



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

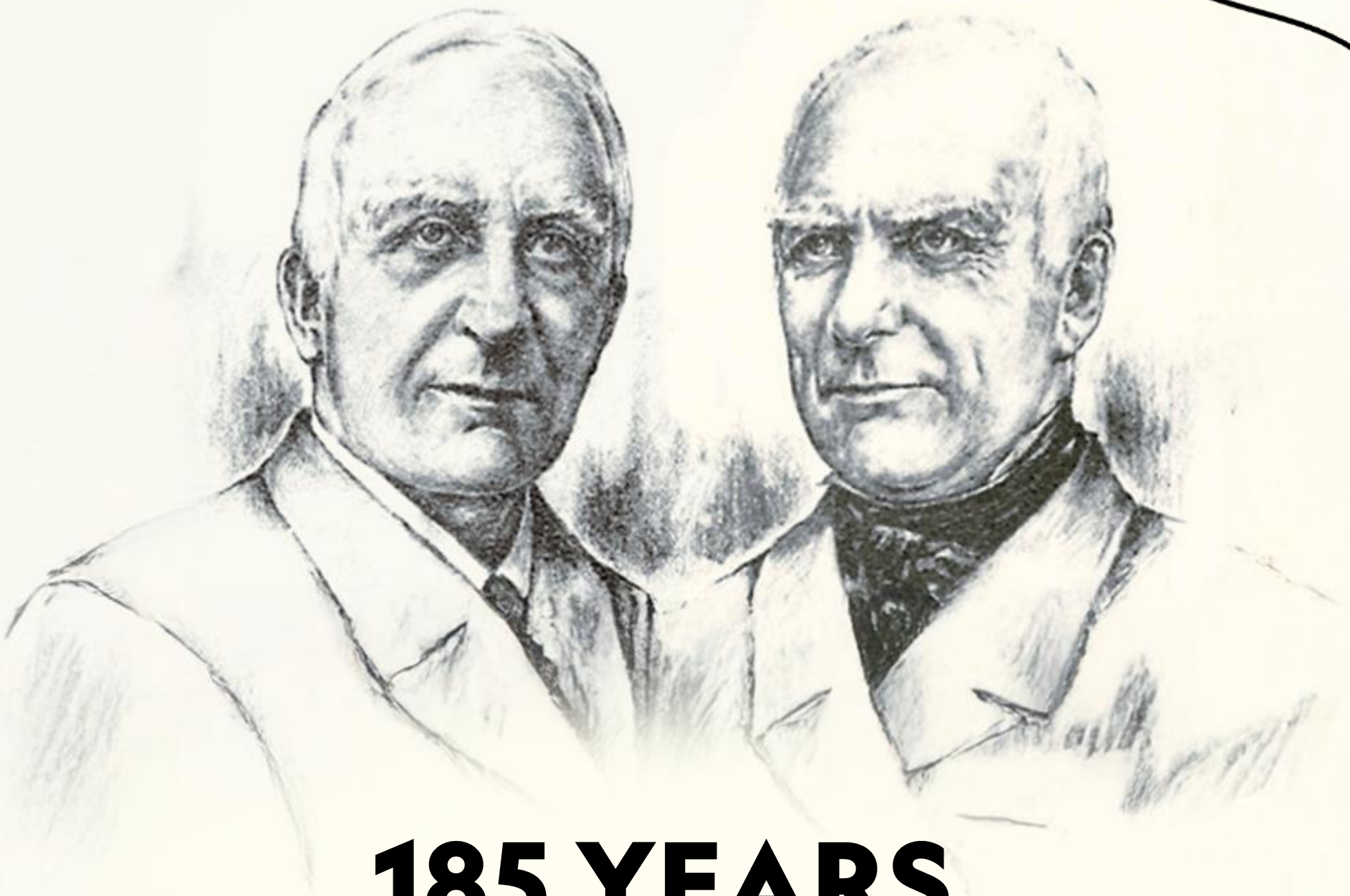
anos de **C&A** no Brasil

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

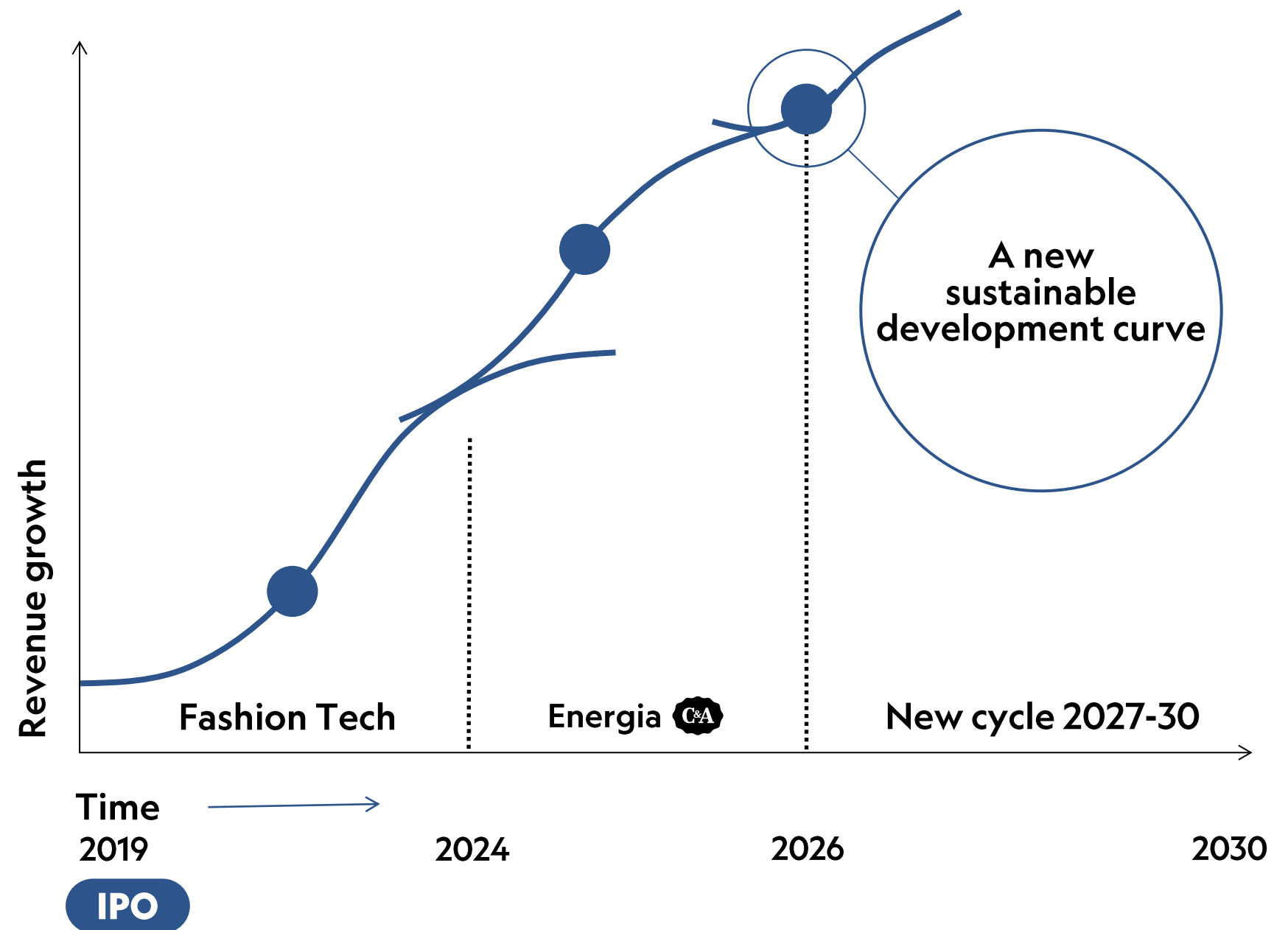
Paulo Correa

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



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

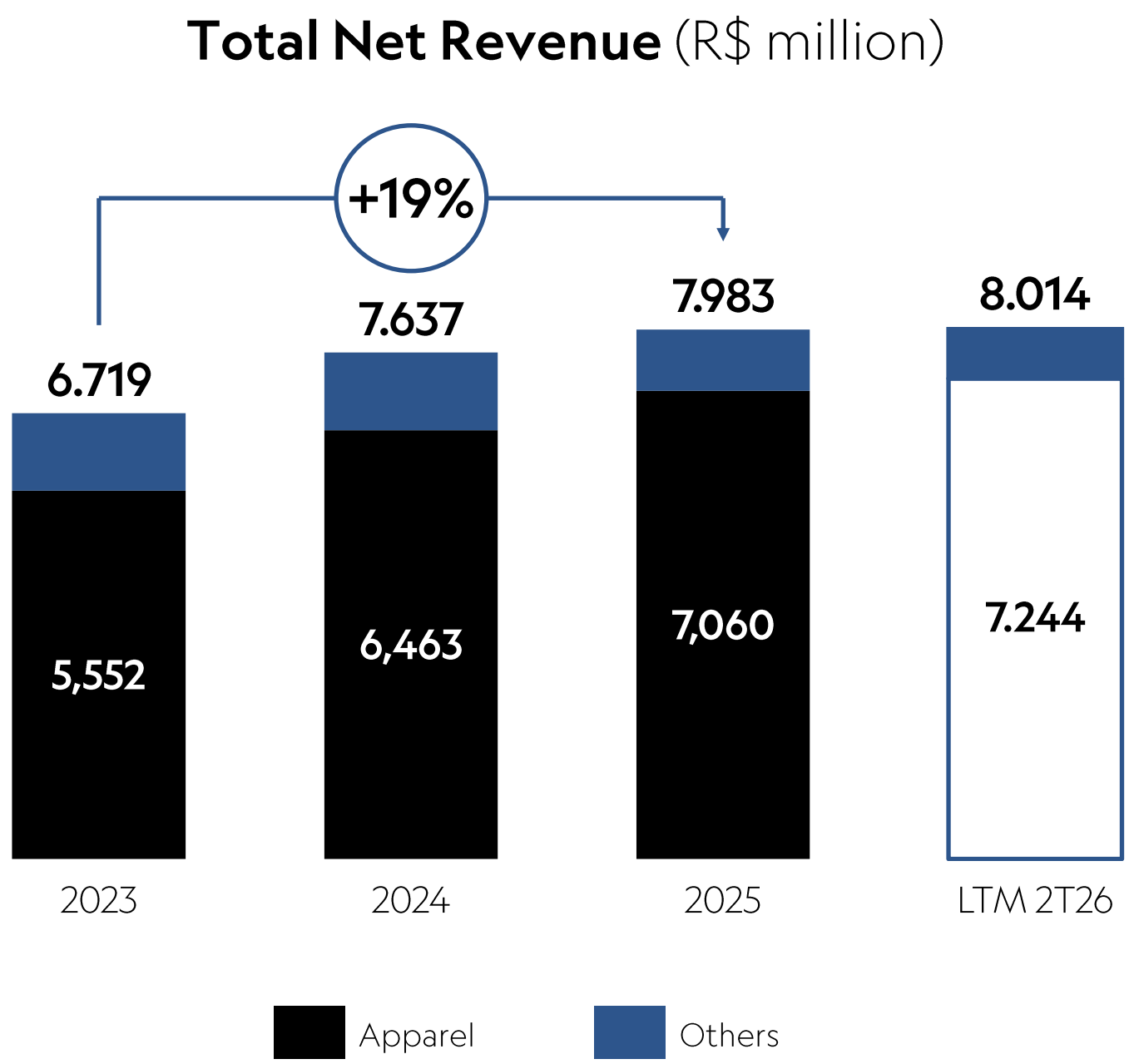
2024-2026

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



#1

Growth in fashion retail
2023 - LTM 2Q26, apparel

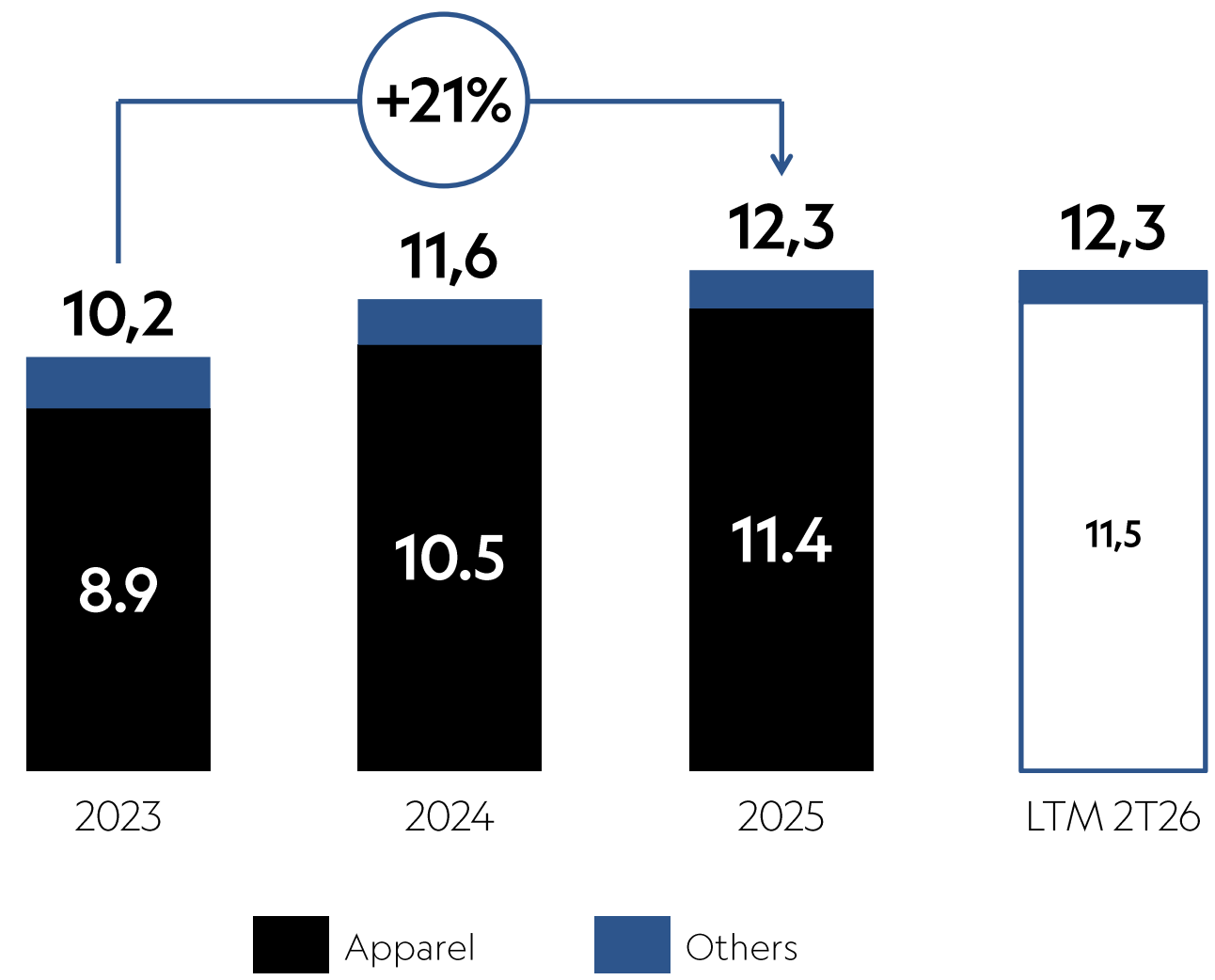
+30.5%

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)



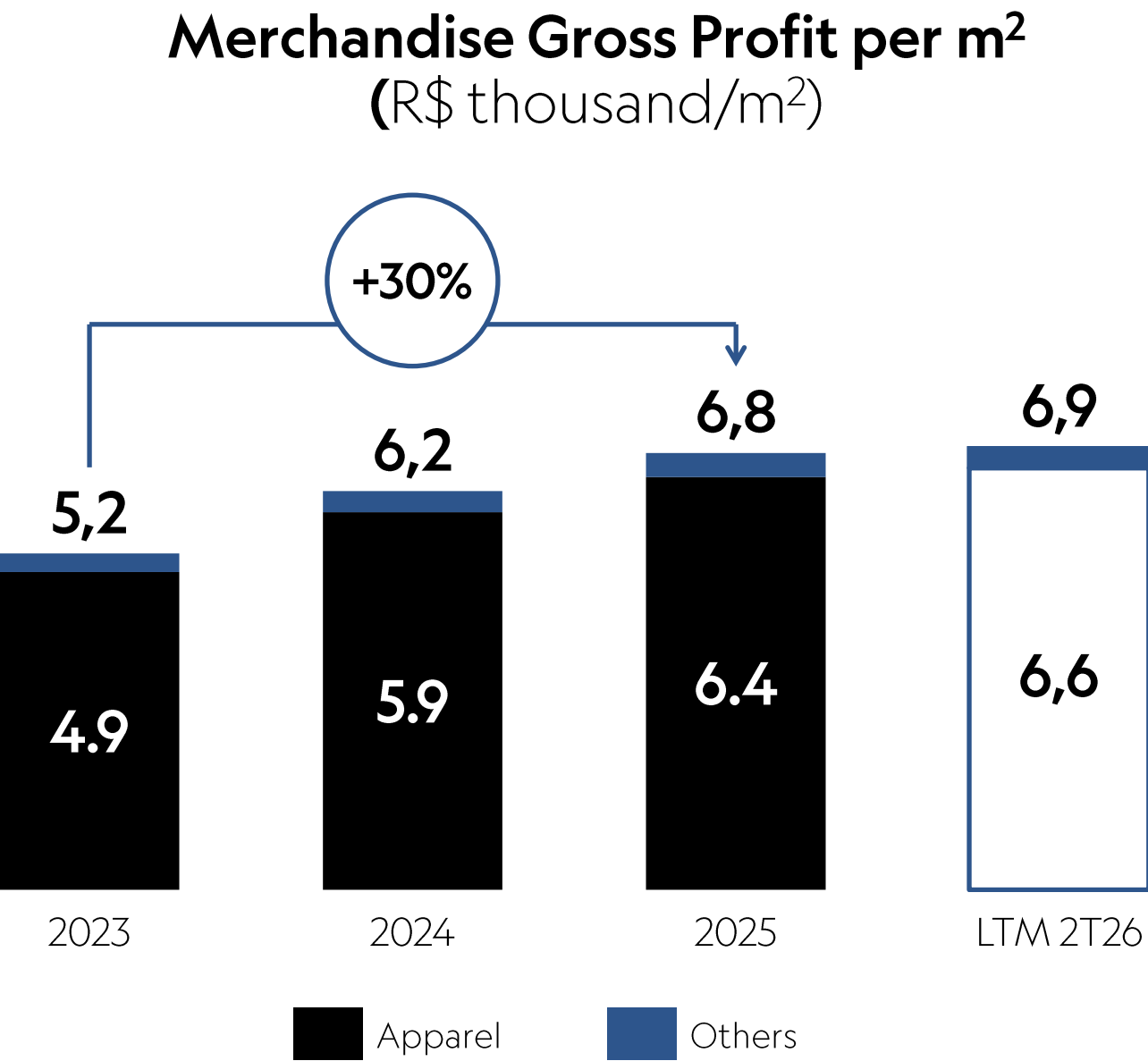
+29.4%

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



#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 Journeys² 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 strength¹	+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

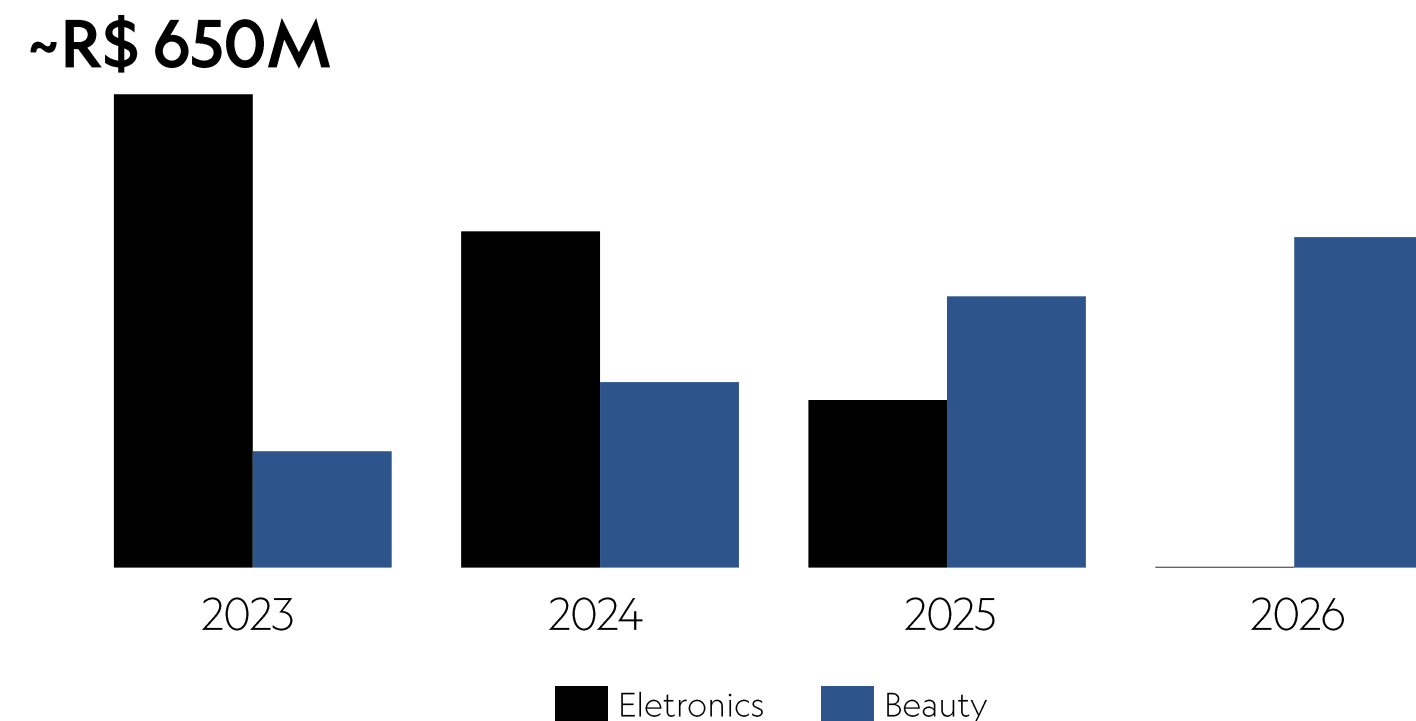
Category renovation to
improve product display



+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



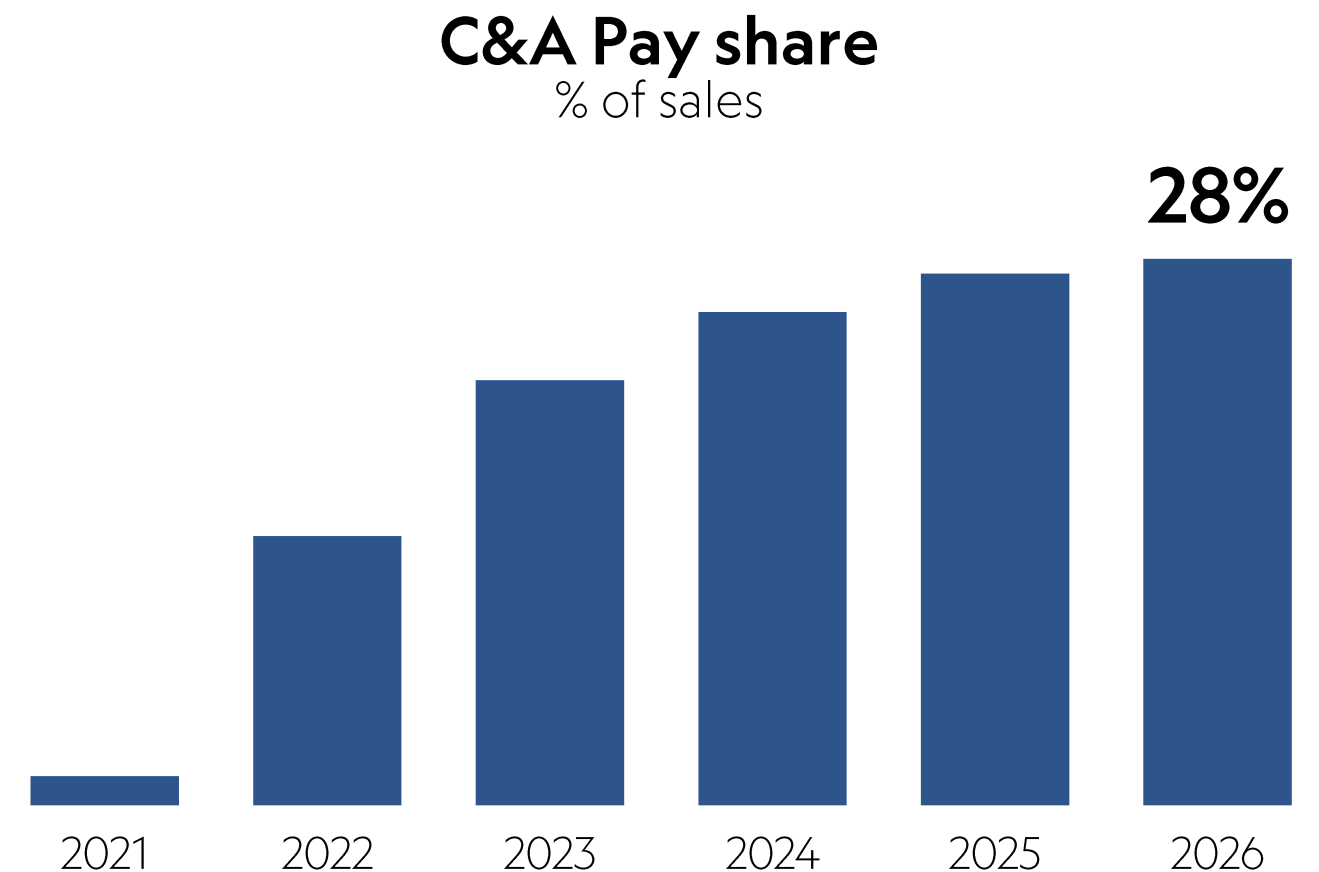
+16

New stores

+32

Renovated stores¹

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



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 Agrícola



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**



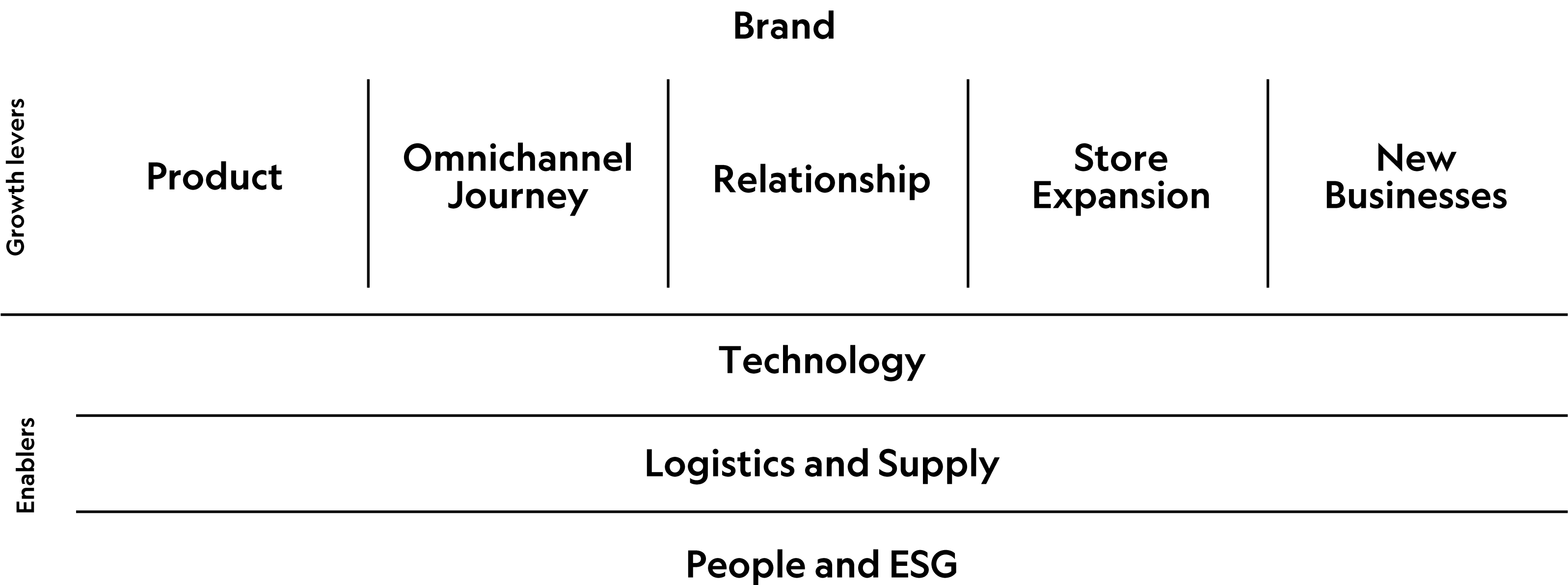
Digital

~R\$ 3 Bn

Cash generated by the Energia cycle

FULL POWER

Enhancing Energia's Vectors and New Growth Levers



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
	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 players¹

