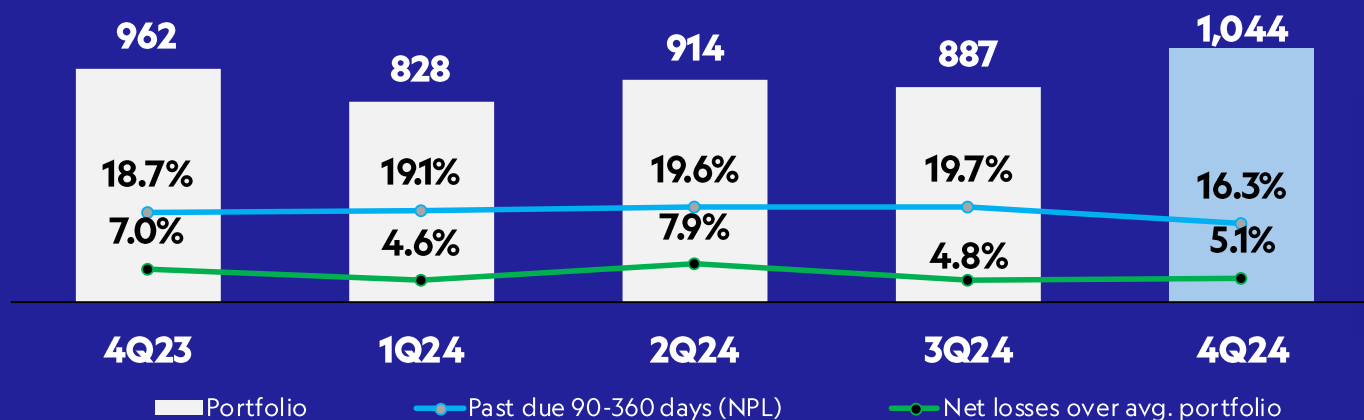
6.4%

Operational margin in 2024,
reaching break-even

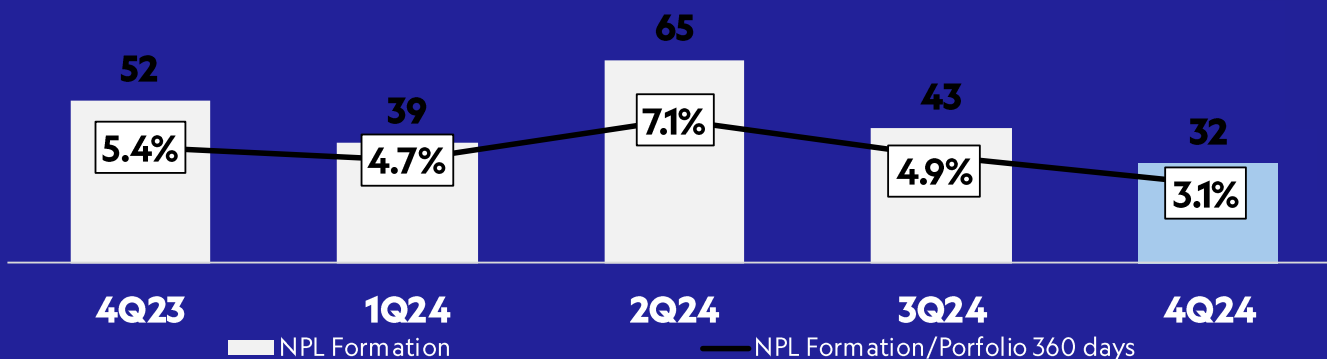
Portfolio evolution and NPL formation



Portfolio up 360 days



