C&A

DAY

2026



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From transformation to the next cycle of Value Creation

1

Proven execution

Key deliverables and learnings from the Energia strategy over the last 3 years

2

A stronger platform

Assets and capabilities that set us apart and will continue to sustain value creation

3

Next growth cycle

Growth levers and value creation in the new 2027-2030 cycle

Agenda

9:05



50 years of C&A: ready for the next growth cycle

Marcos Grasso
Chairman of the Board

9:15



Proven execution of Energia and new 2027-30 strategic cycle

Paulo Correa
CEO

09:40



The strength of our brand as a growth engine

Cecília Alexandre
CMO

09:55



A more relevant product platform for the customer

João Souza
VP Commercial

10:15





Omnichannel: Energia Store, Dispersion, Expansion and Digital integration

Fernando Brossi
VP Operations

10:50



Relationship as a business enhancer

Filipe Matzembacher
Financial Products Director

11:05



ACE: A standalone brand

Filipe Albuquerque
New Business Director

Agenda

11:20 **Coffee Break**

11:30



Technology and AI for a smarter, more capital-efficient model

Bruno Ferreira
CTO

11:45



A more regional, agile and efficient logistics network

Hussein Rodrigues
Supply Chain Director

12:00



A culture that turns ambition into results

Carolina Borghesi
VP People, Culture and ESG

12:15



Profitable growth with capital discipline

Laurence Gomes
VP Finance and IR

12:25



Closing Remarks

Paulo Correa
CEO

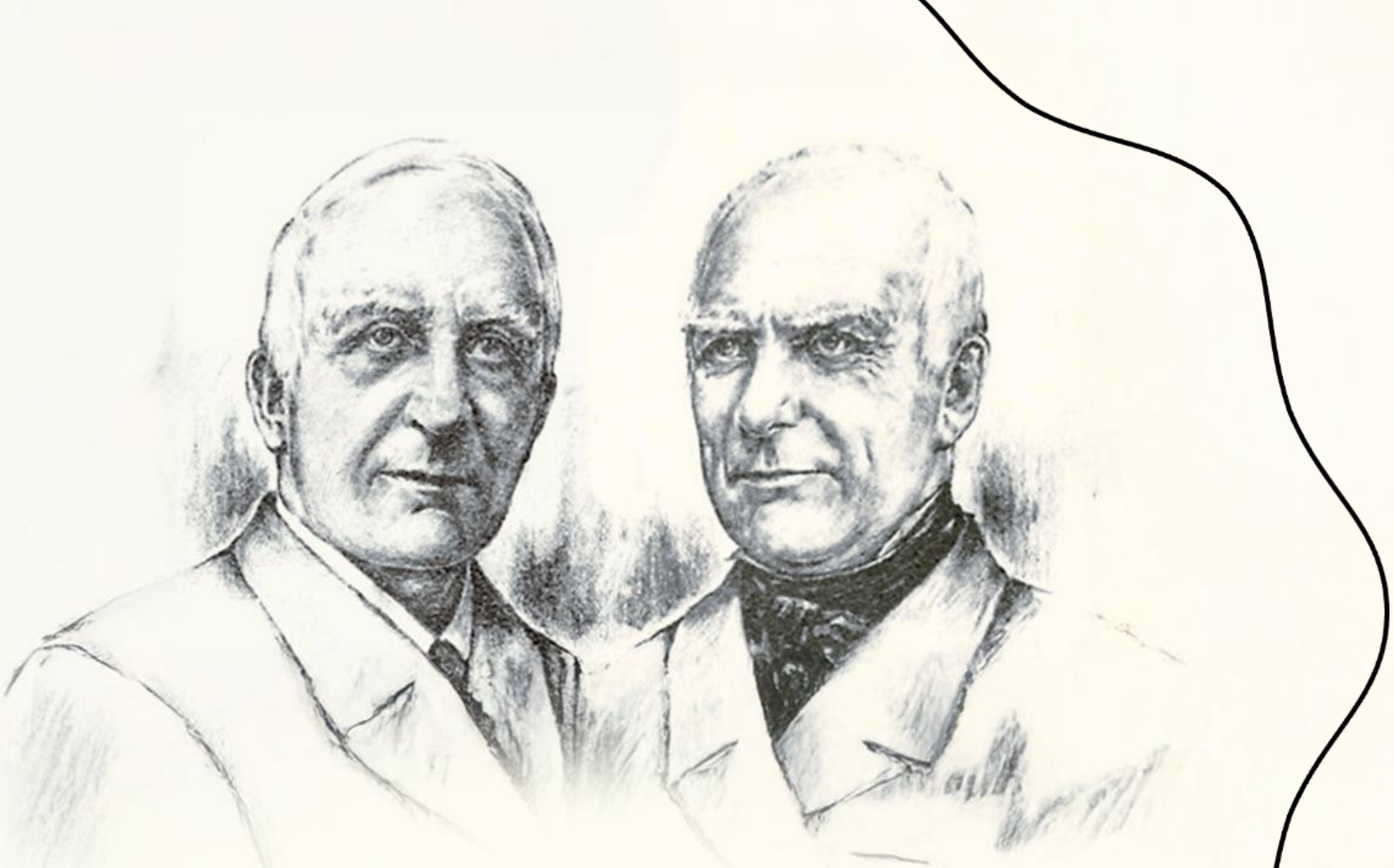
12:30 **Q&A**

50 anos de C&A no Brasil

Ready for the next **growth cycle**

Marcos Grasso
Chairman of the Board





185 YEARS

Sneek, Netherlands, 1841

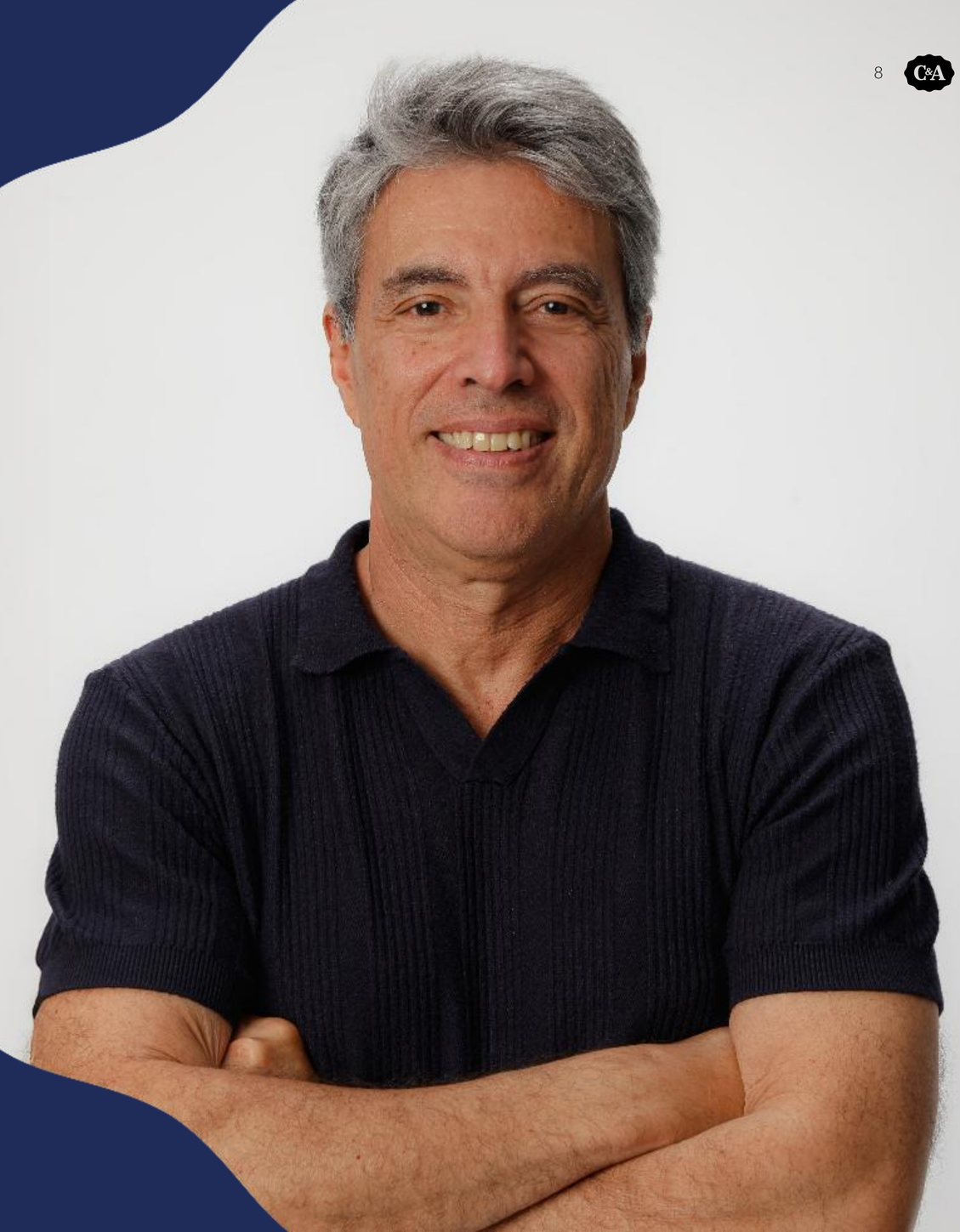
Clemens and August Brenninkmeijer

50

anos de C&A no Brasil

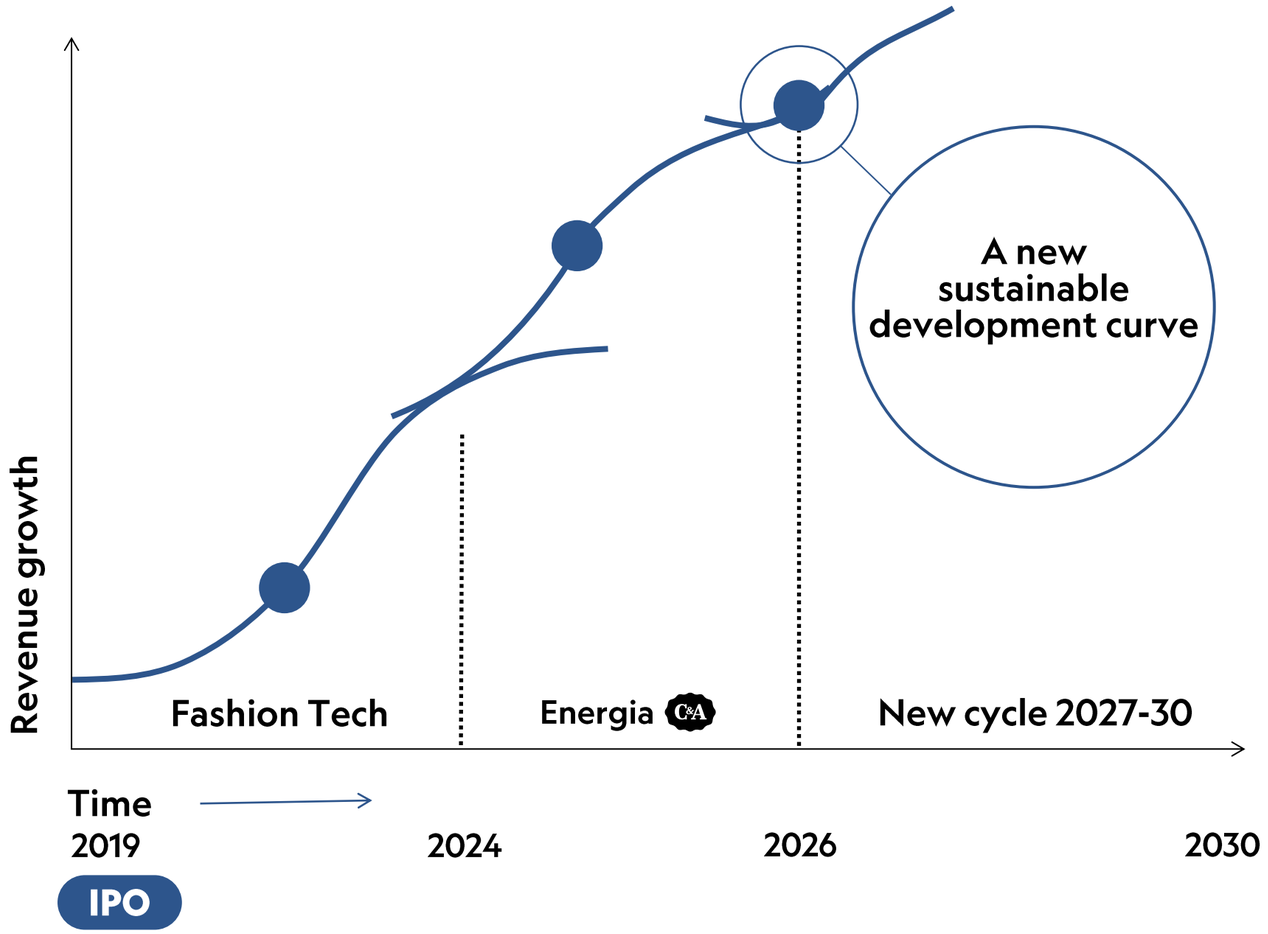
Proven execution of Energia and new 2027-30 strategic cycle

Paulo Correa
CEO, 20 years at C&A



Constant Evolution, the same Purpose

Impacting people so that they can be whatever they want to be through fashion



C&A DAY 2024

Ambition for the 2024-26 Energia Cycle

Significant growth in apparel sales/m²

focus

increase	Annual customer spending	Push & Pull	C&A Pay penetration
regain	New openings	Renovation of existing stores	New store model

Energia C&A

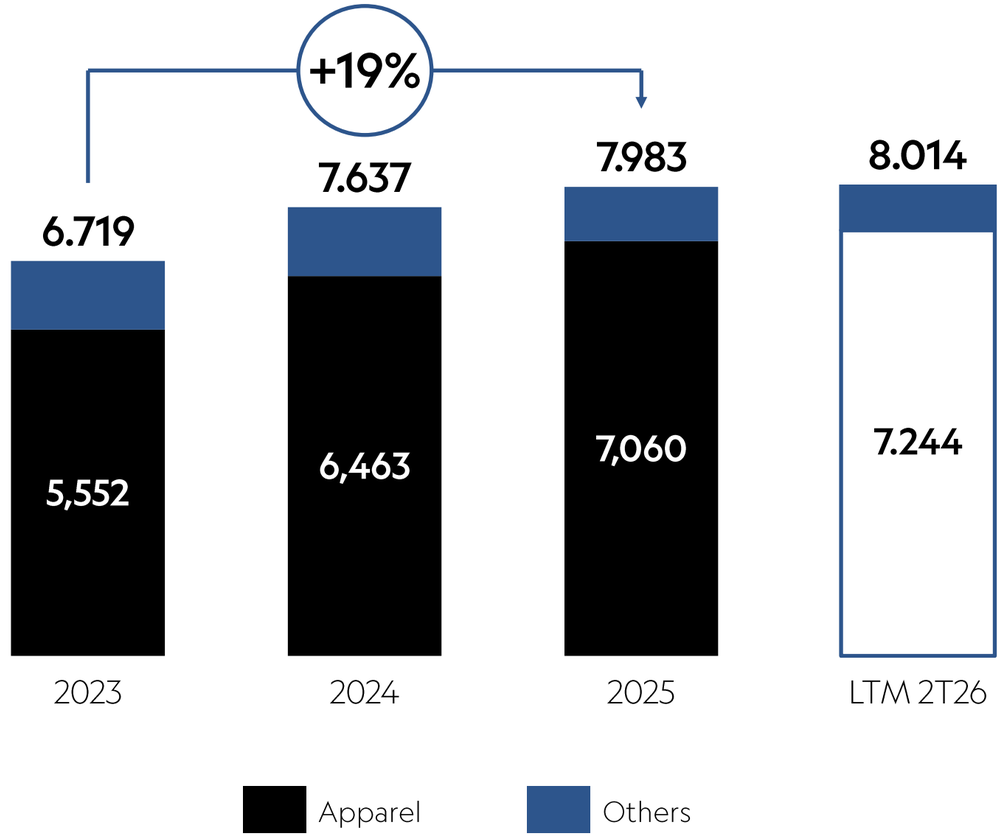
2024-2026

Goals, Results, and Learnings

Theme	Target	Result
Growth	Increase the pace of growth	✓ ✓
Productivity	Increase sales per m2	✓ ✓
Brand	Be Brazil's most loved fashion brand	✓ ✓
Product	Expand categories beyond womenswear	✓ ✓
New store model	Launch Energia Store	✓ ✓
Supply	Strengthen the supply chain	✓ ✓
Frequency	Increase by 20%	✓ 14% growth
C&A Pay penetration	Reach 35% penetration	✓ 28% penetration

Consistent Execution of the Energia Cycle
Energia has accelerated our growth

Total Net Revenue (R$ million)



#1

Growth in fashion retail

2023 - LTM 2Q26, apparel

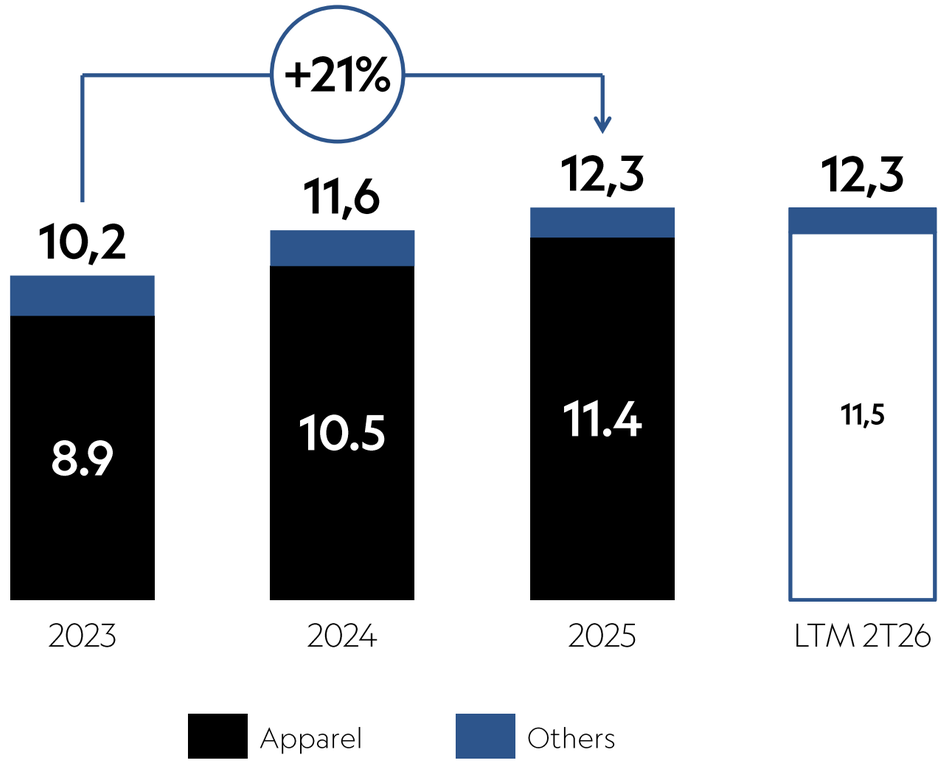
+30.5%

Apparel Net Revenue total growth

2023-LTM 2Q26

Consistent Execution of the Energia Cycle
We increased our productivity

Net Merchandise Revenue per m² (R$ thousand/m2)



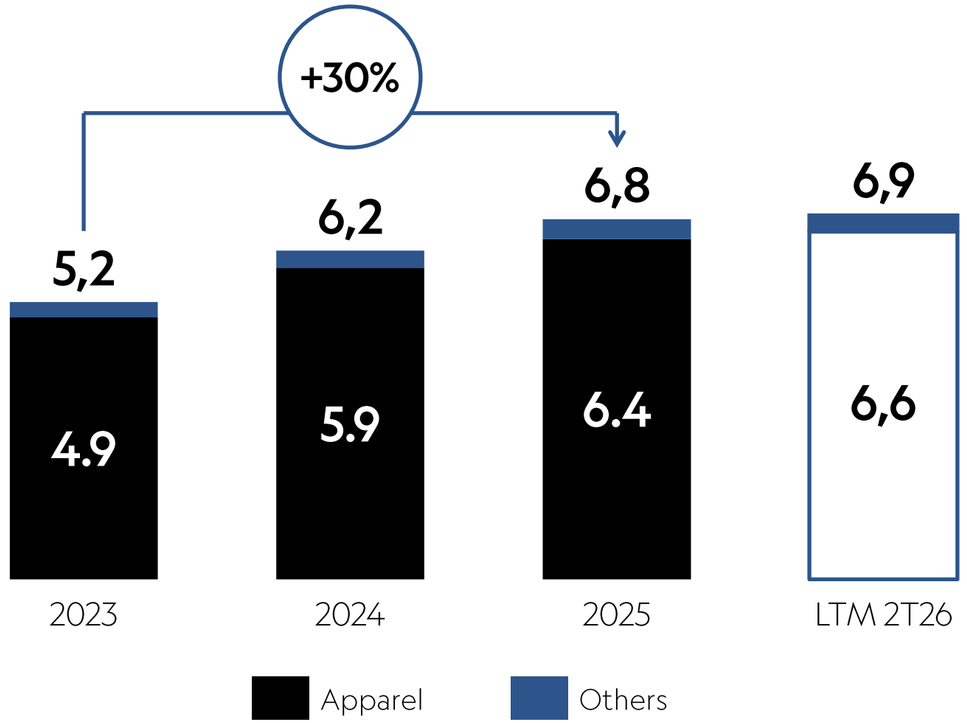
+29.4%

Apparel net revenue per m²
2023-LTM 2Q26

Note: Excludes stores opened between 2024 and 2026.

