



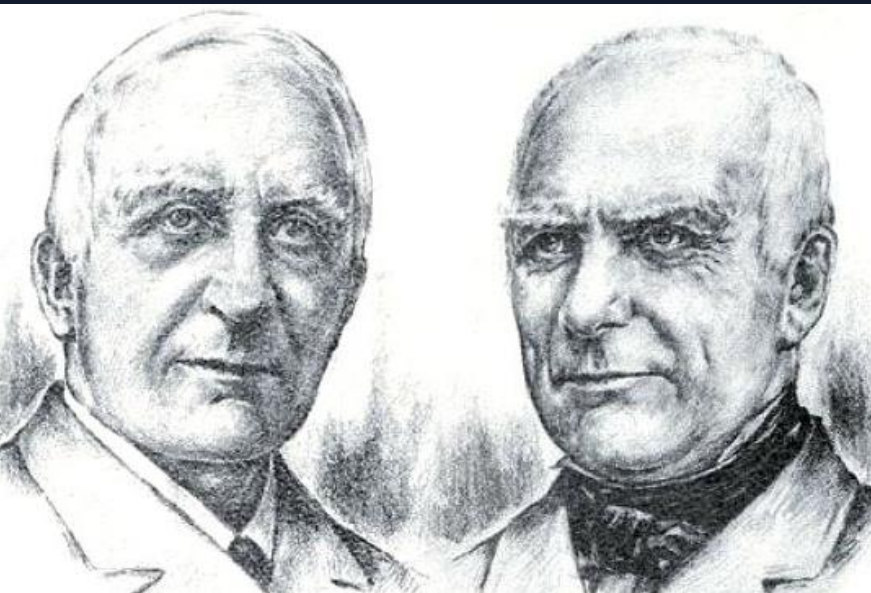
We meet
at



UBS LatAm Conference

A fashion retailer dating back 184 years!

With democratic fashion, innovation, the ability to reinvent itself, and superior resilience



1841

Clemens &
August

1976

C&A Brasil
almost 50 years

2019

C&A Brasil
IPO

Recap of **the Fashion Tech IPO 2019 strategy**



Leveraging the IPO



Expansion

Potential for 150 new stores and new formats

- 57 New Stores
- 13 ACE double-door stores
- Expand Beauty
- MRB Concept Store

Supply

More modern distribution model

- New DC
- Push&Pull - 38%
- WMS
- Sorter
- RFID
- Sourcing speed

Digitization

Digital Transformation

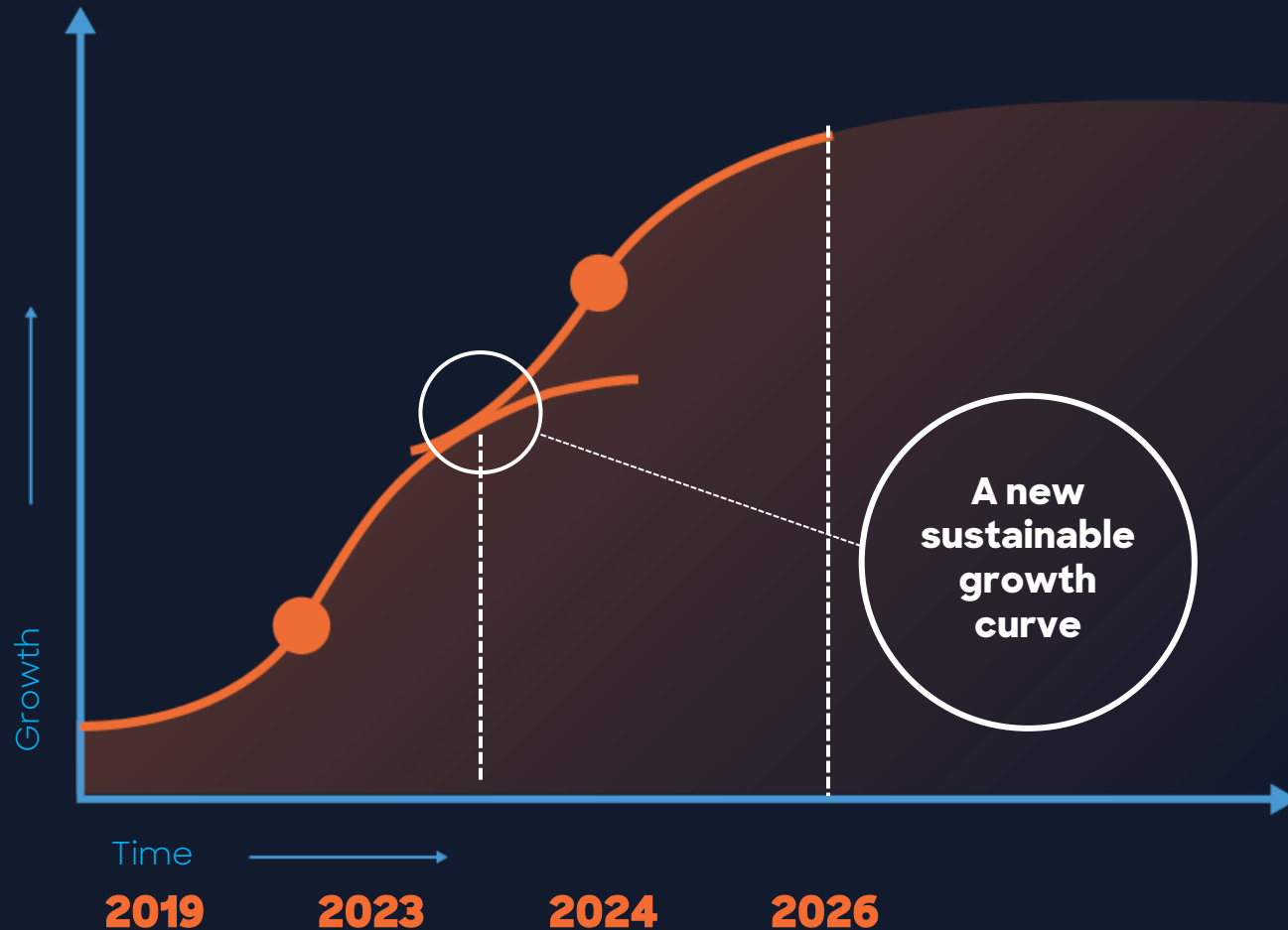
- Tech
 - Infrastructure
 - Cyber
 - Applications
- OMNI
- AI
- WhatsApp Sales
- Minha C&A (My C&A):
- Way of working
 - Test & Learn
 - Agility