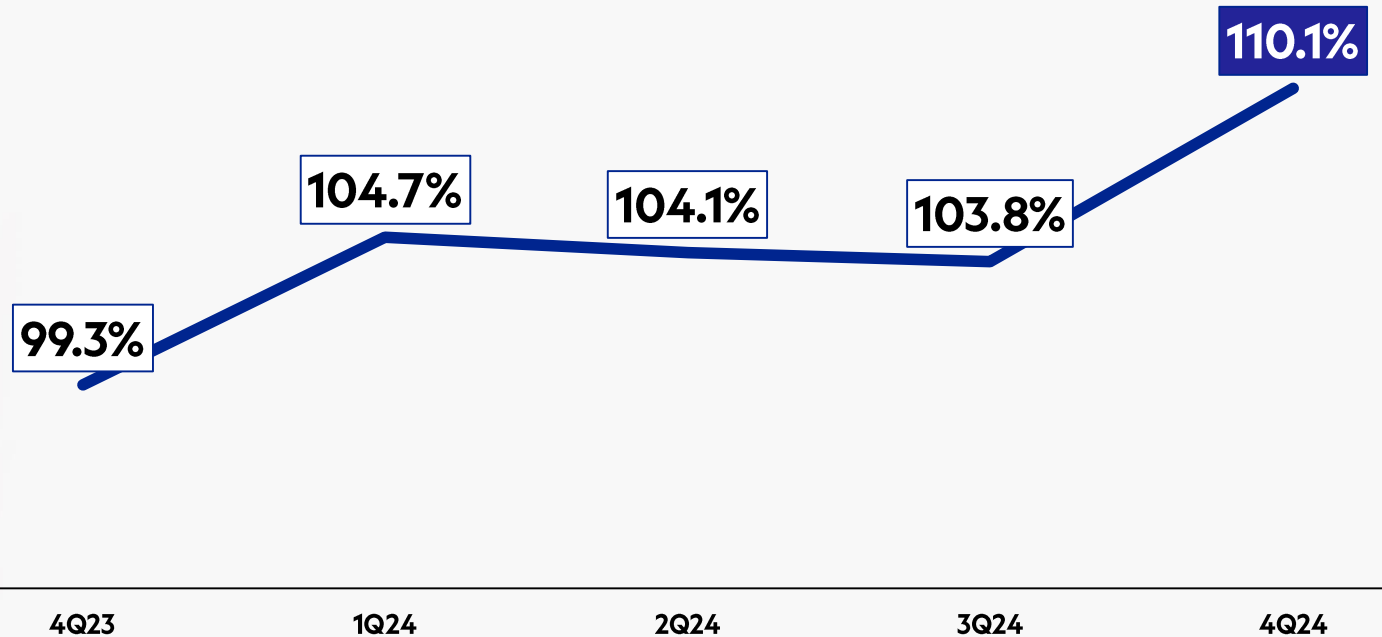
NPL Formation



(1) NPL formation considers the variation in overdue amounts between 90-360 days.



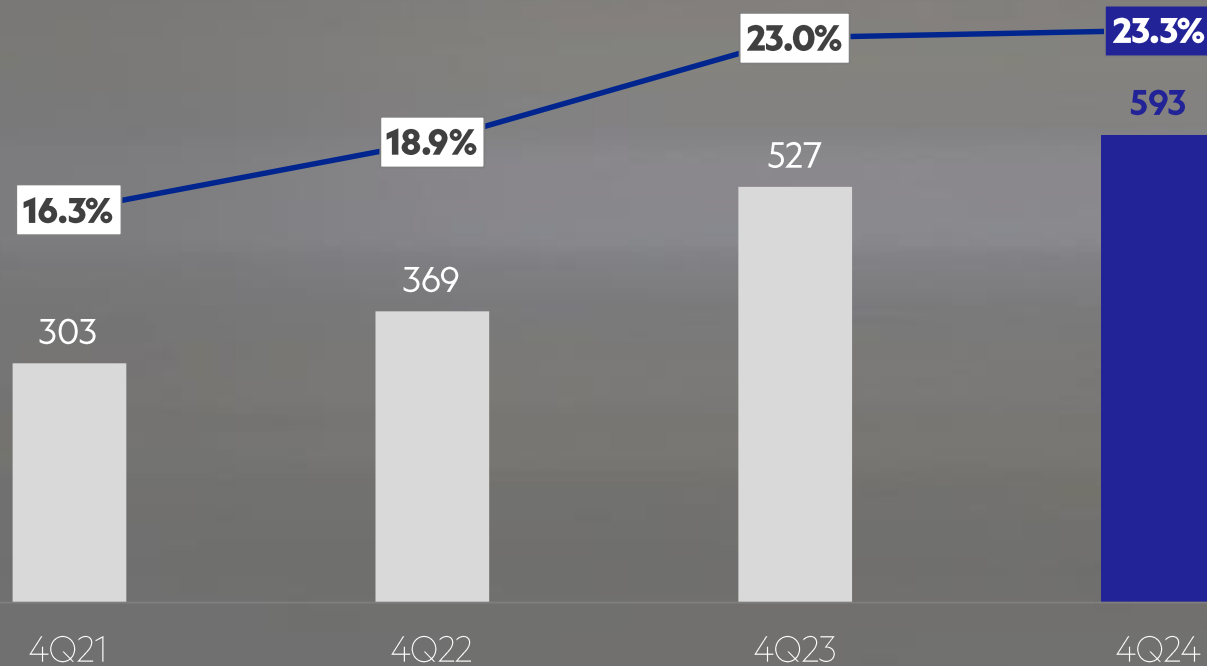
Coverage index over overdue portfolio 360 (>90 dias)



