



Divulgação de resultados

1T26



Destaques 1T26



+4,8%

de SSS de Vestuário

em relação ao 1T25 e +22,7% na receita líquida acumulada de dois anos



+0,9 p.p.

na margem bruta de vestuário vs. 1T25



+15,9%

na receita líquida de Beleza

vs. 1T25



+2,3 p.p.

Margem bruta de mercadorias vs. 1T25



+29,2%

Na receita líquida do **digital** vs. 1T25, atingindo 7,0% de penetração



+ 51,5% no

CAPEX vs. 1T25, totalizando R\$61,2 milhões, com foco em reformas, tecnologia e logística



+77,7%

No lucro líquido pré IFRS-16 do trimestre



ROIC de

20,9%

+2,8 p.p. acima do 1T25

(1) Ajustes incluem: (i) Outras receitas (despesas) operacionais líquidas; (ii) Recuperação de créditos fiscais; e (iii) programa de incentivo de longo prazo, líquido de impostos.

Desempenho operacional 1T26



Recomposição do **mix** de produtos



Agilidade na **distribuição**



Gestão **comercial** tática



Execução da **transição** de coleção



Crescimento progressivo nas **vendas**



Test & Learn



HIC & **Precificação** dinâmica



Expansão de **margin** bruta

Aumento das **vendas por m²** e foco nas alavancas do **Energia C&A**





Execução

Estratégia Energia C&A

energia C&A

Produto



Evolução das categorias-chave

Destaque para performance no feminino



Crescimento de 15,9% da receita líquida do **Beleza** no 1T26 vs. ano anterior



Precificação dinâmica 2.0

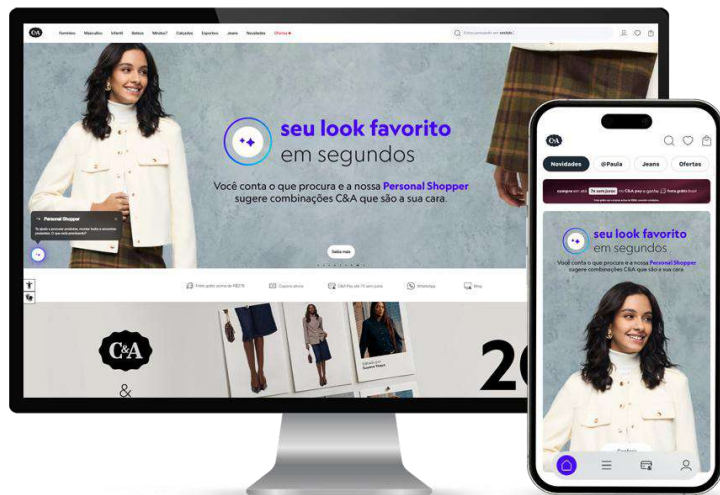


Test & Learn



energia C&A

Jornada Omni



Offline & Online





energia C&A

Jornada offline



Conceito **Energia** como novo modelo das novas lojas e reformas



20-25 reformas

Previstas para o ano, com 12 já em andamento



10-15 lojas

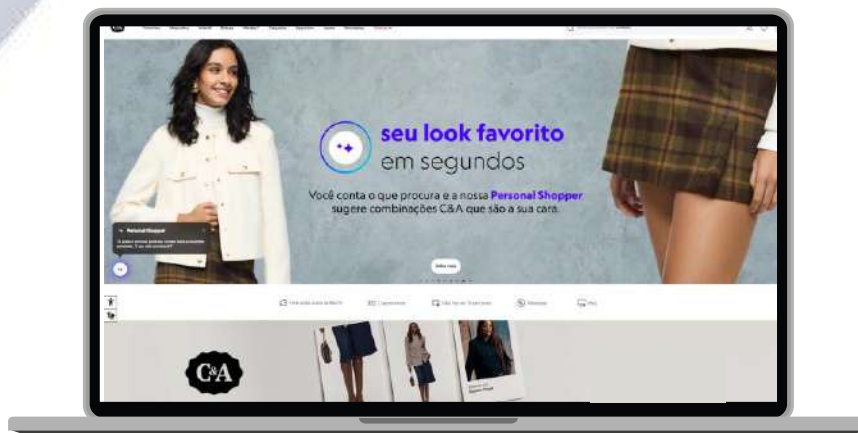
previstas para o ano com 4 em andamento



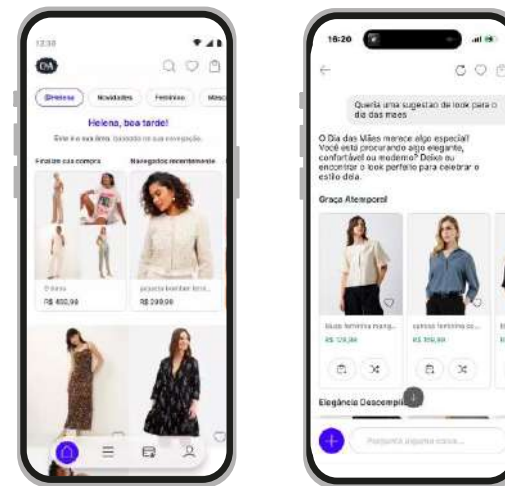
energia C&A Jornada online

C&A segue com sua evolução da jornada *omni* através de uma experiência, mais personalizada e uma experiência mais fluida

Site



App



Novas ferramentas com uso de **inteligência artificial** com maior conversão



Aprimoramento da **experiência de pagamento** no site e app (checkout)



Expansão do **ship from store**

energia C&A

Fortalecimento da
marca e relacionamento



Aniversário 50 anos no Brasil



Academy Awards



Editoria de moda



Shakira



TUDO MUNDO
**no
rio**





C&A

Desempenho
Financeiro

RESERVA
CA

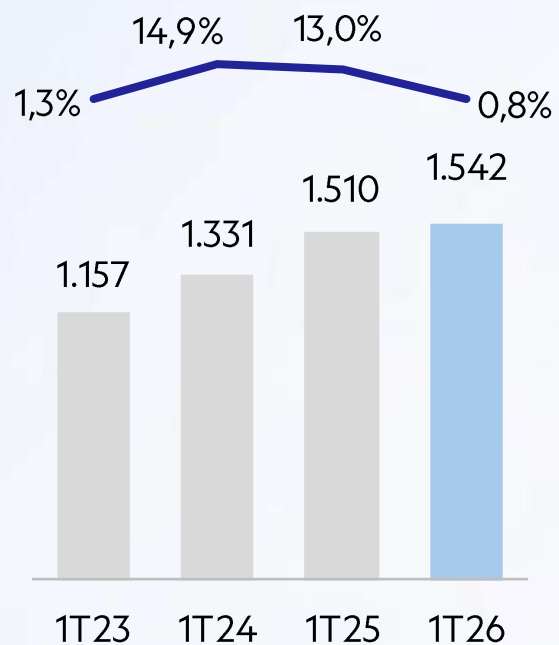
Athletic Champness
Don't be afraid of being bold
be a warrior. It's not a
Bad Sign - It's