Consistent Execution of the Energia Cycle
We grew with higher profitability

Merchandise Gross Profit per m²
(R$ thousand/m²)



#20

Consecutive quarters of apparel gross margin expansion

+1.5pp

Merchandise gross margin
2023-LTM 2Q26

+34.7%pp

Apparel gross profit per m²
2023-LTM 2Q26

Energia
improved our key financial indicators
between 2023 and 2Q26 LTM

19%
Net revenue

+4.7 pp
Merchandise gross margin

+76%
Adjusted EBITDA

1.5x → 0.2x
Leverage reduction

Important Advances
across all strategic pillars drove C&A's transformation under Energia

THE CUSTOMER IS EVERYTHING

Products & Categories

+35-45% growth in core categories and +80% in complementary categories

+1.5pp apparel gross margin

+1,900 area renovations

+4pp product quality NPS

Electronics discontinued

Omnichannel Journeys[2]

Launch of Energia Store

+16 new stores

+32 renovated stores

+100 Dispersion stores

New Site & App

+4pp share of Digital

Brand & Relationship

+13pps NPS

#1 in brand awareness and consideration[2]

New CRM model

C&A Pay

+6pp penetration[2]

Break even

Delinquency **under control**

Technology

Commercial Intelligence Hub

AI in decision-making

Data structuring

RFID

Hyper-personalization

People, Culture & ESG	Strengthened leadership and succession	Meritocracy performance	Reinforced cultural rituals	Product circularity
Financial strength[1]	**+19%** Revenue	**+4.7pp** Merchandise gross margin	**+15pp** ROIC	**+76%** Adjusted EBITDA

1. Data refers to the period from January 2024 to 2025. 2. Data refers to the period from January 2024 to 2Q26.

Energia Drivers:
Category Improvement

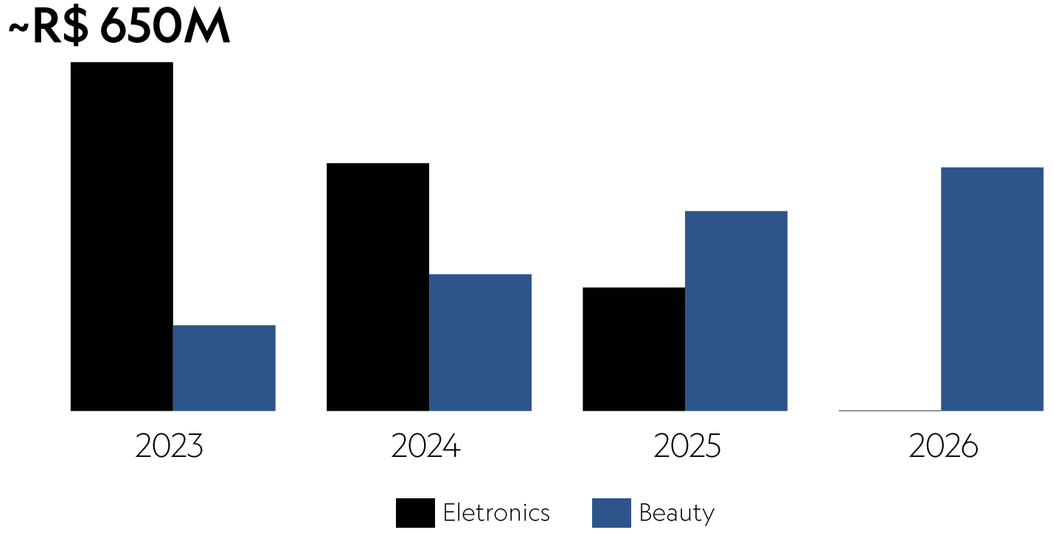
Category renovation to
improve product display



+1,900
Product area improvements

Electronics discontinued,
with no friction for customers and maintaining growth

Swap from Electronics to Beauty
Net Revenue in R$ million



Energia Drivers:
New concept and Private Label

Launch of the Energia Store model
and restart of a robust renovation program

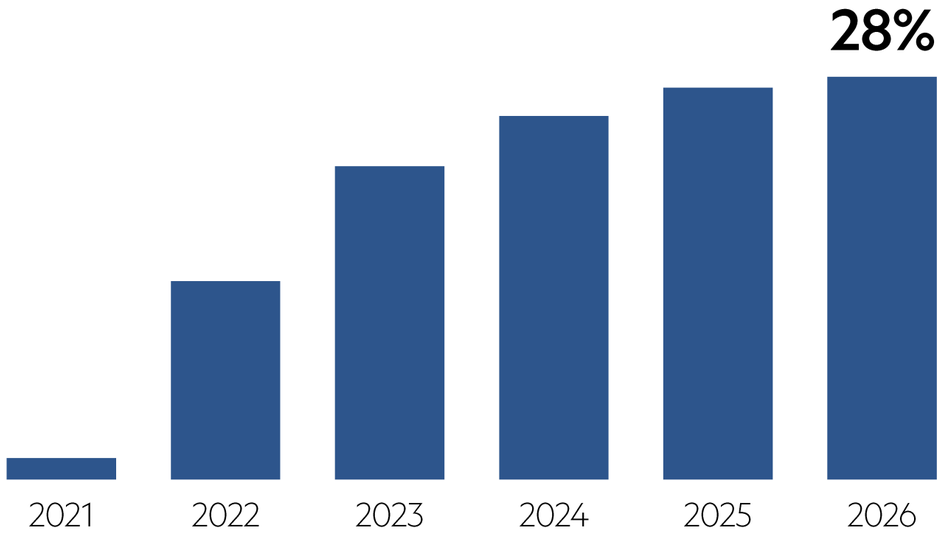


+16
New stores

+32
Renovated stores[1]

C&A Pay reached 28% share,
closing our Private Label gap

C&A Pay share
% of sales



Note: Data refers to the period from January 2024 to 2Q26.

Strengthening of our Leadership

Experienced leaders and leadership renewal , blending career C&A executives and market experts



Paulo Correa
CEO C&A Brazil
20 years at C&A



Fernando Brossi
VP Operations and Financial Services
20 years at C&A



João Souza
Chief Commercial Officer
15 years at C&A
(C&A Trainee 2011)



Laurence Gomes
VP CFO and IR
3 years at C&A
Formerly Renner, WEG, SLC Agricola



Carol Borghesi
VP People, Culture and ESG
3 years at C&A
Formerly Carrefour, Tok&Stok, Dafiti



Bruno Ferreira
Technology Director
14 years at C&A



Cecília Preto
Marketing Director
1 year at C&A
Formerly Heineken, KraftHeinz, BRF



Filipe Albuquerque
New Business Director
1 year at C&A
Formerly
Hering, C&A(C&A Trainee 2011)



Thiago Amorim
Head of Strategic Planning
3 years at C&A
Formerly Boston Consulting Group

Strengthening of the management model

+30 simultaneous projects as part of Energia with the creation of the Transformation Office



Well-established KPIs



Consistent governance



Investment discipline



Agile execution

We have made progress, but there's still much to be captured



We are in a new scenario, with greater complexity

Greater competition for the customer's wallet, with less disposable income for apparel and growing competition from traditional and cross-border players

Technological revolution and greater use of AI, with a search for frictionless journeys, including Agentic Commerce

A more omnichannel customer, who seeks the store as an experience and not just a place to shop

Shift in supply dynamics, with greater competitiveness from imports and environmental concerns

Shift in the labor market, with reduced working hours and greater competition for talent



Proven execution of Energia has transformed us and made us stronger

We are ready to accelerate value capture and develop **new growth paths**





New strategic cycle

Begins with greater execution and investment capacity and **room for new growth levers**

Store renovation and new openings

Development of **new businesses**

Development **of new financial products**

Digital

~R$ 3 Bn | Cash generated by the Energia cycle

FULL POWER

Enhancing Energia's Vectors and New Growth Levers

Brand

Growth levers

Product	Omnichannel Journey	Relationship	Store Expansion	New Businesses

Technology

Enablers

Logistics and Supply

People and ESG

Our Ambitions for the 2027-30 Cycle

Brand

Growth levers

Product

Share gain in all categories

+Speed

+Quality

+Assertiveness

Omnichannel Journey

Increased **productivity**

100-120 Energia Store renovations

60- 80 Dispersion stores

15% omnichannel sales

3x more omni customers

Relationship

More frequency, spending and base

Hyper-personalization

Loyalty

C&A Pay and testing of other products

Store Expansion

60-80 new C&A stores

New Businesses

ACE and complementary businesses

Enablers

Technology	Competitive advantage	+Productivity	+Intelligence	+Return on capital
Logistics and Supply	Regionalization	+Proximity	+Speed	+Investment efficiency
People and ESG	New capabilities	Strengthening culture	Circularity	

The strength of our brand as a growth engine



Cecília Alexandre

CMO, 1 year at C&A,
+25 years of experience

Full Power
Ambition



Be the preferred and most beloved **fashion brand among our customers**

Strengthen the relationship to generate more recurrence, engagement **and value**



We have developed capabilities during the Energia cycle that enable us to achieve our ambition

We have deepened our understanding of who she is and what she seeks

Income profile
A-, B, C+

Average ticket
of the category

12x
purchase frequency per year (total market)

62% shop online as much as in-store

Our customer is passionate about fashion and **uses this universe to express herself and at the same time feel safe**



We know
our customers deeply

Every day, over 1 million customers choose to be at C&A

+340
Stores

+19M
Active customers

Omni



We are the first brand

that comes to mind among target customers in the comparable segment

Iconic Brand

50 years in Brazil

98%
Brand awareness

Preferred brand
Vs comparable players [1]

#1
Brand in purchase consideration[2]



Source: KANTAR, BHT, Customer Recognition, Q2 2026, +500 customers.
(1) Question: Which of the brands below do you prefer?
(2) Question: Considering the following brands, which would be your first choice?

We increased our presence in everyday life and at major events






2024

Rock in Rio

We will see you at C&A

PatBo + C&A






2025

TMNR Lady Gaga

Box 1824 Survey. When you find the look, you feel it








2026

C&A at the Oscars

TMNR Shakira

50 years of C&A

Rock in Rio

Fashion Editors

And it doesn't stop there!



A portfolio that evolves with the customer

BFF Collab



Denim Week



Rock in Rio



PatBo Collab



2024

2025

Denim Week



C&A Stylists



Peruvian Cotton



7 Years M7



Bloom



2026

Denim Week



Fashion Editors



Todo Mundo no RIO Shakira



Mother's Day



Valentine's Day



And it doesn't stop there!



Customers who **hadn't shopped at C&A** in recent years are **returning** to our customer base



And we are winning **new customers,** who recognize the **value and quality of C&A**

More customers, shopping more often

Broader **customer base**

+14%
Number of customers
(2023-2025)

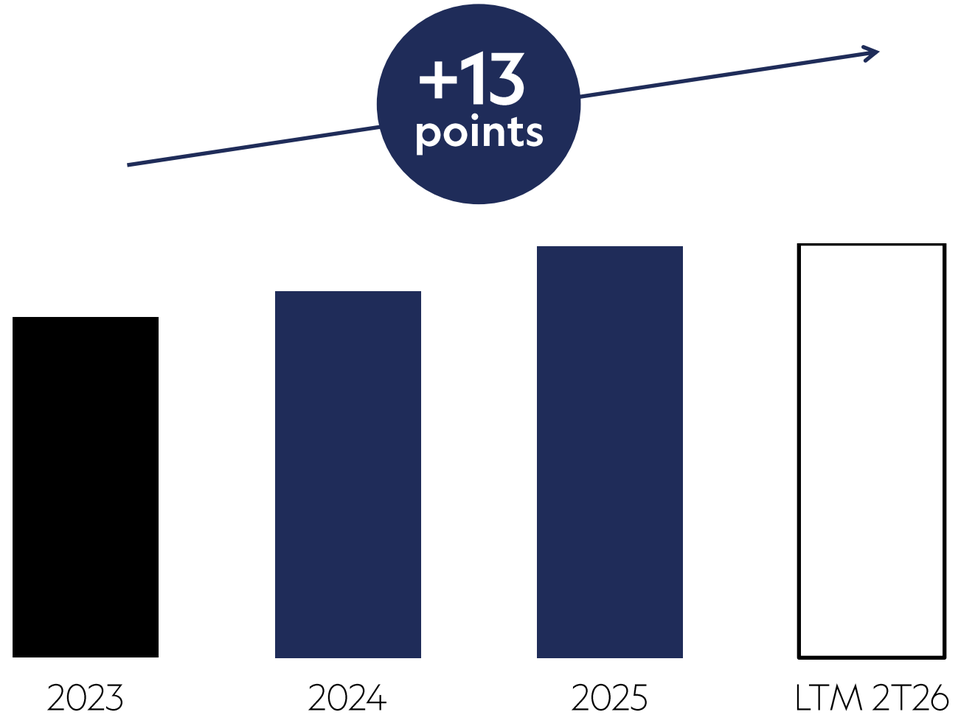
More **returning customers**

+16%
Number of returning customers
(2023-2025)

More purchases by returning customers

+7%
Purchase frequency of returning customers
(2023-2025)

+13 points
Customers are more satisfied across all shopping channels



Physical +13 points ~20% growth

Digital +17 points ~31% growth

Omni +7.6 points ~13% growth

Source: C&A Internal NPS Survey (2023 to 2Q26)



By 2030, we want a brand with increasingly evident differentiators

C&A is where our customer **finds the fashion that makes her feel good**

Reinforcing and bringing consistency to our signature
WE FIND OURSELVES AT C&A

How We Will Achieve Our Ambition

Consistency + Reinforcement of the relationship strategy

Consistency and impact

Clear message

Intense communication plan

Integrated funnel and channels/ solutions considering the OMNI journey

+

Relationship

CRM

Benefits / **Loyalty**

Credit

Everything is brand

Customer at the center

More customers	Higher frequency	Higher LTV



Key Takeaways

We want to be **Brazil's preferred and most beloved fashion brand**

We have structured capabilities in Energia that bring us closer to our ambition

We will amplify our presence and **strengthen our connection with our customers**

There is still plenty of room to **expand our customer base, grow spending and increase purchase frequency**

A more relevant product platform for the customer



João Souza
Vice President Commercial,

15 years at C&A(C&A trainee 2011)

Full Power Ambition



Develop collections **that are increasingly relevant, versatile and current** for our customers

Expand the use of **technology** in business **decision-making**



The Energia cycle
has driven growth in our main product categories, proving the strength of our commercial model

+35%-45%

Growth in core categories:
Women's, Men's and Kids'

We further advanced the relevance
of key categories in our portfolio, such as Denim and Basics

We exponentially expanded our relevance in complementary categories where we had the greatest opportunity to gain market share

+80%
growth in complementary categories



Beauty



Intimates

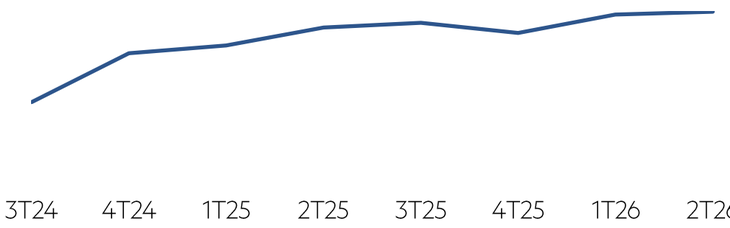


Sportswear

We positively evolved the value perceived by the customer during the Energia cycle

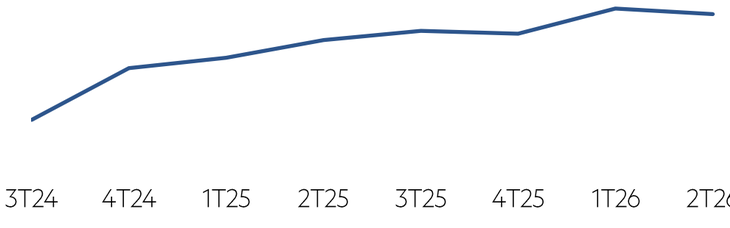
Post-Use NPS[1]

Perception that products **fit well**



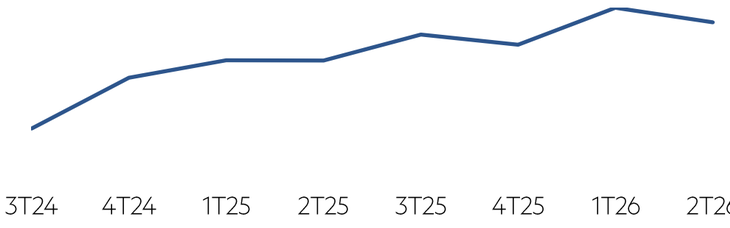
+7.1 points

Perception of **good durability of the items**



+9.1 points

Perception of products' **good value for money**



+8.7 points

1. NPS measured 15 days after the purchase made in the physical store.

This growth and improved perception of value reflect the evolution of our product platform

+ Inspiration

Consistent implementation of **new display models** across all categories

+ Fashion

Increased **data-driven trend mapping** and investment in **internal product capabilities**

+ Responsiveness

Supply chain diversification, sou**rcing the best products from various countries** with a focus on perceived value and responsiveness

+ Accuracy

Product performance is validated through a test-and-scale **methodology grounded in customer insights**

+ Inspiration

Consistent implementation of **new display models** across all categories

Review of the **purchase journey**

New **equipment**

Improved **Visual Merchandising**

Reinforced **product assortment**







+1,900
Improvements in category areas

+ Fashion

Increased trend-mapping using data, and investment in internal product capabilities

Analytics tools

Marketing research

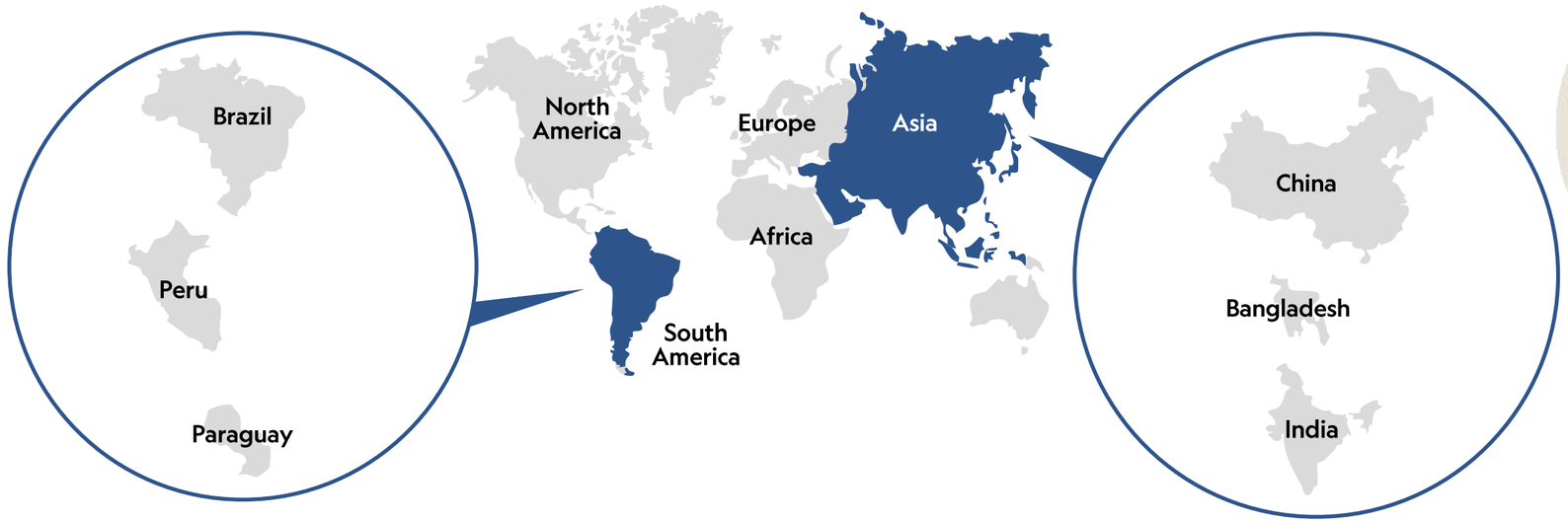
Research hubs in 3 global cities

Investment and diversification of product teams



+ Responsiveness

Diversified our supply chain, sourcing the best products in different countries, with value perception and responsiveness

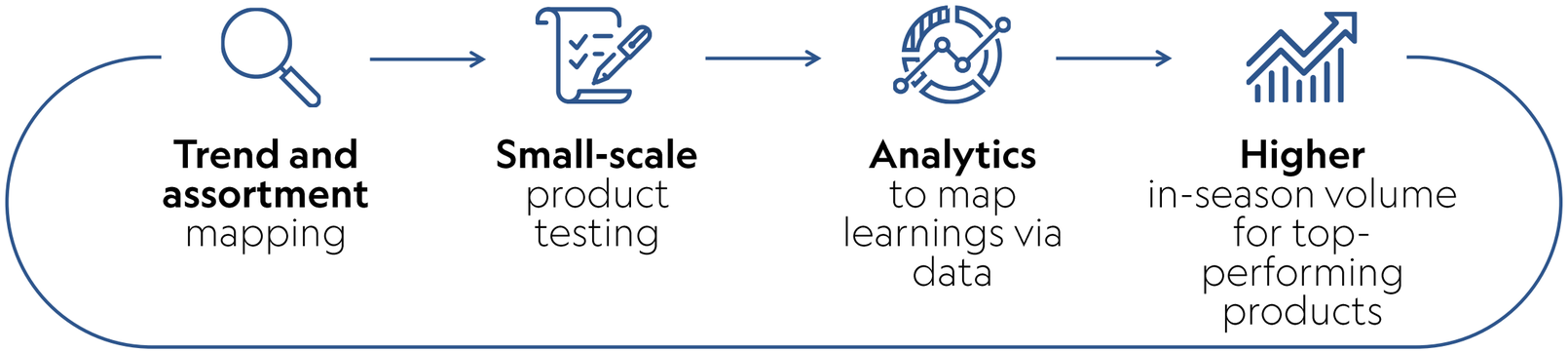


+45% Of the women's collection with a production lead time of <60 days



+ Assertiveness

Product performance is validated through a test & scale methodology **grounded in customer insights**



60%
Annual collection renewal

+3,500
Products in the Test & Scale model



The Full Power strategy consolidates the continuous evolution of our product platform

Better ability to develop collections and improve display models will continue to **increase the perceived added value of our products**

Energia Cycle	Full Power
Transformation	→ Enhancement

+ Intelligence

Use of technology in **decision-making and business management**

Use of **Artificial Intelligence in:**

Product **development**

Assortment **definition**

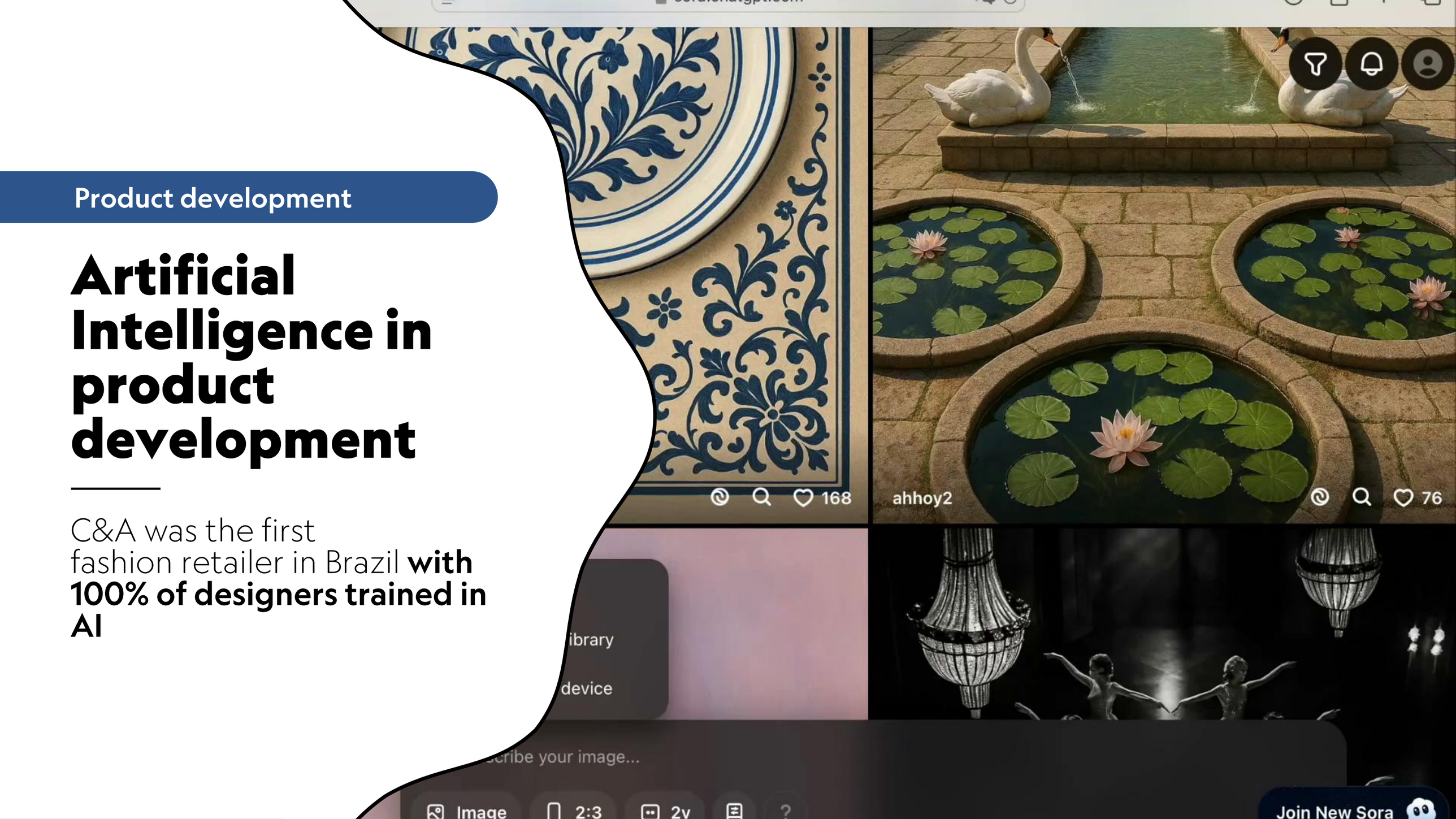
Price **setting**



Product development

Artificial Intelligence in product development

C&A was the first fashion retailer in Brazil **with 100% of designers trained in AI**



Assortment Definition

Assortment personalization by store group based on Dynamic Assortment

Ability to analyze sales behavior by store group and **turn data into personalized assortment guidelines, with scalable and efficient management powered by AI**



Price Setting

Update of the dynamic pricing model using AI

To boost profitability and reduce markdown

Pre-season

Strategic Pricing

In-season

Dynamic Pricing

End of season

Markdown

+4.7pp | Merchandise Gross Margin (2023-25)



Bold Peruvian Cotton

Turning **intelligence into desire**

Desire into **product**

And product into **growth**

So that every customer can **be whatever she wants to be through fashion**



Key Takeaways

We achieved broad and consistent growth during the Energia cycle, making **steady progress in our category assortments and the perceived value of our products**

Looking toward 2030, we will accelerate our growth avenues based on two strategic pillars: enhanced collection development and greater use of technology

We will expand our transformation of product development by improving the customer journey, boosting our trend-mapping and collection-development capabilities, increasing supply chain responsiveness, and adopting a "Test & Learn" methodology.