#1

Brand in purchase
consideration²



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



2025

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



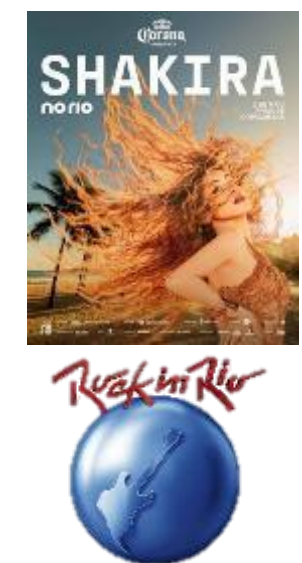
2024

Rock in Rio
We will see you at
C&A
PatBo + C&A



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





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)

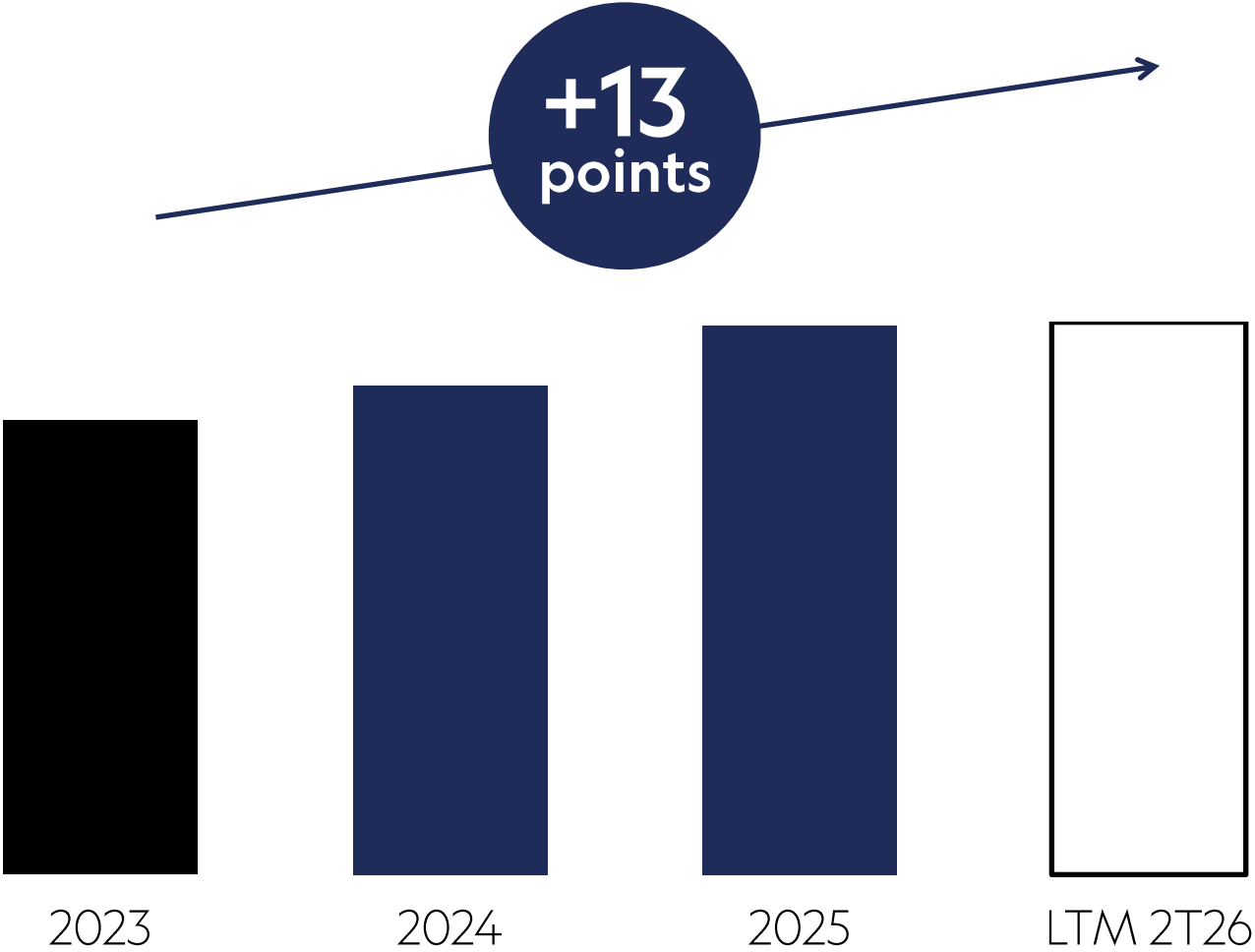
More purchases by
returning customers

+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

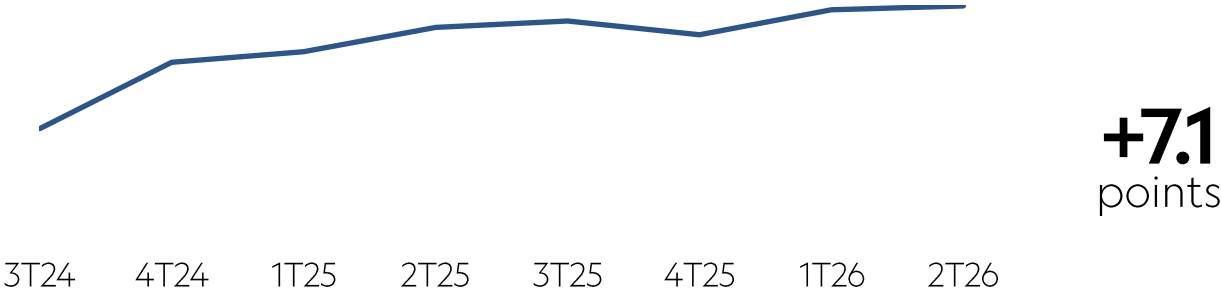


Sportswear

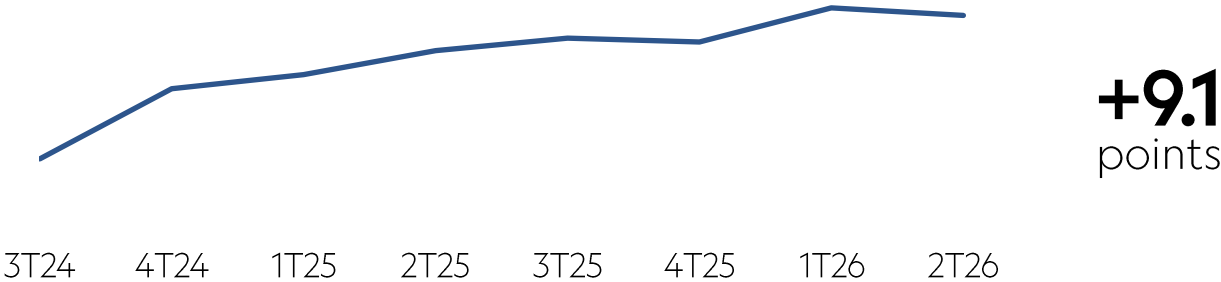
We positively evolved the value perceived by the customer during the Energia cycle

Post-Use NPS¹

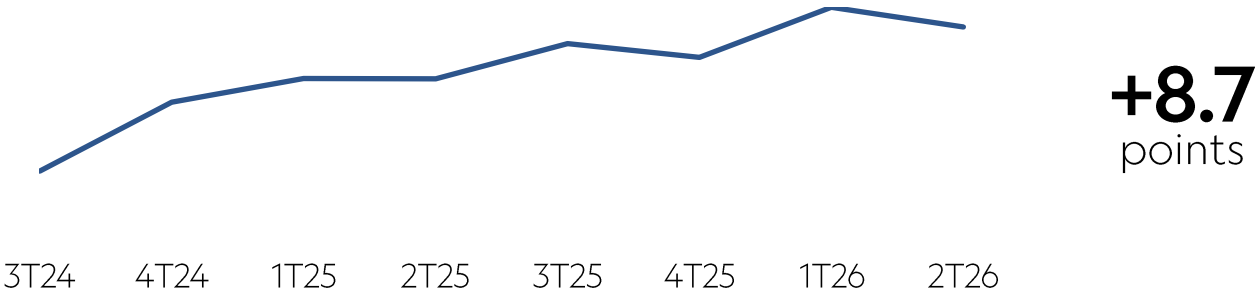
Perception that products **fit well**



Perception of **good durability of the items**



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



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, **sourcing 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

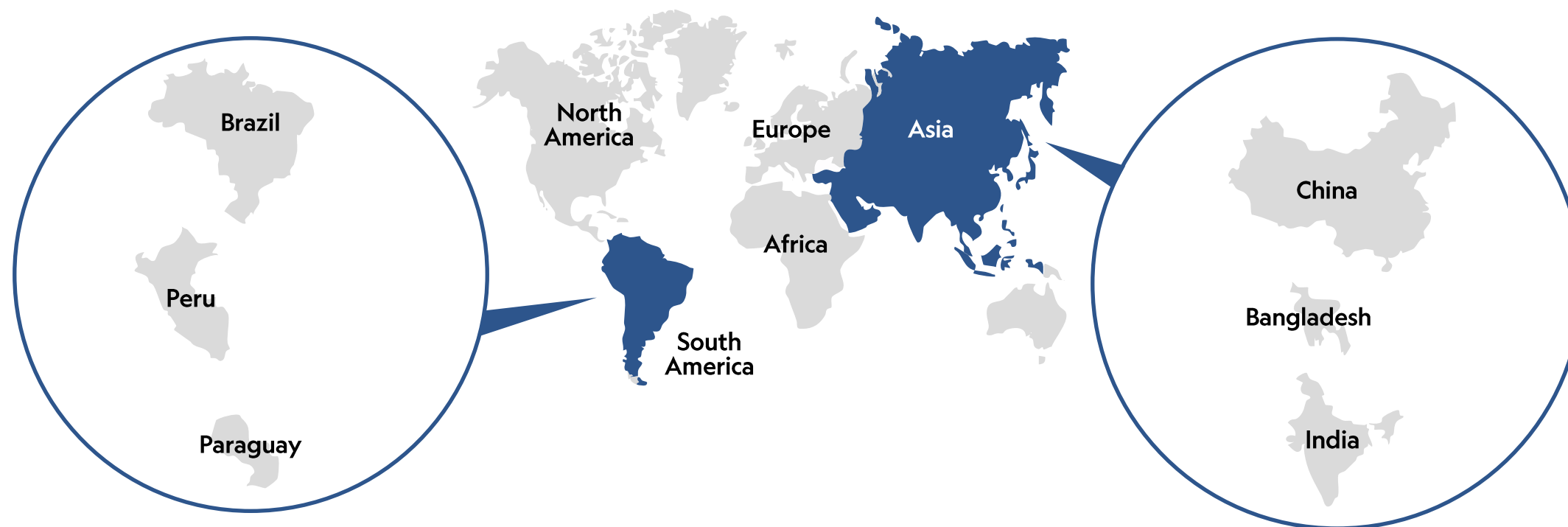
Research hubs in 3 global cities

Investment and diversification of product teams



+ Responsiveness

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



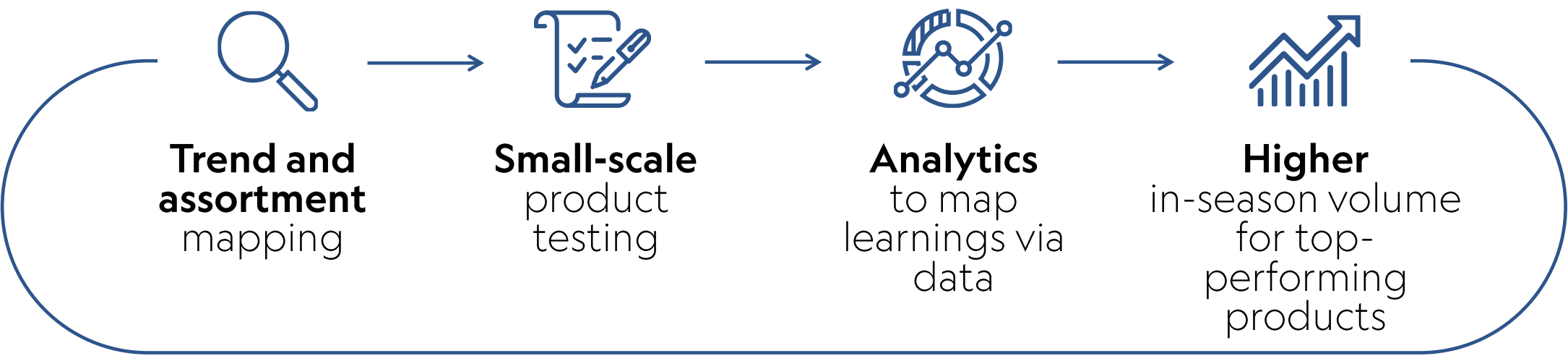
+45% Of the women's collection with a production lead time of <60 days



Bold Peruvian Cotton

+ 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

Transformation



Full Power

Enhancement



+ Intelligence

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

Use of **Artificial Intelligence** in:

Product **development**

Assortment **definition**

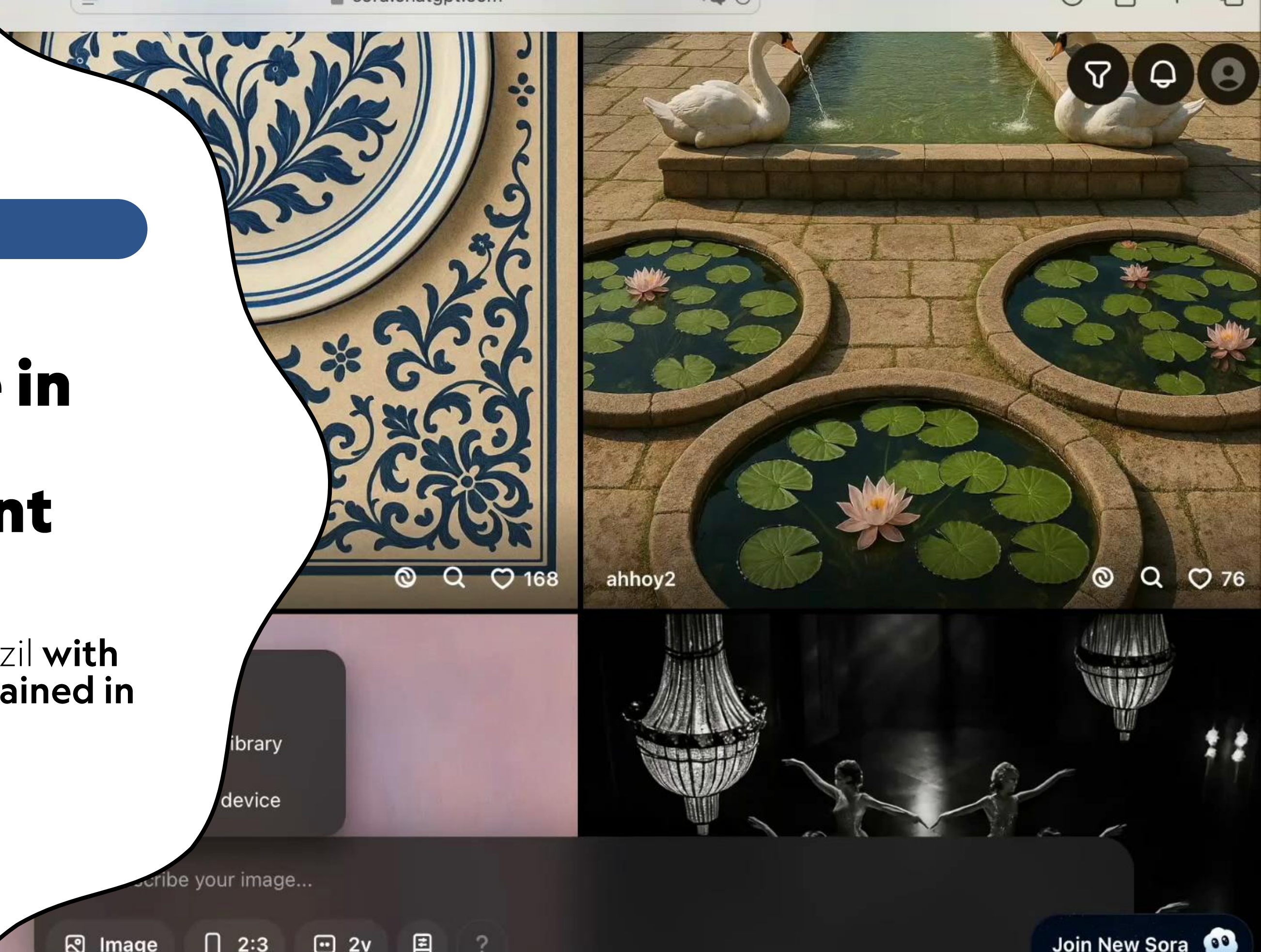
Price **setting**



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)



Turning **intelligence** into
desire

Desire into **product**

And product into **growth**

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

Bold Peruvian Cotton

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

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

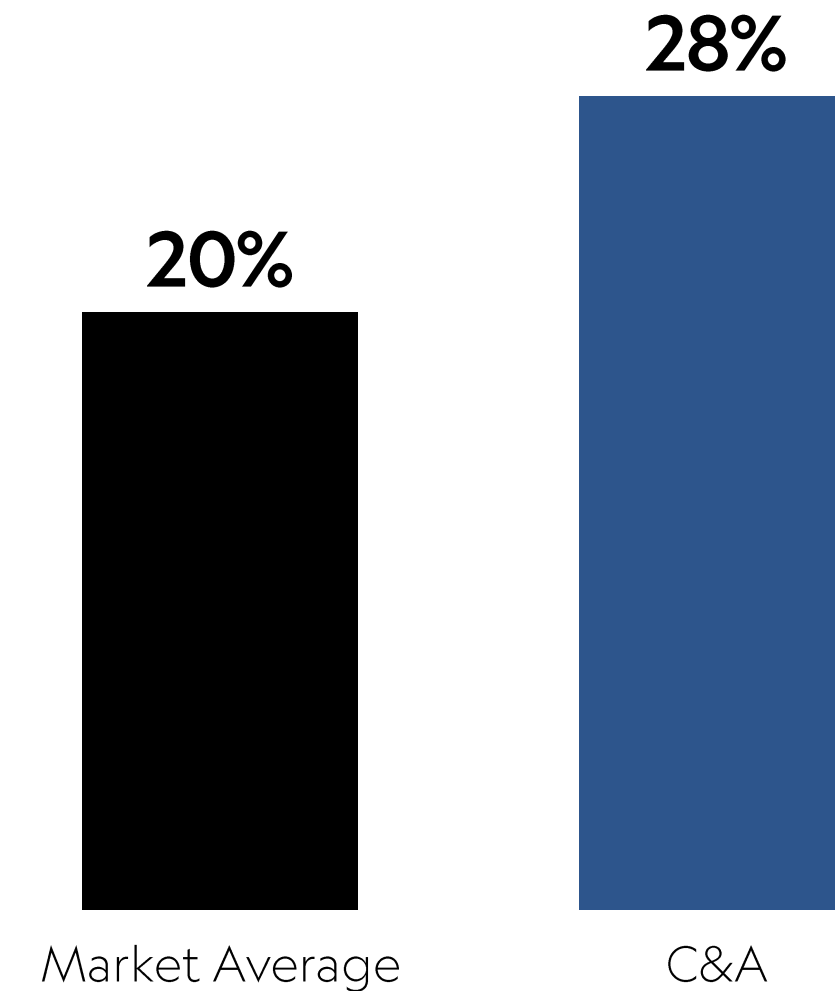
Continue evolving consistently **in the productivity of the current store base**

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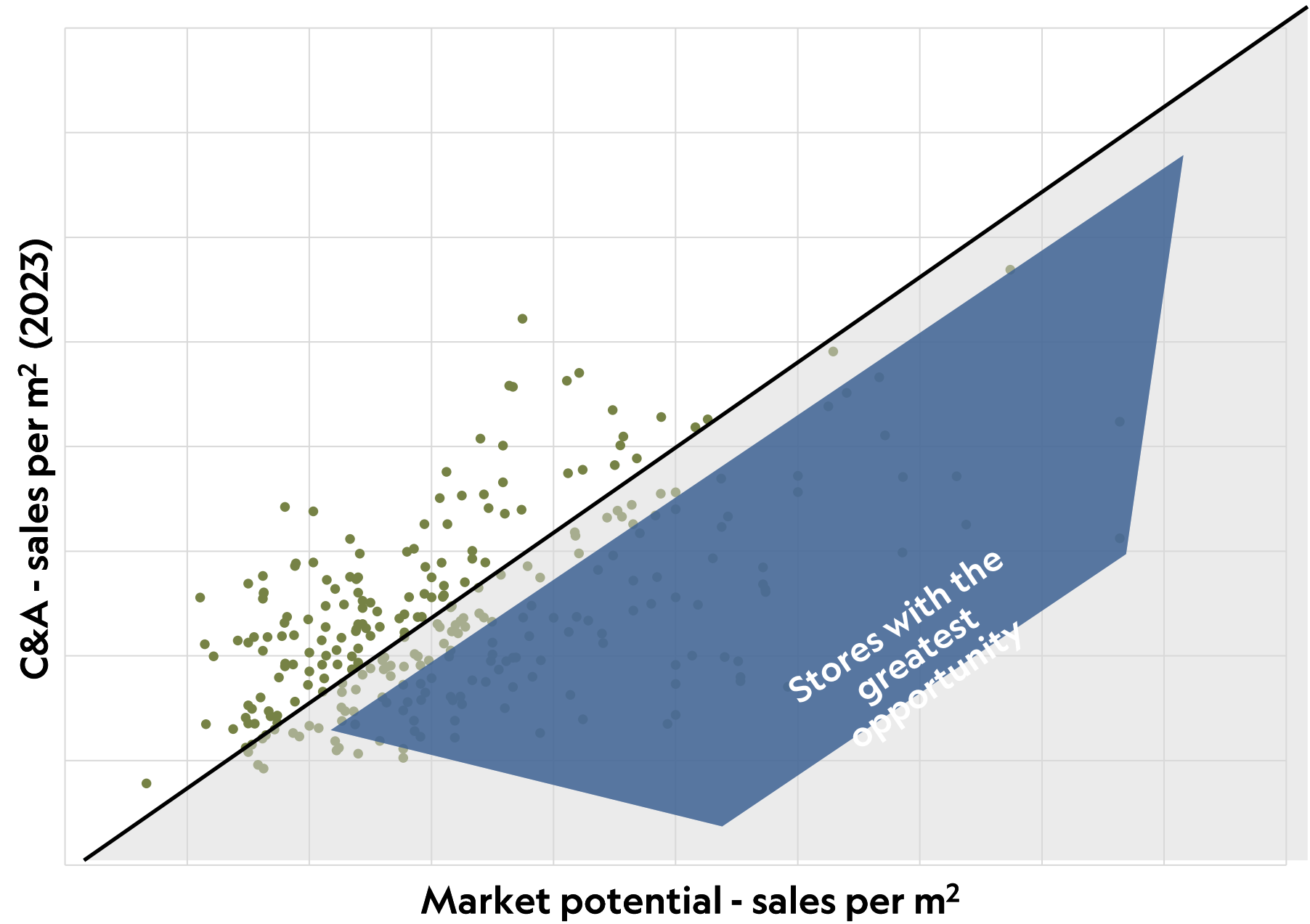
Intensify the C&A Essence, **accelerating omnichannel adoption**

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

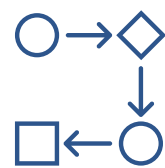
Store-by-store specific actions, aimed at fixing bottlenecks and gaps versus the market **to increase productivity in a personalized way**



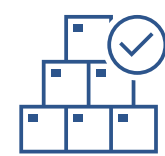
Store Team Adjustments
+115 stores



Layout Review
+110 stores



Process Review
+58 stores



Assortment Improvement
+105 stores

+34%

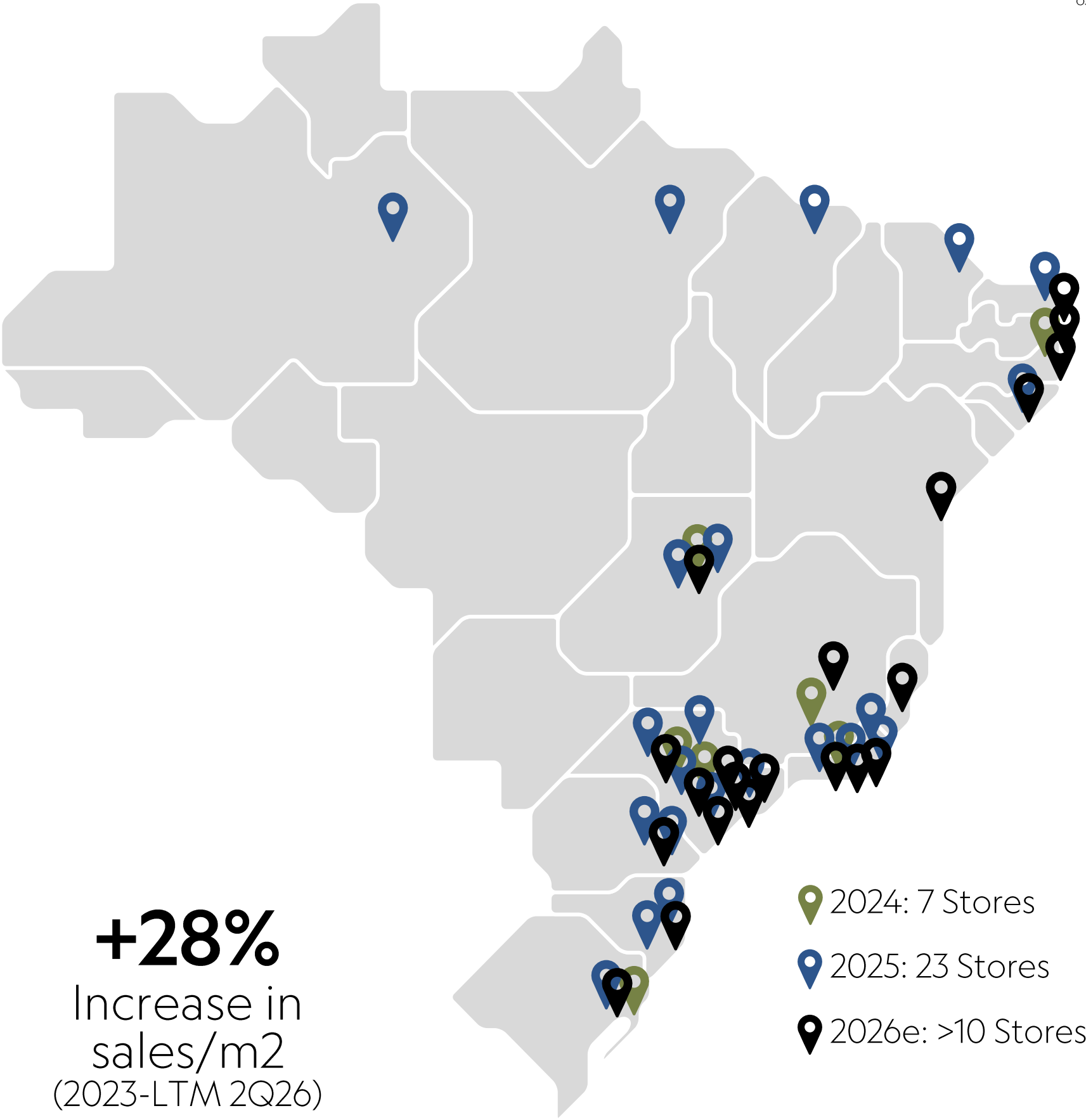
Increase in
sales/m²
(vs. 2023)

