

Annual General Meeting

2026



Manual for Participation
Management Proposal

April 29, 2026

LOJAS RENNER S.A.

RENNER CAMICADO youcom realize ASHUA repassa

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Letter from the Chairman of the Board of Directors



“We act with independence, rigor, responsibility, and a vision for the future, guided by our values and aligned with the highest standards of corporate governance.”

Dear shareholders,

We are pleased to invite you to participate in the 2026 Annual General Meeting (“AGM”), called for April 29, at 1:00 p.m.

The meetings are an important moment of engagement with our shareholders. For this reason, the Board of Directors—guided by transparency, discipline, and trust, values that have always steered our relationship with the market—presents, through this Management Proposal/AGM Manual, an overview of the Company’s strategy.

In this document, we also report the main results for 2025, the activities to which the Board dedicated itself throughout the year, and the advancements implemented in the Corporate Governance of Lojas Renner S.A., in addition to addressing other relevant topics.

Our commitment to long-term value creation is part of our history. Our trajectory in the capital markets began in 1967 and reached a historic milestone in 2005, when we became the first Brazilian corporation with 100% of its shares traded on the Stock Exchange, consolidating a fully dispersed capital structure. This decision redefined our governance, accelerated our evolution, and established a new standard for the Brazilian market.

The year 2025 was especially significant: we celebrated 60 years of history and 20 years as the first Brazilian corporation. It is a trajectory marked by cycles of transformation, constant evolution, discipline to grow, and the courage to innovate—always anchored in our purpose being a benchmark for fashion and lifestyle in Brazil, enchanting customers and boosting responsible fashion.

Since I took office as Chairman of the Board of Directors, alongside the Vice-Chairman and the other members, our focus has been clear: to strengthen the strategy, safeguard the culture, and ensure sustainable value creation for all stakeholders. We act with independence, rigor, responsibility, and a vision for the future, guided by our values and aligned with the highest standards of corporate governance.

Among the relevant milestones of 2025, the approval of the new Long-Term Incentive Plan stands out, deliberated at an Extraordinary General Meeting, with a record quorum in recent years of 69.15% of the capital stock and 88.48% of favorable votes. These numbers reflect the broad engagement of shareholders, the result of a Plan that is 100% performance-based and includes executive accountability mechanisms, such as malus and clawback provisions, combined with the adoption of a share ownership guidelines, which place Lojas Renner S.A. at the forefront of the best practices in remuneration governance. The Plan was developed in alignment with global best practices and stakeholder interests, thereby reinforcing meritocracy, attraction and retention of talent for the next growth cycle.

Another milestone was the disclosure of the Sustainability-Related Financial Information Report – Climate, prepared in accordance with the International Sustainability Standards Board - ISSB (IFRS S1 and S2) standard, making the Company the first in the retail sector to adopt this standard and the second in the world. This early adoption of the new regulation reinforces our pioneering spirit, our commitment to our governance processes, transparency and sustainable fashion, making us a benchmark in the market.

In 2025, we also redefined Lojas Renner’s strategic priorities, based on the 2030 growth plan, presented at our 2025 Investor Day. The 2026-2030 Plan was built on a deep understanding of our customers, guided by international benchmarks, data, artificial intelligence, and operational efficiency, aiming to strength our brand leadership.

We move into 2026 confident in the solidity of our Company, based on the strength of our strategy for creating sustainable, long-term value for our shareholders, and with a disciplined focus on the execution of the 2030 strategic planning, supported by a highly qualified and engaged team, under a strong culture of excellence, and the Company’s ability to transform strategy into consistent results.

Additionally, we inform that, in line with the Company’s governance practices — including the support of a specialized external consulting firm and the favorable recommendation of the People and Nomination Committee — Management proposes the re-election of the current members of the Board of Directors, with the exception of the Board member Christiane Almeida Edington, who will be dedicating herself to other professional projects. On behalf of Lojas Renner S.A., we extend our sincere appreciation to Ms. Christiane for her dedication and the valuable contributions made over the eight years during which she served on the Board.

We also take this opportunity to thank Mr. Gustavo Roxo da Fonseca for accepting the invitation to join the slate of nominees presented for the Board of Directors. His extensive experience in innovation, technology, and digital transformation will certainly bring significant contributions to the Company.

Accordingly, we count on your presence at our 2026 AGM, either via remote voting ballot or virtually through the Electronic Platform, and we remain at your disposal, through the Corporate Governance area, for any necessary clarifications.

On behalf of the Board of Directors, I thank you for your participation, trust, and continued partnership.

Sincerely,

Carlos Fernando Souto

Letter from the CEO



“We remain focused on delivering an enchanting experience to the customer, with growth sustained by a strong culture and solid governance, ensuring long-term value generation for all our stakeholders.”

Dear shareholders,

Over the last years, we have grown consistently and profitably, driven by our engaged, high-performance team, our strategy and execution discipline, and by seizing market opportunities.

Throughout this period, we have been at the forefront of strategic cycles, learning from leading global benchmarks and adapting our model to Brazil while evolving as a Company. And, in 2025, we made consistent progress in capturing the potential of our business model.

We delivered 9.2% growth in net retail revenue and a gross margin expansion of 0.7 p.p., reaching 56.1%—the highest level in six years. Retail EBITDA reached R\$ 2.7 billion, a 10% increase with a margin expansion of 0.2 p.p., reflecting our execution discipline and the solidity of our business model. LTM ROIC evolved 2.3 p.p. to 14.7%, above the cost of capital, while free cash flow generation totaled R\$ 1.4 billion for the year. Net income reached a record R\$ 1.457 billion, a 21.8% increase, and Earnings Per Share grew by 26.7%. We returned R\$ 1.8 billion to our shareholders through Interest on Equity and share buybacks.

The 2025 results demonstrate structural progress toward the 2026-2030 Plan presented at our Investor Day in December. We remain confident that we are on the right track to deliver on the commitments made to our shareholders. We are clear about our priorities and convinced of our potential for growth, profitability, and value creation.

We know our customers deeply. Our strategy is guided by the purpose of enchanting, by our obsession with the customer, and by our value proposition, always focused on our strategy of being a benchmark in fashion and lifestyle, in enchanting experiences, and in responsible fashion.

Our value proposition is further supported by a culture of enchantment and high performance, by the capacity for innovation and the use of artificial intelligence throughout the value chain, and by operational excellence strengthened by scale and productivity.

We ended 2025 confident in the progress achieved by the Company. We demonstrated our ability to deliver evolution across all metrics to which we committed for the 2026-2030 cycle. We remain focused on delivering an enchanting experience to the customer, with growth sustained by a strong culture and solid governance, ensuring long-term value generation for all our stakeholders.

Accordingly, I invite the shareholders to participate in our Annual General Meeting, and I further encourage the reading of this Manual, in which you will find the main highlights of the Company's Corporate Governance, data and activities of the Board of Directors, and all essential information regarding the proposed deliberations.

Sincerely,

Fabio Adegas Faccio

We are Lojas Renner S.A.

Lojas Renner S.A. is the leader in omnichannel fashion retail in Brazil, bringing together the brands Renner, Camicado, Youcom, Realize, and Repassa into a fashion and lifestyle ecosystem that connects customers through digital channels and physical stores distributed throughout Brazil, Argentina, and Uruguay.

In 2025, we updated our corporate values, which strengthen the way our teams act, relate to one another, and drive the ecosystem. A strong culture, supported by engaged and loyal talent, is fundamental to Enchantment, one of the greatest differentiators of Lojas Renner S.A.

“To enchant is our fulfillment”

This is the purpose that drives Lojas Renner S.A., guiding its actions and strategic investments in the quest to maintain high standards for its audiences.



We make culture happen every day

Our Business

2025 Highlights



Growth of 9.2% in Retail Revenue and of **10.2% in Apparel**, ~2x the market average for apparel (IBGE PMC: +4.9%), translating into a gain in market share



Solid trajectory of **Realize**: result of **R\$ 452.4 MM** and risk of controlled portfolio



GMV Digital increased 12.3%, reaching a participation of **15.5%** and with a gain in profitability



Total adjusted EBITDA of R\$ 3.2 bi (+20.3%), with generation of FCF of **R\$ 1.4 bi** and improvement of financial cycle in **5 days**



Discipline in the execution of expenses, with dilution of **0.4p.p.** in SG&A/Retail NOR



Robust cash position of R\$ 1.9 bi, with net cash of **R\$ 1.5 bi**



Expansion of **0.7p.p.** in retail Gross Margin which totaled **56.1%**; Apparel Gross Margin of **57.4%** (+0.7p.p.). Highlight for the reduction in **aged items**



Evolution of 2.3p.p. in ROIC LTM, which reached 14.7%, above the cost of capital



YOUCOM

Youcom: growth of **14%** in Net Revenue, with an increase in customer base



Record Net Income of **R\$ 1.5 bi** (+21.8%), with **R\$ 1.8 bi** distributed in IoE and Buybacks (**payout of 57%**); Earnings per share: +26.7%



CAMICADO

Camicado: evolution of **1.7p.p.** in gross margin, with strengthening of the proprietary Home & Style brand



Buyback program of up to **75 MM** in shares launched in December



Consolidated sales/m² increased **7.3%**, due to improvements in the execution model and gains in the omni productivity



R\$ 858.4 MM in CAPEX, including **34 rollouts** of stores and **refurbishments**



20 MM active customers in the ecosystem, with greater loyalty, frequency and participation of the omni base



Company is ranked first in retail in the 2025 - B3's ISE 2025 portfolio and integrates the **Dow Jones Sustainability Index**

#1

Apparel Retailer in Brazil

~10% market share

Source: Euromonitor

#1

Most valuable fashion brand in Brazil

Source: Interbrand 2024/2025

LREN3

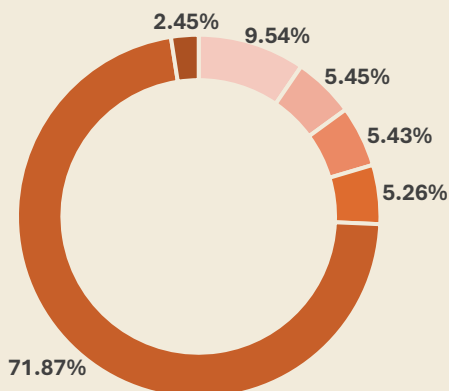
In 2025, we celebrate our 20th anniversary as the first Brazilian Corporation and listing on B3's Novo Mercado. This long history in the capital markets has been a journey marked by courage, innovation, pioneering spirit, care, and enchantment. Our strategy is guided by our purpose: to enchant is our fulfillment. A strong culture, combined with an engaged and talented team, is fundamental to our ability to enchant customers, create value for our shareholders, and make Lojas Renner S.A. a truly unique company in the market.

105.5 k
shareholders

78.2%
foreign ownership

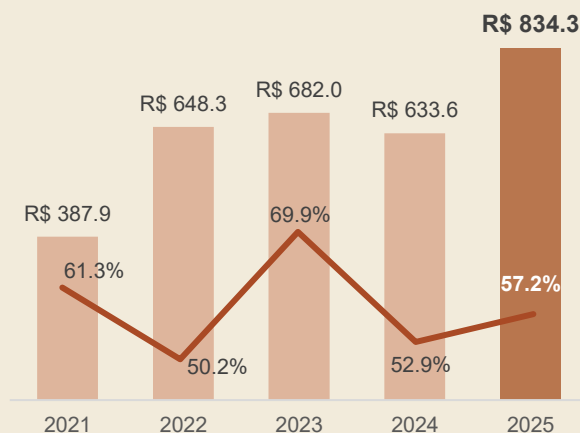
21.8%
Brazilian ownership

Company Ownership



- BlackRock, Inc
- ARGA Inv. Mgmt., LP
- Wellington Mgmt. Group LLP
- Invesco Ltd.
- Others
- Treasury

Dividends / Payout (in thousands)



*Data as of 12/31/2025

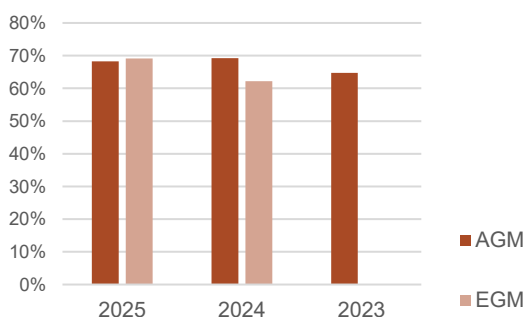
Stakeholders Engagement

Continuous engagement with stakeholders is fundamental to strengthening our corporate governance. Through structured initiatives, we maintain communication channels that enable us to understand expectations, address concerns, obtain relevant input, and incorporate feedback into the organization’s practices and policies, thereby guiding our strategic decisions. This engagement reflects our commitment to active listening and transparent dialogue, building solid foundations of trust with our stakeholders and fostering long-term relationships.

General Shareholders’ Meetings

Each year, the Company holds its Annual General Meeting, at which essential matters are presented and deliberated, such as the review of the financial statements, the allocation of the results for the fiscal year, and the election of directors, among other matters provided for by law and by the Company’s Bylaws.

As of 2025, the Company has held its General Meetings exclusively in a digital format, as this model enables greater shareholder participation and reflects the minimal adherence to the in-person format in past years. As shown in the chart below, historically, the quorum at General Meetings has remained above 60%.



Em 2025, foi realizada também uma Assembleia Geral Extraordinária, a qual obteve quórum recorde de participação em relação aos últimos anos, de 69,15% do capital social. In 2025, an Extraordinary General Meeting was also held, which saw a record *quorum* compared to recent years, representing 69.15% of the share capital. On that occasion, the Company’s new Long-Term Incentive Plan was approved with 88.48% of votes in favor. The proposal for the new Plan was preceded by a broad listening process and took into account shareholders’ expectations as well as the guidelines of leading proxy advisory firms.

Engagement Meetings

The Chairman and Vice Chairman of the Board of Directors (the “Board”), together with the Corporate Governance area, conduct meetings with shareholders and with the main proxy advisory firms in order to present an overview of Lojas Renner S.A.’s strategic vision, corporate governance practices, remuneration strategy, and sustainability strategy. These meetings aim to gather perceptions, expectations, and feedback. The most up-to-date engagement presentation is available at [Presentation](#) | [Stakeholder Engagement](#).

The Company maintains dialogue channels with its stakeholders.

For matters related to the General Shareholders’ Meeting and Corporate Governance:

acionistas@lojasrenner.com.br

To contact the Investor Relations area:

ri@lojasrenner.com.br

Stakeholders Engagement

Regulatory Oversight

Regulatory OversightThe Corporate Governance area carries out close regulatory oversight of the main developments in the capital markets, particularly those related to the Brazilian Securities and Exchange Commission (*Comissão de Valores Mobiliários – CVM*) and *B3 – Brasil, Bolsa, Balcão*.

In addition, the Company participates in forums and associations dedicated to discussing matters relevant to publicly held companies, related to governance and the capital markets, such as the Brazilian Institute of Corporate Governance (*Instituto Brasileiro de Governança Corporativa – IBGC*).

Investor Day

In December 2025, the Company held its Investor Day, a public event conducted in a hybrid format, which brought together approximately 450 participants, including local and international investors.

The event featured presentations by senior management, addressing the Company's long-term strategy as well as sustainability-related topics. The Investor Day reinforces the Company's commitment to transparency and dialogue with the market, contributing to a deeper understanding of Lojas Renner's strategy.

Earnings Conference Calls

On a quarterly basis, in accordance with the Company's Corporate Events Calendar, the Chief Executive Officer and the Vice President of Finance, Administrative and Investor Relations, together with the Investor Relations area, present the Company's quarterly results to shareholders and to the broader market through virtual earnings conference calls and make themselves available to address questions.

Investor Relations

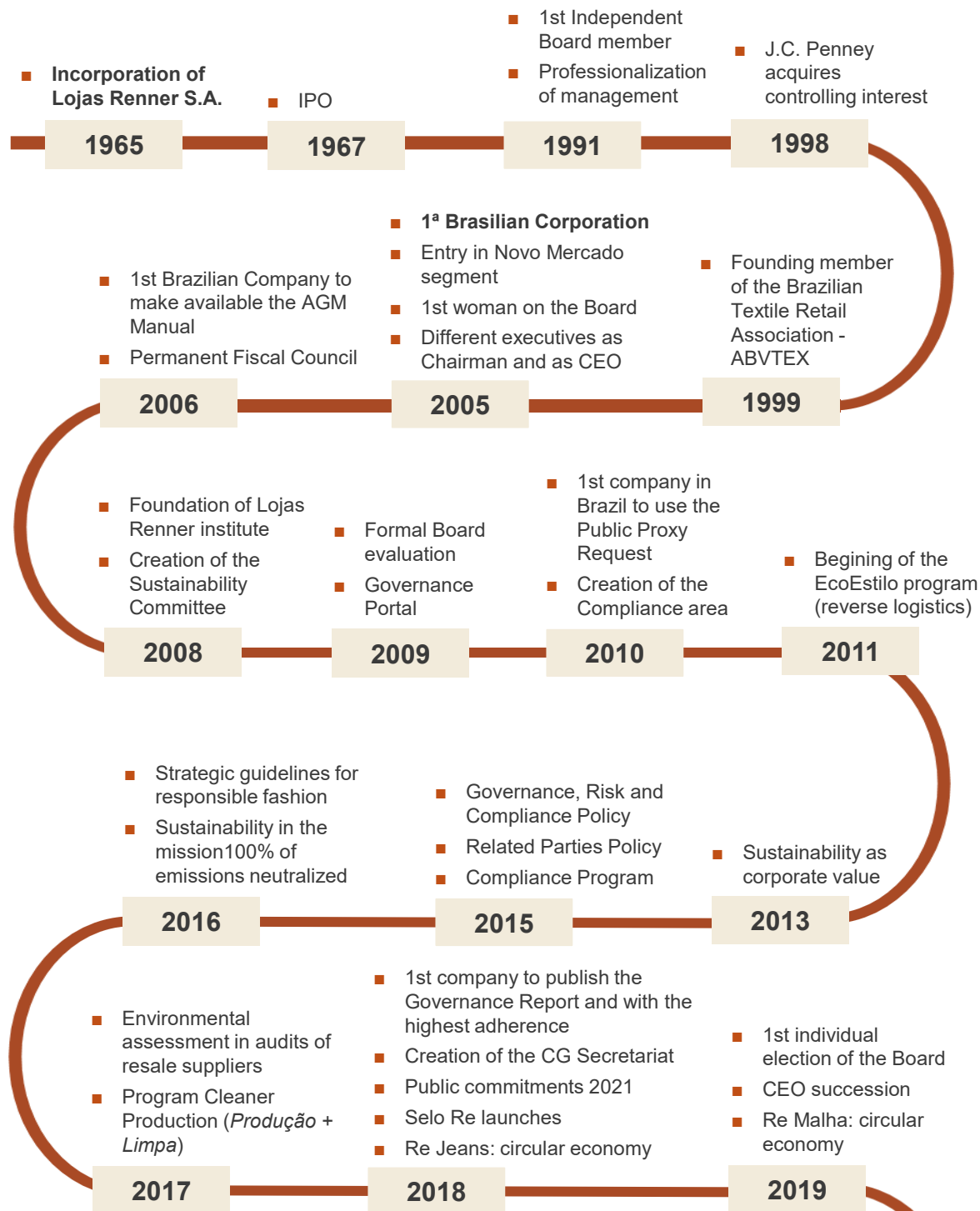
Throughout 2025, the Company maintained an intensive and structured investor relations agenda, reinforcing its market engagement strategy.

