

2Q25 Highlights



+17.0%

Apparel SSS¹ in



+1.9 p.p.

Merchandise gross margin



15.3%

Adjusted EBITDA margin² (pre-IFRS-16) in 2Q25, +2.1 pp increase



+10.3 p.p. in **NPS** for 2Q25 vs. 2Q24



+113.2%

Increase in Adjusted Net Income³ vs. 2024



R\$185.0 M

Free cash generation in the auarter



0.3x

Net Debt⁴/EBITDA in 2Q25, from 1.5x in 2Q24



20.4%

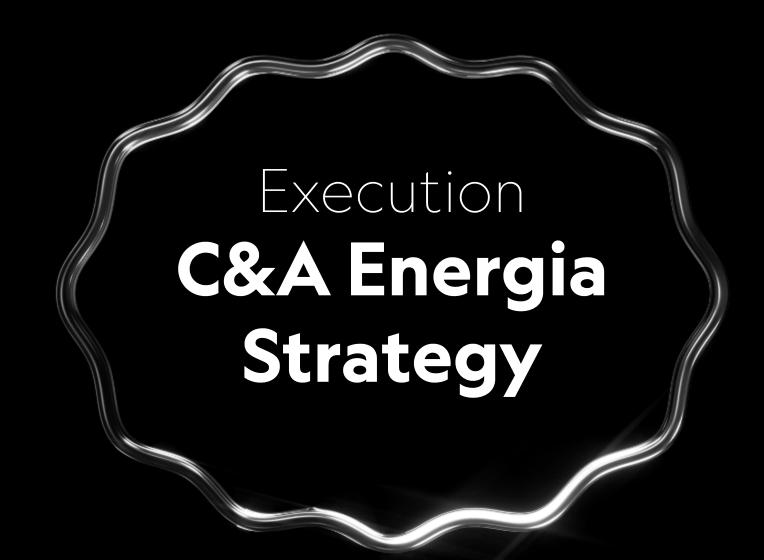
ROIC ITM 2T25

+32.9%

Apparel net revenue and +2.0 pp. Gross margin, in the last two years













Rollout of initiatives +470 in the quarter



Dynamic assortmentPilot in **8** categories



+64.2% net revenue Beauty vs. 2Q24



Fashion design IATechnology and agility in the creation process

energia C&A Logistics strategy



More regionalized network

(closer to the store)



Urban Hubs



Granular distribution

(Push & Pull maximization)



Automation at the right level

Reduction in supply time with greater adaptability

Greater logistics efficiency and operational agility

Greater product availability and assertiveness

Higher return on invested capital



energia C&A Omnichannel Journey



OFFLINE

ONLINE



We continue to advance our in-store experience





Renovations

Shopping Internacional/SP
Shopping Metro Tatuapé/SP
Shopping Nova América/RJ
Nova Iguaçu Centro/RJ
Natal Shopping/RN
Continente Park Shopping/SC

Shopping Aricanduva/SP





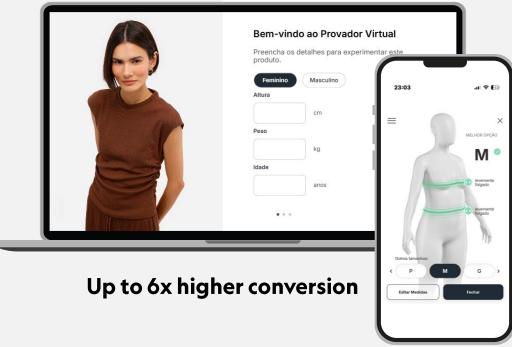
30.8% increase in net revenue from website and app (+0.7 pp in share of revenue), with an 8.4% increase in conversion

Al Personal Shopper



Up to 4x higher conversion

Virtual fitting room



energia C&A Brand and relationship



Everybody in Rio - Lady Gaga



Mother's day campaign



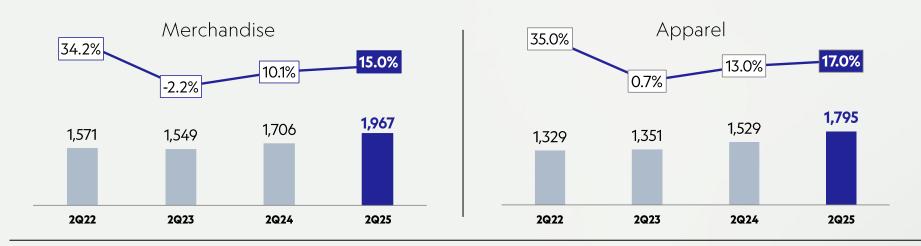
Collab with Stylists



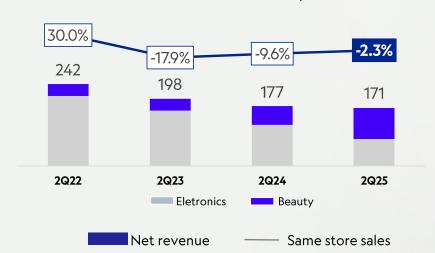
Merchandise revenue

R\$ Million & %

Consistent performance in apparel with 17% SSS, highlighting the Women's and ACE categories



