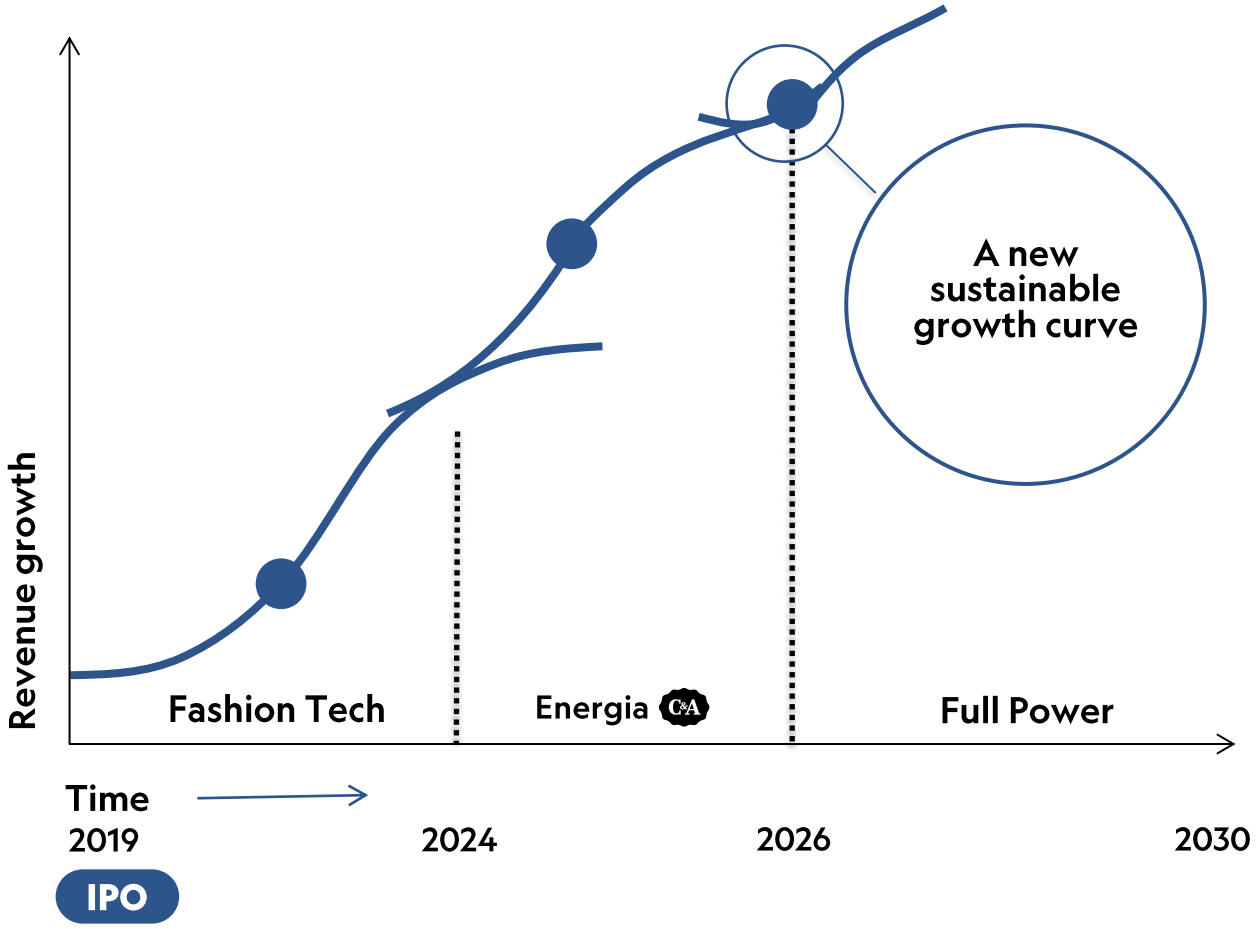
EARNINGS PRESENTATION 3Q26

50th Anniversary in Brazil



Constant Evolution, the same purpose

Impacting people so they can be who they want to be through fashion



FULL POWER

BOOSTING ENERGIA'S DRIVERS AND NEW GROWTH LEVERS

BRAND

Growth levers

01	02	03	04	05
Product	Omnichannel Journey	Relationship	Store Expansion	New Businesses

Enablers

- Technology
- Logistics and Replenishment
- People and ESG

OUR AMBITIONS
FOR THE 2027–2030 CYCLE

BRAND

Growth levers

01 Product
- Speed
- Quality
- Accuracy

02 Omnichannel Journey
- Energia store renovations
- Dispersão project
- Omnichannel sales
- More omni customers

03 Relationship
- Hyper-personalization
- Loyalty
- C&A Pay and testing of other products

04 Store Expansion
- New stores under the Energia format

05 New Businesses
- Ace and complementary businesses

Enablers

Technology	Competitive edge	+Productivity	+Intelligence	+Return on capital
Logistics and Replenishment	Regionalization	+Proximity	+Agility	+Investment efficiency
People and ESG	New capabilities	Strengthen culture	Circularity	