Senior management participated in 15 conferences and industry panels in Brazil and abroad. The Company also conducted four Non-Deal Roadshows (NDRs) in Brazil, the United States, and Europe, organized in partnership with banks.

The Investor Relations area carried out approximately 450 interactions, including calls and in-person meetings with investors in Brazil and internationally.



Governance & Sustainability Timeline





The evolution in corporate governance and sustainability practices is part of our history

Corporate Governance

With 58 years of experience in the capital markets, having completed its IPO just two years after its founding (in 1967), the Company has been a pioneer in the adoption of best corporate governance practices. We stay ahead of new regulations, and by sharing our best practices, we shape the market.

Our corporate governance model is recognized by investors, proxy advisory firms, and the market in general, which is reflected in our presence and prominence in the main sustainability indices.

Below, we highlight the key corporate governance practices adopted by Lojas Renner S.A.

Board of Directors			
Independence	Functioning	Composition	Election
Independent Chairman	Limit on concurrent mandates	25% of women in the Board	Individual election
100% Independent Directors	Minimum 80% attendance at meetings	Women on Board signatory (min. 2 female directors)	Competency Matrix
100% of Committees with Independent Directors	Formal, annual and independent evaluation	Different executives as Chairman and as CEO since 2005	People and Nomination Committee

Other highlights			
Listing on B3's Novo Mercado	Audit and Compliance reporting to CAGR	Compensation	
Permanent Fiscal Council	Outsourced and independent Whistleblowing Channel	Performance Shares Plan (PSU) with performance targets	Malus and Clawback for PSU and RSU
Corporate governance área (Governance Officer)	40% of women on the Executive Board	Restricted Shares Plan (RSU) with financial trigger	ESG targets for 100% of the Executive Board (Short-term incentive)
Statutory Audit and Risk Management Committee (CAGR) (100% Independent Directors)	Poison Pill Incentive to shareholder dispersion and protection	Minimum 3-year vesting period for PSU and RSU	Minimum Ownership Guideline for the Executive Board

Corporate Governance

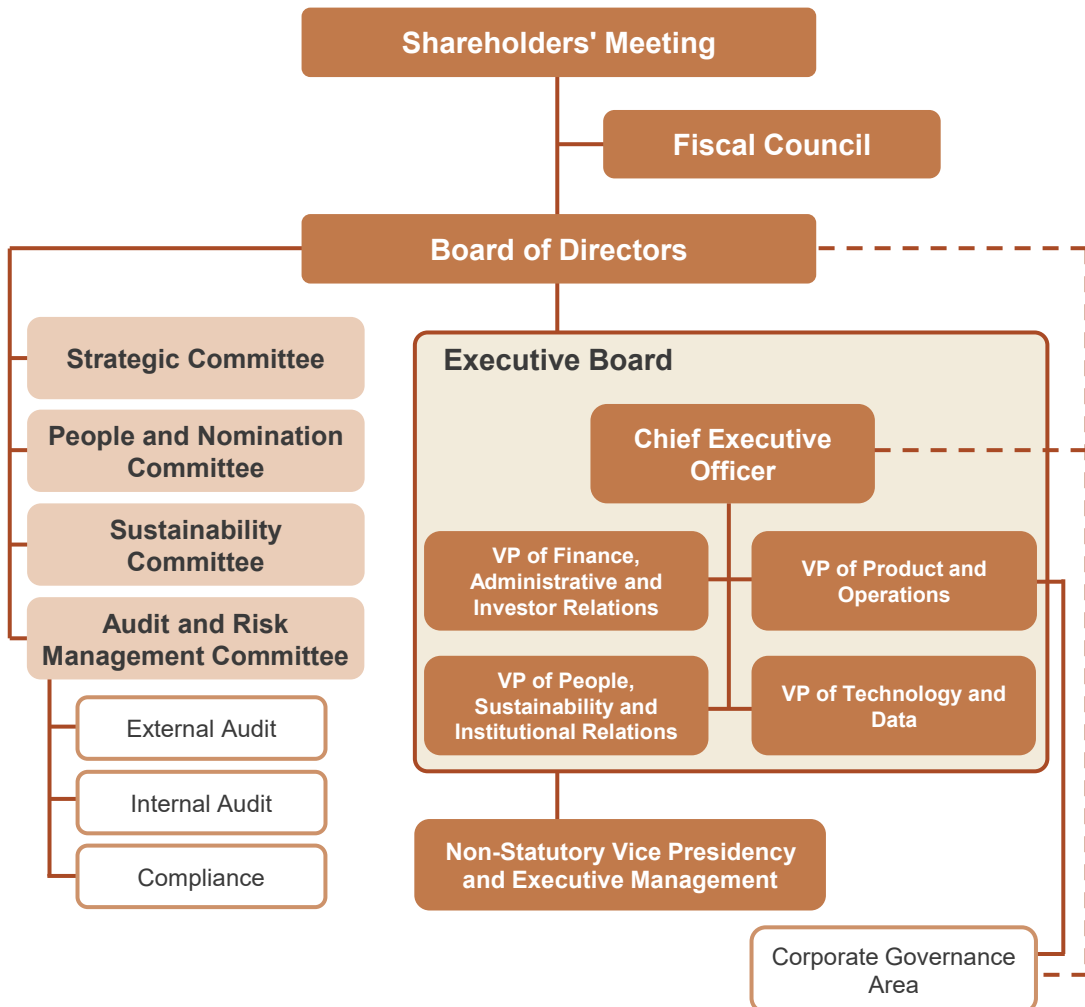
On an annual basis, the Board of Directors reviews the Corporate Governance system, assessing opportunities for improvement in alignment with the culture, values, and purpose of Lojas Renner S.A.

The organizational chart below reflects the Company's current administrative and governance structure.

Corporate Governance Report

98.1%

compliance since 2019



Corporate Governance

Board of Directors

In 2025, the Board of Directors maintained an intense and disciplined level of engagement, focusing on relevant and strategic matters for the generation of sustainable long-term value, while ensuring the effectiveness and compliance of internal processes and controls.

Among its priorities was the definition of the strategic guidelines that will shape the future of Lojas Renner S.A. for the next growth cycle, resulting in the approval of the commitments established under the 2026–2030 Plan, presented during the Investor Day event held in December 2025. The Board supported the Company by recognizing and fostering its growth potential, profitability, and value creation, always aligned with the strategy of being a reference in fashion and lifestyle, delivering engaging experiences and responsible fashion, supported by a culture of customer enchantment and high performance.

The Board also supported the structuring of the new Long-Term Incentive Plan, approved at the 2025 Extraordinary General Meeting, as well as the People agenda, monitoring leadership, succession, talent development, and organizational culture as key pillars for the execution of the Company’s strategy.

The Company’s financial strength is a topic consistently discussed by the Board of Directors. In this context, the Board also monitored financial performance and capital allocation decisions, including the disclosure of a Share Buyback Program in February 2025, which was concluded alongside the approval of a new Share Buyback Program, disclosed to the market through a Material Fact in December 2025.

Looking ahead to 2026, the Board will remain focused on priority agendas for a long-term value creation, continuing its oversight of: (i) strategy, through supervision of the execution of the 2026–2030 Plan; (ii) people, with emphasis on talent and succession matters; and (iii) risk management, through the ongoing supervision of the evolution of the Company’s corporate risk governance framework, in addition to other relevant topics aimed at enhancing the business through innovation.



21
meetings¹



97.4%
Average
participation²

Composition:

Carlos Fernando Souto
Chairman

Jean Pierre Zarouk
Vice- Chairman

Juliana Rozenbaum Munemori

Christiane Almeida Edington

Andréa Cristina de Lima Rolim

André Vitorio Cesar Castellini

Marcilio D’Amico Pousada

Adriano Cives Seabra

¹ Total number of meetings in 2025

² Average participation of all members who served on the Board of Directors throughout 2025.

Corporate Governance

■ People and Nomination Committee

Composition:



Carlos Fernando Souto
Chairman



Jean Pierre Zarouk



Andréa Cristina de Lima Rolim



16
meetings¹



100%
Average participation²



100%
Independence

¹ Total number of meetings in 2025

² Average participation of all members who served on the Committee throughout 2025.

2025 Highlights

Throughout 2025, the Committee engaged in significant strategic discussions, with a primary focus on the analysis and recommendations for the new performance-based Long-Term Incentive Plan, which was approved at the 2025 Extraordinary General Meeting (for further information, please refer to the [2025/2030 Long-Term Incentive Plan](#)).

In 2025, the Committee also worked on updating the Company's organizational culture by revising corporate values to strengthen team performance and ensure greater assertiveness. These new values are aligned with Lojas Renner S.A.'s sustainable value creation strategy (see more regarding our [organizational culture](#)).

The Committee has also been active in evolving the organizational structure, focusing on the Company's talent program and leadership succession plans. In 2025, the Company maintained a high-performance engagement level, with 89% satisfaction. We achieved a high retention for leadership talent, with internal promotion for these positions.

Learn more about the responsibilities and operations of the People and Nominating Committee in its [Charter](#).

Corporate Governance

Strategic Committee

Composition:



Jean Pierre Zarouk
Chairman



Carlos Fernando Souto



Marcílio D'Amico Pousada



André Vitorio Cesar Castellini



10
meetings¹



100%
Average participation²



100%
Independence

¹ Total number of meetings in 2025

² Average participation of all members who served on the Committee throughout 2025.

2025 Highlights

The Strategic Committee played an active role in guiding, deepening and monitoring the 2026-2030 Strategic Plan, consistently dedicating itself to the analysis of the guidelines, priorities, and initiatives that underpin the Company's long-term vision. In this regard, the Committee contributed significantly to the refinement of the strategy and the recommendation of the 2026-2030 indicators and projections, which were presented to the market during Investor Day.

As an additional highlight, the Committee monitored the Company's financial performance and the definition of its capital allocation strategy, including the disclosure of a Share Buyback Program in February 2025. This program reached an execution level of 93.97% and was concluded concurrently with the approval of a new Share Buyback Program, disclosed to the market through a Material Fact in December 2025.

Furthermore, another highly relevant topic on the agenda was the advancement of the application of Artificial Intelligence, across its various modalities, initiatives, and processes within the Company. The Committee monitored the evolution of this topic with the aim of ensuring alignment with the Company's corporate strategy and with best market practices.

Learn more about the responsibilities and operating structure of the Strategic Committee in its [Charter](#).

Corporate Governance

■ Sustainability Committee

Composition:



Christiane Almeida Edington
Chairwoman



Juliana Rozenbaum Munemori



Andréa Cristina de Lima Rolim



Regina Frederico Durante



6
meetings¹



95,8%
Average participation²



75%
Independence

¹ Total number of meetings in 2025

² Average participation of all members who served on the Committee throughout 2025.

2025 Highlights

The Sustainability Committee, together with the Audit and Risk Management Committee, played an important role in the delivery of the Sustainability-Related Financial Information Report – Climate (IFRS S1 and S2), acting in the analysis, supervision, and review of the Report, ensuring the quality, consistency, and robustness of the disclosures. As a result, the Company was the first retailer and second company in the world to adopt the new standards, proactively anticipating the new regulation in a pioneering manner and demonstrating our ongoing commitment with governance processes, transparency, and responsible fashion.

In the 2025 fiscal year, the Committee also systematically monitored the Company's performance in the main sustainability indices and rankings, evaluating results, evolution opportunities, and initiatives aimed at strengthening the governance and sustainability agenda. Within the social pillar, it maintained supervision of the activities developed by the Renner Institute and its management report (learn about the [Renner Institute](#)).

This work directs the Company toward its goal of being a benchmark in Responsible Fashion.

Learn more about the responsibilities and operations of the Sustainability Committee in its [Charter](#).


Corporate Governance

Audit and Risk Management Committee (statutory)


Composition:




Juliana Rozenbaum Munemori
Chairwoman




Christiane Almeida Edington




Adriano Cives Seabra



12
meetings¹



100%
Average participation²



100%
Independence

¹ Total number of meetings in 2025

² Average participation of all members who served on the Committee throughout 2025.

2025 Highlights

In 2025, the Committee focused its activities on ensuring the quality and integrity of financial information, overseeing the internal control system, and assessing the adequacy of the Company's corporate risk governance framework.

The Committee also devoted significant attention to the continued evolution of the Three Lines of Defense model, including the redesign of structures and responsibilities and the proper structuring of the Company's Internal Controls Department. In addition, it monitored the Information Security Master Plan, taking a deeper look at the maturity level and actions aimed at mitigating cyber risks. The Committee further supervised compliance-related matters, such as the operation of the Whistleblower Channel and other aspects of the Compliance Program, and followed the Company's tax matters, with particular emphasis on actions related to compliance with the Tax Reform Project.

In 2025, the Committee worked jointly with the Sustainability Committee to evaluate the IFRS S1 and S2 Sustainability Report, reinforcing the integration of financial, operational, and sustainability risks.

Finally, the Committee reviewed and recommended to the Board of Directors the approval of updates to the following policies: (i) Nomination and Compensation of Managers; (ii) Relationship between the Board of Directors and Third Parties; (iii) Disclosure of Material Facts and Trading of Securities; (iv) Anti-Corruption; and (v) Compliance, as well as its own Charter.

For detailed information on the Committee's activities in 2025, please refer to the [Summary Report of the Audit and Risk Management Committee](#). Learn more about the Committee's responsibilities and operating structure in its [Charter](#).

Corporate Governance

Performance Evaluation

Since 2009, the Board of Directors has undergone a formal performance evaluation, with the support of a specialized external consulting firm, in accordance with best practices in corporate governance and with a view to the Board's continuous improvement.

In 2025, the Board was evaluated with the support of the specialized external consulting firm Korn Ferry, which possesses solid knowledge and experience in evaluating boards of large companies, using a methodology aligned with best corporate governance practices.

The process included an assessment of the effectiveness of the Board of Directors as a whole, its Committees, and the Chairman of the Board, as well as an evaluation of the Board's proficiency in critical competencies and its level of maturity. The assessment also included the participation of the Executive Board, followed by an evaluation conducted by the consulting firm through individual interviews with Board members.

Overall, the evaluation comprised the following phases:

(i) context identification – including initial interviews with key stakeholders to understand the Company's current stage, its governance structure, and the most relevant topics addressed by the Board, resulting in updated evaluation questionnaires and a revised critical competence matrix;

(ii) evaluation execution – conducted through an online questionnaire to capture perceptions across five dimensions: (a) fulfillment of the mandate; (b) composition and structure; (c) processes and support structure; (d) dynamics; and (e) contributions;

(iii) consulting firm assessment – encompassing an evaluation of the Board's effectiveness, maturity, and critical capabilities.

(iv) consolidation of the assessment and discussion of results – presentation and discussion of the evaluation reports with the responsible Committee and subsequently with the Board, including proposals for initiatives aimed at developing improvement plans, as well as support in the preparation of the corresponding action plans.

Results, strengths, and recommendations

As results and key strengths, the following were highlighted: (i) a high level of alignment among Board members regarding the Board's priorities and an appropriate level of attention dedicated to related topics; (ii) the Board's leading role and contribution in setting strategic direction and addressing matters of high relevance; (iii) a high level of dedication and engagement of the Board members, fostering a collaborative and constructive dynamic; (iv) a well-balanced composition in terms of qualifications and engagement, with complementary skill sets; (v) solid Board support for management and a relationship of trust with the Executives; (vi) the Board transitioning from a mature stage to a strategic one and; (vii) the effective contribution of the Committees.

Accordingly, the effectiveness of the Company's Board showed positive progress compared to the previous fiscal year, with increased maturity across all dimensions assessed and a continuous effort to further improve its processes.

Despite the Board's highly effective performance and its classification as mature, the assessment results made it possible to identify opportunities for improvement, as well as certain action plans to be implemented, always in line with corporate governance best practices.

Corporate Governance

Executive Board

Composition:



Fabio Faccio
Chief Executive Officer



Daniel dos Santos
Vice President of Finance,
Administrative and Investor
Relations



Fabiana Taccola
Vice President of
Product and Operations



Alessandro Pomar
Vice President of
Technology and Data



Regina Durante
Vice President of People,
Sustainability and
Institutional Relations



5

Executive Board
members



Evaluation

formal



40%

of women



Compensation

linked to high performance
metrics



Internal

Charter



Committees

at management level

Non-statutory

VPs & Officers

Corporate Governance

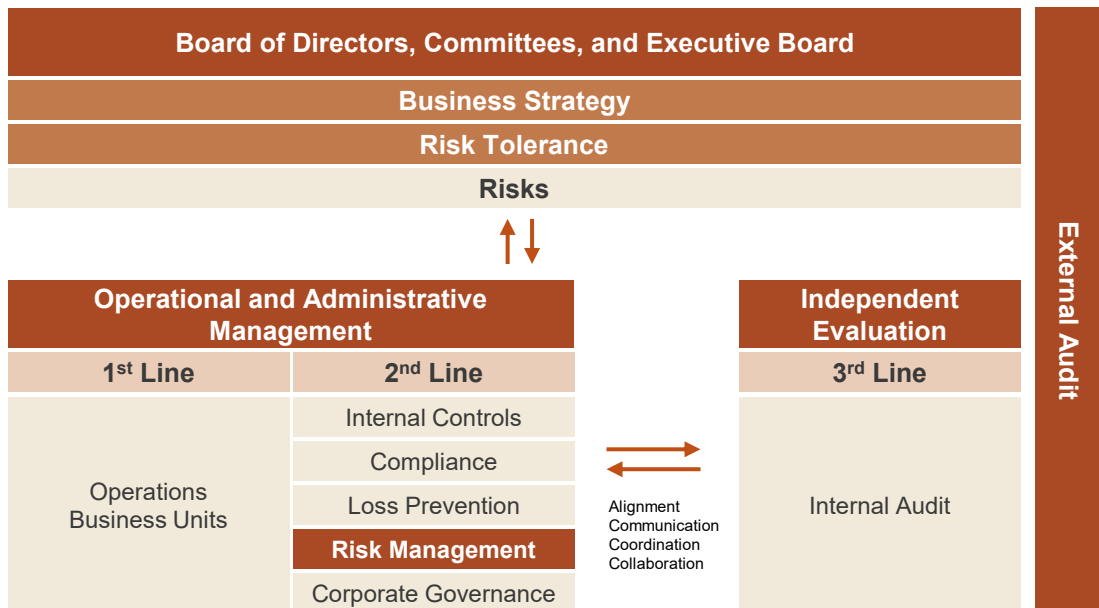
Risk Management

Risk Management Model

Risk management is a strategic function performed by the Risk and Audit Department and applied across all areas of the Company. It is a cyclical and continuous process that aims to ensure that decision-makers have timely access to consistent and reliable information regarding risks, promoting an integrated risk culture.