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**

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



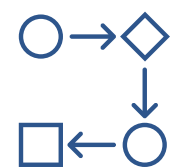
Omni **Journey Integration**
(associated App)



Customer
flow



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



Service model
(Essence)

+15pp

Increase in
sales/m²
(vs. control group,
preliminary results)

+15pts

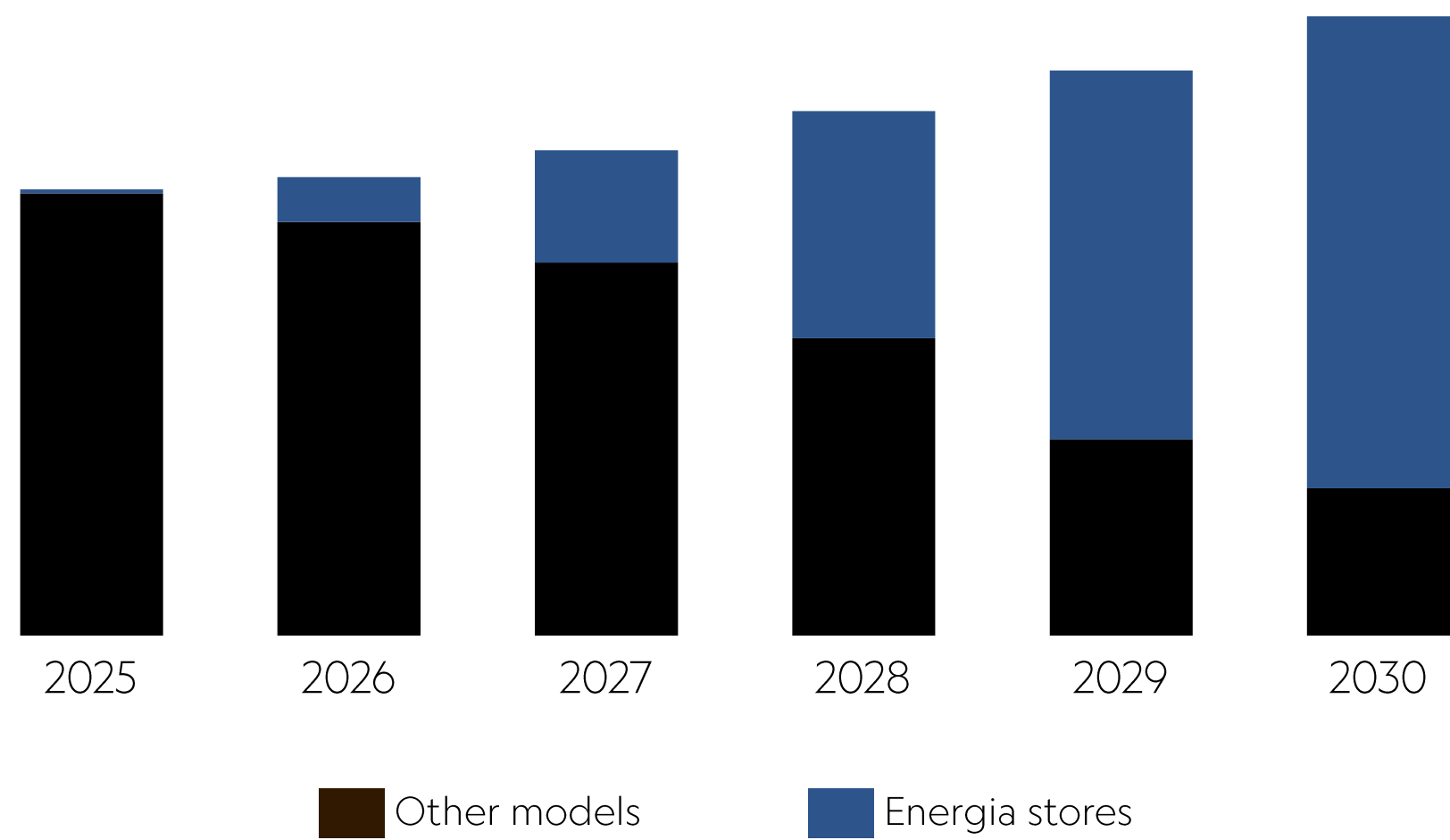
NPS of Energia
Stores

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**

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

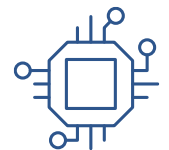
Foundations built throughout Energia



Launch **of the new site & app**

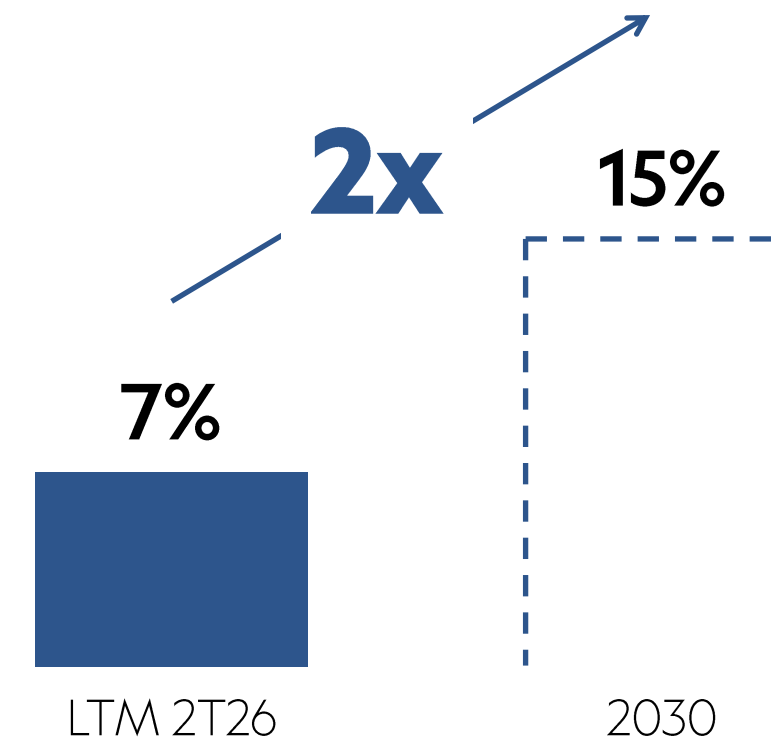


Investment **in technology and AI**



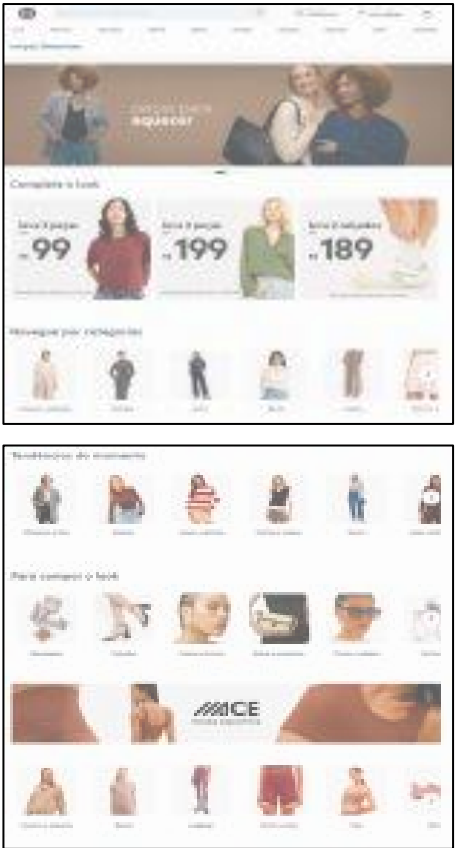
Reduction **of friction points in the journey**

We aim to double
our penetration by 2030
Digital Penetration

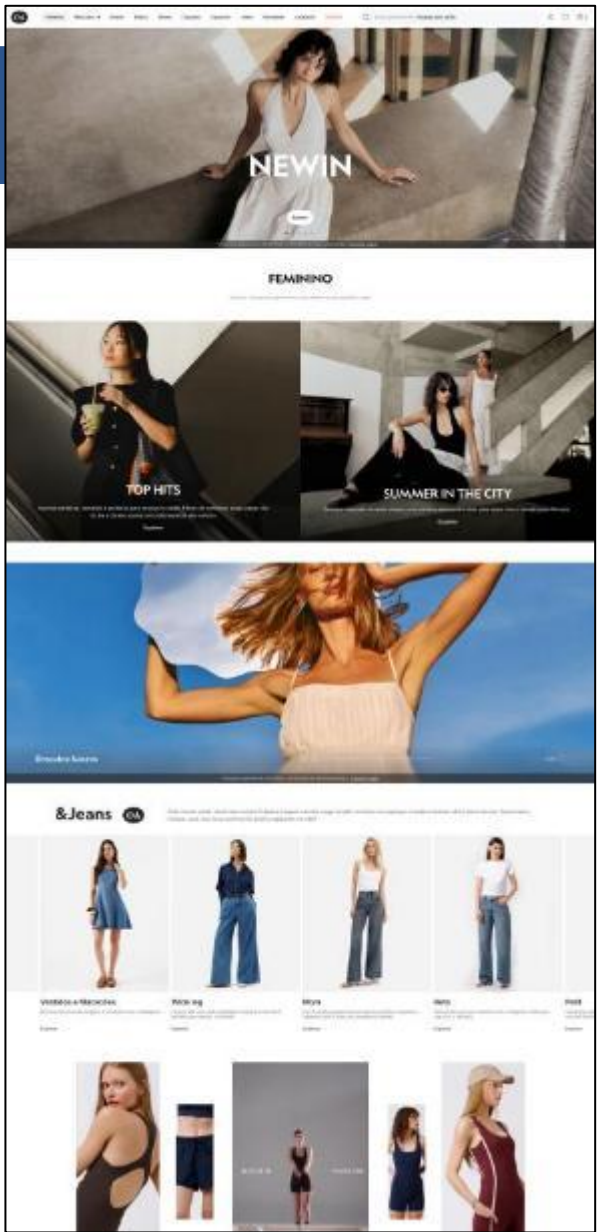


We relaunched the new Site & App

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



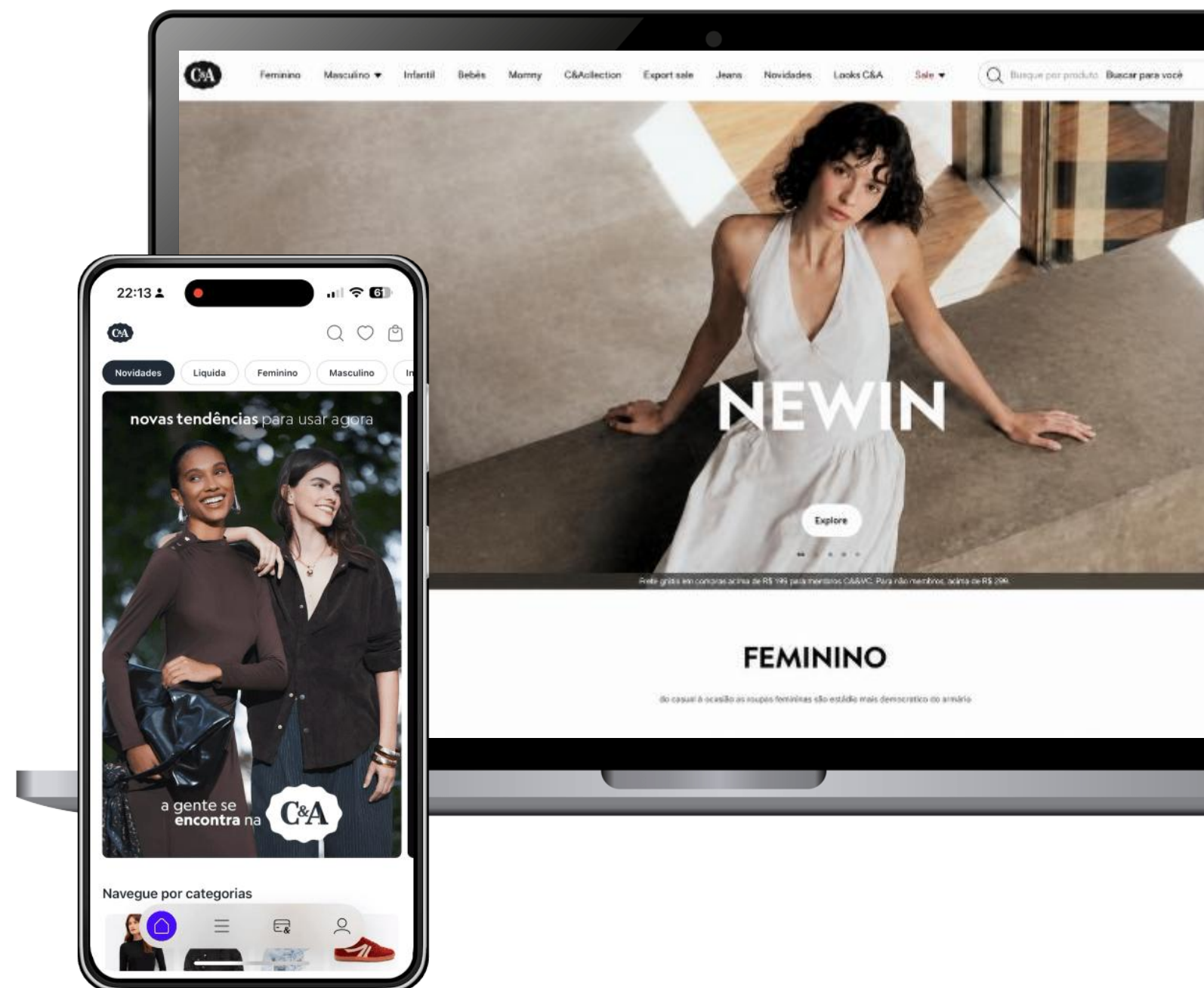
**SEO and GEO
optimization
(including ChatGPT)**



Virtual **fitting room**
with AI technology



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



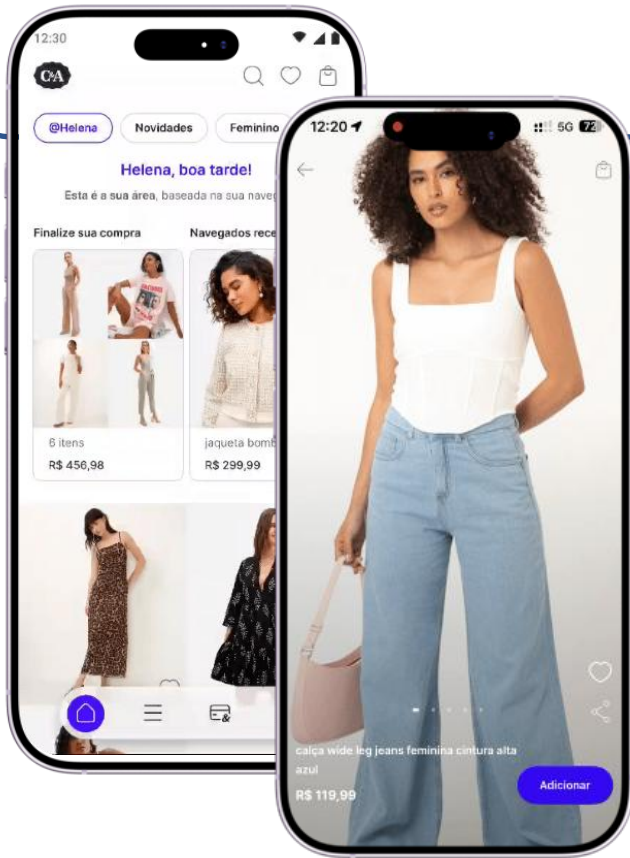
Pioneering the AI journey

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

+5x
conversion

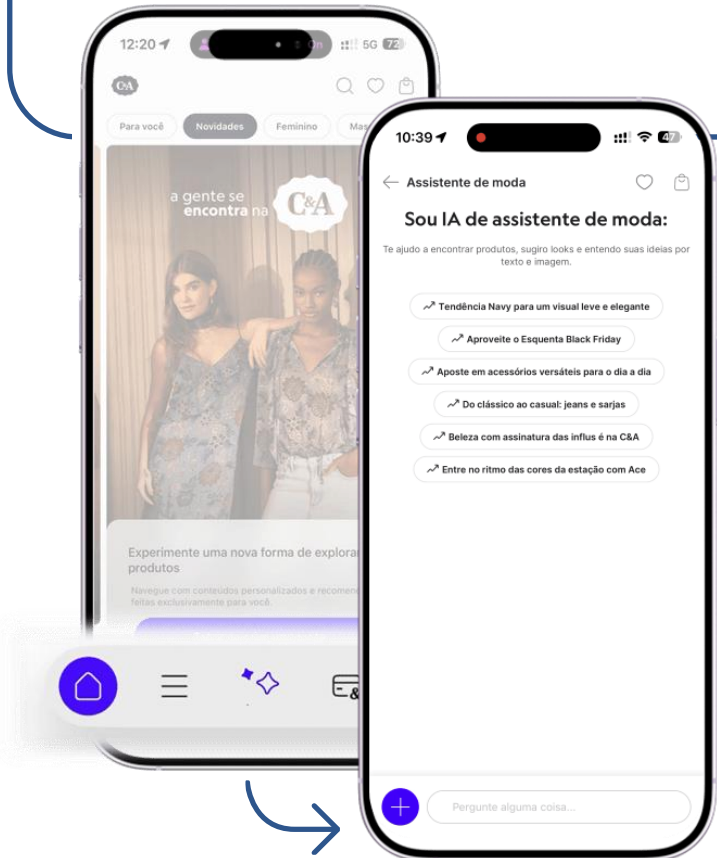
HOME FOR YOU

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



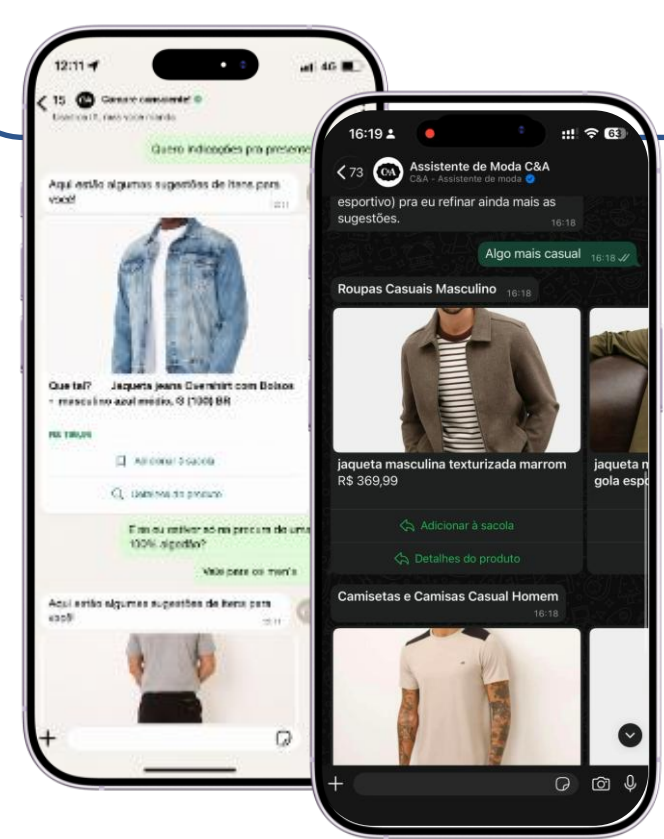
AI PERSONAL SHOPPER

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/m²

+ 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



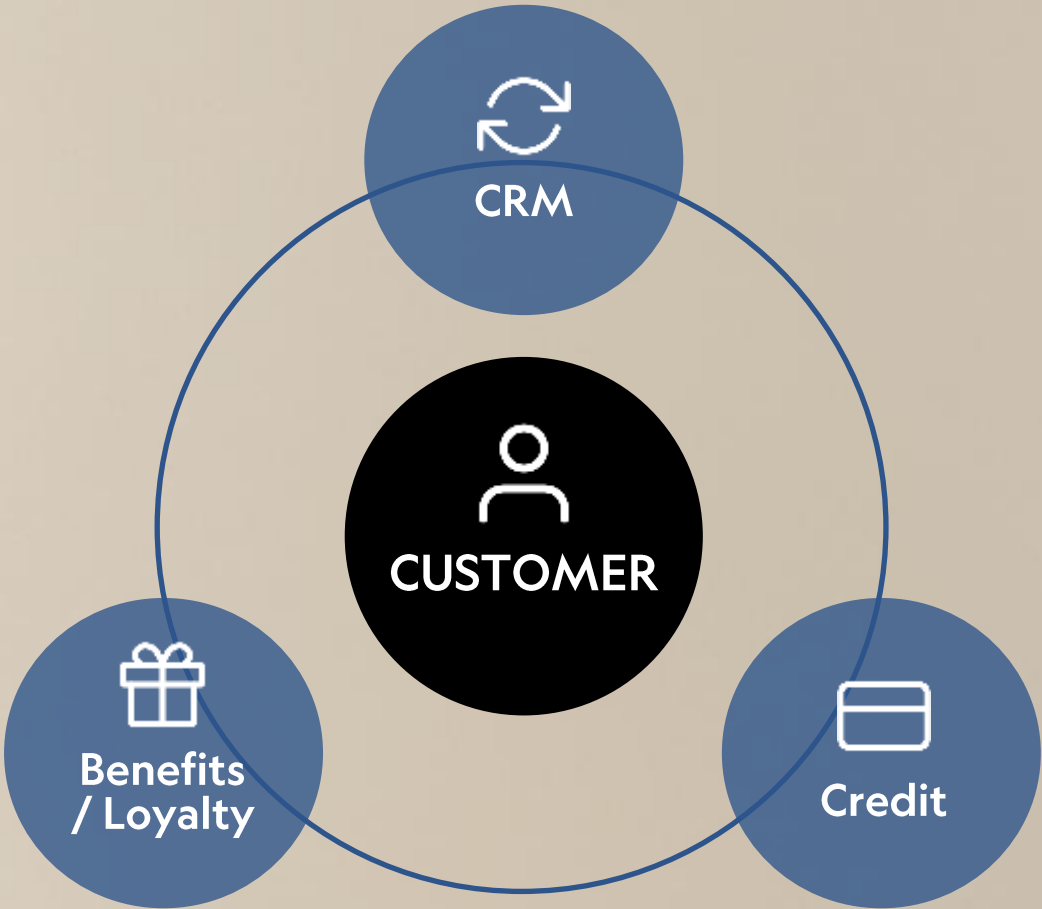
Full Power Ambition



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:

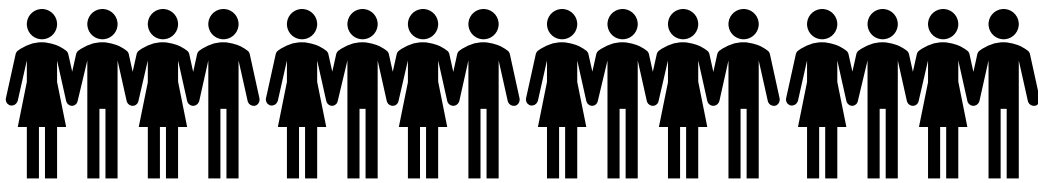
Higher
frequency

Higher
LTV

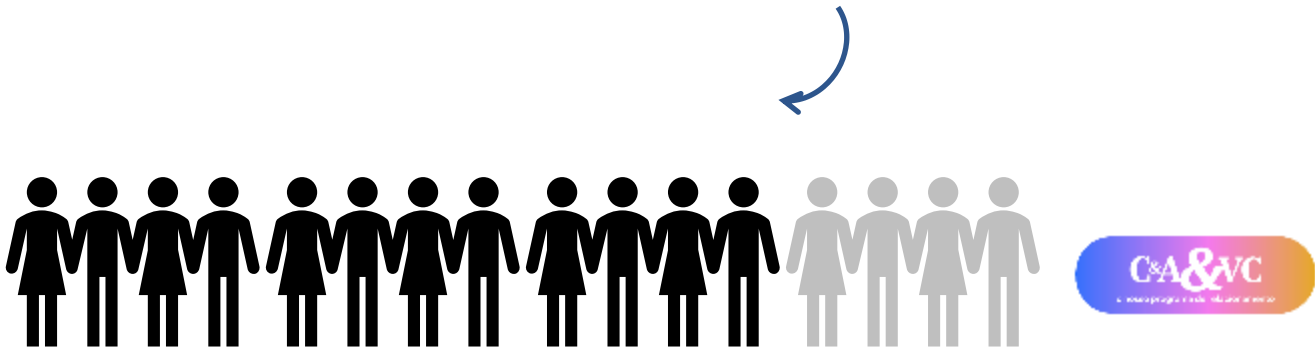
Higher
average ticket

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

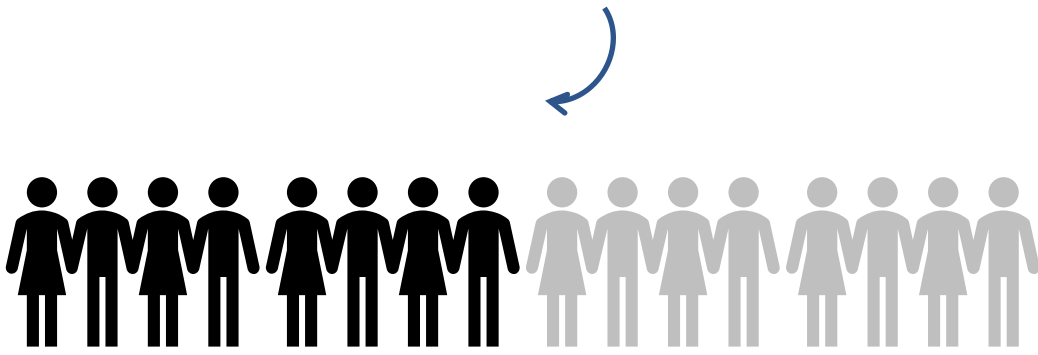
Total customer base
+70 million



C&A&VC base
+40 million



Active customers
(purchase <12 months)
~19 million



Active C&A Pay customers
~4 million



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

Dynamic promotional banner

Dynamic block of personalized recommendations

Dynamic C&A Pay banner

Customer A

20% OFF

NO MÊS DO SEU ANIVERSÁRIO

Você merece um presente

Comemore com a gente

FALTAM

42

DIAS PARA APROVEITAR

Oferta válida por tempo limitado ou enquanto durarem os estoques. Não cumulativa com outras promoções. Aplicável somente em compras realizadas no Site/App/C&A Pay. Condições sujeitas a alteração sem aviso prévio.