Credit

Increased credit offering

- Buy -back the credit operation
- SCD
- C&A pay
- Digital
- Facial Biometrics

A new cycle of growth

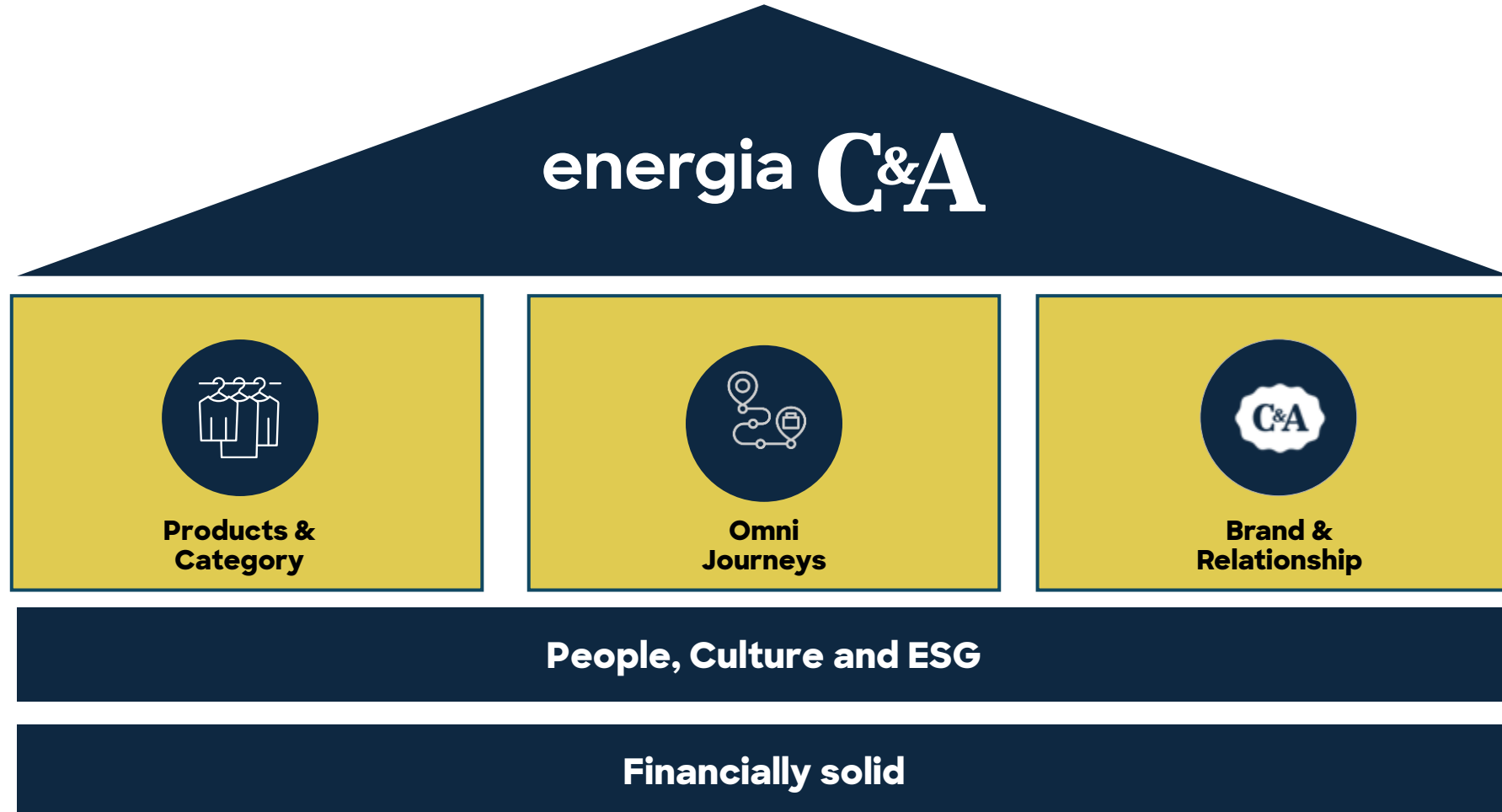


Note: Charts not to scale

C&A reinventing itself
once again:



Strategic review **Energia C&A** in 2023





Who is she?

→ female, socioeconomic class BC, 30+ years of age

→ 45% have been C&A customers for over 4 years

→ 47% live in SP or RJ

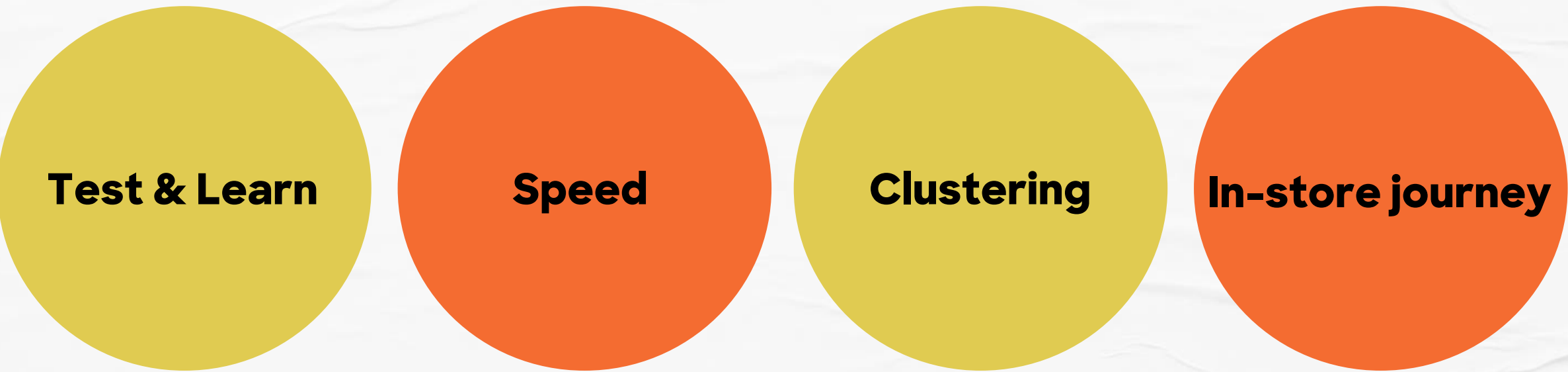
→ value versatility and comfort

→ love fashion, but need curatorship and validation

→ is omnichannel, but loves B&M stores

→ consume fashion content as entertainment

Continue along our **transformation journey**, which has connected us to our customers, with collections that are increasingly **versatile** driving our results.