The Company adopts an integrated governance and risk management system aligned with market best practices, the COSO ERM and ISO 31000 frameworks, and the Institute of Internal Auditors (IIA) Three Lines Model, as detailed below:

- **First Line:** The business and operational areas are responsible for identifying, evaluating, treating, and monitoring risks, serving as the owners of the risks and associated controls.
- **Second Line:** The Risk and Audit Department is responsible for coordinating the corporate risk management function, establishing methodologies and policies, supporting business areas, and reporting relevant issues to the Audit and Risk Management Committee. The Department also supports and promotes risk management alongside other areas, such as Internal Controls, Governance, Compliance, and Loss Prevention.
- **Third Line:** Internal Audit performs independent evaluations on the effectiveness of risk management, internal controls, and compliance.



Corporate Governance

Risk Management Framework

We have a dedicated structure directly connected to senior management to ensure the effectiveness of risk management procedures and to ensure that policies and practices are consistent with our shareholders' risk tolerance.

Role of the Technical Committee

The Technical Risk Management Committee, a technical and operational body reporting to the Audit and Risk Management Committee, is responsible for coordinating corporate risk management. The Committee operates by proposing and reviewing methodologies, tools, internal regulations, and governance structures, as well as by facilitating the processes of identifying, evaluating, and monitoring risks and disseminating a risk culture aligned with the organizational strategy.

Role of the Audit and Risk Management Committee

The Audit and Risk Management Committee's role is to advise the Board of Directors on monitoring and supervising the adequacy of the corporate risk management system and internal controls, the quality and integrity of financial reports, the performance of internal and independent audits, as well as adherence to legal, regulatory, and statutory requirements.

Board of Directors Oversight

In accordance with the Bylaws, the Board of Directors exercises oversight of risk management, periodically evaluating the Company's risk exposure and the effectiveness of the risk management systems, internal controls, and the integrity and compliance system. This oversight is carried out in an integrated manner with the corporate strategy, ensuring risk exposure is aligned with the Company's objectives.



Corporate Governance

Information Security

Information security is one of the pillars of the business, forms part of the fundamental commitments set forth in the Code of Conduct, and involves the direct engagement of the Board of Directors, supported by a robust governance structure for managing the topic.

Strong investment in protection mechanisms

- 24 X 7 Operation
- Continuous vulnerability analysis
- Ethical Hacking / BugBounty
- Market-leading Security Tools
- Since 2020 acting with full adherence to the LGPD
- Web Brand Protection Intelligence Center
- Cyber Insurance
- Data Loss Prevention (DLP)
- Business Continuity Management
- 45 Policies and regulations
- Strong corporate education and awareness program
- Cloud Security, IoT/OTs, AI and Vendors.

Areas focused on Cyber Security

- Information Security - IT Department
- Corporate Compliance - Risk Department
- Data Protection – Legal
- Information Security Committees – multiple departments

Certifications and Recognitions

- ISO27001 Safety Certification
- PCI 4.0 Certification
- High maturity rating of 97/100 points on Gartner's Security Scorecard
- 2024 Aberje Award for Awareness Campaigns
- Company appointed by IDV to lead the development of retail security

Compensation Strategy

Lojas Renner's compensation strategy is based on market best practices, driving the attraction, retention, and motivation of highly qualified professionals to implement and operationalize the business strategies defined by the Board of Directors, with a focus on sustainable value generation for shareholders and other stakeholders.

The criteria for defining compensation consider the individual's professional background, experience, skills, knowledge, and performance, in addition to benchmarks obtained through annual market surveys conducted by specialized consultancies.

Companies included in the market benchmarking possess at least one of the following attributes: (i) revenues similar to those of Lojas Renner; (ii) operation in the retail sector; (iii) competition for talent; or (iv) similar and consistent compensation policies.

The elements that comprise the compensation strategy are:

Fixed Compensation	Reviewed annually to align with the market median, individual performance, and inflation.
Benefits	Incentives offered in alignment with market best practices, aimed at valuing and engaging professionals.
Short-Term Incentive	Based on the concept of profit sharing, conditional upon reaching a trigger and other indicators (corporate, strategic, and individual goals)
Long-Term Incentive	Composed of Performance Shares and Restricted Shares. Conditional upon performance metrics (Performance Shares) and a financial trigger (Restricted Shares); both have a 3-year vesting period.

The composition of compensation elements varies according to the hierarchical level and complexity of each role to ensure strategic alignment between incentives and responsibilities. For senior leadership, we seek to align compensation with the 75th percentile of the market.

The following diagram provides an illustrative and comparative view of the Company's compensation model.

Company's Compensation Strategy

	Public	Fixed	Benefits	Short-Term Incentives	Long-Term Incentives
Directors	8	✓			
CEO and Statutory VPs	5	✓	✓	✓	✓
Non-Statutory VPs to Sr Managers	~150	✓	✓	✓	✓
Managers / Consultants	~1.100	✓	✓	✓	✓
Coordinators to Analysts	~3.200	✓	✓	✓	
Other positions	~18.600	✓	✓	✓	

Total compensation consists of fixed and variable elements. Members of the Board of Directors receive only Fixed Compensation. Others receive Fixed Compensation, Benefits, and a Short-Term Incentive ("STI"). The Long-Term Incentive ("LTI") applies to specific groups.

Short-Term Incentive

The STI is conditional upon reaching a target award "trigger" and is linked to corporate financial performance goals as well as strategic and individual goals.

- **Statutory Officers: Management Profit Sharing** (based on the concept of results sharing)
- **Other publics: Profit Sharing Program – PPR**, according to the following average targets:
 - ✓ Non-Statutory VPs to Sr Managers – average of 5.5 salaries
 - ✓ Managers/Consultants – 3.5 salaries;
 - ✓ Coordinators to Analysts – average of 2 salaries;
 - ✓ Other positions – 0.5 salary, and up to 1 salary

Long-Term Incentive

The share-based LIT is conditional upon performance and a vesting period, consisting of Performance Shares and Restricted Shares, with a financial trigger.

Eligible participants include:

- ✓ **Statutory VPs to Senior Managers:** *restricted Shares and Performance Shares*, making up a total compensation package at the 75th percentile of the reference market.
- ✓ **Managers/Consultants¹:** *restricted Shares* for a portion of the eligible public, with eligibility based on the position's relevance to the organization, individual performance, potential and retention, with a total compensation package aligned with the 50th percentile of the market.

¹ Technical role at a managerial level

Sustainability Strategy

Lojas Renner S.A.'s 2030 Sustainability Strategy establishes priority commitments to advance sustainability management, with a focus on mitigating the relevant social and environmental risks in its operations and supply chain, and on generating value for its stakeholders, society, and the environment.

IFRS S1 e S2 – In 2025, the Company was the first retailer and the second company worldwide to adopt the new standards on financial impacts related to sustainability-related risks and opportunities, reinforcing its commitment to transparency to the market.

		2030 Commitments	2025 Highlights
Human and Diverse Relations	Engagement and Well-being	To be among the national references in engagement, ensuring living wage and continuously advancing in promoting the well-being of employees.	<ul style="list-style-type: none"> ▪ Recognized employer brand: 🏆 1st place in the sector in the FIA UOL Places Awards surveys Incredible Places to Work 2025 and EXAME Best in People Management 2025 ▪ High performance in health and quality of life rankings: 🏆 1st fashion retailer in the Philos Org Institute's Mental Health in Companies Yearbook 🏆 Gold Certification in the 28th National Quality of Life Award, attesting to excellence in health, well-being and quality of life management practices
	Diversity & Inclusion	<p>To build a culture of diversity, equity and inclusion of minority groups, reaching at least:</p> <ul style="list-style-type: none"> • 50% of leadership positions held by black people; • 55% of senior leadership positions held by women. <p>Offer a portfolio of diverse and inclusive products and services, considering the potential contribution of each business.</p>	<ul style="list-style-type: none"> ▪ Creation of the Plural Leadership Academy for management groups ▪ Executive training for Black and female leaders to accelerate their careers ▪ Awareness-raising tools: creation and publication of an Anti-Discrimination Protocol, an Anti-Racist Manual, a Procedures Guide for welcoming and including People with Disabilities, and a Mandatory Track for Combating and Preventing Harassment

Sustainability Strategy

	2030 Commitments	2025 Highlights
Climate, Circular and Regenerative Solutions	<p>Climate and Water</p> <p>Accelerate the transition to low-carbon economy by reaching science-based reduction targets (SBTi) and climate neutrality by 2050.</p> <p>Reduce the consumption of water of the operation and strategic suppliers, eliminating the disposal of chemicals with restricted substances in the production of textiles and footwear.</p>	<ul style="list-style-type: none"> ▪ Classification A in CDP Climate and CDP Water: <ul style="list-style-type: none"> 🏆 highest possible score in the evaluation, the main evaluator of climate and water strategy, practices, and performance. ▪ Annual Meeting of Chemicals and Water, bringing together more than 100 participants, including suppliers from the Responsible Network Program, for training on cleaner processes and the exchange of best practices on the subject
	<p>Circularity and Regeneration</p> <p>Incorporate principles of circularity in the development of products, services and business models.</p> <p>Investing in the development of circular and regenerative textile raw materials, guaranteed 100% of the main most sustainable raw materials.</p> <p>Eliminate plastic packaging from physical stores and e-commerce that cannot be reused or recycled by our customers; and seek solutions to reduce generation and promote the circularity of the main waste of the operation and strategic suppliers.</p>	<ul style="list-style-type: none"> ▪ Brazil's first recycled black jeans: Youcom's Jeans for Change project overcame technical challenges that limited circularity to only blue jeans ▪ Launch of the Regenerative Cotton collection: the first in Brazil with raw materials from agroforestry and agroecological cultivation. ▪ Grade A in Zero Waste Certification <ul style="list-style-type: none"> 🏆 awarded by the Zero Waste Brazil Institute (ILZB) to the São José (SC) Distribution Center, with the highest score in the Good Practices Index
Connections that Amplify	<p>Value Chain</p> <p>Certify the supply chain through social and environmental criteria and concentrate purchases on suppliers with high management and performance.</p> <p>Promote the adoption of living wage by strategic suppliers.</p> <p>Achieve 100% traceability of cotton products and advance the traceability of other textile raw materials.</p> <p>Monitor and promote the inclusion and social-environmental development of sellers.</p>	<ul style="list-style-type: none"> ▪ Evolution of the performance layer of resale suppliers, with 57% of the purchase volume from apparel resale suppliers rated A+ in our ESG performance matrix ▪ Expansion of ESG qualification to international suppliers with the launch of the Leadership Engagement, Acceleration and Development (LEAD) program

Recognitions

During the year, the Company received several recognitions related to sustainability and corporate governance matters, which reflect Lojas Renner S.A.'s commitment to value creation for its shareholders, employees, customers, and society, and further reinforce the consistency and relevance of environmental, social, and corporate governance issues within its Responsible Fashion strategy.

<p>Índice de Sustentabilidade Empresarial - ISE B3</p> <p>1st in retail in the portfolio 2025</p>	<p>Dow Jones Sustainability Index</p> <p>Member of the DJSI World and DJSI Emerging Markets portfolios</p>
<p>ISS Governance Quality Score</p> <p>Lower risk in Corporate Governance</p>	<p>ISS ESG Corporate Rating</p> <p>Prime ESG rating in retail, B- score</p>
<p>MSCI ESG</p> <p>Score AA</p>	<p>FTSE4GOOD</p> <p>1st in retail on FTSE4GOOD Index Series</p>
<p>CDP Climate Change</p> <p>A List on CDP Climate and Water Security</p>	<p>Troféu ANEFAC Transparência</p> <p>Among the top 10 companies with Net Revenue ranging from BRL 5 billion to BRL 20 billion.</p>
<p>Índice Carbono Eficiente (ICO2) B3</p> <p>Member since index creation</p>	<p>IDIVERSA B3</p> <p>Member since index creation</p>

Additionally, the Company is also a constituent of the following indices: IBOV (Ibovespa); IBRX (Brasil 50); IBRX (Brasil 100); IBrA (Broad Brazil Index); IGC (Differentiated Corporate Governance Index); ITAG (Differentiated Tag Along Rights Index); IGCT (Corporate Governance Trade Index); IGC-NM (Corporate Governance Index – Novo Mercado); and IGPTW (Great Place to Work Index).

Invitation

We invite and encourage shareholders to participate in the 2026 Annual General Meeting (“Meeting”) of Lojas Renner S.A., which will be held exclusively in digital format, with the aim of facilitating shareholder participation and increasing efficiency in the process of organizing and conducting the meeting.

Meeting agenda

1. Examine, discuss and vote on the management accounts and financial statements for the fiscal year ended 31 December 2025;
2. Examine, discuss and vote on the proposal to allocate net income for the fiscal year and the distribution of dividends;
3. Establish the number of members of the Board of Directors;
4. Elect the members of the Board of Directors;
5. Establish the number of members of the Fiscal Council;
6. Elect the members of the Fiscal Council;
7. Establish the amount of the management's global remuneration;
8. Establish the amount of compensation of the members of the Fiscal Council.

When:

April 29, 2026, at 1 p.m.

Format:

Exclusively Digital

How to attend:

Digital Platform

Register via link:

<https://assembleia.ten.com.br/171416560>

Remote Voting Ballot

Submit to the Company, Custodian, Central Depository, or the Bookkeeping Bank

Installation quorum

We inform that the installation of the Meeting requires the presence of shareholders (or their representatives) representing at least 1/4 (a quarter) of the shares that make up the share capital of Company. In case such quorum is not reached, the Company will define a new date for the installation of the General Meeting on second call. That being the case, the meeting may be installed with the presence of any number of shareholders.

Exclusively digital format

In compliance with the provisions of Article 5, paragraph 4, of CVM Resolution No. 81/2022, the choice of the format for holding the Meeting took into account several relevant factors, including historical levels of shareholder attendance and engagement, which have proven to be satisfactory and consistent with the Company's dynamics. This decision is aligned with prevailing market practices, reinforcing the Company's commitment to adopting efficient models that meet shareholder expectations.

Guidelines for attendance



**April 29,
2026**



**Digital
Platform**



1 p.m.



**Remote Voting
Ballot**

How to attend

Remote Voting Ballot

Company shareholders may exercise their voting rights via the Remote Voting Ballot ("Ballot"), pursuant to CVM Resolution No. 81/22. The Ballot must be submitted through one of the following channels: (i) directly to the Company; (ii) to Custodians; (iii) to the Central Depository; or (iv) to the Bookkeeping Bank.

The Remote Voting Ballot has been made available on the Company's investor relations website <https://www.lojasrenner.com.br/ri>, under "Documentos Corporativos - Atas e Assembleias - Assembleia Geral Ordinária", as well as on the websites of B3 (Brasil, Bolsa, Balcão) and the Securities and Exchange Commission of Brazil (CVM).

(i) To the Company

Shareholders may submit their Ballot directly to the Company, as well as all the [required documentation](#), through the following electronic address:

<https://assembleia.ten.com.br/171416560>

The Company must receive the Ballot at least 4 (four) days prior to the Meeting (by 11:59 p.m. on **April 25, 2026**). Ballots received after this deadline will be disregarded.

The Company emphasizes that the Ballot may not be submitted by postal mail or by email.

In accordance with CVM Resolution No. 81/22, the Company will notify the shareholder within 3 (three) days of receipt whether the documents provided are sufficient for the vote to be considered valid.

If necessary, any rectification or resubmission of the Ballot and respective identification documentation must also be completed at least 4 (four) days before the date of the Meeting, i.e., by 11:59 p.m. on **April 25, 2026**.

After submitting the Ballot, should the shareholder also wish to attend via the Electronic Platform, they must change the "Participação" field to "Live Streaming" ("Ao vivo") by the registration deadline for the Platform. In this case, the Ballot remains valid, and the shareholder may participate virtually in the Meeting.

Instructions for Submitting the Ballot to the Company

1. Visit the Website



<https://assembleia.ten.com.br/171416560>

2. Register

with a unique login and password, indicating attendance via "Remote Voting Ballot"



3. Upload the [documentação obrigatória](#)

under the "documentos para participação" tab



4. Complete the voting options

under the "assembleia" tab and confirm your vote



Guidelines for attendance

(ii) To the Bookkeeping Bank

Shareholders with shares deposited at Itaú Corretora de Valores S.A. may submit their voting instructions through the "Digital Meeting" (Assembleia Digital) website, developed by the Bookkeeper to provide a secure solution for remote voting. To vote via the website, registration and a digital certificate are required, as well as follow the instructions and deadlines established by the Bookkeeping Bank.

<https://assembleiadigital.certificadodigital.com/itau/securitiesservices/artigo/home/assembleia-digital>

(iii) To the Custodian or Central Depository

Shareholders who choose to exercise their remote voting rights through share custody service providers or the Central Depository must transmit their voting instructions to their respective custody agents, or directly to the Central Depository, at least 4 days prior to the date of the Meeting, unless a shorter deadline is established. The Company recommends that shareholders verify the specific procedures for issuing voting instructions via the Ballot through these means, as well as the required documents and information.



For any questions regarding attendance at the Meeting, please contact the Corporate Governance area:

acionistas@lojasrenner.com.br

Other Ballot-Related Information

Except as provided for in CVM Resolution No. 81/22, in the event of any discrepancy between the Ballot received directly by the Company or through the Central Depository and the voting instruction contained in the analytical report prepared by the Bookkeeping Bank, with respect to the same CPF or CNPJ registration number, the voting instruction provided by the Bookkeeping Bank shall prevail. Likewise, in the event of any discrepancy between the Ballot received directly by the Company and the voting instruction contained in the analytical report prepared by the Central Depository, with respect to the same CPF or CNPJ registration number, the voting instruction provided by the Central Depository shall prevail.

During the voting period, shareholders may change their voting instructions as many times as they deem necessary; the last voting instruction submitted will be considered in the Company's voting map. Once the voting period has ended, shareholders may not change voting instructions already submitted.

Should a shareholder deem a change necessary after the deadline, they may participate in the Meeting via the Electronic Platform — registering by the indicated deadline — and request that the Ballot be disregarded during the Meeting.

Shareholders with shares held in custody at more than one institution must send voting instructions to only one institution, and the vote will always be considered based on the shareholder's total number of shares.

Guidelines for attendance

Electronic Platform

Shareholders may also participate in the Meeting and vote virtually, pursuant to CVM Resolution No. 81/22, via the Electronic Platform. To do so, shareholders must submit their registration request and provide all the documentação obrigatória, **by no later than 11:59 p.m. on April 27, 2026**, through the following electronic address:

<https://assembleia.ten.com.br/171416560>

Confirmation of registration, as well as guidelines for access on the day of the Meeting, will be sent to the shareholder in due course. If necessary, any rectification or regularization of a pending registration must occur by **6:00 p.m. on April 28, 2026**.

