2Q26 C&A

Earnings Presentation

50th Anniversary in Brazil C&A

2Q26 HIGHLIGHTS

+4.1%
APPAREL SSS[1] IN 2Q26, WITH 5.6% GROWTH IN APPAREL NET REVENUE

59.1%
HIGHEST APPAREL GROSS MARGIN EVER RECORDED FOR A SECOND QUARTER

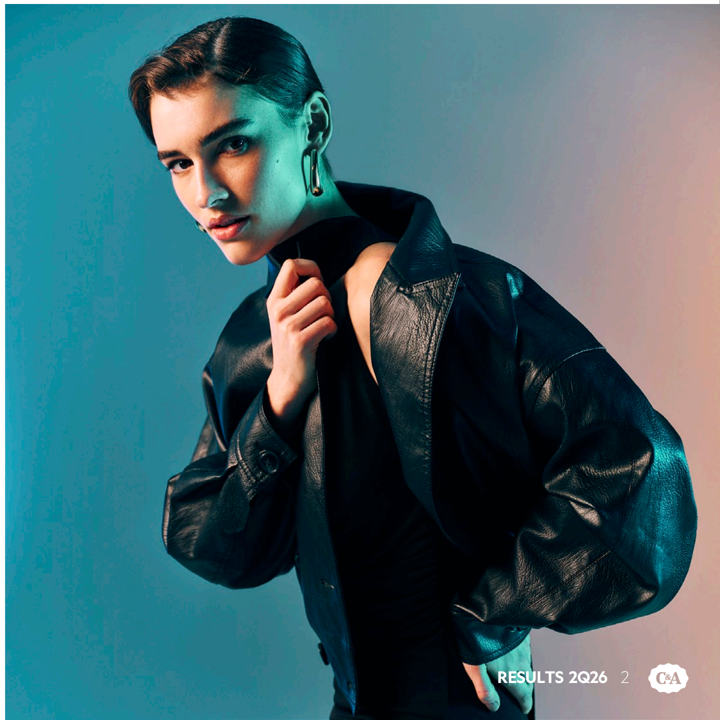
+33,3%
WEBSITE AND APP NET REVENUE VS. 2Q25

R$ 130.1 MI
HIGHEST ADJUSTED NET INCOME ACHIEVED FOR A SECOND QUARTER

R$ 119.6 MI
IN CAPEX, INCLUDING THE OPENING OF 2 ENERGIA STORES, THE LAUNCH OF THE ACE BRAND, AND 2 STORE RENOVATIONS

~85%
OF THE SHARE BUYBACK PROGRAM COMPLETE, WITH R$64.3 MILLION REPURCHASED DURING THE QUARTER

19.9%
ROIC[2] LTM 2Q26, ABOVE THE COMPANY'S COST OF CAPITAL



EXECUTION STRATEGY
ENERGIA C&A

ENERGIA C&A
PRODUCT

Test & Learn

- Product development methodology based on real-world testing
- Continuous collection renewal

Winter Collection Performance

- Greater product accuracy driven by Test & Learn validation
- Consistent sales growth, even after strong growth in the prior year

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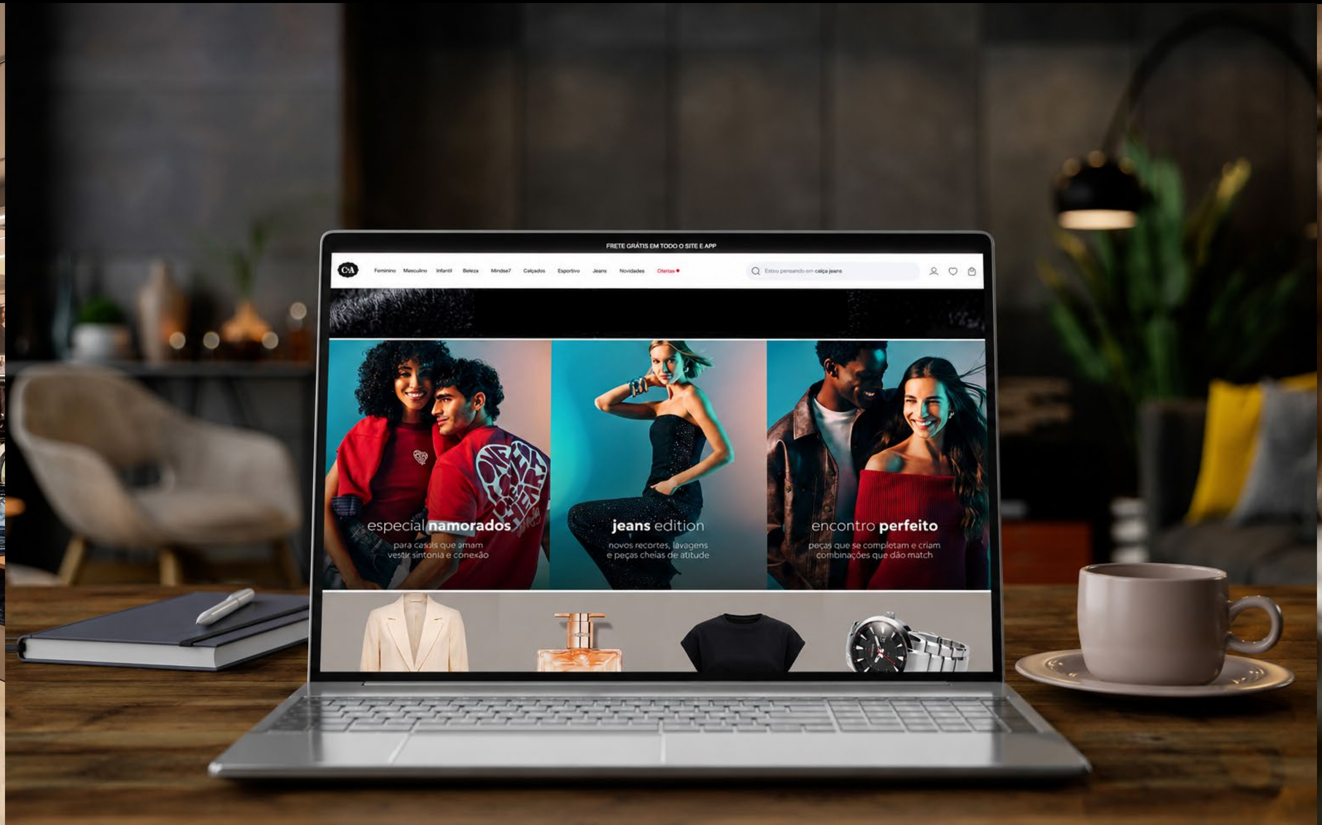
Logistics

