2Q26

EARNINGS PRESENTATION

AZZAS 2154

Message from the CEO

- **1. Operating performance.** The quarter's operating performance does not fully reflect the strength of our brands. On the positive side, we delivered strong cash generation through improved working capital management and disciplined capex. We have a clear view of the revenue, EBITDA and profitability challenges and are fully focused on improving our performance.

- **2. Sell-out.** Consolidated sell-out declined only 1.9% and, excluding Basic, increased 0.3%, despite a challenging domestic and international environment. Arezzo, Schutz and Fashion Women showed important signs of resilience.

- **3. Sell-in and franchises.** We deliberately reduced sell-in to normalize network inventory and strengthen our franchisees. In Shoes & Bags, franchise sell-out was down 4%, while sell-in revenue declined 21%, resulting in a 22% improvement in the sell-out/sell-in ratio.

- **4. Operating deleverage.** Consolidated sell-in declined 13.6%, significantly more than sell-out, resulting in substantial operating deleverage in the quarter. This dynamic was the main factor pressuring EBITDA and margin.

1. Conversion of pre-IFRS recurring EBITDA into cash from operations.

Message from the CEO

- **5. Major adjustment completed.** We believe the bulk of the channel adjustment has already been completed. In Q3, Shoes & Bags expects sell-out growth to resume, while franchise sell-in is already approaching stability versus Q3 2025.

- **6. Focus on operations.** Despite corporate matters, our executive focus remains entirely on operations. We entered the second half seeking a step change in growth, profitability, costs and cash generation.

- **7. FARM Rio strategic alternatives.** As disclosed in the Material Fact released on July 19, 2026, we engaged Morgan Stanley to advise on the evaluation of strategic alternatives involving FARM Rio, with the aim of unlocking the brand's value. The process remains on the expected timeline and is progressing as planned, with no decision made, transaction approved or structure defined to date. We will keep the market duly informed.

- **8. Hering turnaround.** Hering's turnaround continues to advance: 40.4% gross margin, a sharp inventory reduction, R$97 million in post-capex cash generation in the quarter and a Summer order book 34% above the prior year.

In 2Q26, Azzas 2154 recorded gross revenue of BRL 3.4 billion, down 7.1% versus 2Q25. Performance was impacted by the decline in sell-in channels (-13.6% versus 2Q25), which carry higher contribution margins.
At the same time, the structural improvement in working capital resulted in operating cash generation of BRL 357 million, three times higher than in 2Q25.

HIGHLIGHTS

Gross margin was 57.2%, up 1.3 p.p. versus 2Q25. Ex-Basic gross margin was 60.6%, up 1.3 p.p. versus 2Q25, while the Basic BU reached 40.4%, up 1.2 p.p. versus 2Q25

Sell-out channels totaled BRL 1.7 billion, down 1.9% versus 2Q25, impacted by the Basic BU, which is undergoing a turnaround. Excluding this effect, growth would have been 0.3%.

31-day reduction in the cash conversion cycle, particularly Days Inventory Outstanding, which declined by 15 days versus 2Q25[1]

Operating cash generation of BRL 356.5 million, 3.4 times the cash generated in 2Q25

LOWLIGHTS

Gross revenue from continuing brands totaled BRL 3.4 billion, down 7.1% versus 2Q25, mainly impacted by sell-in, which totaled BRL 1.1 billion (-13.6%)

Expenses excluding D&A increased 5.3% versus 2Q25, reflecting a slight increase in variable expenses (+3.0%), a reduction in non-recurring expenses (-6.4%) and an increase in fixed expenses (+9.5%), which impacted the quarter.

EBITDA reached BRL 379.6 million, down 29.1% versus 2Q25. EBITDA margin was 14.2%, down 4.3 p.p. versus 2Q25 due to operating deleverage.

1. Adjusted basis, excluding adjustments related to the BRL 67.3 million provision for inventory losses and the BRL 11.0 million provision for accounts receivable.
2. All indicators are presented on a recurring basis, excluding one-off and out-of-period impacts.