We will leverage technology to enhance our creative capacity and the accuracy of commercial decisions through AI-driven product development, dynamic assortment planning, and strategic pricing

Omnichannel:

Energia Store, Dispersion, Expansion and Digital integration

Fernando Brossi
Vice President Operations
and Financial Services, 20 years at C&A

Roni Magalhães
E-commerce Director,
3 years at C&A, +25 years of experience





An increasingly Omnichannel journey

Physical Stores
more digital and more integrated into the omnichannel journey

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Digital Channels
more connected to physical stores

Full Power Ambition



Physical Stores

Continue evolving consistently **in the productivity of the current store base**

Accelerate the pace of geographic expansion, **with potential for up to 100 new stores**

Intensify the C&A Essence, **accelerating omnichannel adoption**

Full Power Ambition



Physical Stores

Continue evolving consistently **in the productivity of the current store base**

Accelerate the pace of geographic expansion, **with potential for up to 100 new stores**

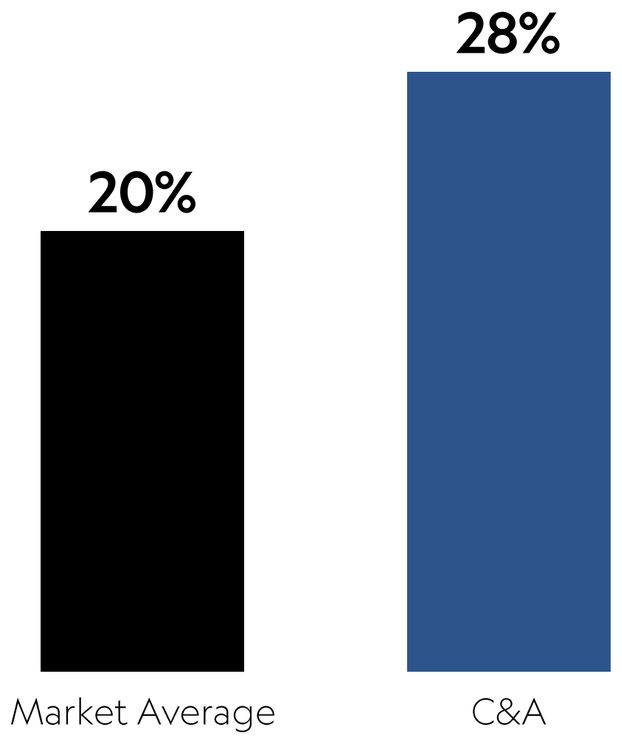
Intensify the C&A Essence, **accelerating omnichannel adoption**

Productivity gain in the Energia cycle driven by the Dispersion Program and acceleration of the

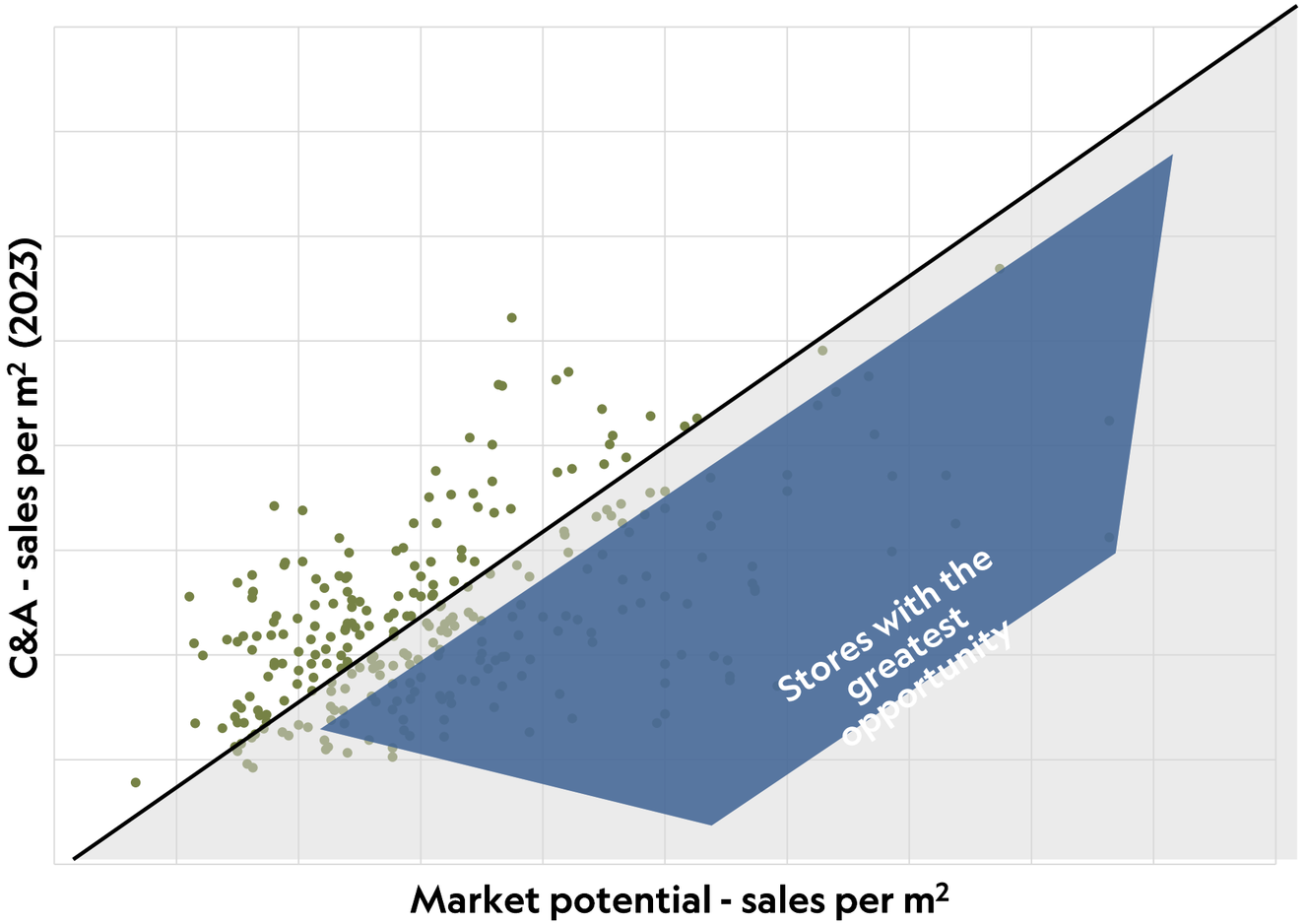
store renovation program

Growth in Apparel Net Revenue per m²

(%, 2023 vs. 2025)



Dispersion Program



Dispersion Program rolled out in +100 stores

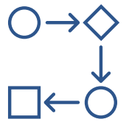
Store-by-store specific actions, aimed at fixing bottlenecks and gaps versus the market **to increase productivity in a personalized way**



Store Team Adjustments
+115 stores



Layout Review
+110 stores



Process Review
+58 stores



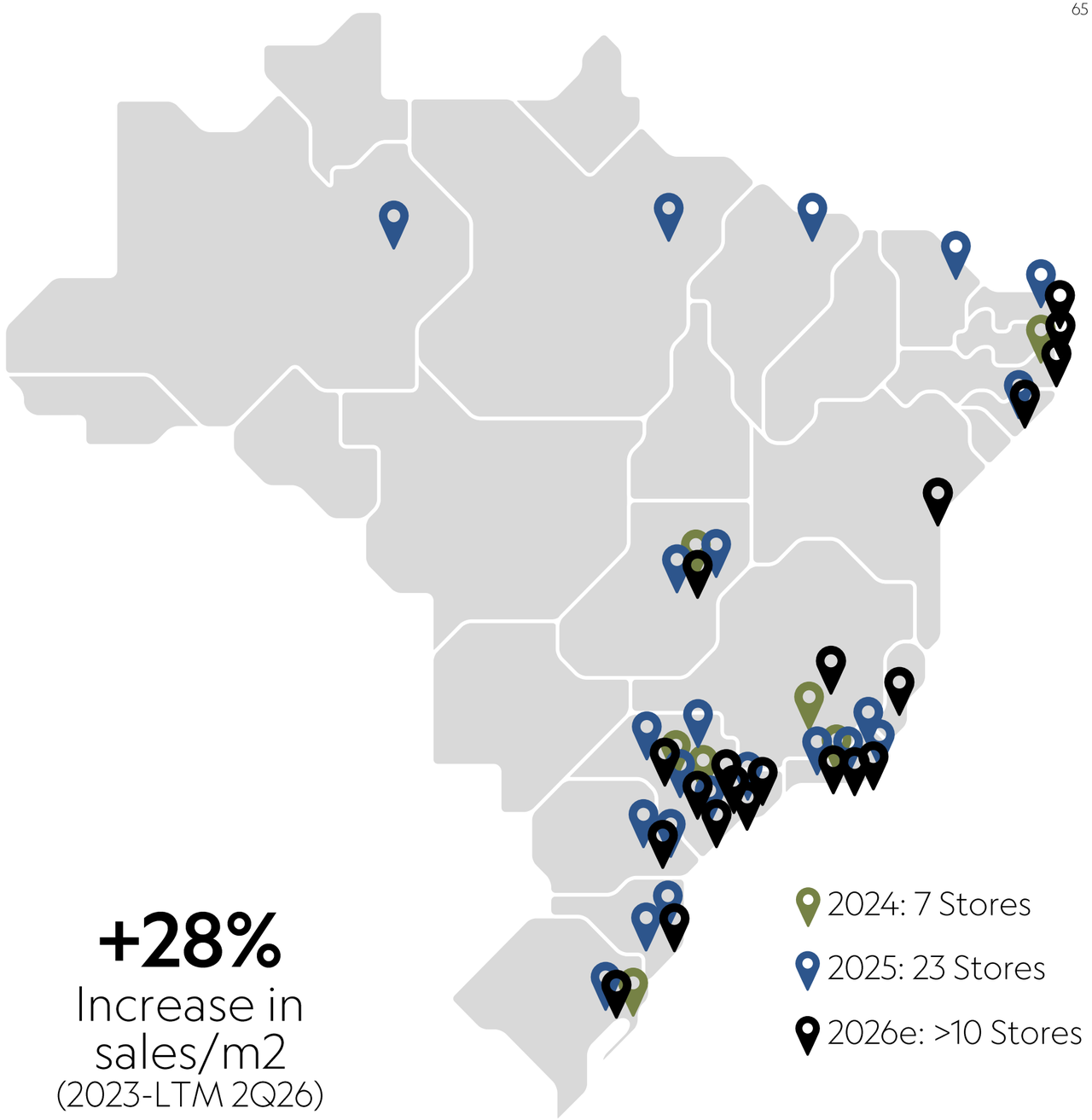
Assortment Improvement
+105 stores

+34%
Increase in sales/m^2
(vs. 2023)

Potential to roll out Dispersion
to +80 stores by 2030

Beyond Dispersion, we resumed the pace of renovations of the current store base

Renovations of
+32 stores in +15 states
(between December 2023 and 2Q26)



+28%
Increase in sales/m2
(2023-LTM 2Q26)

Listening
to our customers, we
learned
that new journeys
were gaining relevance, and therefore, a new shopping experience needed to be built

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Energia Store



The new Energia Store concept was designed to respond to our customers' new expectations

Significant changes **were made to the shopping experience across five pillars:**



Visibility
of collections



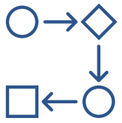
Omni **Journey Integration (associated App)**



Customer
flow



Ease of use in service areas
(fitting rooms and checkout)



Service model
(Essence)

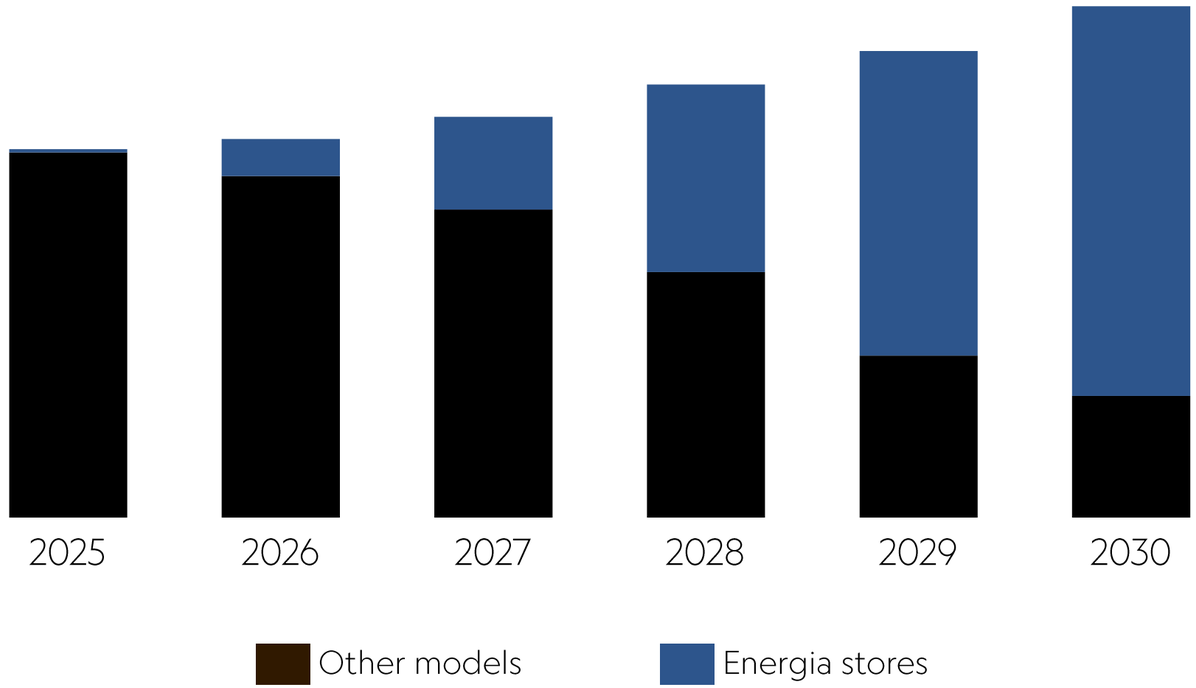
+15pp
Increase in sales/m^2
(vs. control group, preliminary results)

+15pts
NPS of Energia Stores

Main Productivity Driver

Scale the Energia Store model Accelerate renovation of the current store base

Accelerated roll-out of the Energia Stores model



Higher productivity
(sales/m²)

Better **customer ratings (NPS)**

Integrated omnichannel experience

Full Power Ambition



Physical Stores

Continue evolving consistently **in the productivity of the current store base**

Accelerate the pace of geographic expansion, **with potential for up to 100 new stores**

Intensify the C&A Essence, **accelerating omnichannel adoption**

Expansion focused on shopping malls, which play a central role in Brazilian retail culture

Segment with +650 shopping malls, revenue over R$ 200 Bn in 2025

+470M visitors/month

Part of Brazil's consumption culture, serving both as a shopping and entertainment destination

Physical stores account for +80% of retail sales

They **bring resilience to domestic fashion retail, an advantage over cross-border players**

Source: Abrasce (Brazilian Association of Shopping Centers) and FGV IBRE (Online Sales Indicator)

New capabilities have increased our assertiveness in sales and in the returns of new stores

16
New stores
(2024-2Q26)

+31%
Sales above the business case
(stores with +12 months)

+13pp
Real IRR above the business case
(stores with +12 months)





Store Network Expansion

We will continue growing our geographic coverage

- **80%** of stores in markets without C&A presence
- Cities of up to **500k inhabitants**
- New malls and **recovery of sites**
- Southeast, South and **Midwest**
- Special projects & **iconic stores**

+100 sites
with potential to open a new C&A store

Full Power Ambition



Physical Stores

Continue evolving consistently **in the productivity of the current store base**

Accelerate the pace of geographic expansion, **with potential for up to 100 new stores**

Intensify the C&A Essence, **accelerating omnichannel adoption**

Service Model

Essence

Demonstrates immediate connection
“I see you and I hear you”

Connects

Demonstrates vitality and emotional availability
“I'm bringing the best solution”

Solves

Demonstrates future connection
"I'll be here for you"

Satisfies

C&A Essence is already showing results from this evolution

+81%

training hours per employee
(vs. 2023)

-25%

Turnover
(vs. 2023)

+13pp

Physical Store NPS
(vs. 2023)

We still have great opportunity
to grow our impact

“I get inspired, dream and shop at my own pace, in the easiest way FOR ME”



Omnichannel customers extract more value from the same assets, with higher productivity and lower capital intensity

+ Omni Customers

+ Sales per m²

2x
More frequency

2x
More spending than single-channel customers



Full Power Ambition



Omni

Promote omnichannel adoption as an engine for productivity and customer base growth

---

Reach 15% app/site share in apparel sales, in a sustainable way

---

Meaningfully increase our **presence in the pre-purchase stage**

Continue evolving omni conversion **through full integration**

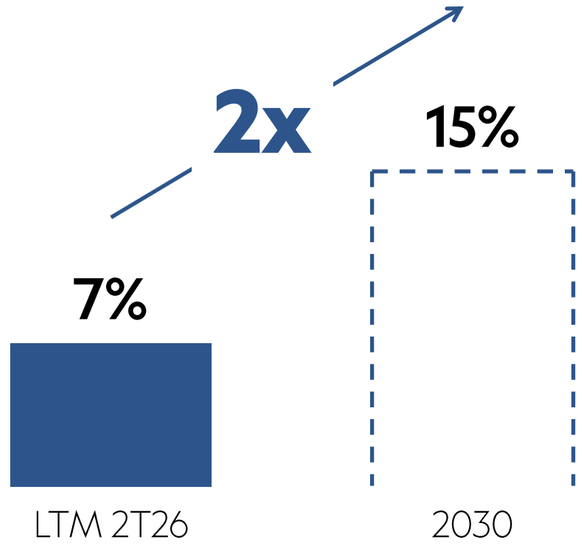
During Energia, we built the foundations that will enable digital acceleration in a profitable and sustainable way

Foundations built throughout Energia

- Launch **of the new site & app**
- Investment **in technology and AI**
- Reduction **of friction points in the journey**

We aim to double our penetration by 2030

Digital Penetration

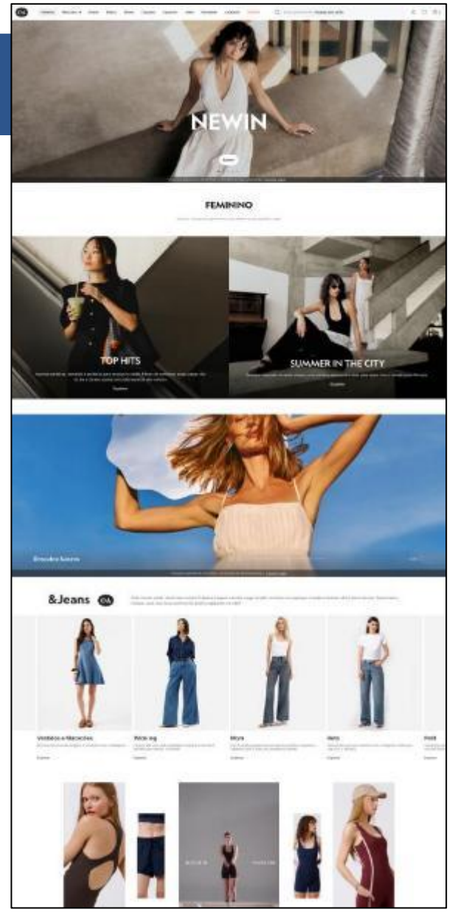


We relaunched the new Site & App

New Site:



Before

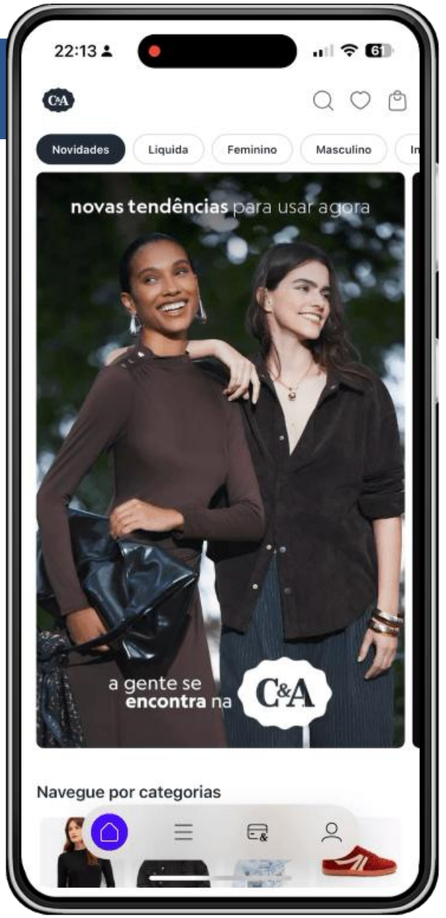


After

New App:



