2Q26 Results

Earnings Conference Call

August 06, 2026

2:00 p.m. (Brasília), 1:00 p.m. (New York)

Conference call held in Portuguese, with simultaneous translation into English.

To join the call, click here.

Sales growth and margin expansion support another quarter of record EBITDA and net income

Highlights

+7.8% Apparel SSS
12 consecutive quarters of growth

R$119 MM Financial Services EBITDA
+7.2% vs. 2Q25 marking another quarter of growth

59.2% Apparel gross margin
+1.9 p.p. vs. 2Q25
Highest 2Q margin in Company history

R$461 MM Consolidated EBITDA
+12.7% vs. 2Q25
17.1% Consolidated EBITDA Mg., +1.4 p.p. *YoY*

17.0% Retail EBITDA Margin
Record in the last 11 years
R$342 MM Retail EBITDA, record for a 2Q
+14.7% vs. 2Q25

R$168 MM Net Income
+36.2% vs. 2Q25
Record for a 2Q

In 2Q26, Riachuelo maintained a consistent performance trajectory, reflecting the strength of its strategy and disciplined operational execution.

The Retail segment combined sales growth with a strong expansion in profitability. Apparel SSS grew 7.8%, marking the 12th consecutive quarter of growth. Apparel gross margin reached 59.2%, up 1.9 p.p. from 2Q25 and the 11th consecutive quarter of gross margin expansion. Retail EBITDA totaled R$342 million, the highest ever for a second quarter, up 14.7% year on year, with EBITDA margin reaching 17.0%, up 1.8 p.p. and the highest level for the period in the last 11 years.

In Financial Services, we maintained disciplined lending and a continued focus on portfolio quality. The segment posted consistent revenue growth and reported EBITDA of R$119 million in the quarter, up 7.2% from 2Q25.

On a consolidated basis, we delivered record results for a second quarter. EBITDA totaled R$461 million, with EBITDA margin reaching 17.1%, up 1.4 p.p. year on year. Net income reached R$168 million, up 36.2% from 2Q25 and the highest historical level for the period.

Strengthening our store footprint remains an important avenue for growth and profitability. We continued to advance our store renovation plan under the Incrivelmente Brasil concept and now have three stores offering customers the experience of this new format, where products take center stage and the brand gains new spaces to express its identity and stories. In the second half of 2026, we will continue to advance this agenda, focusing on new store openings and ongoing store revitalizations.

We remain confident in our trajectory, supported by an integrated value chain, brand strength, and operational efficiency. Riachuelo is well positioned to capture new opportunities by combining creativity, technology, and excellence to drive growth and create sustainable value.

Note: Consolidated 2Q25 data excludes Midway Mall numbers.

2Q26 INDICATORS

To facilitate comparison between periods, 2Q25 data excludes the results of Midway Mall, divested by the Company in December 2025.

Operational Performance (R$ '000)	2Q26	2Q25	26 vs 25	1H26	1H25	26 vs 25
Consolidated net revenue	2,691,703	2,604,866	3.3%	5,013,675	4,781,199	4.9%
Operating expenses	(953,609)	(925,766)	3.0%	(1,870,355)	(1,781,924)	5.0%
% consolidated net revenue	*35.4%*	*35.5%*	*-0.1 p.p.*	*37.3%*	*37.3%*	*0.0 p.p.*
Consolidated EBITDA[1]	460,587	408,811	12.7%	728,355	643,465	13.2%
EBITDA margin[1]	*17.1%*	*15.7%*	*1.4 p.p.*	*14.5%*	*13.5%*	*1.0 p.p.*
Net Income	167,921	123,283	36.2%	172,958	77,387	123.5%
Net margin	*6.2%*	*4.7%*	*1.5 p.p.*	*3.4%*	*1.6%*	*1.8 p.p.*

Retail (R$ '000)	2Q26	2Q25	26 vs 25	1H26	1H25	26 vs 25
Apparel SSS	*7.8%*	*15.8%*	*n.a.*	*8.8%*	*14.5%*	n.a.
Retail Net Revenue	2,007,524	1,962,476	2.3%	3,669,878	3,521,582	4.2%
Apperal Net Revenue	1,748,911	1,605,871	8.9%	3,144,526	2,871,766	9.5%
Apparel gross margin	*59.2%*	*57.3%*	*1.9 p.p.*	*57.3%*	*55.7%*	*1.6 p.p.*
EBITDA for Retail[1]	342,026	298,226	14.7%	476,663	407,078	17.1%
EBITDA Margin for Retail[1]	*17.0%*	*15.2%*	*1.8 p.p.*	*13.0%*	*11.6%*	*1.4 p.p.*

Financial Services (R$ '000)	2Q26	2Q25	26 vs 25	1H26	1H25	26 vs 25
Net Financial Services Revenue	684,179	642,390	6.5%	1,343,797	1,259,617	6.7%
Financial Services EBITDA	118,561	110,585	7.2%	251,692	236,387	6.5%
Net Revenue on Portfolio (up to 360 days)	*11.0%*	*11.4%*	*-0.4 p.p.*	*21.7%*	*22.4%*	*-0.7 p.p.*
Delinquency Rate - 15 to 90 days[2] (portfolio up to 360 days)	*6.9%*	*7.5%*	*-0.6 p.p.*	*6.9%*	*7.5%*	*-0.6 p.p.*
Delinquency Rate over 90 days[2] (portfolio up to 360 days)	*18.9%*	*17.4%*	*1.5 p.p.*	*18.9%*	*17.4%*	*1.5 p.p.*

[1] For 1H25, Adjusted EBITDA was considered.

[2] Considers the tax drag on all financial products.

OUR FASHION IS LEGACY: We won the EXAME Best of ESG Award

Riachuelo won 1st place in the EXAME Best of ESG Award in the Fashion and Apparel category. We are very proud to be the largest employer in Brazilian fashion and to have the largest textile manufacturing complex in Latin America. Our commitment to building a Brazilian fashion industry that creates opportunities and fosters sustainable human development is what drives us every day. EXAME's recognition shows that the strength of a legacy built over the past eight decades of dedication to Brazilian fashion remains more alive than ever.

OUR FASHION IS CIRCULAR: Pool Loop continues to foster innovation for circularity

In April, Pool Loop introduced, for the first time, two innovative fibers that are key to advancing fashion decarbonization: LENZING™ ECOVERO™ REFIBRA™ viscose, with 20% cellulose pulp from pre- and post-consumer recycled cotton, and Creora's Regen™BIO Max bio-based elastane, made with 98% sugarcane. Together, they reduce emissions and water consumption by at least 50% compared to their conventional versions.

In addition, we continued to make progress in circular cotton, with more than 24,000 denim pieces produced using 100% cotton and 25% recycled fibers from our value chain.

Another unprecedented initiative in the market was the upcycling capsule collection launched in partnership with fashion designer Marcelo Sommer, one of the pioneers of the technique in Brazil. The collection, developed with the purpose of transforming leftovers from our industry into desirable pieces, proves that, with willingness and creativity, it is possible to monetize idle inventory. The challenge now is to scale a production technique based on the logic of creating from already existing resources. The new drop is scheduled for September 2026.

OUR FASHION IS IMPACT: We celebrated the 5th anniversary of the Riachuelo Institute

Since its creation, the Institute has invested more than R$11 million in strengthening the fashion value chain through regional development in Rio Grande do Norte. In May 2026, the Institute celebrated its fifth anniversary at Teatro Riachuelo in Natal (RN), highlighting the positive impact generated by its projects focused on training in sewing, cotton farming, embroidery, and other handcraft techniques.

All funds invested by the Institute in projects come from its bazaars, where Riachuelo items are recirculated. In 2Q26, the Institute recorded a sales record, raising more than R$2.2 million, up 26% from 2Q25.

Agro-Sertão, a project that fosters the revival of cotton production in the state through agroecology, once again reached Riachuelo stores in 2Q26, with more than 50,000 knitwear pieces made from agroecological cotton yarn, benefiting approximately 100 farmers across 16 municipalities.

OUR BRAZIL IS A POWERHOUSE: Mãos da Moda project drives Brazilian designer fashion

In partnership with Nordestesse, Riachuelo developed the Mãos da Moda project, an initiative aimed at valuing Brazilian fashion and strengthening Brazilian talent through mentoring and training. The first edition of the project included the states of Bahia and Paraíba, with an investment of R$1.2 million through state incentive laws. Designer brands joined forces with artisan groups, bringing a contemporary perspective to manual techniques such as embroidery, crochet, and lace.