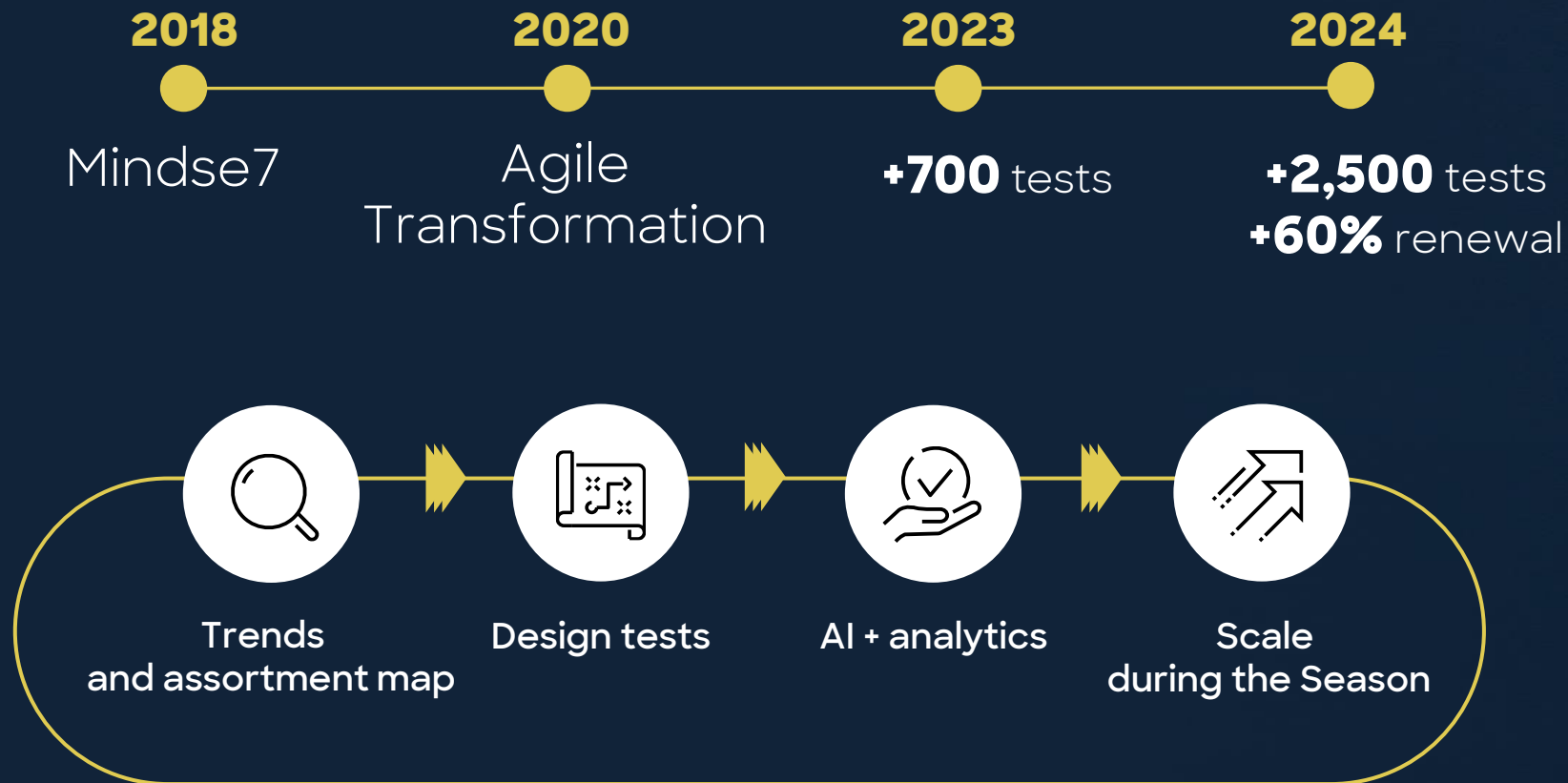
Test & Learn

Speed

Clustering

In-store journey

The accuracy of our product propositions is ensured using **Test & Learn** methodology that focuses on learning customer desires on-site...



Brand positioning

We meet at C&A



Brand statement

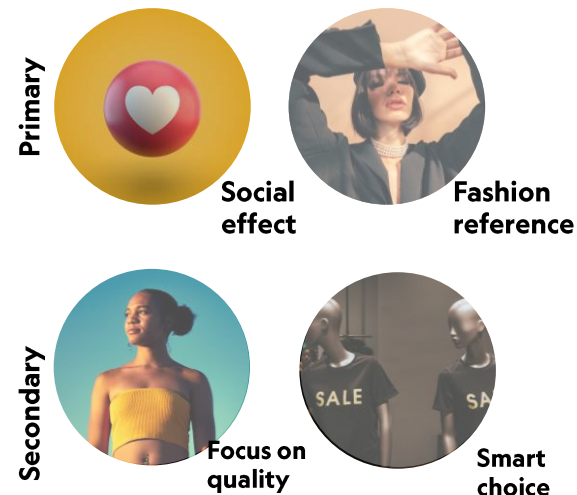
The **fashion brand** that helps women build confidence to make **the best choices**.
More than just showing what looks good, **we guide the journey with connection**

We understand people: their needs, their relationship with fashion and trends, and we translate that into a vibrant and complete experience. This is our way to creating combinations to empower and inspire a sense of belonging for each women

Qualities

- **Empathetic**
- **Inspiring**
- **Approachable**
- **Passionate**
- **Full of energy**