Shoes & Bags

Gross Revenue 2Q26
(Continuing Brands)
BRL 966.5 Mn
-12.4% vs. 2Q25
-BRL 136.8 Mn vs. 2Q25

Gross Revenue 1H26
(Continuing Brands)
BRL 1,933.5 Mn
-9.7% vs. 1H25
-BRL 208.0 Mn vs. 1H25

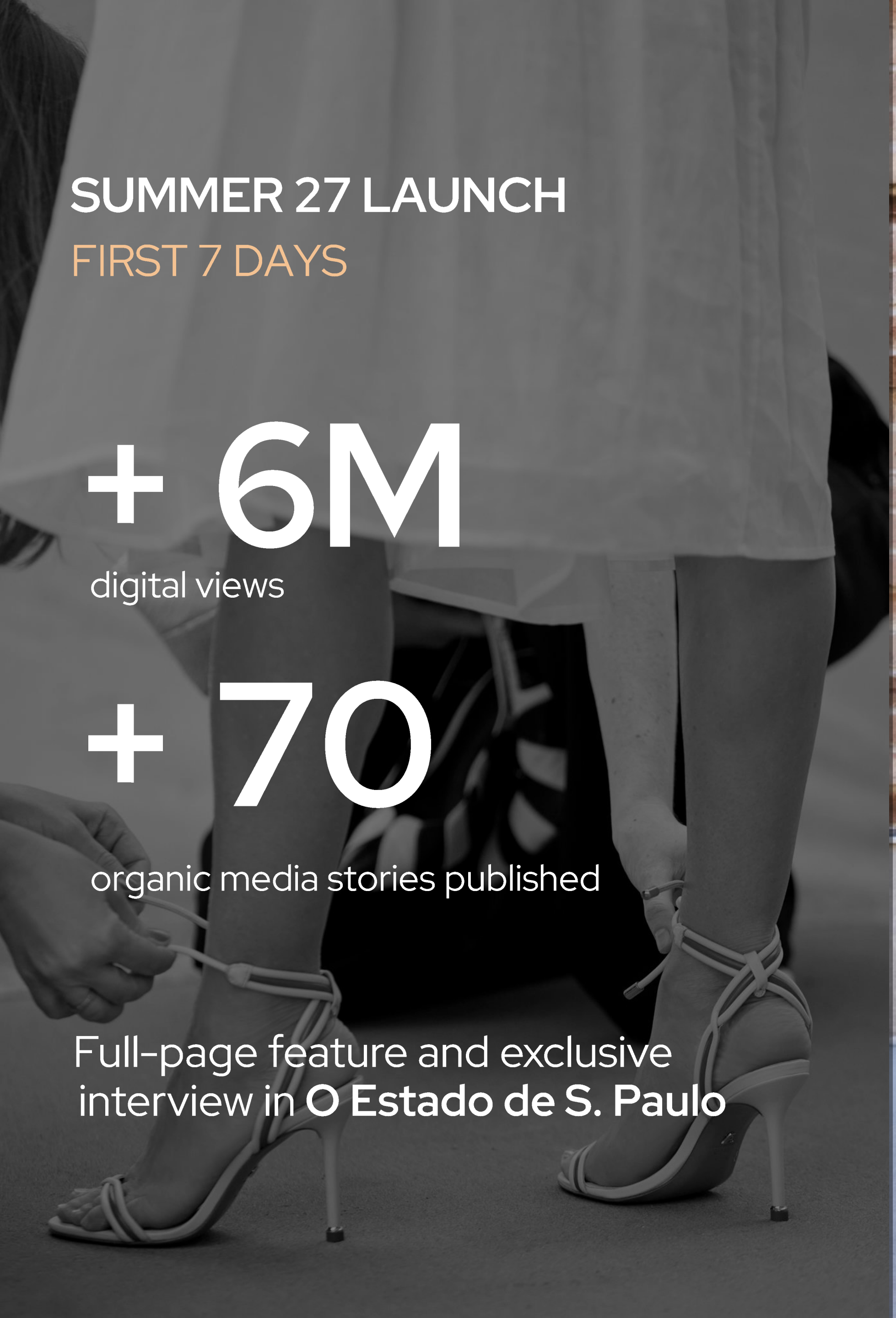
Performance by channel:	Own Stores	E-commerce	Multibrand	Franchise	International
2Q26 vs. 2Q25	+ 4.1%	- 6.4%	- 20.6%	- 21.4%	- 0.8%
BRL Million	+ BRL 7.6	- BRL 15.8	- BRL 59.4	- BRL 57.2	- BRL 0.8

- ✓ **Sell-out remained in line with 2Q25**. Company-owned store revenue grew 4.1%, driven by the core brands Arezzo and Schutz, which grew 12.3% and 7.7%, respectively. In e-commerce, the business unit prioritized healthier sales with lower discounting, resulting in significant gross margin expansion.
- ✓ **Arezzo's Winter campaign** starring **Sarah Jessica Parker**, "Obsessed with shoes, since forever," was one of the most widely recognized campaigns in Arezzo's history. The actress will also star in our new Summer 27 collection.
- ✓ In franchise-channel sell-in, to improve our franchise partners' cash flow, we continued reducing their inventory levels. This resulted in sell-in revenue of BRL 210.2 million in the quarter, down 21% versus 2Q25. However, franchisee sell-out totaled BRL 524.6 million in 2Q26, down 4% year over year, bringing the sell-out-to-sell-in ratio to 2.5x in 2Q26, an improvement of 22% versus 2Q25.