Before



After

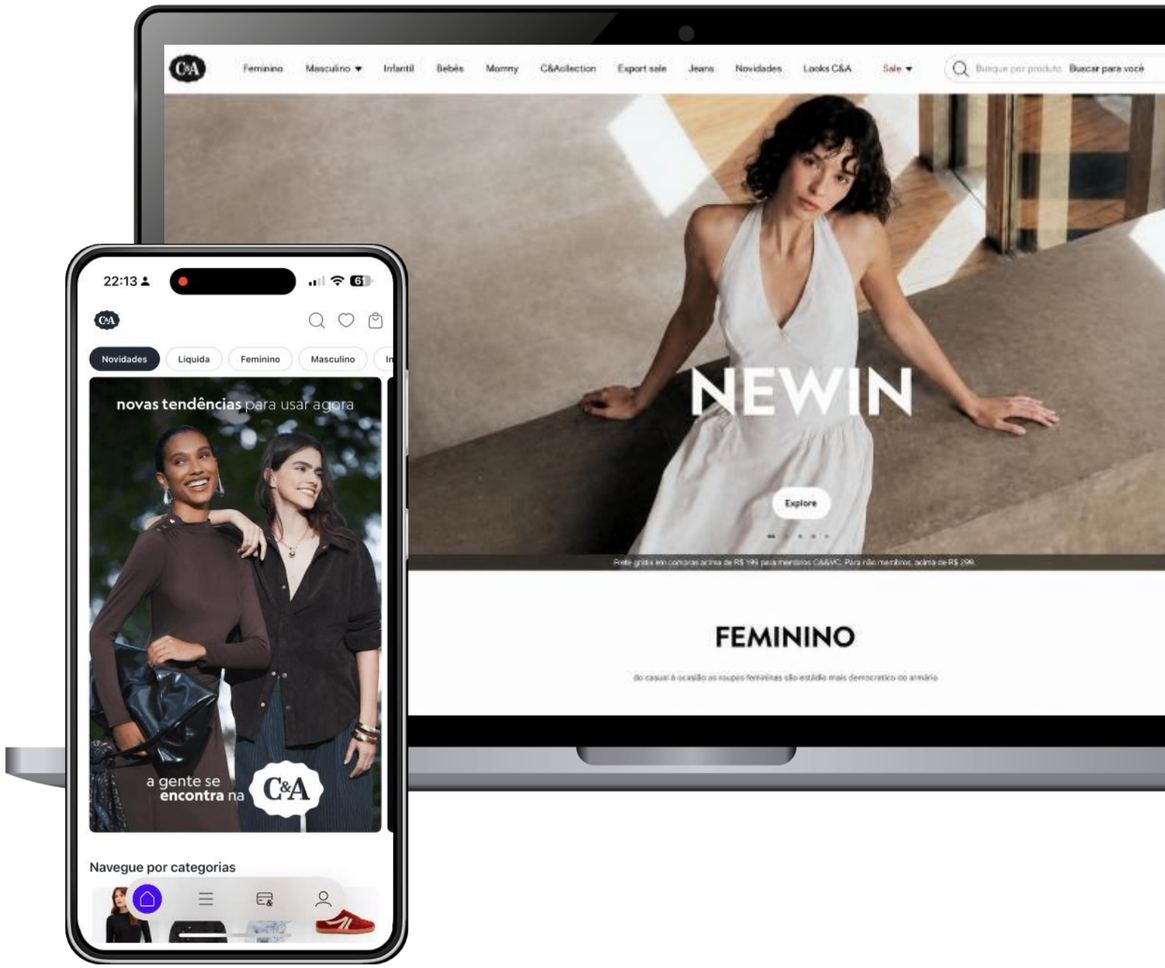
The new digital experience is already driving traffic, conversion and engagement

Results (JAN 24 – 2Q26)

+41%
Pages visited on site and app

+29%
Site conversion

+5pp
Gross margin of the channel



Key Improvements

New UX aligned with market best practices

SEO **and GEO optimization (including ChatGPT)**

Virtual **fitting room with AI technology**

Initiatives validated through A/B testing and practical research at the Mirror Room

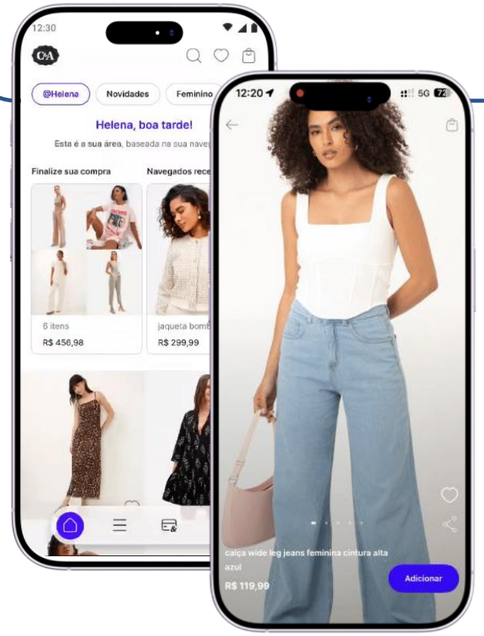
Pioneering the AI journey

C&A was the first fashion retailer in Brazil with Home for You, personal shopper and conversational commerce on site & app

+5x
conversion

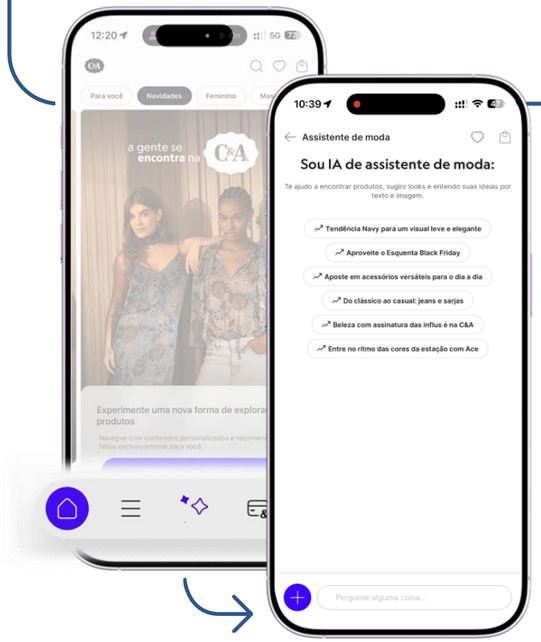
HOME FOR YOU

Personalized page with product **recommendations based on customer data** (e.g.: browsing history)



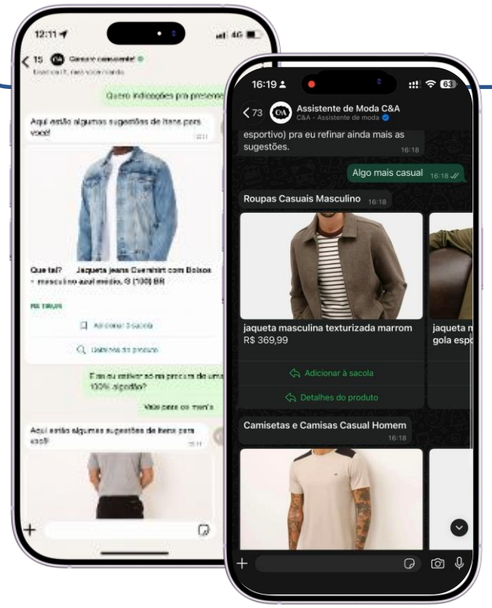
AI PERSONAL SHOPPER

Occasion-based search, allowing customers to discover products and looks **through personalized recommendations**



AI CONVERSATIONAL COMMERCE

Expansion of Personal Shopper through a conversational agent that delivers outfit recommendations on WhatsApp



2030 Levers
Based on improving the journey

Increasingly relevant **omni assortment**

Intensification of **omni journeys.**
(In-store pickup/exchange, assisted selling, social selling)

Strategy for **an omnichannel C&A App**

Acceleration of **conversational commerce + AIO + GEO**

Growth of the omni customer base



Key Takeaways

+ Productivity:
Continue evolving consistently in sales/m^2

+ Customer base expansion:
Opportunity for up to 100 new stores and accelerated omnichannel adoption

+ C&A Essence:
A team passionate about caring for people and delivering consistent results

Relationship as a business enhancer



Filipe Matzembacher
Financial Services Director

5 years at C&A, +15 years of experience

Full Power Ambition

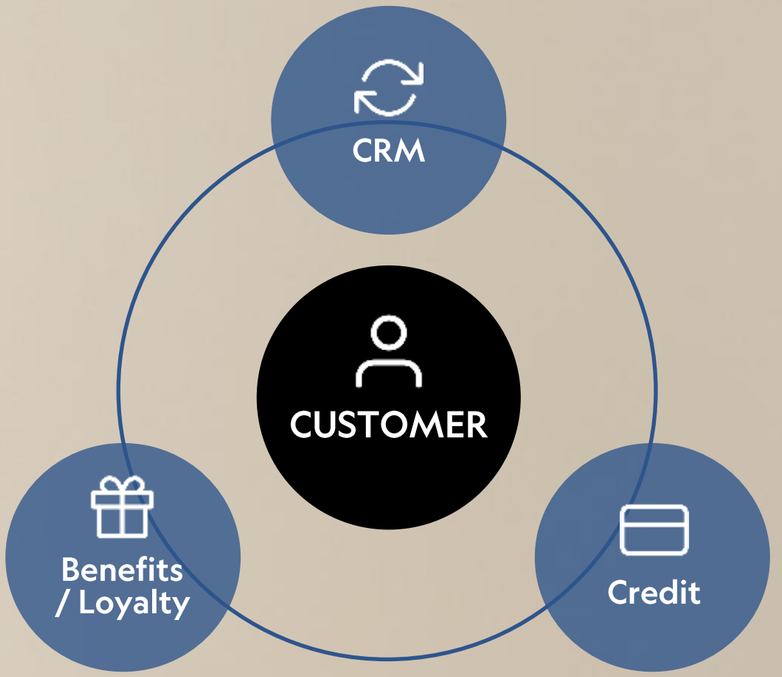


Turn CRM, Loyalty and Credit into a **single relationship ecosystem**, converting customer scale into connection, with frequency, ticket and retention as **growth engines**

How we will do it:

Focus on generating value for the customer, strengthening our bond



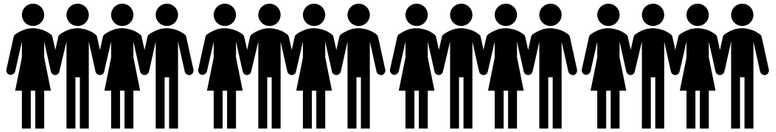


Result:

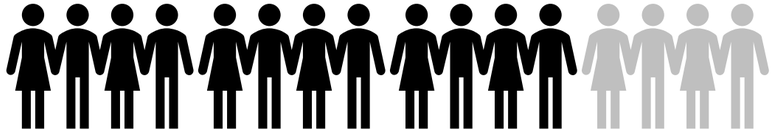
Higher **frequency**	Higher **LTV**	Higher **average ticket**

We still have a customer base with great potential for engagement and growth

Total customer base
+70 million

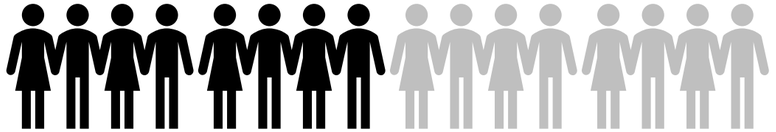


C&A&VC base
+40 million

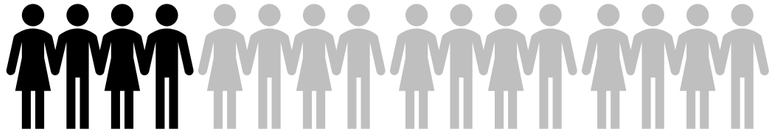


C&A&VC

Active customers
(purchase <12 months)
~19 million



Active C&A Pay customers
~4 million



C&A pay

CRM as an engagement tool:
We will keep accelerating our hyper-personalization journey

+130
Automated journeys in the new CRM during Energia

+1000
Personalized communication combinations with the customer

+26%
lift of new journeys (May-Aug/26)

We expanded segmentation:
+3.3x our reachable base capacity

New **operating model**

More segmented **campaigns**

Personalized **recommendation engine**

Customer base **enrichment**

Use of AI **in creatives and segmentation**

CRM as an engagement tool:
Campaigns targeted to each customer

	Customer A	Customer B	Customer C
Dynamic **promotional banner**	 	 	 
Dynamic block of **personalized recommendations**	 **Beleza** Cuidar de si é um ritual diário. E nada melhor do que fazer isso com os seus produtos favoritos e lançamentos que fazem a diferença. Conferir	**Esportivo** O movimento que impulsiona o seu bem-estar! Tecnologia, alta performance e tecidos macios e respiráveis para todas as horas. Conferir 	 **Moda infantil** Viver cada fase com os pequenos é um privilégio. Ainda mais com peças que acolhem esse crescimento com cuidado e diversão, do jeitinho que eles merecem. Conferir
Dynamic **C&A Pay banner**			

Loyalty program evolving and connected to the credit ecosystem

Current Program



New Program under Development

- Financial Benefits
- Purchase Advantages
- Differentiated Experiences
- Exclusivity & Recognition

Based on research and active listening to customers

Credit

Enhances customer relationship, and fashion retail is one of the most accessible entry points

+2x
Purchase frequency

+25%
Average ticket vs. other customers

+150%
Spending at C&A vs. other customers

More **credit relationships** » More **purchases at C&A stores**

Note: Data refers to the period between May/25 and Jun/26 (12 months).

Full Power Ambition



Credit

Expand
C&A Pay adoption,
strengthening the private label value proposition

And develop new credit products, **increasing the share of financial services** in C&A's results

C&A pay is one of our competitive advantages

100% Digital product at every stage, checkout with facial biometrics only

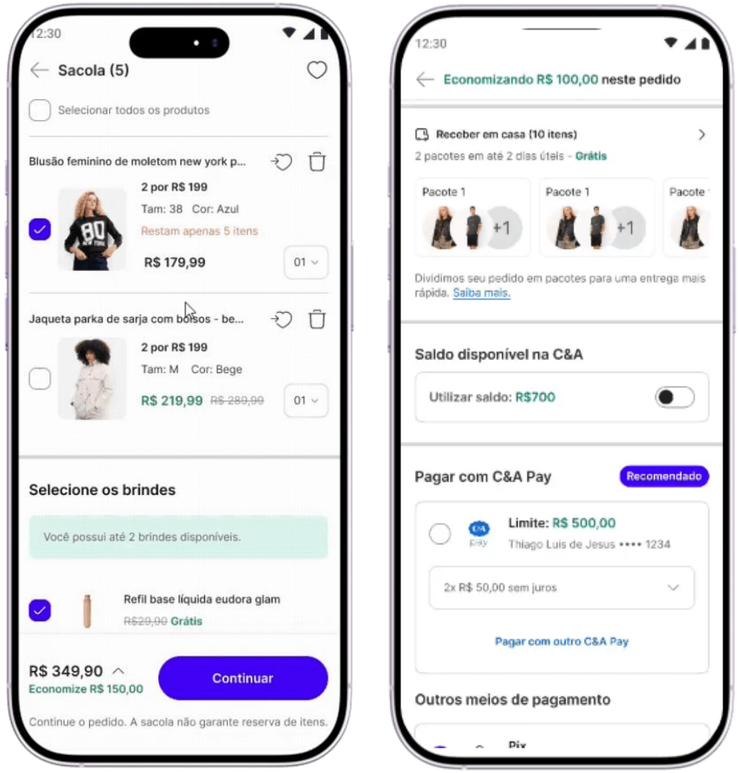
Credit approval in 1 minute, directly at the POS

Dynamic credit limit personalized based on the customer spending

Integrated journeys **via WhatsApp with AI**

Omnichannel Integration

3-click checkout with C&A Pay integration and installment **payment option**



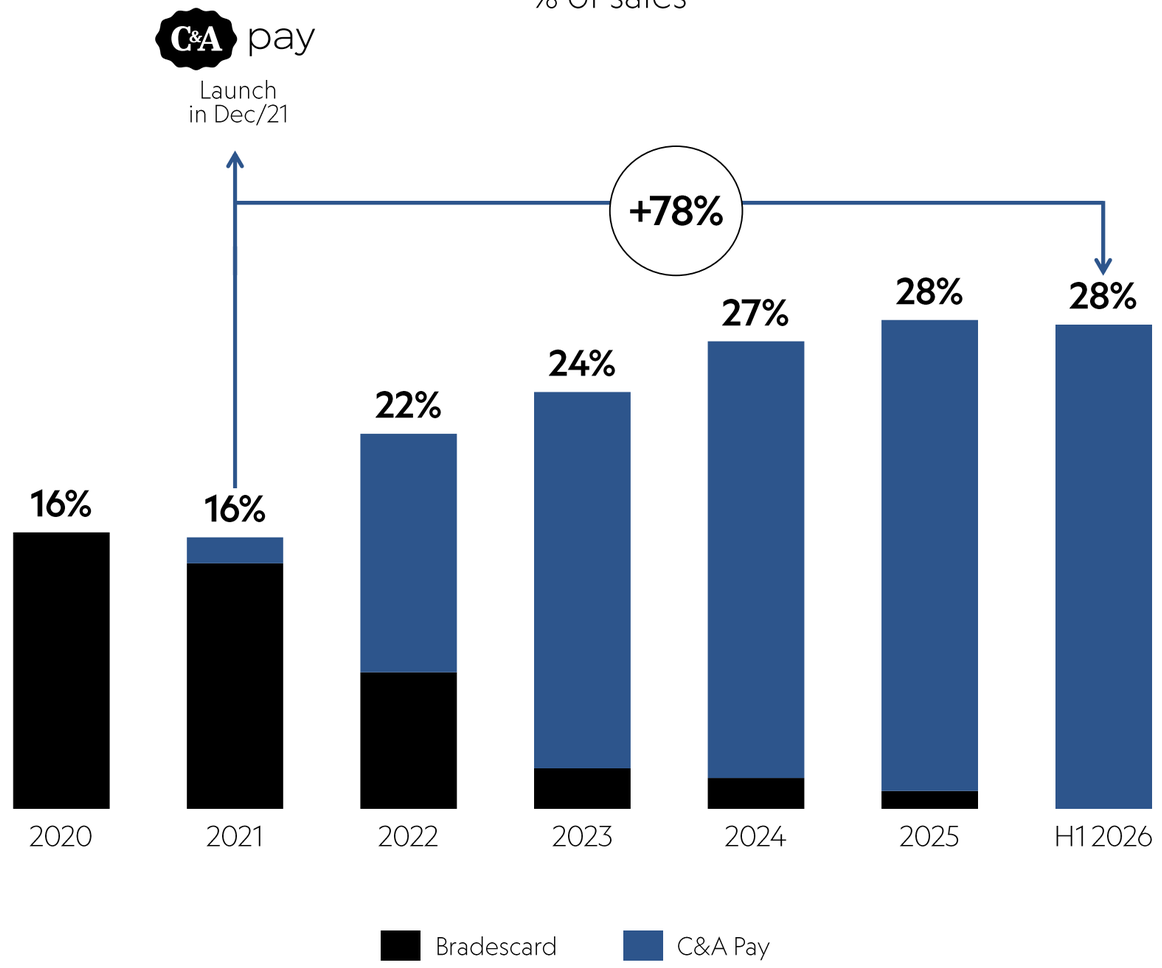
C&A pay

consolidated its presence in sales

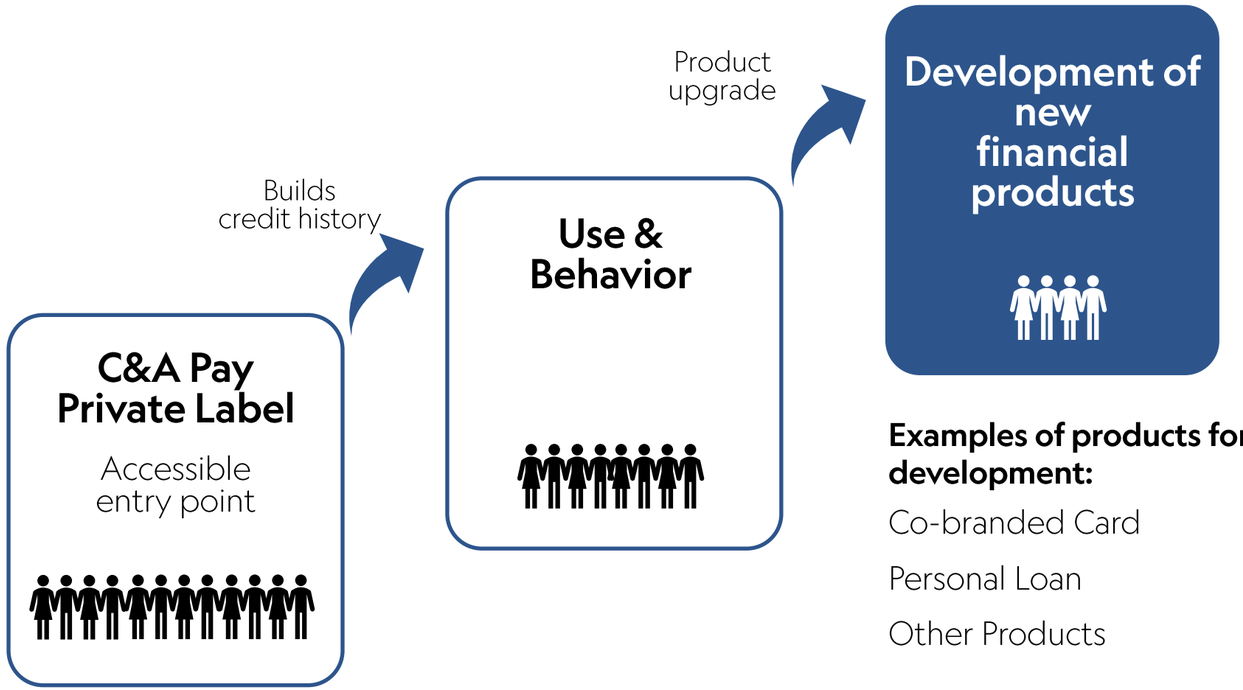
- Independent **operation**
- Breakeven achieved
- Growing adoption **by C&A customers**
- Delinquency **under control**

Share of proprietary payment methods

% of sales



We want to increase the weight of credit products in EBITDA, while maintaining our rigor and discipline



Examples of products for development:

Co-branded Card

Personal Loan

Other Products

We were born digital and will remain so: 100% of the offer via digital channels



Key Takeaways

We want **to enhance the level of relationship and engagement with our customer base**