Focus on cash generation and return on investments | Expense discipline and control | **Modular implementation**

OPERATING PERFORMANCE
3Q26

2.6%
Growth in apparel net revenue

56.0%
21st consecutive quarter of apparel gross margin expansion

+27.6%
Site & app revenue, reaching an 8.0% share

R$191.2MI
Pre-IFRS 16 adjusted EBITDA, a decrease of 8.4%

0.2x
Leverage[1] in the quarter, even after paying R$ 140 million in interest on equity and more than R$ 100 million in share buybacks year to date

18.0%
ROIC[2] LTM 3Q26, above the Company's cost of capital



(1) Measured by the ratio of net debt to pre-IFRS 16 EBITDA
(2) ROIC calculated based on adjusted net income for the last four quarters.



STRATEGY EXECUTION

PRODUCT



Test & Learn

- 3,000+ tests over the past year
- Versatile summer collection, designed for different occasions



Dynamic pricing

- Algorithm evolution
- 21st consecutive quarter of apparel gross margin expansion



New menswear journey

- Journey reorganized by occasion of use
- Simpler journey, with a better service level



Logistics

- Start of operations at the Northeast DC
- Hubs with higher replenishment frequency
- Push & Pull expanded to 55%

OFFLINE JOURNEY

3 openings under the Energia format

- Av. Paulista, São Paulo/SP
- Shopping Butantã, São Paulo/SP
- Shopping Iguatemi, São José do Rio Preto/SP

18 renovations under the Energia format

- 8 renovations delivered by the end of 3Q26
- 10 underway, scheduled for early 4Q26

Technology

- Self-checkout expanded to nearly 50% of the store network

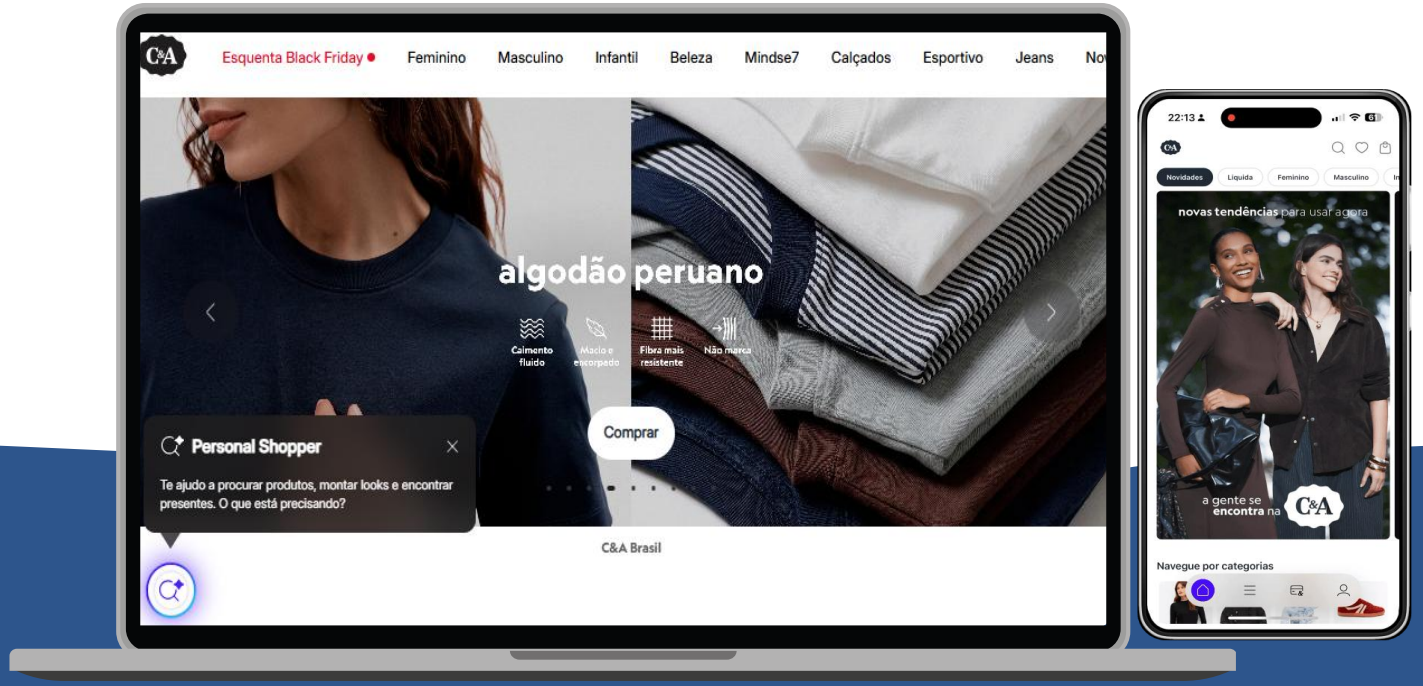






ONLINE JOURNEY

Energia took site & app from 4.5% to 8.0% of sales and placed C&A among the pioneers in the use of AI