To expedite the Meeting's proceedings, the Company recommends that shareholders who participate via the Electronic Platform and have not submitted a Remote Voting Ballot also register their voting orientation in advance.


Registration of a voting orientation does not exempt shareholders from participating via the Electronic Platform on the day of the Meeting for their votes to be counted.


In the case of a proxy or legal representative, they must register their information at the same electronic address indicated above. A proxy who happens to represent more than one shareholder may only vote at the Meeting for those shareholders whose qualification has been confirmed by the Company.


If a shareholder has not received the registration confirmation email and attendance guidelines by 12:00 p.m. on April 28, 2026, they should contact the Company at:


acionistas@lojasrenner.com.br.


Registration Instructions for the Electronic Platform

- 

1. Visit the Website
<https://assembleia.ten.com.br/171416560>
- 

2. Register with a unique login and password, checking "Ao Vivo" ("Live") attendance
- 

3. Upload the documentação obrigatória under the "documentos para participação" tab
- 

4. Wait for the registration confirmation e-mail and AGM attendance guidelines
- 

5. Register your voting orientation (optional), if you have not already submitted a Remote Voting Ballot.

Lojas Renner S.A. emphasizes that access information is **personal and non-transferable** and may not be shared, under penalty of shareholder liability. Furthermore, recording or reproducing the content or any information transmitted via the Electronic Platform, in whole or in part, by the shareholder or their legal representative is prohibited, as is the transfer of such content to any third party, whether a shareholder or not.

Guidelines for attendance

The Meeting will be recorded in its entirety. The Company will provide access support to shareholders on the day of the Meeting. However, given the use of a new Electronic Platform model, the Company recommends that shareholders or legal representatives access the Platform in advance to familiarize themselves with it.

The Company is not responsible for any operational or connection issues shareholders or legal representatives may encounter that hinder or prevent their attendance.

In this context, the Company requests that access be made exclusively via computer and preferably using the Google Chrome browser; please note that the Safari browser on iOS is not compatible with the Digital Platform.

The Company recommends accessing the platform at least 30 (thirty) minutes in advance, as entry will not be permitted after the Meeting has commenced.

If a shareholder's registration is approved but they do not have any shares registered in their name in the Company's most updated shareholding base on the date of the Meeting, access will be denied.

Required Documentation for submitting a Remote Voting Ballot or registering with the Electronic Platform

Individuals

- **Photo ID** of the shareholder or their legal representative (RG, RNE, CNH, passport, or professional registration card).
- Documents proving representation powers, in the case of an appointed proxy.

Legal Entities or Investment Funds

- **Photo ID** of the legal representative (RG, RNE, CNH, passport or professional registration card).
- **Consolidated and current Articles of Association or Bylaws**, or, for Investment Funds, **the consolidated and current Fund Regulations**
- Other documents proving the shareholder's legal representation (e.g., minutes of the election of the Board of Executive Officers), observing, furthermore, in the case of an investment fund, the respective voting policy.

Should the documents above be drafted in a foreign language, they must be accompanied by a sworn translation, except for documents in English or Spanish. Notarization, apostille, or consularization will not be required.

Guidelines for attendance

Proxy Attendance Guidelines

Shareholders represented via the Electronic Platform by a duly appointed proxy must present the proxy instrument accompanied by the respective corporate documents proving representation powers, in accordance with the same procedures and deadlines previously indicated for registration on the Electronic Platform, using the same link.

In accordance with Article 126, paragraph 1 of Law No. 6,404/1976, the proxy must have been granted less than 1 (one) year prior, and the proxy must qualify as a shareholder or manager of the Company, a lawyer registered with the Brazilian Bar Association (OAB), or a financial institution.

For shareholders that are legal entities or investment funds, pursuant to the 2026 Annual Circular Letter – CVM/SEP and the decision in CVM administrative proceeding No. RJ-20140-3578, the proxy holder is not required to be a shareholder, Company manager, or lawyer.

Documents proving the representation powers of the proxy's signatory must be sent along with the proxy instrument if the represented shareholder is not an individual or did not sign the proxy in their own name.

Solely to protect shareholder interests, the Company provides a Proxy Model (Attachment I hereof), which contains a suggested proxy draft for appointing a proxy of the shareholder's choice, with specific powers for attendance and voting at the Meeting.

Additionally, to facilitate attendance in the Meeting, if a shareholder does not have a proxy to represent them, the Company offers a proxy-in-fact who, at no cost and in strict compliance with the powers granted, may represent them:

Ana Cristina Fernandes Borelli, Brazilian, married, lawyer registered with the Brazilian Bar Association (OAB/SP) under No. 258,628, holder of CPF No. 311.691.928-31, with a business address at Av. Joaquim Porto Villanova, 401, Jardim do Salso, Porto Alegre, RS, CEP 91410-400.

Please note that the facilities mentioned above do not constitute a public proxy request for the purposes of CVM Resolution No. 81/22.

Finally, the Corporate Governance area—which conducts activities related to governance operations, service and interaction with regulatory bodies, shareholders, and proxy agencies, including Meeting-related matters—is available for clarifications regarding the Meeting via the email acionistas@lojasrenner.com.br.

Deliberative matters

Pursuant to Article 132 of Brazilian Law No. 6,404/76 and Article 10 of the Company's Bylaws, the Company is required to hold its Annual General Meeting once a year, within the first four (4) months following the end of the fiscal year.

As provided for in the aforementioned provision of the Brazilian Corporations Law, the Meeting has exclusive authority to resolve on the matters included in the following agenda, which will be detailed and commented on below.

Agenda	Ballot	Deliberative matters	Board's Recommendation
1	1	examine, discuss and vote on the Management accounts and financial statements for the fiscal year ending December 31, 2025	Approve
2	2	examine, discuss and vote the proposal for the allocation of net income for the fiscal year and the distribution of dividends	Approve
3	3	establish the number of members of the Board of Directors	Approve
4	5	elect the members of the Board of Directors	Approve
5	8	establish the number of members of the Fiscal Council	Approve
6	9	elect the members of the Fiscal Council	Approve
7	10	establish the compensation amount for the Management	Approve
8	11	establish the compensation amount for the Fiscal Council	Approve

Deliberative matters

1) Examine, discuss and vote on the Management accounts and financial statements for the fiscal year ending December 31, 2025

and the Complete Financial Statements for the fiscal year ended December 31, 2025, prepared by the Company's Executive Officers, which also include the explanatory notes, the capital budget proposal, the independent auditors' report, the opinion of the Fiscal Council, the report and opinion of the Audit and Risk Management Committee, and statements from the Company's Executive Board.

The accounts and the Financial Statements were approved by the Board of Directors at a meeting held on March 5, 2026, taking into consideration the unqualified opinion of the Independent Auditors and the favorable opinion and report of the Audit and Risk Management Committee. After its review, the Fiscal Council issued an opinion stating that the Financial Statements are suitable for consideration by the General Meeting.

These documents are available on the websites of the Brazilian Securities and Exchange Commission (CVM), B3, and the Company's Investor Relations website. The legal publications were made on March 10, 2026, in the Jornal do Comércio (Porto Alegre), in both printed and online formats.

Lojas Renner S.A. also makes available, in compliance with CVM Resolution No. 81/22, the Directors' Comments on the Company's financial position (Item 2 of the Reference Form), attached hereto as Attachment II to this Manual / Management Proposal.

The Board of Directors recommends the approval of this item, in accordance with the favorable opinions of the Independent Auditors, the Audit and Risk Committee, and the Fiscal Council.

For detailed information, the Company recommends reading the [Financial Statements](#) and the Directors' Comments – Attachment II to this Manual / Management Proposal.

Deliberative matters

2) Examine, discuss and vote the proposal for the allocation of net income for the fiscal year and the distribution of dividends

Management presents the proposal for the allocation of the net income for the fiscal year, pursuant to Annex A to CVM Resolution No. 81/22, as set forth in Attachment III to this Manual / Management Proposal.

The Company's net income for the fiscal year amounted to R\$1.5 billion, corresponding to the positive result recorded for the period. The Company proposes the following allocation of the net income for the fiscal year:

Proposal for Allocation of Net Income (In thousands of reais, except for interest on equity)

Net income for the year R\$ 1,457,566

Profit allocation:

Legal Reserve R\$ 72,878

Dividends
(already decided during the year in the form of Interest on Equity) R\$ 834,310

Statutory reserve for investment and expansion R\$ 550,378

- (i) **Legal reserve in the amount of R\$72.9 million**, representing 5% of the net income for the fiscal year;
- (ii) **Dividends in the amount of R\$834.3 million**, declared by the Board of Directors throughout the 2025 fiscal year in the form of Interest on Equity, and already distributed to shareholders based on their respective ownership interests at the time, representing 57% of the net income for the fiscal year; and
- (iii) **Statutory reserve for investment and expansion in the amount of R\$550.4 million.**

Pursuant to Article 36 of the Company's Bylaws, the Interest on Equity, in the total amount of R\$834.3 million, was declared at meetings of the Board of Directors held on March 20, June 27, September 18, and December 8, 2025, and was offset against the mandatory dividend. The respective payments were made as from April 9, July 15, and October 7, 2025, and January 13, 2026, respectively. Considering that the dividends already distributed exceed the mandatory dividend, **there is no proposal for the declaration of additional dividends at this General Meeting.**

The Board of Directors recommends the approval of this item, considering that the allocation proposal was prepared in accordance with the Company's legal and statutory obligations and is in line with the Company's strategic planning.

Deliberative matters

3) Establish the number of members of the Board of Directors

Pursuant to Paragraph 3, Article 16 of the Company's Bylaws, the shareholders shall decide at the Annual General Meeting the effective number of members to sit on the Board of Directors.

According to the Company's Bylaws, the Board of Directors shall be composed by, minimum five (5) to maximum nine (9) members.

Management's proposal, for the term beginning as of the Meeting, is to set the number of members of the Board of Directors at eight (8).

The Board of Directors recommends the approval of this item, as it understands that maintaining this number of members ensures a balance between diversity of skills and decision-making efficiency and is in line with corporate governance best practices.

4) Elect the members of the Board of Directors

In accordance with the Company's Bylaws and the Management Nomination and Compensation Policy, Management's proposal for the composition of the Board of Directors for the term beginning as from the Annual General Meeting is the (i) re-election of the current Directors Carlos Fernando Couto de Oliveira Souto, Jean Pierre Zarouk, Juliana Rozenbaum Munemori, Andréa Cristina de Lima Rolim, André Vitorio Cesar Castellini, Marcilio D'Amico Pousada, and Adriano Cives Seabra, and (ii) the election of Gustavo José Costa Roxo da Fonseca.

The candidates for the Board of Directors will be elected individually, by a majority of the votes cast by the shareholders present at the General Meeting, with blank votes not being considered.

Shareholders of the Company representing at least 5% (five percent) of the share capital may request, in writing, up to 48 (forty-eight) hours prior to the holding of the Annual General Meeting, the adoption of the cumulative voting process, as provided for in Brazilian Law No. 6,404/76. If a valid request is received, the Company shall immediately disclose the receipt and content of such request: (i) by electronic means, to the Brazilian Securities and Exchange Commission (CVM) and to B3 – Brasil, Bolsa, Balcão; and (ii) on the Company's Investor Relations website.

Profile of Candidates for the Board of Directors

CARLOS SOUTO, 59

Chairman (current)

Terms: 11

Other Boards*: 2

Committees: **PN** **E**



JEAN ZAROUK, 58

Vice-Chairman (current)

Terms: 3

Other Boards*: 0

Committees: **E** **PN**



100%

de independentes

**JULIANA
MUNEMORI, 49**

Terms: 9

Other Boards*: 2

Committees: **AR** **S**



ANDRÉA ROLIM, 57

Terms: 2

Other Boards*: 1

Committees: **PN** **S**



Committees:

AR Audit and Risk Management

PN People and Nomination

E Strategic

S Sustainability

**ANDRÉ
CASTELLINI, 65**

Terms: 2

Other Boards*: 0

Committees: **E**



Chairman

Member

**MARCILIO
POUSADA, 62**

Terms: 1

Other Boards*: 1

Committees: **E**



**ADRIANO
SEABRA, 53**

Terms: 1

Other Boards*: 1

Committees: **AR**



**GUSTAVO
FONSECA, 59**

Terms: 0

Other Boards*: 0

Committees: N/A



*Considers concurrent mandates in other publicly held companies with shares listed on a stock exchange.

Complementarity of Skills Competency Matrix

The Board of Directors, with the support of the People and Nomination Committee, has progressively worked to enhance its composition.

Beyond the formal criteria set forth in the Nomination Policy, an assessment is carried out of how each Director's experience and skill sets complement one another, with a view to maintaining a balanced Board characterized by diversity of perspectives, breadth of competencies, and a high level of specialization. In this process, insights derived from the annual Board evaluation survey are also taken into consideration,

particularly with respect to the current Directors' perception of the Board as a whole.

In the prior fiscal year, members with relevant experience in the retail sector were appointed, enhancing the Board's understanding of the market and the dynamics of the business. For 2026, the focus is on further complementing competencies and strengthening the Board's proficiency in capabilities related to innovation, digital business, and artificial intelligence, which are essential to supporting the Company's growth agenda.

 Experience as CEO or Chairman 6	 International Experience 7	 Knowledge about Lojas Renner 7	 Strategy and Innovation 8	 Talents and Organizational Culture 7	 Marketing and Communication 4	 Technology and Digital Transformation 4
 Retail 8	 E-commerce 5	 Financial market 4	 Corporate Governance 8	 Sustainability 6	 Risk Management and Audit 6	 Accounting and Finance 8

	Carlos	Jean	Juliana	Andréa	André	Marcilio	Adriano	Gustavo
Experience as CEO or Chairman	●	●		●	●	●		●
International Experience	●	●		●	●	●	●	●
Knowledge about Lojas Renner	●	●	●	●	●	●	●	
Strategy and Innovation	●	●	●	●	●	●	●	●
Talents and Organizational Culture	●	●		●	●	●	●	●
Marketing and Communication				●	●	●		●
Technology and Digital Transformation				●	●	●		●
Retail	●	●	●	●	●	●	●	●
E-commerce			●	●	●	●		●
Financial Market		●	●				●	●
Corporate Governance	●	●	●	●	●	●	●	●
Sustainability		●	●	●		●	●	●
Risk Management and Audit	●	●	●			●	●	●
Accounting and Finance	●	●	●	●	●	●	●	●

Independence of Candidates

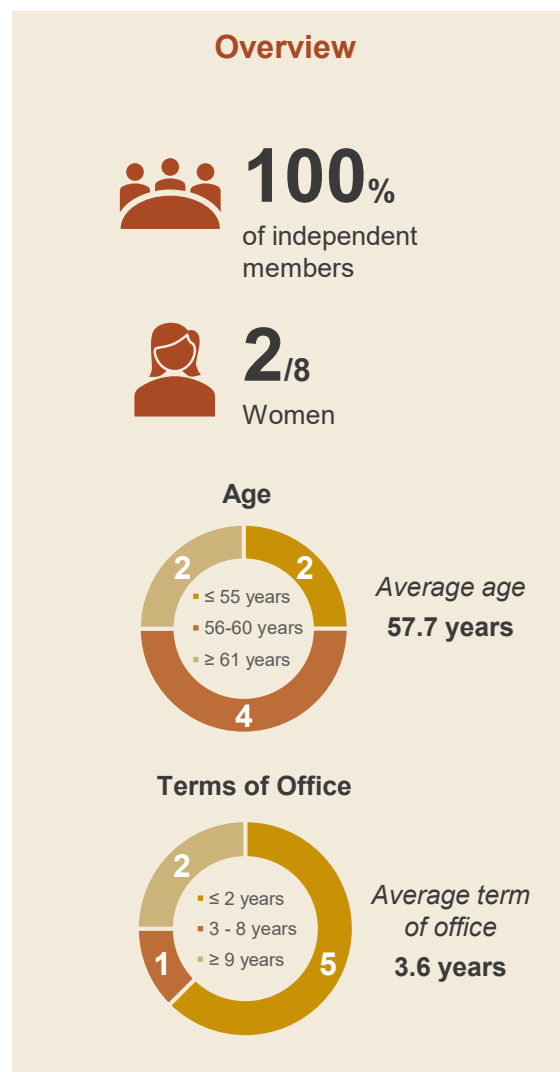
All directors nominated under Management’s proposal have declared themselves independent through statements submitted to the Company, in accordance with the independence criteria set forth in the Novo Mercado Regulation of B3 S.A. – Brasil, Bolsa, Balcão and in Annex K to CVM Resolution No. 80/22.

The Board of Directors of Lojas Renner S.A. expresses its favorable opinion regarding the qualification of all candidates for the Board as independent, in accordance with the independence criteria set forth in the Novo Mercado Regulation and in Annex K to CVM Resolution No. 80/2022, as well as their compliance with the Company’s Management Nomination and Compensation Policy.

For detailed information on the candidates, the Company recommends that shareholders review items 7.3 to 7.6 of the Reference Form attached to CVM Resolution No. 80/22, as set forth in Attachment IV to this Management Manual / Management Proposal.

Accordingly, the Board of Directors recommends the approval of this item, as it understands that the proposed composition is well balanced in terms of qualifications and engagement, and offers complementary skill sets.

Furthermore, the resúmes of each of the nominated candidates are presented below.



Meet the candidates proposed by the Company:



Carlos Fernando Souto Independent

Age: 59

Director since 04.16.2015

Participation in Committees 2025: People and Nomination Committee (C) and Strategic Committee (M)

Concurrent mandates*: Irani Papel e Embalagem S.A. and Companhia Habitasul de Participações

Professional Experience: Chairman of the Board of Directors of Lojas Renner since April 2024. He has been a member of this Council since 2015, having been Vice-President from April 2016 to April 2019. He is currently Chair of the People and Nomination Committee and a member of the Strategic Committee. He is a partner and founder of the law firm Souto Correa Advogados, having been CEO from its foundation in 2013 until 2021. He has been a member of the Board of Directors of Irani Papel e Embalagem S.A. and Companhia Habitasul de Participações, both since 2024. He is a member of the Boards of the Pan American School Association of Porto Alegre (PAS) and the Moinhos de Vento Hospital of Porto Alegre (HMV). He is a member of the Conduct and Ethics Committee of YPO Brazil, having been president of the Porto Alegre chapter and the Brazil Area. He was president of the Institute of Business Studies – IEE (1994-1995), of the Liberdade Institute, of AMCHAM (1997-2001) and CEO of Veirano Advogados, from 2006 to 2011.

Academic experience: Legal and Social Sciences degree from the Federal University of Rio Grande do Sul (UFRGS) in 1989, with a specialization in Philosophy and Political Economy from PUC-RS; participated in the Law of the Economy and the Enterprise Program at Fundação Getulio Vargas (FGV). Completed postgraduate studies at the Escola Superior do Ministério Público; completed the OPM Program at Harvard Business School (HBS), including the OPM module in Shanghai. Has participated annually in the YPO Gold Harvard President’s Program, organized by HBS, since 2020.