PEÇAS
C&A + EDITORIAL
DE MODA

Receita líquida de **mercadorias**

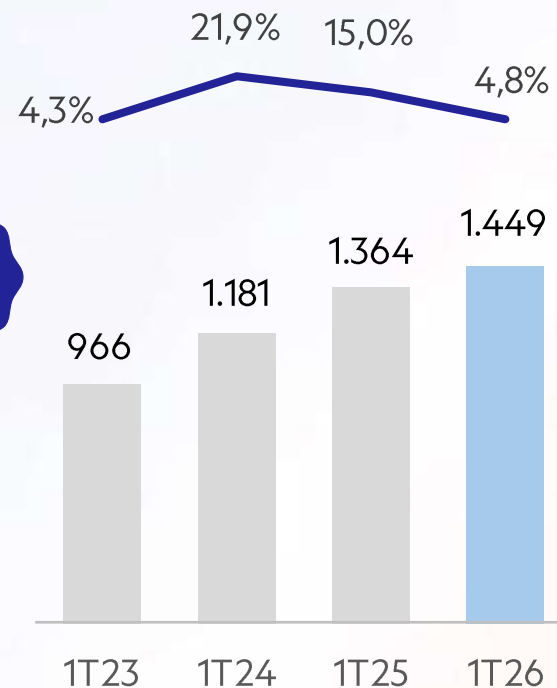
R\$ Milhões e %

Mercadorias



+2,1%
Δ 1T26 vs. 1T25

Vestuário



+6,2%
Δ 1T26 vs. 1T25

■ Receita líquida — SSS (Vendas mesmas lojas)





Margem bruta de **mercadorias**

Números em %

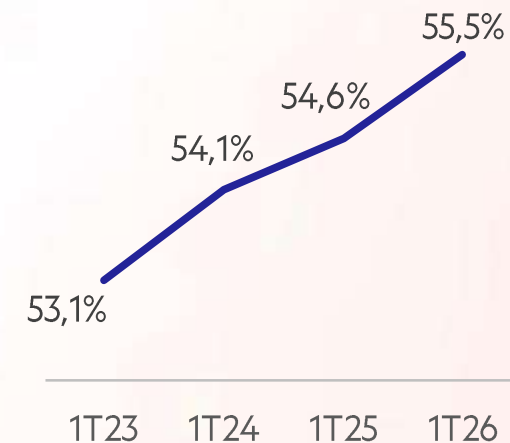
Mercadorias



+2,3 p.p

Δ 1T26 vs. 1T25

Vestuário



+0,9 p.p

Δ 1T26 vs. 1T25

Gestão de despesas operacionais¹

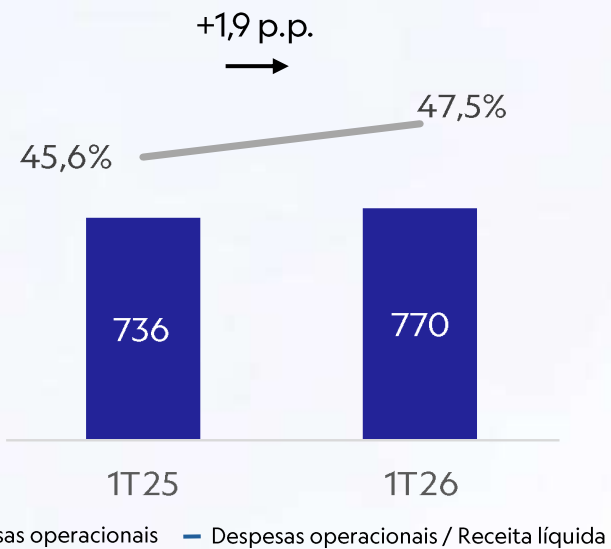
R\$ Milhões e %

SG&A pré IFRS-16



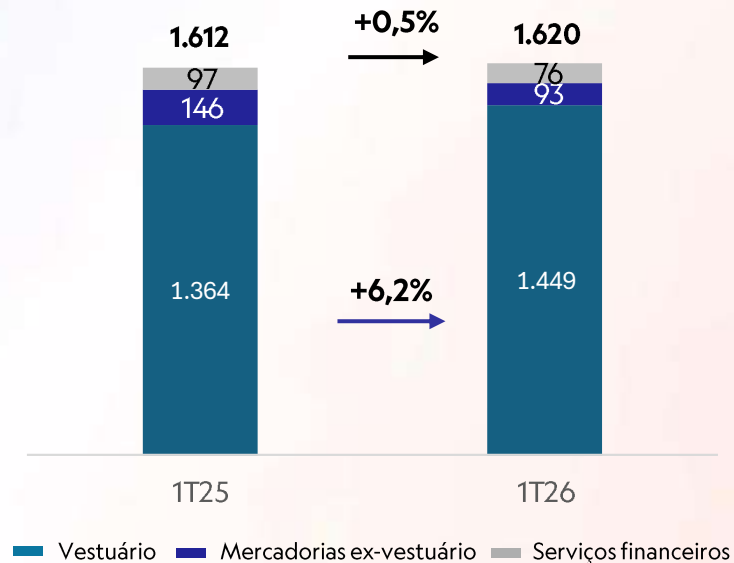
+4,6%
SG&A
Δ 1T26 vs. 1T25

Despesas Operacionais pré IFRS-16



+1,9 p.p.
Δ 1T26 vs. 1T25

Receita Líquida total



+0,5%
na receita líquida
Δ 1T26 vs. 1T25



Crescimento moderado com
inadimplência sob controle

26,7%

Penetração nas **vendas**
do varejo, +2,5 p.p. vs. 1T25

14,2%

no **NPL 90**,
-4,3 p.p. vs. 1T25

2,9%

nas **perdas líquidas/carteira 360**,
-0,3 p.p. vs. 1T25

-21,8%

no **SG&A** vs. 1T25

R\$ 845 Mi

Carteira até 360 dias no final
do 1T26 (+6,1% vs. 1T25)