AREZZO SCHUTZ ANACAPRI BIRMAN VANS Vicenza)

VANS
"OFF THE WALL"

- ✓ In 2Q26, Vans continued to report a decline in revenue, primarily driven by weaker performance in the multibrand channel.
- ✓ In response, the Company continues to implement initiatives aimed at restoring the brand's growth on a sustainable basis. Key turnaround initiatives currently underway include:
  - **Production cycle review**, with increased sourcing from domestic suppliers;
  - **Greater product and customer segmentation**, enhancing the accuracy of purchasing decisions and network replenishment;
  - **Commercial initiatives** to accelerate sell-out, recover the multibrand channel, and strengthen the franchise network;
  - **Inventory optimization**, through a gradual transition from Sale products to Full-Price products.
- ✓ These initiatives began to be implemented in 1Q26, and their impacts are expected to start materializing from **4Q26** onward, with more meaningful progress throughout **2027**.



SUMMER 27 LAUNCH

FIRST 7 DAYS

+ 6M

digital views

+ 70

organic media stories published

Full-page feature and exclusive interview in **O Estado de S. Paulo**

+700

MULTIBRAND RETAIL CLIENTS ACROSS BRAZIL

+3K

PEOPLE IMPACTED AND CONNECTED THROUGH THE EVENT EXPERIENCE


HIGH SUMMER
SENSATIONS 27’


SCHUTZ GIFTS


CALÇAMOS, VIVEMOS.


HIGH SUMMER
SENSATIONS 27’


HIGH SUMMER
SENSATIONS 27’