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





Você tem limite pré-aprovado!

Faça seu C&A Pay e aproveite agora

Confira

Customer B

15% OFF

Em sua primeira compra com o C&A Pay.

Aproveitar agora

FALTAM

63

DIAS PARA APROVEITAR

Oferta válida por tempo limitado ou enquanto durarem os estoques. Não cumulativa com outras promoções. Aplicável somente em compras realizadas no Site/App/C&A Pay. Condições sujeitas a alteração sem aviso prévio.

Esportivo

O movimento que impulsiona o seu bem-estar! Tecnologia, alta performance e tecidos macios e respiráveis para todas as horas.

Conferir







Aproveite seu limite disponível

Aproveite agora

Customer C

25% OFF

NO MÊS DO SEU ANIVERSÁRIO

Aproveite esse momento especial

Venha aproveitar

FALTAM

12

DIAS PARA APROVEITAR

Oferta válida por tempo limitado ou enquanto durarem os estoques. Não cumulativa com outras promoções. Aplicável somente em compras realizadas no Site/App/C&A Pay. Condições sujeitas a alteração sem aviso prévio.



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

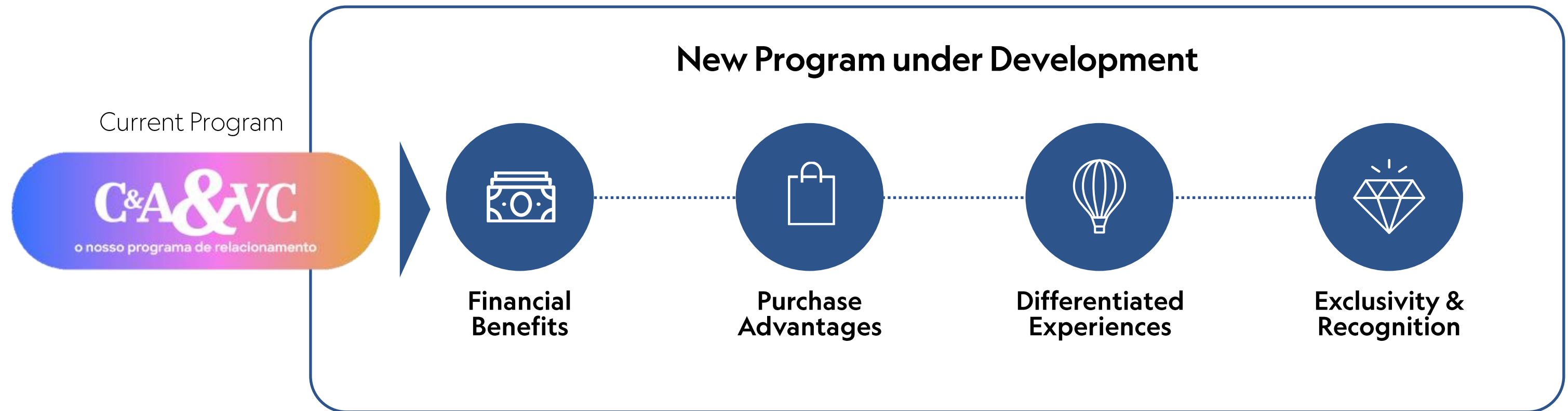


Resgate seu cashback de 30%

Você possui cashback da sua última compra

Aproveite

Loyalty program evolving and connected to the credit ecosystem



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**

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



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



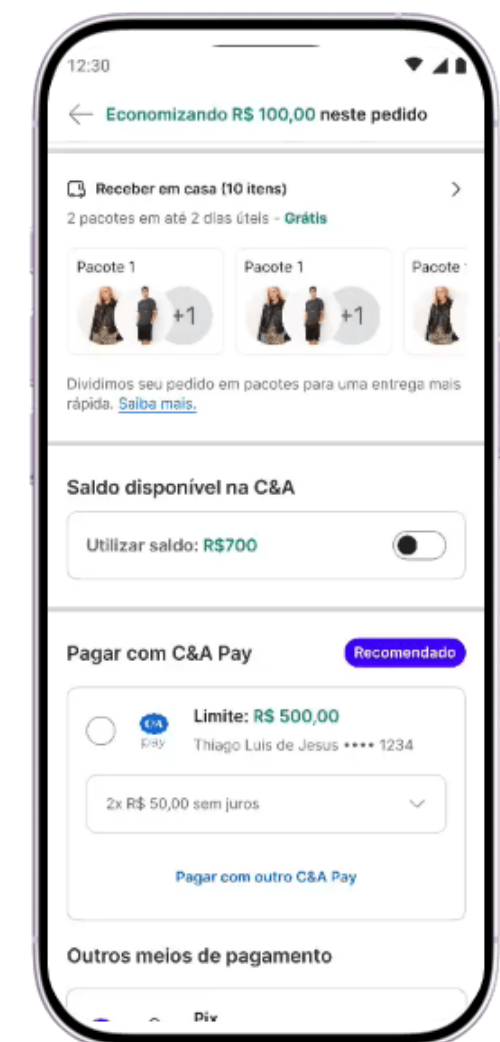
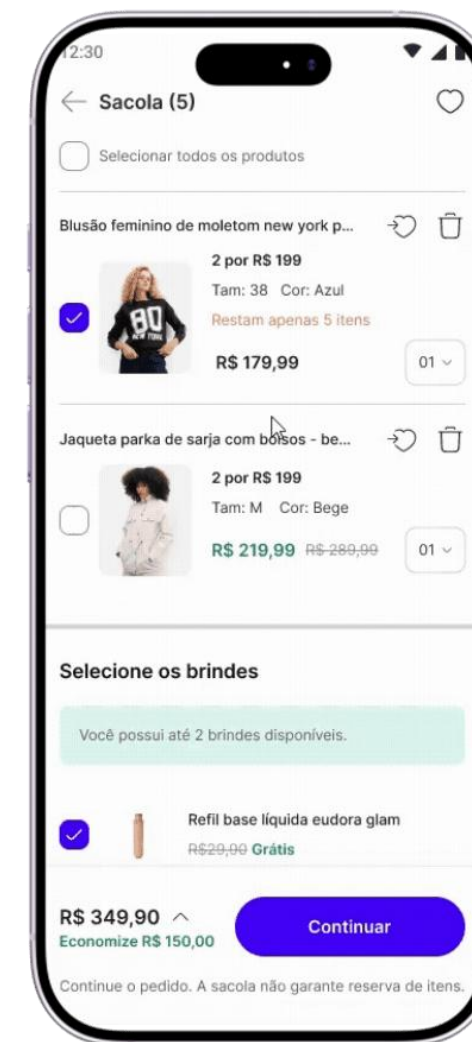
Dynamic credit limit personalized based on the customer spending



Integrated journeys **via WhatsApp with AI**

Omnichannel Integration

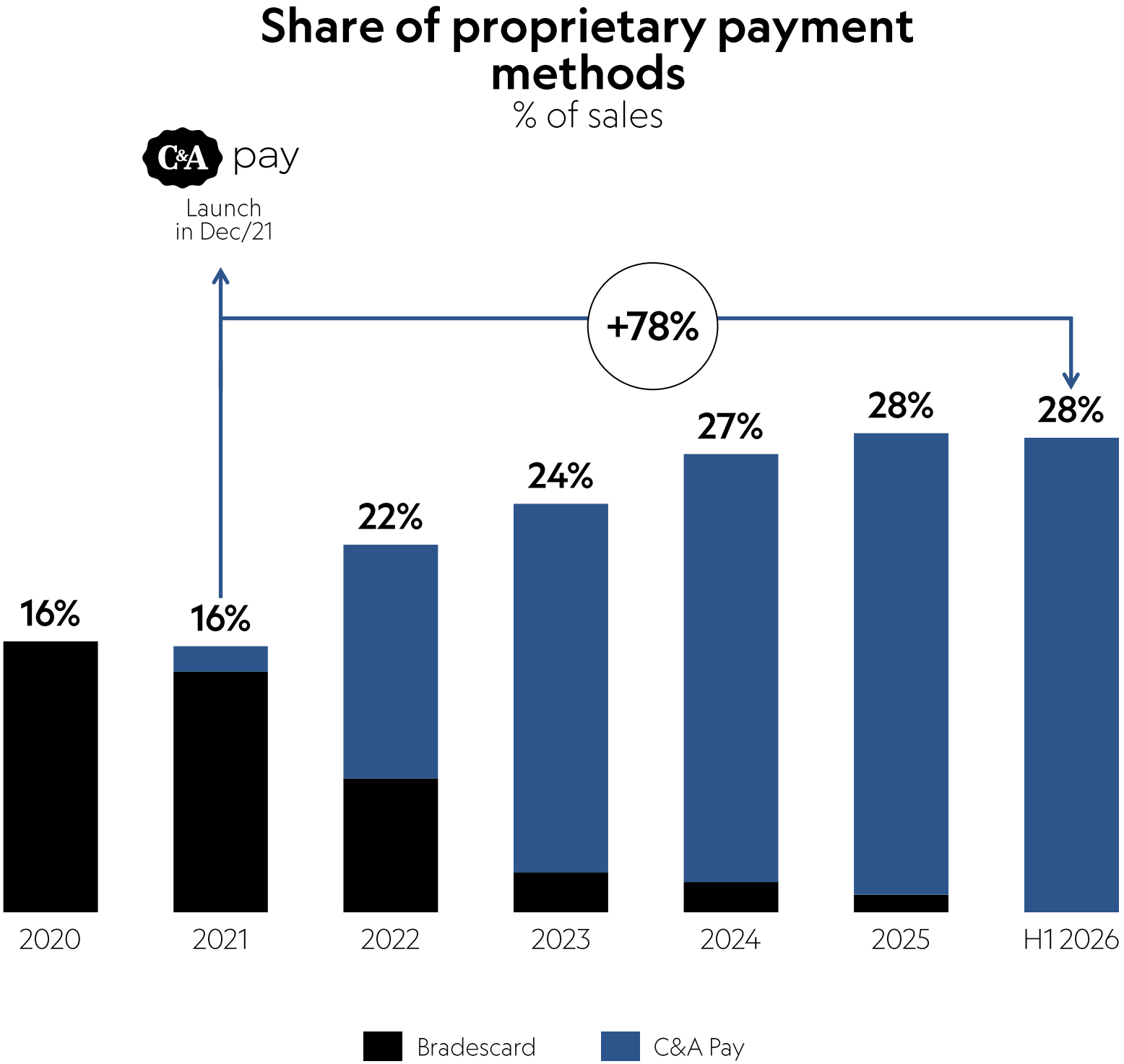
3-click checkout with C&A Pay integration and installment **payment option**



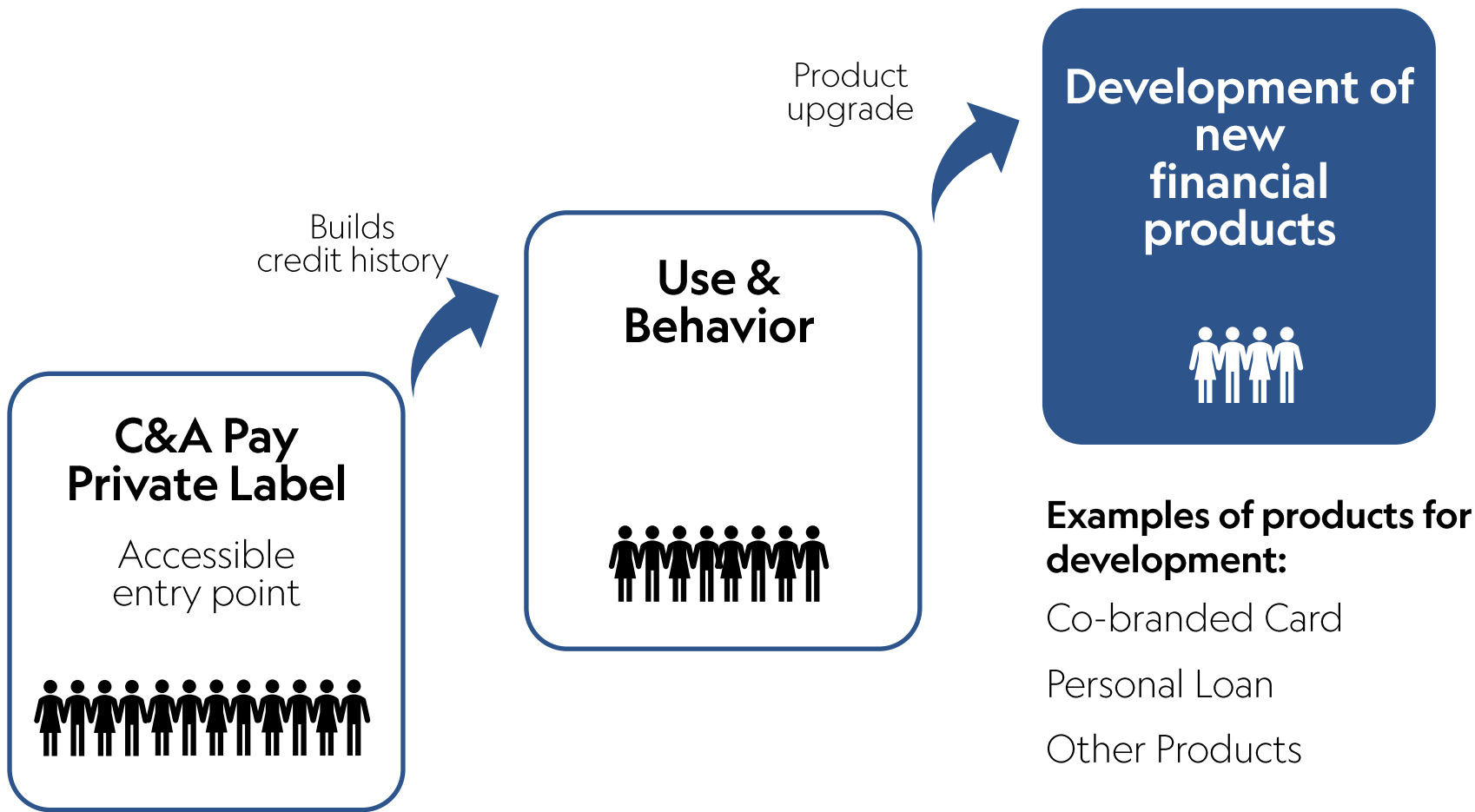


consolidated its presence in sales

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



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



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)

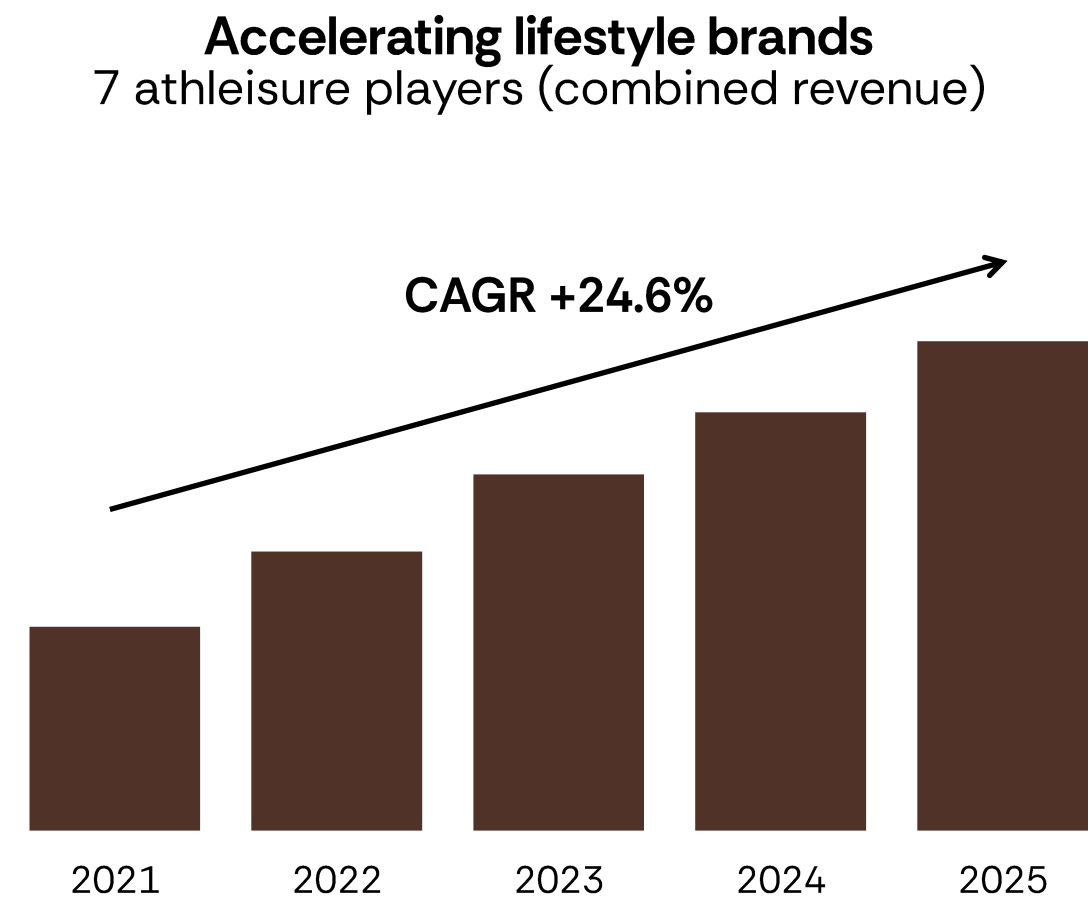
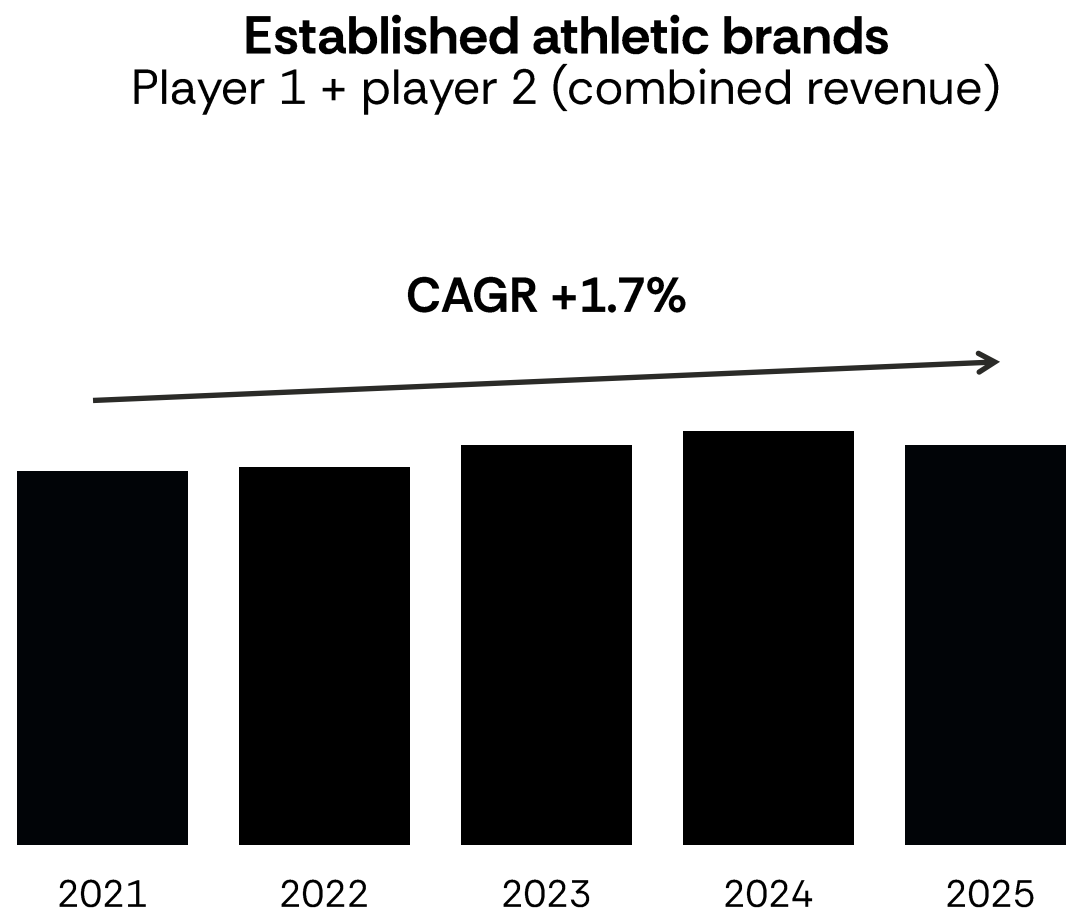
Growth
drivers are not
the
performance-
focused brands

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



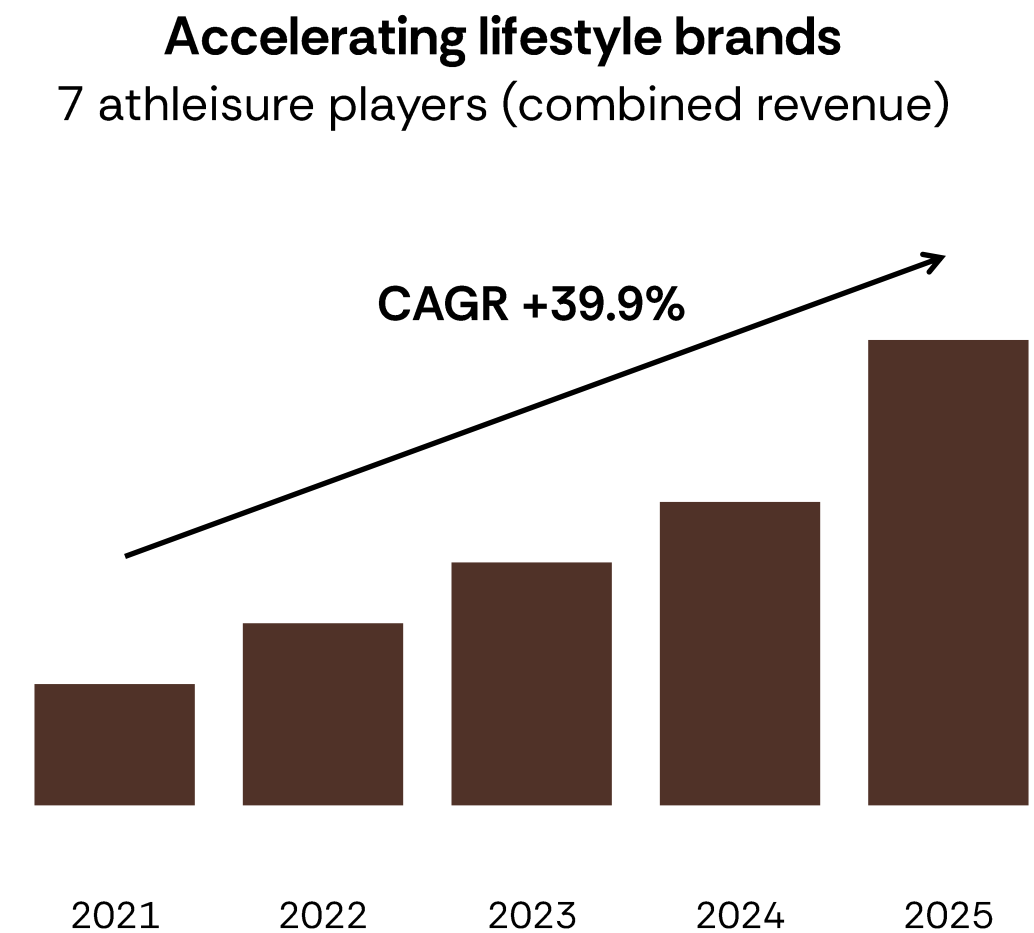
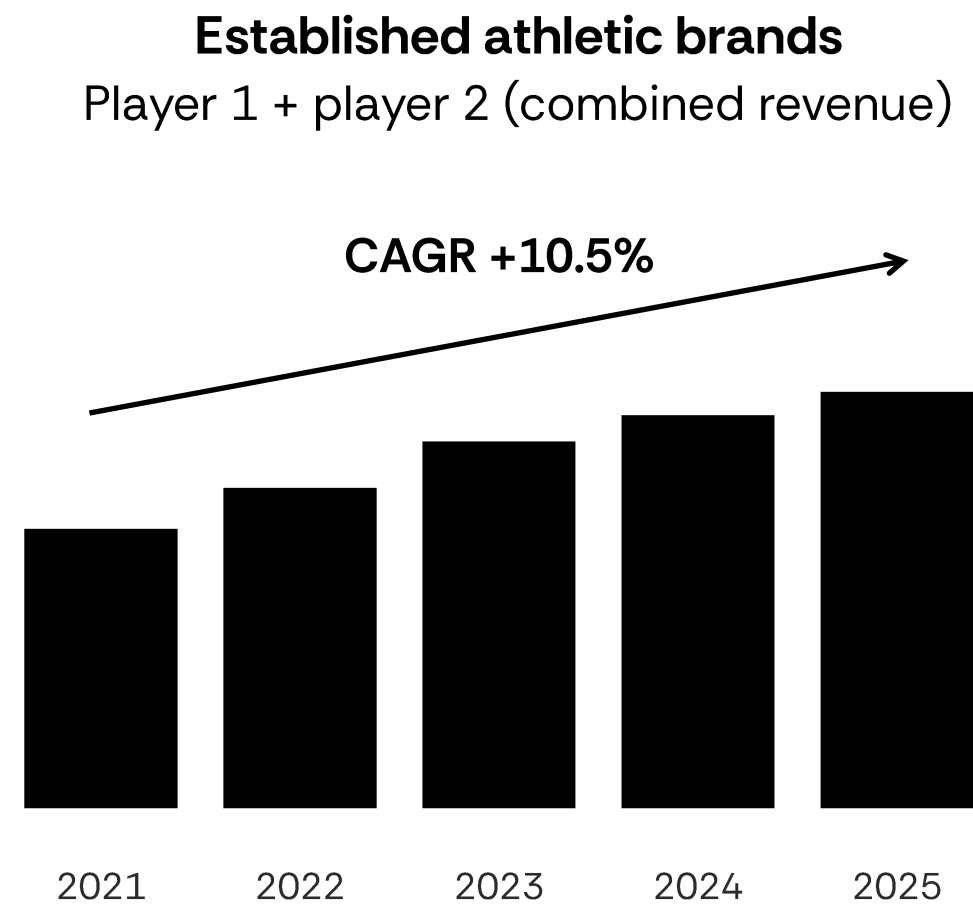
Market Opportunity: Lifestyle brands accelerating, growing faster than purely athletic brands