Some highlights of expertise:

☆ Experience as CEO or Chairman

- Chairman of the Board of Directors of Lojas Renner since April 2024
- Partner and founder of the law firm Souto Correa Advogados, having been CEO from its foundation in 2013 until 2021
- Chairman of the Board of the American Chamber of Commerce – Porto Alegre (AMCHAM) from 1997 to 2001

🌐 International experience

- Completed the OPM Program at Harvard Business School (HBS), including the OPM module in Shanghai
- Has participated annually in the YPO Gold Harvard President’s Program, organized by HBS, since 2020

(C) Chairman; (M) Member

*Considers concurrent mandates in other publicly held companies with shares listed on a stock exchange.

Meet the candidates proposed by the Company:



Jean Pierre Zarouk Independent

Age: 58

Director since 01.19.2023

Participation in Committees 2025: Strategic Committee (C) e People and Nomination Committee (M).

Concurrent mandates*: There is none.

Professional Experience: Independent Vice-Chairman of the Board of Directors of Lojas Renner since April 2024 and member since January 2023. He is currently Chairman of the Strategic Committee and a member of the People and Nomination Committee. Partner at Tavli Consultoria Empresarial since 2020. He has been a member of the Graduate Executive Board of Latin America of the Wharton School since 2021, of the Fiscal Council of the Maria Helena Drexel Association since 2022 and of the Fiscal Council of the Rizomas Institute. He was a member of the NK Store Advisory Board from 2021 to 2024. He was a Board Member and member of the Board of Directors of RAPS – Political Action Network for Sustainability from 2022 to 2024. He has worked in the financial and corporate markets for more than 30 years, with emphasis on his performance at Lazard Brazil as Chairman, from June 2019 to March 2020, CEO, from May 2015 to May 2019, and Co-head, from May 2012 to April 2015. Co-Founder and Co-Head of Signatura Lazard, from May 2004 to April 2012. He also served at Banco ING Brasil as a member of the Executive Committee, from January 2000 to April 2004, and as Head of Wholesale Banking. He was an M&A associate at Banco Patrimônio de Investimentos, from June 1994 to November 1996 and Financial Manager at The Dow Chemical Company.

Academic experience: Business Administration degree from EAESP of Fundação Getúlio Vargas (1989) and an MBA in Finance from the Wharton School of the University of Pennsylvania (1993).

(C) Chairman; (M) Member

*Considers concurrent mandates in other publicly held companies with shares listed on a stock exchange.

Some highlights of expertise:



Financial market

- Chairman of Lazard Brazil from June 2019 to March 2020
- CEO of Lazard Brazil from May 2015 to May 2019
- Co-Founder and Co-Head of Signatura Lazard, from May 2004 to April 2012



Risk management and audit

- Member of the Executive Committee of Banco ING Brasil, from January 2000 to April 2004, and as Head of Wholesale Banking

Meet the candidates proposed by the Company:



Juliana Rozenbaum Munemori
Independent

Age: 49

Director since 04.19.2017

Participation in Committees 2025: Audit and Risk Management Committee (C) and Sustainability Committee (M)

Concurrent mandates*: Cogna Educação S.A. and Eurofarma Laboratórios S.A.

Professional Experience: Independent Member of the Board of Directors of Lojas Renner since April 2017. Currently Chairwoman of the Audit and Risk Management Committee and a member of the Sustainability Committee. Since January 2019, she has been a member of the Board of Directors of Eurofarma Laboratórios S.A. and the Board of Directors of Cogna Educação S.A., where she also serves as Coordinator of the People and ESG Committee, member of the Strategy and Innovation Committee and the Audit Committee. From June 2016 to April 2023, she was an independent member of the Board of Directors of Dexco S.A., in addition to the Audit and Risk Management Committee and the Committee for the Evaluation of Transactions with Related Parties. Between April 2018 and March 2023, she was an independent member of the Board of Directors of EDP – Energias do Brasil S.A., the Corporate Governance and Related Parties Committee and the Inclusion and Diversity Committee. From July 2013 to April 2021, she was a member of the Board of Directors of Arezzo&Co and Coordinator of the Strategy Committee. Between December 2018 and March 2022, she participated in the Strategy Committee of Suzano Papel e Celulose S.A. She accumulated 13 years of experience in Sell Side Equity Research, with a primary focus on companies in the consumer and retail sector. She worked at some financial institutions between 2000 and May 2013, but primarily at Itaú BBA. Between 2013 and 2017, she worked as a consultant in consumer and retail projects at Itaú BBA's Investment Banking. Over the years, she has been awarded several times by Institutional Investor for her coverage of the retail and consumer goods sectors. Previously, she worked as an economist on the Buy Side of institutions such as JGP, Pactual and Icatu. She is currently part of the Advisory Board of GoCase, a company of Endeavor Entrepreneurs, an organization of which she is an active mentor. She is a member of the Advisory Board of NK Store and Dengo Chocolates.

Academic experience: Economics degree from the Pontifical Catholic University (PUC) of Rio de Janeiro and holds the CFA designation.

Some highlights of expertise:



Retail

- 13 years of experience in Sell Side Equity Research, with a primary focus on companies in the consumer and retail sector
- Consultant in consumer and retail projects at Itaú BBA's Investment Banking from 2013 to 2017
- Awarded several times by Institutional Investor for her coverage of the retail and consumer goods sectors



Accounting and Finance

- Economist on the Buy Side of institutions such as JGP, Pactual and Icatu
- 13 years of experience in Sell Side Equity Research

(C) Chairman; (M) Member

*Considers concurrent mandates in other publicly held companies with shares listed on a stock exchange.

Meet the candidates proposed by the Company:



Andréa Cristina de Lima Rolim Independent

Age: 57

Director since 04.18.2024

Participation in Committees 2025: People and Nomination Committee (M) e Sustainability Committee (M)

Concurrent mandates*: Dexco S.A.

Experiência profissional: Independent member of the Board of Directors of Lojas Renner S.A. since April 2024. She is currently a member of the Company's People and Nomination Committee and Sustainability Committee. Independent member of the Board of Directors of Dexco S.A. since July 2024 and chairman of the Transformation committee and member of the Related Parties Committee. Coordinator of the People and Culture Committee of Grupo Fleury since May 2021, where she also served as a member of the Board of Directors from May 2021 to May 2023. Chairwoman of the Board of Directors of Angelina Colombo Participações S.A., since March 2025. She was Chief Executive Officer of Kimberly Clark Brazil from October 2020 to 2023 and President of GSK Consumo from 2017 to September 2020. She served as General Manager Brazil at Yum! Brands from 2012 to 2017. At Grupo Pão de Açúcar she served as Business Director from 2010 to 2012. She also worked at Unilever as Personal Care Vice President from 1993 to 2010. In 2019 she participated in the INSEAD Women's Leadership Program and in 2014 in the Columbia University Executive Program on Latin American Growth Prospects.

Experiência acadêmica: Economics degree from the Pontifícia Universidade Católica of São Paulo in 1992. Completed the advanced program on Corporate Governance and Capital Markets, followed by a year of mentoring through a partnership between the IBGC (Brazilian Institute of Corporate Governance) and the WCD in 2023.

Some highlights of expertise:

Retail

- Chief Executive Officer of Kimberly Clark Brazil from 2020 to 2023
- President of GSK Consumo from 2017 to 2020.
- General Manager Brasil da Yum! Brands from 2012 to 2017
- Business Director of Grupo Pão de Açúcar from 2010 to 2012.
- Personal Care Vice President at Unilever from 1993 to 2010.

Corporate Governance

- Completed the advanced program on Corporate Governance and Capital Markets, followed by a year of mentoring through a partnership between the IBGC (Brazilian Institute of Corporate Governance) and the WCD in 2023.

(C) Chairman; (M) Member

*Considers concurrent mandates in other publicly held companies with shares listed on a stock exchange.

Meet the candidates proposed by the Company:



André Vitorio Cesar Castellini Independent

Age: 65

Director since 04.18.2024

Participation in Committees 2025: Strategic Committee (M)

Concurrent mandates*: There is none.

Professional Experience: Independent member of the Board of Directors of Lojas Renner S.A. since April 2024. He is currently a member of the Company's Strategic Committee. Independent member of the Boards of Directors of C&C Milano, since January 2024, and of Pottencial Seguros since October 2024. Senior Advisory Partner and co-founder of the Brazilian office of Bain & Company, where he has been working since 1997. With almost 40 years of experience in senior management consulting, he was a Senior Partner in the Private Equity, Strategy, Aviation and Retail Practices in South America. He has worked closely with top executives and shareholders of large Brazilian and multinational companies and institutional investors, in a wide range of sectors, including consumer products and retail. He was also one of the co-founders of Value Partners, an international management consulting firm, where he founded and directed operations in Brazil from 1992 to 1997. He worked at McKinsey & Co. from 1987 to 1992, which he left when he was a Principal.

Academic experience: Business Administration Degree from Fundação Getúlio Vargas (Brazil) and an MBA from the Wharton School of Business at the University of Pennsylvania.

Some highlights of expertise:

Retail

- Senior Advisory Partner and co-founder of the Brazilian office of Bain & Company, where he has been working since 1997. With almost 40 years of experience in senior management consulting, he was a Senior Partner in the Private Equity, Strategy, Aviation and Retail Practices in South America

International experience

- Co-founder of Value Partners, an international management consulting firm, where he directed operations in Brazil from 1992 to 1997
- Worked at McKinsey & Co. from 1987 to 1992, which he left when he was a Principal

(C) Chairman; (M) Member

*Considers concurrent mandates in other publicly held companies with shares listed on a stock exchange.

Meet the candidates proposed by the Company:



Marcilio D'Amico Pousada
Independent

Age: 62

Director since 04.24.2025

Participation in Committees 2025: Strategic Committee (M)

Concurrent mandates*: Raia Drogasil S.A.


Professional Experience: Independent member of the Board of Directors of Lojas Renner S.A. since April 2025 and member of the Company's Strategic Committee. He currently serves as chairman of the board of RD Saúde and previously served as CEO of RD Saúde (Raia Drogasil S.A.), controller of the Raia and Drogasil chains, from July 2013 to December 2024. During this period, the company recorded significant growth, consolidating itself as the largest pharmaceutical retail chain in Brazil, with more than 3,300 pharmacies present in all states of the country. In addition, Marcilio led RD Saúde's digital transformation, integrating digital channels into the customer relationship, which currently represent almost 30% of the company's revenue. In the RD Saúde group, he also serves as a member of the Board of Directors of Stix Fidelidade e Inteligência S.A. and Labi Exames S.A. He was CEO of Livraria Saraiva from July 2005 to July 2013, where he led the consolidation strategy of the book market in Brazil, including the acquisition of Livraria Siciliano. He was CEO of Officenet from May 2000 to July 2005. He served as Commercial Officer at Submarino from July 1999 to May 2000 and at Walmart from June 1994 to June 1999, where he served as Commercial Officer of Non-Food.

Academic experience: Business Administration degree from Fundação Armando Álvares Penteado (FAAP).

Some highlights of expertise:

 **Retail**

- CEO of RD Saúde (Raia Drogasil S.A.) from July 2013 to December 2024
- Commercial Officer at Submarino from July 1999 to May 2000
- Commercial Officer of Non-Food at Walmart from June 1994 to June 1999

 **E-commerce**

- Marcilio led RD Saúde's digital transformation, integrating digital channels into the customer relationship, which currently represent almost 30% of the company's revenue
- Commercial Officer at Submarino from July 1999 to May 2000

(C) Chairman; (M) Member

*Considers concurrent mandates in other publicly held companies with shares listed on a stock exchange.

Meet the candidates proposed by the Company:



Adriano Cives Seabra
Independent

Age: 53

Director since 04.24.2025


Participation in Committees 2025: Audit and Risk Management Committee (M)


Concurrent mandates*: Klabin S.A.

Professional Experience: Independent member of the Board of Directors of Lojas Renner S.A. since April 2025 and member of the Audit and Risk Management Committee. He is currently also an independent member of the Board of Directors of the Cornélio Brennan Group, since 2024; alternate member of the Board of Directors of Klabin S.A., since 2025; and independent member of the Fiscal Council of Sendas Distribuidora S.A. (Assai), since 2025. He was an independent member of the Board of Directors of Bannisul – Banco do Estado do Rio Grande do Sul S.A., from 2018 to 2025. He was a partner at Itaverá Investimentos from 2019 to 2024, where he served as Head of Equity Research and Co-portfolio Manager. He was an independent alternate member of the Board of Directors of Vale S.A. from 2019 to 2022 and a member of its Finance Committee. He was an independent member of the Board of Directors of Cia Saneamento do Paraná - Sanepar from 2017 to 2022, having been a member of the Technical Committee and Coordinator of the Independent Investigation Committee. He was an independent member of the Board of Directors and of the Strategy, People and Independent Committees of Smiles, from 2019 to 2022. From 2017 to 2019, he was an independent member of the Board of Directors of Cia Energética de São Paulo – CESP and an independent member of the Fiscal Council of Copasa. He was an independent member of the Board of Directors and the Audit Committee of Eletropaulo in 2018 and of the Board of Even Construtora in 2015. He served as Head of Equity Research / Portfolio Manager at GAP Asset Management from 2003 to 2008, Opus Investimentos from 2011 to 2015 and Fides Asset Management from 2015 to 2016. He also worked as a Latam Equity Research Analyst at Banco de Investimentos Garantia/Credit Suisse (Brazil/Mexico) from 1997 to 2003.

Experiência acadêmica: Electronic Engineering degree from Federal University of Rio de Janeiro (1994). CFA Charterholder (2000) CGA Charterholder (2018) Harvard Business School (PLD27 - 2018 a 2019) IBGC for Board Members (2017) IBGC Practice in Fiscal Counsel (2017) IBGC Development for Board Members (2020 e 2021) IBGC Family-owned Companies (2023) FGV/ISAE GBA in Listed Companies (2017) FGV New By-laws for State-owned Companies (2021).

Some highlights of expertise:

 **Financial Market**

 **Accounting and Finance**

- Itaverá Investimentos from 2019 to 2024, where he served as Head of Equity Research and Co-portfolio Manager
- Head of Equity Research / Portfolio Manager at GAP Asset Management from 2003 to 2008, Opus Investimentos from 2011 to 2015 and Fides Asset Management from 2015 to 2016.
- Latam Equity Research Analyst at Banco de Investimentos Garantia/Credit Suisse (Brazil/Mexico) from 1997 to 2003.

(C) Chairman; (M) Member

*Considers concurrent mandates in other publicly held companies with shares listed on a stock exchange.

Meet the candidates proposed by the Company:



Gustavo José Costa Roxo da Fonseca
Independent

Age: 59

Director since: N/A


Participation in Committees 2025: N/A


Concurrent mandates*: There is none.

Professional Experience: He has been a founding partner and CEO of 39A Ventures since 2020. He was a member of Sinqia's Board of Directors from 2021 to 2023 (having been a member of the Compensation and Commercial Committees); Liber, from 2020 to 2023 (serving on the Technology and Operations Committees); Turbi, from 2019 to 2023; and Banco BS2, between 2023 and 2024 (also a member of the Technology Committee). Chief Technology Officer (CTO), from 2015 to 2018, and Chief Strategy Officer (CSO), from 2018 to 2020, at BTG Pactual. He was a Partner and Business Technology Officer at McKinsey & Company, from 2013 to 2015, and a Partner at Booz & Company, in the Technology & Operations area, from 2011 to 2013. He was Chief Operating Officer of Banco Santander between 2008 and 2011. He served as Director of Information Technology, from 2004 to 2006, and Director of Operations, from 2006 to 2008, at ABN AMRO Bank. He began his executive career as a Partner at Spectrum Engenharia, from 1993 to 1997. At the beginning of his career, he worked as a Software Engineer at the Center for Research in Nuclear Technologies of the Brazilian Navy, from 1991 to 1993. He was also FEBRABAN's Chief Technology Officer between 2008 and 2011.

Academic experience: Electronic Engineering Sciences degree from Escola Politécnica da Universidade de São Paulo and holds an MBA from the MIT Sloan Fellows Program at the MIT Sloan School of Management, completed in 2004. At Insper Executive Education, served as the faculty member responsible for the CTO Development Program from 2020 to 2022, part of the executive education program for C Level leaders.

Some highlights of expertise:

 **Technology and Digital Transformation**

 **Strategy and Innovation**

- Founding partner and CEO of 39A Ventures since 2020
- Member of the Board of Directors of Sinqia, from 2021 to 2023, and of Banco BS2, between 2023 and 2024, having also served on the Technology Committee
- Chief Technology Officer, from 2015 to 2018, and Chief Strategy Officer, from 2018 to 2020, at BTG Pactual
- Partner and Business Technology Officer at McKinsey & Company, from 2013 to 2015, and Partner at Booz & Company, in the Technology & Operations area, from 2011 to 2013
- Information Technology Officer, from 2004 to 2006, and Operations Officer, from 2006 to 2008, at ABN AMRO Bank

(C) Chairman; (M) Member

*Considers concurrent mandates in other publicly held companies with shares listed on a stock exchange.

Deliberative matters

5) Establish the number of members of the Fiscal Council

As provided in the caput of Article 29 of the Company's Bylaws, the shareholders shall, at the Annual General Meeting, resolve on the number of effective and alternate members of the Fiscal Council. Pursuant to the Company's Bylaws, the Fiscal Council shall operate on a permanent basis and may be composed of three (3) to five (5) effective members, with an equal number of alternate members.

Management's proposal, for the term beginning as of the Annual General Meeting, is to set the number of effective members of the Fiscal Council at three (3), with an equal number of alternate members.

The Board of Directors recommends approval of this item, as it understands that maintaining the number of effective and alternate members of the Fiscal Council is in line with corporate governance best practices and ensures the effectiveness of the body.

6) Elect the members for the Fiscal Council

In 2025, the Fiscal Council of Lojas Renner held 15 meetings, including joint meetings with the Board of Directors, the external independent auditors, and the Audit and Risk Management Committee.

For this election, the shareholder Previ – Caixa de Previdência dos Funcionários do Banco do Brasil nominated for re-election the current effective Fiscal Council member, Paula Regina Goto, and the current alternate member, Zeila Thoaldo Canteri, both nominated by the shareholder and elected at the 2025 Annual General Meeting.

To fill the two remaining positions in the composition of the Fiscal Council, Management's proposal is to re-elect the current effective members, Joarez José Piccinini and Roberto Frota Decourt, and their respective alternate members, Roberto Zeller Branchi and Vanderlei Dominguez da Rosa.

In the event that additional nominations are made by shareholders for the composition of the Fiscal Council, the shareholders present at the General Meeting shall elect the members from among all nominees, in a general election.

For further information on the candidates, the Company recommends reading items 7.3 to 7.6 of the Reference Form, included in Attachment IV to this Manual / Management Proposal.

Next, are the résumés of the candidates for the Fiscal Council of Lojas Renner S.A. for the term of office to begin as of the General Meeting.