- Technology and automation
- Increased productivity




ENERGIA C&A
OMNI JOURNEY

OFFLINE & ONLINE



ENERGIA C&A
OFFLINE JOURNEY

Store Openings

› **+2** stores opened in Santa Catarina

› **+3** underway for 3Q26

Flagship Energia

› **+2** additional openings planned for this year:
• Av. Paulista/SP
• Shopping Barra/RJ

Store renovations

› **+2** renovations completed during the quarter, including Shopping Ibirapuera

› **+18** renovations currently underway

ACE BRAND LAUNCH

- First standalone **ACE** store and e-commerce website
- Positioned at the intersection of **fashion**, performance, and lifestyle
- Opportunity in the **athleisure** market
- **Two additional store** openings planned by the end of the month

ENERGIA C&A
ONLINE JOURNEY

33.3% growth in website and app revenue, reaching 7.7% penetration, up 1.8 p.p. vs. 2Q25

New checkout
On the website e app

Conversational Commerce
Increased fashion consumption on the website and app, with a 40% higher conversion rate among users of the tool

Store Mode
Greater customer integration and connectivity with stores

ENERGIA C&A BRAND STRENGTHENING AND CUSTOMER ENGAGEMENT

Deepening **connections** with our customers

Celebrating **50 years in Brazil**

Shakira concert in Rio

Rock in Rio 2026

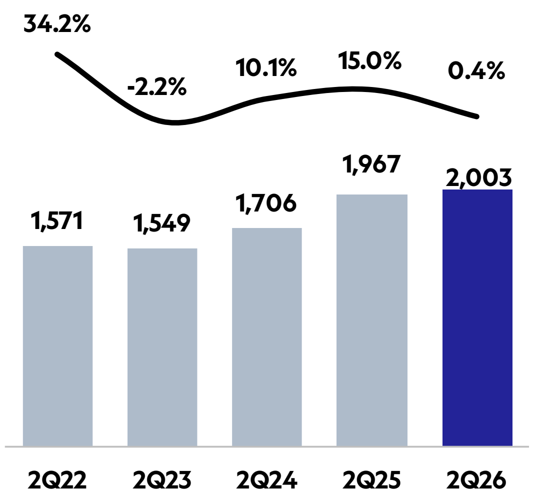
PERFORMANCE
FINANCIAL

MERCHANDISE NET REVENUE

R$ Million and %

Strong **winter collection** drives apparel sales performance

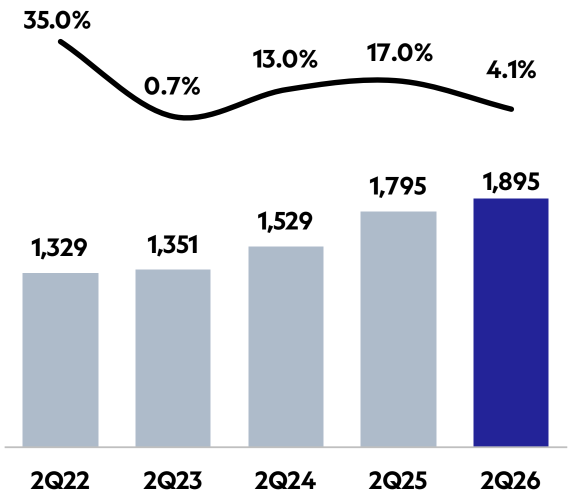
Merchandise



+1.8%

2Q26 vs. 2Q25

Apparel



+5.6%

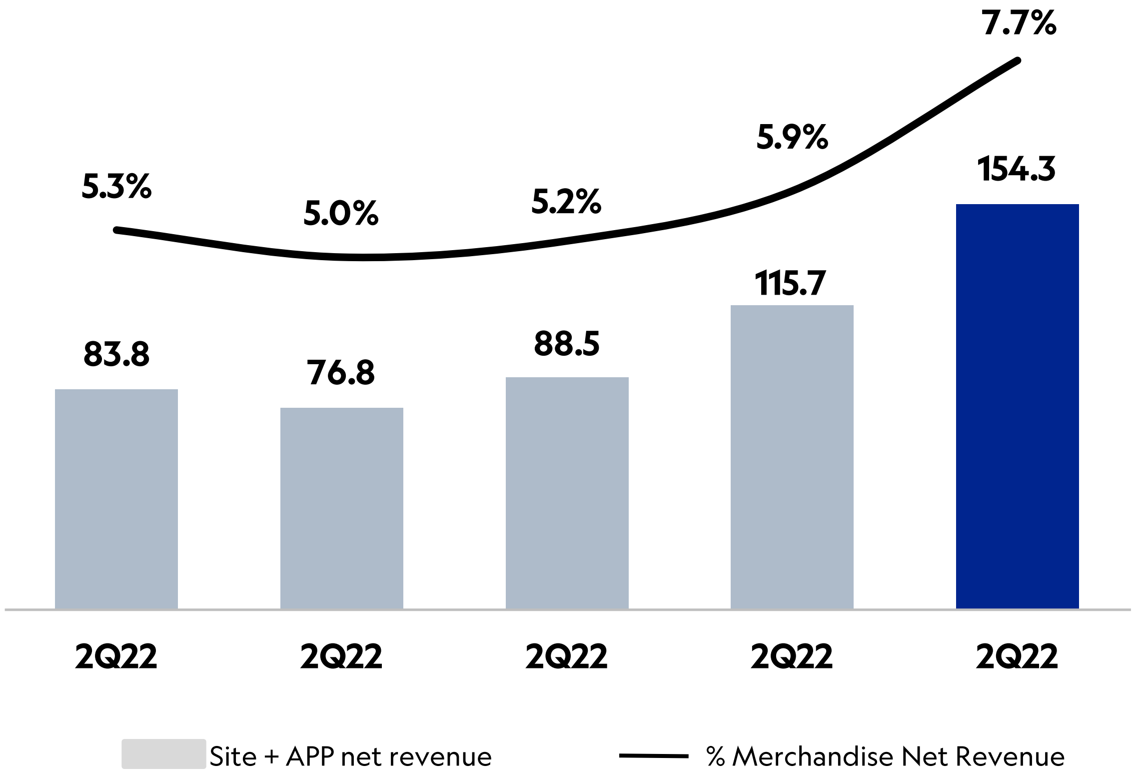
2Q26 vs. 2Q25

Net revenue — SSS (Same Store Sales)

SITE & APP NET REVENUE

R$ Million and %

Site e APP ne revenue increased 33.3% vs. 2Q25,
marking the 10th consecutive quarter of year-over-year (YoY) growth

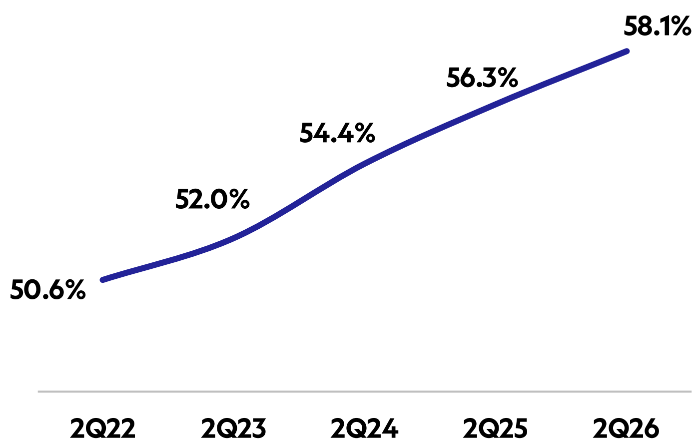


MERCHANDISE GROSS MARGIN

Figures in %

Apparel gross margin expanded for the 20th consecutive quarter

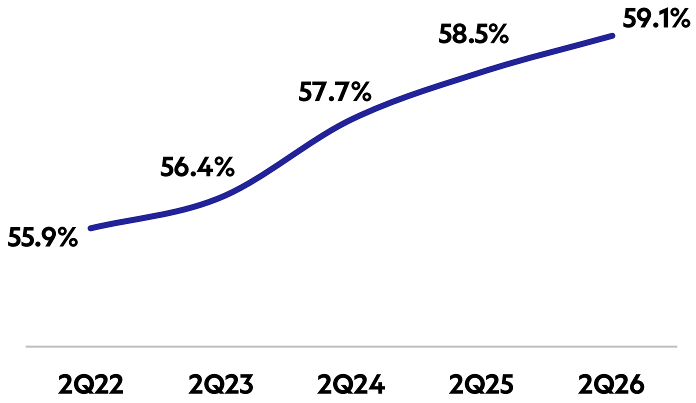
Merchandise



+1.7 p.p.