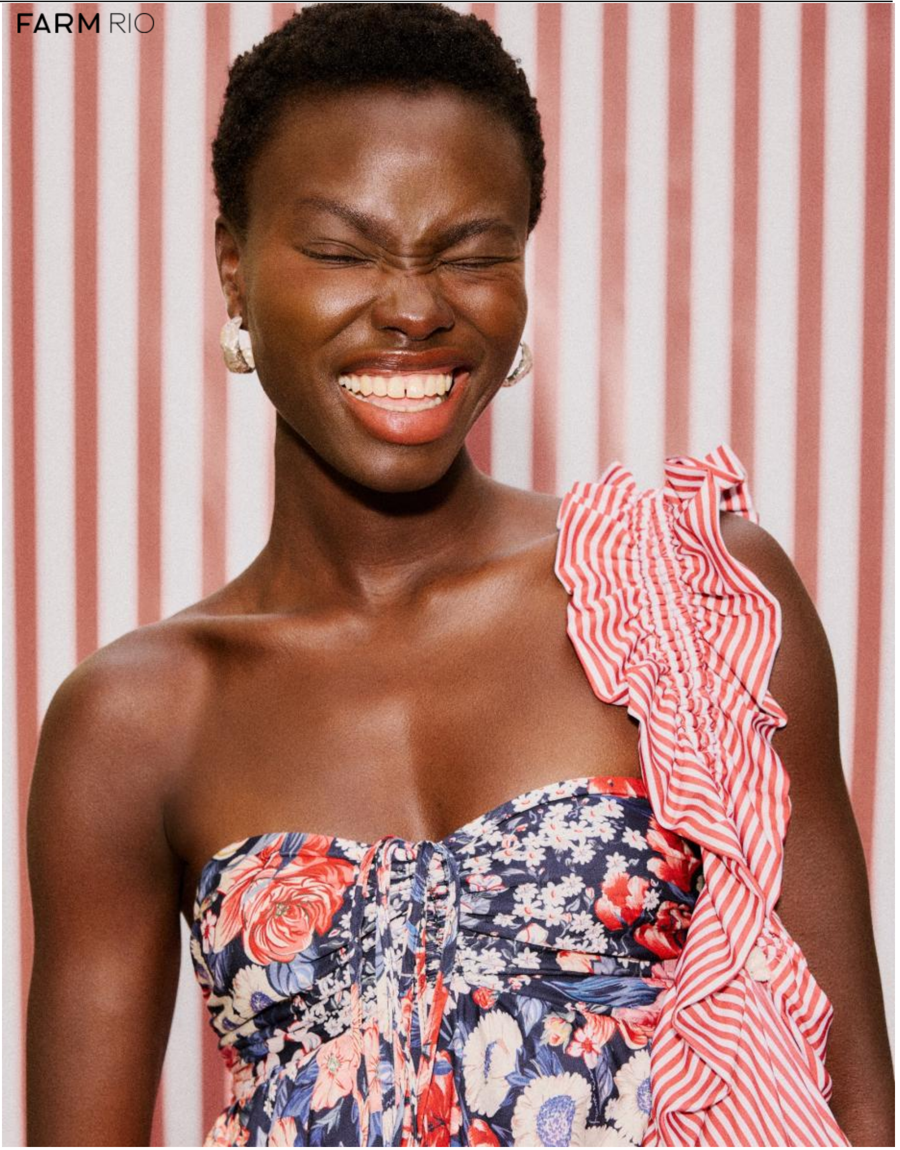
Fashion Women

Gross Revenue 2Q26
BRL 1,404.4 Mn
-2.8% vs. 2Q25
-BRL 40.5 Mn vs. 2Q25

Gross Revenue 1H26
BRL 2,704.3 Mn
+0.6% vs. 1H25
+BRL 14.9 Mn vs. 1H25

Performance by channel	Own Stores	E-commerce	Multibrand	International
2Q26 vs. 2Q25	+ 3.3%	- 3.6%	- 8.1%	- 4.7%
BRL Million	+ BRL 19.1	- BRL 7.4	- BRL 19.6	- BRL 18.9

- ✓ **In sell-out channels** (57% of the business unit), own-store revenue grew 3.3%, led by Cris Barros (+20%) and Carol Bassi (+14%).
- ✓ **In the multibrand channel**, where partners are generally more sensitive to credit conditions, the quarter reflected a cautious environment and more conservative purchasing behavior amid persistently high interest rates in Brazil.
- ✓ **FARM Rio's international operation** grew 4.3% in US dollars, despite a demanding comparison base of +25% in 2Q25, which included a higher concentration of *Spring Summer* revenue. Revenue growth in Brazilian reais was impacted by the real's 10.9% appreciation against the US dollar vs. 2Q25.
- ✓ **Strategic pop-ups in Europe**. In June 2026, FARM Rio opened four pop-ups in Marbella, Spain; Capri, Italy; Saint-Tropez, France; and Ibiza, Spain. The stores will remain open throughout the summer season, creating brand experiences and expanding global brand *awareness*.



FARM Rio *in the European summer*

Strategic initiative, with pop-ups and activations in Europe's most sought-after beach destinations: Ibiza, Marbella, St. Tropez, Capri and Mykonos.

USD+1.5 million in sales
since opening in June
2x the target

SSS at European stores during the period:
+41%

Fashion Men

Gross Revenue 2Q26
(Continuing Brands)
BRL 420.2 Mn
-0.3% vs. 2Q25
-BRL 1.1 Mn vs. 2Q25

Gross Revenue 1H26
(Continuing Brands)
BRL 769.4 Mn
-1.6% vs. 1H25
-BRL 12.6 Mn vs. 1H25

Performance by channel:	Own Stores	E-commerce	Multibrand	Franchises
2Q26 vs. 2Q25	+ 2.6%	- 4.2%	+ 5.1%	- 18.6%
BRL Million	+ BRL 5.3	- BRL 4.0	+ BRL 4.0	- BRL 7.4

- ✓ **Sell-out revenue** remained stable (+0.4%), despite a significant reduction in promotions and digital marketing expenses at Reserva, which lowered customer acquisition costs and improved gross margin.
- ✓ It is worth noting that the FIFA World Cup also negatively affected traffic at physical stores and consumer purchasing behavior during the period.
- ✓ **Revenue from multibrand channels** grew 5.1%, with sales increasing across all brands, led by Reserva Go (+17%).
- ✓ **In franchises**, the revenue decline is explained by adjustments aimed at balancing sell-in and sell-out across Reserva's network. Despite lower sell-in, the franchise network once again delivered positive sell-out (+5%), reinforcing strong brand desirability.
- ✓ **Oficina was the growth highlight**, up 7.6% against a comparison base that grew 30% in 2Q25.