Note: Coverage is calculated as the ratio between the total estimated loss and the overdue portfolio (IFRS-9) of stage 3, over 90 days;

Rising Adjusted EBITDA, with margin expansion

R\$ Million & %



Adjusted EBITDA Adjusted EBITDA margin

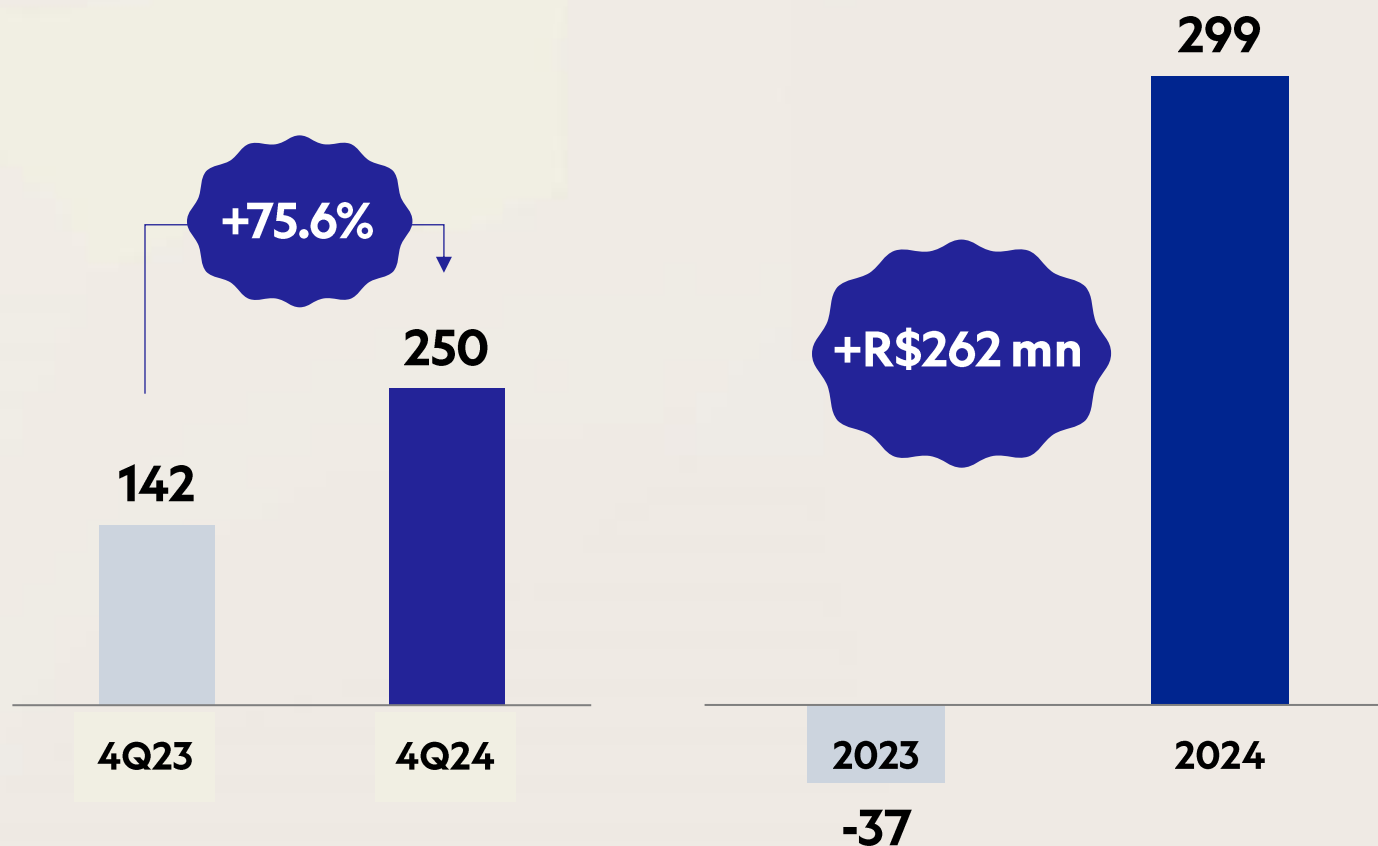
(1) EBITDA considers the impact of the lease payment, according to IFRS16 accounting standard and is adjusted by: (i) other net operating revenues (expenses); (ii) financial income from suppliers; (iii) recovery of tax credits and (iv) long-term incentive program