2Q26 vs. 2Q25

Apparel



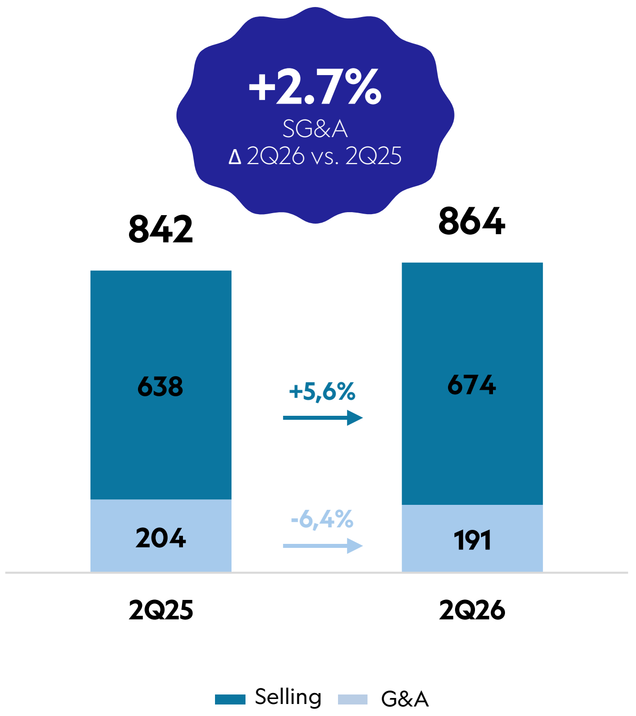
+0.6 p.p.

2Q26 vs. 2Q25

OPERATING EXPENSES¹ MANAGAMENT

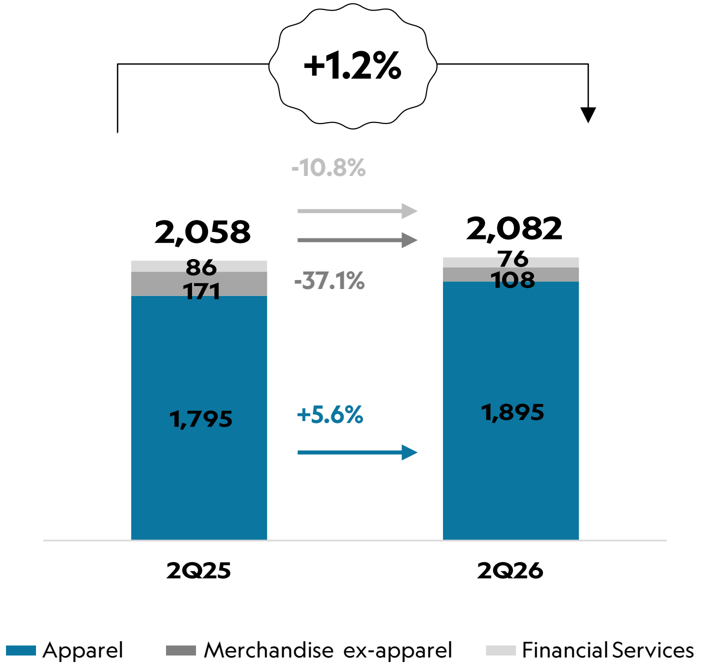
R$ Million and %

Operating expenses
(SG&A)

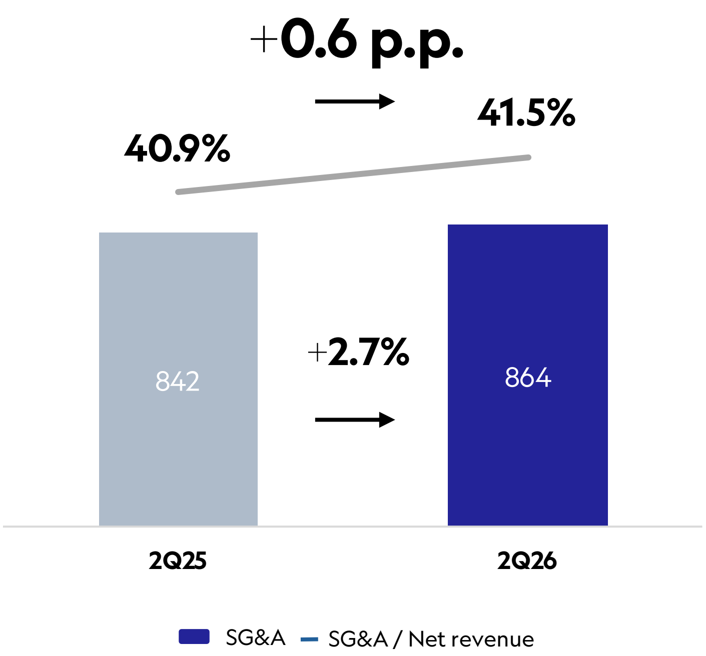


Total net revenue

Total Net Revenue grew 1.2%, below apparel sales growth, reflecting the **phase-out of the mobile phone** operation and the termination of the **Bradescard** partnership.



SG&A / Net revenue



¹ Expenses include the impact of lease payments in accordance with IFRS 16, but exclude Depreciation and Amortization expenses, Right-of-Use Asset Depreciation (Leases), as well as net credit loss expenses and other operating income (expenses).