R\$ 22,8 Mi

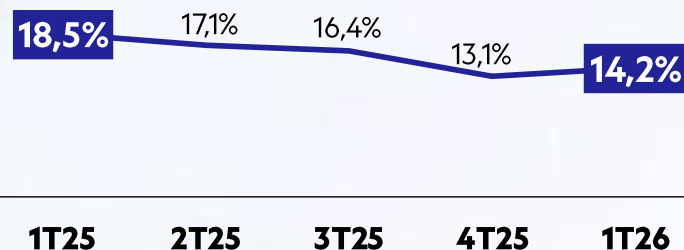
de **resultado operacional**, +17,9% vs. 1T25

9,4 Milhões

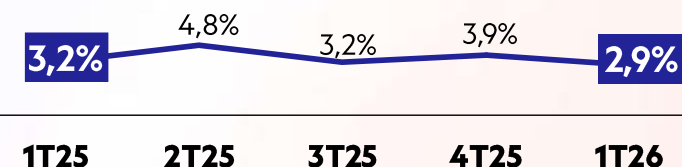
de cartões **emitidos**

Evolução nos indicadores de inadimplência

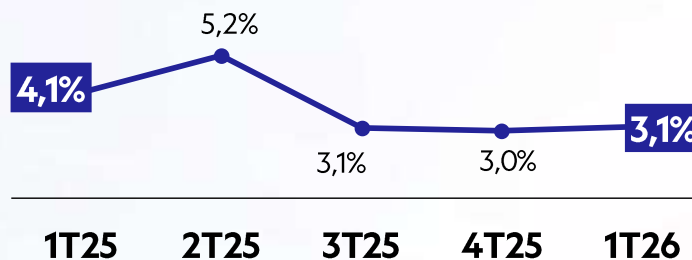
NPL 90 sobre a carteira 360



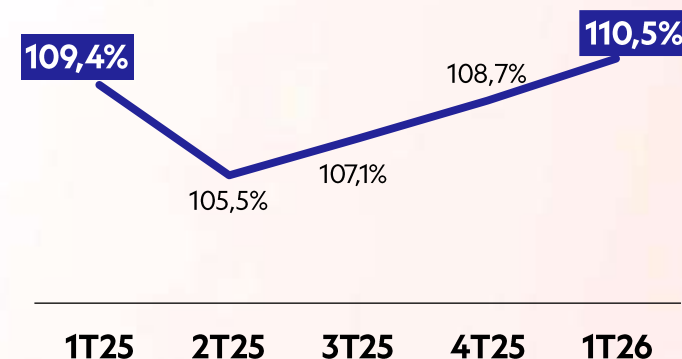
Perda líquida sobre a carteira 360



Formação de NPL¹



Cobertura² sobre vencidos acima de 90 dias (360)



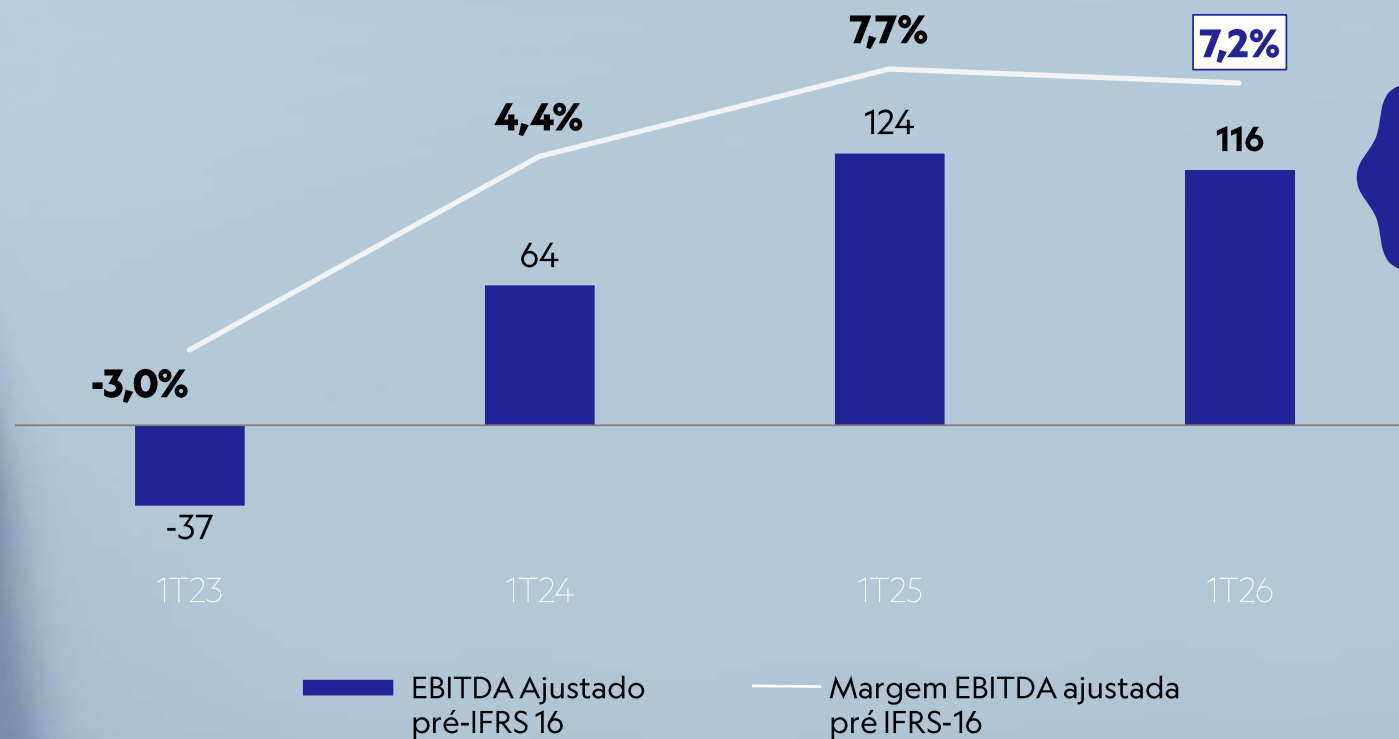
Notas: 1) NPL *Formation* considera a variação dos vencidos entre 90-360 dias; 2) Cobertura calculada como a razão entre o total da perda estimada e a carteira vencida (IFRS-9) do estágio 3, acima de 90 dias. Valores enquadrados pela resolução 4.966 do BACEN