Territories



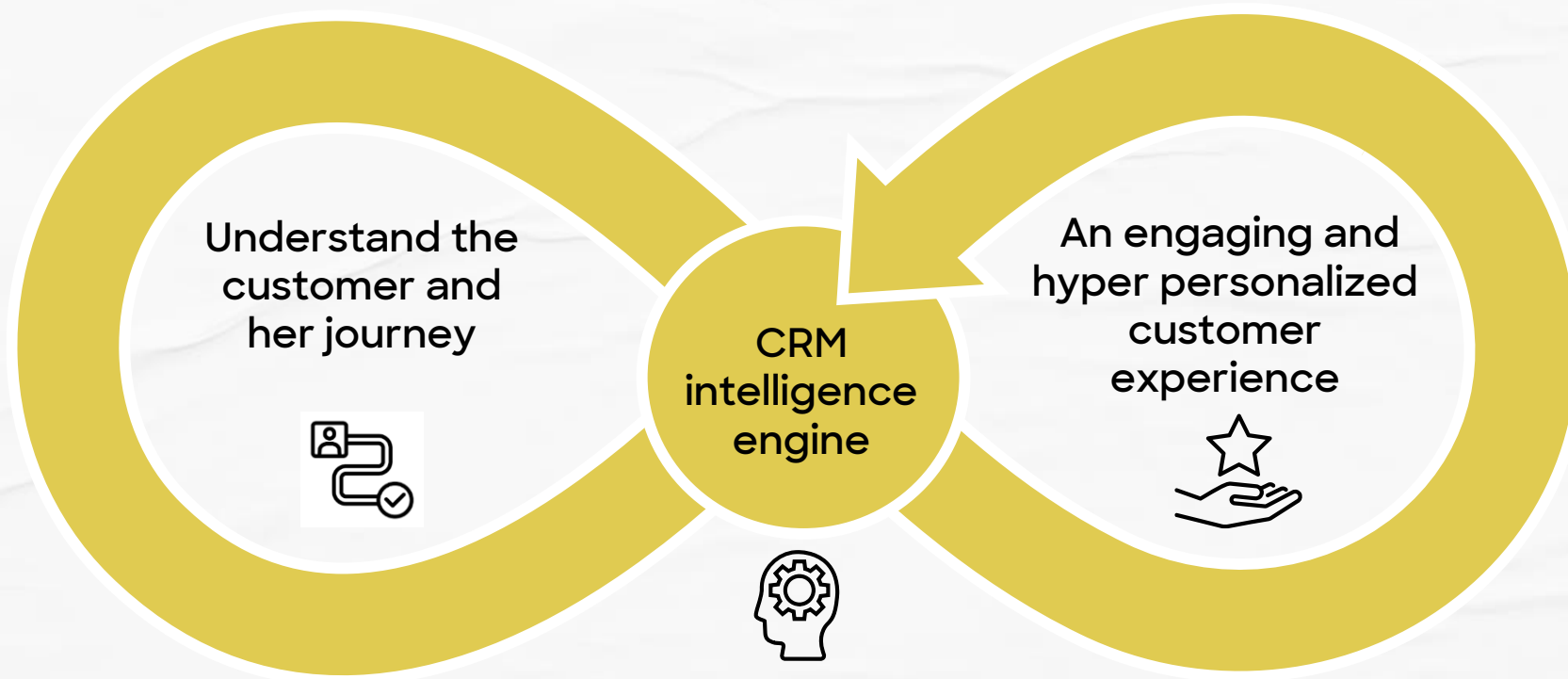
Purpose

Impact people so they become what they want to be through fashion.

Values

- **The customer is everything**
- **We love fashion and product**
- **Dynamism and teamwork**
- **Respect, ethics and diversity are non-negotiable**
- **We have fun and take pride in belonging**