Shopping experience
Two-click checkout

Social commerce
+89% with Minha C&A (~180,000 consultants) and TikTok Shop debut

New features
+43% conversion on site & app

BRAND & RELATIONSHIP

50-year celebration

- Jeans Week
- More sustainable 100% denim runway show

Special collections

- Collab with Gustavo Silvestre
- 5 capsules telling the story of our brand

Rock in Rio

- Bringing the brand closer to customers
- +700,000 people



NEW BUSINESSES | ACE

- New stores at Bourbon (SP) and Barra (RJ), testing different sizes and regions
- +3 stores planned for 4Q26
- Brand app launch scheduled for 4Q26









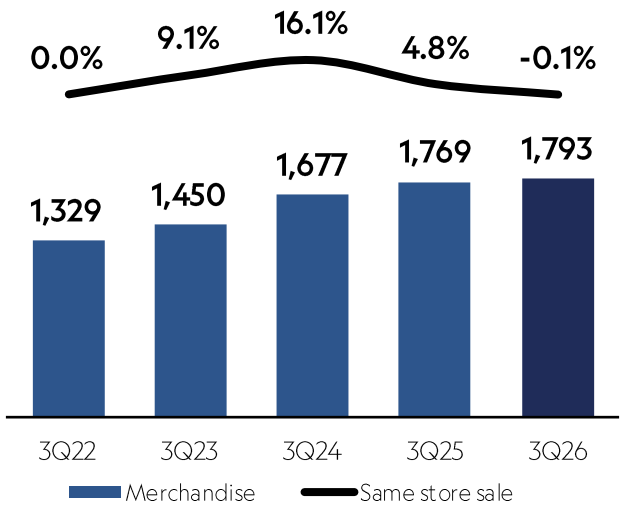
FINANCIAL **PERFORMANCE**

MERCHANDISE **NET REVENUE**

R$ millions and %

Apparel grows **2.6%** in 3Q26, with continuity collections accelerating from September onward