We have an extensive, qualified customer base as a competitive advantage

CRM and **Loyalty are important platforms for building this more individualized contact with the customer**

Credit is an **important growth and loyalty lever, through improving the C&A Pay value proposition and developing new financial products with controlled risk**

ACE
a standalone brand



Filipe Albuquerque

New Business Director,
1 year at C&A, +15 years of experience
(C&A trainee 2011)

Athleisure

Athletic + Leisure

A behavioral shift:

Intersection **of the functional with the aesthetic**

A combination creating comfortable, functional and versatile looks **that let you move through the day**

~US$ 400Bn
Global market value (2026)

+7% p.a.
Global market growth (last 5 years)

Growth drivers are not the performance-focused brands

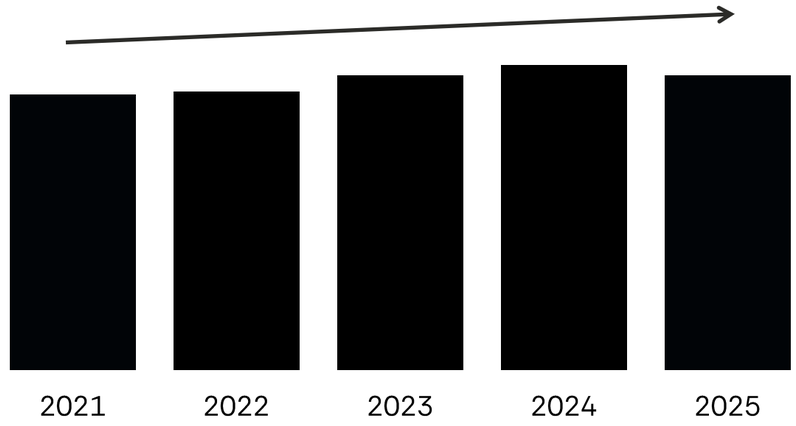
Source: Euromonitor. Considers global growth and market value of Sportswear, including apparel, accessories and footwear



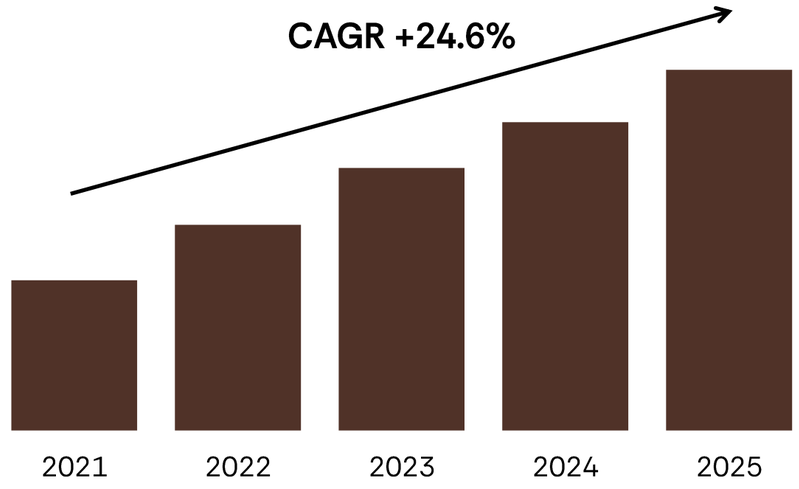
Market Opportunity:
Lifestyle brands accelerating, growing faster than purely athletic brands

Consolidated gross revenue – **Global market**

Established athletic brands
Player 1 + player 2 (combined revenue)



Accelerating lifestyle brands
7 athleisure players (combined revenue)

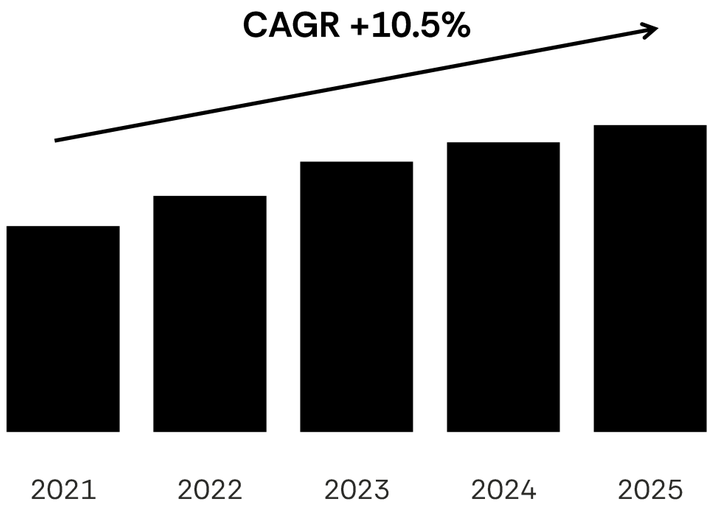


Source: GlobalData and Euromonitor

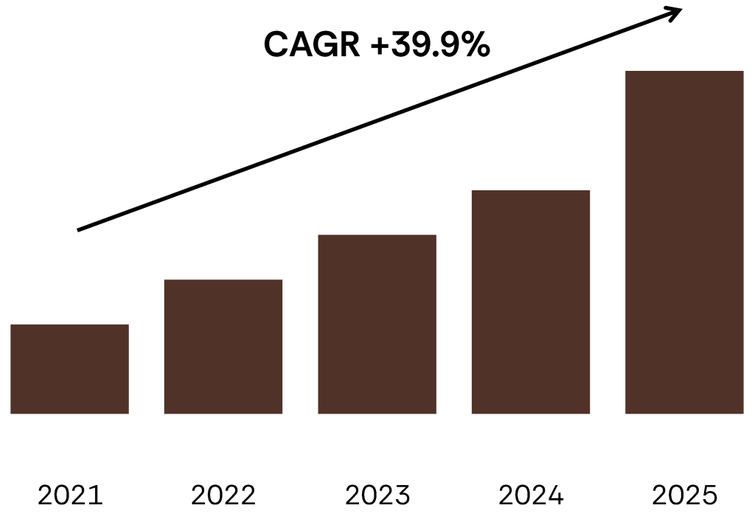
In Brazil, the global pattern repeats:
Established athletic brands are growing, but it's the lifestyle brands driving the market

Consolidated gross revenue – **Brazilian market**

Established athletic brands
Player 1 + player 2 (combined revenue)

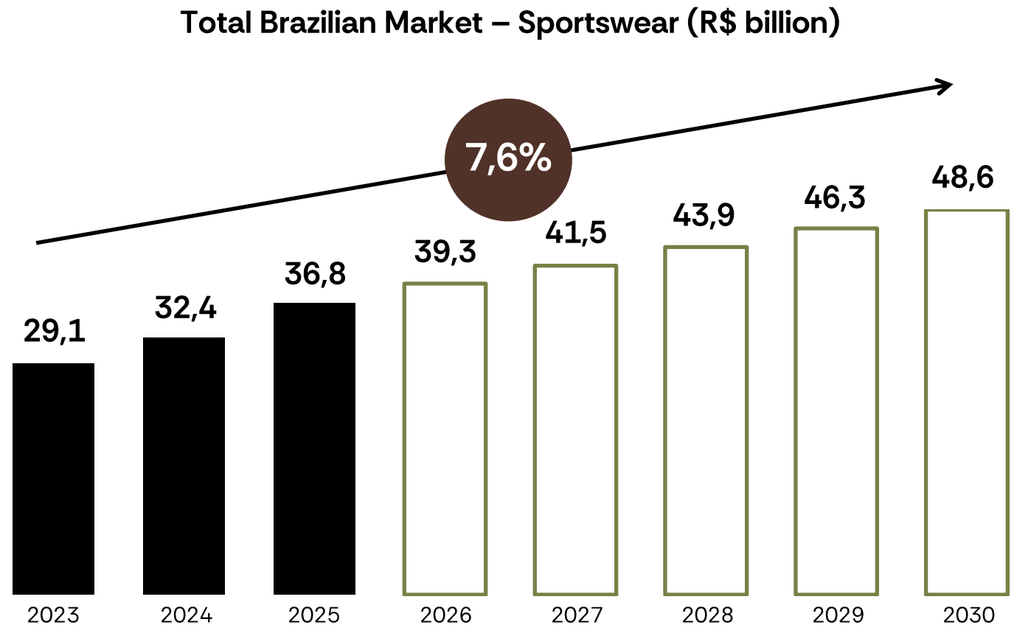


Accelerating lifestyle brands
7 athleisure players (combined revenue)



Source: GlobalData and Euromonitor

The athletic segment,
by the end of 2025, amounted to ~R$ 37Bn, accounting for 19% of the apparel and footwear market in Brazil



19% of the total Brazilian apparel and footwear market

Source: Euromonitor, Sportswear market considering apparel, accessories and footwear.



Product DNA



Sensory

Premium fabrics and finishes that turn touch into an experience. Comfort, lightness and well-being from first wear



Third Item

Versatile items that transition naturally between different moments of the day, expanding the possibilities of use through styling



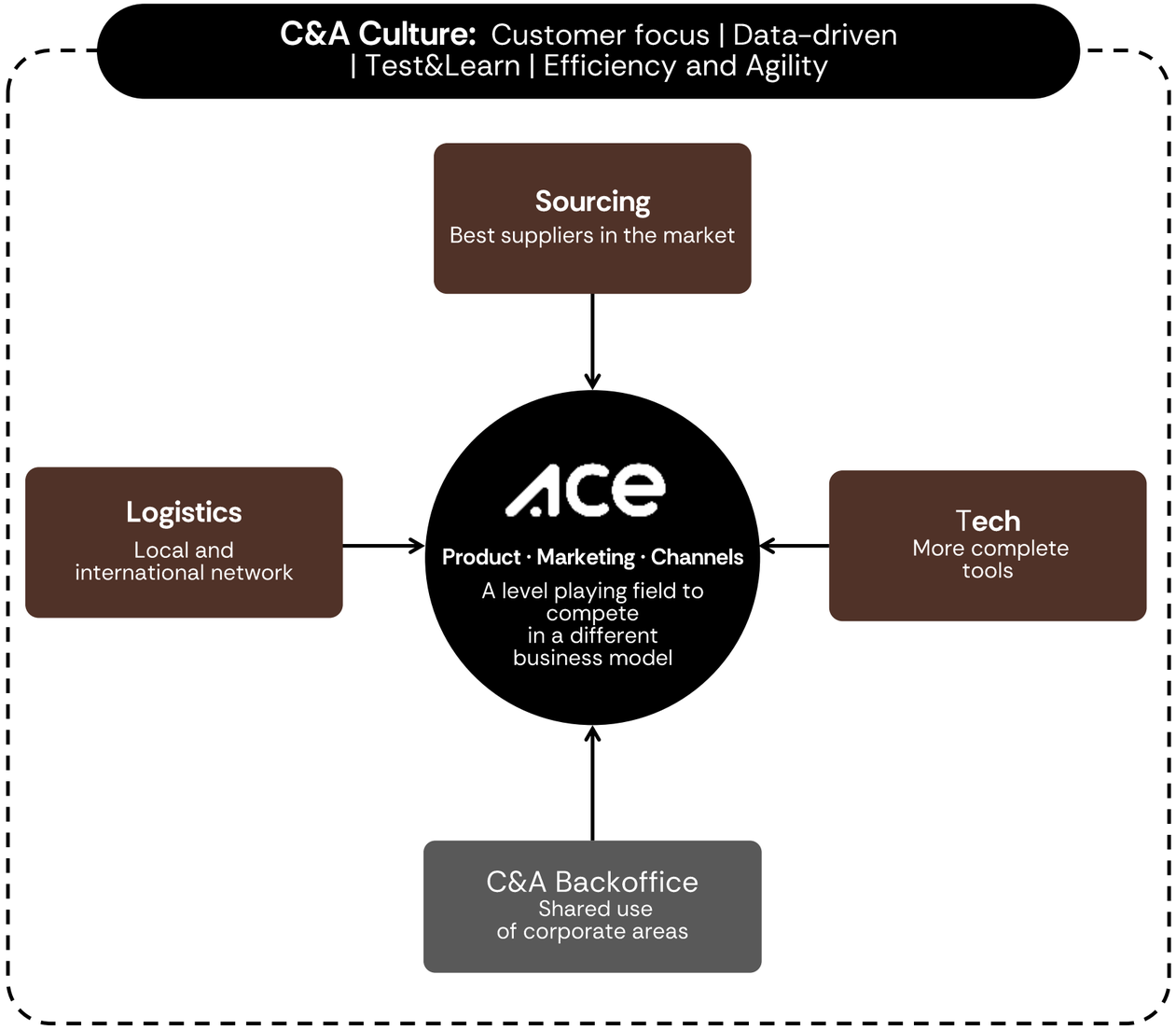
Smart Minimalism

Clean silhouettes, sophisticated palette and intuitive combinations that create a contemporary, feminine look with fashionable appeal

Born with its own structure to compete in an adjacent market

It **leverages the C&A ecosystem** to launch with a **lean cost structure and robust capabilities**.

Within C&A stores, the **sportswear line is being rebranded as C&A Sports**, maintaining strong growth momentum and expanding its leadership in large-format retail.



Premium positioning with an omnichannel focus

Intuitive **and inspirational navigation**

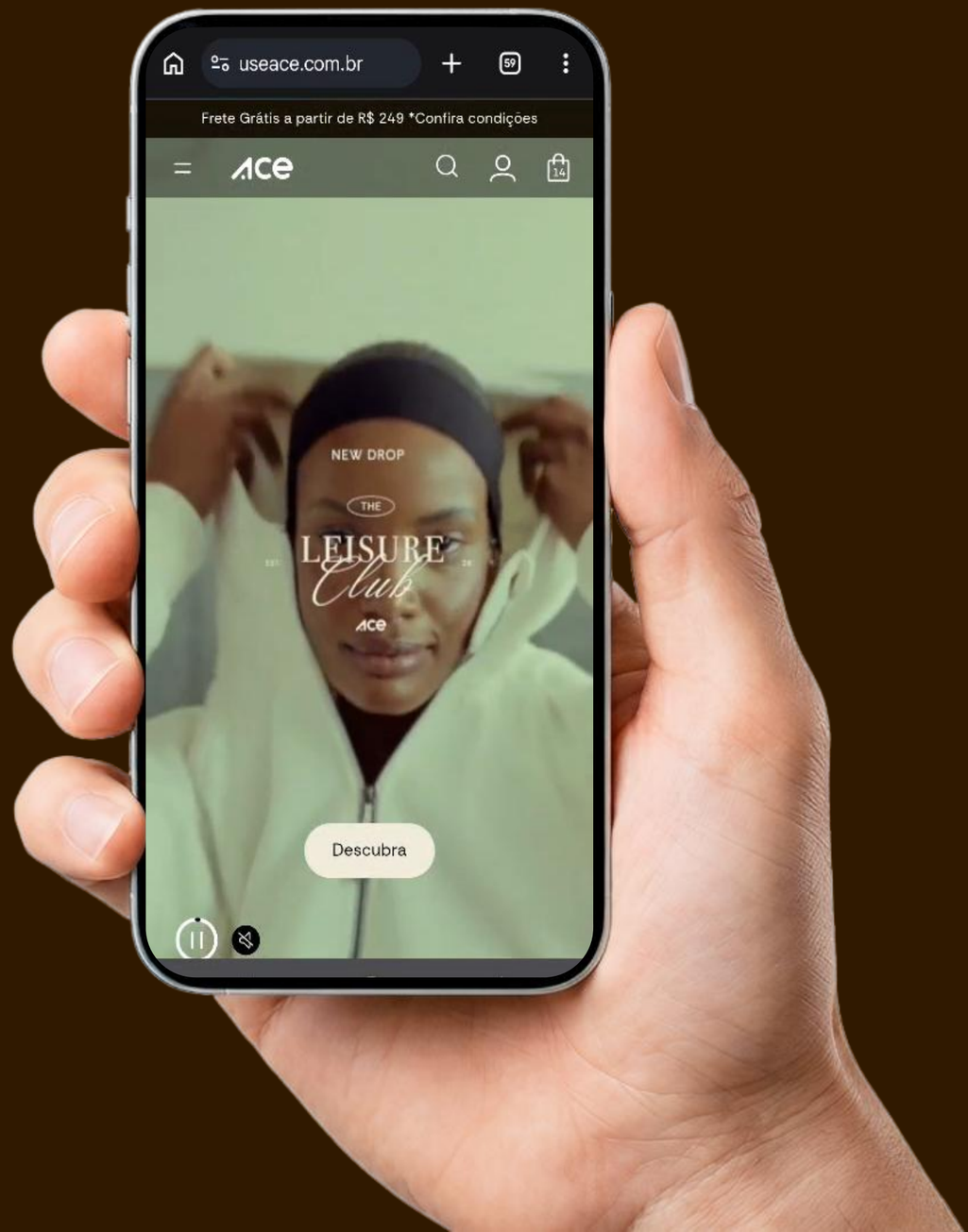
Omnichannel (ship from store, pick-up, showrooming, WhatsApp)

Integrated **communication across the store and digital journey for conversion**

App launch **in Q4**

Curation and **fashion language**

Focus on **product experience**



Architecture
as an expression of the brand

Proprietary architecture, designed by Marcelo Rosenbaum, which embodies our premium **positioning**

Product at the center of the shopping experience.

Sensory elements that reinforce fashion, lifestyle and well-being

Experience designed for dwell time: Assisted service, curated VM and its own signature scent



Business model journey

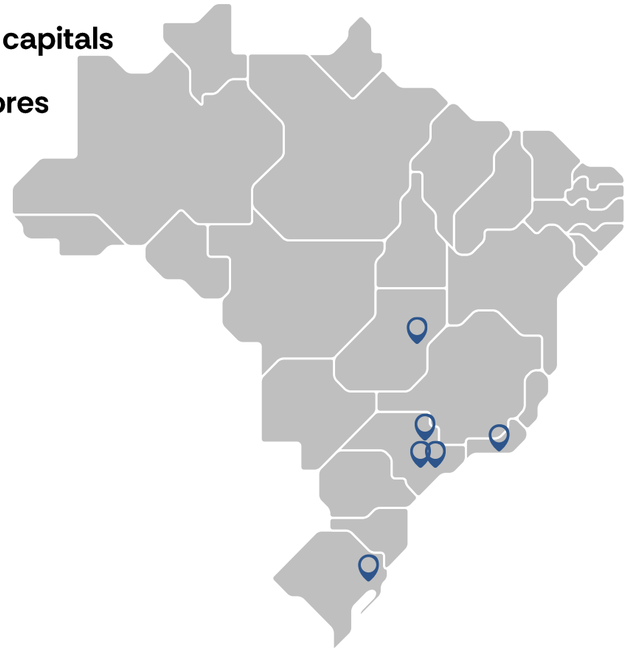
WAVE 1

Own **Stores**

Focus on class A/**B shopping malls**

Tier 1, state capitals

Up to **10 stores**



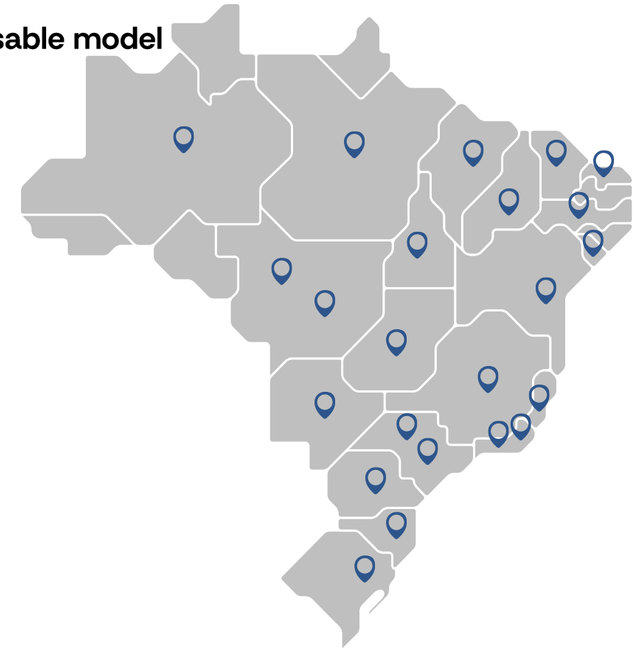
WAVE 2

Learnings **and adjustments to the model**

~~Ex~~pansion **of own stores**

Testing **of a franchisable model**

Up **to 25 stores**



Roll-out of the scalable model with national coverage

Technology and AI for a smarter, more capital-efficient model

Bruno Ferreira
Technology Director,
15 years at C&A



Full Power Ambition



Make technology & AI a **strategic** business **capability, results-driven, able to build one C&A for every customer and enable growth with productivity and capital efficiency**

We built the technology foundations that enabled us to advance in Energia... Now we're entering a new phase to scale this impact

2019-2022

Building Technology Foundations

- Cloud First Architecture
- Data Lake
- Push & Pull
- DC Automation
- New WMS

2023-2025

Technology Platforms & Process Digitalization

- C&A Pay
- New App & New Site
- CRM Engines
- Hyper-personalization
- RFID
- Commercial Intelligence Hub
- ★ Creation of the Applied Technology committee

2026-2030

Activation & Scaling

- Dynamic Assortment by Store
- Store Tech
- New Omni Digital Architecture
- Pricing 2.0
- AI Productivity
- Loyalty & Integrated Experience
- GenAI

Technology & AI
Already delivering measurable impact on key value levers

Revenue & Margin
More precise decisions that improve margin



+4.7 p.p.
Gross margin in apparel with Pricing since 2023

+30%
Revenue impacted by Dynamic Assortment Rollout in 2026

Conversion
More conversion and digital growth



+5x
More conversion with Home For You vs. standard Home page

+5x
More conversion with AI Personal Shopper vs. traditional browsing

Productivity
Less effort, more efficiency



90%
Of customer service interactions handled by AI CSAT 8.2

-44%
In the service team with Conversational C&A Pay

Experience
More fluid, modern and personalized



+200
Stores with RFID self-checkout by Q3-2026

Collections created with AI
Brazilian Resort, 1st collection created with AI at C&A - Q1/2026

Four value levers guide the next phase of technology & AI

1



Commercial intelligence

+ Sales per m²

2



Customer experience

+ Conversion in-store and digital

3



Customer relationship

+ Purchase frequency

4



Corporate productivity

Efficiency in processes

Lever 1: Commercial Intelligence

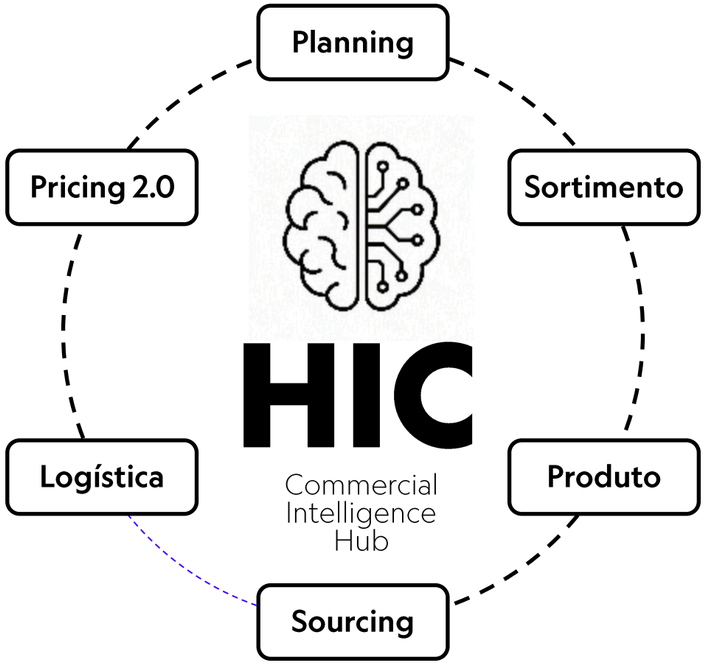
Smarter assortment boosts store productivity, increasing sales/m² and margin