Evolving **relationship management model**



A single view of the customer across the entire organization

Technology

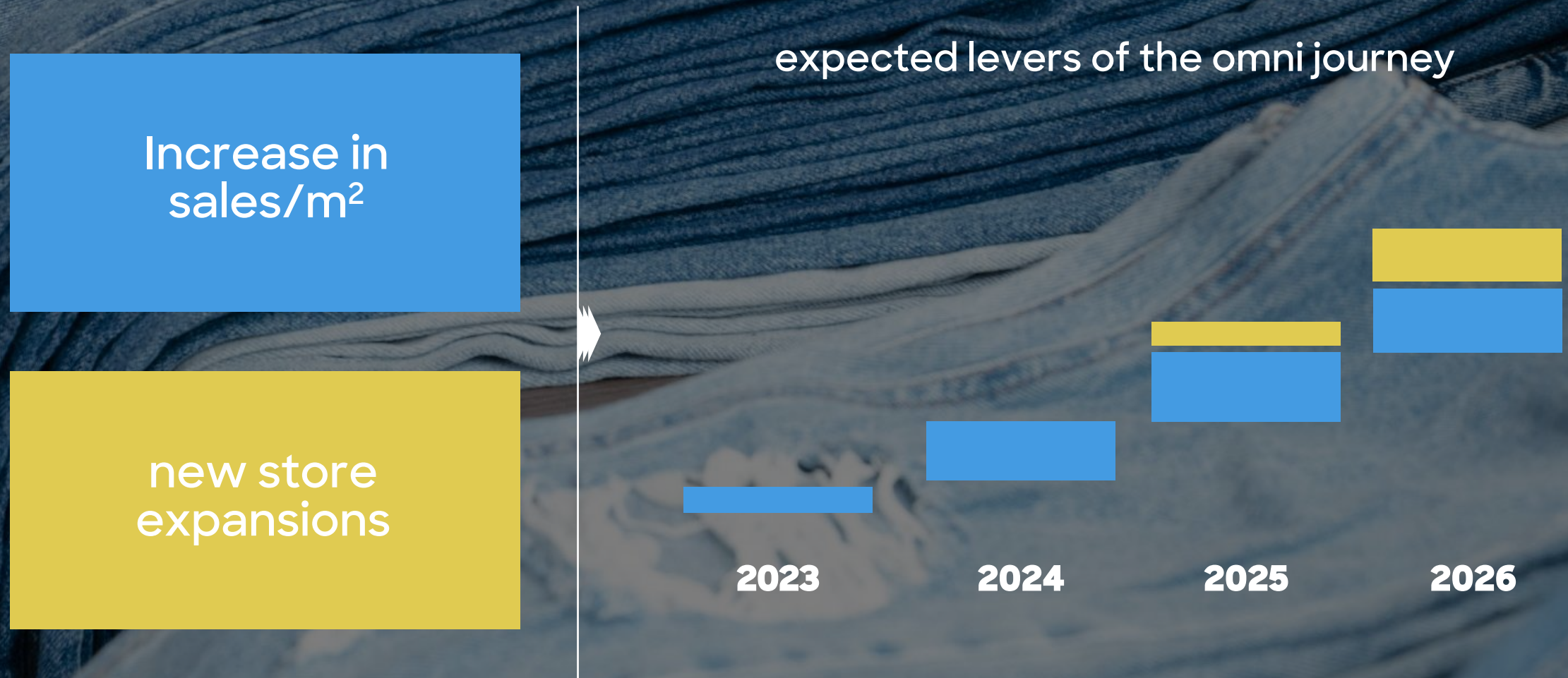