Meet the candidates proposed by the Company for the Fiscal Council:



Joarez José Piccinini

Effective

Age: 65

Member of the Fiscal Council since 04.18.2019

Professional Experience: Chairman of the Fiscal Council (effective member) of Lojas Renner since April 2019. Institutional Relations Officer at Randoncorp, Chairman of the Board of Banco Randon SA and Chairman of the Deliberative Board of Randonprev. Since 2009 at Randoncorp, he has worked in the implementation and management of Banco Randon, and units of Rands - Randoncorp's Financial and Digital Services Vertical. More than thirty years of consolidated experience in the Brazilian financial market, in addition to international experiences in the United States and London where he lived for 10 years, and was a member of the Board of the Chamber of Commerce Brazil and the United Kingdom. He is Director of Planning, Economics and Statistics of CIC Caxias do Sul, Director of CIERGS, member of the Parliamentary Articulation Committee of FIERGS, member of the Board of AMCHAM/RS and member of the Advisory Board of SETCERGS and FEDERASUL.

Academic experience: Business Administration degree, with specialization courses in Economics, Capital Markets, and Derivatives completed abroad, an MBA in Marketing from ESPM, and a Board Member Training Program, certified by the Instituto Brasileiro de Governança Corporativa (IBGC), São Paulo.



Roberto Zeller Branchi

Alternate

Age: 53

Member of the Fiscal Council since 04.29.2020

Professional Experience: Alternate member of the Fiscal Council of Lojas Renner since April 2020, he was an alternate member of the Fiscal Council of Lojas Renner from April 2016 to April 2019. He is a partner at Ardenas Partners, was Controller of CRP Companhia de Participações and CFO of Rextord Correntes Ltda., in addition to having worked as Senior Manager at PricewaterhouseCoopers Auditores Independentes. Member of the Fiscal Council of Tramontina Farroupilha S/A, Tramontina Eletrik S/A and Forjasul S/A and Chairman of the Fiscal Council of the Brazilian Institute of Finance Executives - IBEF/RS and DU99 (non-profit social impact entity). He is a professor in several MBA's and Specializations. Member of the Permanent Committee on Corporate Studies - COPES of FEDERASUL. Associated with the Brazilian Institute of Corporate Governance - IBGC and the Brazilian Institute of Finance Executives - IBEF/RS. Investor at WOW Accelerator and Startup Mentor.

Academic experience: Accounting Sciences, in 1999, a Postgraduate degree in Management Controllershship, in 2001, and a Master's degree in Economics, in 2011, from Universidade Federal do Rio Grande do Sul.

Meet the candidates proposed by the Company for the Fiscal Council:



Roberto Frota Decourt

Effective

Age: 53

Member of the Fiscal Council since 08.03.2020

Professional Experience: Effective member of the Fiscal Council of Lojas Renner since August 2020, he was an alternate member of the Fiscal Council from April 2010 to July 2020. He has been an alternate member of the Board of Directors of Riosulense since 2024. He has been a Managing Partner of Instituto Pantex de Pesquisa Ltda. since 2001, working with consulting and training in the area of financial and risk management. He has been an effective member of the Fiscal Council of Zamp S.A. since 2025 and was an effective member of the Fiscal Council of Zamp S.A. from 2022 to 2024. He has been a member of the advisory board of Irmãos Andreazza Ltda since 2025. He has been an alternate member of the Fiscal Councils of Schulz S.A. and Plano & Plano S.A. since 2025. He was an effective member of the Fiscal Council of Coopersinos Saúde from 2022 to 2025. He was a member of the Connectplug Board of Directors from 2018 to 2021. He was an effective member of the Fiscal Council of Metalúrgica Gerda S.A. from 2007 to 2011 and 2014 to 2016. He has been a Master's professor at the Integrated Regional University of Alto Uruguai and Missions (URI) since 2025. He has been a professor of sustainable finance at Fundação Dom Cabral since 2023. He was a professor of Master's and Doctorate at the University of Vale dos Sinos (Unisinos), from 2005 to 2026.

Academic experience: Business Administration degree, a Doctorate in Business Administration from Escola de Administração da Universidade Federal do Rio Grande do Sul (EA/UFRGS), and a Postdoctoral degree in Finance from Université Grenoble Alpes. Also holds an ESG certification from CFA-UK and a Fiscal Council Member certification from IBGC.



Vanderlei Dominguez da Rosa

Alternate

Age: 62

Member of the Fiscal Council since 10.21.2020

Professional Experience: Alternate Member of the Fiscal Council of Lojas Renner since October 2020. He has been an effective member of the Fiscal Council of: Odontoprev S.A., since April 2007; Weg S.A. since April 2014; Equatorial S.A., Equatorial Pará Distribuidora De Energia S.A. and Equatorial Maranhão Distribuidora De Energia S.A. since April 2015; Valid Soluções S.A. since April 2016; Triunfo Participações e Investimentos S.A. since April 2018; State Electric Energy Distribution Company since July 2021; and Três Tentos Agroindustrial S.A. since April 2025. He has been an alternate member of the Fiscal Council of SABESP since October 2024. He was a member of the Fiscal Council of Marcopolo S.A., Ideiasnet S.A., Tecnisa S.A., Cosan S.A., among others. He was Managing Partner of the company HB Audit - Auditores Independentes, successor of Handel, Bittencourt & Cia. - Auditores Independentes, from February 1994 to June 2016, having worked in the company for 28 years (since 1988) and was technical responsible before the Brazilian Securities and Exchange Commission (CVM).

Academic experience: Accounting degree from the Federal University of Rio Grande do Sul (January 1990).

Meet the candidates nominated by PREVI- Caixa de Previdência dos Funcionários do Banco do Brasil for the Fiscal Council:



Paula Regina Goto

Effective

Age: 48

Member of the Fiscal Council since 04.18.2024

Professional Experience: Effective Fiscal Council member of Lojas Renner since April 2024. Chairwoman of the Board of Directors of Tupy from May 2023 to April 2025 and member of the Board of Directors since May 2019. Served on its Strategy, Innovation and Sustainability, People, Culture and Governance committees and is currently a member of its statutory Audit and Risk Committee. Chairwoman of the Fiscal Council of Fundação Banco do Brasil from January 2024 to December 2025 and effective member from January 2023 to December 2025. Director of Planning at Previ - Banco do Brasil Employees' Pension Fund since August 2018 and its statutory risk manager. She is a board member certified by IBGC and an investment professional certified by ICSS and Anbima.

Academic experience: Bachelor in Business Administration, with a postgraduate degree in Finance, Investments and Banking from PUC RS.



Zeila Thoaldo Canteri

Alternate

Age: 52

Member of the Fiscal Council since 04.24.2025

Professional Experience: Alternate member of the Fiscal Council of Lojas Renner since April 2025. She is currently an independent member of the Audit Committee of Banco MUFG Brasil since October 2024. She worked at EY as an Independent Auditor from July 1993 to September 2001, and at HSBC Brazil as Internal Audit Manager from September 2001 to March 2009 and as Head of Business Risk and Control Management from March 2009 to July 2016. She also worked at Banco Bradesco from July 2016 to October 2023, where she was Executive Superintendent of Internal Control and Operational Risk and member of the Risk Committee of Related Parties. She has a consolidated career with experience in Governance and Auditing, and also in Operational, Regulatory, Technology and Integrated Risk Management.

Academic experience: Accounting Sciences degree. She is certified as a member of the Audit Committee by the IBGC and in Internal Audit (CIA) – IIA. Bachelor degree in Portuguese/English Letters.

Deliberative matters

7) Establish the aggregate compensation for Management

Management compensation (Board of Directors and Executive Board) is defined through a structured governance framework, aiming to ensure that decisions are made with technical rigor, independence, and full alignment with market best practices.

The Management compensation strategy is periodically reviewed by the People area and submitted for the evaluation of the People and Nominating Committee — a body 100% composed of independent directors. Based on the Committee's recommendation, the Board of Directors is responsible for approving the strategy, determining the distribution of the global aggregate compensation amount, and the methodology, metrics, and targets linked to variable compensation.

For fiscal year 2026, the Company's Management proposes a global aggregate compensation of up to BRL 56.8 million, a 4% increase compared to the amount approved at the 2025 Annual General Meeting. This amount includes the compensation package for the Board of Directors, the Fiscal Council, and the Company's Executive Board.

For detailed information on the remuneration of the Management, the Company recommends consulting Attachment V to this Manual.

Management Global Aggregate	2023		2024		2025		2026 (Forecast)
	AGM Proposal	Achieved	AGM Proposal	Achieved	AGM Proposal	Achieved	
Compensation (in Reals)							
Fixed Compensation	R\$ 30,310,000	R\$ 29,826,122	R\$ 27,300,000	R\$ 24,953,423	R\$ 26,200,000	R\$ 23,696,032	R\$ 25,600,000
	R\$ 22,800,900	R\$ 22,790,560	R\$ 19,550,000	R\$ 18,346,975	R\$ 18,970,000	R\$ 17,106,485	R\$ 19,600,000
Pro-labore	R\$ 3,000,000	R\$ 2,760,920	R\$ 2,900,000	R\$ 3,073,760	R\$ 3,430,000	R\$ 3,137,960	R\$ 3,100,000
Participation in Committees	R\$ 509,100	R\$ 301,082	R\$ 550,000	R\$ 478,836	R\$ 600,000	R\$ 648,045	R\$ 700,000
Benefits	R\$ 4,000,000	R\$ 3,973,560	R\$ 4,300,000	R\$ 3,053,853	R\$ 3,200,000	R\$ 2,803,542	R\$ 2,200,000
Other	R\$ 11,650,000	R\$ 0	R\$ 14,600,000	R\$ 12,987,162	R\$ 16,300,000	R\$ 12,674,718	R\$ 19,200,000
Variable Compensation	R\$ 0	R\$ 0	R\$ 0	R\$ 0	R\$ 0	R\$ 0	R\$ 0
Participation in Meetings							
Variable Compensation (Statutory Participation)	R\$ 11,650,000	R\$ 0	R\$ 14,600,000	R\$ 12,987,162	R\$ 16,300,000	R\$ 12,674,718	R\$ 19,200,000
Share-based Compensation	R\$ 11,040,000	R\$ 10,150,539	R\$ 10,100,000	R\$ 11,947,128	R\$ 12,000,000	R\$ 12,144,215	R\$ 12,000,000
Expenses related to the Performance Share and Restricted Share Plan and the Stock Option Plan	R\$ 11,040,000	R\$ 10,150,539	R\$ 10,100,000	R\$ 11,947,128	R\$ 12,000,000	R\$ 12,144,215	R\$ 12,000,000
Total	R\$ 53,000,000	R\$ 39,976,661	R\$ 52,000,000	R\$ 49,887,713	R\$ 54,500,000	R\$ 48,514,965	R\$ 56,800,000

Notes:

1) The amount of fixed remuneration for 2026 relating to fees and participation in Committees of the Board of Directors and the Fiscal Council is revised based on specialized compensation surveys for such subject.

With respect to the compensation of the Board of Directors, it was revised to align with the Management Compensation Policy, which seeks positioning at the 75th market percentile over the next two years.

As for the Executive Board, the fixed compensation amount for 2026 includes adjustments to the fees based on the accumulated INPC from January to December 2025 at 3.90%. Additionally, for the year 2026, the Company has aligned compensation with the market practices observed in the compensation survey for the Executive Board.

Deliberative matters

7) Establish the aggregate compensation for Management

Notas:

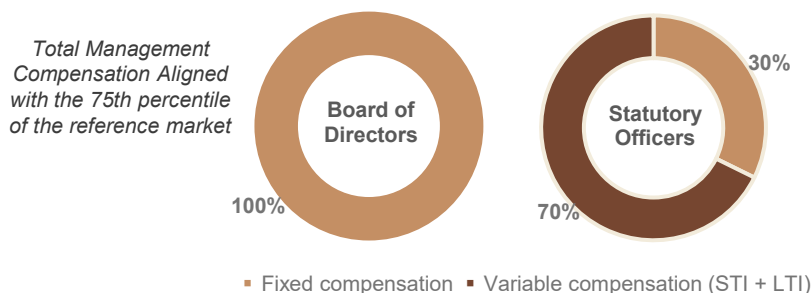
2) "Other" reflects the retention action taken by the Company in 2022, which underwent significant business model changes leading to the retention of talent in critical leadership positions. This mechanism included a cash payment, contingent on remaining for a 4-year period (in the event of voluntary termination or termination with cause, the amounts must be returned pro-rata).

3) In the 2026 fiscal year, we propose a gradual increase in the amounts planned for short-term variable compensation (Management Profit Sharing) for the Board of Executive Officers from an achievement level of 110% (2025) to 115% of the target, which does not represent the maximum achievement provided for in the program

4) The pricing methodology for the stock option plan used to determine the values in the table above was based on the guidelines of CVM Deliberation 562 and CPC Pronouncement 10. These determine that companies account for their mechanisms according to the value fair value through consistent and recognized methodologies. In the case of the Company, the Black&Scholes model, widely used in the market, is used, which takes into account parameters such as the market price of the share on the grant date, exercise price of the option, historical volatility of the share, among others. The result of the Black&Scholes model, used for the purposes of determining accounting expenses, can be interpreted as the present value of potential future gains with share purchase options, calculated on the date of each grant, taken to the result on a pro-rata basis over the throughout the "vesting" period, without changes in values, regardless of subsequent fluctuations in the share price. Therefore, it is worth emphasizing that the result presented in the table above does not represent financial gains actually realized by the executives in the reported fiscal year, since in the concept of share purchase options there are risks that the executives will not receive any type of gain, due to terminations, which may cancel the options granted, and mainly due to possible devaluations in the exercise price during the term of the option.

5) Regarding fiscal year 2025, the table above demonstrates the relation between the compensation amount approved at the 2025 Annual General Meeting and the actual amount paid, showing an actual amount of BRL 48,514,965 compared to an approved amount of BRL 54,500,000. This variation is primarily due to the reduction of one member of the Executive Board as of May 2025 and to the difference between the forecasted amount and the actual paid amount related to the Statutory Participation.

Composição da Remuneração dos Administradores 2026



Board of Directors

Fixed Compensation

- Monthly fixed amount set based on market research and corporate governance principles.
- Committee Attendance: Directors serving on Committees receive an additional amount for attendance.

Statutory Officers

Fixed Compensation

- Monthly fixed amount, considering the position held and the level of responsibility of each member.

Benefits

- Health care, medical check-up, vehicle, meal vouchers, and life insurance

Short-Term Incentive

- **Trigger:** Achievement of 80% of the pre-IFRS 16 EBIT target for the Profit Sharing Program (PPR) and Management Profit Sharing to be activated.
- **Performance Metrics:** Corporate, strategic, and individual goals.

Long-Term Incentive

- **Performance Shares:** Granted based on the following conditions:
 - ✓ Achievement of financial indicators: relative TSR, ROIC and EPS CAGR;
 - ✓ Vesting Period: minimum 3 years (no acceleration).
- **Restricted Shares:** Granted based on the following conditions:
 - ✓ Achievement of 80% of the pre-IFRS 16 EBIT target (trigger) for the year prior to the grant;
 - ✓ Vesting period : minimum 3 years (no acceleration).

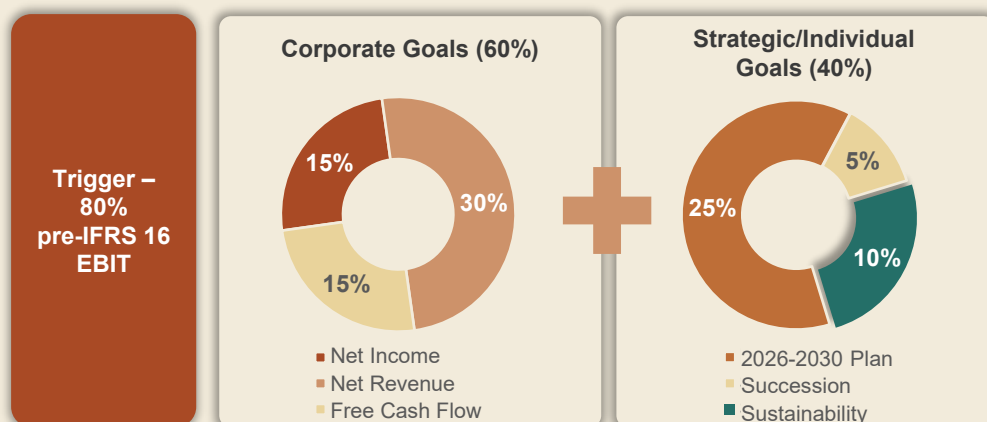
Short-Term Incentive

Short-term variable compensation for Management is based on the profit-sharing concept, conditional upon reaching 80% of the pre-IFRS 16 EBIT target (trigger) and *performance metrics* as approved by the Board of Directors.

2026 Goals

With the objective of accelerating the Company's growth and gaining market share with profitability and value generation, we have revised our strategy, seeking greater agility, adaptability, and scalability, with a focus on the customer. In this context, we revised the corporate and strategic indicators, with an impact on executive short-term compensation, reflecting greater alignment with the interests of stakeholders.

The diagram below presents the composition of the 2026 Goals for the President and Statutory Vice Presidents, approved by the Board of Directors.



Corporate Goals:

- 1) Net Income:** Measures the capacity to generate results. This indicator reflects the global efficiency of the operation and the economic sustainability of the business over time.
- 2) Net Revenue (NOR):** Evaluates the company's commercial performance through sales net of deductions, discounts, and taxes.
- 3) Free Cash Flow:** Measures cash generation from operations after the investments required for maintenance and expansion of the business. The indicator highlights financial health and the capacity to meet commitments, distribute results, and finance new projects.

Strategic/Individual Goals

- 1) 2026-2030 Plan** – A set of indicators defined based on strategic planning for the next 5 years, as presented at Investor Day 2025.
- 2) Succession** – number of successors in state of readiness
- 3) Sustainability**– Inclusion and performance in sustainability indices (Dow Jones and B3 Corporate Sustainability Index). These indices include the evaluation of the Company's performance in aspects related to environmental, social (including diversity and inclusion), and economic-financial themes, as well as corporate governance.

Notes:

¹ In the event the trigger is not met, there will be no calculation or payment of the Short-Term Incentive.

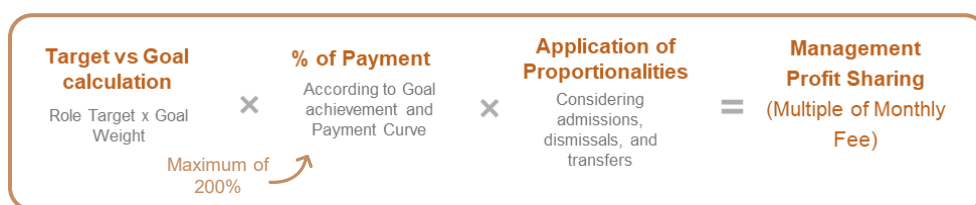
² The indicators were replicated for the other eligible employees and the weights adjusted according to the position.

³ All metrics, including non-financial ones, have targets and pre-defined payment curves, as detailed below.