Adjusted Net income¹

A major milestone for a 4Q

R\$ Million and %



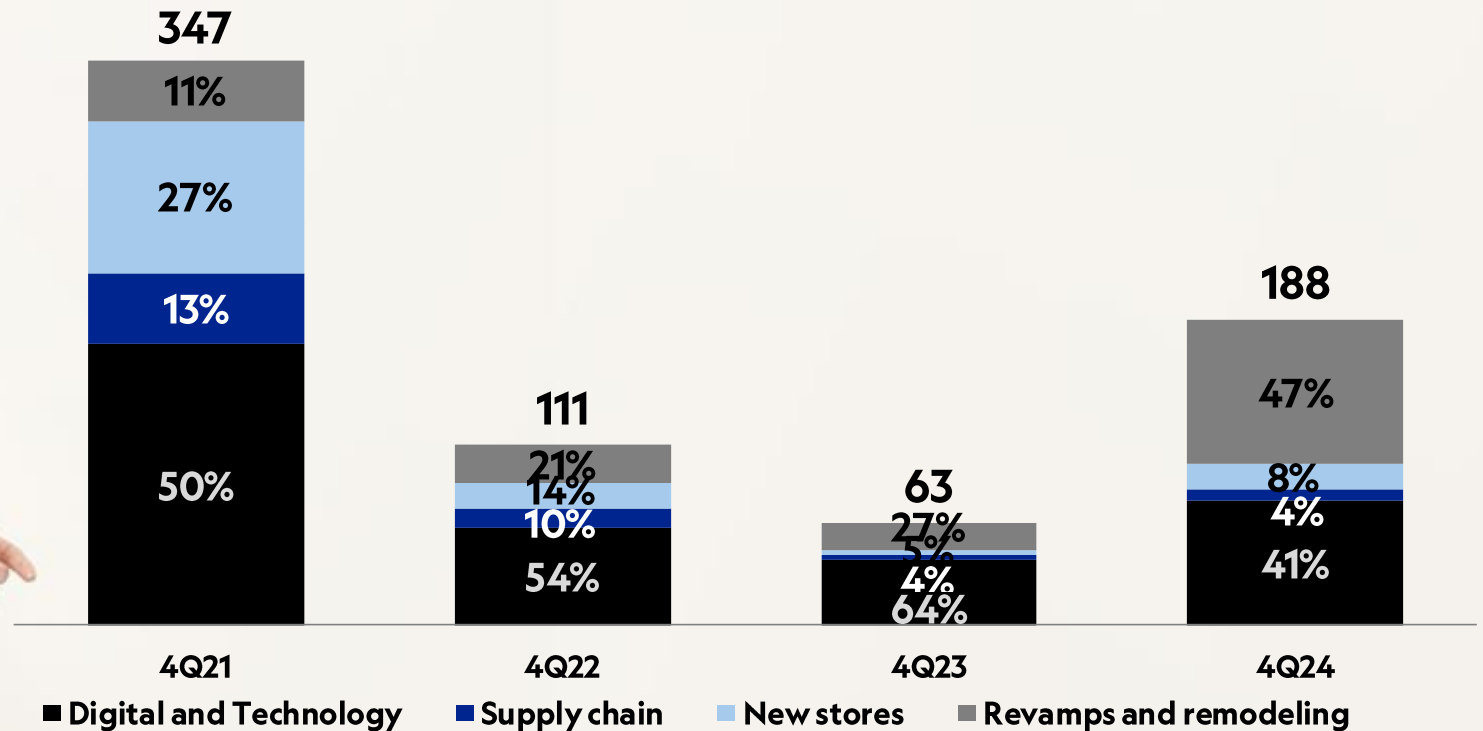
(1) Adjustments include: (i) other net operating revenue (expenses), (ii) recovery of tax credits and (iii) long-term incentives charges for employees, net of taxes.