Use of **AI**

Scale and automation

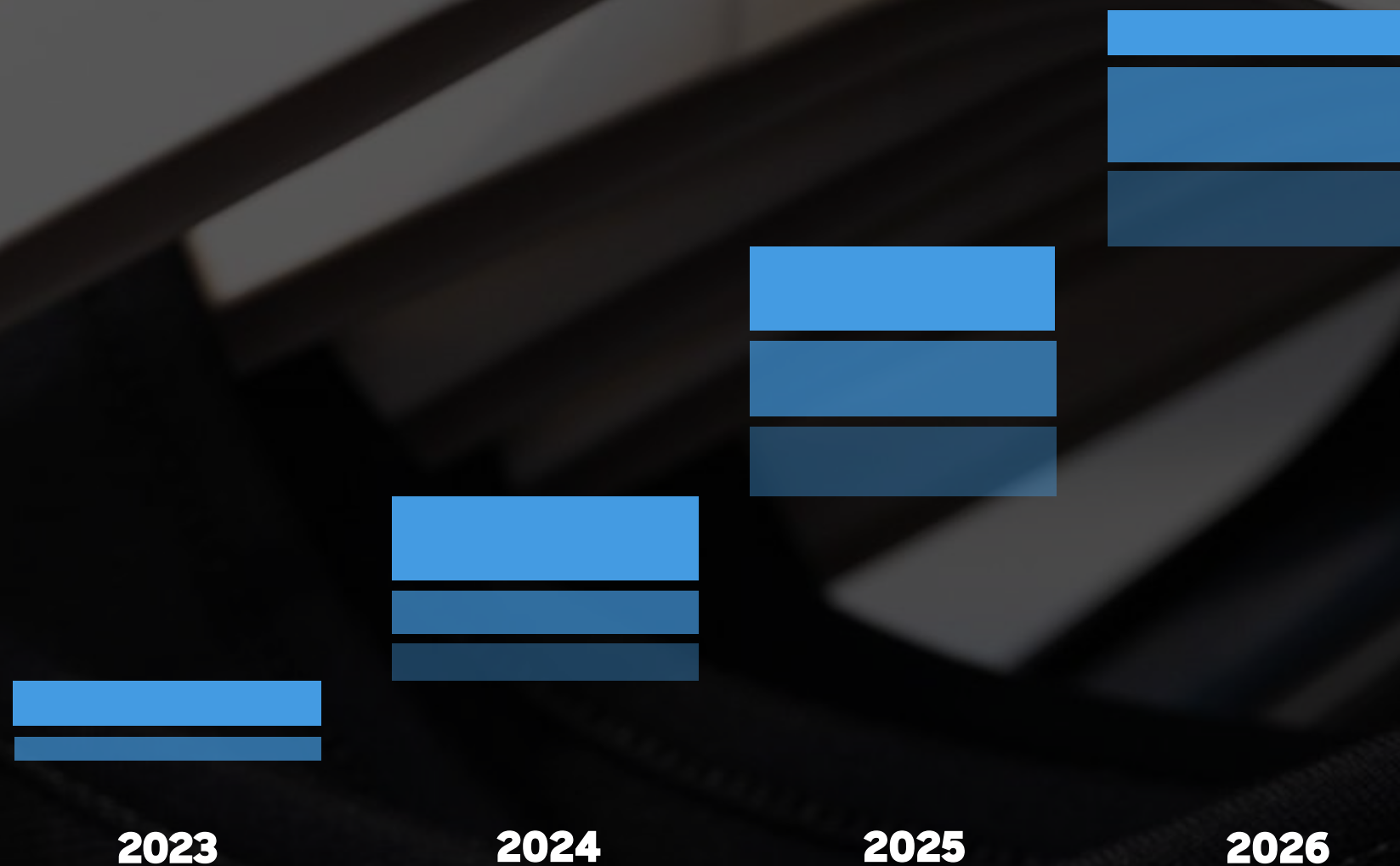
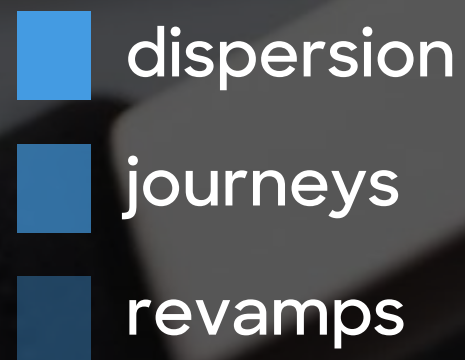
Hyper-personalized relationship management