EBITDA ajustado¹ atinge **R\$ 116** milhões com margem de **7,2%**



R\$ Milhões e %

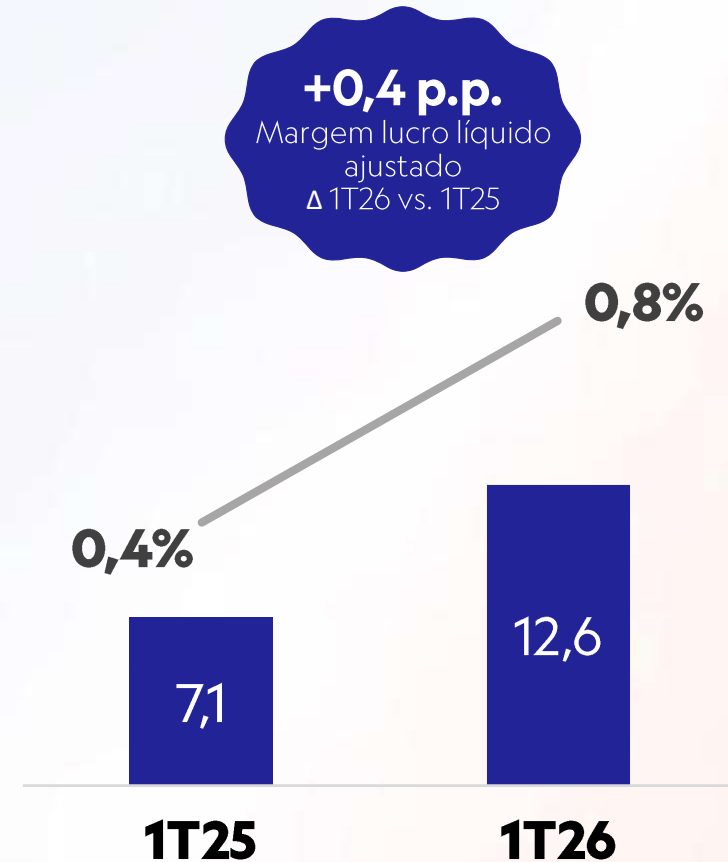


-6,3%
EBITDA Ajustado
Δ 1T26 vs. 1T25

(1) EBITDA pré IFRS-16 ajustado por: (i) outras receitas (despesas) operacionais líquidas; (ii) receita financeira de fornecedores; (iii) recuperação de créditos fiscais e (iv) Programa de incentivo de longo prazo.

Lucro líquido ajustado

R\$ Milhões e %



Nota: Lucro líquido pré IFRS-16 ajustado por: (i) Outras receitas (despesas) operacionais líquidas; (ii) Receitas financeira de fornecedores; (iii) Recuperação de créditos fiscais; e (iv) encargos sociais referentes ao programa de incentivo de longo prazo pago

Aceleração dos investimentos

Com foco em reformas e expansão

CAPEX direcionado a eficiência e expansão

	1T26	1T25	Δ%
Reformas	16,5	12,0	36,8%
Digital e tecnologia	22,9	17,9	27,6%
Novas lojas	7,9	9,1	-13,6%
Cadeia de suprimentos	13,9	1,3	1010,0%
Total	61,2	40,4	51,5%

+51,5%

CAPEX Total
Δ 1T26 vs. 1T25



**Aumento de 8 dias
no ciclo de conversão
de caixa**

ROIC

1T26 LTM

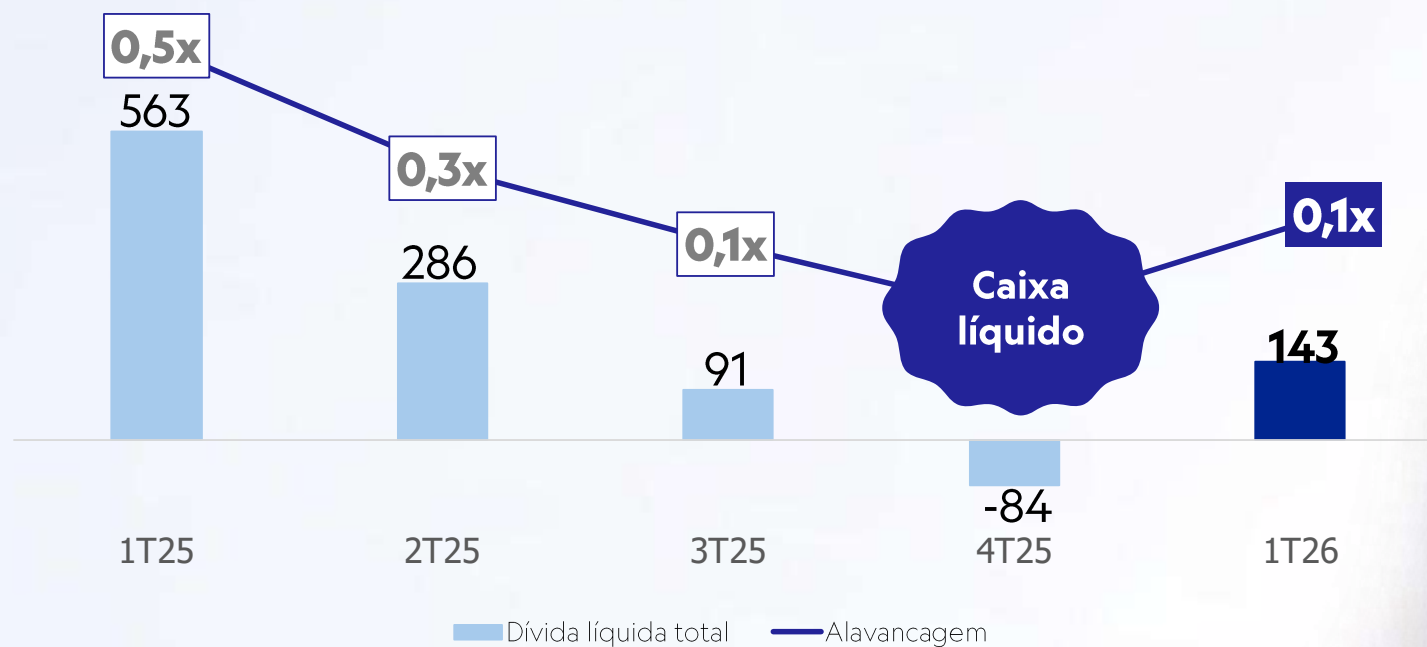
20,9%



Evolução na **gestão de dívida**

Com robusta posição de caixa e contínua desalavancagem

R\$ Milhões



Nota 1: dívida líquida total, que inclui o compromisso de pagamento com o Bradescard

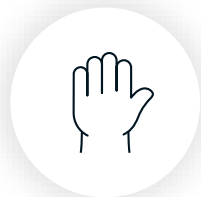
Nota 2: medida pela relação dívida líquida sobre EBITDA ajustado pré IFRS-16



Perguntas & respostas

Para **perguntas ao vivo por áudio, levante a mão para entrar na fila.** Ao ser anunciado, uma solicitação para ativar seu microfone aparecerá na tela e, então, você deve ativar o seu microfone para fazer perguntas. Orientamos que as perguntas sejam feitas todas de uma única vez.