+64.2% in Beauty net revenue



Electronics & Beauty

Successful discontinuation of the mobile phone category and **expansion** of Beauty segment

- Closing of 66 kiosks in the quarter
- 47 kiosks by the end of the year

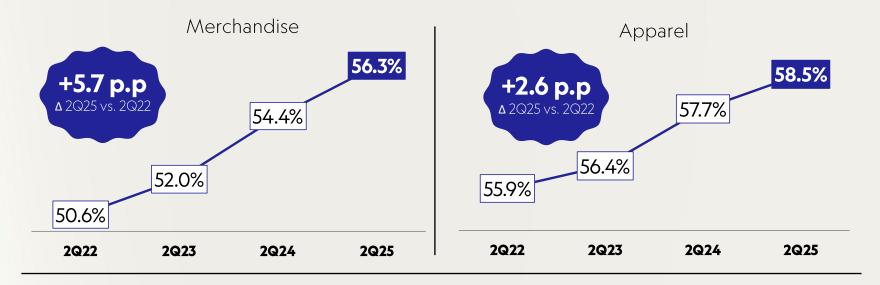


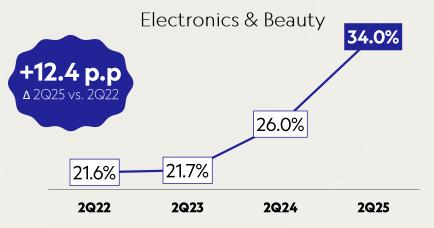


Merchandise gross margin

Figures in %

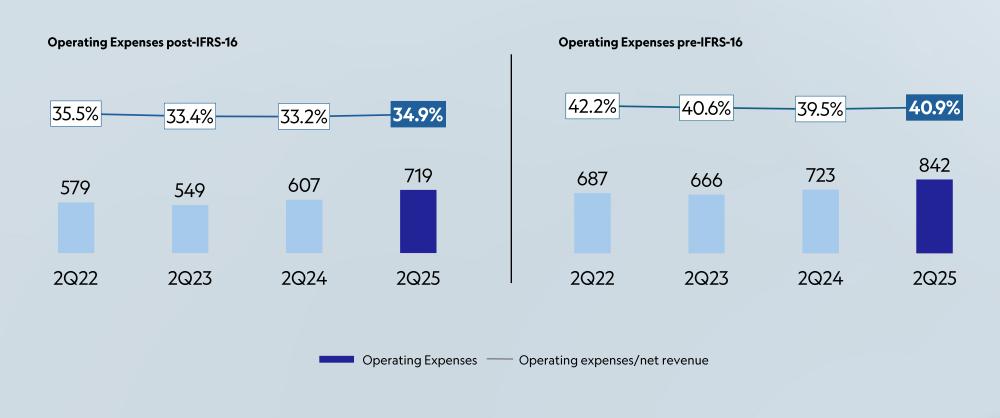
Increase of 1.9 p.p. in merchandise gross margin vs. 2Q24



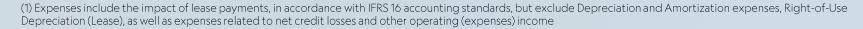


Improved management of operating expenses ¹

R\$ Million & %









27.9%
Penetration in retail sales, +1.0p.p. vs. 2024

3,1 p.p. reduction
in net losses/portfolio 360 in 2Q25 vs. 2Q24, reaching 4.8%

R\$ 888.1 M

Portfolio overdue up to 360 days at the end of 2Q25 (-2.9% vs. 2Q24)

2,5 p.p. reduction in NPL 90 vs 2Q24, reaching 17.1%

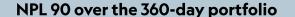
R\$ 0,3 M of operating result, 105.1% higher vs. 2Q24

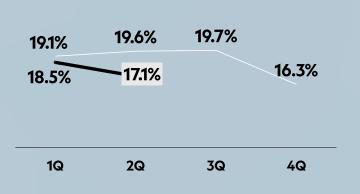
Termination of the partnership with **Bradescard**