Short-Term Incentive

2026 Calculation Methodology

Based on the goals defined by the Board of Directors and once the 80% pre-IFRS 16 EBIT target (trigger) is reached, the calculation of payment amounts will be based on the target and weights established, as well as the percentage of achievement. This calculation considers applicable proportionalities, including admissions, terminations, and transfers occurring during the period. The diagram below illustrates the methodology adopted by the Company.



The goal achievement curve ranges from 80% to 150%, resulting in a corresponding payment between 20% and 200%. Specifically for the Net Revenue (ROL) indicator, the applicable achievement interval is 80% to 120%, while maintaining the same payment scale between 20% and 200%.

2025 Goals and Results

In 2025, the composition of goals for the Statutory Board of Executive Officers maintained a focus on financial indicators, balanced with sustainability and non-financial goals. For the President, 80% of goals were concentrated on financial objectives, 15% were linked to sustainability indicators, and 5% were linked to non-financial objectives. For the Statutory Vice-Presidents, approximately 70% were financial goals, 15% were related to sustainability, and 15% were related to non-financial objectives.

The table below presents a summary of the **average achievement for the Executive Board in 2025**.

	Goals Composition	Weight	Achievement	
Trigger ✓ 80% of the pre-IFRS 16 EBIT goal	Corporate Goals	70% - 80%	108%	✓
	Strategic/Individual Goals	20% - 30%	84.5%	✓
	Total		100%	103%

Notes:

¹ The data refers exclusively to the Short-Term Incentive (STI) for the Executive Board (Management Profit Sharing), which is distinct from the Profit-Sharing Program (PPR) applied for other employees.

² Corporate Goals are composed of the following indicators: Operating Result (pre-IFRS 16 EBIT), Net Revenue (ROL), and Return on Invested Capital (ROIC).

³ Examples of Strategic / Individual Goals include Sustainability, Succession, Inventory Turnover, NPS, etc.

⁴ The achievement curve for 2025 goals is the same as that defined for 2026.

⁵ For other Lojas Renner S.A. employees, the calculation for the Profit-Sharing Program (PPR) also resulted in an average achievement of 103% for corporate, individual, and strategic goals.

Long-Term Incentive

The Long-Term Incentive Plan is composed of Performance Shares and Restricted Shares, as approved at the Extraordinary General Meeting of September 18, 2025, and is an integral part of the Company's compensation strategy.

To reinforce the link between compensation and performance, strategically aligning the long-term incentives of the leadership with the creation of value for shareholders, the Plan has a model based on performance-conditioned shares, with a defined vesting period.

Aligned with this strategy, the allocation between the two plans is adjusted according to the job level. **The higher the position, the greater the weight of Performance Shares.** Performance Shares account for the largest portion of the Plan.

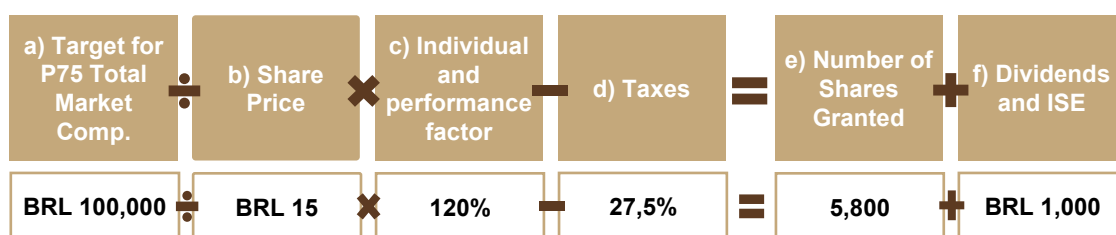
■ Performance Shares

Performance Shares consist of promises of future grants (awards) of Company shares, at no cost to participants, conditioned on the completion of a 3-year vesting period (without acceleration) and the achievement of pre-defined performance metrics over the period.

The Plan will operate in 3-year cycles. At the end of each cycle, the number of shares that eligible Participants will receive from the Company will depend on the performance factor determined based on the results obtained.

The final number of shares delivered may vary from zero to a maximum of 200% of the number of shares initially granted, depending on the degree of goal achievement. Dividends and interest on equity will be calculated at the end of the vesting period and paid as a bonus.

The following figure is an example to demonstrate the payment calculation methodology:



The accounting and tax treatment differs from the previous Plan due to: (i) the classification of Performance Shares as operating expenses; and (ii) the recognition of social security contributions and social and labor charges on Performance Shares, in accordance with Brazilian legislation, given their compensatory nature. Performance Shares are fully deductible from Corporate Income Tax (IRPJ) and Social Contribution on Net Income (CSLL), and do not result in shareholder dilution, since no new shares are issued under this structure. The higher operating expenses of the current Plan should be offset by tax deductibility and the absence of dilution, making the net impact on earnings per share neutral compared to the previous Plan.

Long-Term Incentive

Performance Metrics

The Board of Directors approved the following performance metrics and their respective weights for 2026, which will be reviewed at each new grant:

Metric	Peso
Relative TSR	40%
ROIC	30%
EPS CAGR	30%
TOTAL	100%

Total Shareholder Return (TSR)

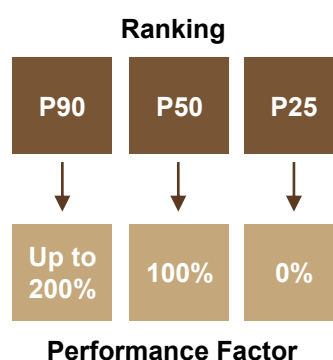
Total Shareholder Return (TSR) measures share price appreciation plus dividends paid per share during the performance period, according to the formula below.

$$TSR = \left[\frac{\text{Final LREN3 Value} - \text{Initial LREN3 Value} + \text{dividends/earnings per share}}{\text{Initial LREN3 value}} \right] - 1$$

The price of LREN3 will be calculated based on the volume-weighted average price during the 60 trading sessions prior to the start and end dates corresponding to the performance period. This average aims to reduce potential effects of daily volatility on the LREN3 price.

The positioning achieved by Lojas Renner S.A. in relative TSR at the end of the performance/vesting period will be compared to a peer group of 10 to 20 selected companies.

This positioning relative to the peer group will determine an adjustment factor for the Performance Shares granted. If the Company is in line with the peer group median, the executive receives the target. If the position is below the group, they may receive nothing, as shown in the diagram below.



Return on Invested Capital (ROIC)

Calculated according to the NOPAT/Invested Capital formula, ROIC will be measured following the methodology currently adopted by the Company. The target is defined as a percentage for the performance/vesting period, considering the internal Multi-year Financial Plan approved by the Board of Directors upon each grant.

Earnings Per Share (EPS) CAGR

Calculated using the average growth rate of net income per outstanding share throughout the performance/vesting period. The growth target is defined considering the internal Multi-year Financial Plan approved by the Board of Directors upon each grant.

Long-Term Incentive

■ Restricted Shares

The Restricted Shares Plan, supplemental to Performance Shares, is primarily focused on long-term talent retention.

It consists of promises of future grants (awards) of Company shares, at no cost to participants, which will only occur upon achieving **80% of the pre-IFRS 16 EBIT target (trigger)** in the year prior to the grant and the fulfillment of a vesting period of at least 3 years.

Dividends and interest on equity (ISE) will be calculated at the end of the performance/vesting period and paid as a bonus.

Illustrative Calculation:

a) Target for P75 Total Market Comp	÷	b) Share Price	-	c) Taxes	=	d) Number of Shares Granted	+	e) Dividends and ISE
BRL 100,000	÷	BRL 15	-	27.5%	=	4,833	+	BRL 1,000

Clawback and Malus

The Company may determine the cancellation of the right or require the return of Performance Shares and Restricted Shares (or their value) in the event of a (material) restatement of the Company's financial statements and/or the occurrence of other events defined by the Board of Directors, such as misconduct, fraud, or bad faith.

Stock Ownership Guideline (SOG)

Rule establishing the maintenance of a minimum share ownership position, corresponding to 24 times the monthly fixed compensation for the Chief Executive Officer and 18 times the monthly fixed compensation for the Statutory Vice Presidents, within the timeframe for reaching such position, as set forth in the Company's policy approved by the Board of Directors. Specific and exceptional situations shall be resolved by the Board of Directors.

Deliberative matters

8) Establish the compensation of the members of the Fiscal Council

Pursuant to Article 33 of the Bylaws, the compensation of the members of the Fiscal Council shall be set at the Annual General Meeting and may not be less, for each member in office, than 10% (ten percent) of the average amount attributed to each member of the Executive Board, excluding benefits, representation allowances, and profit-sharing.

For 2026, Management proposes to establish the total compensation for the Fiscal Council at BRL 900 thousand, maintaining the amount approved at the 2025 Annual General Meeting.

Compensation amounts are reviewed based on specialized compensation surveys for the Fiscal Council.

For further details on the compensation of the members of the Fiscal Council, the Company recommends reading Attachment V to this Manual.

Attachments



LOJAS RENNER S.A.

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ATTACHMENT I

POWER OF ATTORNEY TEMPLATE

To obtain the Power of Attorney template in editable format, as mentioned in the Guidelines for Participation in the Assembly, please visit the Company's investor relations website at <https://www.lojasrenner.com.br/ri>, in the "corporate documents – minutes and assemblies – 2026 Ordinary General Meeting" section.

POWER OF ATTORNEY		
<p>GRANTOR: [NATURAL PERSON AND SHAREHOLDER], [NATIONALITY], [CIVIL STATUS], [OCCUPATION], bearer of ID [xxx], enrolled in the tax register (CPF) under number [xxx], resident and domiciled in the city of [xxx], state of [xxx] at [NUMBER], [COMPLEMENT], CEP [xxx] <or> [LEGAL ENTITY AND SHAREHOLDER], enrolled in the tax register (CNPJ/ME) under number, [xxx], with headquarters in the city of [xxx], state of [xxx] at [xxx], [NUMBER], [COMPLEMENT], [CEP], in this act represented by its legal representative.</p> <p>ATTORNEY-IN-FACT: [PROXY], [NATIONALITY], [CIVIL STATUS], [OCCUPATION], bearer of ID [xxx], enrolled in the tax register (CPF) under number [xxx], resident and domiciled in the city of [xxx], state of [xxx] at [xxx], [NUMBER], [COMPLEMENT], CEP [xxx].</p> <p>POWERS: Representation of the Grantor in the quality of shareholder of Lojas Renner S.A. ("Corporation"), at the Annual General Meeting ("Meeting") to be held at the first call on April 29, 2026 at 1:00 p.m. and if necessary, at the second call on a date to be advised in due course, through the intermediary of the electronic platform, to examine, discuss and vote in the grantor's name, pursuant to the following established guidance with respect to the items on the Agenda of the Day. For the purpose of this grant, the Attorney-in-Fact shall have powers limited to being present at the Meeting and to cast their vote in accordance with guidance received, not having the right nor the obligation to take any other measures which are not necessary to the execution of this mandate. In the event of the inclusion of new proposals for resolution in the agenda of the day, the Attorney-in-Fact is obliged and is authorized to abstain should they not have received sufficiently specific guidance on how to vote.</p>		
AGENDA:		
1. Examine, discuss and vote on the management statements and financial statements for the fiscal year ending December 31, 2025.		
Approve ()	Reject ()	Abstain ()
2. Examine, discuss and vote on the proposal for the allocation of net income for the fiscal year and the distribution of dividends, according to the Management Proposal.		
Approve ()	Reject ()	Abstain ()
3. Establish the number of members on the Board of Directors in 8 (eight) members.		
Approve ()	Reject ()	Abstain ()
4. Election of the board of directors by candidate:		
Carlos Fernando Couto de Oliveira Souto (Independent)		
Approve ()	Reject ()	Abstain ()
Jean Pierre Zarouk (Independent)		
Approve ()	Reject ()	Abstain ()
Juliana Rozenbaum Munemori (Independent)		
Approve ()	Reject ()	Abstain ()
Andrea Cristina de Lima Rolim (Independent)		
Approve ()	Reject ()	Abstain ()
André Vitorio Cesar Castellini (Independent)		
Approve ()	Reject ()	Abstain ()
Marcilio D'Amico Pousada (Independent)		
Approve ()	Reject ()	Abstain ()
Adriano Cives Seabra (Independent)		
Approve ()	Reject ()	Abstain ()
Gustavo José Costa Roxo Da Fonseca (Independent)		
Approve ()	Reject ()	Abstain ()
5. Establish the number of members of the Fiscal Council, in accordance with Management's Proposal, in 3 (three) effective members and 3 (three) alternate members.		
Approve ()	Reject ()	Abstain ()
6. Election of the fiscal council by candidate:		
Joarez José Piccinini (effective) / Roberto Zeller Branchi (alternate)		
Approve ()	Reject ()	Abstain ()
Roberto Frota Decourt (effective) / Vanderlei Dominguez da Rosa (alternate)		
Approve ()	Reject ()	Abstain ()
Paula Regina Goto (effective) / Zeila Thoaldo Canteri (alternate)		
Approve ()	Reject ()	Abstain ()
7. Establish the aggregate compensation of the members of Management, according to Management's Proposal, up to R\$ 56,8 million.		
Approve ()	Reject ()	Abstain ()
8. Establish the compensation of the members of the Fiscal Council, according to Management's Proposal, at R\$ 900 thousand.		
Approve ()	Reject ()	Abstain ()
[Place], [Date]		
[Signature of legal representative]		
[Name of Grantor]		

ATTACHMENT II

COMMENTS OF THE OFFICERS

(Pursuant to item 8 of the Reference Form of CVM Resolution 80/22)

2.1. Officers shall comment about:

The comments next must be read jointly with the Company’s individual and consolidated financial statements for the fiscal years ending December 31, 2024, 2023 and 2022, which have been prepared in accordance with the IFRS as issued by the IASB, and the accounting practices in force in Brazil. Accounting practices in force in Brazil are those provided for under the Brazilian Law and the announcements, guidelines and interpretations issued by the Accounting Announcements Committee (“Comitê de Pronunciamentos Contábeis” – CPC) and approved by the Brazilian Securities Exchange Commission – CVM.

The Managers’ analysis, clarifying the results achieved and reasons for variations in the Company’s equity accounts are their opinion on the impacts or effects of the data provided with the financial statements on the Company’s financial standing. Management cannot guarantee that the financial standing and results achieved in the past will be reproduced in the future.

The terms “HA” and “VA” on the headings of columns of certain tables below mean “Horizontal Analysis” and “Vertical Analysis”, respectively. Horizontal Analysis compares ratios or financial statement line entries over a certain period. Vertical Analysis represents the percentage or a line entry compared with net operating revenues for the applicable fiscal years in connection with operational results, or compared with total assets on the applicable dates as concerns the balance sheet.

a. overall financial and equity conditions

The Company’s Management believes that the Company’s financial position is sufficient to implement its business plan and meet its short- and medium-term obligations.

As of December 31, 2025, Loans, Financings and Debentures, and Financings of Financial Operations and Services (Gross Debt) totaled R\$ 379.9 million. After deducting Cash and Cash Equivalents and Financial Investments, the Company reported negative Net Debt (Net Cash) of R\$ 1,522.9 million. The Company holds cash and cash equivalents and financial investments in excess of its gross debt.

As of December 31, 2024, Loans, Financings and Debentures, and Financings of Financial Operations and Services (Gross Debt) totaled R\$ 945.4 million. After deducting Cash and Cash Equivalents and Financial Investments, the Company reported negative Net Debt (Net Cash) of R\$ 1,825.9 million. The Company holds cash and cash equivalents and financial investments in excess of its gross debt.

As of December 31, 2023, Loans, Financings and Debentures, and Financings of Financial Operations and Services (Gross Debt) totaled R\$ 1,926.9 million. After deducting Cash and Cash Equivalents and Financial Investments, the Company reported negative Net Debt (Net Cash) of R\$ 1,176.9 million. The Company holds cash and cash equivalents and financial investments in excess of its gross debt.

Below is a table presenting the Company’s net debt (net cash), showing the Financial Leverage Ratio compared with the years 2025, 2024, and 2023.

(in thousands of R\$, except %)	Consolidated		
	12/31/2025	12/31/2024	12/31/2023
Loans, financing and debentures	-	(522,440)	(1,101,875)
Current	-	(522,440)	(601,954)
Non-current	-	-	(499,921)
Operating financing agreements	(379,875)	(423,060)	(825,025)
Current	(21,087)	(409,320)	(488,777)
Non-current	(358,788)	(13,740)	(336,248)
Gross indebtedness	(379,875)	(945,500)	(1,926,900)
Cash and cash equivalents and Interest-earning bank	1,902,811	2,771,307	3,103,842
Net indebtedness	1,522,936	1,825,807	1,176,942
Equity	10,456,281	10,772,951	10,047,221
Financial leverage index (*)	-14.56%	-16.95%	-11.71%

(*) The Financial Leverage Ratio is calculated as Net Debt divided by Shareholders' Equity.

As of December 31, 2025, the Company's current ratio (Current Assets divided by Current Liabilities) was 1.7x (1.6x as of December 31, 2024). The quick ratio, calculated as cash and cash equivalents plus financial investments divided by Current Liabilities, was 0.3x as of December 31, 2025 (0.4x as of December 31, 2024).

As of December 31, 2024, the Company's current ratio (Current Assets divided by Current Liabilities) was 1.6x (1.6x as of December 31, 2023). The quick ratio, calculated as cash and cash equivalents plus financial investments divided by Current Liabilities, was 0.4x as of December 31, 2024 (0.4x as of December 31, 2023).

As of December 31, 2023, the Company's current ratio (Current Assets divided by Current Liabilities) was 1.6x (1.9x as of December 31, 2022). The quick ratio, calculated as cash and cash equivalents plus financial investments divided by Current Liabilities, was 0.4x as of December 31, 2023 (0.5x as of December 31, 2022).