Basic

Gross Revenue 2Q26
(Continuing Brands)
BRL 559.5 Mn
-12.1% vs. 2Q25
-BRL 77.0 Mn vs. 2Q25

Gross Revenue 1H26
(Continuing Brands)
BRL 1,061.8 Mn
-15.2% vs. 1H25
-BRL 190.8 Mn vs. 1H25

Performance by channel:	Own Stores	E-commerce	Multibrand	Franchises
2Q26 vs. 2Q25	- 14.0%	- 15.6%	- 11.0%	- 8.9%
BRL Million	- BRL 21.7	- BRL 16.3	- BRL 22.0	- BRL 15.5

- ✓ **Basic** reported a 12% decline in gross revenue, reflecting the prioritization of revenue quality after a 2Q25 comparison base that grew 7.3% but delivered low ROIC and higher promotional intensity. The trend improved by 6.4 p.p. vs. 1Q26, when the business unit's revenue declined 18%.
- ✓ **In sell-out channels**, revenue decreased 14.7% vs. 2Q25, against a comparison base that grew 20.7%. Own Stores declined 14.0%, reflecting the focus on revenue quality, while e-commerce decreased 15.6% with improved profitability, supported by greater promotional discipline and a better sales mix.
- ✓ **In sell-in channels**, performance reflected the normalization of the franchise network and the evolution of the operating model. Franchisees are already showing solid adoption of the summer/high-summer collections, alongside improved inventory coverage indicators. The multibrand channel declined 11.0% vs. 2Q25, impacted by lower markdown levels and a more conservative stance among B2B customers amid high interest rates. The Summer Showroom delivered positive signals, with significant order book growth reinforcing expectations for a sell-in recovery.
- ✓ The business unit continues to advance its **operational turnaround plan** and working capital optimization, with gross margin expanding 1.2 p.p. to 40.4% and inventory levels declining by 59 days vs. 2Q25.

Hering's turnaround plan progressed significantly in the first half.

Primary focus: restoring profitability, expanding margins, generating cash, reducing capital employed and improving ROIC. The objective is to strengthen the economic fundamentals required for a sustainable return to growth.

Key progress during the period included:

- ✓ **Improved sales quality and margin recovery**: a 25% reduction in discounted products as a share of revenue in the mono-brand network, higher margins, greater commercial discipline and improved inventory quality.
- ✓ **Completion of the Summer sell-in cycles**: the Summer collection order book was 34% higher than the prior-year Summer season, supported by greater purchasing discipline and a focus on improving the network's economic balance.
- ✓ **Significant reduction in inventory levels**: days inventory declined from 214 days in 2Q25 to 149 days in 2Q26, reflecting disciplined purchasing, planning and capital-employed management.
- ✓ **Strong inflection in post-capex operating cash generation**: from cash consumption of BRL 163 million in 1H25 to cash generation of BRL 166 million in 1H26, reflecting improved profitability and disciplined working-capital management.
- ✓ **Improved economic health of the mono-brand network**: lower reliance on discounting and better alignment among sell-in, sell-out and replenishment, supporting healthier and more profitable operations for partners.
- ✓ **Structural progress in the turnaround**: the 1H26 initiatives progressed from stabilization measures to structural changes across product, planning, replenishment, channels and network management, building a more efficient operating model with greater capital discipline.

BRASIL T-SHIRT LAUNCH

- Reclaiming Hering's purpose: Dressing all of Brazil
- Replacing the brand's most important item (6% of sales), which had become outdated and now features an unbeatable value proposition
- 38% price reduction vs. LY, to **R$ 49.99**, focused on expanding the customer base, increasing volume and strengthening B/C segments
- Expected 45% volume increase from the price adjustment alone, excluding product improvements.
- Anchor product to attract customers to stores
- Customer base growth is expected to drive conversion across the rest of the assortment (today, 72% of customers who buy our basic T-shirt also purchase other items)
- Launch in September
- This is the first item in a series of "P Zero" products with the same objective and value proposition

FATHER'S DAY ACTIVATION

	2Q25 Recurring		2Q26 Recurring
Gross Revenue (continuing operations) BRL million	3,606.2	-7.1%	3,350.6
Net Revenue BRL million	2,901.4	-8.2%	2,664.1
Gross Profit BRL million	1,620.5	-5.9%	1,524.7
Gross Margin %	*55.9%*	+1.3p.p.	*57.2%*
Gross Profit ex-Basic[1] BRL million	1,424.9	-5.7%	1,343.8
Gross Margin ex-Basic %	*59.3%*	+1.3p.p.	*60.6%*
Basic Gross Profit BRL million	195.6	-7.5%	180.9
Basic Gross Margin %	*39.2%*	+1.2 p.p.	*40.4%*
Expenses (ex-D&A) BRL million	(1,094.6)	+5.3%	(1,152.9)
Expenses (ex-D&A) / Net Revenue %	*37.7%*	+5.6p.p.	*43.3%*
D&A BRL million	(143.2)	-3.3%	(138.5)

Note: (1) Includes Shoes & Bags, Fashion (Women and Men), and platform-attributable results.