Consolidated gross revenue – Global market

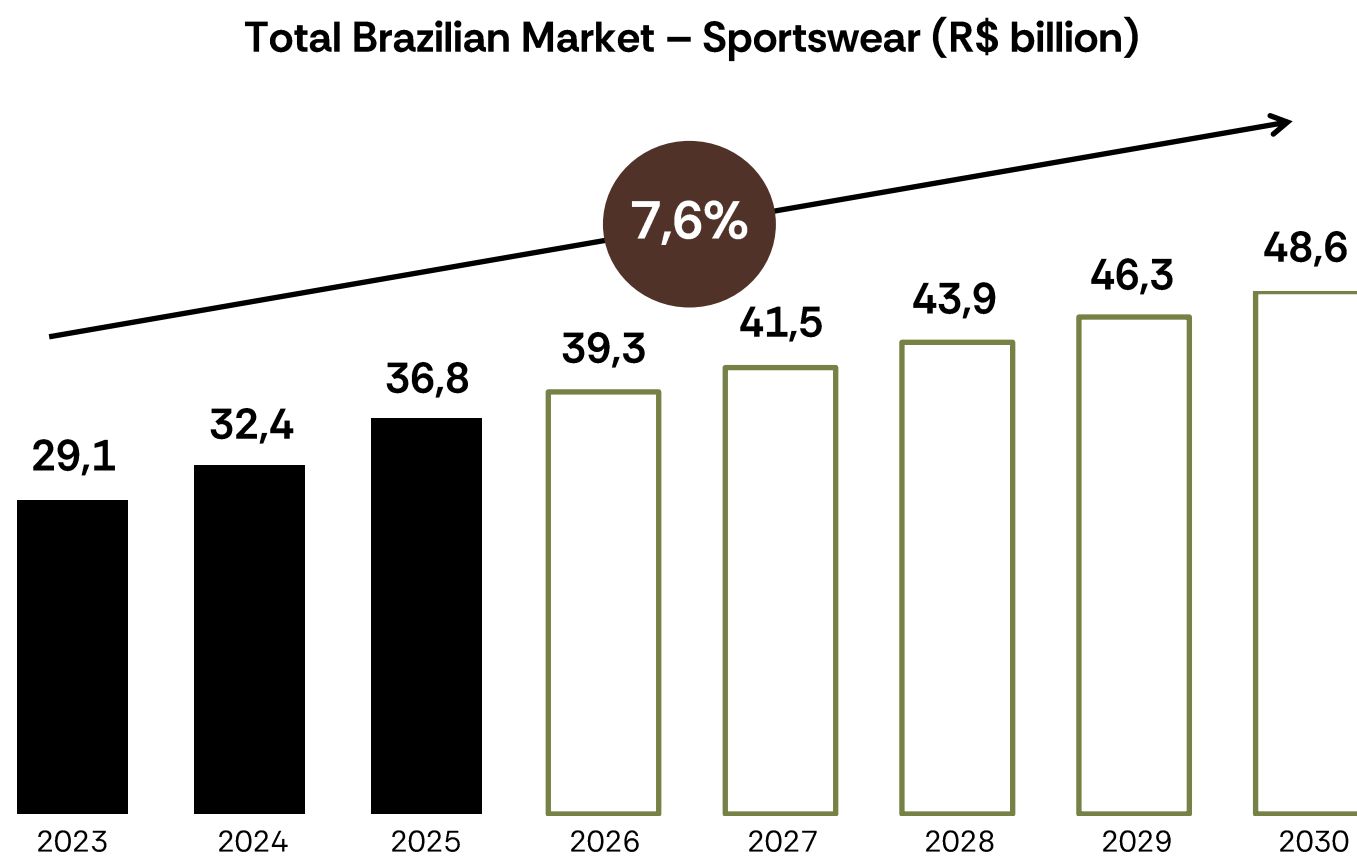


In Brazil, the global pattern repeats: Established athletic brands are growing, but it's the lifestyle brands driving the market

Consolidated gross revenue – **Brazilian market**



**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

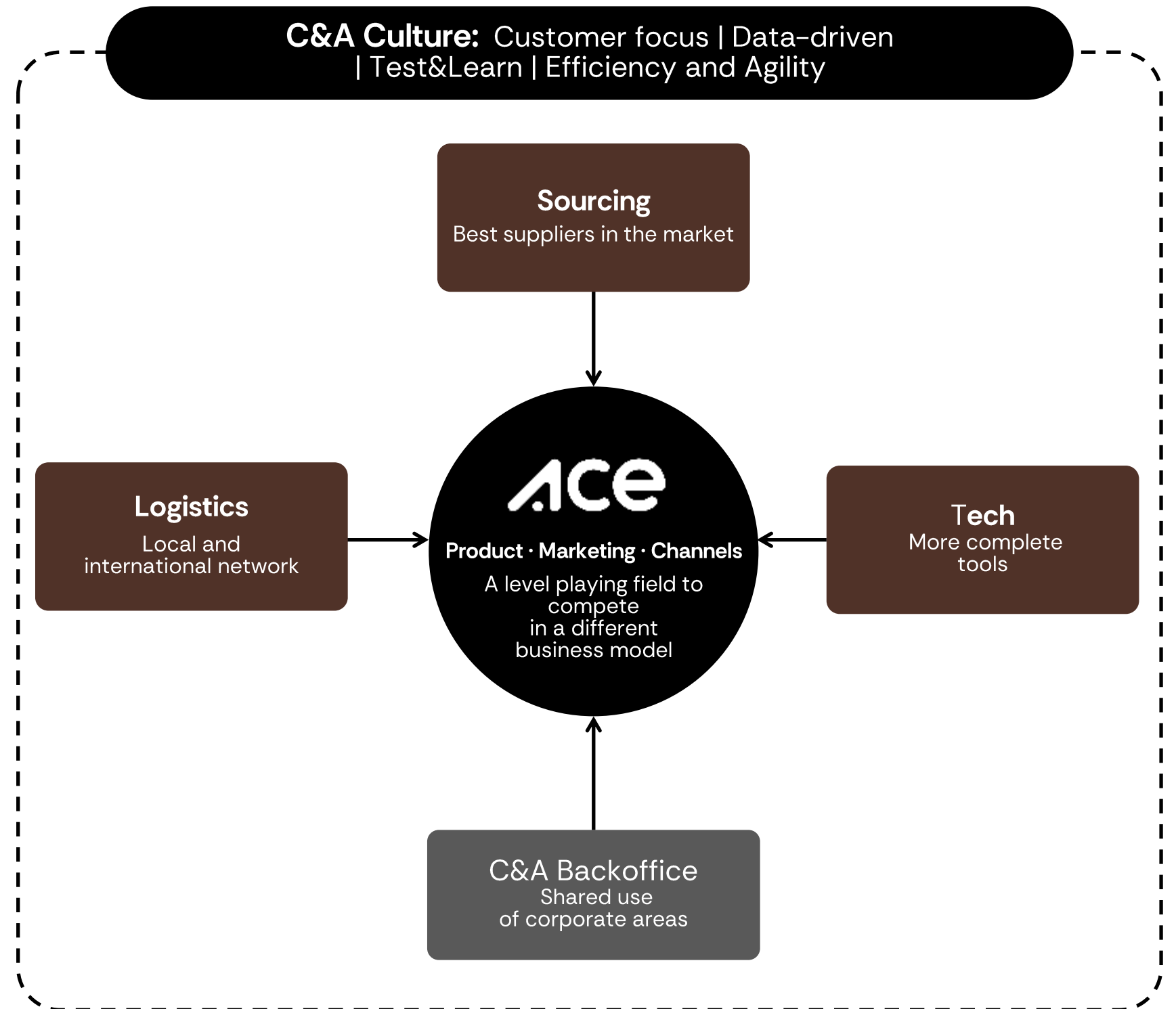
Clean silhouettes, sophisticated palette and intuitive combinations that create a contemporary, feminine look with fashionable appeal

Ace

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

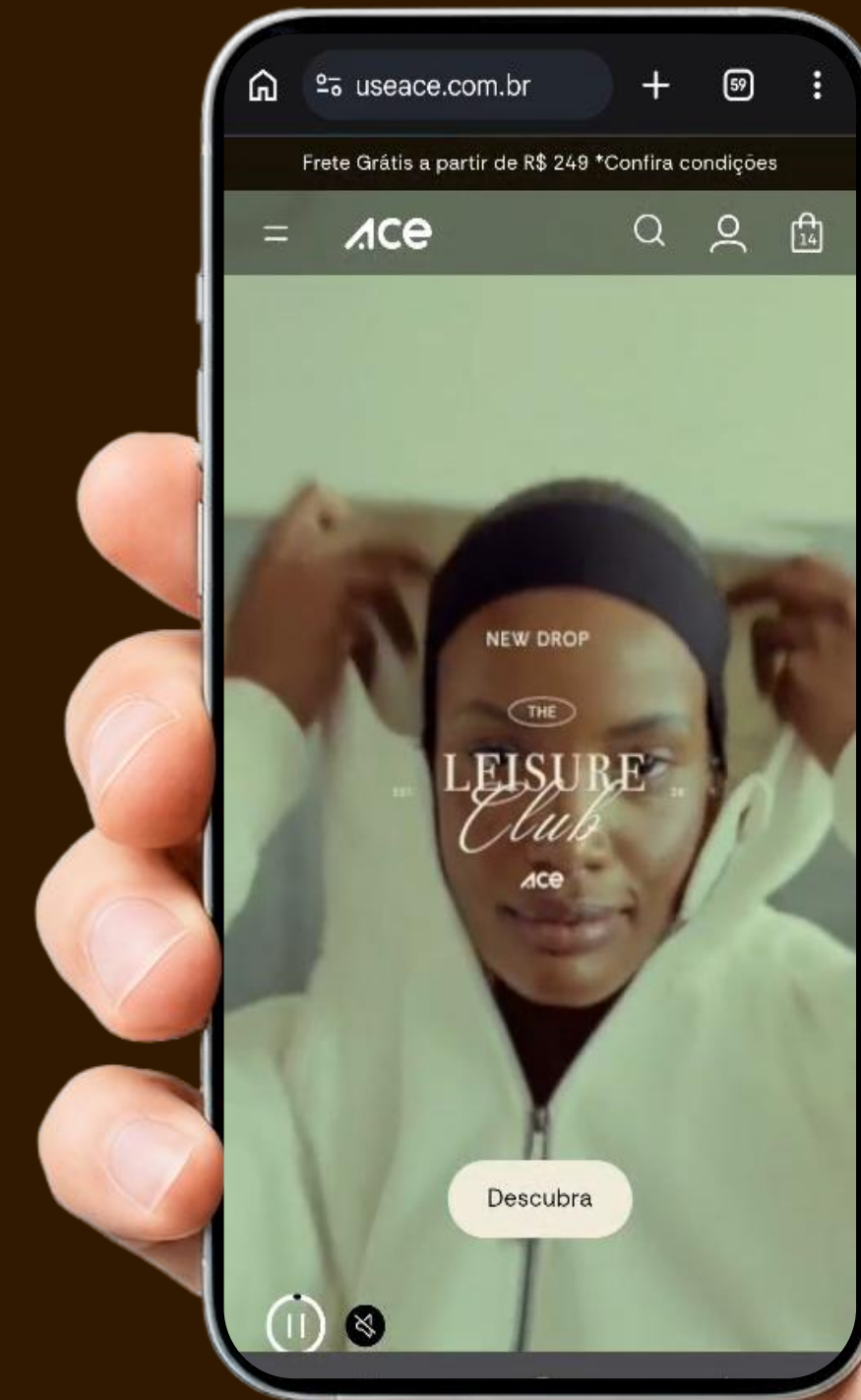
Omnichannel (ship from store, pick-up, showrooming, WhatsApp)

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



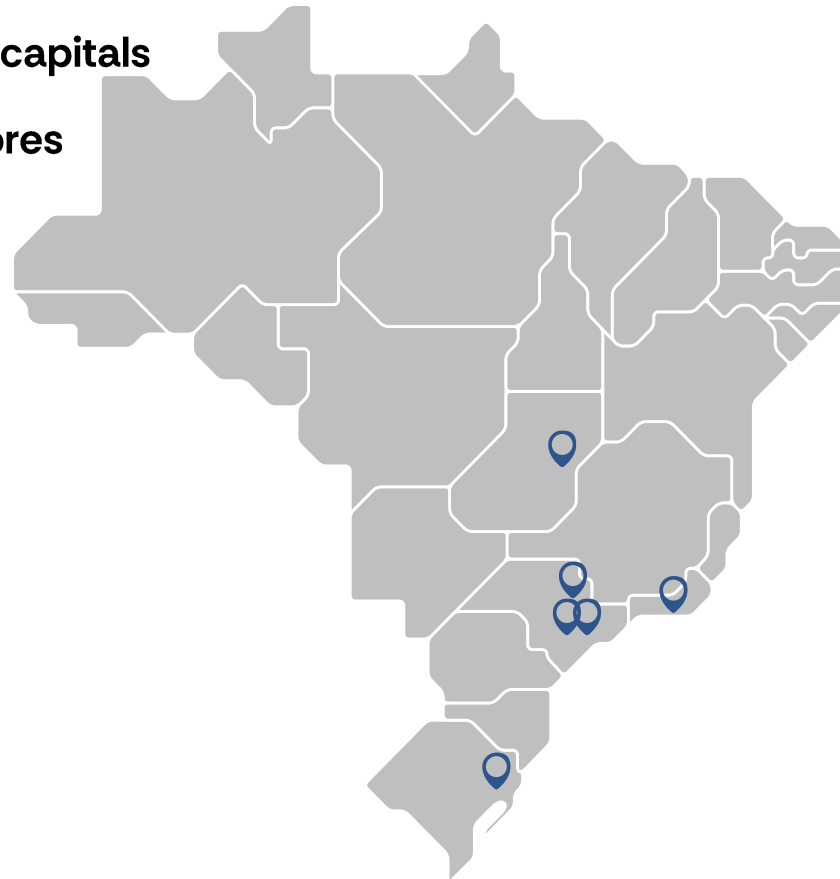
WAVE 1

Own **Stores**

Focus on class A/B
shopping malls

Tier 1, state capitals

Up to 10 stores



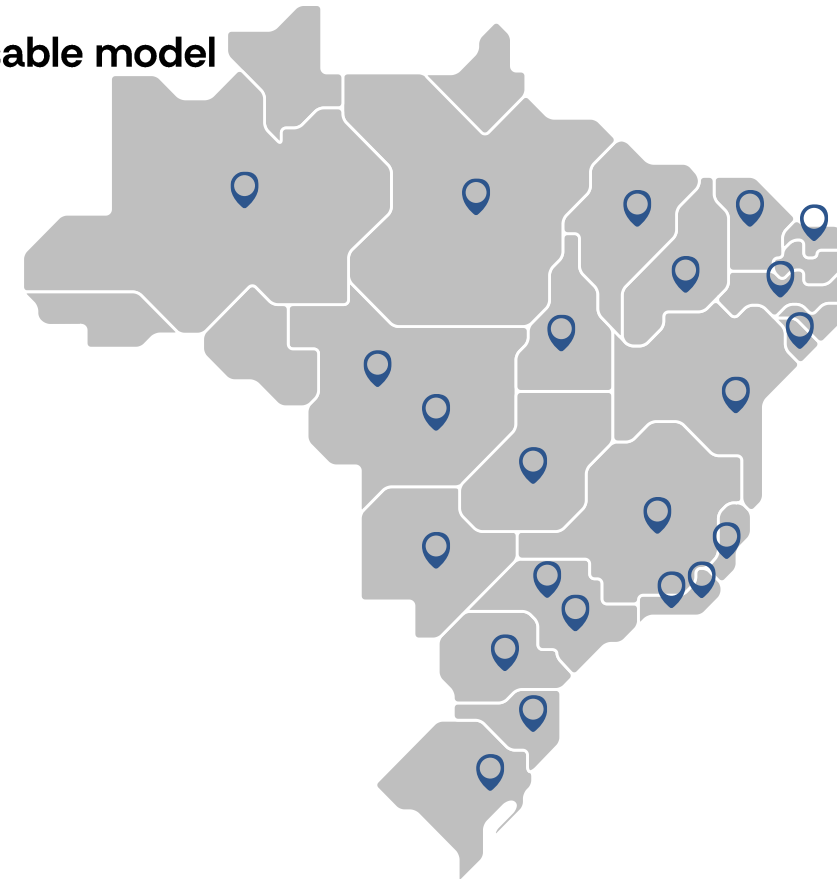
WAVE 2

Learnings and adjustments to the
model

Expansion 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



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

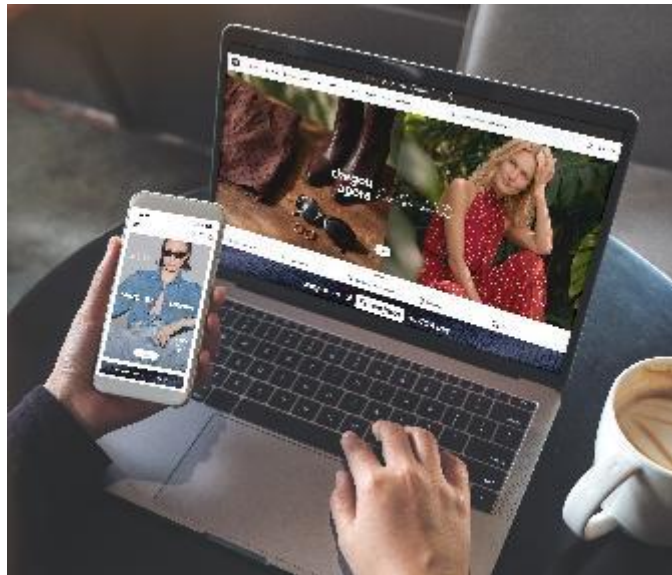


+5x
More conversion
with Home For You
vs. standard
Home page

+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

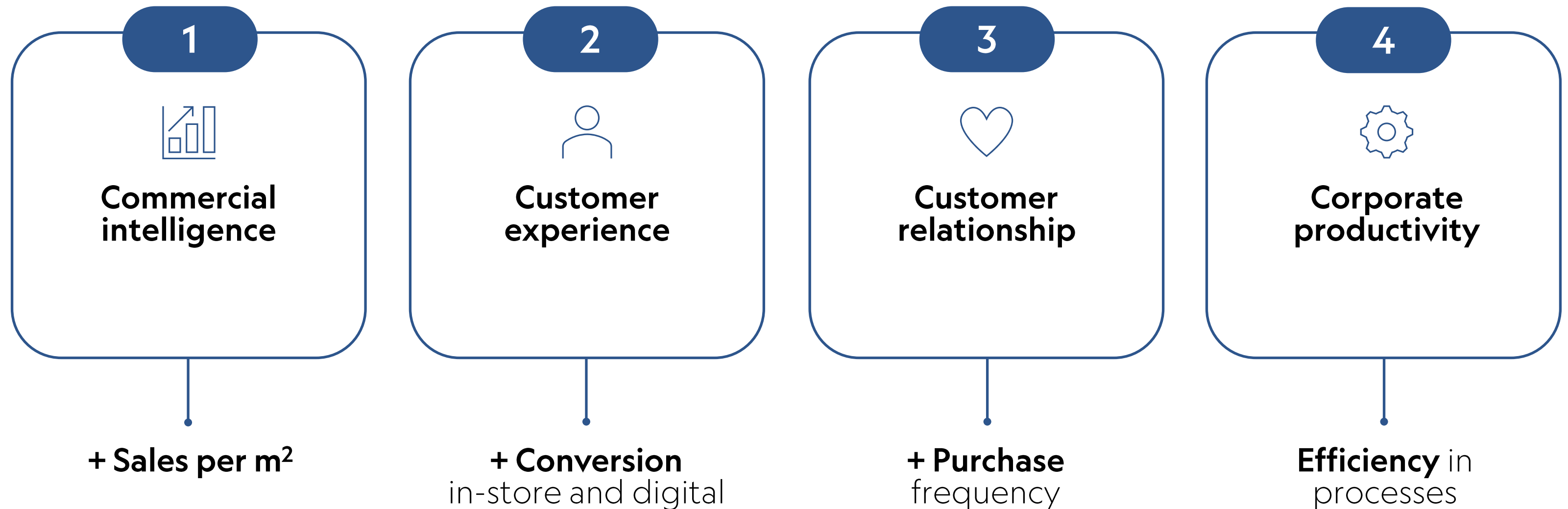
More fluid, modern
and personalized



+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

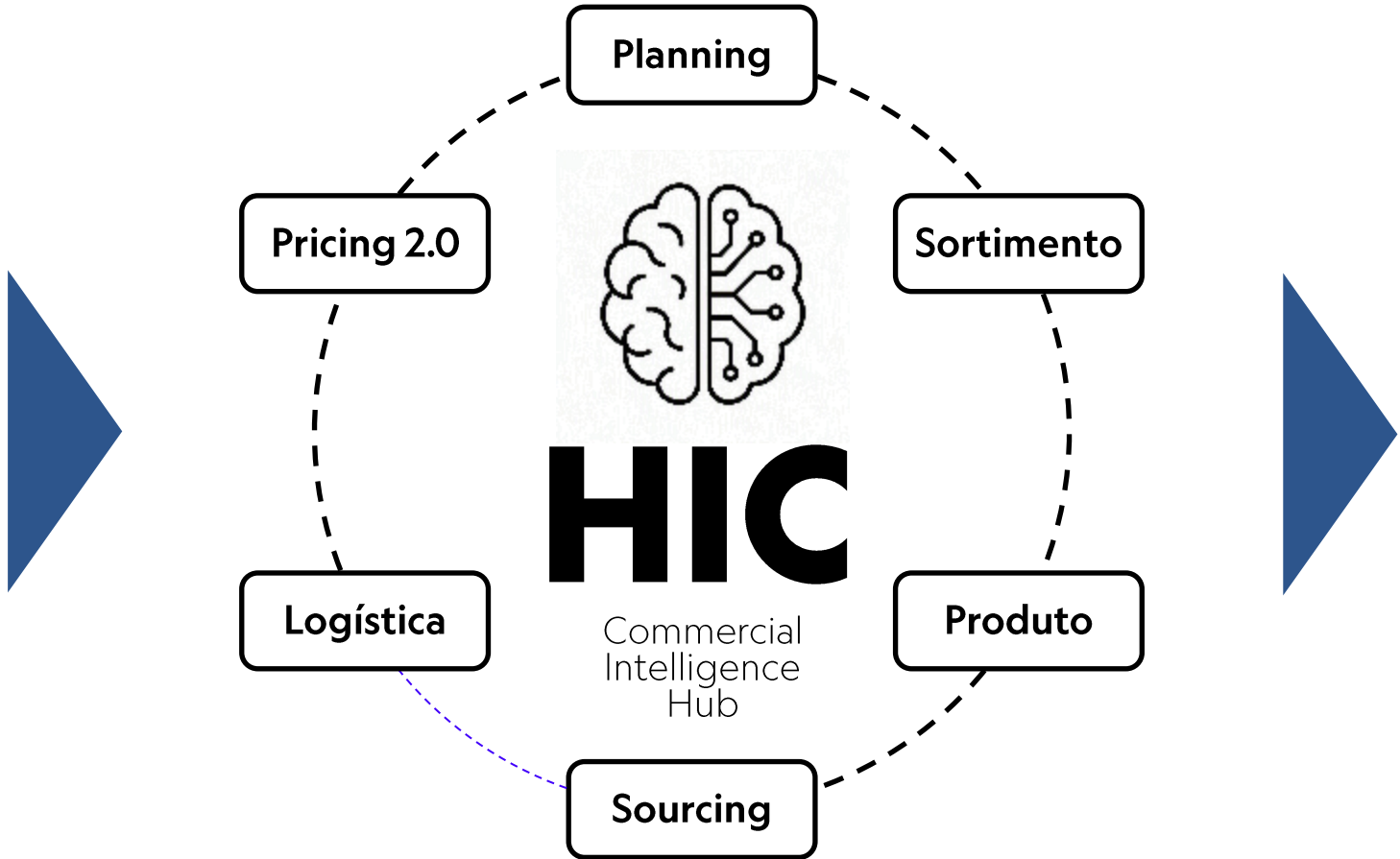


Lever 1: Commercial Intelligence

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

Traditional Model

Homogeneous assortment
Non-optimized inventory
Reactive decisions



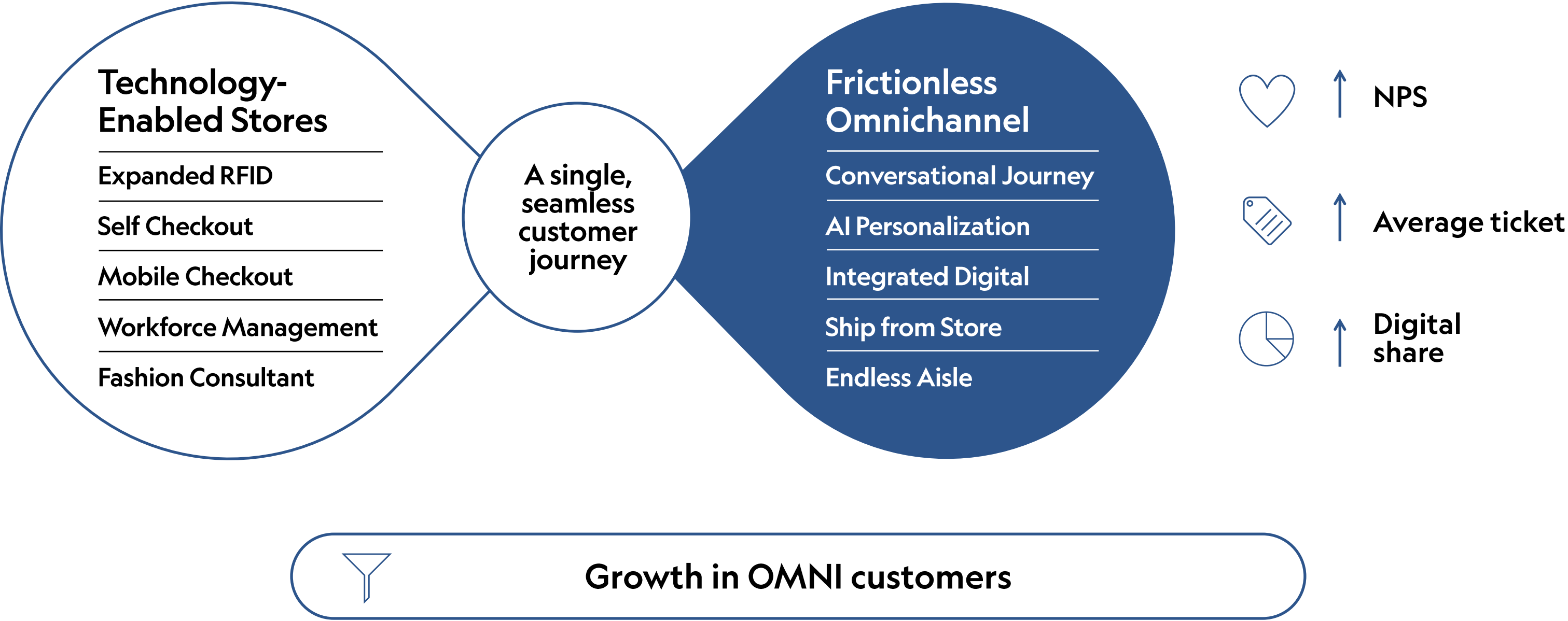
Full Power Ambition

-   **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



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



Activate

Converse



Lever 4: Corporate Productivity

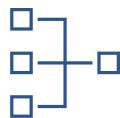
Smarter operations increase productivity and reduce costs

New Corporate Productivity Project

Use at scale **of automation and AI**

—

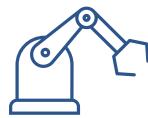
AI and a productivity mindset **embedded in employees' daily routine**