As a result of this work, the creations developed by the eight participating brands and groups were featured on the runway at Dragão Fashion Brasil, the largest fashion week in Northeast Brazil, held in Fortaleza (CE) during 2Q26.

Retail Performance

RETAIL PERFORMANCE

Apparel SSS grew 7.8% in 2Q26, underscoring the strength of our value proposition

Below is the performance of the Retail segment from a store network perspective, which includes:

(i) Riachuelo: proprietary brands, Carter's products, and Casa Riachuelo products sold in Riachuelo stores, as well as the digital channel;

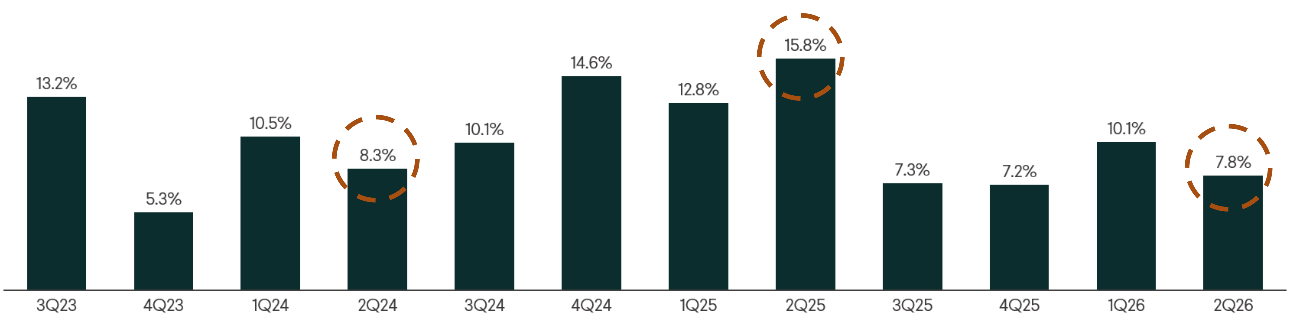
(ii) Casa Riachuelo and Carter's: products sold in their respective physical stores, including Store-in-Store (SIS) units.

Apparel data does not include the performance of home products, watches, electronics, and fragrances.

(R$ '000)	2Q26	2Q25	26 vs 25	1H26	1H25	26 vs 25
Sales Performance						
Retail Net Revenue	2,007,524	1,962,476	2.3%	3,669,878	3,521,582	4.2%
Riachuelo	1,895,362	1,857,414	2.0%	3,450,659	3,329,222	3.6%
Casa Riachuelo	35,304	29,688	18.9%	70,852	58,111	21.9%
CARTER'S	76,857	75,374	2.0%	148,367	134,249	10.5%
SSS	1.1%	12.9%	n.a.	3.0%	11.9%	n.a.
Apparel Net Revenue	1,748,911	1,605,871	8.9%	3,144,526	2,871,766	9.5%
Apparel SSS	*7.8%*	*15.8%*	*n.a.*	8.8%	14.5%	n.a.
Operating Data						
Number of stores	444	436	1.8%	444	436	1.8%
Sales area in thousand sqm	717	706	1.6%	717	706	1.6%
Net revenue per sqm (R$ per sqm)	2,800	2,781	0.7%	5,118	4,991	2.5%
Total average ticket (R$)	202	208	-2.9%	195	198	-1.5%
Riachuelo card average ticket (R$)	245	257	-4.7%	237	248	-4.4%

In 2Q26, net revenue from Apparel totaled R$1.7 billion, up 8.9% from 2Q25. On a same-store sales basis, Apparel (SSS) grew 7.8%, marking the 12th consecutive quarter of growth. This performance reflects the consistency of the Company's strategic execution, focusing on fashion, products, trends, and customer experience.

Apparel SSS



Despite the later onset of winter and the impact of the World Cup on customer traffic in stores, we maintained consistent commercial performance and continued to strengthen our value proposition. During the period, highlights included the Mother's Day collections featuring **Silvia** and **Bebela Braz**, as well as the **A. Niemeyer + Riachuelo** and **PIET + POOL** collaborations, which expanded Riachuelo's connection with different styles, wearing occasions, and consumer profiles.

We also continued to outperform the market. For the **13th consecutive quarter**, we **gained market share**, with sales outperforming the Apparel PMC (IBGE) through May 2026.

The change in average ticket compared to 2Q25 once again reflected the lower share of the electronics category in the sales mix, in line with the Company's strategy to focus its efforts on Apparel.

In 1H26, net revenue from Apparel totaled R$3.1 billion, up 9.5% from 1H25, while Apparel SSS grew 8.8%.

GROSS PROFIT: 11 consecutive quarters of gross margin expansion

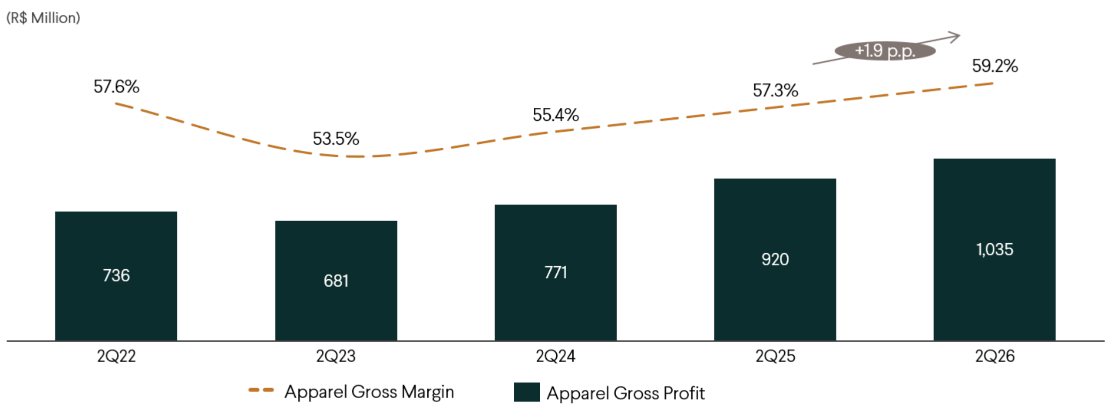
(R$ '000)	2Q26	2Q25	26 vs 25	1H26	1H25	26 vs 25
Retail Gross Profit	1,136,156	1,048,652	8.3%	2,002,130	1,836,402	9.0%
Retail Gross Riachuelo	1,073,700	992,409	8.2%	1,883,646	1,736,786	8.5%
Retail Gross Casa	19,841	15,866	25.1%	38,843	30,738	26.4%
Retail Gross Carters	42,615	40,377	5.5%	79,642	68,879	15.6%
Retail Gross Margin	*56.6%*	*53.4%*	*3.2 p.p.*	*54.6%*	*52.1%*	*2.5 p.p.*
Riachuelo	56.6%	53.4%	*3.2 p.p.*	54.6%	52.2%	*2.4 p.p.*
Casa Riachuelo	56.2%	53.4%	*2.8 p.p.*	54.8%	52.9%	*1.9 p.p.*
CARTER'S	55.4%	53.6%	*1.8 p.p.*	53.7%	51.3%	*2.4 p.p.*
Apparel Gross Profit	1,035,048	920,164	12.5%	1,801,550	1,599,584	12.6%
Apparel Gross Margin	*59.2%*	*57.3%*	*1.9 p.p.*	*57.3%*	*55.7%*	*1.6 p.p.*

Apparel gross profit totaled R$1.0 billion in 2Q26, up 12.5% from 2Q25. Apparel gross margin maintained its upward trend, reaching **59.2%,** an expansion of **1.9 p.p**. year on year and marking the **11th consecutive quarter of growth**. This performance, which represents the highest level ever recorded for a second quarter, was driven by manufacturing efficiency gains, lower markdowns, advances in pricing processes, and a better product mix, with a higher share of winter products.