C&A PAY

Credit discipline supports profitability growth and delinquency control

28.2%
Retail **sales penetration**, +0.3 p.p. vs. 2Q25

13.4%
NPL 90 ratio, **-3.7 p.p. vs. 2Q25**

4.4%
Net losses / 360-day portfolio, **-0.4 p.p. vs. 2Q25**

R$ 15.4 Mi
Operating income, compared to **R$0.3 million in 2Q25**

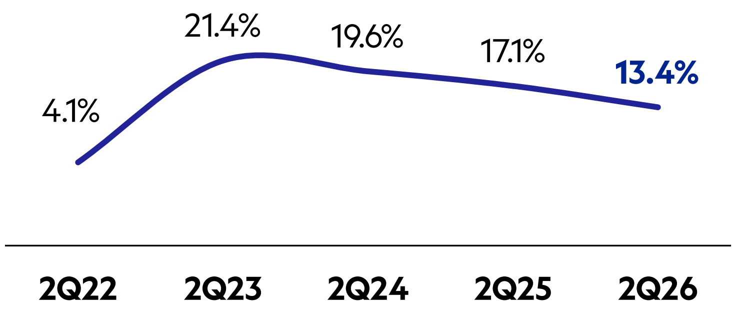
R$ 978.8 Mi
Portfolio up to 360 days at the end of 2Q26 **(+10.2% vs. 2Q25)**

9.8 Mi
Cards issued

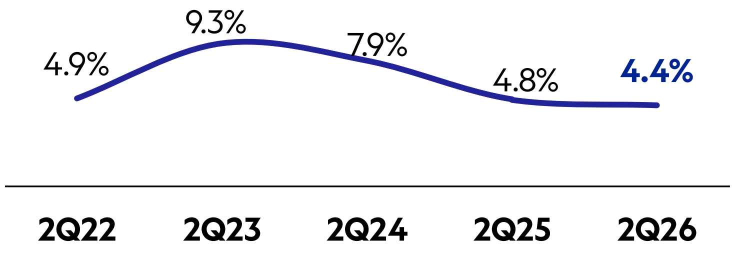
DELINQUENCY **INDICATORS EVOLUTION**

Figures in %

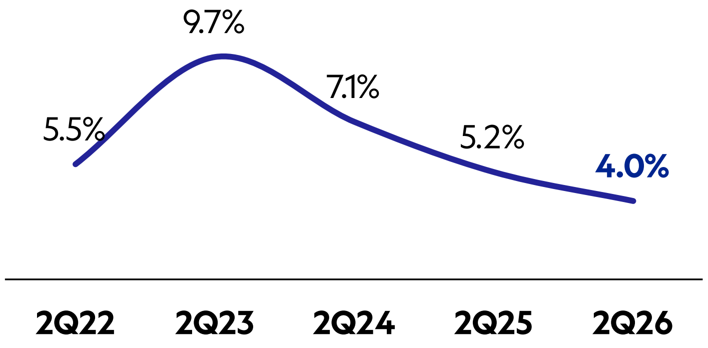
NPL 90 over the 360-day portfolio



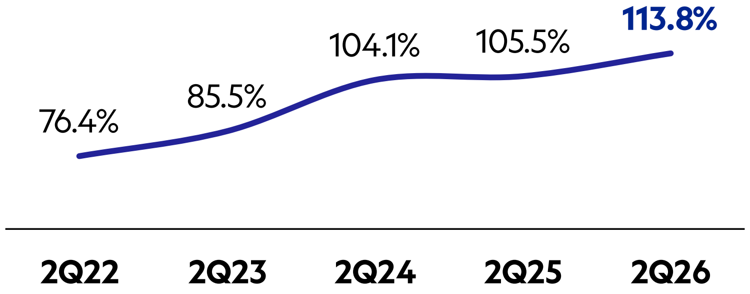
Net loss over the 360-day portfolio



NPL formation[1]



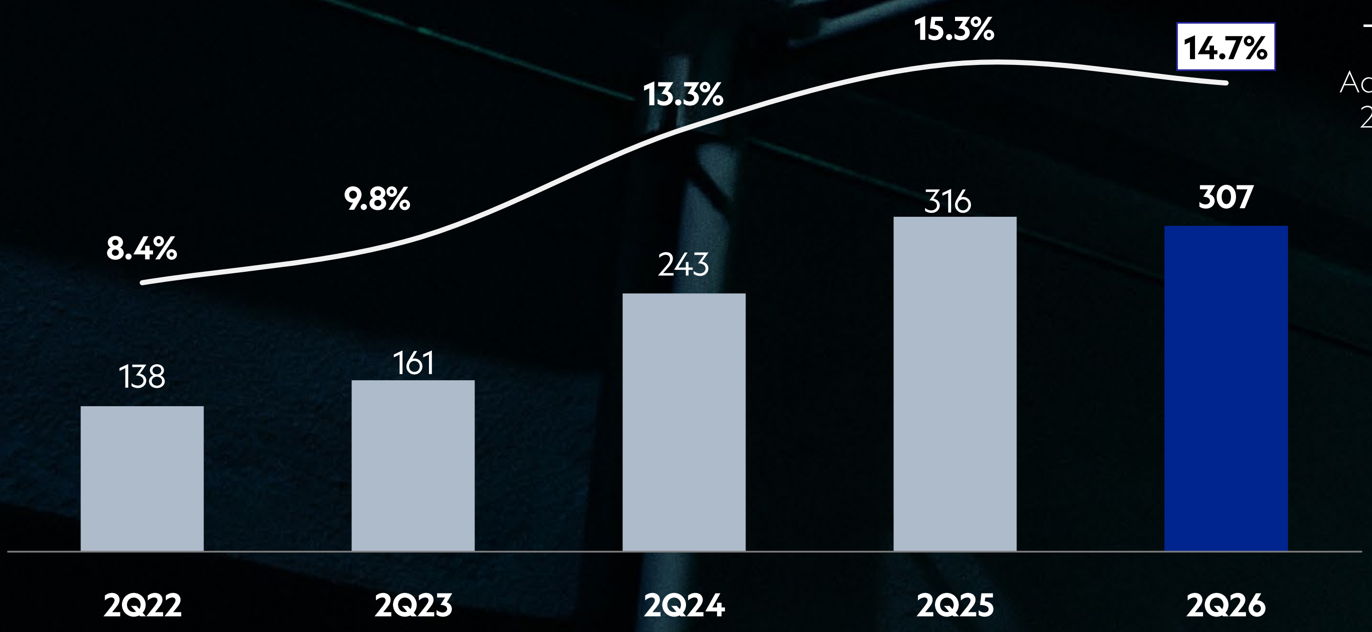
Coverage[2] index over portfolio >90 days (360)