Ou se preferir, **escreva sua pergunta diretamente no ícone de Q&A** na parte inferior da tela.



Raise Hand



Q&A





Divulgação de resultados

1T26

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Earnings Call

1Q26



Highlights 1Q26



+4.8%

of apparel SSS

Vs. 1Q25 and a 22.7% increase in two-year cumulative net revenue



+0.9 p.p.

in apparel gross margin vs. 1Q25



+15.9%

Beleza net revenue vs. 1T25



+2.3 p.p.

Merchandise gross margin vs. 1Q25



+29.2%

Digital net revenue vs. 1Q25 and +1.5 p.p. in penetration



+ 51.5% in

CAPEX vs. 1Q25, totaling R\$62,2 million



+77.7%

Quarterly net income pre-IFRS 16



ROIC of

20.9%

+2.8 p.p. higher than 1Q25

(1) Adjustments include: (i) Other net operating income (expenses); (ii) Recovery of tax credits; and (iii) long-term incentive plan, net of taxes..

Operational performance 1Q26



Execution of the collection **transition**



Tactical **commercial** strategy



Product **mix** rebalancing



Agility in **distribution**



Progressive growth in **sales**



Test&Learn



HIC & Dynamic **pricing**



Gross **margin** expansion



Increase in **sales per square meter**, with a focus on the **Energia C&A** value drivers





Execution

C&A Energia Strategy

energia C&A

Product



Evolution of key categories

Highlight on female performance



15.9% increase in **Beauty** net revenue in 1Q26 vs. last year



Dynamic pricing 2.0

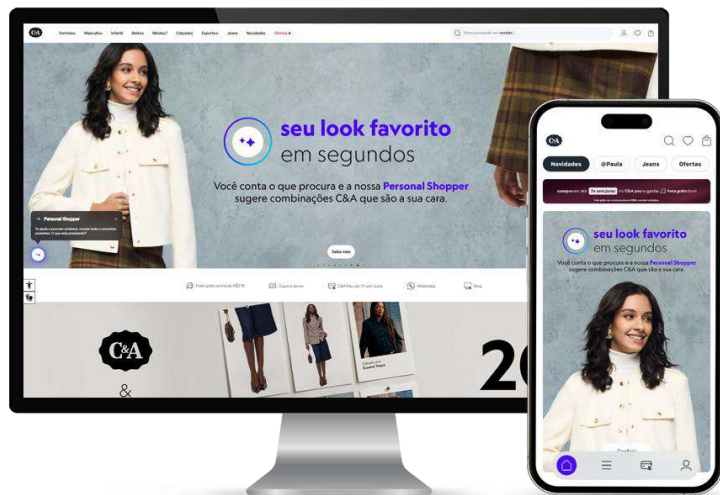


Test & Learn



energia C&A

Omni Journey



**Offline
& Online**





energia C&A

Offline journey



Energia Concept as the new model for new stores and renovations.



20-25 refurbishments planned for the year, with 12 already underway



10-15 stores planned for the year, with 4 currently underway

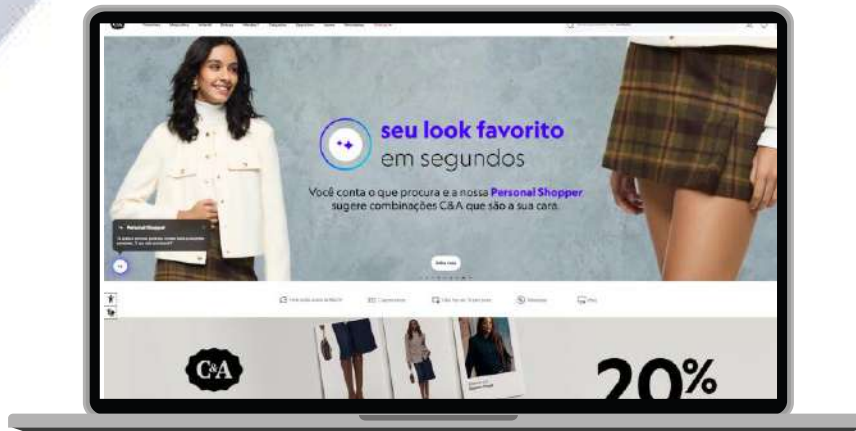


Note: in accordance with the capital budget approved at the AGOE held on April 29, 2026

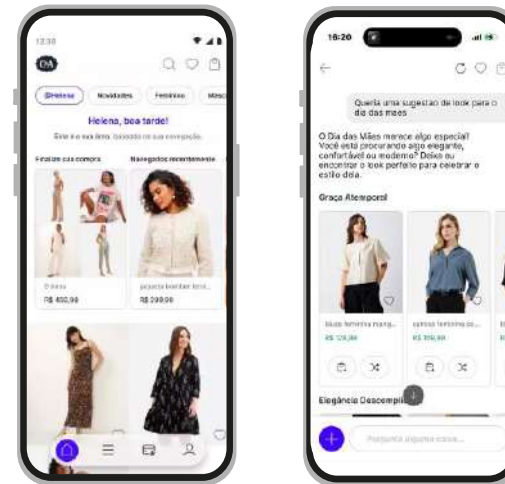
energia C&A Online journey

C&A continues to advance its omnichannel journey through a more personalized and more seamless experience.