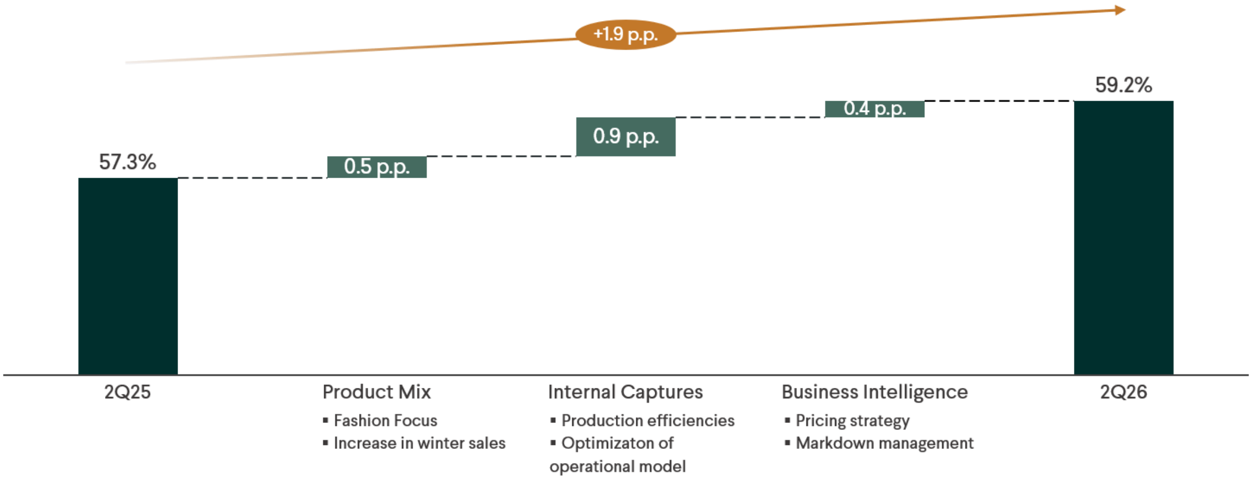
In the same period, Retail gross profit totaled R$1.1 billion, up 8.3% from 2Q25. Retail gross margin reached 56.6% in the quarter, up 3.2 p.p. from the same period of the previous year, mainly reflecting the evolution of the sales mix and the lower share of electronics.

In 1H26, Apparel gross profit reached R$1.8 billion, up 12.6% from 1H25. Apparel gross margin reached 57.3% in the first six months of 2026, an expansion of 1.6 p.p. year on year.

Apparel Gross Margin



Apparel Gross Margin Evolution



EBITDA: another record quarter, with the highest EBITDA margin in the last 11 years

(R$ '000)	2Q26	2Q25	26 vs 25	1H26	1H25	26 vs 25
Net revenue	2,007,524	1,962,476	2.3%	3,669,878	3,521,582	4.2%
COGS	(871,368)	(913,824)	-4.6%	(1,667,748)	(1,685,180)	-1.0%
Gross profit	1,136,156	1,048,652	8.3%	2,002,130	1,836,402	9.0%
Gross margin	*56.6%*	*53.4%*	*3.2 p.p.*	*54.6%*	*52.1%*	*2.5 p.p.*
EBITDA	342,026	298,226	14.7%	476,663	397,010	20.1%
EBITDA margin	*17.0%*	*15.2%*	*1.8 p.p.*	*13.0%*	*11.3%*	*1.7 p.p.*
Other Items*	-	-	n.a.	-	10,068	n.a.
Adjusted EBITDA	342,026	298,226	14.7%	476,663	407,078	17.1%
Adjusted EBITDA margin	*17.0%*	*15.2%*	*1.8 p.p.*	*13.0%*	*11.6%*	*1.4 p.p.*

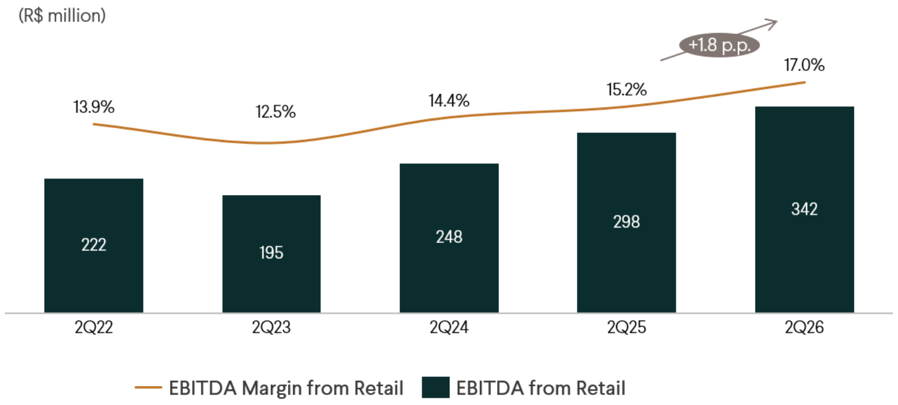
(*) Refers to non-recurring revenues and/or expenses, such as asset write-offs and special projects.

The Retail segment posted record **EBITDA for the period of R$342.0 million in 2Q26, up 14.7%** from 2Q25. **EBITDA margin** reached **17.0%,** an expansion of **1.8 p.p.** year on year and also the highest level for a second quarter in the last 11 years. This result reflects the combination of consistent sales growth and Retail gross margin expansion.

The digital channel continued to grow at an accelerated pace, with gains in scale and profitability, supported by an operational model based on proprietary technology, data, and artificial intelligence, consolidating itself as a structural component of the Company's growth strategy.

In 1H26, **Retail EBITDA totaled R$476.7 million**, up **17.1%** from the **R$407.1 million** recorded in the first six months of 2025. **Retail EBITDA margin** reached **13.0%**, compared to **11.6%** in 1H25.

EBITDA from Retail



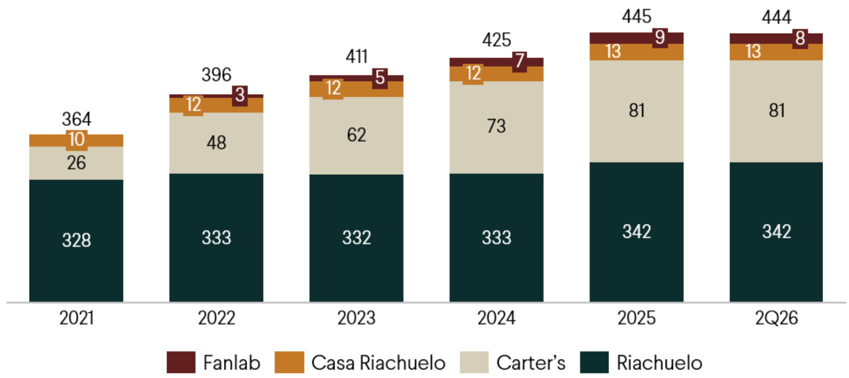
NUMBER OF STORES

We ended 2Q26 with 444 stores, including 342 Riachuelo stores, 81 Carter's stores, 13 Casa Riachuelo stores, and 8 FANLAB stores. In addition, we have other stores operating under the store -in-store (SIS) model, consisting of 14 Casa Riachuelo SIS units and 1 Carter's SIS unit. FANLAB operations were discontinued in July, in line with the Company's strategic direction to concentrate efforts on its key growth drivers.

For the second half of 2026, our agenda includes the continued expansion of Riachuelo, with new stores under the Incrivelmente Brasil concept. The initiative reinforces our commitment to delivering an increasingly modern and connected customer experience, in which products take center stage and the brand gains new spaces to express its identity and stories.

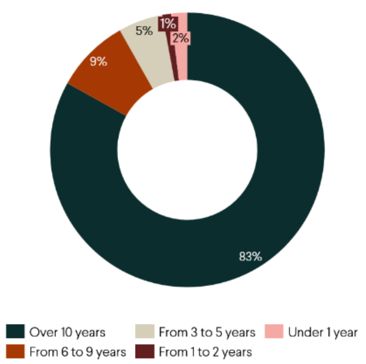
We also continued to advance our store renovation plan and the gradual update of our store network to the new concept. We completed the revitalization of the lower floor of our ParkShoppingBarigüi store in Curitiba, Paraná, marking the first fully renovated store under the new concept. We also completed the first phase of the renovation of the BH Shopping store in Belo Horizonte, Minas Gerais. These initiatives add to the Pinheiros pop-up store in São Paulo, São Paulo, opened in December 2025.

