

**In the 12-month period directly before the COVID-19 outbreak:**

*Please answer all questions and provide YES, NO or numerical answers where requested. We also welcome additional information and context.*

1. What are the maximum number of days from invoice date within which you pay your suppliers (e.g. 30, 60, 90, 180 days)? **This information belongs to contract confidentiality between C&A and each supplier.**
2. When is payment for orders typically made (i.e. after shipping, upon receipt of goods, partial payment in advance of production, etc.)? We apply industry standard which is **after shipping plus agreed payment terms.**
3. In this period, have you asked suppliers for a discount after placing an order? **No. Prices have not been re-negotiated. No discounts have been requested.**
  - a. If yes, what percentage of FOB was the discount (if varying, please list all percentages)? **N/A**
4. Do your contracts have clauses for financial penalties:
  - a. For suppliers for contract non-compliance (e.g. for late delivery, wrong specs etc.)? **No, the contractual penalties with our suppliers do not contain such clauses. What we include in our contracts is a mechanism called "liquidated damages" that covers the cost to fix defects that are found in garments shipped. This paragraph requests the compensation of caused damages but no additional penalties.**
  - b. For you (the buyer) to be held financially liable (in the form of a payment premium or otherwise) for changes in orders after a PO has been raised (order volume, order specs, order deadline etc.)? **No**

**In the period since the COVID-19 outbreak:**

*Please answer all questions and provide YES, NO or numerical answers where requested. We also welcome additional information and context.*

5. Have you committed to pay in full for:
  - a. All completed orders? **Yes**
  - b. All in-production orders? **This is currently work in progress. On the day of this questionnaire, we have committed to accept delivery and pay for 97% of the orders n-production .**
6. Have you extended your usual payment times? **The payment terms have been extended only for a limited period of time for certain orders. After that, the standard payment terms will be applicable again. For shipped orders, the payment terms have not been changed.**
  - a. If yes, what are current payment terms (in days, e.g. 90, 180, 230 etc.)? **This information belongs to contract confidentiality between C&A and each supplier**
  - b. Are you supporting suppliers with access to local finance with a letter of credit or through other means? **Yes. As an example, 70% of our suppliers have special support provided by the bank we work with.**
7. Have you requested a discount for any orders? **No**
  - a. If yes what, percentage of FOB (if varying, please list all percentages)? **N/A**

8. Have you taken any other steps (outside of order payment) to ensure workers in your supply chain have been paid wages for March and April, or will be paid wages or otherwise provided for during periods of lockdown? **Yes. We have worked with all the suppliers in China, Bangladesh, India, Pakistan, Sri Lanka, Cambodia and Myanmar in order to ensure they had the ability and the means to pay workers' salaries as per law. Additionally, due to our order system is based on open costing sheet we are aware of the labour costs for our orders. C&A has also endorsed the Global Call for Action from the ILO/ IOE and ITUC, which aims to catalyse action from across the global garment industry to support manufacturers to survive the economic disruption caused by the COVID-19 pandemic and to protect garment workers' income, health and employment. This global action also calls for work on sustainable systems of social protection for a more just and resilient garment industry.**
9. Where production is ongoing, have you taken steps to ensure suppliers are implementing measures to protect garment workers from infection (i.e. social distancing, sanitising practices, providing adequate protective equipment)? **Yes. We are following government guidelines and we inform suppliers of our expectations. In many of the countries, where travelling is limited or it exist a certain degree of lock down, visiting factories is still not possible. In those cases, we are in continuous contact with the suppliers so they can provide proofs that government's guidelines are followed. Once the restrictions are lifted our local teams will start visiting the different factories.**
10. Are you paying shareholder dividends? **C&A is a privately owned company.**
11. Please add any additional comments (optional): **The unprecedented COVID-19 crisis has heavily impacted the whole industry. C&A has had to close all of its 1,400 stores across Europe for more than 6 weeks. This situation created the need to find solutions to many challenges in particular with regards to our ordered products and our supply chain. These solutions, implemented in partnership with our suppliers, are keeping the health and safety of workers in the supply chain as the utmost priority.**