Gross Revenue (continuing operations)

I. Focus on balancing sell-in and sell-out across the franchise network;
II. More conservative purchasing by multibrand customers and a lower contribution from the Shoes & Bags summer collection;
III. Appreciation of the Brazilian real against the U.S. dollar and a lower contribution from FARM Rio B2B Spring/Summer sales, affecting the international channel.

Net Revenue

Net revenue totaled BRL 2.7 billion. Gross revenue deductions represented 20.5%, up 0.6 p.p. vs. 2Q25 and stable vs. 1Q26. The change mainly reflects:

I. Lower tax benefit generation at Fashion Women and Fashion Men, mainly ICMS tax credits;
II. Higher taxes, primarily due to a greater sell-out channel mix and service tax on royalties;
III. Positive impact from lower product returns.

Gross margin expanded by 130 bps

Gross margin ex-Basic reached 60.6%, up 1.3 p.p. vs. 2Q25, driven by lower markdowns and a higher sell-out channel mix, more than offsetting higher gross revenue deductions.

Basic gross margin was 40.4%, up 1.2 p.p. vs. 2Q25, despite a lower sell-out channel mix, reflecting improved sales quality and lower discounts across channels.

	2Q25 Recurring		2Q26 Recurring
EBITDA BRL million	535.6	-29.1%	379.6
EBITDA Margin %	*18.5%*	-4.3p.p.	*14.2%*
EBIT BRL million	382.7	-39.0%	233.3
Net Financial Expense BRL million	(199.5)	-6.0%	(187.6)
EBT BRL million	183.2	-75.1%	45.7
Income Taxes BRL million	100.5	-39.5%	60.8
Net Income BRL million	283.7	-62.5%	106.5
Net Margin %	*9.8%*	-5.8 p.p.	*4.0%*

EBITDA Margin

Despite a 1.3 p.p. expansion in gross margin vs. 2Q25, lower net revenue resulted in operating deleverage, driving a 4.3 p.p. contraction in recurring EBITDA margin, which ended the quarter at 14.2%. Recurring pre-IFRS 16 EBITDA margin decreased by 4.2 p.p.

Net financial expense totaled BRL 187.6 million vs. BRL 199.5 million in 2Q25

The decrease in net financial expense mainly reflects lower foreign exchange variation expenses due to a narrower difference between contracted and effective rates on import hedge contracts. In 2Q25, contracted rates and the related difference were higher, resulting in a higher expense.

Recurring net income

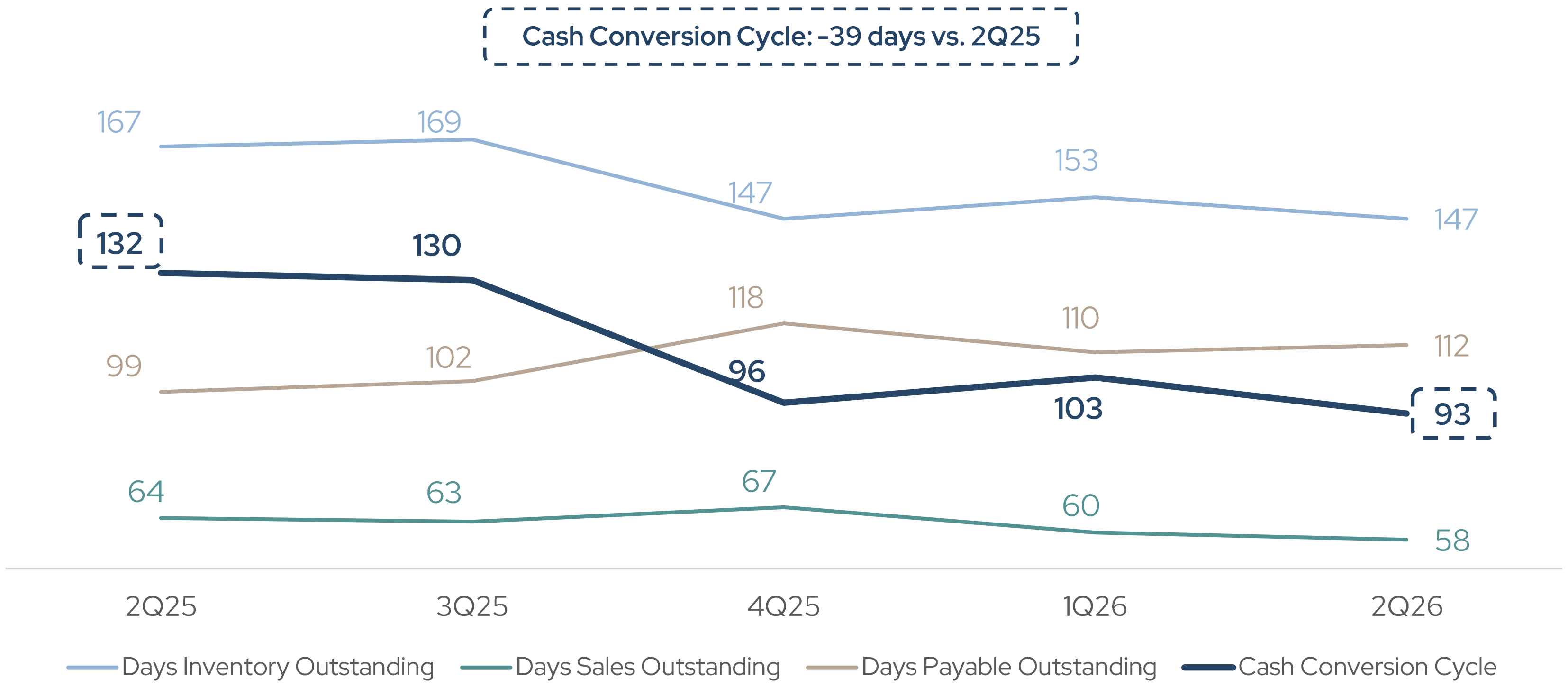
Recurring net income totaled BRL 106.5 million. Net margin was 4.0%, down 5.8 p.p. vs. 2Q25.