Number of Stores*



* Does not include stores in the store-in-store (SIS) model

Sales Area by Age – 2Q26



Financial Services

FINANCIAL SERVICES

Portfolio growth with disciplined credit management and delinquency remaining at controlled levels

(R$ '000)	2Q26	2Q25	26 vs 25	1H26	1H25	26 vs 25
Gross Revenue	**726,633**	**679,100**	**7.0%**	**1,425,265**	**1,331,700**	**7.0%**
Revenue from card operations	460,305	459,702	0.1%	920,973	901,847	2.1%
Revenue from loans	201,085	167,641	19.9%	378,745	325,287	16.4%
Revenue from commissions	65,243	51,757	26.1%	125,548	104,566	20.1%
Tax expenses	(42,454)	(36,711)	15.6%	(81,468)	(72,084)	13.0%
Net Revenue	**684,179**	**642,390**	**6.5%**	**1,343,797**	**1,259,617**	**6.7%**
PDA net of recovery and discount	**(351,699)**	**(326,094)**	**7.9%**	**(670,223)**	**(619,997)**	**8.1%**
Result from financial operation	**332,480**	**316,296**	**5.1%**	**673,574**	**639,620**	**5.3%**
Result from financial operation margin	*48.6%*	*49.2%*	*-0.6 p.p.*	*50.1%*	*50.8%*	*-0.7 p.p.*
Operating expenses	(213,918)	(205,710)	4.0%	(421,882)	(403,233)	4.6%
Revenue from services provided to Riachuelo	15,525	12,200	27.3%	28,070	21,148	32.7%
Depreciation and amortization	(20,638)	(20,589)	0.2%	(41,852)	(41,197)	1.6%
Operating income	(32,074)	(32,554)	-1.5%	(51,294)	(56,655)	-9.5%
EBITDA from financial services	**118,561**	**110,585**	**7.2%**	**251,692**	**236,387**	**6.5%**

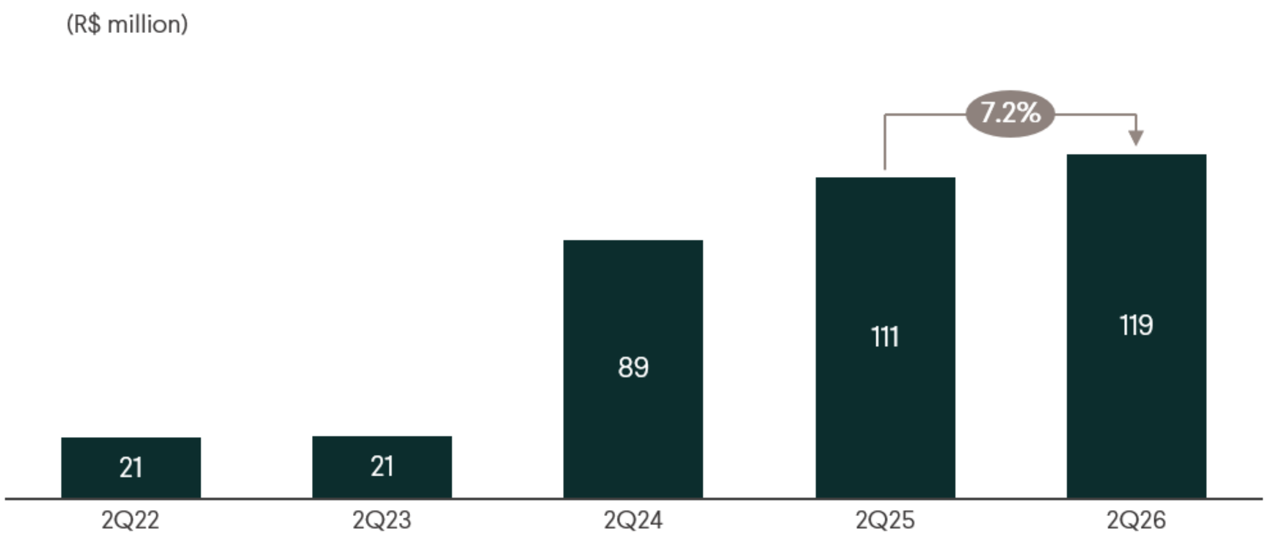
Gross revenue from Financial Services totaled **R$726.6 million in 2Q26, up 7.0%** from 2Q25, mainly reflecting the strategy of portfolio expansion, with disciplined card issuance and the identification of lending opportunities within our customer base.

Provision for doubtful accounts (PDA), net of recoveries and discounts, totaled R$351.7 million in 2Q26, up 7.9% from 2Q25. This increase was below the 10.1% portfolio expansion in the period, reflecting the strategy of disciplined growth and risk-adjusted profitability.

EBITDA from Financial Services totaled **R$118.6 million**, up **7.2%** from 2Q25, reflecting the consistent delivery of results through disciplined lending and the focus on long-term value creation.

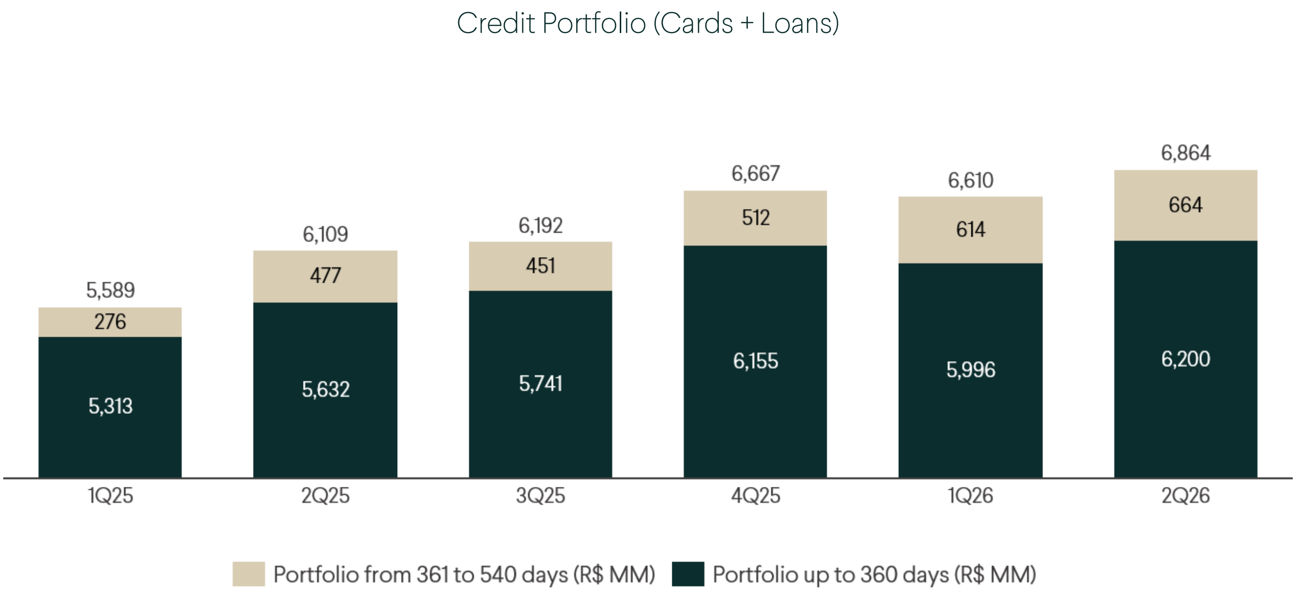
In 1H26, gross revenue from Financial Services reached R$1.4 billion, up 7.0% from 1H25, while EBITDA from Financial Services totaled R$251.7 million, up 6.5% year on year.

EBITDA from Financial Services



The total credit portfolio with maturities of up to 540 days amounted to R$6.9 billion in June 2026, while the portfolio with maturities of up to 360 days totaled R$6.2 billion, as detailed below:

- **Riachuelo Card (private label + co-branded):** the card portfolio with maturities of up to 360 days totaled R$5.1 billion, **increasing 5.5% from 2Q25**, in line with the strategy of gradually expanding credit origination while maintaining portfolio quality.
- **Loans**: the portfolio maturing within 360 days totaled R$1.1 billion, **up 39.7% vs. 2Q25**, driven by the expansion of personal loan offerings to the customer base and by the new payroll-deductible loan product, contributing to portfolio growth with risk-adjusted profitability.



A comparison of the portfolio in accordance with CMN Resolution No. 4,966 will be possible only from 3Q26, which is when the 2025 portfolio will be fully composed of loans up to 540 days.

Financial Services Key Indicators	2Q26 Up to 540 days	2Q25 Up to 540 days	2Q26 vs 2Q25 Up to 540 days	2Q26 Up to 360 days	2Q26 Up to 360 days	2Q26 vs 2Q25 Up to 360 days
Credit Portfolio (R$ MM)	6,864	6,109	12.4%	6,200	5,632	10.1%
Card (R$ MM)	5,668	5,261	7.7%	5,138	4,872	5.5%
Loan (R$ MM)	1,196	847	41.2%	1,062	760	39.7%
% PDA net of recovery and discount	*5.1%*	*5.3%*	*-0.2 p.p.*	*5.7%*	*5.8%*	*-0.1 p.p.*
Delinquency Rate - 15 to 90 days[1]	3.8%	3.9%	*-0.1 p.p.*	6.9%	7.5%	*-0.6 p.p.*
Delinquency Rate - over 90 days[1]	28.4%	26.8%	*1.6 p.p.*	18.9%	17.4%	*1.5 p.p.*
Basel Index[2]	18.2%	16.6%	*1.6 p.p.*	18.2%	16.6%	*1.6 p.p.*

[1] Considers the tax drag on all financial products.