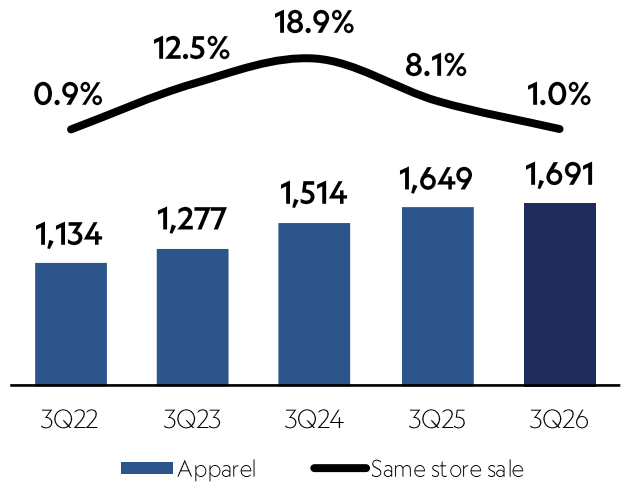
Merchandise



+1.3%

3Q26 vs. 3Q25

Apparel



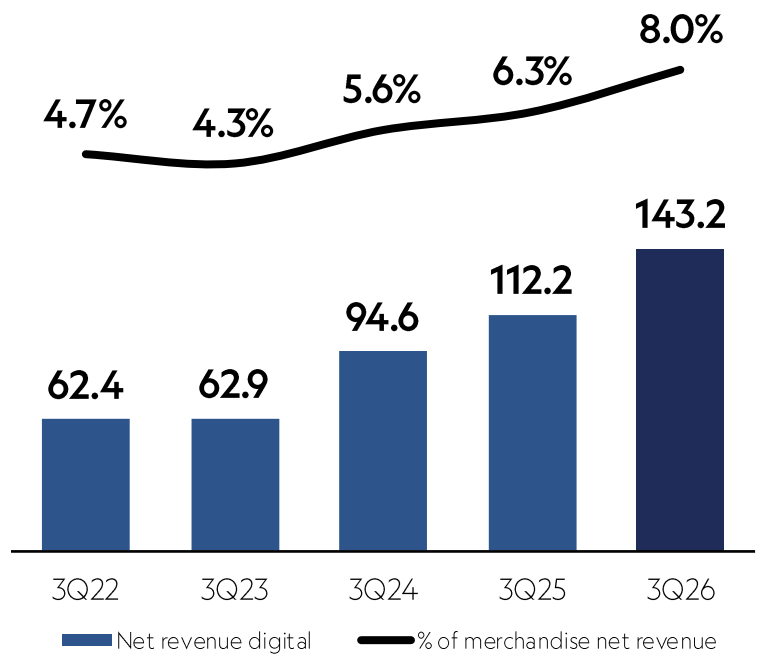
+2.6%

3Q26 vs. 3Q25

SITE & APP **NET REVENUE**

R$ millions and %

Site & app revenue grows 27.6% and reaches an 8.0% share, **+1.6 p.p.** vs. 3Q25



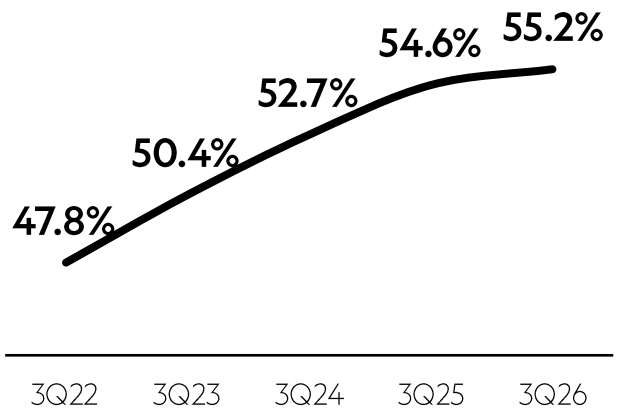


MERCHANDISE **GROSS MARGIN**

Figures in %

21st consecutive expansion in apparel gross margin, reaching 56.0%

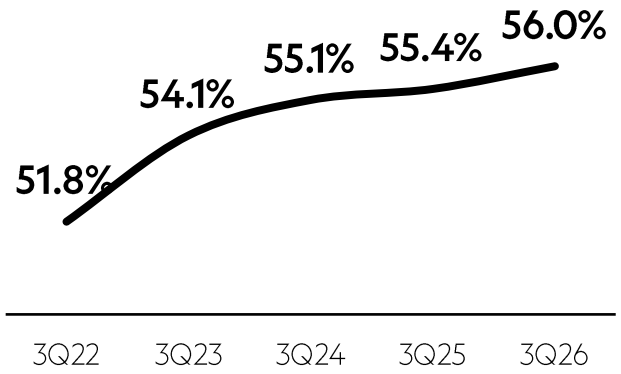
Merchandise



+0.6 p.p.