Note: (1) Includes the Shoes & Bags and Fashion (Women and Men) units, as well as the results attributed to the platform.

In 2Q26, the Company achieved **operational cash generation of BRL 356.5 million**, with an EBITDA-to-cash conversion rate(1) of **115%**, compared to cash generation of BRL 106.0 million in 2Q25. Post-CAPEX cash generation reached BRL 280.1 million, representing an EBITDA-to-cash conversion rate(1) of **90%**. On an LTM basis, operational cash generation reached BRL 1.6 billion and post-CAPEX cash generation reached BRL 1.3 billion, representing an LTM EBITDA-to-cash conversion rate(1) of **91%.**

BRL million	2Q25	3Q25	4Q25(2)	1Q26	2Q26	2Q26 LTM
Recurring EBITDA pre-IFRS 16	**461.4**	**406.0**	**425.2**	**258.6**	**311.1**	**1,400.9**
Operating cash generation (consumption)	**106.0**	**275.9**	**838.1**	**147.8**	**356.5**	**1,618.3**
EBITDA cash conversion	*23%*	*68%*	*197%*	*57%*	*115%*	*116%*
Post-CAPEX operational cash generation (consumption)	**11.8**	**166.8**	**742.1**	**86.2**	**280.1**	**1,275.2**
EBITDA cash conversion	*3%*	*41%*	*175%*	*33%*	*90%*	*91%*
Cash generation (use) from investing activities	246.4	(19.0)	(274.0)	(211.8)	(20.0)	(524.8)
Cash generation (use) from financing activities	(308.6)	(258.5)	(564.4)	(122.2)	(214.0)	(1,159.1)
Increase (decrease) in cash and cash equivalents	**43.8**	**(1.6)**	**(0.3)**	**(186.2)**	**122.5**	**(65.6)**

Notes: (i) Conversion of recurring pre-IFRS 16 EBITDA into operating cash flow; (ii) In the Cash Flow Statement (management view), "Interest paid on borrowings" is included in cash generation (use) from financing activities. In addition, in 4Q25, we excluded the BRL 144.9 million impact related to the conversion of tax assets into cash.