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

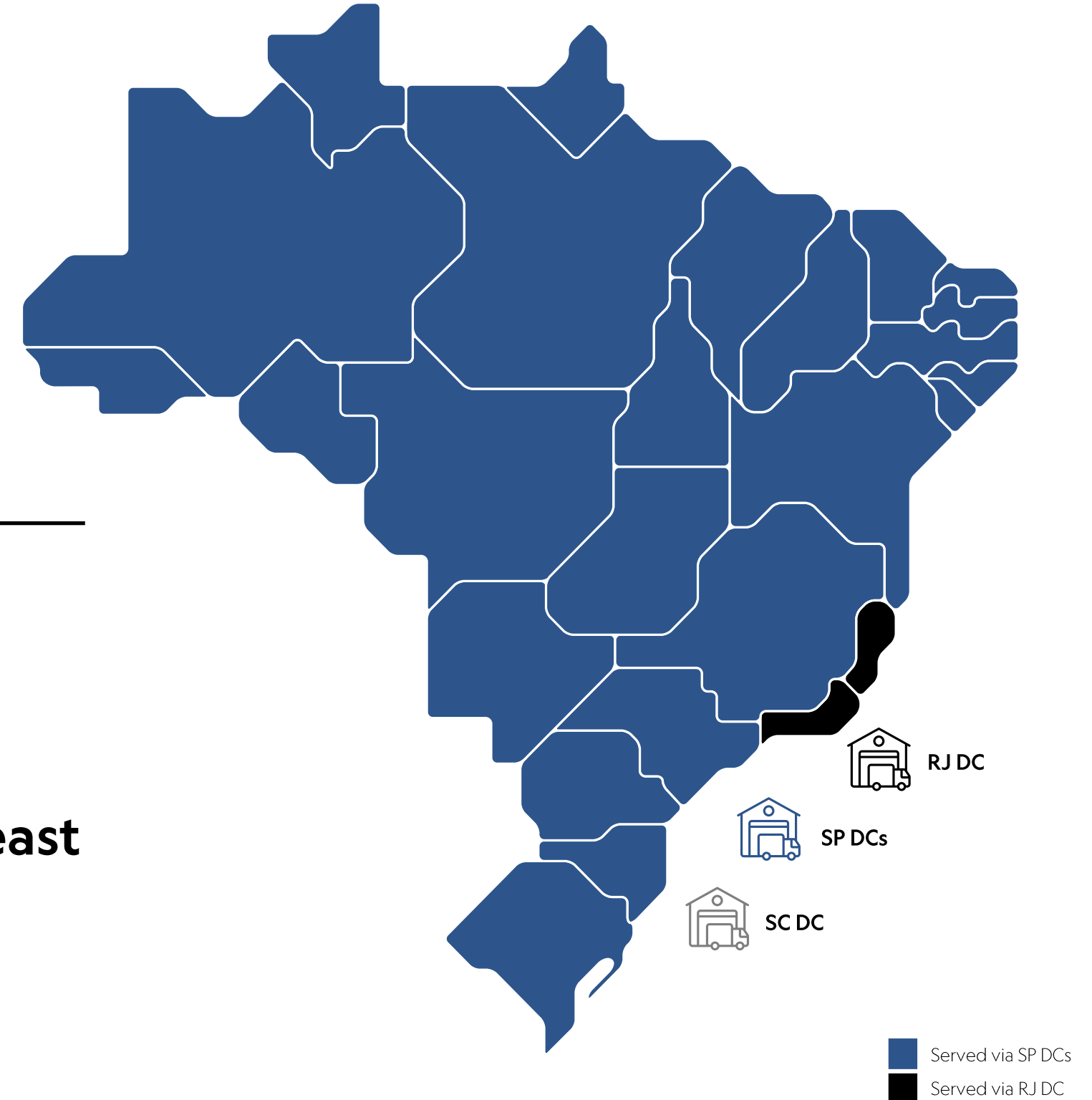
Starting from a centralized logistics network

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

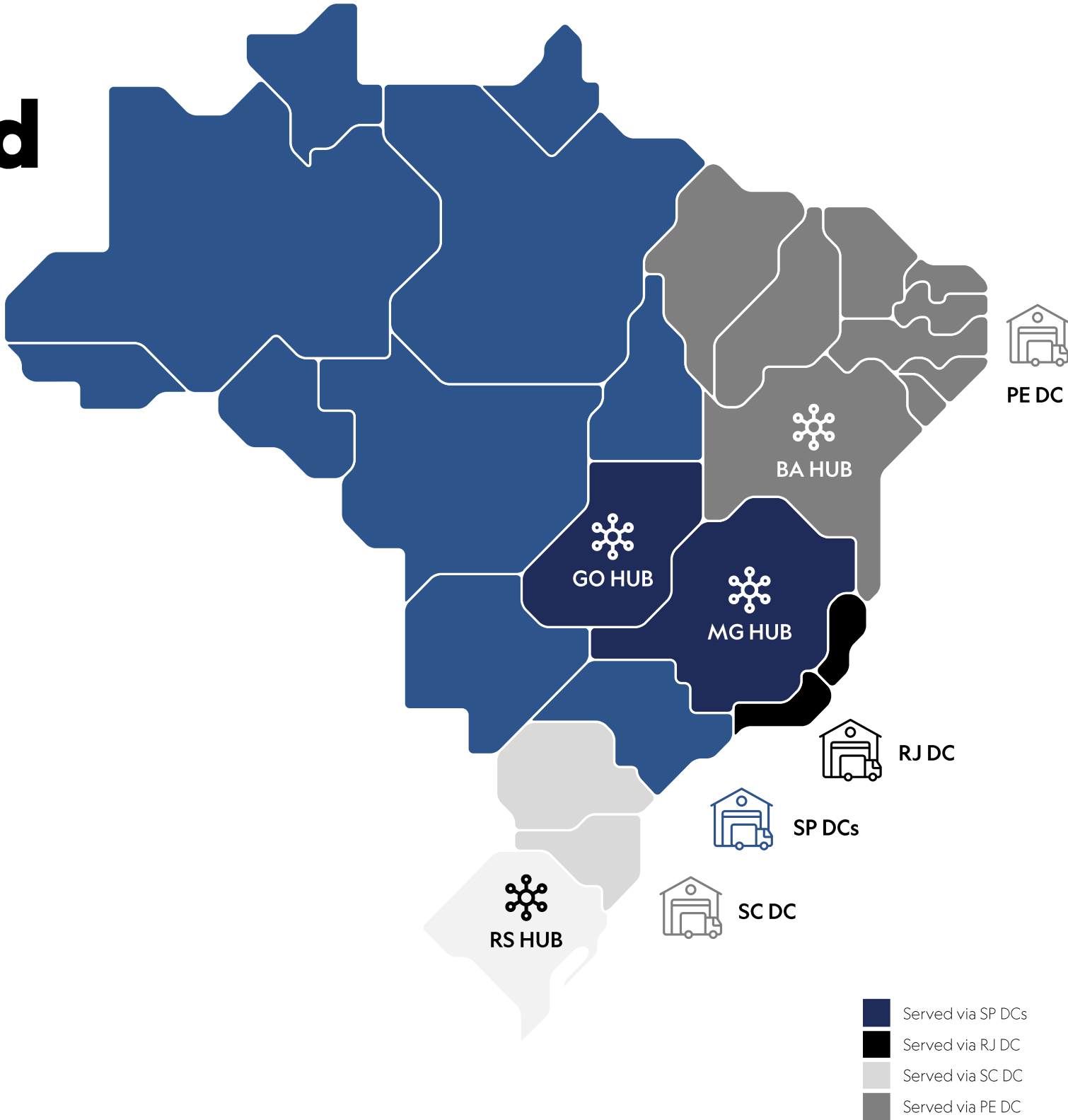


Full Power: Our ambition for 2030

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

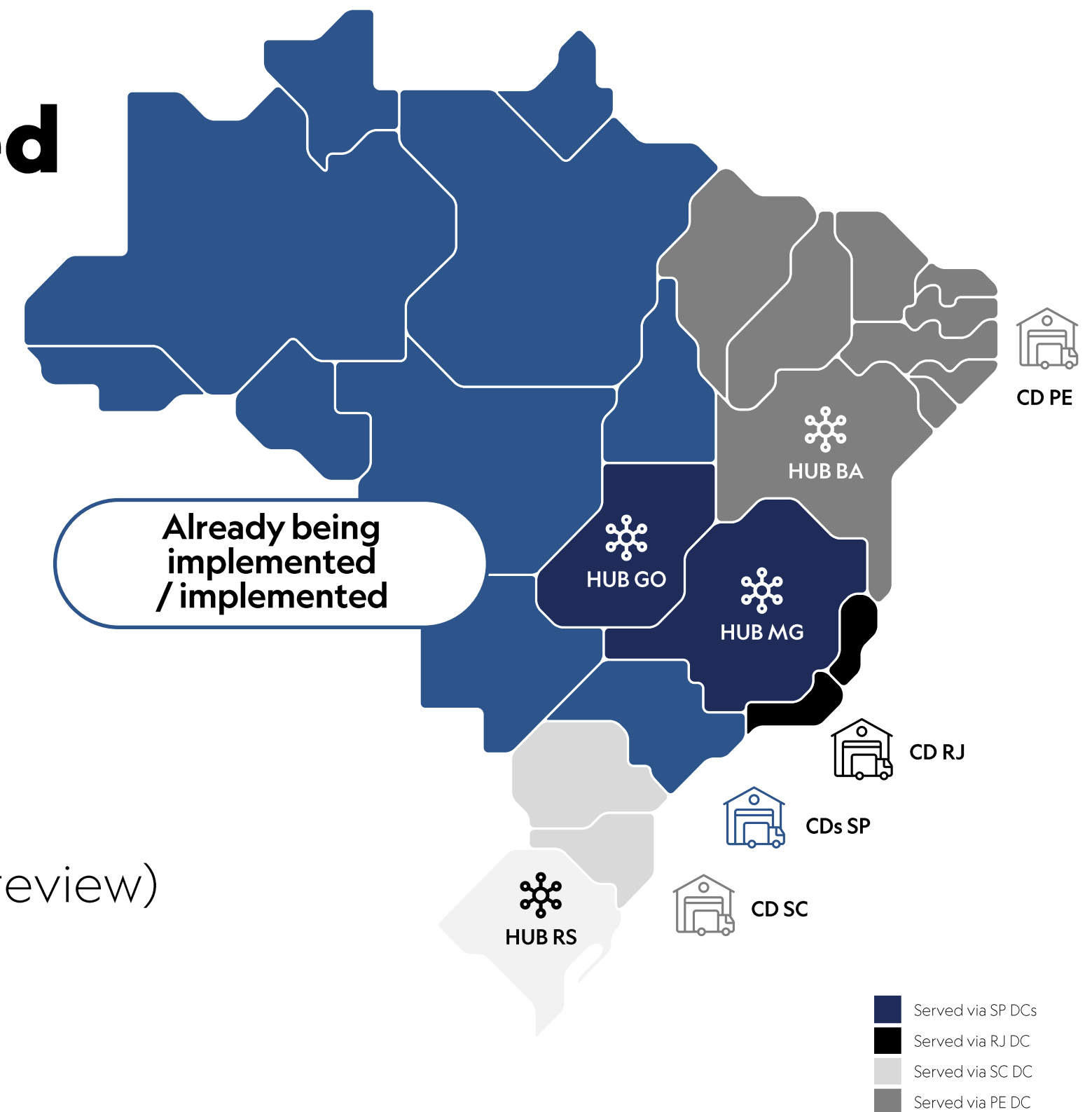
Distribution to Stores

New PE DC to serve the Northeast

Expanded scope of the SC DC to serve the South

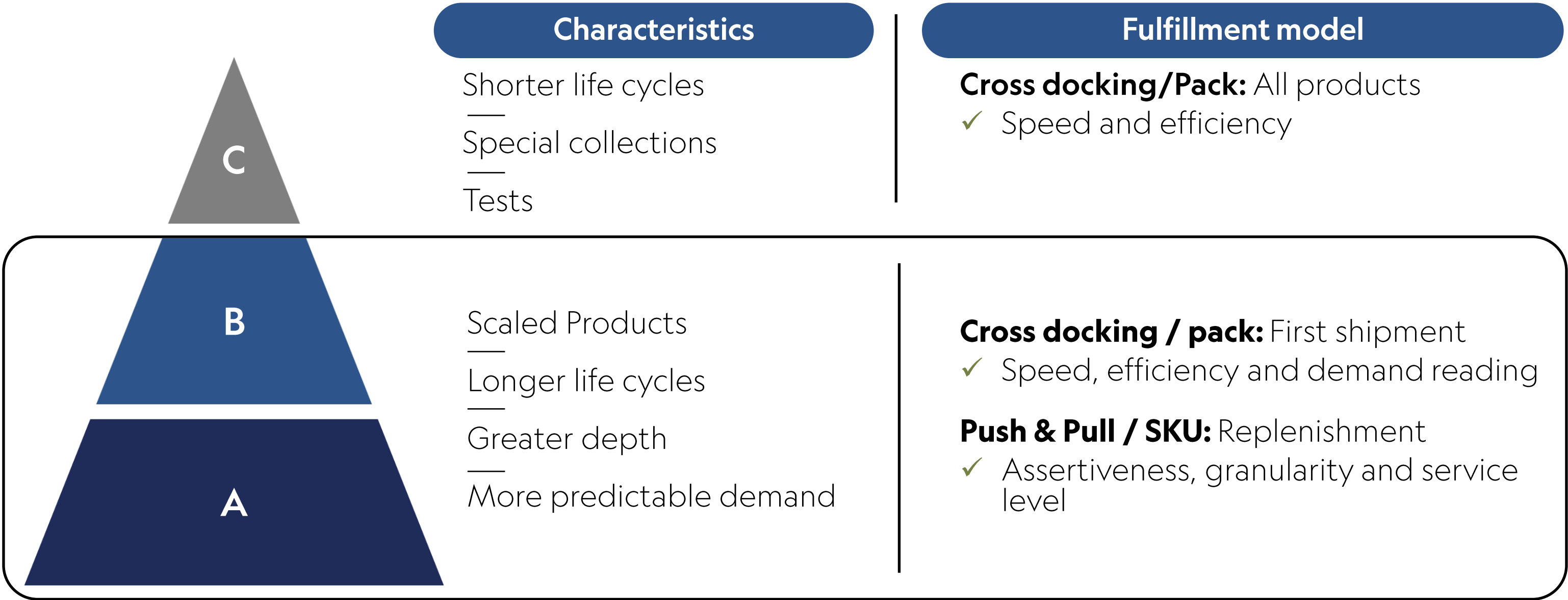
Urban hubs in RS and GO (other locations under review)

Push & pull distribution via the SP and PE DCs



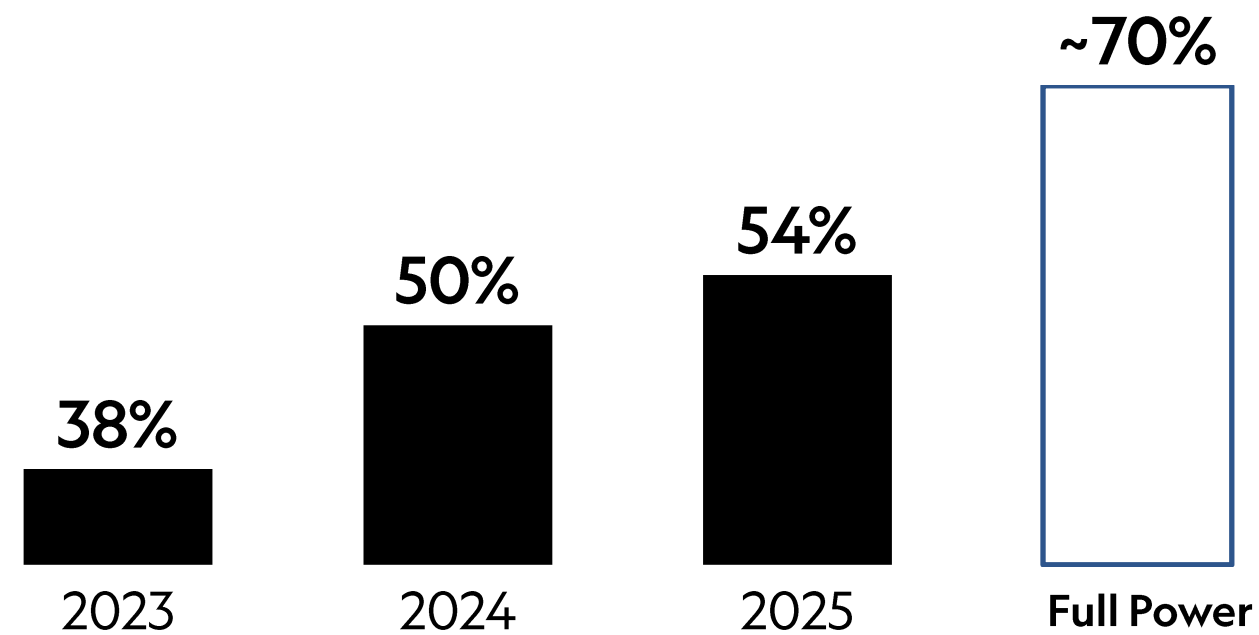
Additionally, we improved the scope of the Push&Pull SKU supply model

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



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

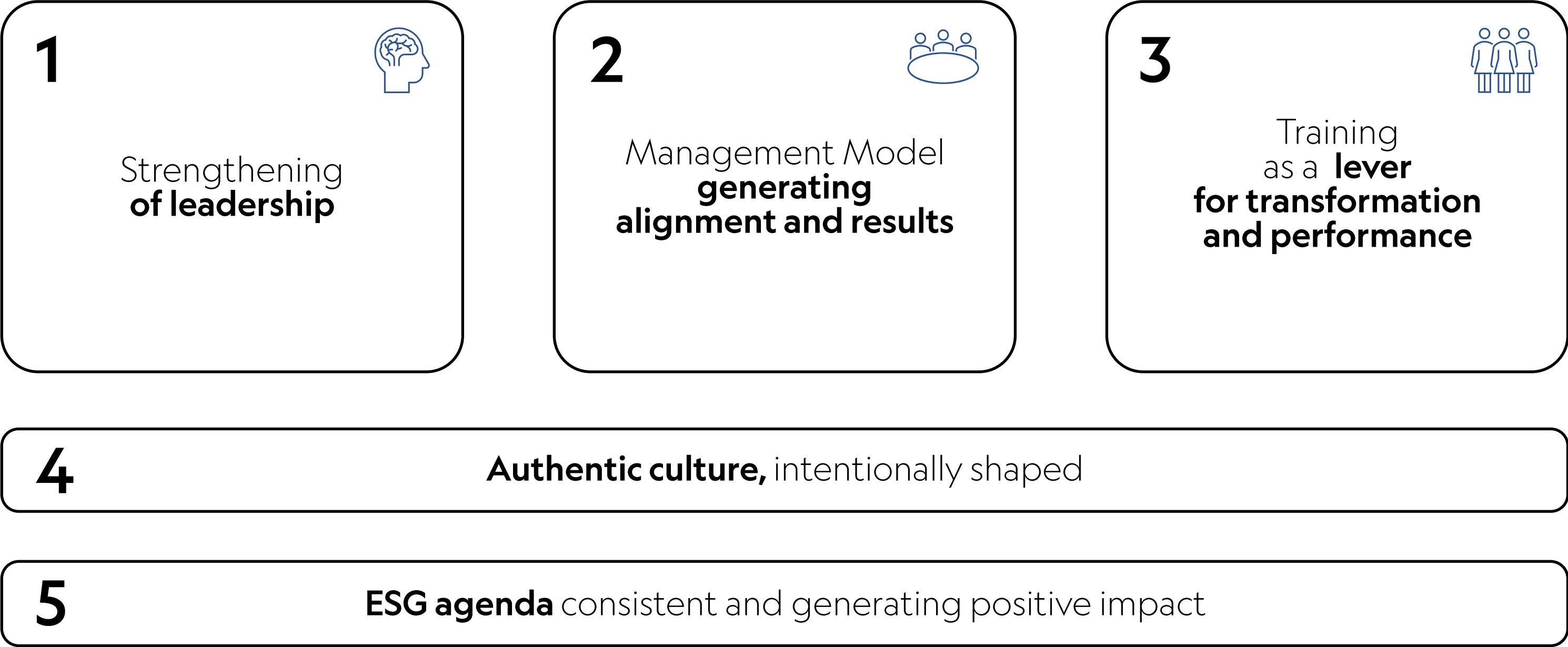


Enhance
the **capture of Full
Power, raising
productivity,
with** performance-
driven culture and
development of
new capabilities

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

Pillars of the Energia cycle

that will boost the Full Power strategy



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**

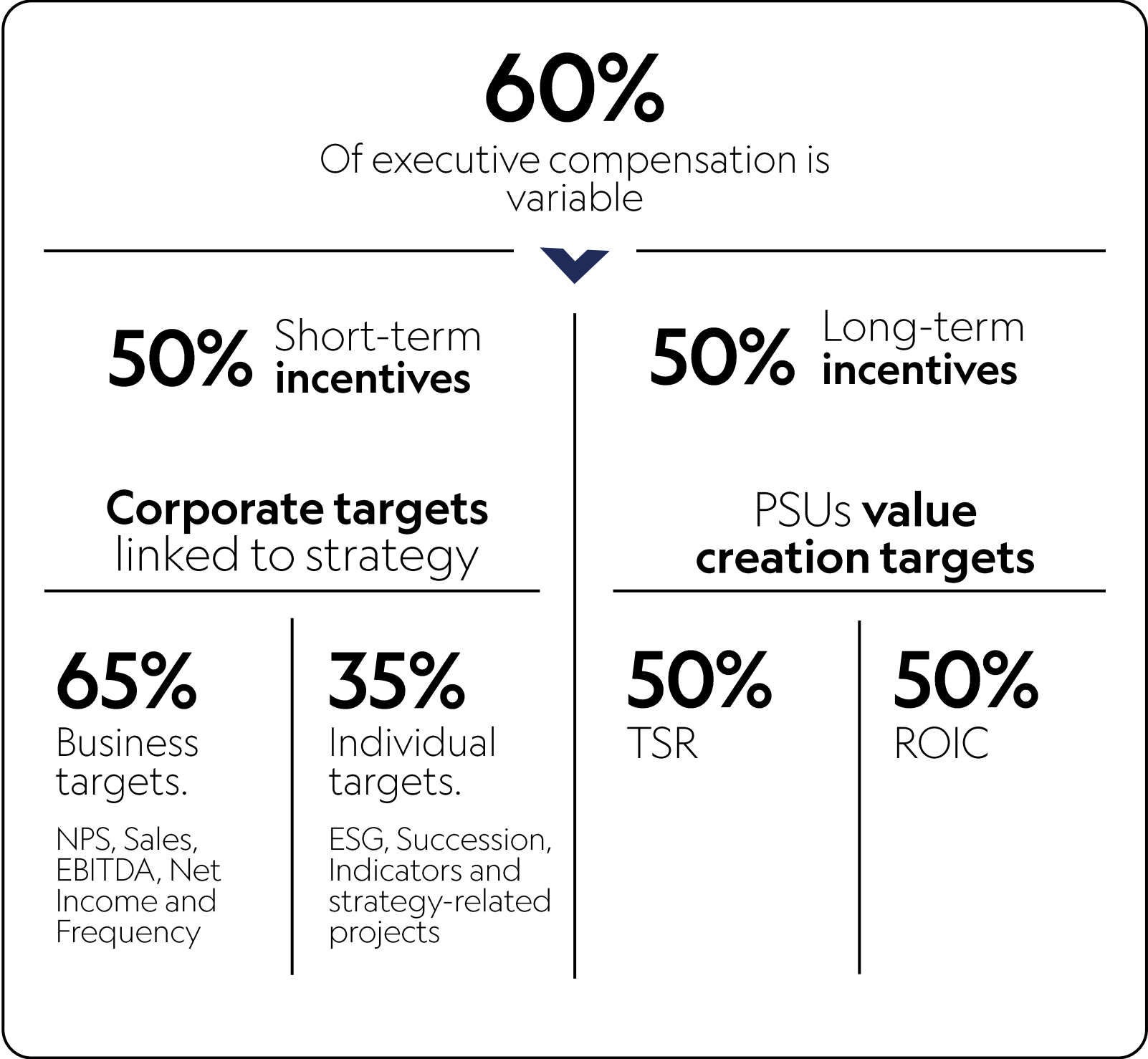
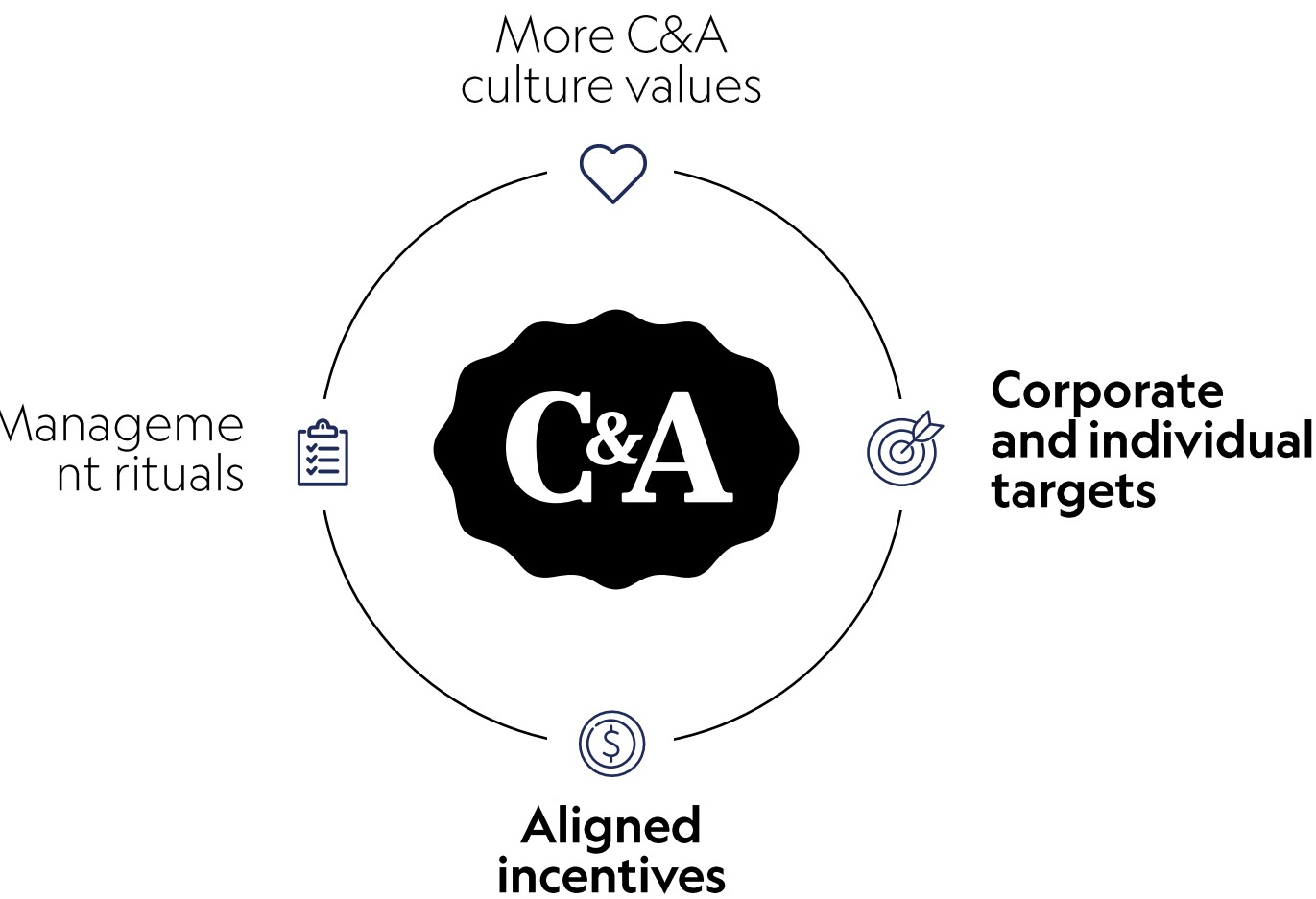