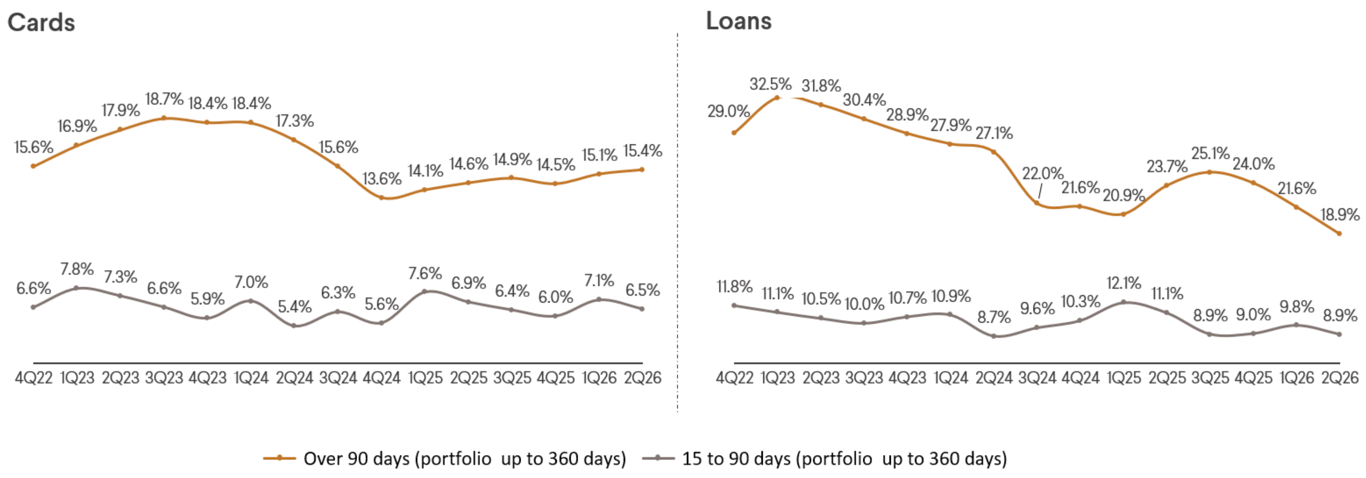
[2] The Basel Ratio is calculated in accordance with BCB Resolution No. 229/22 issued by the Central Bank of Brazil. It is an int ernationally standardized indicator, defined by the Basel Committee on Banking Supervision, which establishes a minimum ratio of 10 .5%.

The delinquency rates presented below consider the portfolio up to 360 days to ensure better comparability across the periods analyzed.

In the card portfolio, delinquency remained under control and at healthy levels, below those observed in 2023, with roll rates in line with expectations. The long-term delinquency indicator reflected the seasonal effect associated with 4Q25 sales, while the improvement in the short-term bucket reinforced the efficiency of the credit operation.

In the loans portfolio, delinquency indicators maintained their downward trend, reflecting discipline in origination and risk management.

Delinquency Rate

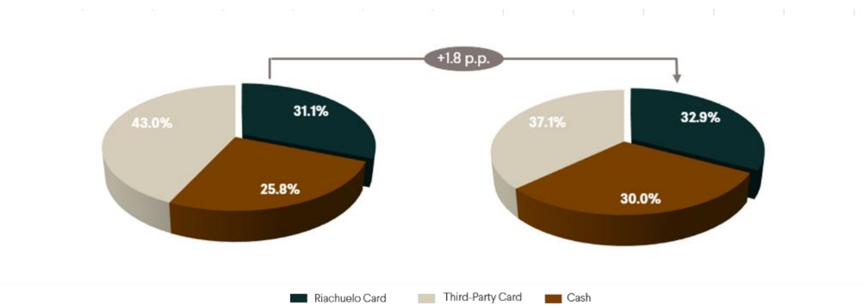


PAYMENT TERMS

In 2Q26, sales using the Riachuelo Card, including private label and co-branded cards, accounted for 32.9% of in-store transactions, up 1.8 p.p. from the same period of the previous year, reflecting the strengthening of the card's value proposition.

Breakdown in 2Q25

Breakdown in 2Q26



Consolidated Performance

In this section, we present the consolidated results for 2Q25 excluding the results of Midway Mall, which was divested by the Company in December 2025, to ensure better comparability between the periods.

NET REVENUE AND GROSS PROFIT: another quarter of growth supported by disciplined execution

(R$ '000)	2Q26	2Q25	26 vs 25	1H26	1H25	26 vs 25
(+) Net revenue - Retail	2,007,524	1,962,476	2.3%	3,669,878	3,521,582	4.2%
(+) Net revenue - Midway Financeira	684,179	642,390	6.5%	1,343,797	1,259,617	6.7%
(=) Consolidated net revenue	**2,691,703**	**2,604,866**	**3.3%**	**5,013,675**	**4,781,199**	**4.9%**
(+) Gross profit - Retail	1,136,156	1,048,652	8.3%	2,002,130	1,836,402	9.0%
(+) Gross profit - Midway Financeira	568,830	522,290	8.9%	1,123,396	1,042,235	7.8%
(=) Consolidated gross profit	**1,704,986**	**1,570,942**	**8.5%**	**3,125,526**	**2,878,637**	**8.6%**
Consolidated gross margin	*63.3%*	*60.3%*	*3.0 p.p.*	*62.3%*	*60.2%*	*2.1 p.p.*

Consolidated net revenue totaled R$2.7 billion in 2Q26, up 3.3% from 2Q25. In 1H26, consolidated net revenue reached R$5.0 billion, up 4.9% from 1H25. The integrated performance across industry, retail, and financial services sustained the Company's consistent growth, reinforcing the strength and resilience of our business model.

In 2Q26, consolidated gross profit reached R$1.7 billion, up 8.5% from 2Q25. Consolidated gross margin reached 63.3%, up 3.0 p.p. year on year, driven, among other factors, by the 1.9 p.p. expansion in Apparel gross margin.

In 1H26, consolidated gross profit totaled R$3.1 billion, up 8.6% from 1H25, with consolidated gross margin reaching 62.3%, up 2.1 p.p. year on year.

OPERATING EXPENSES: expense discipline supports operating leverage

(R$ '000)	2Q26	2Q25	26 vs 25	1H26	1H25	26 vs 25
Operating expenses	(953,609)	(925,766)	3.0%	(1,870,355)	(1,781,924)	5.0%
Selling expenses	(675,720)	(651,051)	3.8%	(1,335,279)	(1,259,867)	6.0%
General and administrative expenses	(277,889)	(274,715)	1.2%	(535,076)	(522,057)	2.5%
% operating expenses/ net revenue	***35.4%***	***35.5%***	***-0.1 p.p.***	***37.3%***	***37.3%***	***0.0 p.p.***

Consolidated operating expenses totaled R$953.6 million in 2Q26, up 3.0% from 2Q25. The variation mainly reflected higher selling expenses, driven by the intensification of marketing and communication initiatives focused on strengthening the brand, increasing customer engagement, and supporting the Company's key growth initiatives. General and administrative expenses mainly reflected the reinforcement of the organizational structure required to support business growth.

In the quarter, operating expenses represented 35.4% of consolidated net revenue, down 0.1 p.p. year on year, reflecting disciplined expense management and the preservation of operating leverage. In 1H26, this ratio remained stable compared to the same period of the previous year.

Consolidated EBITDA: another record quarter

EBITDA Reconciliation (R$ '000)	2Q26	2Q25	26 vs 25	1H26	1H25	26 vs 25
Net income	**167,921**	**123,283**	**36.2%**	**172,958**	**77,387**	**123.5%**
(+) Income tax and social contributions provision	(12,295)	24,026	n.a.	9,233	101,164	-90.9%
(+) Financial result	100,874	80,749	24.9%	144,173	100,911	42.9%
(+) Depreciation and amortization	204,087	180,753	12.9%	401,991	353,935	13.6%
EBITDA	**460,587**	**408,811**	**12.7%**	**728,355**	**633,397**	**15.0%**
EBITDA margin	*17.1%*	*15.7%*	*1.4 p.p.*	*14.5%*	*13.2%*	*1.3 p.p.*
Other Items*	**-**	**-**	**n.a.**	**-**	**10,068**	**n.a.**
Adjusted EBITDA	**460,587**	**408,811**	**12.7%**	**728,355**	**643,465**	**13.2%**
Adjusted EBITDA margin	*17.1%*	*15.7%*	*1.4 p.p.*	*14.5%*	*13.5%*	*1.0 p.p.*

(*)Refers to non-recurring revenues and/or expenses related to asset write-offs.