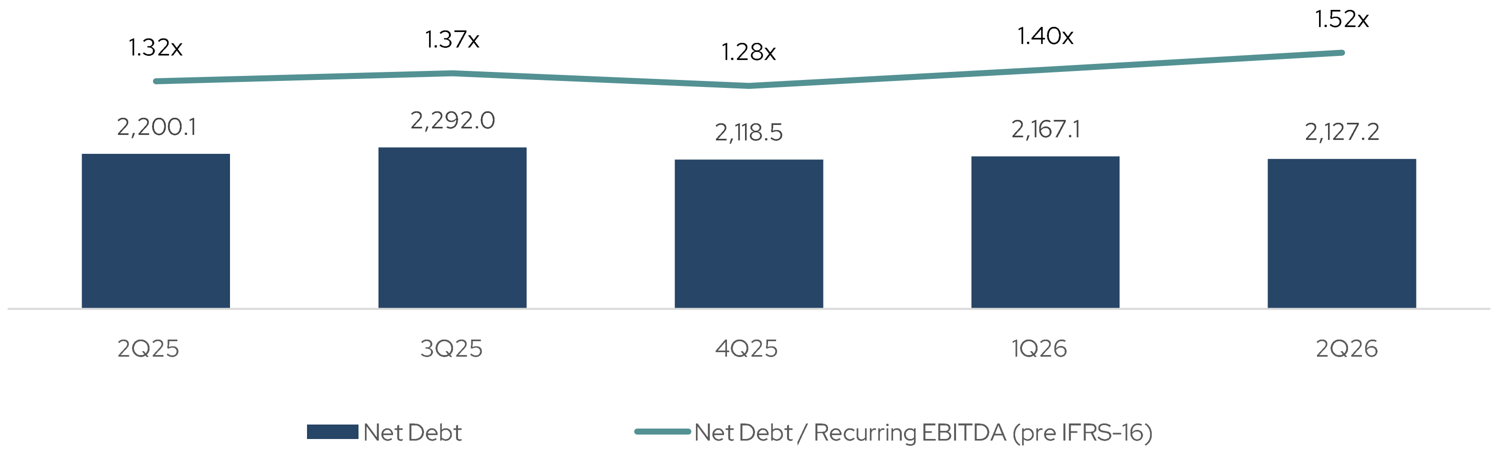


In 2Q26, the Company's Cash Conversion Cycle ended the quarter at 93 days, a 39-day improvement compared with 2Q25. Performance mainly reflects initiatives aimed at reducing inventory levels, which resulted in a 20-day decrease in Days Inventory Outstanding. In addition, Days Payable Outstanding increased by 13 days, while Days Sales Outstanding decreased by 6 days. **On an adjusted basis**, excluding provisions for inventory losses (BRL 67.3 million) and expected credit losses on receivables (BRL 11.0 million) in 2Q26, Days Inventory Outstanding would have decreased by **15 days**, while Days Sales Outstanding would have decreased by **5 days**. Meanwhile, Days Payable Outstanding would have increased by **11 days**, resulting in a **31-day** improvement in the Cash Conversion Cycle vs. 2Q25.

Note: The indicators were calculated as follows: Days Inventory Outstanding: 365/(COGS/inventory); Days Sales Outstanding: 365/(gross revenue/accounts receivable); Days Payable Outstanding: 365/((COGS + ending inventory – beginning inventory)/accounts payable). Income statement figures reflect the last twelve months; balance sheet figures are current-period figures, and inventory changes cover the last twelve months. Inventory figures prior to 3Q24 are pro forma (combined companies before the merger).

BRL million	2Q25	3Q25	4Q25	1Q26	2Q26
Cash and cash equivalents	**823.2**	**735.5**	**1,081.3**	**1,063.2**	**1,136.2**
Swap contracts (1)	10.0	35.1	26.8	13.9	4.5
Gross debt	**3,033.3**	**3,062.6**	**3,226.6**	**3,244.2**	**3,267.9**
Short-term debt	1,741.3	1,010.7	1,031.1	561.3	579.0
% of gross debt	57.4%	33.0%	32.0%	17.3%	17.7%
Long-term debt	1,292.0	2,051.9	2,195.5	2,682.9	2,688.9
% of gross debt	42.6%	67.0%	68.0%	82.7%	82.3%
Net debt	**2,200.1**	**2,292.0**	**2,118.5**	**2,167.1**	**2,127.2**
Net debt / Recurring EBITDA (pre-IFRS 16)	1.32x	1.37x	1.28x	1.40x	1.52x

Net Debt and Leverage
BRL million



As of the end of 2Q26, the Company reported a cash position of BRL 1,136.2 million. Net debt totaled BRL 2,127.2 million, a decrease of BRL 39.9 million compared with the previous quarter, driven by stronger cash generation. Leverage, measured by the LTM Recurring Net Debt/EBITDA ratio (pre-IFRS 16), ended the quarter at 1.52x, slightly higher, reflecting the lower LTM EBITDA base in 2Q26. The debt profile remains concentrated in long-term debt, which represents 82% of the Company's total debt.

Credit card receivables – At quarter-end, the Company reported a balance of BRL 964.0 million in credit card receivables, supporting operating liquidity and short-term financial flexibility.

Note: (1) Swap contracts (USD vs. CDI) recognized under Derivative Financial Instruments.

1. MESSAGE FROM THE CEO
2. QUARTERLY HIGHLIGHTS
3. BUSINESS UNITS
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5. Q&A

Q&A

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