5 Development **and Readiness Plans**



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



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

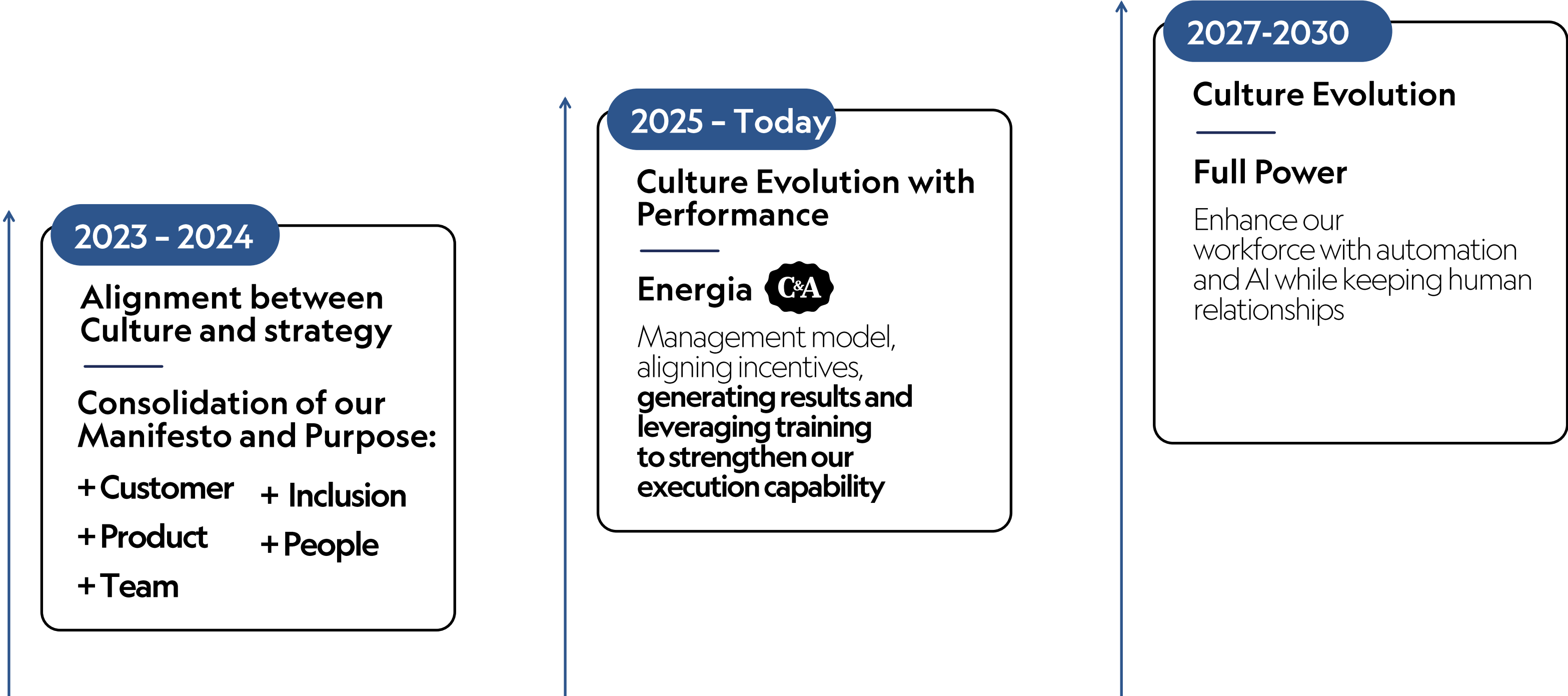
C&A Pay penetration

+15 pp

AI adoption in daily routine

C&A Culture

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



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**



**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

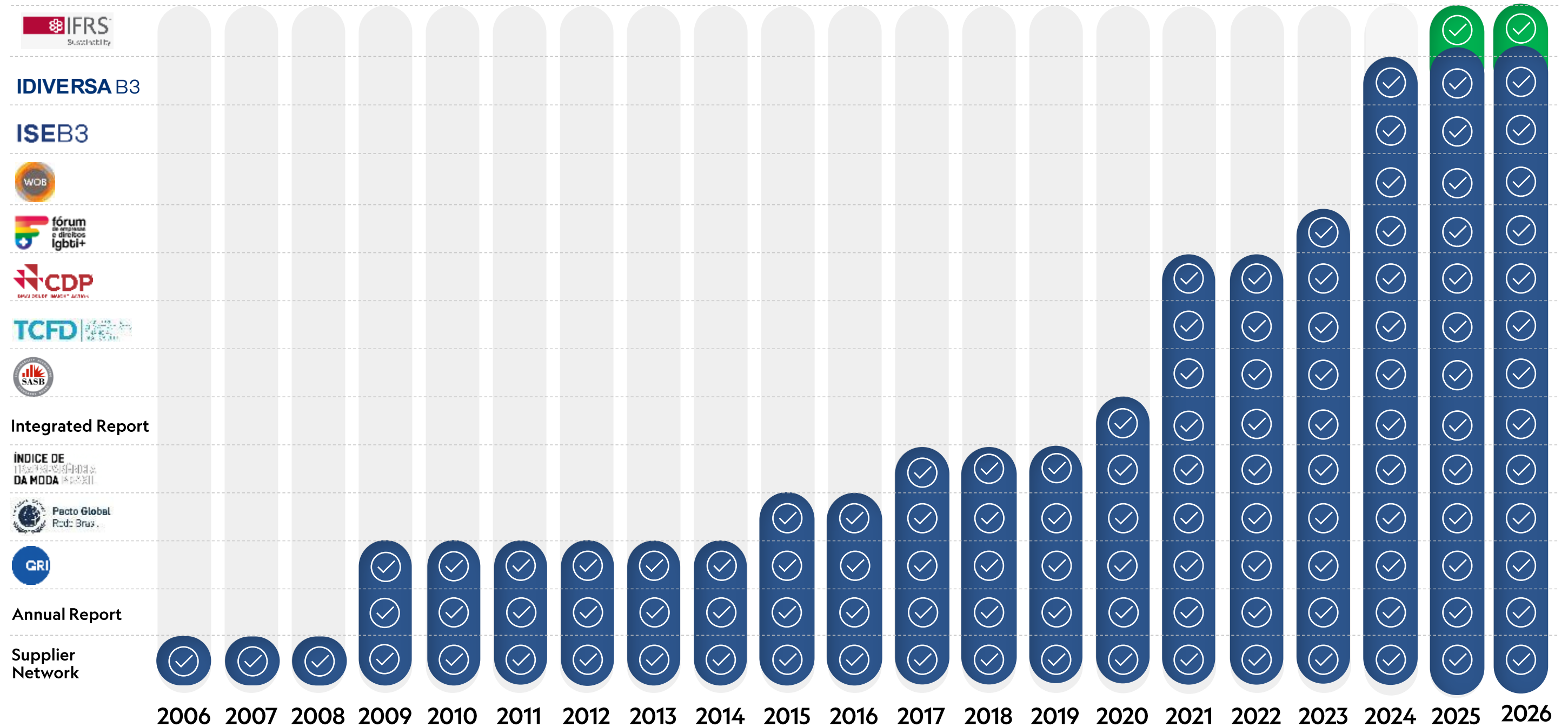


Employees

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 2°C scenario)	30%	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





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

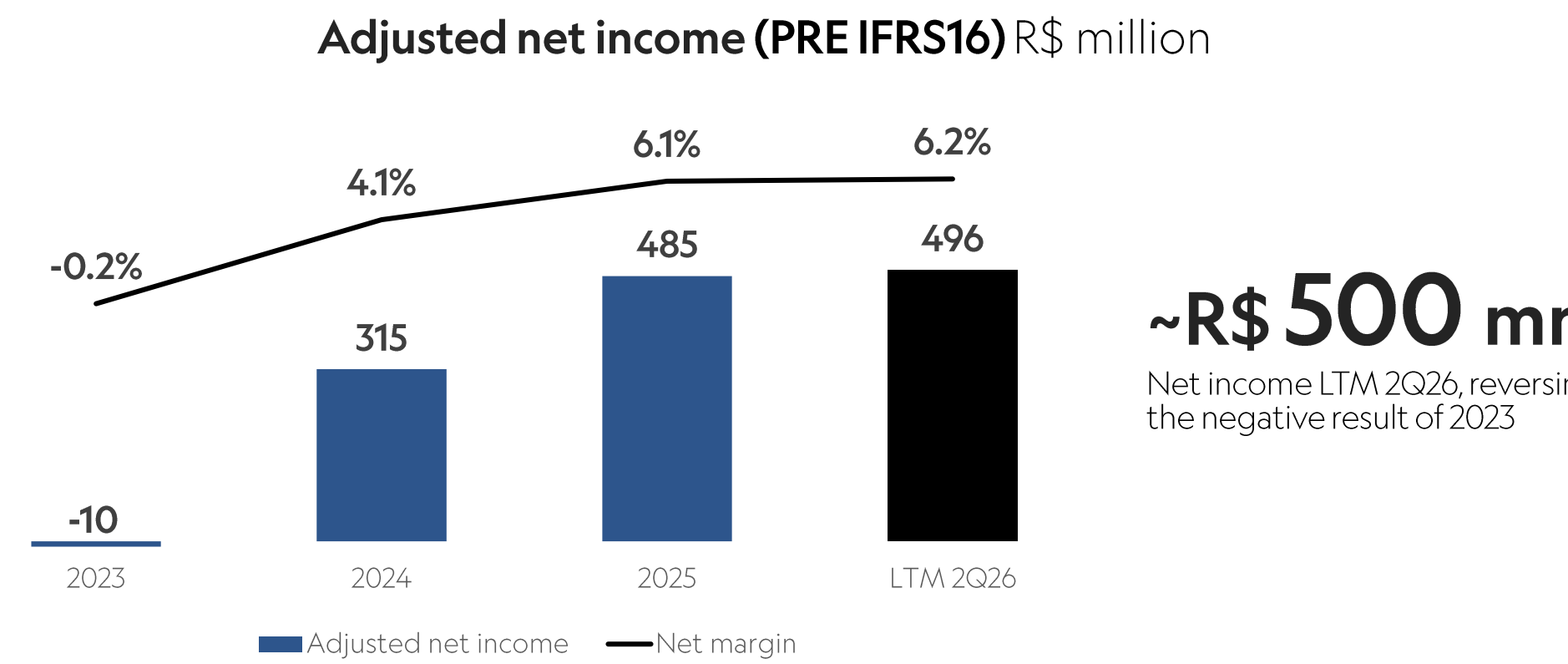
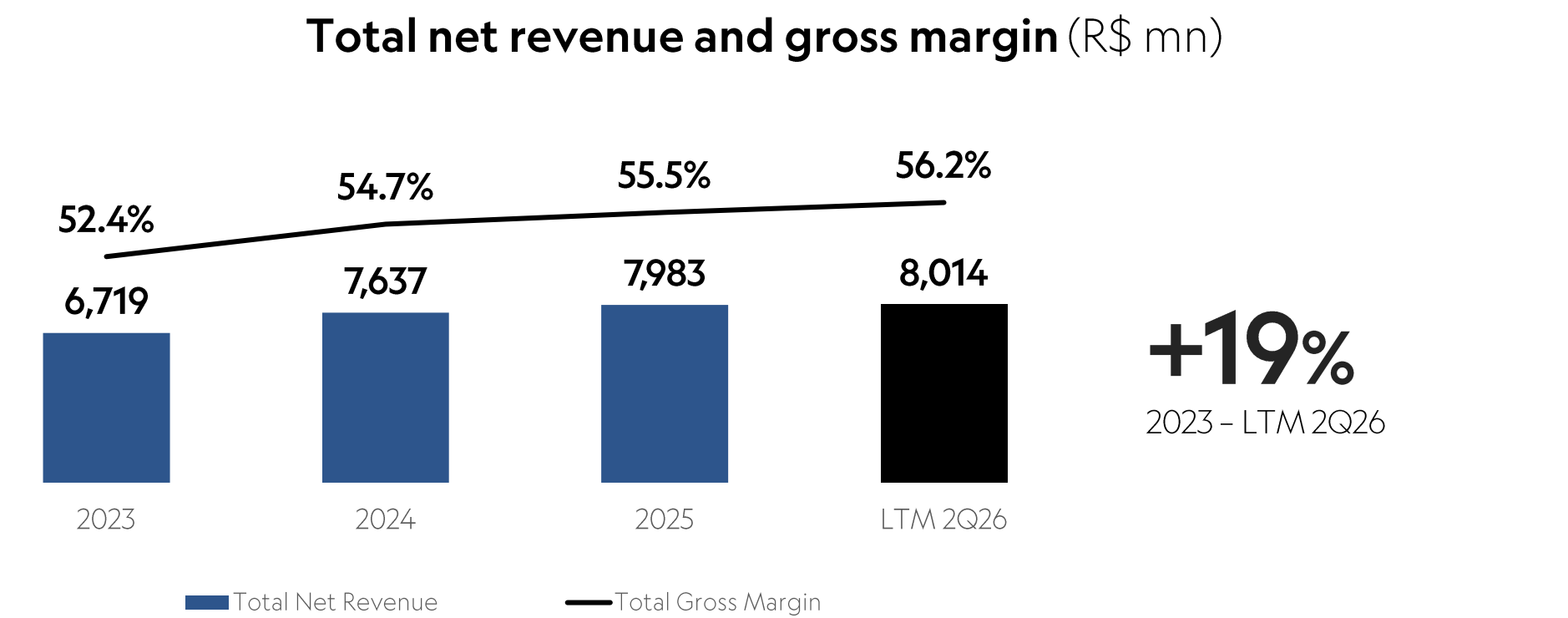


Energia

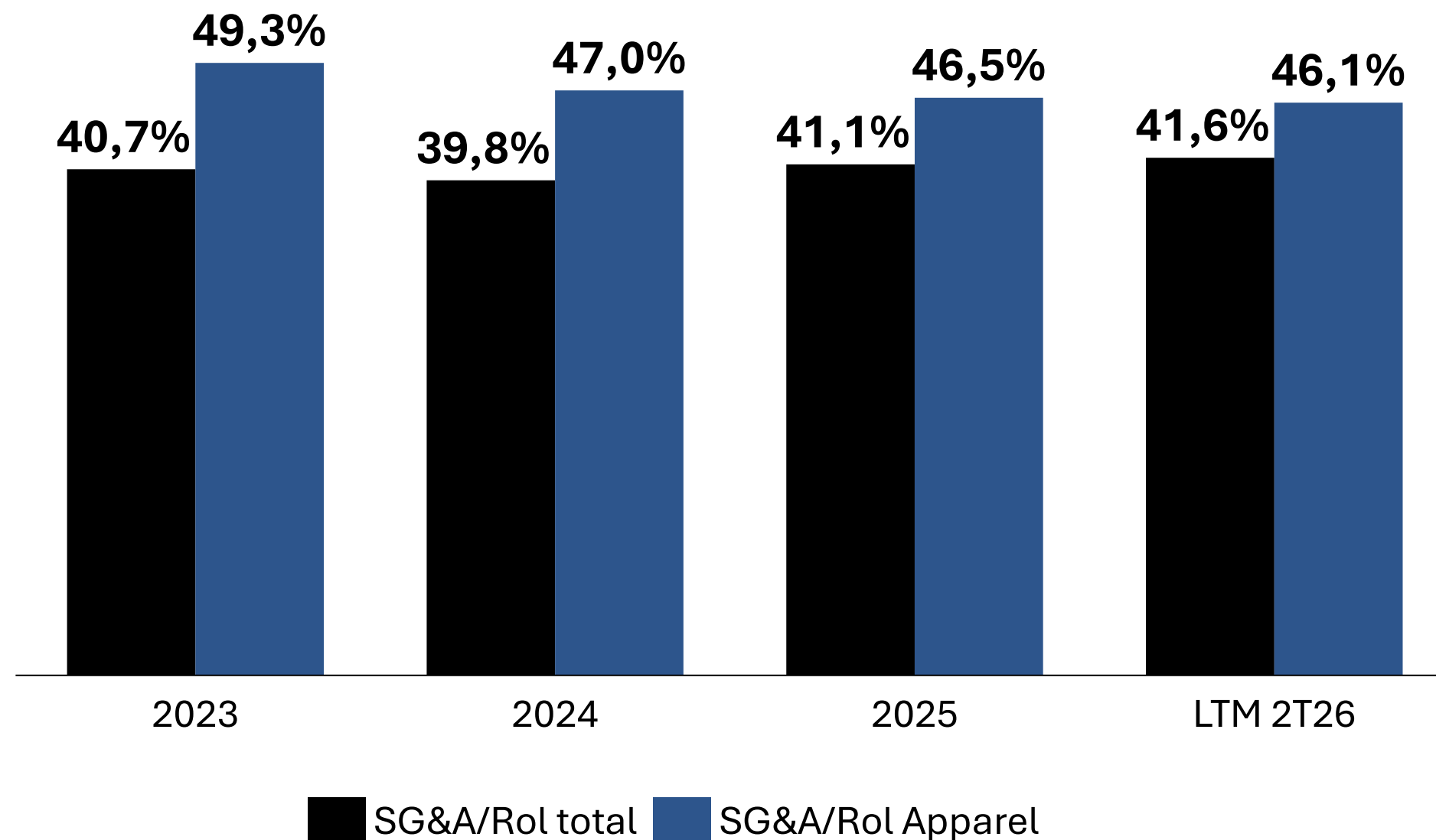


Consolidated
the financial
foundation
needed
**to grow
profitably**

The Energia cycle raised the bar for growth and profitability



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

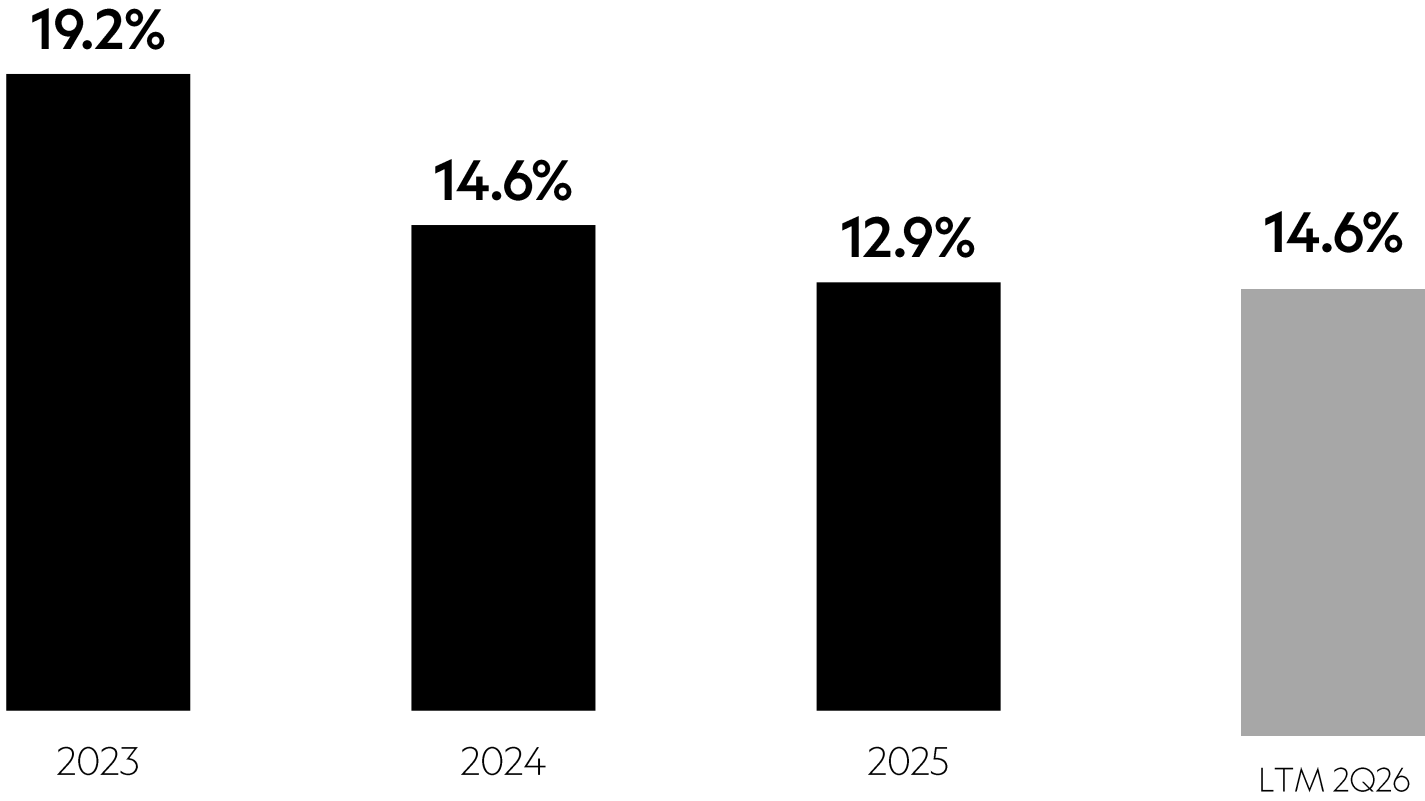


2025 impacted by the discontinuation of the mobile phone business and termination
of the Bradescard partnership

—
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:

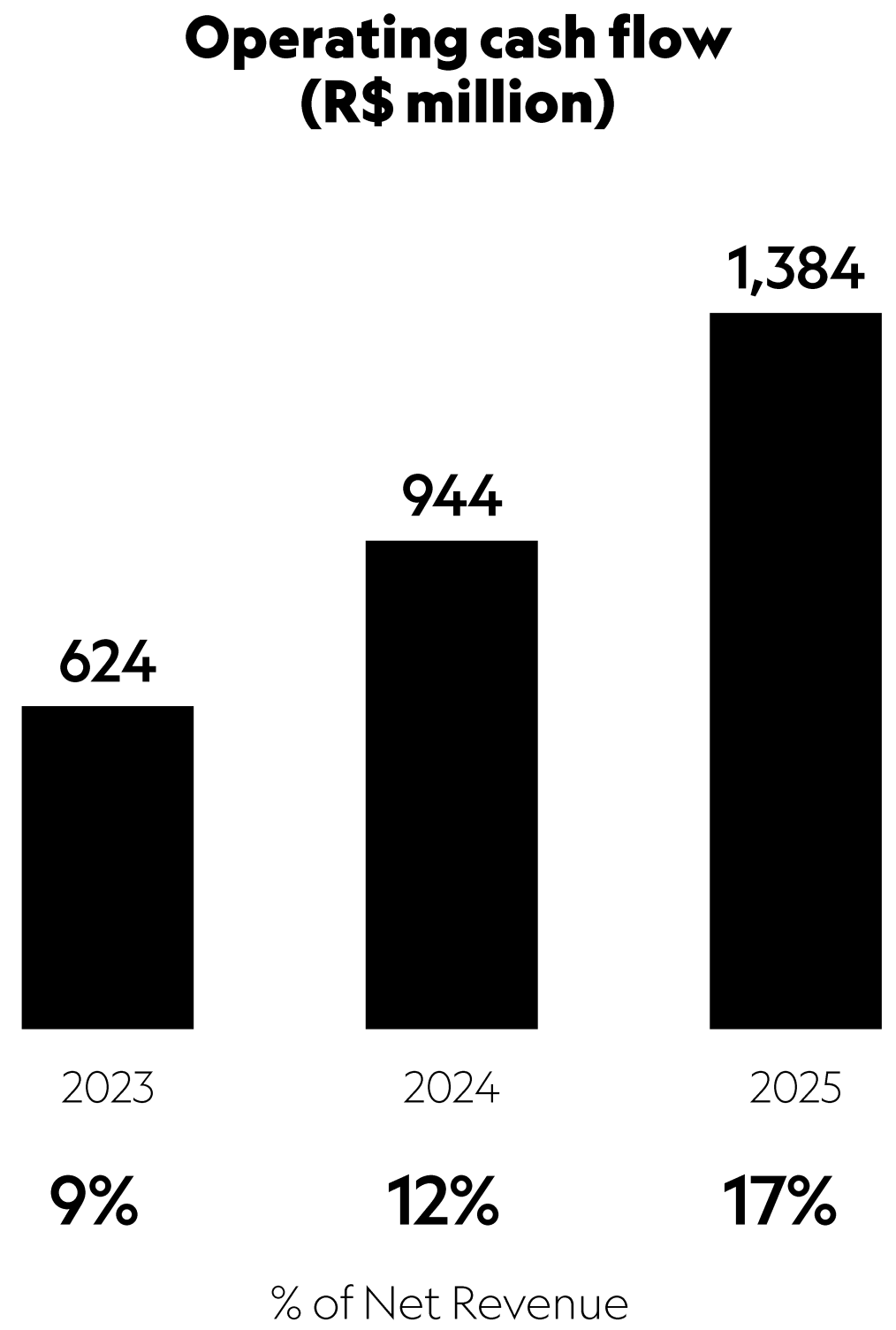
Working Capital Committee

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

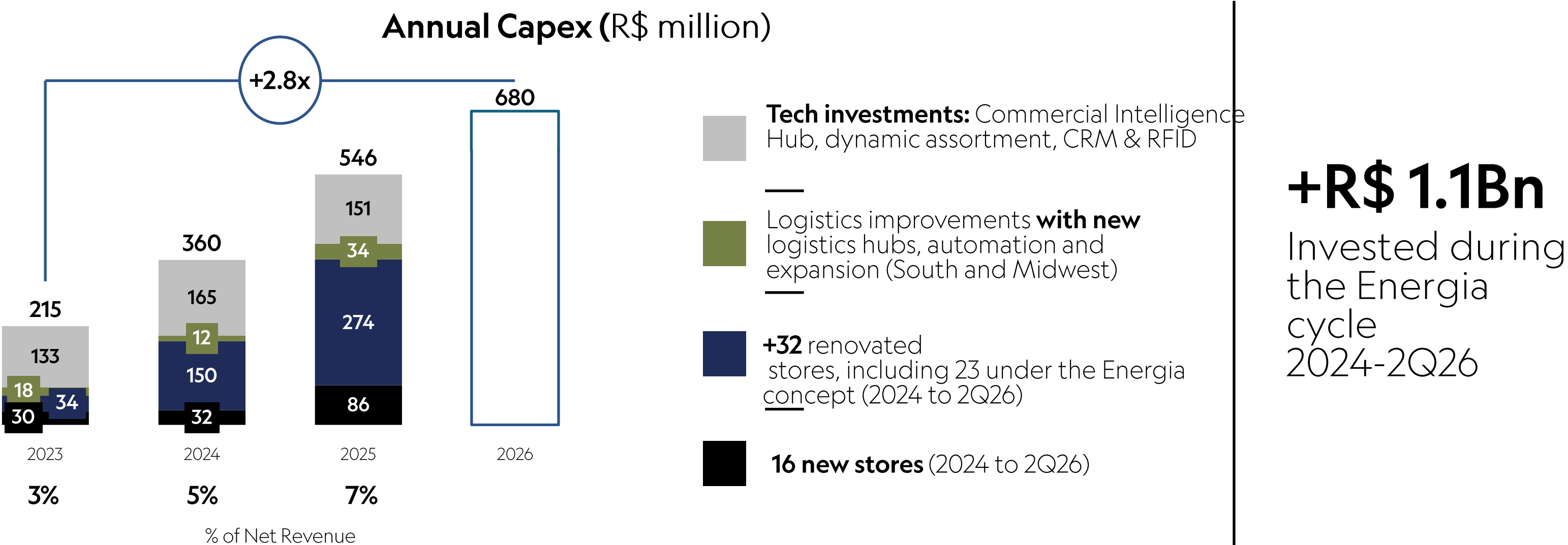
Freed-up capital expands the capacity to fund the next growth cycle (2027-2030) without relying on additional debt.