3Q26 vs. 3Q25

Apparel

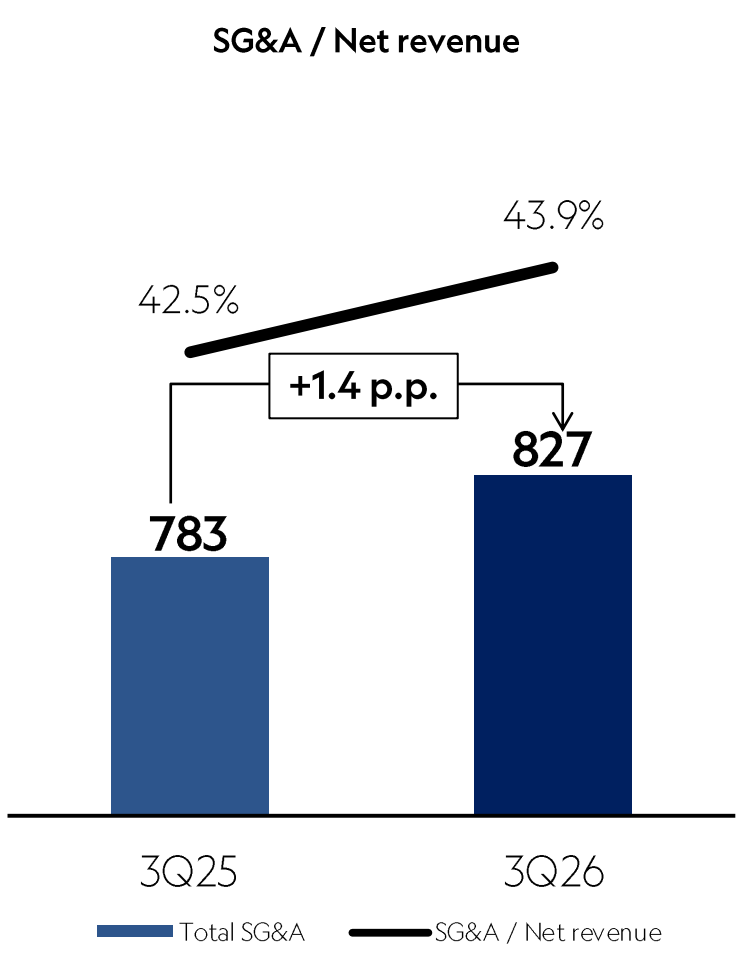


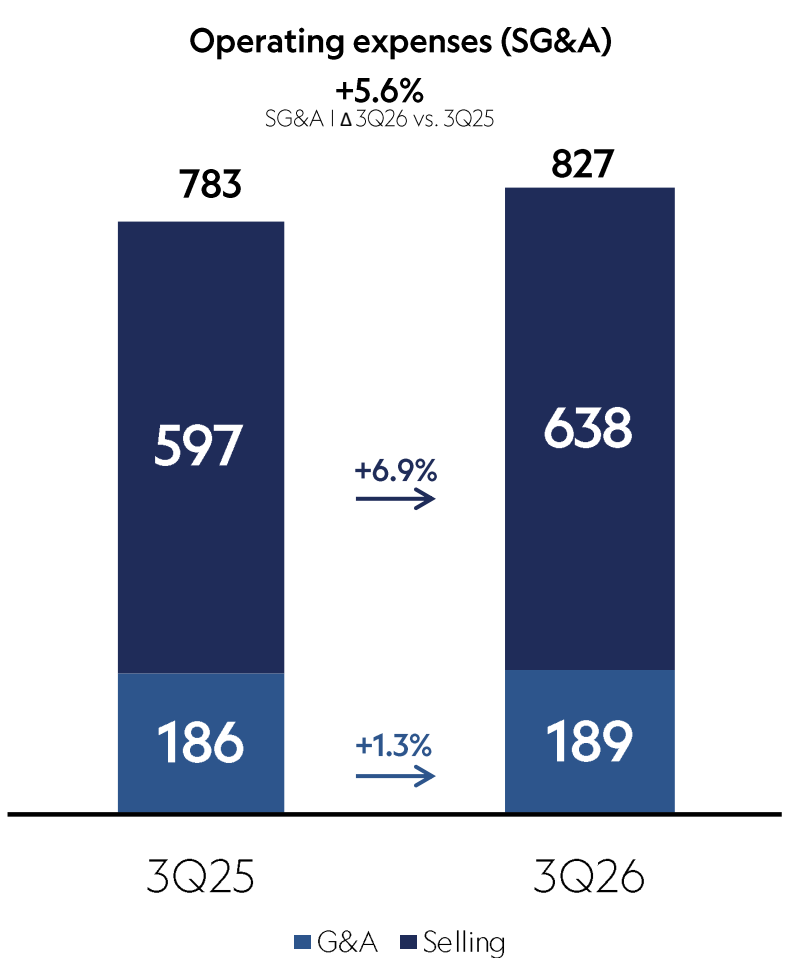
+0.6 p.p.

3Q26 vs. 3Q25

OPERATING **EXPENSE MANAGEMENT**[1]

R$ millions and %





Excluding marketing expenses, SG&A grows 3.2%, below inflation

(1) Expenses consider the impact of lease payments, in accordance with the IFRS 16 accounting standard, but exclude depreciation and amortization expenses and right-of-use (lease) depreciation, as well as net credit losses and other operating (expenses) income.

C&A **PAY**

Credit discipline supports positive results and improved delinquency

27.8%
C&A Pay share in the quarter, -1.0 p.p. vs. 3Q25

R$ 100.8 Mi
Revenue, +26.7% vs. 3Q25

R$ 941.0 Mi
Portfolio up to 360 days at the end of 3Q26 (+10.0% vs. 3Q25)

13.9%
NPL 90, -2.5 p.p. vs. 3Q25

4.3%
Net loss in the quarter[1], +0.6 p.p. vs. 3Q25

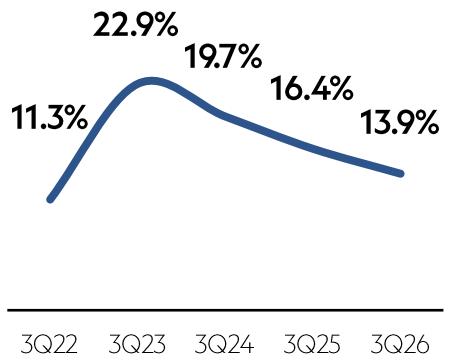
R$ 20.2 Mi
Result in the quarter, vs. R$ 7.9 million in 3Q25