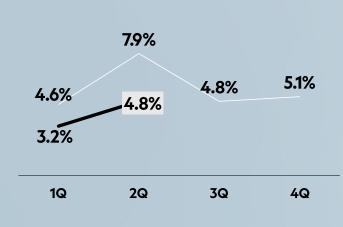
Evolution in delinquency

indicators

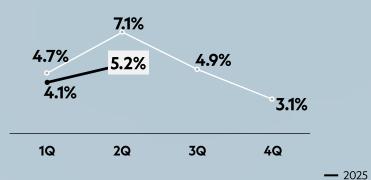




Net loss over the 360-day portfolio



NPL formation¹

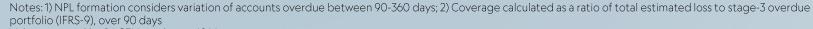


Coverage² index over portfolio >90 days (360)

109.4% 105.5%

110.1%

	104.7%	104.1%	103.8%	
	1Q	2Q	3Q	4Q
20	024			

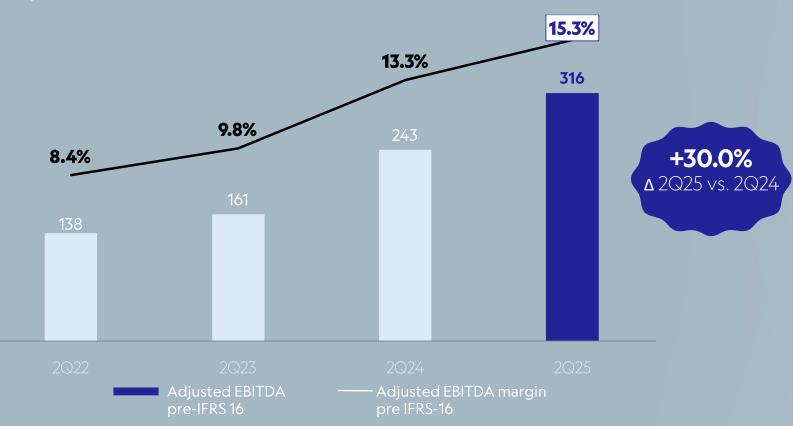


Values covered by BACEN resolution 4966



Evolution of adjusted EBITDA¹ with margin expansion

R\$ Million & %



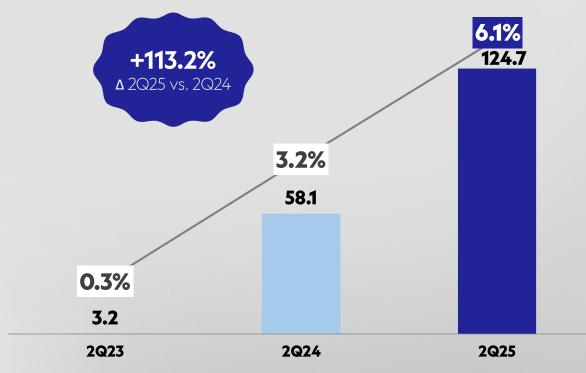
(1) Pre-IFRS 16 EBITDA adjusted by: (i) net other operating income (expenses); (ii) supplier financial income; (iii) tax credit recovery; and (iv) long-term incentive program.



Adjusted net income¹

With a margin nearly twice as high as in 2Q24

R\$ Million & %



(1) Adjustments include: (i) Other net operating revenue (expenses), (ii) Supplier financial income, (iii) Recovery of tax credits and (iv) Social charges from long-term incentives





Investments

Focusing on C&A Energy

Discipline in capital allocation and maximization of return

	2Q25	2Q24	Δ%
Renovations	62.0	16.6	273.2%
Digital and technology	36.0	31.6	13.9%
New openings	10.0	7.1	40.8%
Supply chain	3.0	1.9	59.7%
Total	111.0	57.2	95.8%



Reduction in the cash conversion cycle

• 70.4% of CAPEX was invested in **Energia** in quarter, **+66.7%** vs. 2Q24

Renovation investiments
 3.7 times higher vs. 2Q24



Leverage reduction

Strong cash generation with a reduction in net debt

R\$ Million



Note 1: total net debt, includes debt with Bradescard

Note 2: measured by the ratio of net debt to adjusted EBITDA (pre IFRS-16)





Avanços em ASG e Reconhecimentos



Top 3 "Best of Corporate ESG" ranking

Brazil's main corporate sustainability award



Rio2C

Sponsorship of the largest creativity and innovation meeting in Latin America



UNHCR and UN Women Partnership

Employment of refugee women

C&A's new phase



Consistency in execution and operational performance



Sales growth, with gross margin expansion



Leverage reduced to 0.3x



Accelerated **investments** in **C&A Energia**, supported by own cash resources



Return on invested capital



energia C&A - New store concept



Questions & answers

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

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









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statements and, as such, are based solely on the Board's expectations regarding the future of the business. These expectations depend substantially on market conditions, the performance of the