In 2Q26, the Company reported consolidated EBITDA of R$460.6 million, up 12.7% from 2Q25 and the highest level ever recorded for a second quarter. Consolidated EBITDA margin reached 17.1%, an expansion of 1.4 p.p. year on year, reflecting the combination of growth and continued efficiency gains, in line with the Company's strategic pillars.

In 1H26, consolidated EBITDA totaled R$728.4 million, up 13.2% from 1H25. Consolidated EBITDA margin reached 14.5% in 1H26, 1.0 p.p. higher than in the first half of 2025.

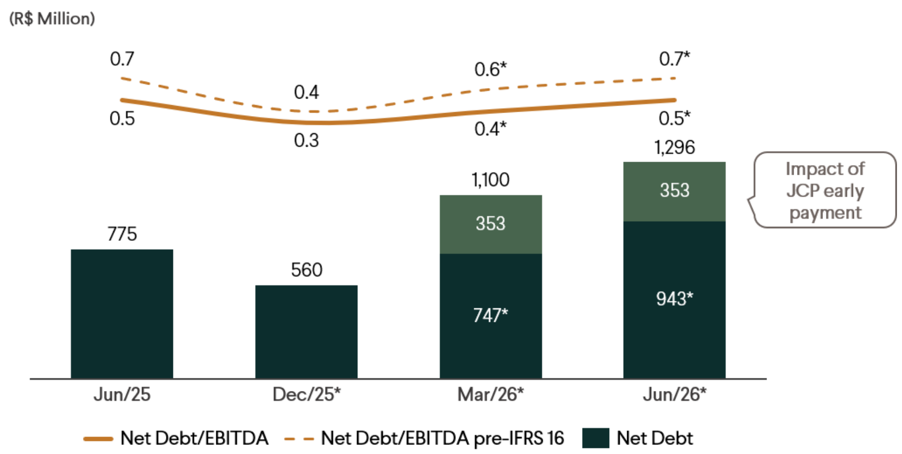
NET DEBT AND LEVERAGE

Net Debt (R$ '000)	6/30/2026	6/30/2026 Pro forma	6/30/2025
Cash & Cash Equivalents	**1,136,452**	**1,489,342**	**1,197,854**
Loans and Financing	**(2,432,173)**	**(2,432,173)**	**(1,972,668)**
Short Term	(672,655)	(672,655)	(778,953)
Long Term	(1,759,518)	(1,759,518)	(1,193,715)
Net Debt	**(1,295,721)**	**(942,831)**	**(774,814)**
Net Debt/EBITDA[1]	*0.8*	*0.5*	*0.5*
Net Debt/EBITDA pre-IFRS 16[1]	*1.0*	*0.7*	*0.7*

[1] Last 12 months on a comparable basis.

For better comparability between periods, cash and cash equivalents in 2Q26 are presented on a pro forma basis, excluding the effect of the early payment of interest on equity (JCP) in January 2026 on the Company's cash position. On this basis, net debt totaled R$943 million, with a leverage ratio of 0.5x as of June 2026, stable compared to June 2025. Considering the pre-IFRS net debt/EBITDA ratio, leverage stood at 0.7x at the end of 2Q26, the same level recorded in June 2025. The volume of discounted receivables in 2Q26 amounted to R$575.0 million.

Debt and Leverage



* Net Debt and Leverage on a comparable basis (excluding the sale of Midway Mall and JCP

FINANCIAL RESULT

(R$ '000)	2Q26	2Q25	26 vs 25	1H26	1H25	26 vs 25
Financial Revenues	25,224	26,174	-3.6%	71,170	52,890	34.6%
Income from cash equivalents	25,224	26,174	-3.6%	71,170	52,890	34.6%
Financial Expenses	(98,753)	(90,406)	9.2%	(201,331)	(168,354)	19.6%
Interest on loans, financing and debentures	(98,753)	(90,406)	9.2%	(201,331)	(168,354)	19.6%
Monetary and Currency Variation, net	8,778	14,752	-40.5%	58,863	74,538	-21.0%
Interest on lease liabilities	(36,123)	(31,269)	15.5%	(72,875)	(59,984)	21.5%
Net financial result	(100,874)	(80,749)	24.9%	(144,173)	(100,910)	42.9%
% Net Revenue	*3.7%*	*3.1%*	*0.6 p.p.*	*2.9%*	*2.1%*	*0.8 p.p.*

The Company's net financial result was an expense of R$100.9 million in 2Q26, up 24.9% year on year. The main variations in the financial result were:

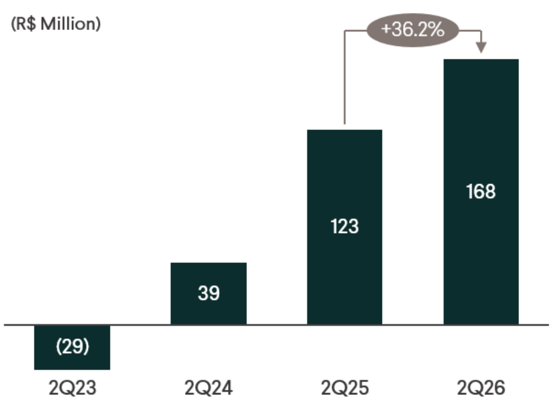
- Financial income: a 3.6% variation in the quarter as a result of a lower average cash balance during the period;
- Financial expenses: up 9.2% in 2Q26, mainly reflecting higher interest on loans and debentures, due to higher gross debt in the period, in line with the Company's liability management strategy. This movement enabled a reduction in the average rate from DI + 2.40% p.a. to DI + 0.95% p.a., improving the Company's debt profile and making the capital structure more efficient.

In 1H26, the Company's net financial result was an expense of R$144.2 million, representing 2.9% of net revenue.

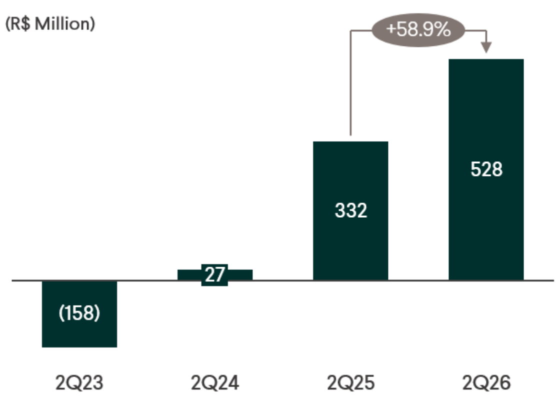
NET INCOME

(R$ '000)	2Q26	2Q25	26 vs 25	1H26	1H25	26 vs 25
EBITDA	460,587	408,811	12.7%	728,355	633,397	15.0%
Depreciation and amortization	(204,087)	(180,753)	12.9%	(401,991)	(353,935)	13.6%
Net financial result	(100,874)	(80,749)	24.9%	(144,173)	(100,911)	42.9%
Result before taxes	155,626	147,309	5.6%	182,191	178,551	2.0%
Income and Social Contribution Taxes	12,295	(24,026)	n.a.	(9,233)	(101,164)	-90.9%
Net Income	167,921	123,283	36.2%	172,958	77,387	123.5%
Net margin	*6.2%*	*4.7%*	*1.5 p.p.*	*3.4%*	*1.6%*	*1.8 p.p.*

Path of profitable value creation



Record LTM Net Income for a 2Q



The Company ended 2Q26 with net income of R$167.9 million, up 36.2% from 2Q25 and the highest result ever recorded for a second quarter. In the period, R$90.0 million in interest on equity (JCP) was allocated to shareholders, corresponding to R$0.1793 per share.

In 2Q26, the income tax and social contribution line recorded a positive effect of R$12.3 million. The effective tax rate mainly reflected the tax benefit related to JCP, as well as other effects associated with non-deductible expenses and variations related to tax losses and negative CSLL basis not recognized.

This performance highlights the Company's ability to increase the conversion of EBITDA into net income, supported by higher profitability, financial discipline, and efficient capital allocation.

In 1H26, net income totaled R$172.9 million, up 123.5% from 1H25 and more than double the result recorded in the same period of the previous year. On a last-twelve-month basis, net income reached a record R$528 million, up 58.9% from the period ended in 2Q25, consolidating a consistent trajectory of profitability expansion and value creation for shareholders.