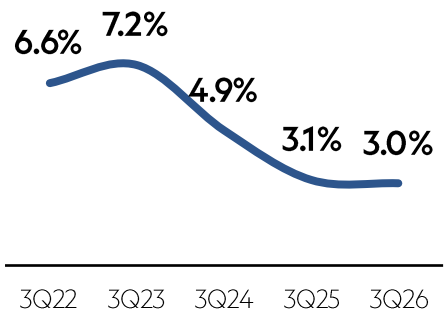
EVOLUTION **OF DELINQUENCY INDICATORS**

Figures in %

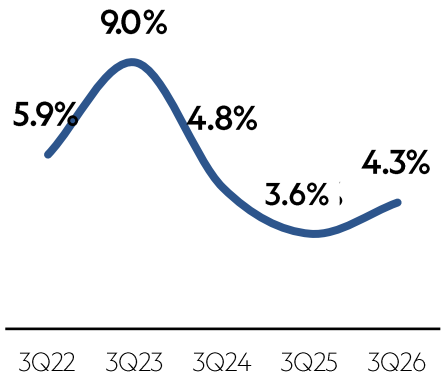
NPL 90 over the 360 portfolio



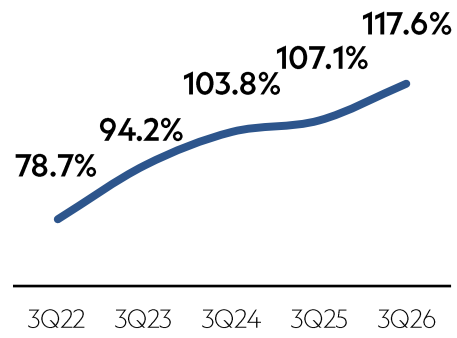
NPL formation[1]



Net loss over the 360 portfolio



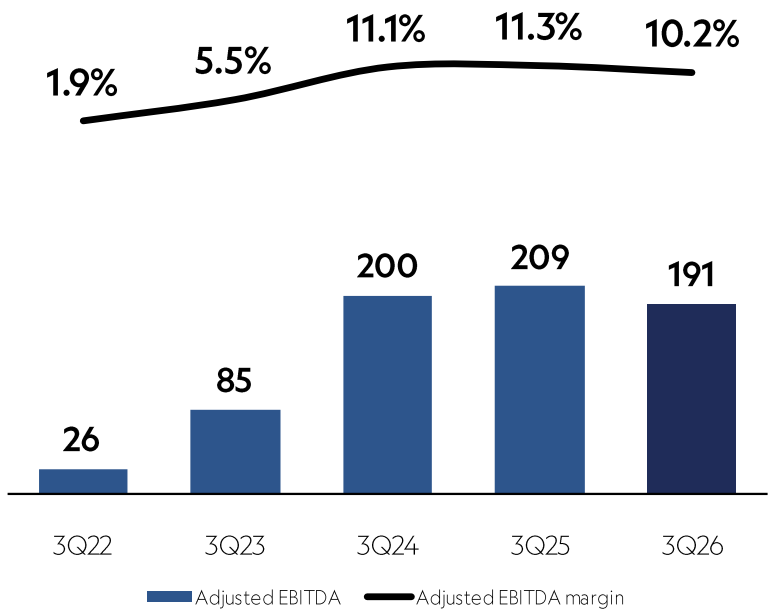
Coverage[2] of balances overdue over 90 days (360)



Notes: (1) NPL formation considers the change in balances overdue between 90 and 360 days; (2) Coverage calculated as the ratio between total estimated losses and the stage 3 overdue portfolio (IFRS 9), over 90 days; (3) 3Q25 net loss over portfolio excluding the R$ 3.8 million portfolio assignment in that period.