Notes: 1) NPL formation considers variation of accounts overdue between 90-360 days; 2) Coverage calculated as a ratio of total estimated loss to stage-3 overdue portfolio (IFRS-9), over 90 days values covered by BACEN resolution 4966

ADJUSTED EBITDA[1] REACHES **R$ 307 MILLION,** WITH A **14.7%** MARGIN

R$ Million and %



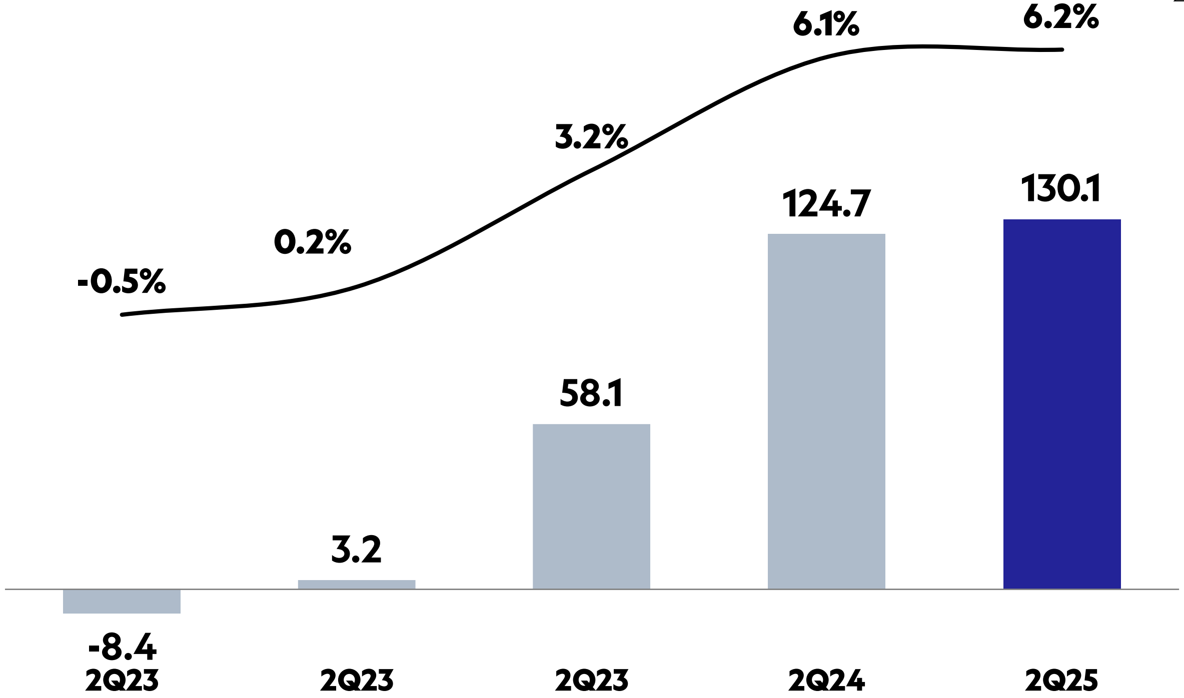
-2.8%
Adjusted EBITDA
2Q26 vs. 2Q25

[1] Pre-IFRS 16 EBITDA adjusted for: (i) Other net operating income (expenses); (ii) Financial income from suppliers; (iii) Recovery of tax credits; and (iv) Long-term incentive program expenses.