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



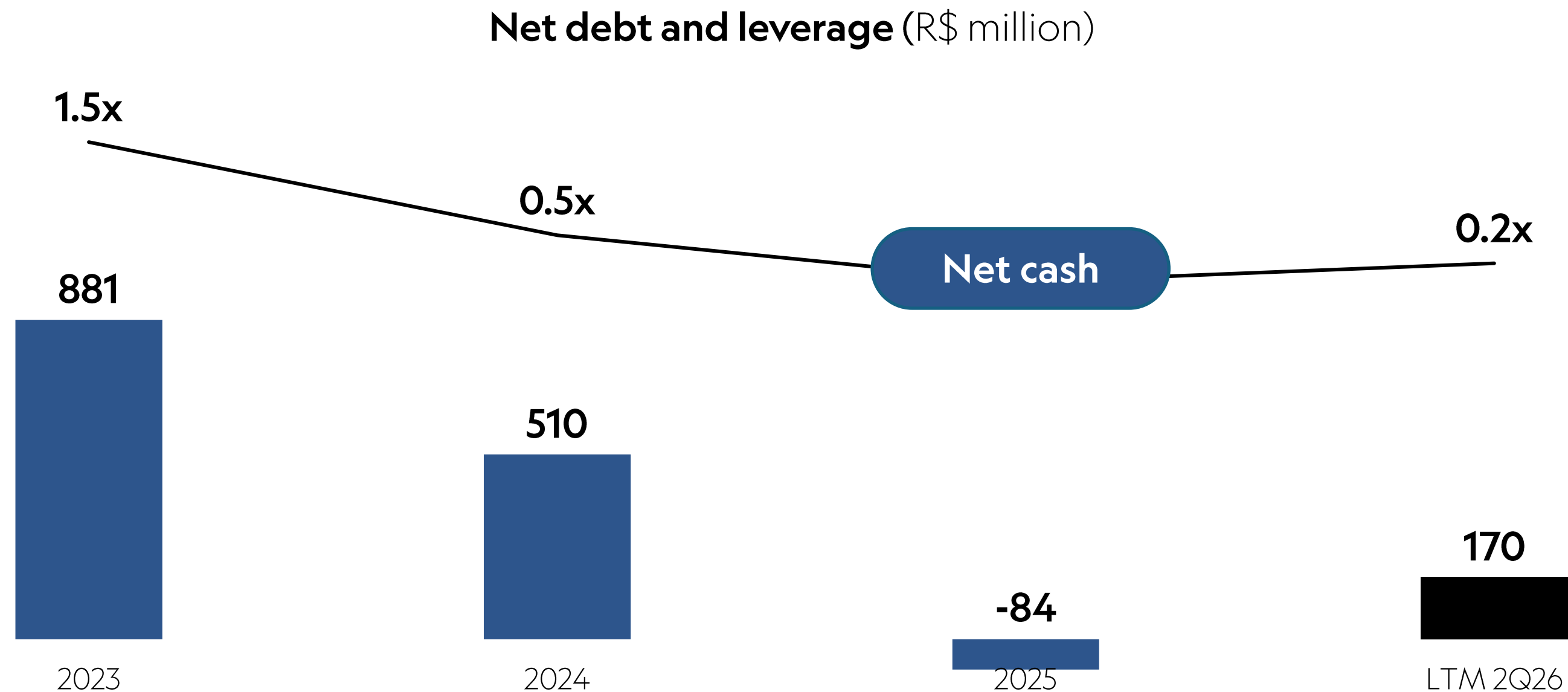
Note: Excluding the impact of Bradescard in 2025 as disclosed in the 4Q25 earnings release

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



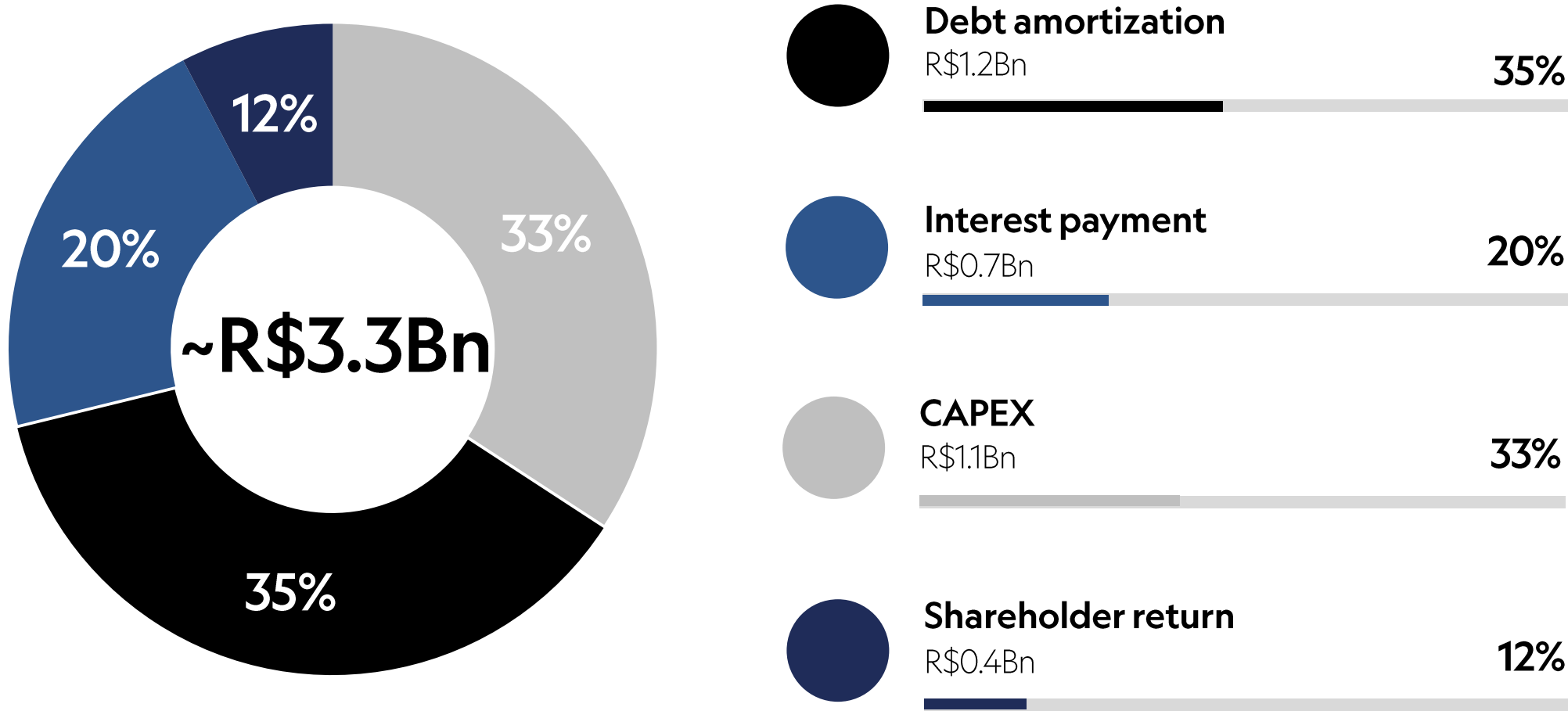
Governance focused on projects, preserving investment discipline and prioritizing projects with a minimum IRR of 18%

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



**~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



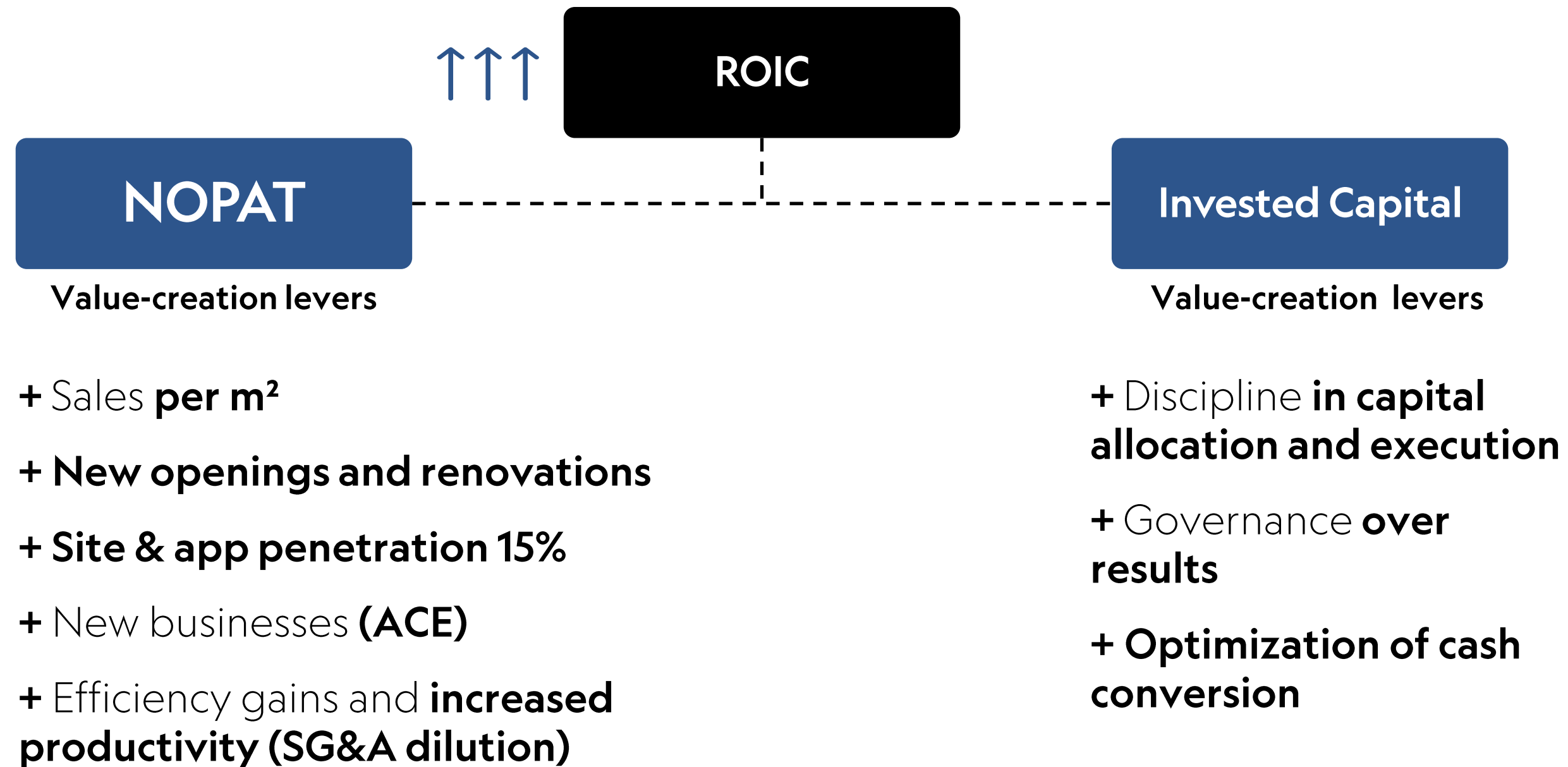
Note: Net of new debt issuance amortization. Shareholder return considers dividends to be paid in Aug/2026

Full Power Ambition



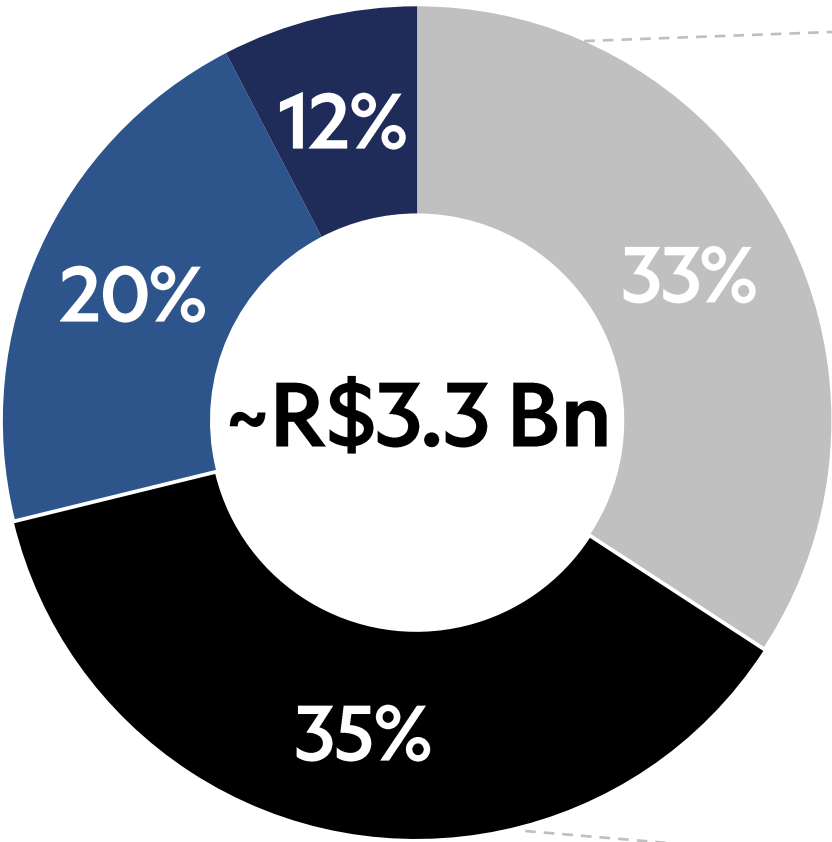
Sustain **profitable growth with structural expansion** of return on capital, supported by higher productivity, cash generation and **discipline in capital allocation**

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

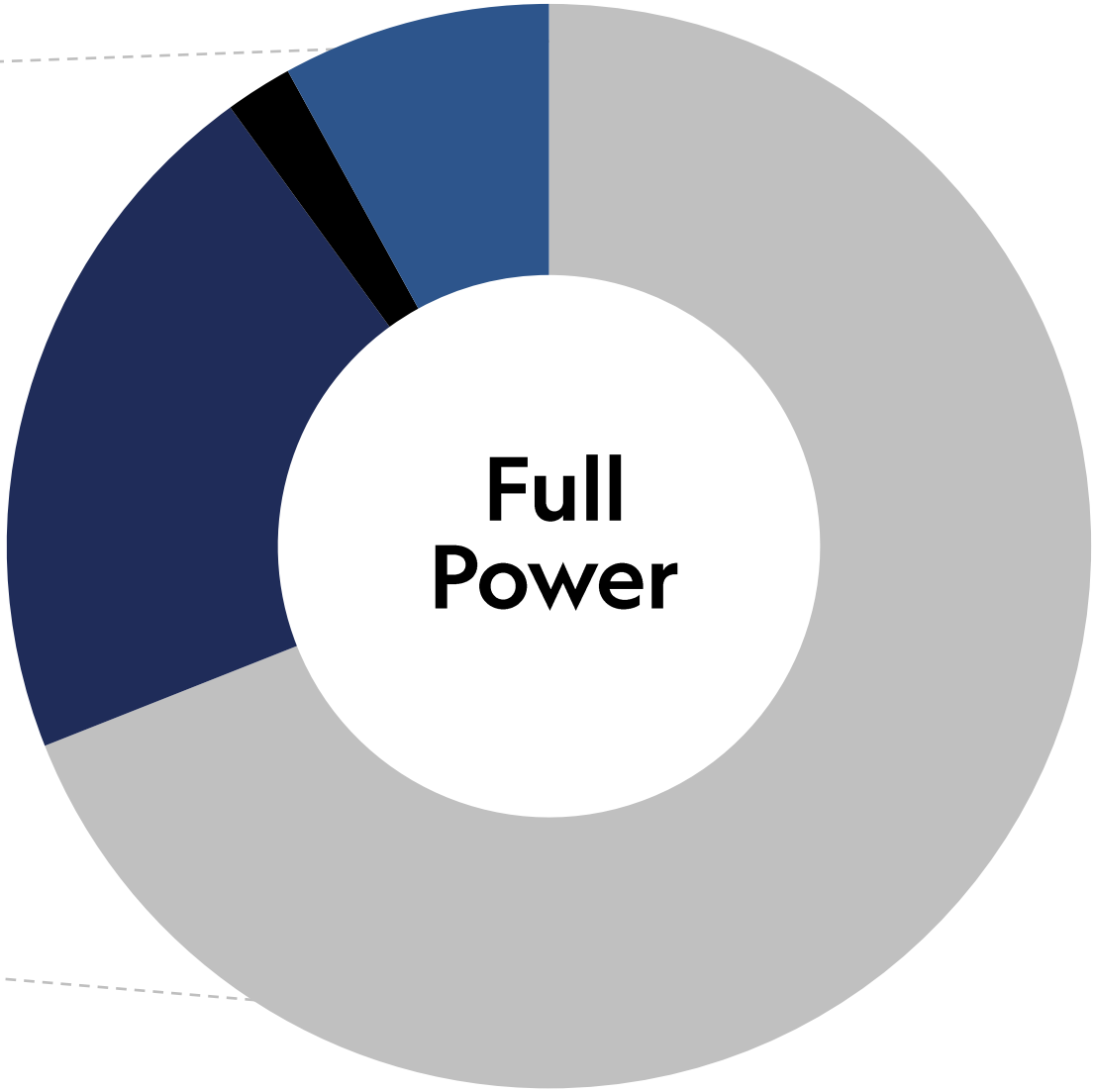


Full Power capital allocation ambition with higher capex and shareholder returns

Capital allocation 2023-2Q26



Capital allocation through 2030

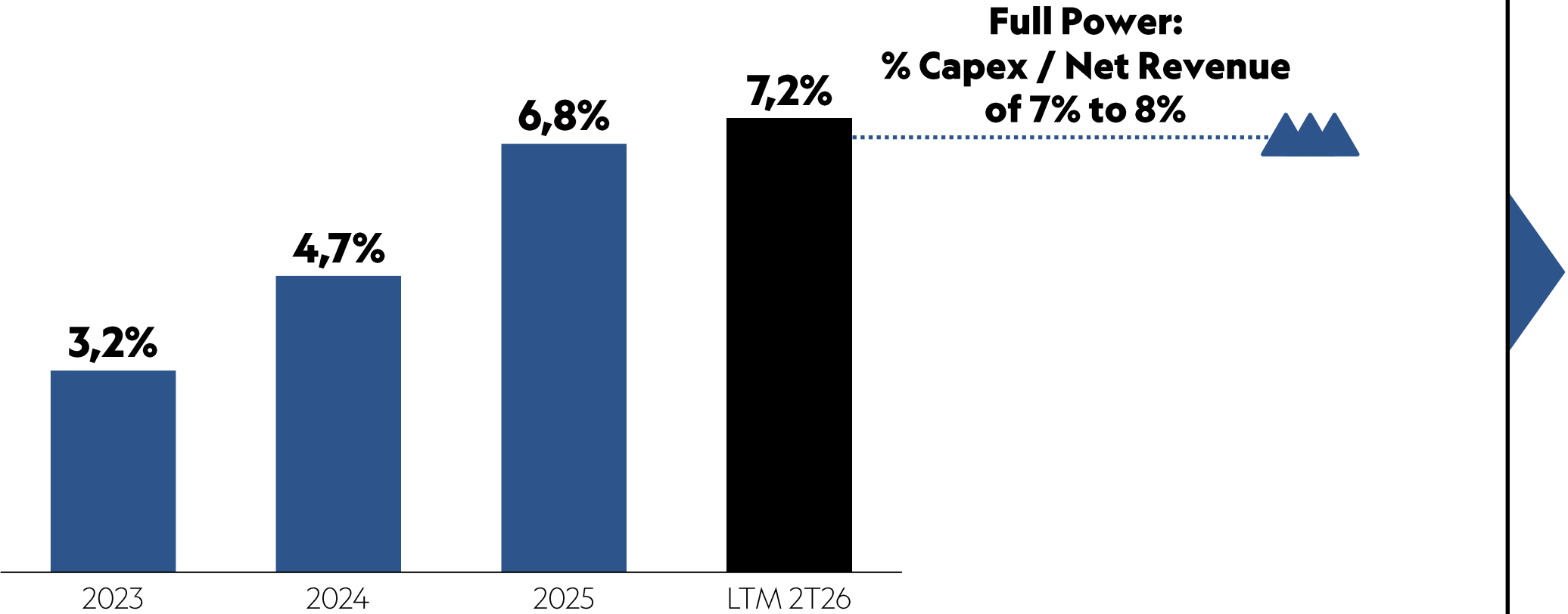


● Debt amortization ● CAPEX ● Interest payment ● Shareholder Return

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

Maintaining the investment level

CAPEX (% Net Revenue)



CAPEX
7%-8% of net revenue

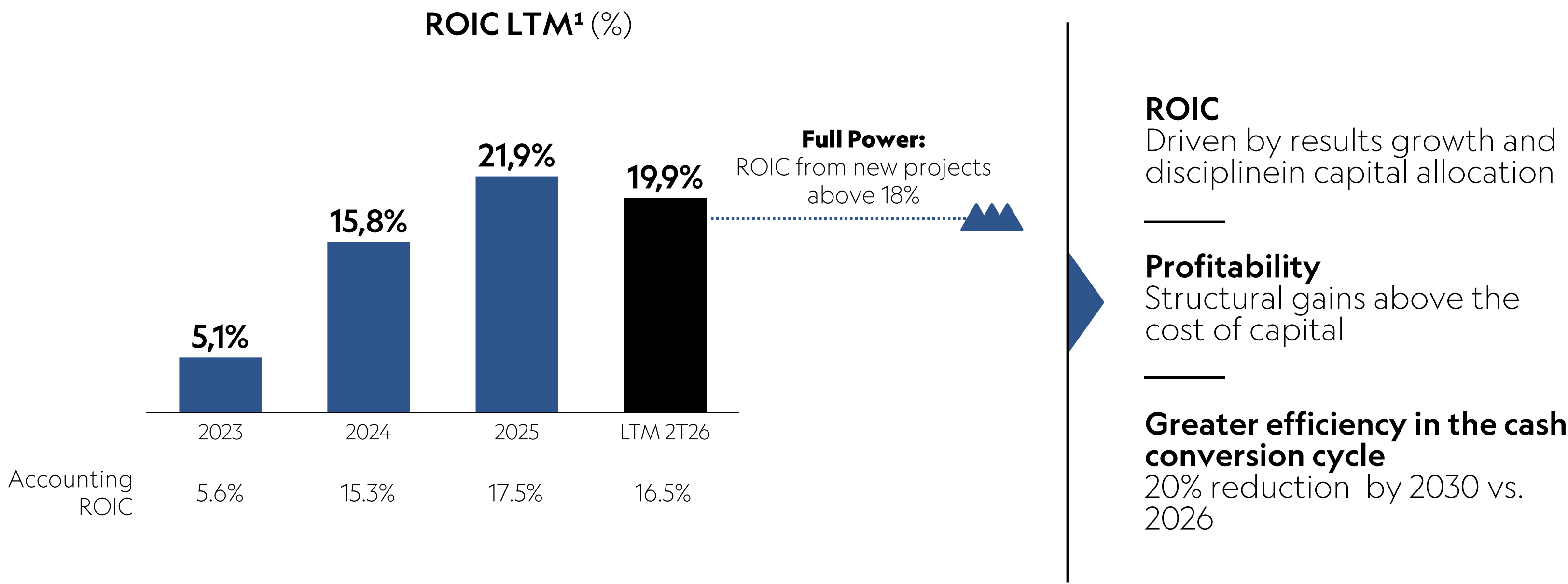
New stores
60-80 new stores

Renovations
100-120 renovated stores

Technology
Commercial Intelligence Hub

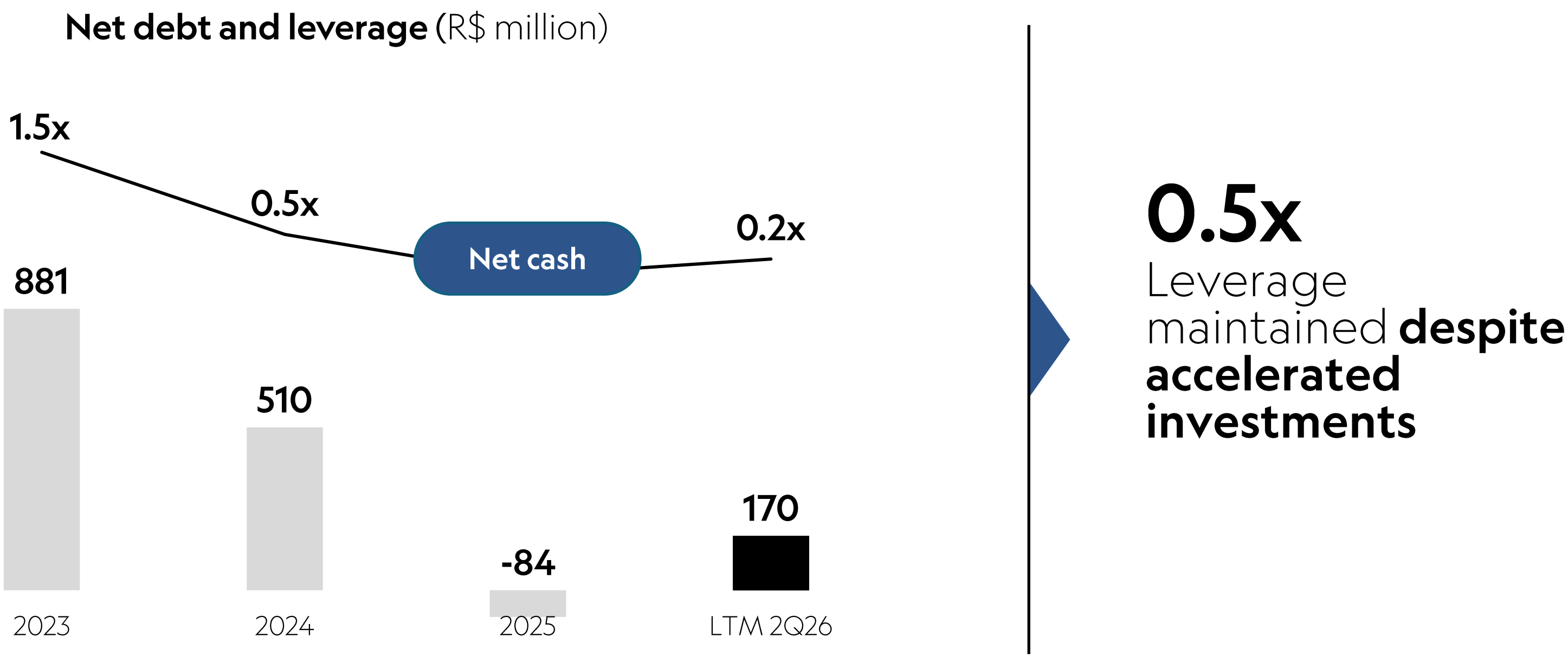
Logistics
Logistics strategy

Continuity of the elevated level of return on capital



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

Full Power ambition to keep leverage below 0.5x





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



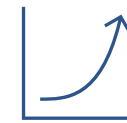
#1 brand
in purchase
consideration



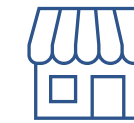
+4.7 pp
Merchandise Gross
Margin



+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 m²



+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
	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 DAY²⁶

Thank You