Omni Journey | Impact on sales growth

2024-2026 cycle



Pillars for increasing sales/m²



Opportunity to increase sales /m² at all 330 C&A stores

C&A sales/m² 2023



Market potential - sales/m²

Commercial Intelligence Hub

Power House analytics

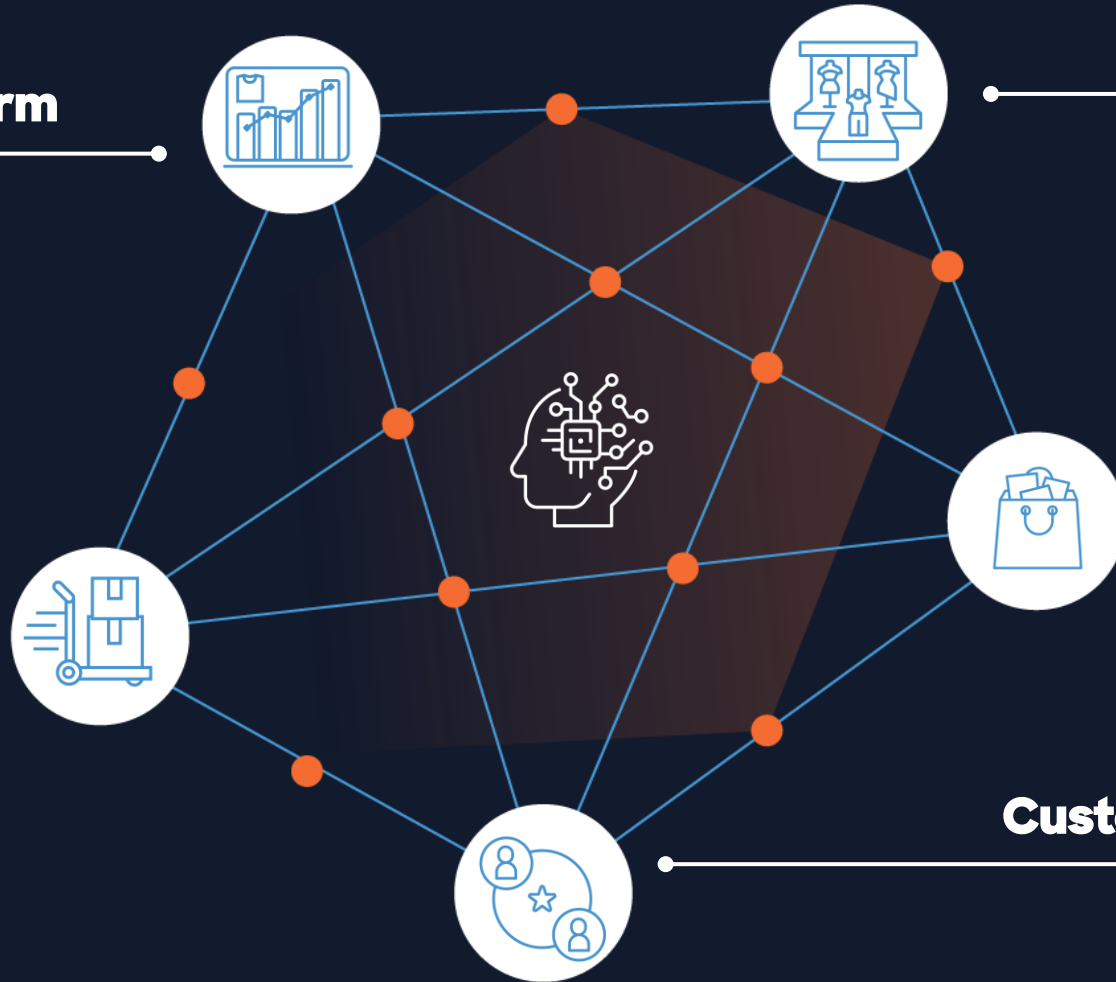
platform
Purchasing platform

Supply Platform

Journey Platform

Supply Chain Platform

Customer Platform



CIH - Commercial Intelligence Hub

CIH initiatives have impacted business behavior, and further advances are expected going forward