Traditional Model

Homogeneous assortment

Non-optimized inventory

Reactive decisions



Full Power Ambition

Sales m2
Less Markdown

Days of Inventory (DIO)

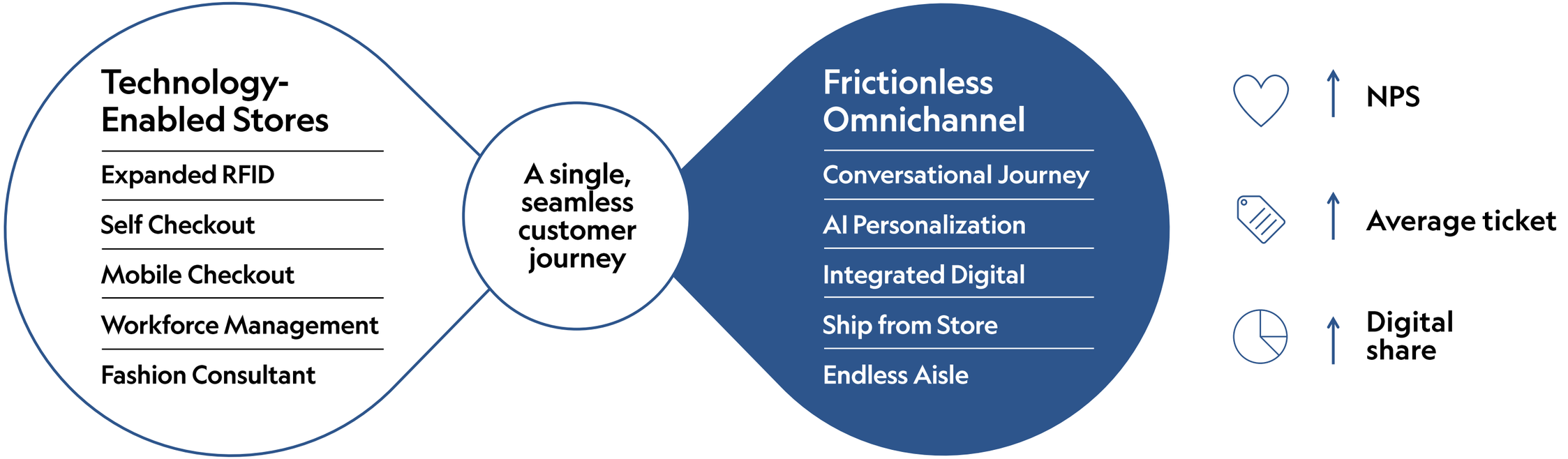
Assortment
Optimized by store

Higher sales/m² and reduced days of inventory

Significant increase in store productivity

Lever 2: Customer Experience

More integrated store and digital experiences increase conversion and customer value



Growth in OMNI customers

Lever 3: Customer Relationships
Smarter relationships increase frequency and LTV

Continuous, personalized and conversational relationship

Hyper **~~personalization~~**

Conversational **WhatsApp with integrated payment**

Automated **CRM journeys**

New **platform for Loyalty**

↑ **Frequency**

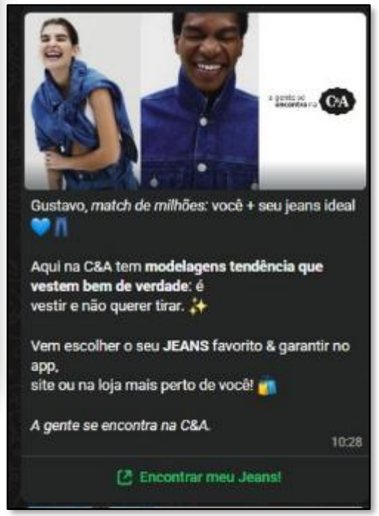
↑ **LTV**

↑ **Share of Wallet**

Recognize

Converse





Activate

Lever 4: Corporate Productivity
Smarter operations increase productivity and reduce costs

New Corporate Productivity Project

Use at scale **of automation and AI**

AI and a productivity mindset **embedded in employees' daily routine**

Simplify
Fewer platforms, less friction, centralized service

Amplify
GenAI as a tool for every team

Automate
Agents and automation handling repetitive tasks. Humans on exceptions

↓ **Complexity** ↑ **Speed** ↑ **Efficiency**



Key Takeaways

ABSOLUTE FOCUS ON RESULTS
Initiatives prioritized based on clear, measurable value theses, with discipline on return on investment

AI IN SERVICE OF THE BUSINESS
Use of AI integrated with the company's decisions and priorities, accelerating value capture and strategy execution.

A C&A FOR EVERY CUSTOMER
AI and data expanding our ability to personalize experiences, offers and relationships, increasing conversion, frequency and customer value

PRODUCTIVITY AND CAPITAL EFFICIENCY
A simpler, more scalable company, supported by AI and automation to grow with higher productivity and lower capital intensity

A more regional, agile and efficient logistics network

Hussein Rodrigues
Director of Supply Chain, 18 years at C&A



Full Power
Ambition



Ensure
the right product, in the right store, at the right time

Logistics ready
to enable growth
with **speed, flexibility and efficiency**

We revisited our logistics model to meet C&A's strategic guidelines and ambitions

Also considering **the logistics challenges of a continent-sized country like Brazil**

Readiness for Growth

Capacity and flexibility to keep pace with the expansion of C&A's store and category portfolio

Speed

Service speed and frequente replenishment, with inventory optimization

Personalization

Personalization by store and supply granularity

Financial Efficiency

Operational efficiency and return on investments

Resilience

Adaptability to market changes and mitigation of logistics risks

We used 3 complementary lenses to build our model

With support from **specialized consultancies and extensive scenario modeling**

Fashion Benchmarks

Logistics network

Delivery model

Inventory and service level

Automation

Technology

Operational Levers

Role of DCs

Location of logistics nodes

Cross-docking and Push&Pull

Level of Mechanization

Capacity

Network Optimizer

Logistics costs

Transit time

Operational capacity

Demand forecasting

Rollout of Energia: Our starting point

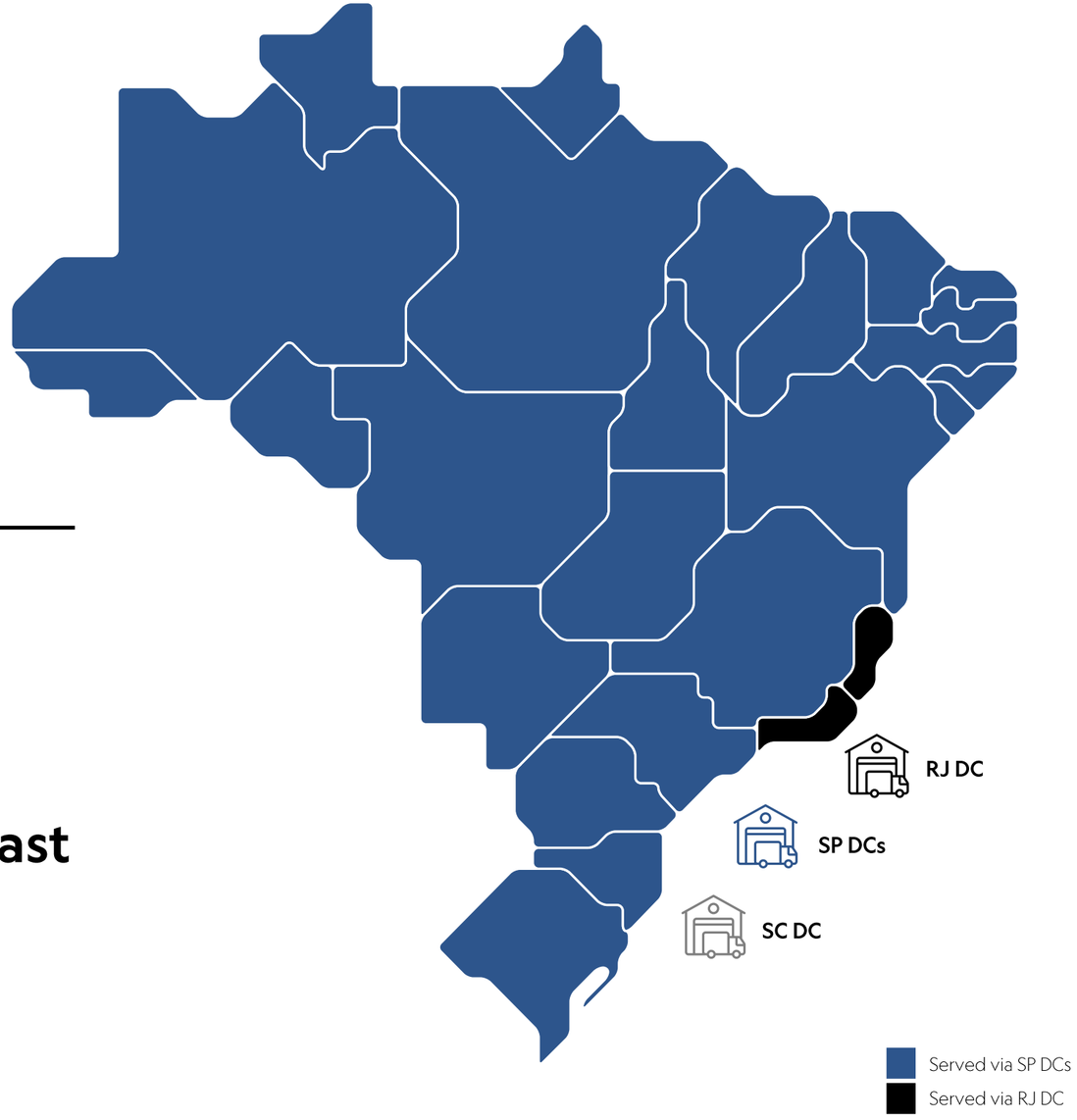
Starting from a centralized logistics network

Distribution to Stores

Distribution effort in a **single DC (SP)**

High lead time for regions like **North and Northeast**

SC DC only as **cross-docking for SP DCs**

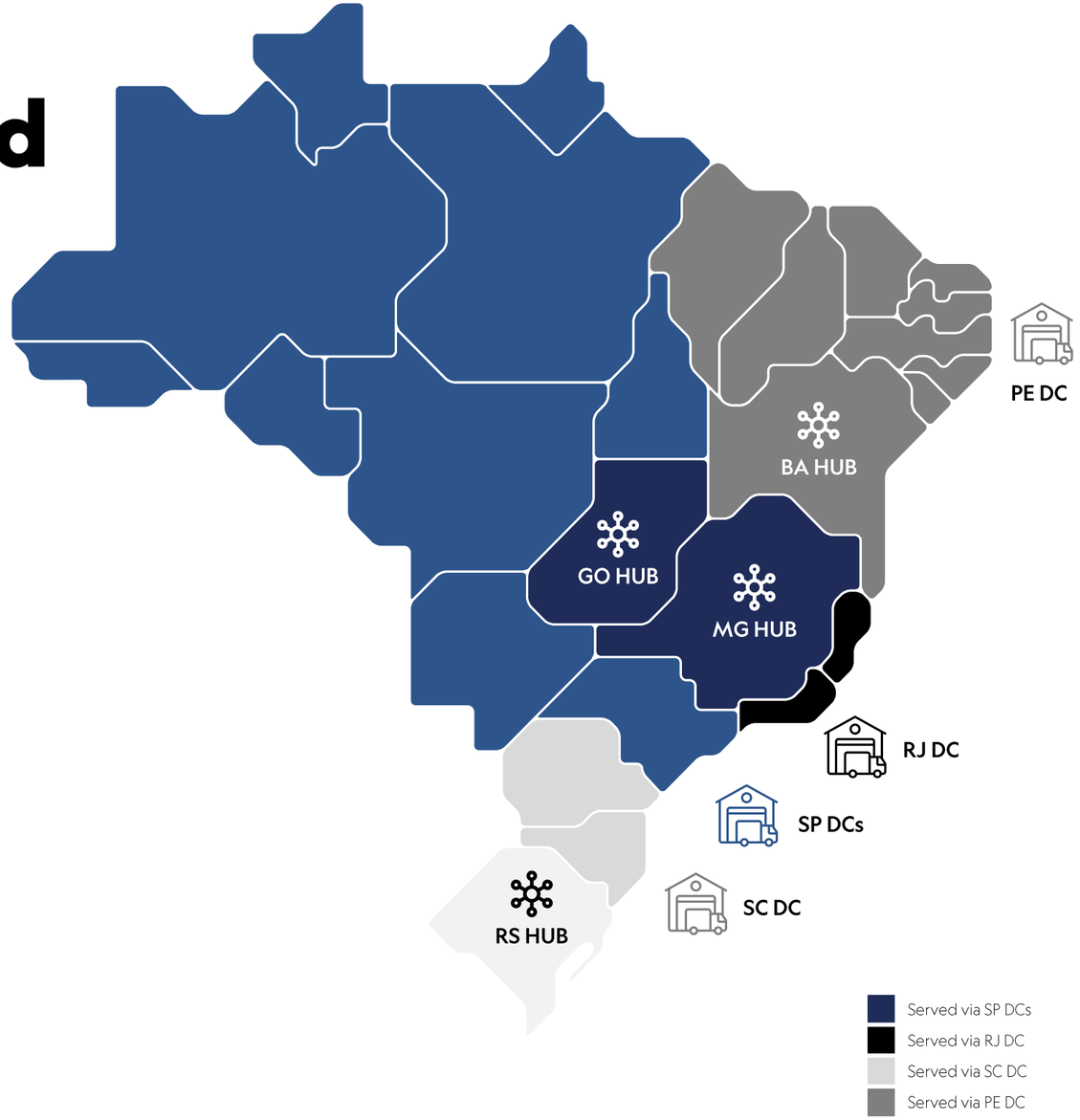


Full Power: Our ambition for 2030

Toward a more regionalized and flexible logistics network

	Starting point		Future network
Supplier inbound	3 DCs	→	4 DCs
Order processing	1 DC	→	3 DCs
Push&Pull SKU distribution	1 DC	→	2 DCs
Last mile to stores	2 DCs	→	4 DCs and 4+ Hubs

+Additional hubs under review



Full Power: Our ambition for 2030

Toward a more regionalized and flexible logistics network

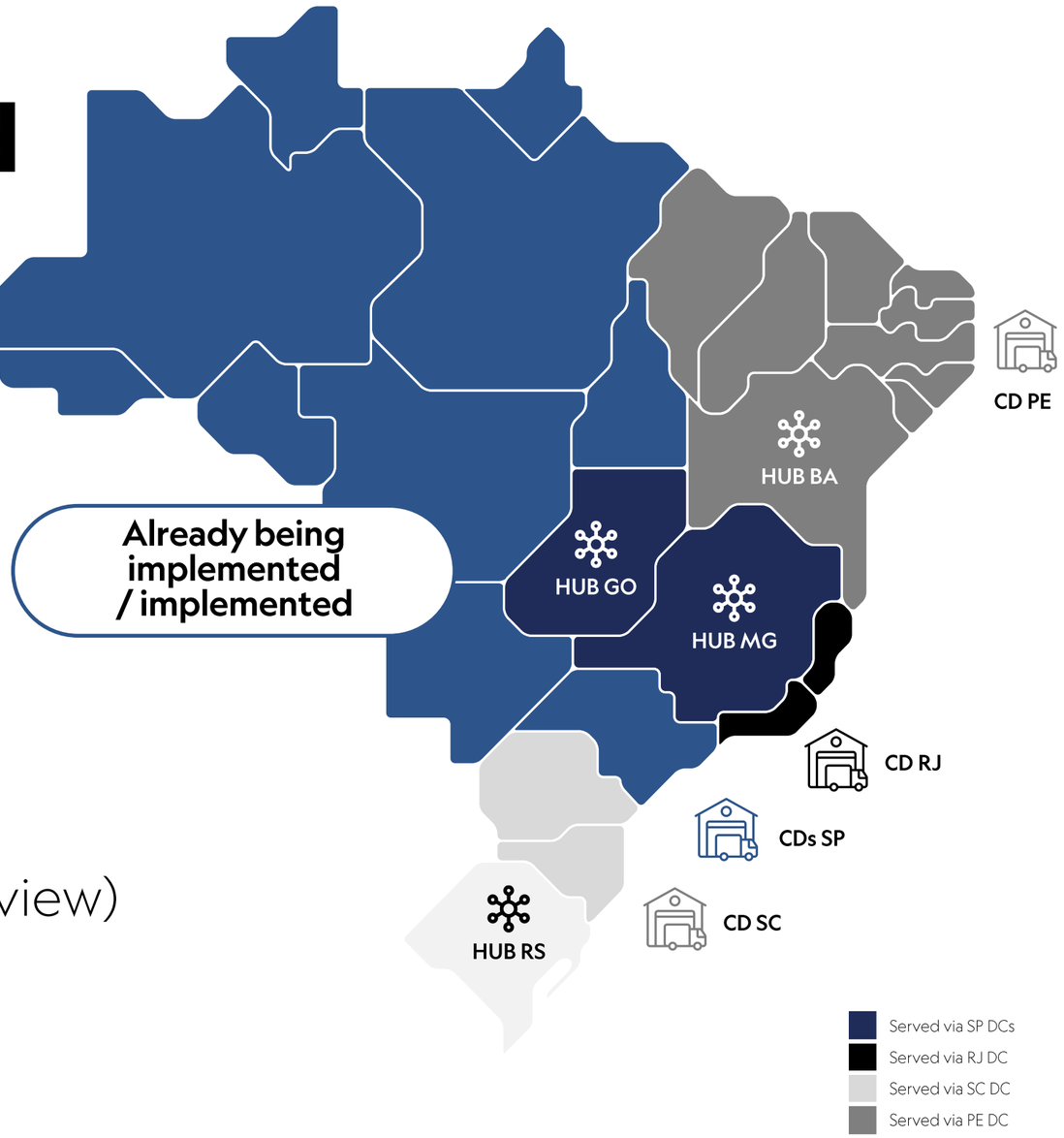
Distribution to Stores

New PE DC to serve the Northeast

Expanded scope of the SC DC to serve the South

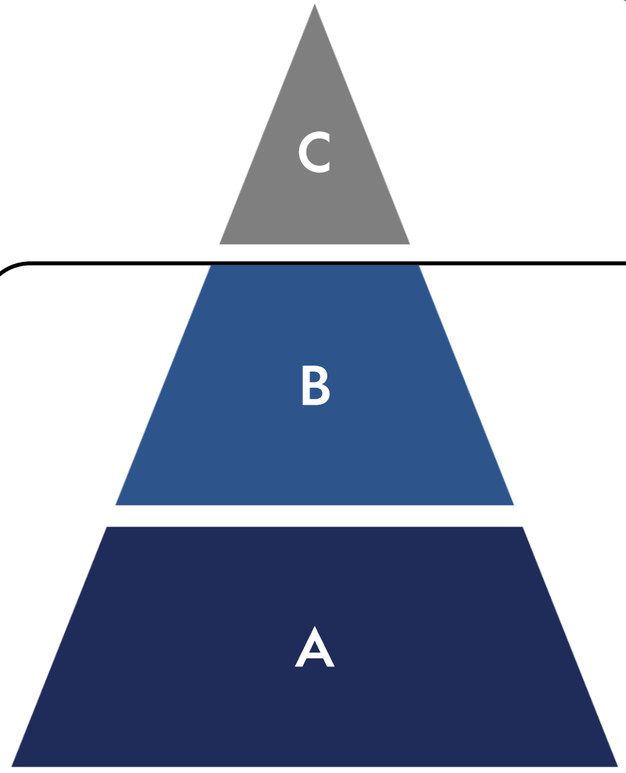
Urban hubs in RS and GO (other locations under review)

Push & pull distribution via the SP and PE DCs



Additionally, we improved the scope of the Push&Pull SKU supply model

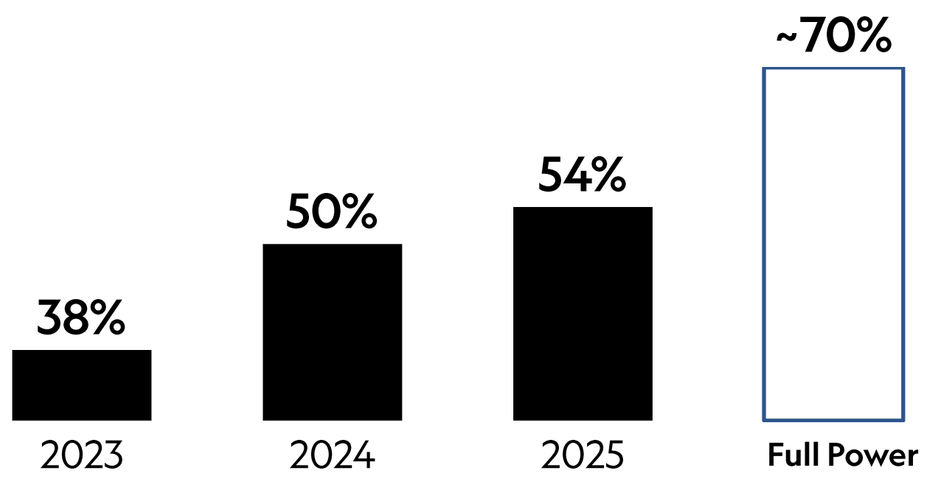
Considering **an analysis of market best practices, balancing speed and value added by mode**



	Characteristics	Fulfillment model
C	Shorter life cycles Special collections Tests	**Cross docking/Pack:** All products ✓ Speed and efficiency
B A	Scaled Products Longer life cycles Greater depth More predictable demand	**Cross docking / pack:** First shipment ✓ Speed, efficiency and demand reading **Push & Pull / SKU:** Replenishment ✓ Assertiveness, granularity and service level

With greater granularity where it generates the most value and **better service level for the customer, Push&Pull SKU coverage could potentially account for 70% of supply**

Push&Pull **SKU supply % evolution**



* Push&Pull SKU capacity expansion underway for Q4



With an investment plan focused on increasing capacity, speed and service efficiency



Automation

Sorters, conveyors, RFID and solutions suited to flow



Infrastructure development

Development of new and current sites, operational capacity



Specialized Operations

Capacity expansion for push&pull, e-commerce and beauty



Systems, Analytics and AI

Better allocation, transportation and planning decisions



A logistics network better prepared for the next growth cycle

Higher speed, reach and inventory efficiency through regionalized distribution

More accurate replenishment with strengthening of Push & Pull where it generates the most value and service level