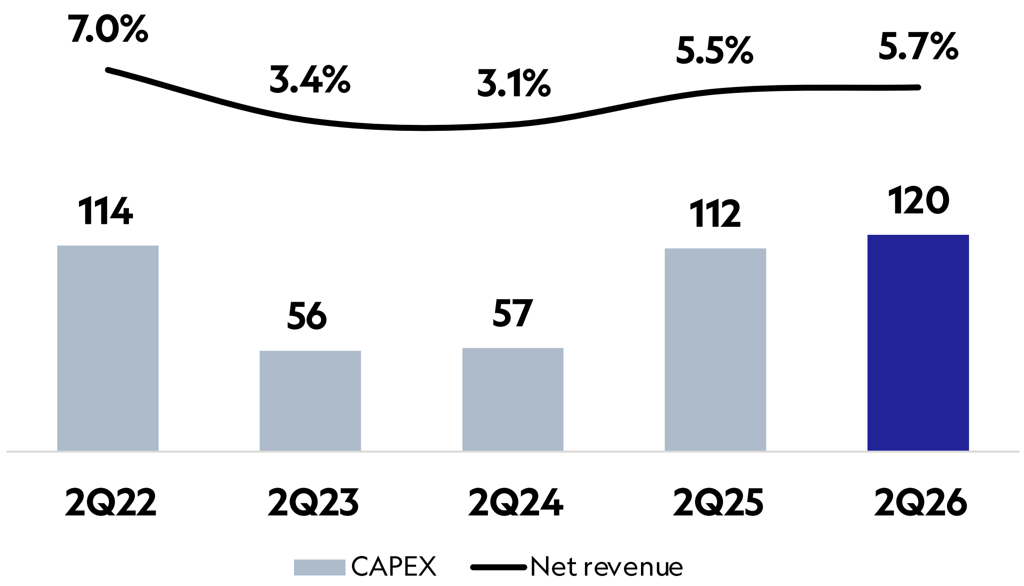
ADJUSTED **NET INCOME**

R$ Million and %

+0.2 p.p.
Adjusted net margin
2Q26 vs. 2Q25



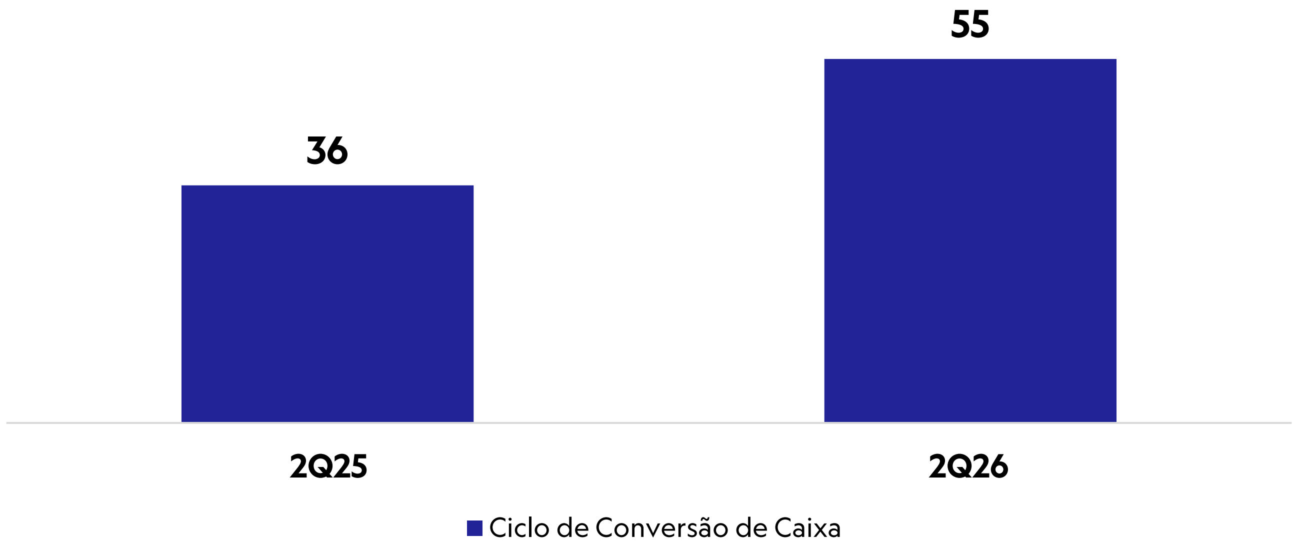
INVESTMENT ACCELERATION FOCUSED ON STORE RENOVATIONS AND EXPANSION



WORKING **CAPITAL**

Cash conversion cycle reflects higher inventory investments

CASH CONVERSION CYCLE · 2Q26 vs. 2Q25



Inventories (DIO)

+**18 DAYS** IN 2Q26 VS. 2Q25

DIO:

- Phase-out of the mobile phone category, which had a high inventory turnover rate.
- Lower winter inventory levels at the end of 2Q25.
- Customer traffic below expectations in June, due to the FIFA World Cup and a higher number of store renovations during the quarter (20 stores).
- Acceleration of the store opening plan (+11 vs. 2Q25).

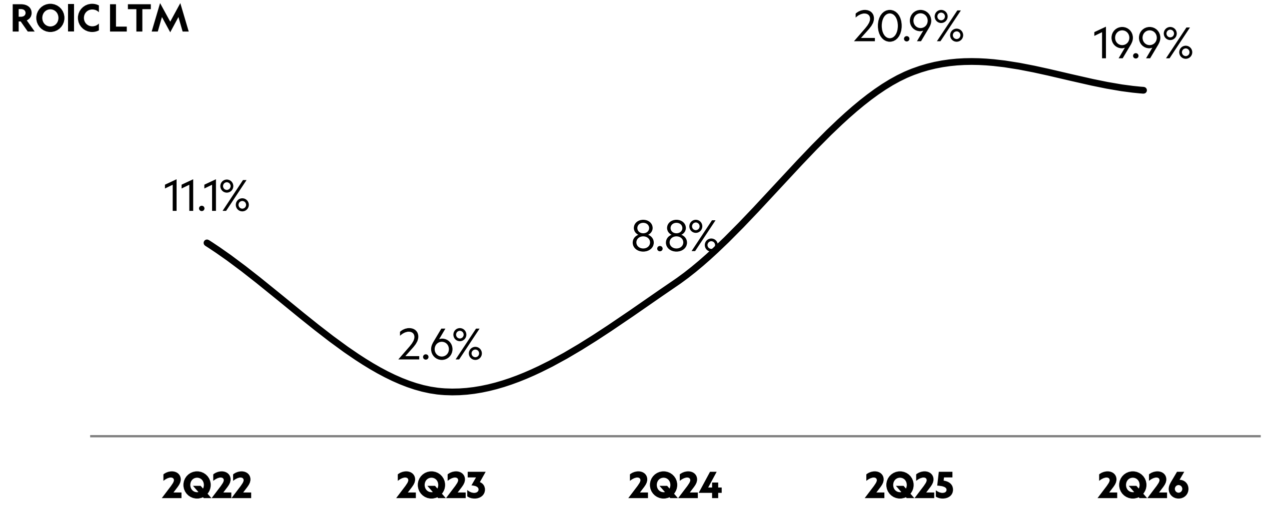
Accounts Receivable (DSO): +3 days
Driven by the higher share of interest-bearing installment sales through C&A Pay