CAPEX

(R$ '000)	2Q26	2Q25	26 vs 25	1H26	1H25	26 vs 25
Tech & Digital Transformation	92,396	73,697	25.4%	195,686	185,178	5.7%
Distribution Centers	25,221	9,688	160.3%	55,062	13,294	314.2%
Remodeling	16,747	253	6519.4%	18,361	352	5116.2%
New stores	12,959	14,444	-10.3%	14,401	23,759	-39.4%
Factory	3,558	6,862	-48.1%	5,764	9,946	-42.0%
Maintenance	3,430	13,300	-74.2%	8,483	19,429	-56.3%
Other	1,779	808	120.2%	4,351	1,212	259.0%
Total	156,090	119,052	31.1%	302,110	253,169	19.3%
% Consolidated net revenue	*5.8%*	*4.6%*	*1.2 p.p.*	*6.0%*	*5.3%*	*0.7 p.p.*

In 2Q26, CAPEX totaled R$156.1 million, equivalent to 5.8% of consolidated net revenue and 31.1% higher than in 2Q25. Considering investments recorded under Other Assets, related to CAPEX advances, the total amount allocated to investments reached R$278.5 million. The increase mainly reflects investments in the automation of the São Paulo Distribution Center, focused on greater logistics efficiency and agility, as well as store renovations under the new **Incrivelmente Brasil** concept carried out during the period.

In 1H26, CAPEX totaled R$302.1 million, up 19.3% from 1H25, representing 6.0% of consolidated net revenue.

FREE CASH FLOW

For better comparability, the following data does not consider the cash flow effects of the Midway Mall transaction.

(R$ '000)	2Q26	2Q25	1H26	1H25
Consolidated EBITDA after IFRS 16	**460,587**	**408,811**	**728,355**	**633,397**
Items non cash	19,155	6,694	26,233	(32,700)
IFRS 16 - rents	(97,347)	(91,309)	(194,281)	(176,927)
Change in Working Capital	**(247,862)**	**(644)**	**(417,877)**	**(341,584)**
Trade accounts receivable, net of card administrator obligations	(166,922)	(135,815)	173,250	107,529
Inventories	43,918	103,748	(174,998)	(240,657)
Suppliers	(105,254)	(119,105)	(94,800)	(111,273)
Payroll, provisions and social contributions	(8,390)	36,436	(109,085)	(55,949)
Taxes	47,051	118,489	(48,592)	(6,294)
Others	(58,264)	(4,397)	(163,652)	(34,939)
Income tax and social contribution paid	-	(49,141)	(82,819)	(80,389)
CF Operations	**134,534**	**274,411**	**59,610**	**1,797**
Investment	-	(312)	-	(693)
Property, plant and equipment	(59,773)	(63,986)	(87,219)	(95,942)
Intangible	(96,317)	(54,672)	(214,891)	(156,520)
Other assets	(122,366)	-	(201,580)	-
Asset movement	11,970	(12,185)	12,625	350
CF Investiments	**(266,486)**	**(131,155)**	**(491,064)**	**(252,805)**
Free Cash Flow	**(131,953)**	**143,256**	**(431,454)**	**(251,008)**
Financial expenses paid	(56,040)	(50,138)	(27,186)	22,783
Dividends and interest on shareholders' equity	(19)	1	(210,098)	1
Funding / Amortization	(43,572)	67,128	(107,882)	57,103
Marketable securities	95,492	(149,838)	687,453	(151,530)
Financial Cash Flow	**(4,140)**	**(132,846)**	**342,286**	**(71,642)**
Increase (decrease) in cash and cash equivalents, net	**(136,092)**	**10,410**	**(89,168)**	**(322,650)**

In 2Q26, operating cash flow generated R$134 million, while investment disbursements totaled R$266 million, resulting in free cash flow consumption of R$132 million.

Operating cash generation was influenced by higher working capital needs, mainly due to the expansion of Midway's loans portfolio and inventory dynamics, impacted by the commercial calendar. Investments, in turn, were directed to growth and efficiency initiatives, including the expansion plan, store renovations, and the automation of the Guarulhos Distribution Center.

Annexes

STORE OPENINGS IN 2Q26

	Opening	Sales Area (sqm)
Carter's		
Bourbon Shopping (São Paulo –SP)	April	96

OWN PROPERTIES

	Quantity	Sales Area (sqm)	Total Built Area
Rented Stores	397	598,740	812,219
Mall Stores	386	579,227	779,088
Street Stores	11	19,514	33,131
Own Stores	47	118,224	207,622
Mall Stores	9	25,332	34,433
Street Stores	38	92,892	173,189
Total	444	716,965	1,019,842

The Company has a sizeable portfolio of stores located on its own properties. Of the Company's 444 stores at the end of June 2026, 47 were located on properties owned by the group. Thus, of the current 717,000 sqm of total sales area, 118,000 sqm, or 16.5%, corresponds to stores located on own properties.

Considering the area of own properties, including stores, together with the Natal distribution center, Guararapes' industrial plants, and the Call Center, the Company has approximately 483,000 sqm of total owned area.

EBITDA Pre-IFRS 16

The 2Q25 data presented below include the results of Midway Mall, as reported in the Company's Quarterly Information (ITR) as of June 30, 2026.

Reconciliation of Pre-IFRS 16 EBITDA (R$ '000)	2Q26	2Q25 including Mall	26 vs 25	1H26	1H25 including Mall	26 vs 25
Net income	167,921	143,210	17.3%	172,958	116,560	48.4%
(+) Income tax and social contributions provision	(12,295)	33,913	-136.3%	9,233	119,237	-92.3%
(+) Financial result	100,874	76,535	31.8%	144,173	91,906	56.9%
(+) Depreciation and amortization	204,087	182,032	12.1%	401,991	356,362	12.8%
EBITDA after IFRS 16	460,587	435,690	5.7%	728,355	684,065	6.5%
(-) Lease depreciation (IFRS 16)	(69,025)	(66,241)	4.2%	(137,686)	(128,548)	7.1%
(-) Lease finance expense (IFRS 16)	(36,123)	(31,269)	15.5%	(72,875)	(59,984)	21.5%
(-) Other adjustments	17,780	6,680	166.2%	35,944	12,084	197.5%
EBITDA pre IFRS 16	373,219	344,860	8.2%	553,738	507,617	9.1%

CONSOLIDATED INCOME STATEMENT

The 2Q25 and 1H25 data presented below include the results of Midway Mall, as reported in the Company's Quarterly Information (ITR) as of June 30, 2026 and, therefore, differ from the information presented in the previous sections.

Income Statement (R$ '000)	2Q26	2Q25 including Mall	26 vs 25	1H26	1H25 including Mall	26 vs 25
Net revenue	**2,691,703**	**2,635,360**	**2.1%**	**5,013,675**	**4,840,357**	**3.6%**
Net revenue - Products	2,007,524	1,962,476	2.3%	3,669,878	3,521,582	4.2%
Net revenue - Financial Services	684,179	642,390	6.5%	1,343,797	1,259,617	6.7%
Net revenue - Midway Mall	-	30,494	n.a.	-	59,158	n.a.
Cost of goods and services sold	**(986,717)**	**(1,033,924)**	**-4.6%**	**(1,888,149)**	**(1,902,562)**	**-0.8%**
COGS - products	(871,368)	(913,824)	-4.6%	(1,667,748)	(1,685,180)	-1.0%
Costs - Financial Services	(115,349)	(120,100)	-4.0%	(220,401)	(217,382)	1.4%
Gross profit	**1,704,986**	**1,601,436**	**6.5%**	**3,125,526**	**2,937,795**	**6.4%**
Gross margin	*63.3%*	*60.8%*	*2.5 p.p.*	*62.3%*	*60.7%*	*1.6 p.p.*
Selling expenses	(675,720)	(651,051)	3.8%	(1,335,279)	(1,259,867)	6.0%
General and administrative expenses	(277,889)	(278,656)	-0.3%	(535,076)	(531,087)	0.8%
Total operating expenses	**(953,609)**	**(929,707)**	**2.6%**	**(1,870,355)**	**(1,790,954)**	**4.4%**
Provision for doubtful accounts	(250,236)	(220,072)	13.7%	(478,185)	(431,331)	10.9%
Depreciation and amortization expenses	(199,127)	(177,644)	12.1%	(392,414)	(347,240)	13.0%
Other operating expenses/income	(45,514)	(20,355)	123.6%	(58,208)	(40,567)	43.5%
EBIT	**256,500**	**253,658**	**1.1%**	**326,364**	**327,703**	**-0.4%**
Financial revenue (expense)	(100,874)	(76,535)	31.8%	(144,173)	(91,906)	56.9%
Earnings before income tax and social contribu	**155,626**	**177,123**	**-12.1%**	**182,191**	**235,797**	**-22.7%**
Income and social contribution taxes	12,295	(33,913)	n.a.	(9,233)	(119,237)	-92.3%
Net income (loss)	**167,921**	**143,210**	**17.3%**	**172,958**	**116,560**	**48.4%**
Net margin	*6.2%*	*5.4%*	*0.8 p.p.*	*3.4%*	*2.4%*	*1.0 p.p.*
Depreciation and amortization (expenses+costs)	204,087	182,032	12.1%	401,991	356,362	12.8%
EBITDA	**460,587**	**435,690**	**5.7%**	**728,355**	**684,065**	**6.5%**
EBITDA margin	*17.1%*	*16.5%*	*0.6 p.p.*	*14.5%*	*14.1%*	*0.4 p.p.*
Total common shares (ON)	502,066	499,200	n.a.	502,066	499,200	0.6%
EPS (R$)	**0.33**	**0.29**	**13.8%**	**0.34**	**0.23**	**47.8%**

CONSOLIDATED BALANCE SHEET

The 2Q25 and 1H25 data presented below include the results of Midway Mall, as reported in the Company's Quarterly Information (ITR) as of June 30, 2026 and, therefore, differ from the information presented in the previous sections.