Strengthening of performance through investments in automation, infrastructure and digital intelligence

Flexible, **more agile and efficient logistics design**, enabling profitable growth

A culture that turns ambition into results



Carolina Borghesi

VP People, Culture and ESG
3 years at C&A, +25 years of experience

Full Power Ambition



Enhance the **capture of Full Power, raising productivity, with** performance-driven culture and development of new capabilities

---

Consolidate our **positioning in ESG centered on circularity and diversity**

Pillars of the Energia cycle
that will boost the Full Power strategy

1



Strengthening
of leadership

2



Management Model
generating alignment and results

3



Training
as a **lever for transformation and performance**

4 **Authentic culture,** intentionally shaped

5 **ESG agenda** consistent and generating positive impact

Strengthening of the leadership team, adding new talent to the executive team

65 Partners

43 yo (Average age)

63% With +10 years in fashion retail

27% More than 15 years at the company

26% Were hired in the last 2 years

Talent development and retention

66% Of our partners were **internally promoted**

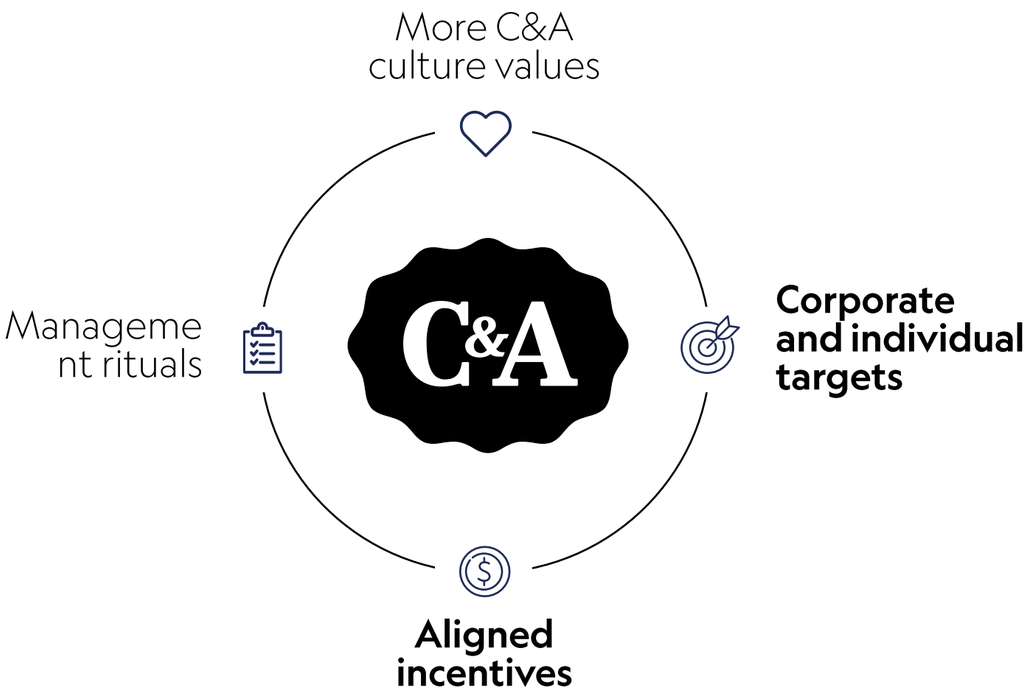
15% Of leaders entered through the **trainee program**

93% Partner retention **during the Energia cycle**

Succession Planning

1. Performance **and potential assessment**
2. Identification of **successors**
3. Adjustments to **organizational architecture**
4. Calibration **committees**
5. Development **and Readiness Plans**
6. Governance **and evolution of the model, anticipating the new capabilities critical to strategy execution**

Management and incentive model that ensure alignment with C&A's goals



60%
Of executive compensation is variable

50% Short-term **incentives**

Corporate targets linked to strategy

65%
Business targets.

NPS, Sales, EBITDA, Net Income and Frequency

35%
Individual targets.

ESG, Succession, Indicators and strategy-related projects

50% Long-term **incentives**

PSUs **value creation targets**

50%
TSR

50%
ROIC

Scalable people development: A performance lever

The Model

Structure that supports training

Modern**, user-friendly technology platform with very positive user ratings**

Instructional **design team producing proprietary contente**

27 dedicated specialists, one per region,accelerating application

Execution at Scale

From 2023 to 2026

97%
Trainee satisfaction rate

92%
Learning

+81%
Training hours per employee

+76%
Total training hours

The Business Result

What training is already delivering

-25%
turnover (Jan 2024 to LTM26)

+13 pp
Store NPS

+5.8 pp
C&A Pay penetration

+15 pp
AI adoption in daily routine

C&A Culture

Authentic, intentionally shaped and coherent with the future we want to build

2023 – 2024

Alignment between Culture and strategy

Consolidation of our Manifesto and Purpose:

+ Customer
+ Inclusion
+ Product
+ People
+ Team

2025 – Today

Culture Evolution with Performance

Energia

Management model, aligning incentives, **generating results and leveraging training to strengthen our execution capability**

2027-2030

Culture Evolution

Full Power

Enhance our workforce with automation and AI while keeping human relationships

Culture that attracts new talent

Engagement of our employees

Satisfaction Index

92.8

More than 11,000 employees surveyed at 4 timepoints during the year

Best company to work for in fashion retail in 2026

Great Place To Work.® Certificada MAI 2026 - MAI 2027 BRASIL ™

Recognized with the GPTW Badge since 2019

ESG as a strategic pillar

Full Power Ambition

Strengthen our ESG positioning based on circularity, being a diverse and inclusive company

Circularity

A purpose that follows every item, from raw material to new life

Diversity and Inclusion

Representation across all our relationships

Climate Change

A climate commitment running through every stage of our journey

Drivers

Goals, plans, innovation and transparency that integrate sustainability into business strategy

Engaging change agents


Customers


Suppliers


Specialists

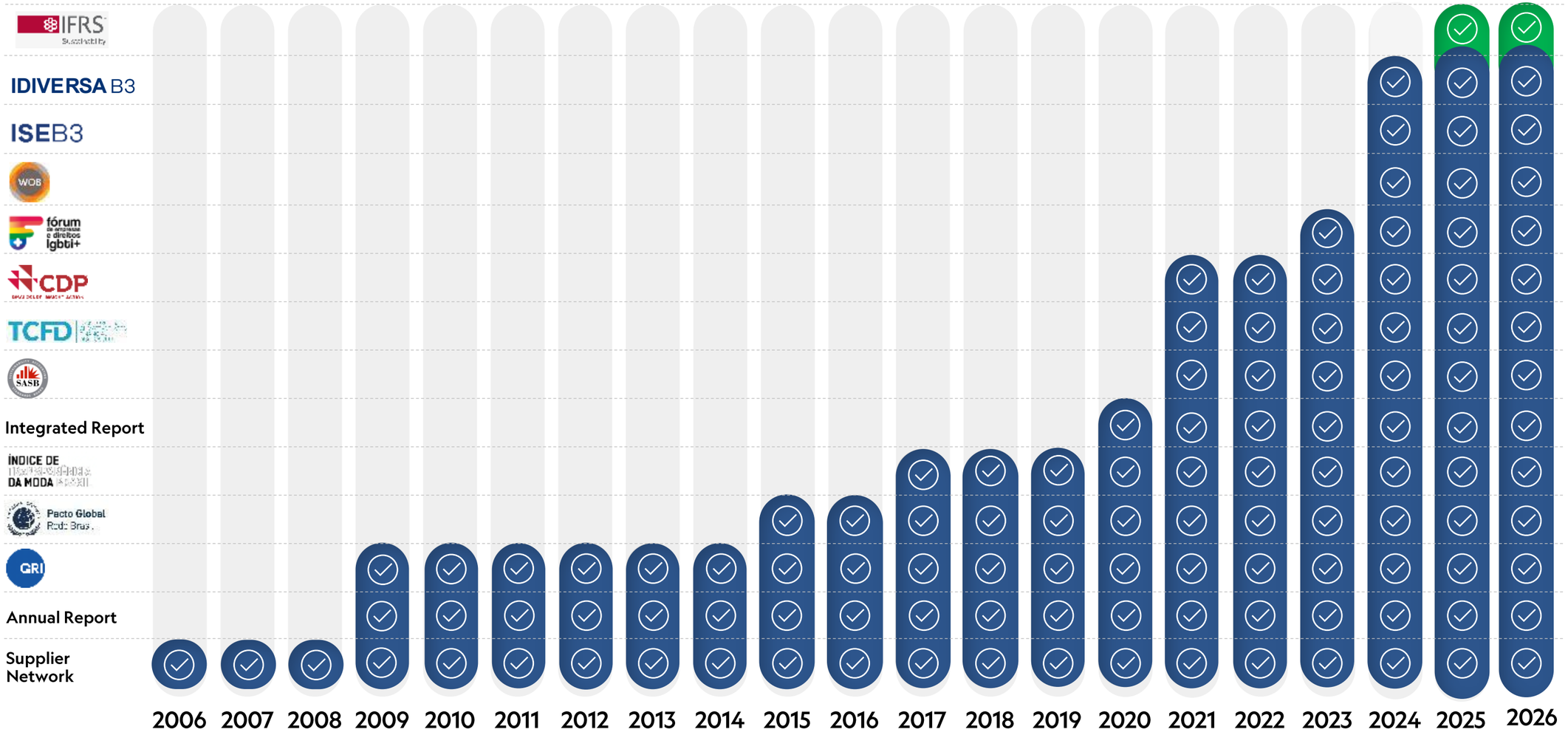

Community


Employees

Our public ESG commitments are advancing with solid results

		Public 2030 commitments	Today
Promote circularity	Products incorporating **circularity principles**	50%	33%
Promote leadership equity	**Women** in leadership positions	60%	60%
	Black and Indigenous people in leadership positions	30%	30%
Contribute to the transition to a low-carbon economy	Reduction in **absolute emissions.** (Target approved in 2025, aligned with the 1.5°C scenario)	42%	Measurement of reduction potential **started in 2026**
Promote the use of sustainable raw materials	**Main raw materials from more sustainable sources:** cotton, viscose and recycled polyester	80%	72%
Reduce single-use plastic pollution	Single-use plastics **replaced by more sustainable alternatives**	50%	41%

ESG action is part of our history. And of our future



instituto C&A 35 anos

Fashion with Positive Impact

It's what we find when we do it together



Volunteering

+55 thousand Hours Donated

128 NGOs supported annually

+22 thousand People impacted annually

30% Of C&A's workforce volunteered



Entrepreneurship

955 Entrepreneurs supported

22 Projects executed



Employability

950 Professionals supported



Key Takeaways

We started the Full Power cycle with the right team: **prepared, aligned leaders, with mapped successors**, ensuring business continuity

The management and variable compensation model **brings alignment and focus, driving results**

Our strong culture generates engagement, **strengthening our ability to attract and retain talent**

People training ensures consistent execution, productivity and **consequently drives performance and value creation in the 2030 cycle**

Our consolidated ESG practices will be reflected through **our focus on circularity and diversity**

Profitable growth with capital discipline



Laurence Gomes

VP Finance and IR,
3 years at C&A, +19 years of experience

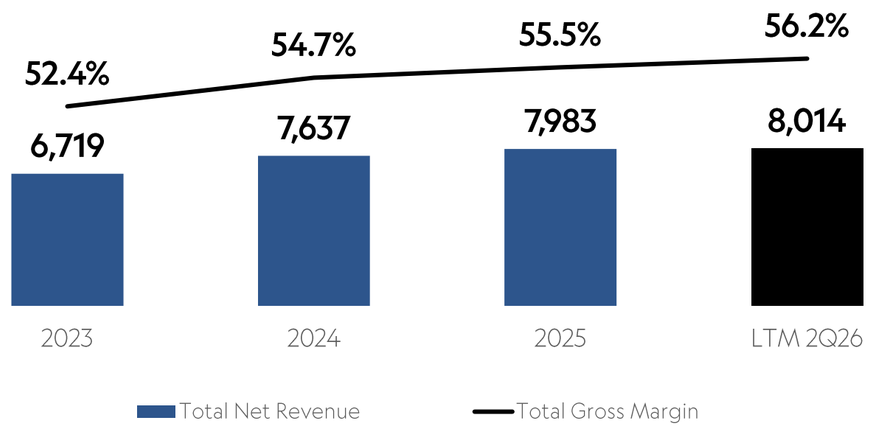
Energia



Consolidated the financial foundation needed **to grow profitably**

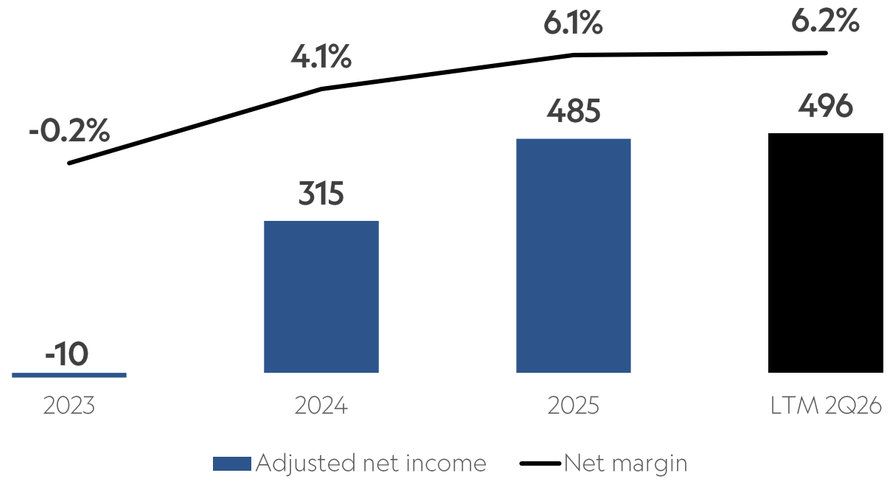
The Energia cycle raised the bar for growth and profitability

Total net revenue and gross margin (R$ mn)



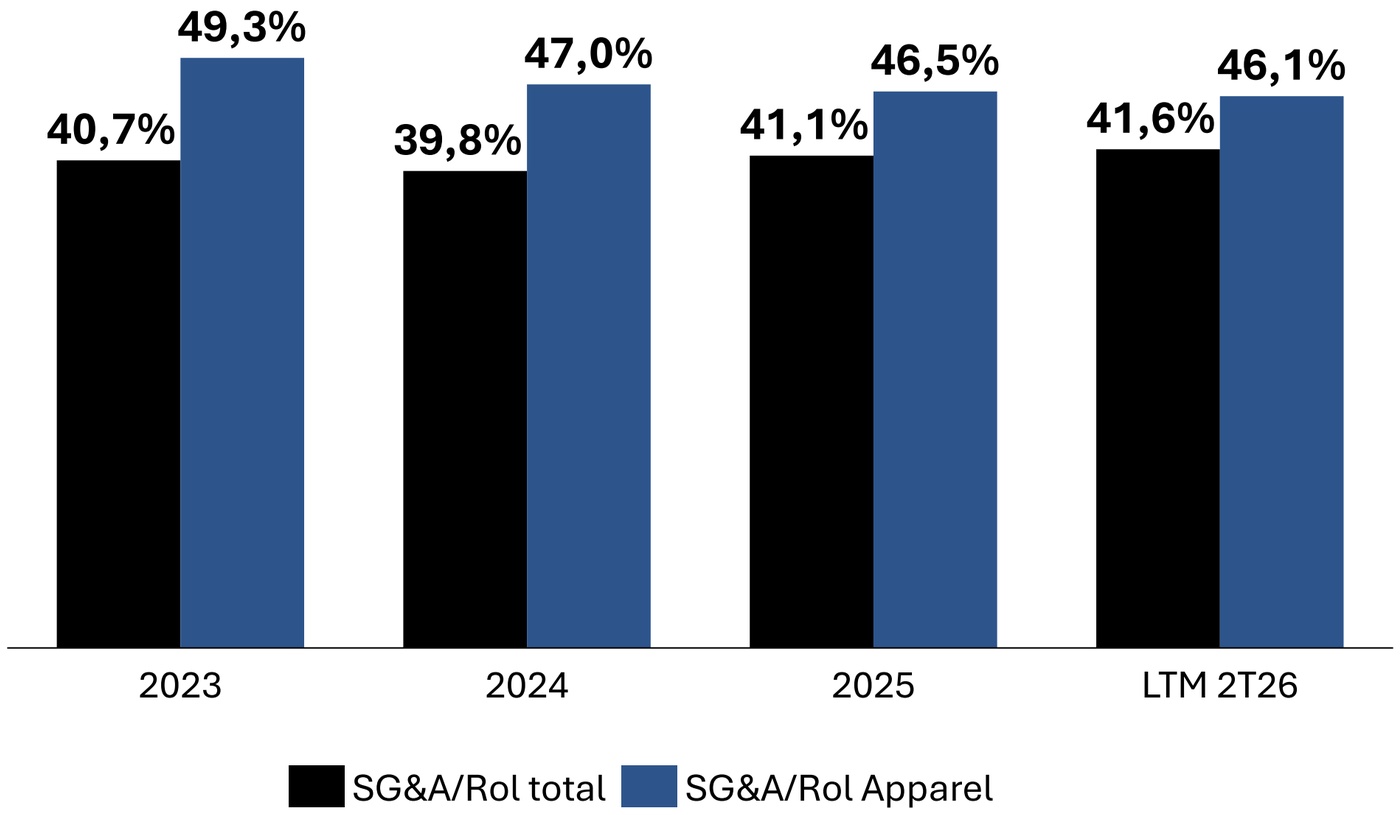
+19%
2023 – LTM 2Q26

Adjusted net income (PRE IFRS16) R$ million



~R$ 500 mn
Net income LTM 2Q26, reversing the negative result of 2023

Expense management discipline keeps expense growth in line with total revenue and dilution in apparel

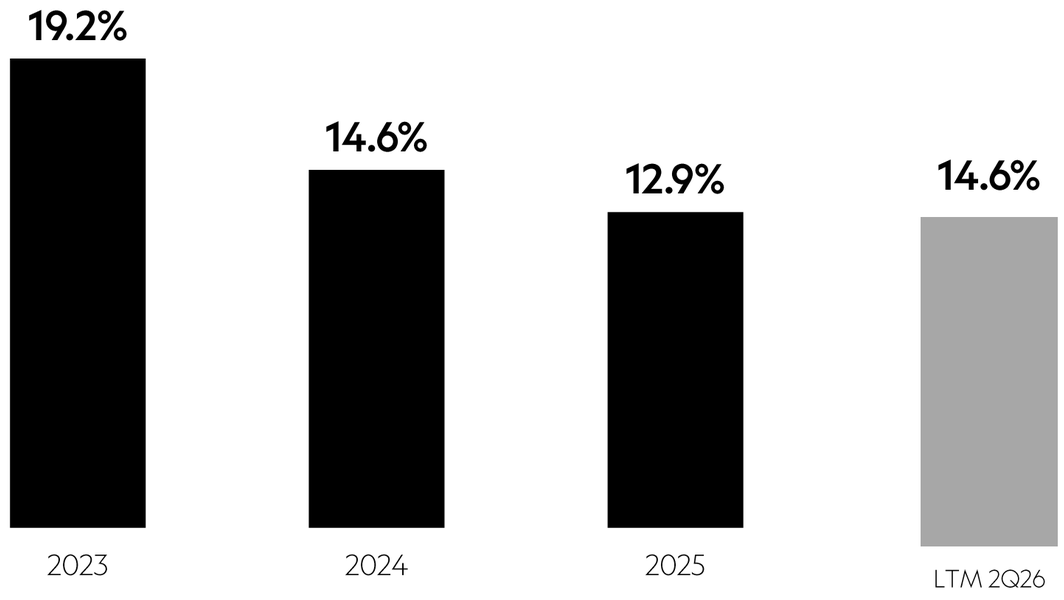


2025 impacted by the discontinuation of the mobile phone business and termination **of the Bradescard partnership**

In apparel, consistent evolution of expense dilution since 2022, supported by strong discipline in expense management and control

The Energia cycle consolidated a more efficient operational and financial base for capital use, supporting the next growth cycle

Working Capital (% Net Revenue)



Discipline in capital use:

Working Capital Committee

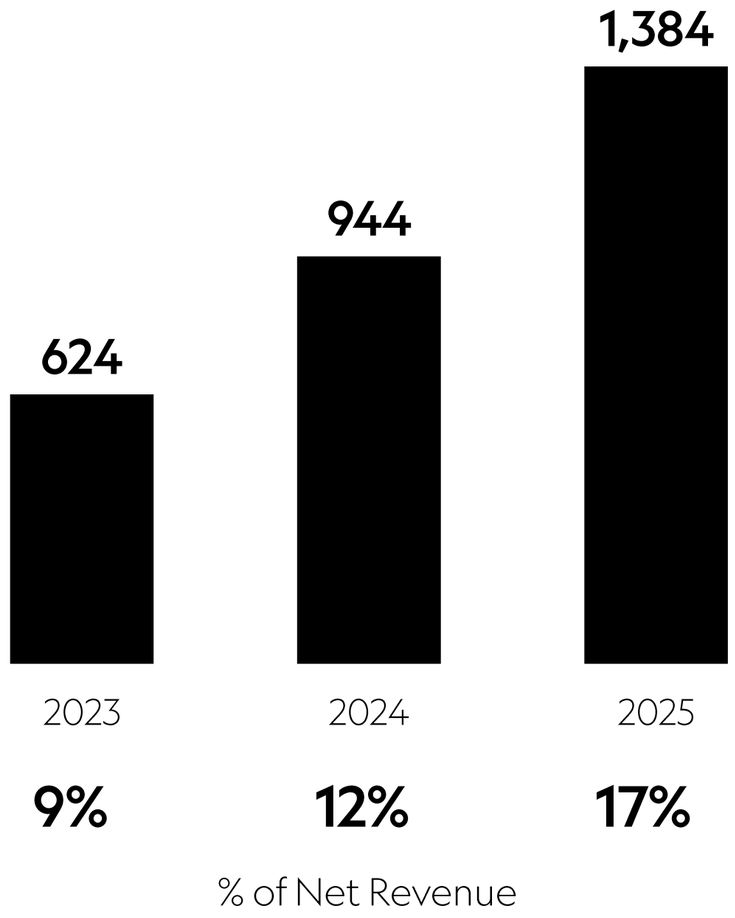
A permanent, cross-functional governance body that prioritizes value-creating opportunities in capital allocation and ensures greater rigor in the management of inventory, accounts receivable, and accounts payable

A foundation for reinvestment without straining the balance sheet

Freed-up capital expands the capacity to fund the next growth cycle (2027–2030) without relying on additional debt.