CAPEX

Focused on Energia Strategy

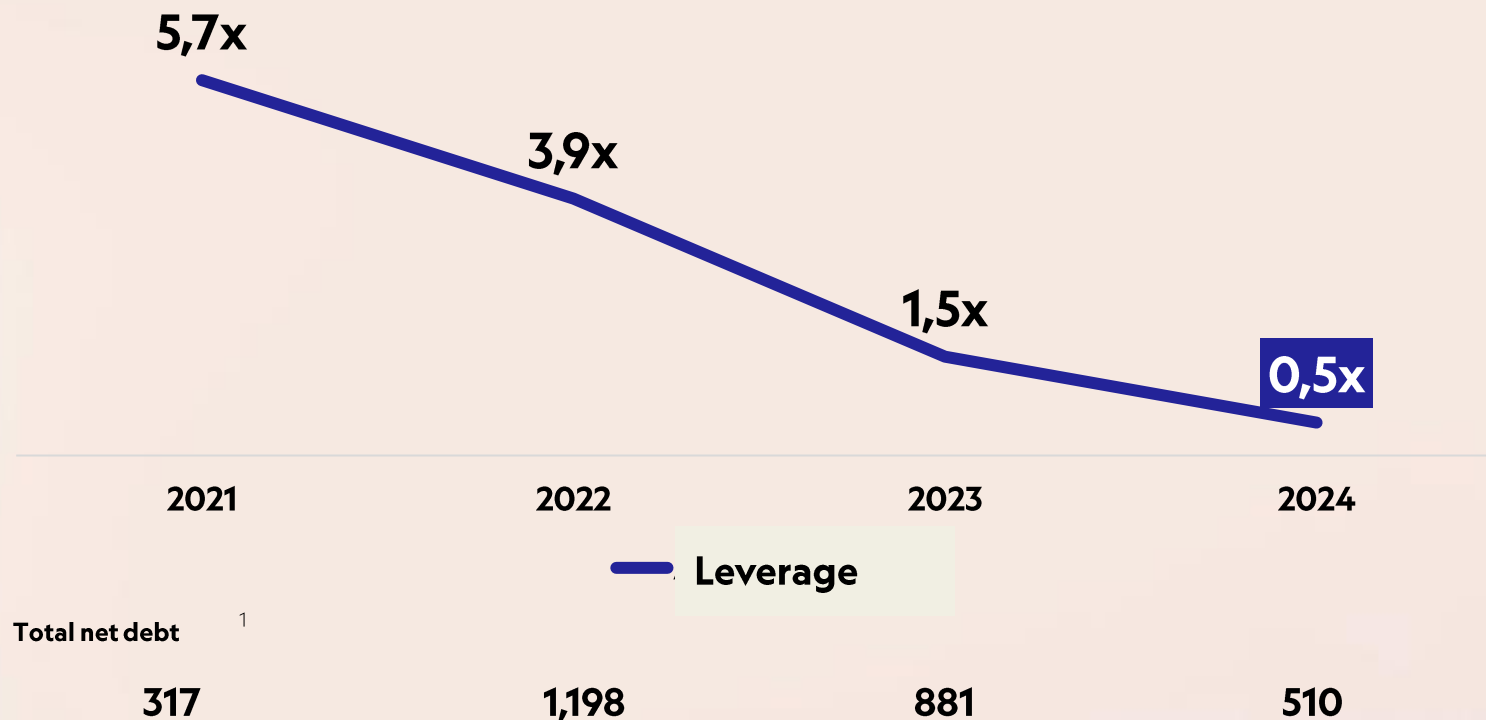
R\$ Milhões e %



+67.1% In CAPEX investments in 2024, compared to 2023

Leverage reduction

R\$ Million



Robust cash position of R\$1.6 Bn



We meet
at

C&A

Questions & Answers

If you want to ask a live question via audio, please raise your hand to join the queue. Once you are announced, a request to activate your mike will appear on your screen. Activate the mike to ask your question. Please ask all your questions at the same time.

If you would prefer, write your question directly into the Q&A icon on the lower part of your screen



RaiseHand



Q&A





Earnings release

4Q24

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