Site



App



New tools leveraging **artificial intelligence**, driving higher conversion rates



A more seamless and personalized **journey**



Enhancement of the **payment experience** on the website and app (checkout)



Ship from store expansion

energia C&A

Strengthening the brand and relationship



50th anniversary in Brazil



Academy Awards



Fashion editorial



Shakira





RESERVA
CA

PEÇAS
C&A + EDITO
DE MOD

Athletic Champness
Don't be afraid of being bold
be a warrior. It's not a
Bad Sign - It's

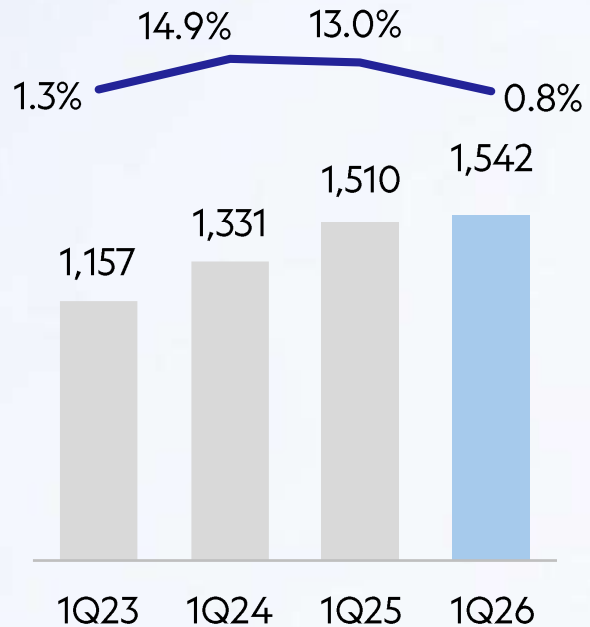


Financial
Performance

Merchandise net revenue

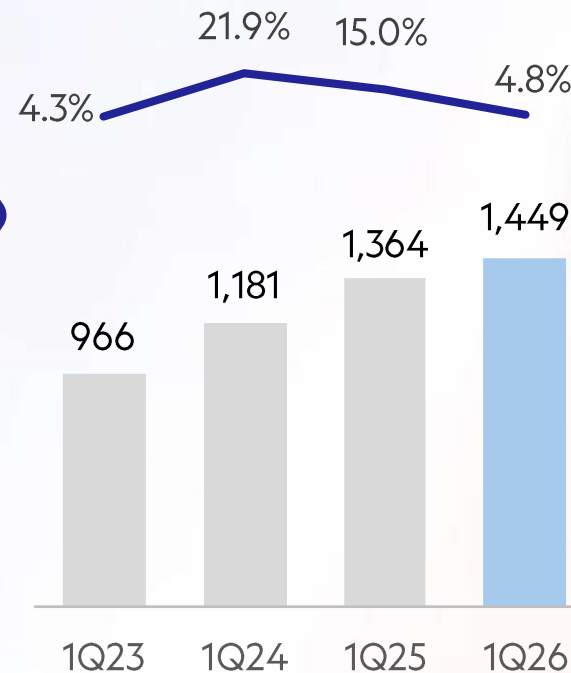
R\$ Million and %

Merchandise



+2.1%
Δ 1Q26 vs. 1Q25

Apparel



+6.2%
Δ 1Q26 vs. 1Q25

Net Revenue SSS (Same Store Sales)