Accounts Payable (DPO):
+2 days

Cash Conversion Cycle (CCC):
+19 days

DISCIPLINED CAPITAL ALLOCATION, FOCUSED ON VALUE CREATION

Operational and financial efficiency drive returns on invested capital



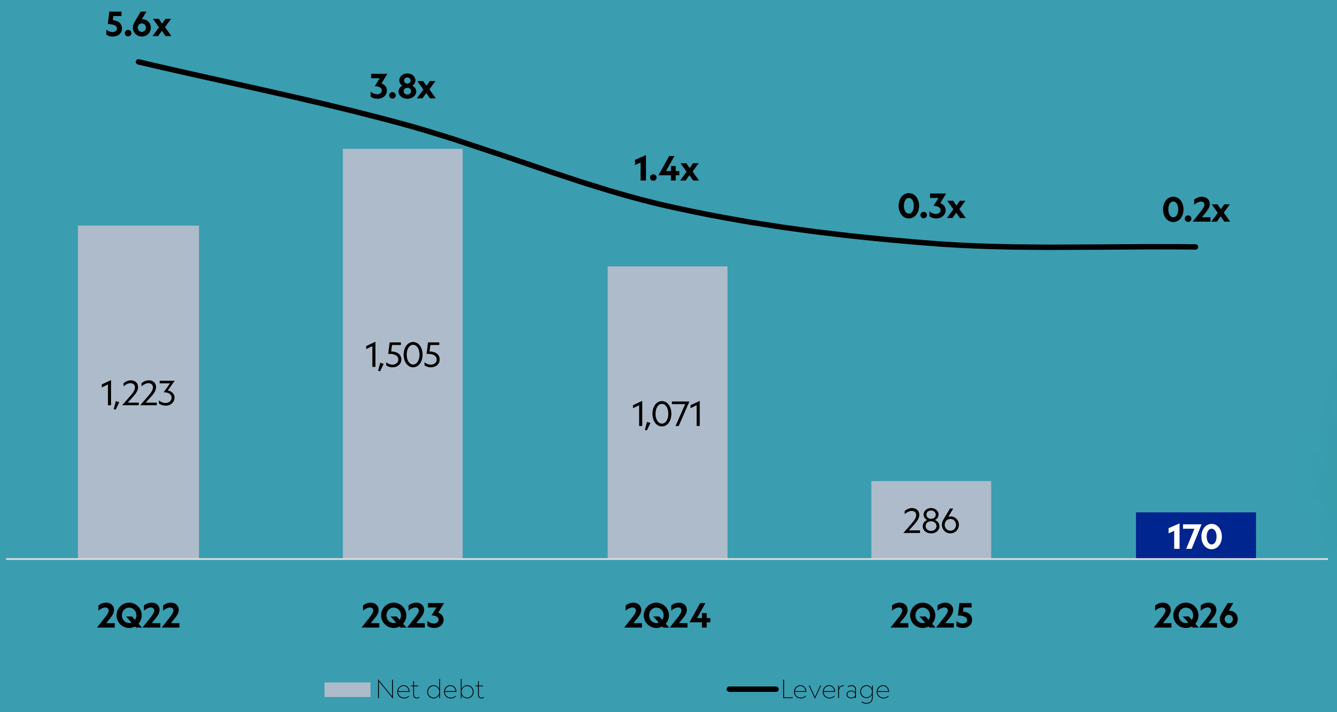
19.9%

ROIC LTM 2T26

LIABILITY MANAGEMENT **EVOLUTION**

R$ Million and %

Financial discipline and consistent deleveraging strengthen our investment capacity



Note 1: Total net debt, including the payment obligation related to Bradescard.
Note 2: Measured as net debt divided by adjusted EBITDA, pre-IFRS 16.

Q&A

To ask **live questions, raise your hand and wait to be called on.** When you hear your name, a prompt to turn on your microphone will appear on screen, please unmute to ask your questions. We recommend that all questions be asked at once.

Alternatively, you can **send your question directly through the Q&A icon** at the bottom of the screen.

C&A day

2 0 2 6

August 26

9:00 a.m to 1:00 p.m

Live webcast

ri.cea.com.br/en

EARNINGS CALL

2Q26

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