Higher profitability and efficiency in converting results into cash expanded our investment capacity

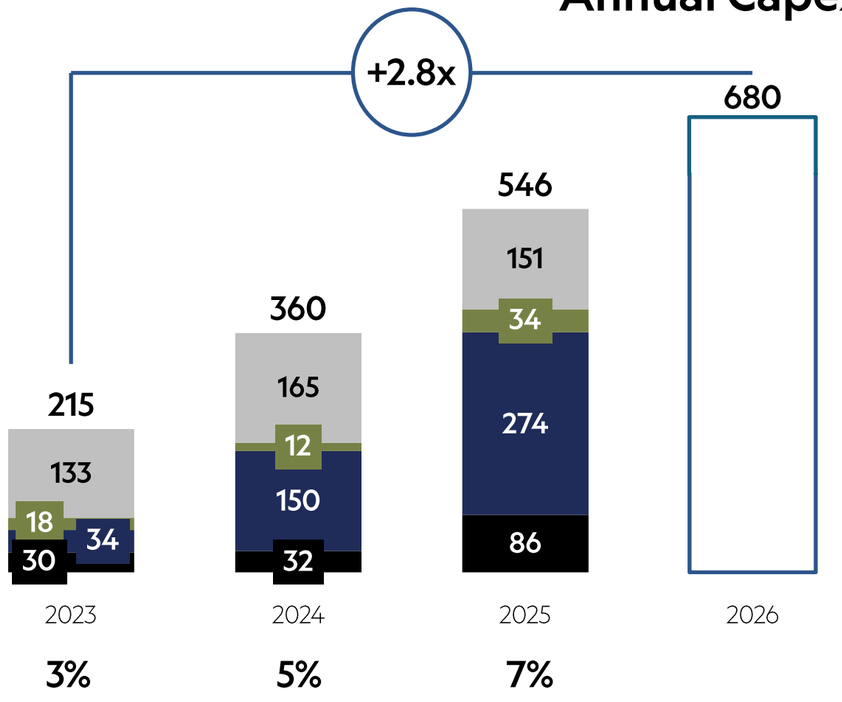
Operating cash flow (R$ million)



Note: Excluding the impact of Bradescard in 2025 as disclosed in the 4Q25 earnings release

Cash generation allowed us to accelerate investments in projects that boost growth, productivity and ROIC

Annual Capex (R$ million)



Tech investments: Commercial Intelligence Hub, dynamic assortment, CRM & RFID

Logistics improvements **with new** logistics hubs, automation and expansion (South and Midwest)

+32 renovated stores, including 23 under the Energia concept (2024 to 2Q26)

16 new stores (2024 to 2Q26)

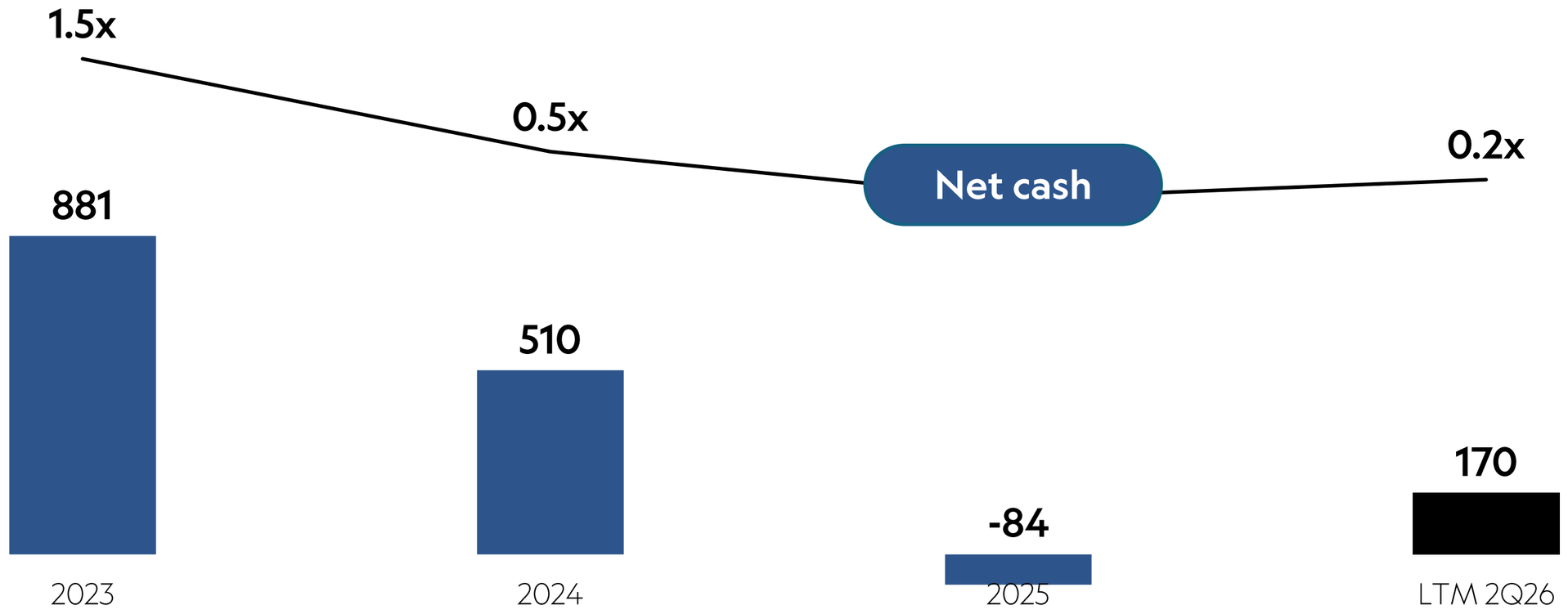
+R$ 1.1Bn

Invested during the Energia cycle 2024-2Q26

Governance focused on projects, preserving investment discipline and prioritizing projects with a minimum IRR of 18%

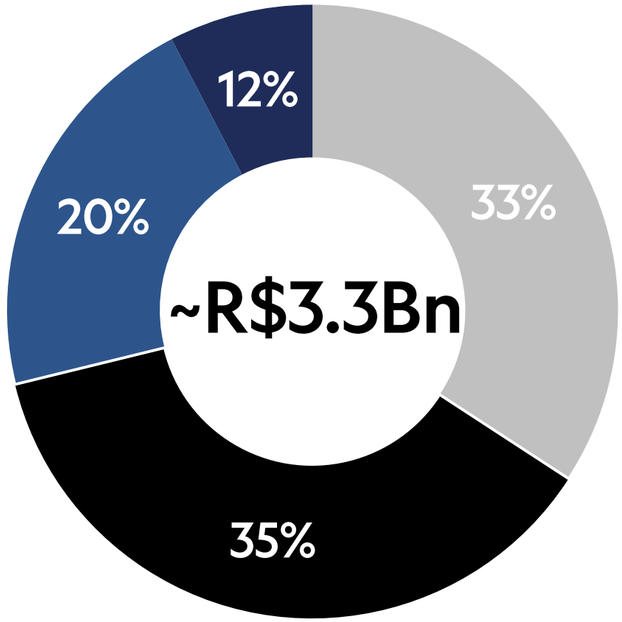
Even with accelerated investments, we reduced debt and reached a net cash position in 2025

Net debt and leverage (R$ million)



~R$3.3Bn of cash generated between 2024 and 2Q26 restored our capacity to reinvest in the business and, starting in 2024, we resumed shareholder returns through dividends

Capital allocation 2024-2Q26



Debt amortization
R$1.2Bn
35%

Interest payment
R$0.7Bn
20%

CAPEX
R$1.1Bn
33%

Shareholder return
R$0.4Bn
12%

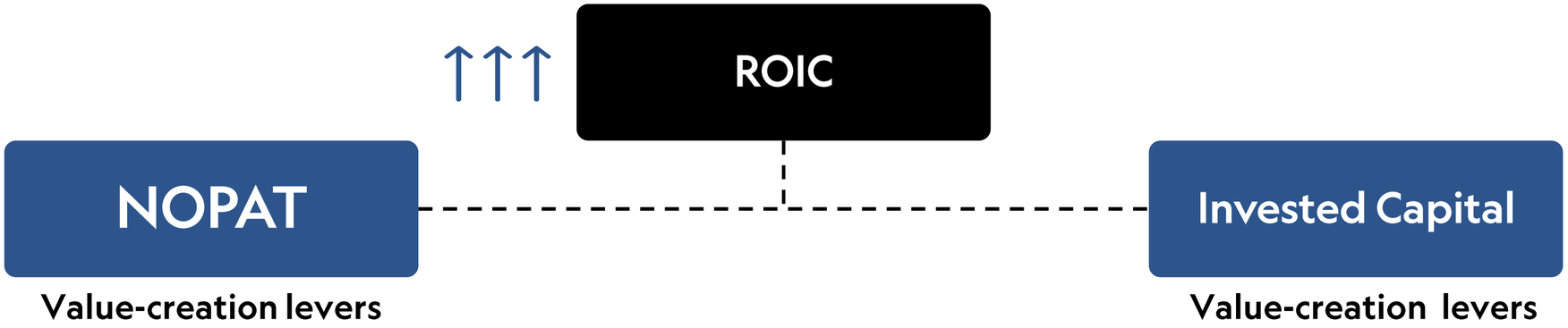
Note: Net of new debt issuance amortization. Shareholder return considers dividends to be paid in Aug/2026

Full Power Ambition



Sustain **profitable growth with structural expansion** of return on capital, supported by higher productivity, cash generation and **discipline in capital allocation**

Our growth model for 2030
combines expansion, productivity and capital discipline



Value-creation levers

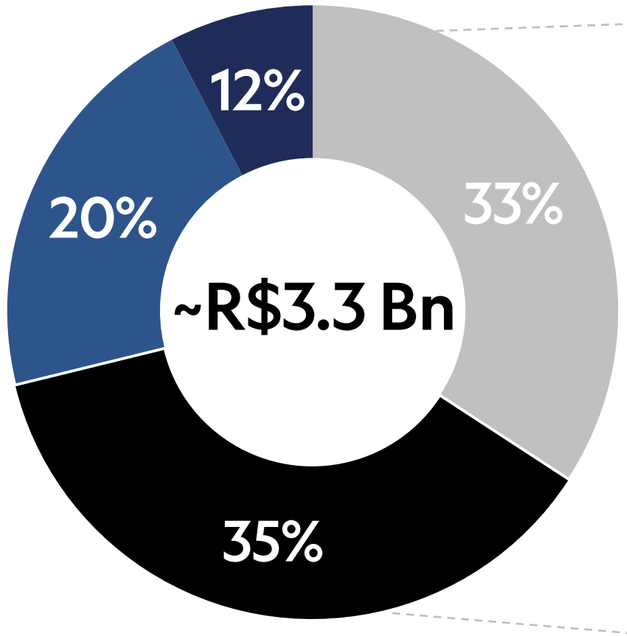
+ Sales **per m²**
+ **New openings and renovations**
+ **Site & app penetration 15%**
+ New businesses **(ACE)**
+ Efficiency gains and **increased productivity (SG&A dilution)**

Value-creation levers

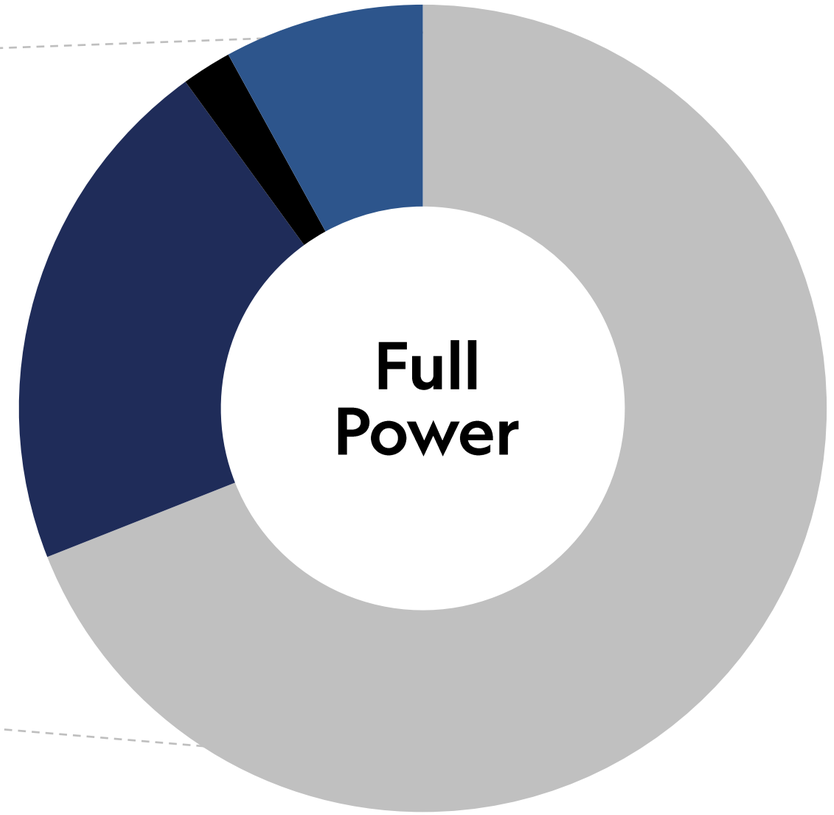
+ Discipline **in capital allocation and execution**
+ Governance **over results**
+ **Optimization of cash conversion**

Full Power capital allocation ambition with higher capex and shareholder returns

Capital allocation 2023-2Q26



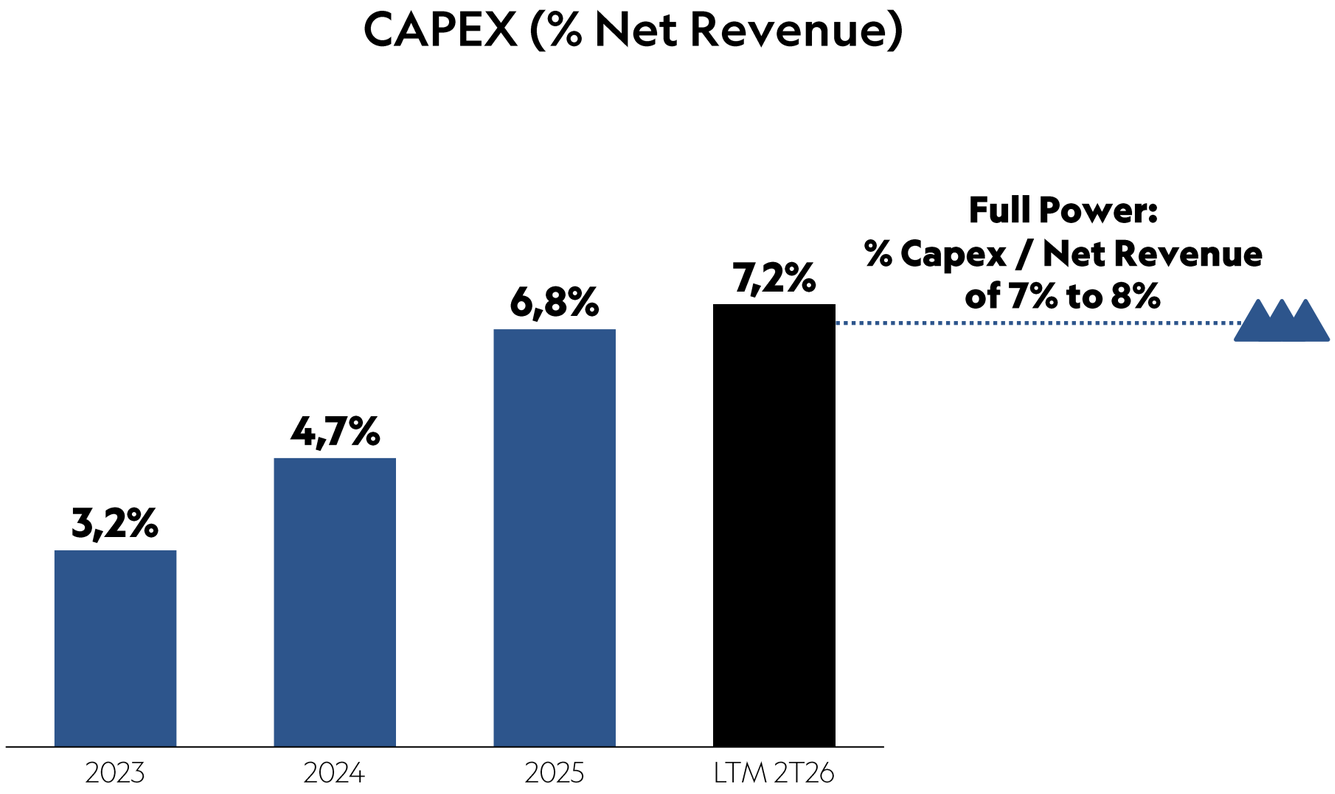
Capital allocation through 2030



Debt amortization · CAPEX · Interest payment · Shareholder Return

Note: Shareholder return considers dividends to be paid in Aug/2026

Maintaining the investment level



CAPEX
7%-8% of net revenue

New stores
60-80 new stores

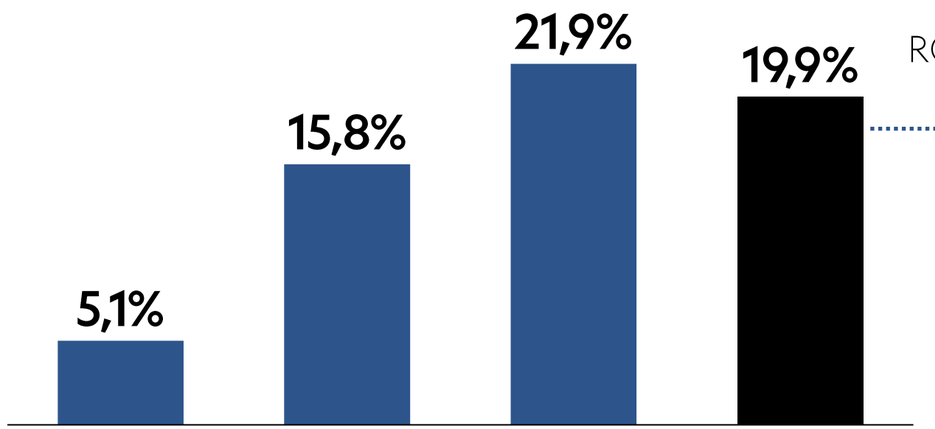
Renovations
100-120 renovated stores

Technology
Commercial Intelligence Hub

Logistics
Logistics strategy

Continuity of the elevated level of return on capital

ROIC LTM[1] (%)



Full Power:
ROIC from new projects above 18%

	2023	2024	2025	LTM 2T26
Accounting ROIC	5.6%	15.3%	17.5%	16.5%

ROIC
Driven by results growth and disciplinein capital allocation

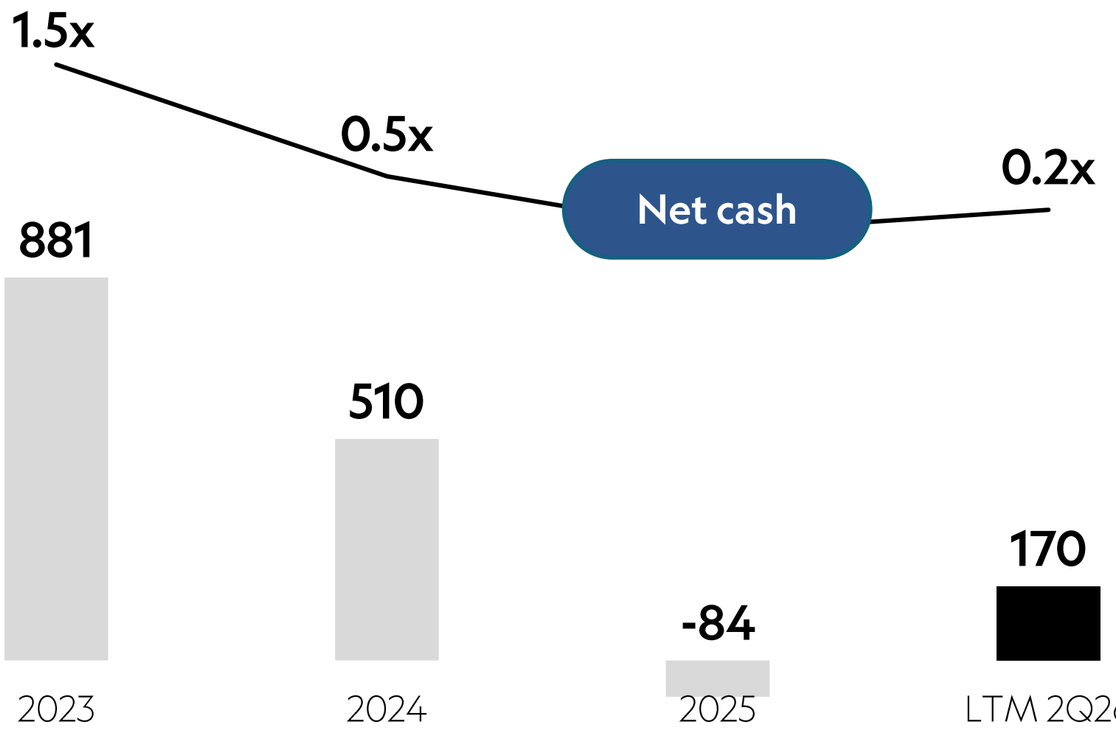
Profitability
Structural gains above the cost of capital

Greater efficiency in the cash conversion cycle
20% reduction by 2030 vs. 2026

Note 1: ROIC calculated based on adjusted net income for the last four quarters.

Full Power ambition to keep leverage below 0.5x

Net debt and leverage (R$ million)



0.5x

Leverage maintained **despite accelerated investments**



Key Takeaways

Energia **consolidated a solid, profitable financial foundation** to sustain the next growth cycle

---

Productivity, expense discipline and greater capital efficiency **expanded margins and cash generation, structurally raising ROIC**

Full Power Ambition: sustain profitable growth with ROIC expansion, supported by productivity, operational efficiency and capital discipline

---

Greater capacity to generate shareholder returns – higher cash generation and a solid balance sheet allow us to accelerate investments with returns and expand shareholder compensation capacity

Closing Remarks

Paulo Correa
CEO





Advances in the Energia cycle

Position C&A as a differentiated investment thesis in the sector for the **2027-2030 cycle**

We learned and evolved a great deal with Energia

+19%
Net revenue

#1 brand
in purchase consideration

+4.7 pp
Merchandise Gross Margin

+13 pts
NPS

+76%
Adjusted EBITDA

+32
Renovated stores

1.5x → 0.2x
Leverage reduction

35-45%
Growth in core categories

+21%
Net revenue per m^2

+45%
Push & Pull

Our Ambitions for the 2027-30 Cycle

Brand

Growth levers

Product

Share gain in all categories

+Speed

+Quality

+Assertiveness

Omnichannel Journey

Increased **productivity**

100-120 Energia renovations

60- 80 Dispersion stores

15% omnichannel sales

3x more omni customers

Relationship

More frequency, spending and base

Hyper-personalization

Loyalty

C&A Pay and testing of other products

Store Expansion

60-80 new C&A Energia Stores

New Businesses

ACE and complementary businesses

Enablers

Technology	Competitive advantage	+Productivity	+Intelligence	+Return on capital
Logistics and Supply	Regionalization	+Proximity	+Speed	+Investment efficiency
People and ESG	New capabilities	Strengthening culture	Circularity	



We will keep moving forward showing
our **sustainable value generation**

Full Power

Q&A





C&A DAY 26

Thank You