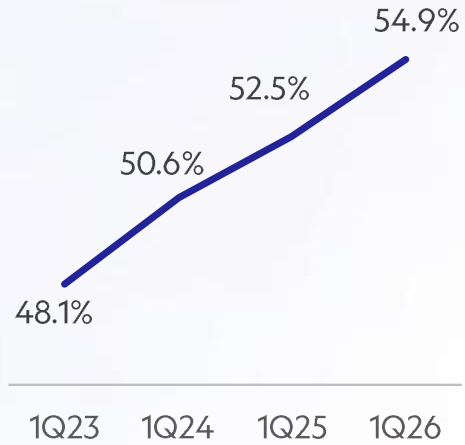


Merchandise gross margin

Figures in %

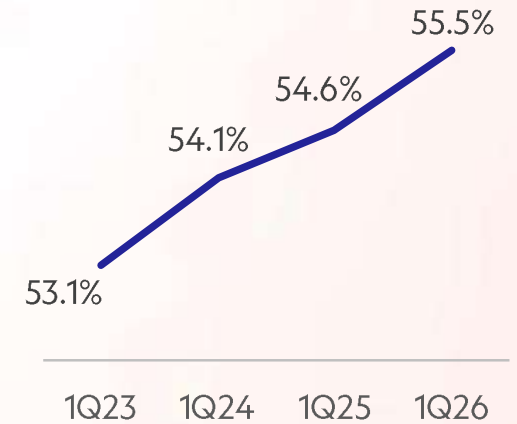


Merchandise



+2.3 p.p
Δ 1Q26 vs. 1Q25

Apparel

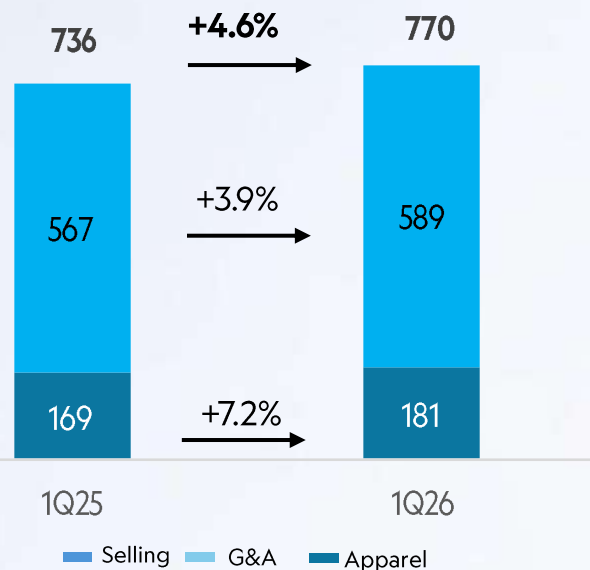


+0.9 p.p
Δ 1Q26 vs. 1Q25

Management of operating expenses¹

R\$ Million and %

SG&A pre IFRS-16



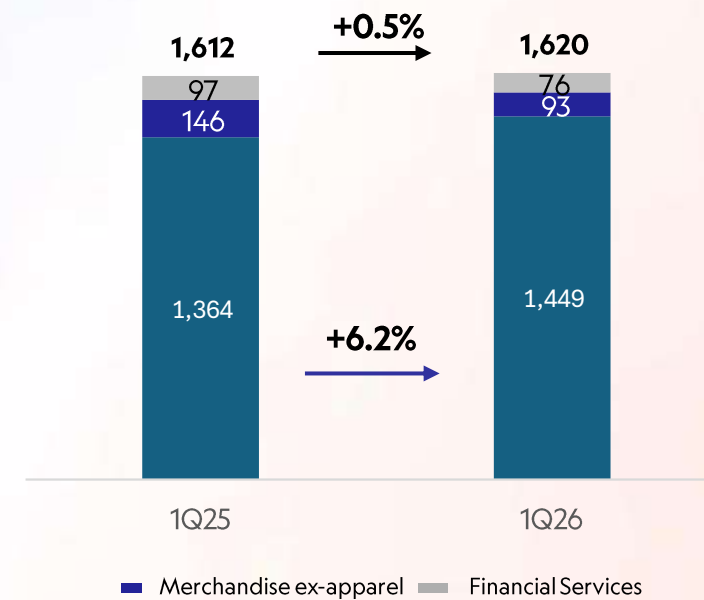
+4.6%
SG&A
Δ 1Q26 vs. 1Q25

Operating Expenses pre IFRS-16



+1.9 p.p.
Δ 1Q26 vs. 1Q25

Net Revenue



+0.5%
in net revenue
Δ 1Q26 vs. 1Q25

(1) Expenses include the impact of lease payments, in accordance with IFRS 16 accounting standards, but exclude Depreciation and Amortization expenses, Right-of-Use Depreciation (Lease), as well as expenses related to net credit losses and other operating (expenses) income



Moderate growth with controlled delinquency

26.7%

Retail sales penetration , +2.5 p.p. vs. 1Q25

14.2%

in **NPL 90**, -4.3 p.p. vs. 1Q25

2.9%

in **net losses/portfolio 360**, -0.3 p.p. vs. 1Q25

-21.8%

in **SG&A** vs. 1Q25

R\$ 845 Mi

Portfolio up to 360 days outstanding at the end of 1Q26 (+6,1% vs. 1T25)

R\$ 22.8 M

of **operating results**, +17.9% vs. 1Q25

9.4 Million

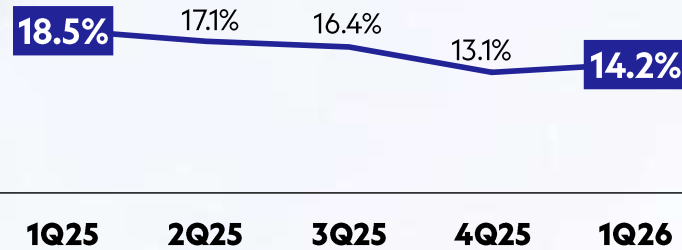
of cards **issued**



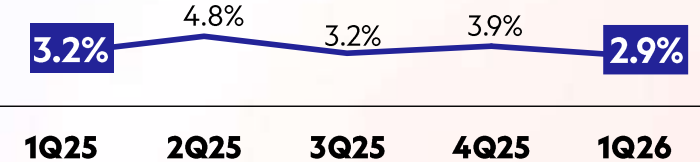
Evolution in delinquency indicators



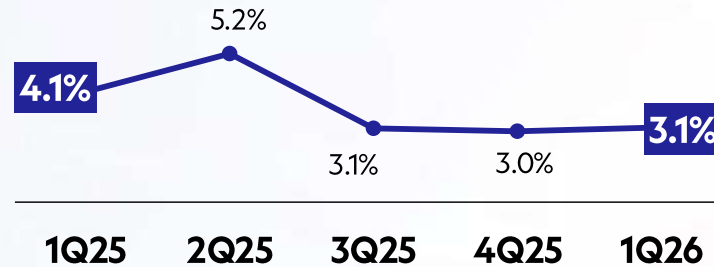
NPL 90 over the 360-day portfolio



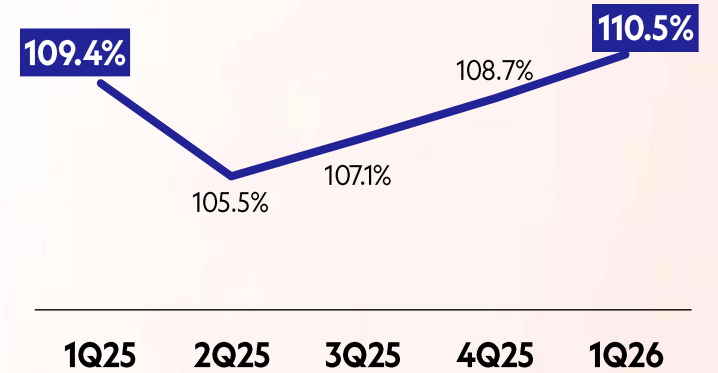
Net loss over the 360-day portfolio



NPL formation¹



Coverage² index over portfolio >90 days (360)