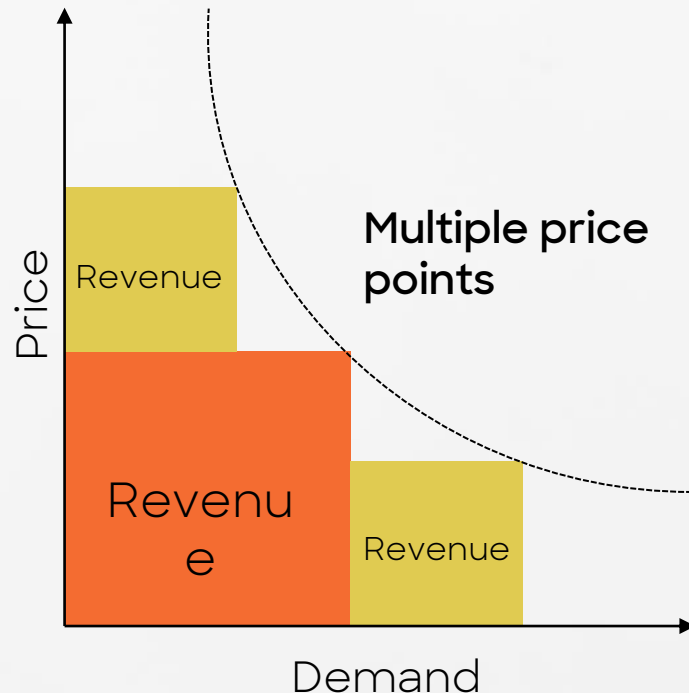
- 1 Dynamic pricing (AI)**
Adjustments over the online and in-store cycle
- 2 Push & Pull and continuous management (AI)**
Automated purchases of continuous goods using AI
- 3 Product Development**
Development of AI and Tech collections



1 Dynamic Pricing (AI)

An AI system for dynamic price adjustments based on performance in both B&M stores and online.

Dynamic Pricing



Summary

AI and Machine Learning Algorithms

Store-by-store models for elasticity, seasonality, and product price optimization throughout the sales cycle.

Granularity and Store Operations

fully integrated with store operations, able to execute at scale.



Push & Pull: management of continuous goods

Logistics systems integrated into AI systems to manage supply and purchase continuous goods

Automated Purchasing Model (AI)

AI systems

Manage the purchase of continuous goods

Push & Pull

Supply systems by SKU

Granular store supply execution

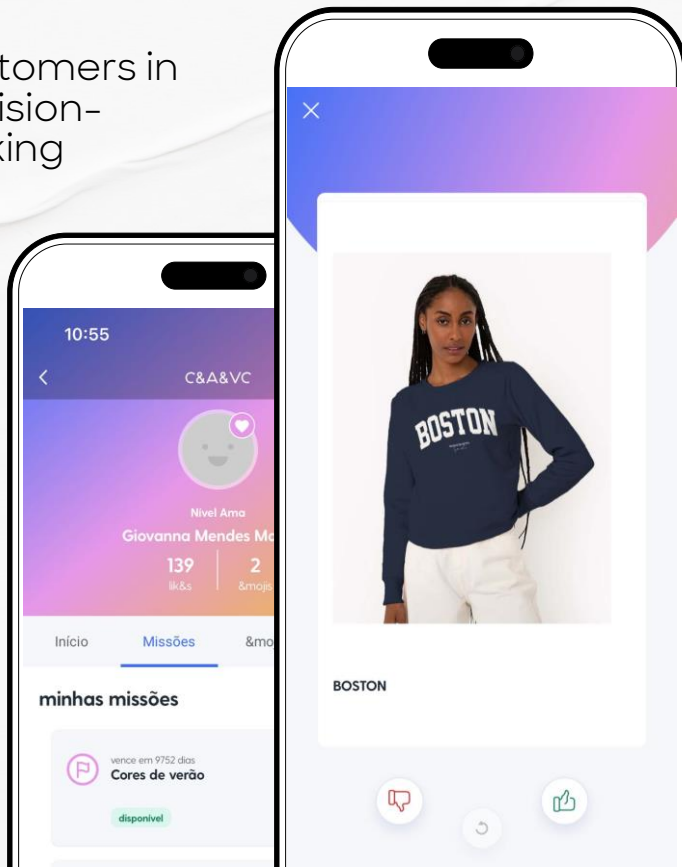


3 Product Development

Stamping APP

Test with customers prior to manufacturing

Customers in decision-making



The least accepted

The most liked



+21%

Increased sales of participating models

150 thousand

Customers participating in the project

+1 thousand

Products developed using this methodology

+ accurate

+ collection accuracy using date analytics

Competitive differentials in good credit management



Unique market journey = positive selection

**> 90% of all new accounts
are open at the checkout at the moment of
payment**

Credit for pre-approved customers

Continuously evolving credit and collection models

Proactive credit management

Credit recovery based on intelligence and dialog