ADJUSTED EBITDA[1] OF **R$ 191 MILLION** WITH A MARGIN OF **10.2%**

R$ millions and %



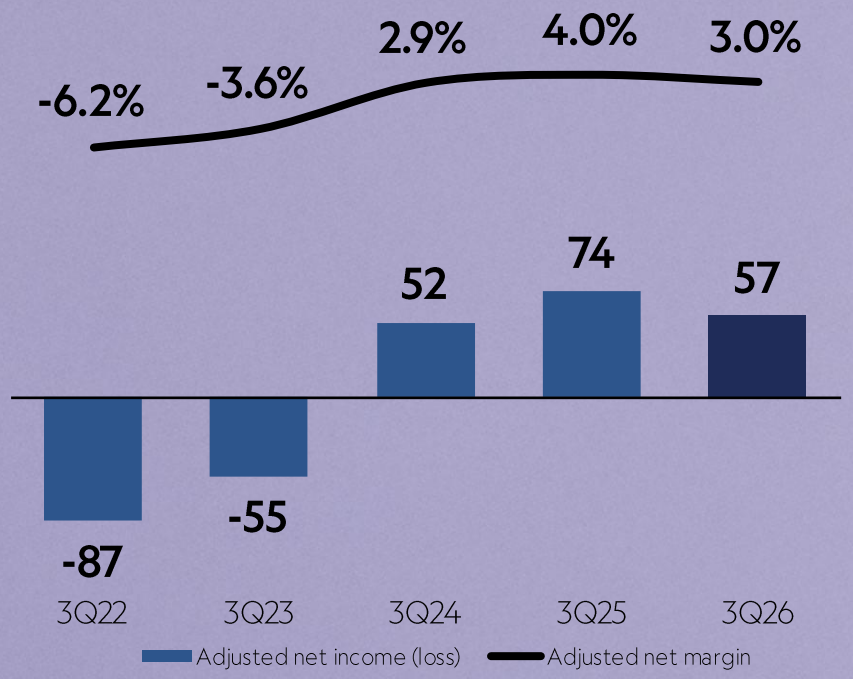
-8.4%
In adjusted EBITDA
3Q26 vs. 3Q25



(1) Pre-IFRS 16 EBITDA adjusted for: (i) other net operating income (expenses); (ii) financial income from suppliers; (iii) recovery of tax credits; and (iv) long-term incentive program.

ADJUSTED NET INCOME

R$ millions and %



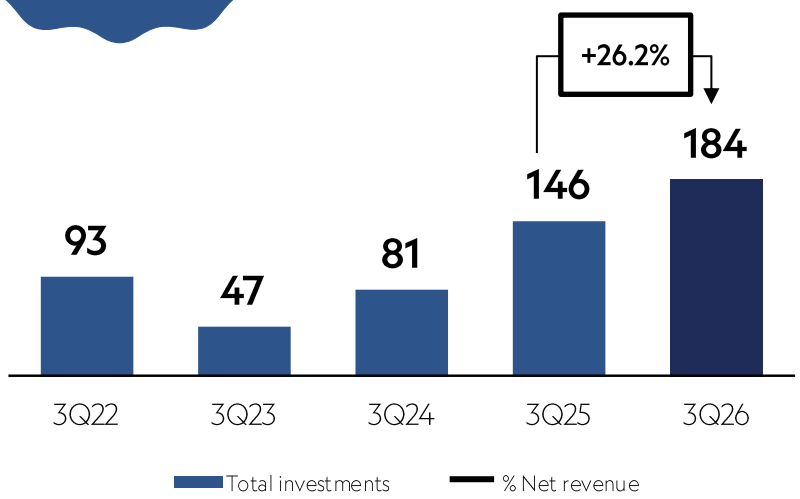
-23.3%
In adjusted net income 3Q26 vs. 3Q25

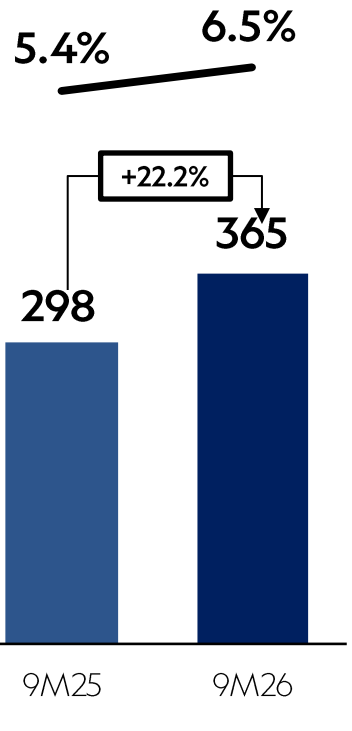


Note: Post-IFRS 16 net income adjusted for: (i) other net operating income (expenses); (ii) financial income from suppliers; (iii) recovery of tax credits; and (iv) social charges related to the long-term incentive program paid, net of taxes.