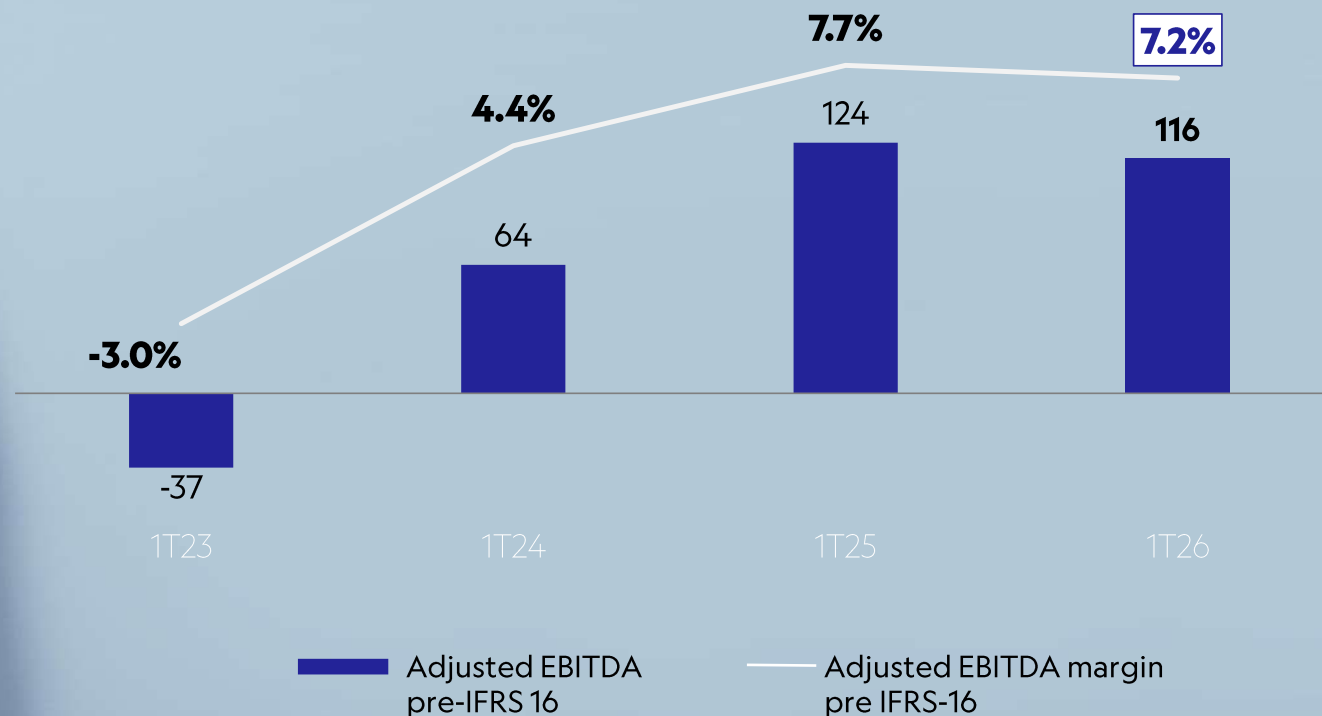


Notes: 1) NPL formation considers variation of accounts overdue between 90-360 days; 2) Coverage calculated as a ratio of total estimated loss to stage-3 overdue portfolio (IFRS-9), over 90 days values covered by BACEN resolution 4966



Adjusted EBITDA¹ reaches **R\$116** million with margin of **7.2%**

R\$ Million & %



-6.3%
Adjusted EBITDA
Δ 1Q26 vs. 1Q25

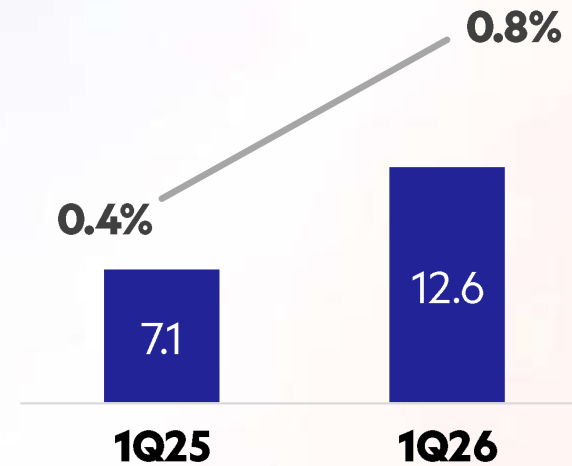
(1) Pre-IFRS 16 EBITDA adjusted by: (i) net other operating income (expenses); (ii) supplier financial income; (iii) tax credit recovery; and (iv) long-term incentive program.

Adjusted net income¹

R\$ Million & %

+0.4 p.p.

Adjusted net income
margin
Δ 1Q26 vs. 1Q25



(1) Net income pre-IFRS 16 adjusted for: (i) net other operating income (expenses); (ii) financial income from suppliers; (iii) tax credit recoveries; and (iv) social charges related to the long-term incentive program paid.

Investment acceleration

Focused on refurbishments and expansion

Capex focused on efficiency gains and expansion initiatives.

	1Q26	1Q25	Δ%
Renovations	16.5	12.0	36.8%
Digital and technology	22.9	17.9	27.6%
New stores	7.9	9.1	-13.6%
Supply chain	13.9	1.3	1010.0%
Total	61.2	40.4	51.5%

+51.5%
Total CAPEX
Δ 1Q26 vs. 1Q25



Cash conversion cycle
increased by 8 days.

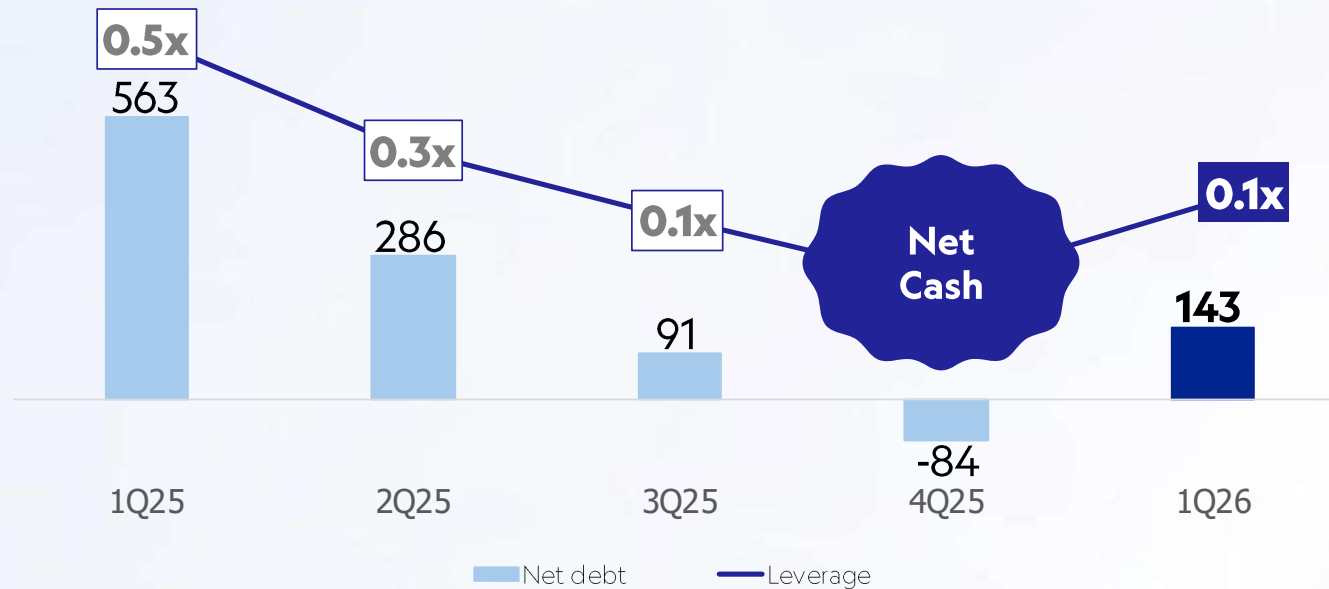
ROIC
1Q26 LTM
20.9%



Liability management **evolution**

Strong deleveraging and robust liquidity

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)



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.



Raise Hand



Q&A





Earnings Call

1Q26

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