Assets (R$ '000)	6/30/2026	6/30/2025 including Mall	12/31/2025 including Mall
Current assets	**9,130,955**	**8,442,818**	**10,027,107**
Cash & cash equivalents	1,136,451	1,200,094	2,310,841
Trade accounts receivable	5,335,337	4,952,058	5,478,486
Accounts receivable - Midway cards	*5,604,984*	*5,176,575*	*5,730,153*
Accounts receivable - personal loans	*1,000,287*	*932,008*	*886,008*
Accounts receivable - third parties cards and o	*448,747*	*346,974*	*449,340*
Provision for losses	*(1,718,681)*	*(1,503,499)*	*(1,587,015)*
Inventories	1,769,483	1,690,002	1,609,563
Recoverable taxes	439,140	466,302	438,498
Other current assets	450,544	116,000	172,485
Non-current assets held for sale	-	18,362	17,234
Non-current assets	**5,015,424**	**5,103,554**	**4,845,563**
Deferred or recoverable taxes	1,349,565	1,428,282	1,392,255
Court deposits	85,549	57,686	66,191
Investment properties	-	162,248	-
Property, plant and equipment	1,456,904	1,407,216	1,473,044
Right of use	1,099,762	1,061,628	943,833
Intangible assets	1,023,644	986,494	970,240
Total assets	**14,146,379**	**13,546,372**	**14,872,670**

Liabilities (R$ '000)	6/30/2026	6/30/2025 including Mall	12/31/2025 including Mall
Current liabilities	**5,681,245**	**5,691,909**	**6,412,388**
Suppliers	1,046,347	1,020,129	1,148,309
Suppliers - "Forfait"	49,281	125,148	58,352
Loans and financing	631,514	467,489	465,814
Debentures	41,141	311,464	31,916
Lease operations	260,166	356,093	223,798
Dividends proposed and payable	123,999	1,824	360,211
Wages, benefits and provisions	324,479	323,555	433,563
Income tax and social contribution	184,514	180,705	613,922
Obligations with card administrators	2,754,079	2,544,435	2,718,238
Other current liabilities	265,725	361,067	358,265
Non-current liabilities	**3,062,105**	**2,327,033**	**3,107,570**
Loans and financing	311,862	721,562	518,740
Debentures	1,447,656	472,153	1,446,776
Lease operations	981,126	826,717	845,725
Provision for labor, tax and civil risks	249,563	180,986	217,721
Other non-current liabilities	71,898	125,615	78,608
Shareholders' equity	**5,403,029**	**5,527,430**	**5,352,712**
Share Capital	4,117,197	3,100,000	4,108,427
Treasury shares	(20)	(20)	(20)
Granted Options	76,354	62,795	67,787
Assigned cost reserve	74,498	75,084	74,734
Profit reserve	1,135,000	2,289,571	1,101,784
Total liabilities	**14,146,379**	**13,546,372**	**14,872,670**

CONSOLIDATED CASH FLOW

The 2Q25 and 1H25 data presented below include the results of Midway Mall, as reported in the Company's Quarterly Information (ITR) as of June 30, 2026 and, therefore, differ from the information presented in the previous sections.

Cash Flow Statement - Indirect Method (R$ '000)	2Q26	2Q25 including Mall	1H26	1H25 including Mall
Cash flow from operating activities				
Earnings before income tax and social contribution	155,626	177,123	182,191	235,797
Estimate for credit losses	249,886	222,379	505,253	428,344
Equity instruments granted	3,725	1,521	7,449	2,197
Tax credits recovery	(2)	(631)	(2)	(761)
Depreciation and amortization	135,560	116,009	264,525	228,430
IFRS 16 depreciation	69,025	66,241	137,686	128,548
Profit from disposal of fixed assets	(23,350)	219	(23,268)	2,723
Profit (loss) from the disposal of the investment	-	-	-	-
Estimate for losses in inventories	8,565	(1,173)	15,080	12,097
Provision for labor, tax and civil risks	24,256	17,928	37,459	41,904
Provision for receivables to be released	(176)	-	5,740	-
Interest and monetary exchange variation	84,672	77,532	142,150	147,425
Interest on IFRS 16	36,123	31,269	72,875	59,984
Adjustment to indirect subsidiary Midway Financeira	-	(5,012)	-	-
Lease write off	-	(2,646)	(440)	(2,646)
Interest on securities	20,800	(11,080)	(1,276)	(20,882)
Changes in assets and liabilities				
Trade accounts receivable	(457,668)	(519,864)	(367,844)	(210,732)
Inventories	43,916	103,747	(175,000)	(240,658)
Recoverable taxes	38,017	48,071	50,912	(3,114)
Other assets	(146,050)	1,132	(263,751)	(3,895)
Judicial deposits and others	39	(4,464)	(2,237)	(3,587)
Suppliers	(80,898)	(34,725)	(101,962)	(2,034)
Suppliers - "Forfait"	(24,356)	(82,998)	(9,071)	(107,572)
Payroll, provisions and social contributions	(8,389)	36,962	(109,084)	(57,484)
Income tax and social contribution	(990)	(2,219)	(862)	(15,853)
Other taxes and contributions	22,321	45,343	(107,873)	(92,912)
Related parties	28	-	28	-
Obligations with card administrators	40,861	163,387	35,841	(117,619)
Other liabilities	(34,706)	1,243	(99,275)	(25,445)
Cash provided from operating activities	**156,835**	**445,294**	**195,244**	**382,255**
Payment of interest	(96,760)	(62,833)	(96,760)	(62,833)
Labor, tax and civil contingencies paid	(6,657)	(2,532)	(6,772)	(4,914)
Payment of income tax and social contribution	-	(58,593)	(272,595)	(96,308)
Net cash used in operating activities	**53,418**	**321,336**	**(180,883)**	**218,200**
Cash flow from investing activities				
Marketable securities	(232,030)	(155,134)	(415,403)	(265,134)
Redemption of securities	325,753	5,814	1,094,085	115,597
Additions to investment property	-	(312)	-	(693)
Additions to property, plant and equipment	(59,773)	(64,380)	(87,219)	(96,649)
Additions to intangible assets	(96,318)	(54,672)	(214,891)	(156,520)
Receivables from the sale of fixed assets	12,027	(12,150)	12,625	386
Net cash generated from (used in) investing activities	**(50,341)**	**(280,834)**	**389,197**	**(403,013)**
Cash flow from financing activities				
Capital increase through the exercise of options	1,768	-	8,770	-
Dividends paid	-	1	68	1
Interest on own capital paid	14,984	-	(337,947)	-
Income tax on interest on own capital paid	(15,003)	-	(74,048)	-
Loans and financing	12,287	88,622	24,657	113,087
Amortization of loans and financings	(55,859)	(27,076)	(132,539)	(81,924)
Amortization of lease liabilities	(97,346)	(91,309)	(194,281)	(176,927)
Debenture amortization	-	(112,006)	-	(112,006)
Net cash (used in) financing activities	**(139,169)**	**(141,768)**	**(705,320)**	**(257,769)**
Increase in cash and cash equivalents, net	**(136,092)**	**(101,266)**	**(497,006)**	**(442,582)**
Cash and cash equivalents at the beginning of the period	**1,054,529**	**816,890**	**1,415,443**	**1,158,206**
Cash and cash equivalents at the end of the period	**918,437**	**715,624**	**918,437**	**715,624**

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