ROIC ABOVE THE COST OF CAPITAL
EVEN AS THE STRATEGY ADVANCES

ROIC[1] LTM 3Q26:
18%





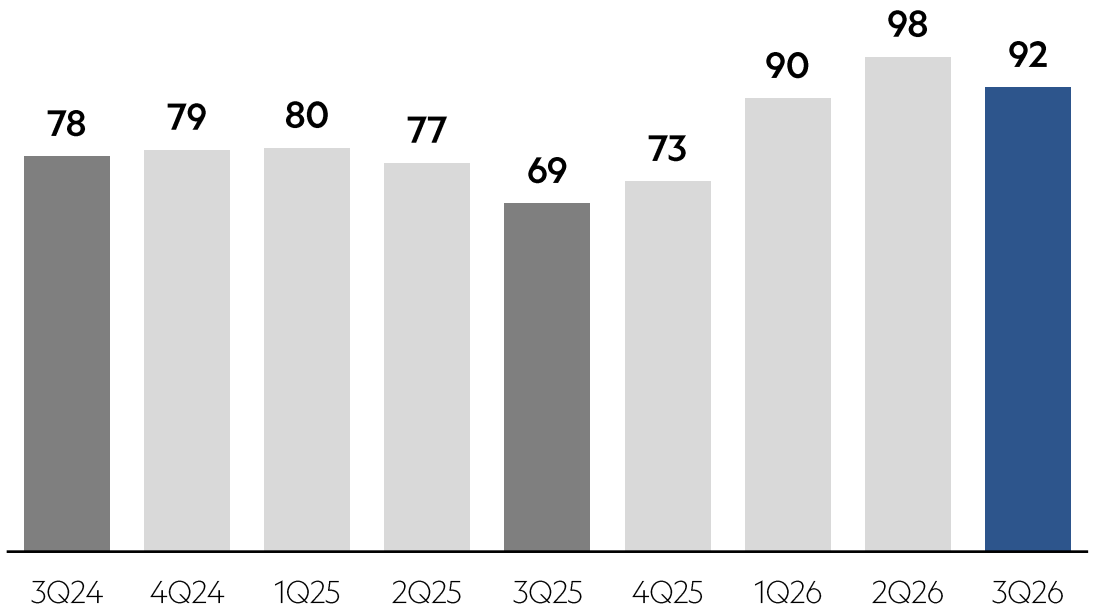


(1) Adjusted ROIC for the last twelve months

OPERATING **WORKING CAPITAL**

In 3Q26, we began adjusting inventories and working capital

CASH CONVERSION CYCLE (DAYS)



1 **Inventories (DIO)**
+16 days

Product mix: telephony phase-out

Start of the gradual reduction of inventories toward normalized levels.

Preservation of collection renewal and product availability for the start of 4Q26

2 **Receivables (DSO)**
+3 days

Higher share of installment sales with interest at C&A Pay

3 **Payables (DPO)**
–4 days

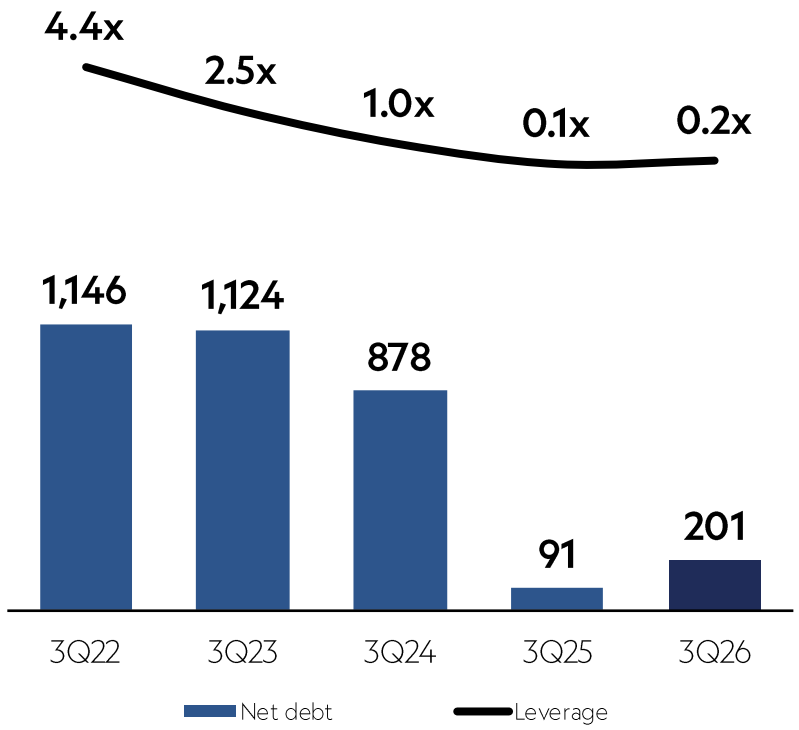
Reflecting the corresponding inventory adjustment

CCC = Inventories (DIO) + Accounts receivable (DSO) – Accounts payable (DPO)

CAPITAL **STRUCTURE**

R$ millions and %

Leverage **of 0.2x** even after repurchasing more than R$ 100 million in shares year to date and paying R$ 140 million in interest on equity in 3Q26





Note 1: total net debt, including the payment commitment to Bradescard
Note 2: measured by the ratio of net debt to pre-IFRS 16 adjusted EBITDA

QUESTIONS **& ANSWERS**



To ask live questions via audio, raise your hand to join the queue. When your name is announced, a request to activate your microphone will appear on the screen; please then activate your microphone to ask your questions. We kindly ask that all questions be asked at once.



Alternatively, you may type your question directly in the Q&A icon at the bottom of the screen.



EARNINGS RELEASE 3Q26

Contacts:

Laurence Gomes (CFO and IRO)
Rogerio Ueno
Pedro Abe

ri@cea.com.br

Disclaimer: The statements contained in this document related to business prospects, projections of operating and financial results, and those related to the growth prospects of C&A Modas S.A. are merely projections and, as such, are based exclusively on management's expectations regarding the future of the business. These expectations depend substantially on market conditions, the performance of the Brazilian economy, the industry and international markets and are, therefore, subject to change without prior notice.