Lojas Renner S.A. and subsidiaries
BALANCE SHEET
 On December 31, 2025, 2024 and 2023
 (in thousands of Brazilian Reals, except %)

	Consolidated							
	12/31/2025	AV 2025	12/31/2024	AV 2024	12/31/2023	AV 2023	AH 2025 x 2024	AH 2024 x 2023
Assets								
Current assets								
Cash and cash equivalents	978.1	5.0%	1,926.1	9.5%	2,532.2	12.4%	(49.2%)	(23.9%)
Interest-earning bank deposits	924.7	4.7%	845.2	4.2%	571.7	2.8%	9.4%	47.8%
Trade accounts receivable	7,175.2	36.6%	6,902.9	33.9%	6,639.2	32.4%	3.9%	4.0%
Inventories	1,865.9	9.5%	1,929.9	9.5%	1,774.2	8.7%	(3.3%)	8.8%
Taxes recoverable	470.0	2.4%	414.2	2.0%	394.6	1.9%	13.5%	5.0%
Recoverable Income Tax and Social Contribution	122.7	0.6%	164.1	0.8%	151.6	0.7%	(25.2%)	8.3%
Derivative financial instruments	7.9	0.0%	27.8	0.1%	0.2	0.0%	(71.4%)	13800.0%
Other assets	89.1	0.5%	106.5	0.5%	128.0	0.6%	(16.3%)	(16.8%)
Total current assets	11,633.7	59.3%	12,316.7	60.5%	12,191.7	59.5%	(5.5%)	1.0%
Noncurrent assets								
Long-term receivables								
Taxes recoverable	368.7	1.9%	305.7	1.5%	350.6	1.7%	20.6%	(12.8%)
Recoverable Income Tax and Social Contribution	32.3	0.2%	31.3	0.2%	26.4	0.1%	3.3%	18.7%
Deferred income tax and social contribution	741.9	3.8%	790.2	3.9%	799.6	3.9%	(6.1%)	(1.2%)
Other assets	177.5	0.9%	97.7	0.5%	107.7	0.5%	81.7%	(9.3%)
Total long-term assets	1,320.4	6.7%	1,224.9	6.0%	1,284.3	6.3%	7.8%	(4.6%)
Investments	55.1	0.3%	56.6	0.3%	25.9	0.1%	(2.6%)	118.5%
Property, plant and equipment	2,929.2	14.9%	2,900.4	14.2%	2,889.7	14.1%	1.0%	0.4%
Rights of use	2,076.6	10.6%	2,252.5	11.1%	2,396.7	11.7%	(7.8%)	(6.0%)
Intangible	1,611.0	8.2%	1,613.4	7.9%	1,702.2	8.3%	(0.2%)	(5.2%)
Total non-current assets	7,992.3	40.7%	8,047.8	39.5%	8,298.8	40.5%	(0.7%)	(3.0%)
Total assets	19,626.0	100.0%	20,364.5	100.0%	20,490.5	100.0%	(3.6%)	(0.6%)

Lojas Renner S.A. and subsidiaries

BALANCE SHEET

On December 31, 2025, 2024 and 2023

(in thousands of Brazilian Reals, except %)

	Consolidated							
	12/31/2025	AV 2025	12/31/2024	AV 2024	12/31/2023	AV 2023	AH 2025 x 2024	AH 2024 x 2023
Liabilities and equity								
Current liabilities								
Interest-bearing loans, borrowings and derivatives	-	0.0%	522.4	2.6%	602.0	2.9%	(100.0%)	(13.2%)
Borrowings - financial debt	21.1	0.1%	409.3	2.0%	488.8	2.4%	(94.8%)	(16.3%)
Leases payable	740.2	3.8%	783.9	3.8%	733.3	3.6%	(5.6%)	6.9%
Suppliers	1,774.4	9.0%	1,807.3	8.9%	1,790.3	8.7%	(1.8%)	1.0%
Obligation – forfait	41.2	0.2%	-	0.0%	-	0.0%	0.0%	0.0%
Obligations with credit card administrators	2,602.2	13.3%	2,610.2	12.8%	2,526.5	12.3%	(0.3%)	3.3%
Tax obligations	590.2	3.0%	545.3	2.7%	411.1	2.0%	8.2%	32.6%
Social and labor obligations	543.9	2.8%	488.5	2.4%	323.1	1.6%	11.4%	51.2%
Statutory obligations	212.0	1.1%	170.6	0.8%	297.9	1.5%	24.3%	(42.7%)
Provisions for risks	92.1	0.5%	90.0	0.4%	96.8	0.5%	2.3%	(7.0%)
Derivative financial instruments	13.8	0.1%	-	0.0%	16.9	0.1%	0.0%	(100.0%)
Other obligations	235.6	1.2%	220.1	1.1%	205.9	1.0%	7.1%	6.9%
Total current liabilities	6,866.7	35.0%	7,647.6	37.6%	7,492.6	36.6%	(10.2%)	2.1%
Non-current liabilities								
Interest-bearing loans, borrowings and derivatives	-	0.0%	-	0.0%	499.9	2.4%	0.0%	(100.0%)
Borrowings - financial debt	358.8	1.8%	13.7	0.1%	336.2	1.6%	2511.3%	(95.9%)
Leases payable	1,765.3	9.0%	1,847.6	9.1%	2,008.9	9.8%	(4.5%)	(8.0%)
Suppliers	71.6	0.4%	1.8	0.0%	-	0.0%	0.0%	0.0%
Deferred income and social contribution taxes	1.6	0.0%	5.7	0.0%	18.4	0.1%	(72.4%)	(69.2%)
Provisions for risks	64.2	0.3%	56.2	0.3%	49.4	0.2%	14.3%	13.8%
Other obligations	41.6	0.2%	19.1	0.1%	38.0	0.2%	117.8%	(49.8%)
Total non-current liabilities	2,303.0	11.7%	1,944.1	9.5%	2,950.8	14.4%	18.5%	(34.1%)
Total liabilities	9,169.7	46.7%	9,591.6	47.1%	10,443.4	51.0%	(4.4%)	(8.2%)
Equity								
Capital	9,544.8	48.6%	9,540.9	46.9%	9,022.3	44.0%	0.0%	5.7%
Treasury shares	(344.4)	(1.8%)	(154.4)	(0.8%)	(165.7)	(0.8%)	123.1%	(6.8%)
Capital reserves	10.2	0.1%	166.4	0.8%	128.5	0.6%	(93.9%)	29.5%
Income reserves	1,148.8	5.9%	1,079.0	5.3%	1,034.5	5.0%	6.5%	4.3%
Other comprehensive income	96.8	0.5%	141.0	0.7%	27.5	0.1%	(31.3%)	412.8%
Total equity	10,456.3	53.3%	10,773.0	52.9%	10,047.1	49.0%	(2.9%)	7.2%
Total liabilities and equity	19,626.0	100.0%	20,364.6	100.0%	20,490.5	100.0%	(3.6%)	(0.6%)

Fiscal Year 2025 Compared to Fiscal Year 2024**Balance Sheet Analysis:***Cash and Cash Equivalents and Interest-earning bank deposits*

As of December 31, 2025, Cash and Cash Equivalents and Financial Investments totaled R\$ 1,902.8 million, a decrease of 31.3% compared to R\$ 2,771.3 million as of December 31, 2024. This reduction is mainly related to the share repurchase program, the payment of Interest on Equity, and the amortization of the final installment of the 12th debenture issuance.

Trade Accounts Receivable

As of December 31, 2025, Accounts Receivable totaled R\$ 7,175.2 million, representing an increase of 3.9% compared to December 31, 2024, when it amounted to R\$ 6,902.9 million. This increase, when compared to 2024, is in line with the growth in sales financed through proprietary cards. In 2025, the Company continued to follow its conservative credit policy, with selective new originations more focused on Private Label cards, in order to maintain a low-risk and well-controlled credit portfolio.

Inventories

As of December 31, 2025, inventories totaled R\$ 1,865.9 million, representing a decrease of 3.3% compared to December 31, 2024, when inventories totaled R\$ 1,929.9 million. This reduction is related to improved inventory management, with a lower share of aged inventory.

Taxes Recoverable (current and non-current)

As of December 31, 2025, recoverable taxes (current and non-current) totaled R\$ 838.7 million, representing an increase of 7.9% compared to December 31, 2024, when the balance was R\$ 719.8 million. This increase is mainly related to ICMS tax credits and is consistent with the growth of the Company's operations.

Recoverable Income Tax and Social Contribution (current and non-current)

As of December 31, 2025, recoverable income tax and social contribution (current and non-current) totaled R\$ 155.0 million, representing a reduction of 21.9% compared to December 31, 2024, when the balance totaled R\$ 195.4 million. This reduction is related to the increase in taxable profits, which enabled greater utilization of such credits.

Other Assets (current and non-current)

As of December 31, 2025, Other Assets (current and non-current) totaled R\$ 266.6 million, representing an increase of 30.6% compared to December 31, 2024, when the amount was R\$ 204.2 million. This increase mainly reflects the growth in ICMS judicial deposits, due to the accrual of SELIC interest and the reversal of provisions for losses on realization, following favorable court rulings in cases related to this matter.

Deferred Income Tax and Social Contribution

As of December 31, 2025, Deferred Income Tax and Social Contribution amounted to R\$ 741.9 million, representing a reduction of 6.1% compared to December 31, 2024, when the balance was R\$ 790.2 million. This reduction is primarily due to the acceleration of the deduction of credit losses under Law No. 14,467/2022, which allows the deduction of small-balance receivables after 90 days past due.

Property, Plant and Equipment

As of December 31, 2025, property, plant and equipment totaled R\$ 2,929.2 million, representing an increase of 1.0% compared to December 31, 2024, when the recorded balance totaled R\$ 2,900.4 million. This increase

is related to the Company's expansion plan, with investment levels close to the depreciation of the existing asset base.

Right-of-Use Assets

As of December 31, 2025, right-of-use assets totaled R\$ 2,076.6 million, representing a reduction of 7.8% compared to R\$ 2,252.5 million as of December 31, 2024. This reduction is mainly related to depreciation recognized during the year and to foreign exchange and monetary adjustment effects.

Intangible

As of December 31, 2025, intangible assets totaled R\$ 1,611.0 million, representing a decrease of 0.2% compared to December 31, 2024, when the recorded balance was R\$ 1,613.4 million. Balances remained in line with the prior period, as amortization in the year was equivalent to the investments made during the period.

Interest-bearing loans, borrowings and derivatives (current and non-current)

As of December 31, 2025, loans, financings and debentures (current and non-current) totaled R\$ 0 million, representing a reduction of 100% compared to R\$ 522.4 million as of December 31, 2024. This reduction resulted from the amortization of the final installment of the 12th debenture issuance.

Borrowings - financial debt (current and non-current)

As of December 31, 2025, financings related to Financial Services Operations (current and non-current) totaled R\$ 379.9 million, representing a reduction of 10.2% compared to the balance of R\$ 423.1 million as of December 31, 2024. This decrease is due to the settlement of positions in amounts greater than new funding, reflecting reduced funding needs to support the business.

Suppliers (current and non-current)

As of December 31, 2025, suppliers (current and non-current) totaled R\$ 1,846.0 million, representing an increase of 2.0% compared to R\$ 1,809.1 million as of December 31, 2024. Balances remained in line with the prior period despite operational growth, as a result of commercial management that enabled inventory reduction and higher turnover, allowing merchandise purchases to remain at virtually stable levels compared to the previous year.

Obligation – forfait

As of December 31, 2025, the supplier finance (reverse factoring) balance totaled R\$ 41.2 million, representing an increase of 100% compared to 2024, when this operation did not exist. The Company adopted this practice as an alternative way to support its commercial suppliers; however, such transactions are not carried out on a large scale and result from suppliers' own cash management decisions, with no financial charges or additional guarantees for the Company.

Lease Liabilities (current and non-current)

As of December 31, 2025, lease liabilities (current and non-current) totaled R\$ 2,505.5 million, representing a reduction of 4.8% compared to R\$ 2,631.4 million as of December 31, 2024. This reduction is mainly due to foreign exchange adjustments related to operations in Argentina, compared to 2024.

Other Liabilities (current and non-current)

As of December 31, 2025, Other Liabilities (current and non-current) totaled R\$ 277.2 million, representing an increase of 15.9% compared to R\$ 239.2 million as of December 31, 2024. This increase mainly reflects higher volumes of ICMS credit acquisitions and deferred revenues.

Considerations on Main Equity Accounts:

As of December 31, 2025, the Company's shareholders' equity totaled R\$ 10,456.3 million, representing a reduction of 2.9% compared to R\$ 10,773.0 million as of December 31, 2024. This reduction is related to the share repurchase program, totaling R\$ 942.7 million.

Fiscal year 2024 compared to fiscal year 2023**Analysis of the Balance Sheet:****Cash and cash equivalent and financial investments**

Cash and cash equivalents and financial investments on December 31, 2024 totaled R\$2,771.3 million, a decrease of 10.7% compared to R\$3,103.8 million on December 31, 2023. This reduction is mainly related to the payment of Interest on Equity, the implementation of the share buyback program, the execution of the investment plan and the reduction in gross debt.

Accounts receivable

On December 31, 2024, Accounts Receivable totaled R\$6,902.9 million, representing an increase of 4.0% compared to December 31, 2023, when it totaled R\$6,639.2 million. This increase in accounts receivable, compared to 2023, is in line with the growth in revenue for the year, as a result of the expansion in the active customer, together with the digital acceleration of sales expected with the investments made last year.

Inventories

On December 31, 2024, inventories totaled R\$1,929.9 million, representing a decrease of 8.8% compared to December 31, 2023, when the amount was R\$1,774.2 million. This increase is related to a greater volume of imports, which have a higher exchange rate than last year

Recoverable taxes (current and non-current)

On December 31, 2024, taxes recoverable (current and non-current) totaled R\$915.2 million, representing a reduction of 0.9% compared to December 31, 2023, when the amount was R\$923.2 million. The figures remained in line with the previous period.

Other Assets (current and non-current)

On December 31, 2024, Other Assets (current and non-current) totaled R\$204.2 million, representing a decrease of 13.4% compared to December 31, 2023, when the amount was R\$235.7 million. This reduction refers predominantly to the decrease in the balances of agreements with suppliers and onlendings to the BNDES

Deferred income tax and social contribution

On December 31, 2024, the balance of Deferred Income Tax and Social Contribution was R\$784.6 million, representing a decrease of 1.9% compared to December 31, 2023, when the amount was R\$799.6 million. The balances remained in line when compared to the previous year, with the largest reduction referring mainly to credits recognized on tax losses and negative social contribution bases

Fixed Assets

On December 31, 2024, fixed assets totaled R\$2,900.4 million, representing an increase of 0.4% compared to December 31, 2023, when the amount recorded totaled R\$2,889.7 million. This increase is related to the store expansion plan (24 stores inaugurated), store remodeling.

Right of Use

On December 31, 2024, the right of use totaled R\$2,253.5 million, representing a reduction of 6.0% in relation to the R\$2,396.7 million on December 31, 2023 which is related to the depreciation recorded in the year, as well as the recognition of the impairment loss of the Rio de Janeiro DC.

Intangible Assets

On December 31, 2024, Intangible Assets totaled R\$1,613.4 million, representing a reduction of 5.2% compared to December 31, 2023, when the amount recorded totaled R\$1,702.2 million. This reduction is the result of the write-off of a discontinued system at Realize CFI and the recognition of the impairment of Repassa in R\$55 million.

Loans, financing and debentures (current and non-current)

On December 31, 2024, loans, financing and debentures (current and non-current) amounted to R\$522.4 million, representing a reduction of 52.6% compared to R\$1,101.9 million on December 31, 2023. This reduction is a consequence of the amortization of the penultimate installment of the 12th debenture issue.

Financing - Financial Services Operations (current and non-current)

On December 31, 2024, financing - Financial Services Operations (current and non-current) totaled R\$423.1 million, representing a reduction of 48.7% in relation to the balance of R\$825.0 million on December 31, 2023. This decrease is due to the liquidation of positions taken in amounts higher than the new funding, due to the lower need for resources to support the business.

Suppliers (current and non-current)

On December 31, 2024, the balance of suppliers (current and non-current) totaled R\$1,809.1 million, representing an increase of 0.03% in relation to the R\$1,808.6 million on December 31, 2023.

Leases payable (current and non-current)

On December 31, 2024, the balance of leases payable (current and non-current) totaled R\$2,631.4 million, representing a decrease of 4.0% in relation to the R\$2,742.2 million on December 31, 2023. This decrease is due to a higher volume of payments, in addition to the lower exchange rate effect from operations in Argentina compared to 2023

Other liabilities (current and non-current)

On December 31, 2024, the balance of Other Liabilities (current and non-current) totaled R\$239.2 million, representing a decrease of 1.9% in relation to the R\$243.9 million on December 31, 2023. This decrease is mainly due to the lower balance of investment obligations, related to the subsidiary Uello and due to the decrease in agreements with suppliers and onlendings to BNDES.

Considerations on the main shareholders' equity accounts:

On December 31, 2024, the Company's shareholders' equity totaled R\$10,773 million, representing an increase of 7.2% compared to the R\$10,047.2 million on December 31, 2023. This increase is related to the allocation of part of the net profit to investment reserves and expansion in R\$503 million.

b. capital structure

Management believes that the Company's capital structure is appropriate for its business model.

The Company's shareholders' equity as of December 31, 2025, 2024 and 2023 amounted to R\$ 10,456.3 million, R\$ 10,773.0 million and R\$ 10,047.1 million, respectively, demonstrating the strength and stability of its capitalization and providing assurance for the execution of its business plan and fulfillment of its assumed commitments.

In 2025, the Company settled the final installment of its 12th debenture issuance, reducing the balance of loans, financings and debentures (current and non-current) to zero (R\$ 522.4 million as of December 31, 2024 and R\$ 1,101.9 million as of December 31, 2023). These amounts do not include the financings related to financial services operations, which totaled R\$ 380.0 million as of December 31, 2025 (R\$ 423.0 million in 2024 and R\$ 825.0 million in 2023).

The table below presents the composition of the Company's capital structure at the end of fiscal years 2025, 2024 and 2023.

(in thousands of R\$, except %)	12/31/2025	AV	12/31/2024	AV	12/31/2023	AV
Liabilities (current and non-current)	9,169.75	46.72%	9,591.60	47.10%	10,443.40	51.00%
Equity	10,456.28	53.28%	10,772.90	52.90%	10,047.20	49.00%
Total (Liabilities + Equity)	19,626.03	100.00%	20,364.50	100.00%	20,490.60	100.00%

c. payment capacity vis-à-vis financial obligations

Management believes that the Company's liquidity level, together with its cash generation and available funding sources—whether through debt or capital increases—are sufficient to support its investments, expenses, debt service obligations and other amounts payable over the coming years.

Based on the cash cycle of its retail operations and the minimum capital required to support credit operations, the Company manages its cash position by establishing a strategic minimum cash balance.

Management continuously monitors projected liquidity requirements, taking into account the Company's debt financing plans, in order to ensure that sufficient cash is available to meet operational needs. The overall limits granted to the Company under available committed credit facilities provide sufficient headroom, with no risk of breaching limits or loan covenants. These projections take into consideration the Company's debt financing plans.

The Company's strong financial position and its long-standing relationships with major financial institutions and the capital markets ensure favorable access to funding through indebtedness or, if necessary, through the issuance of new shares to increase capital.

The net indebtedness (net cash) balance is a result of capital management decisions, and the net results of the related charges are reflected in net financial income (expense).

Other liabilities recognized with the financial system correspond to operating financings, the related charges of which are recognized in operating income and are largely directly linked to the financing of financial product receivables. Net indebtedness (net cash), including operating financings, reflects the Company's total exposure arising from obligations incurred with the financial system.

d. sources of funding for working capital and investment in non-current assets

The Company normally uses its own capital to finance its activities, with occasional borrowings in the form of loans, financings and debentures (current and non-current) from third parties intended to strengthen working

capital and maintain the strategic minimum cash level. As a result, the Company has consistently maintained a low level of indebtedness when compared to its shareholders' equity position, as well as to its cash position.

Accordingly, as of December 31, 2025, the Company's net cash position amounted to R\$ 1,522.9 million (R\$ 1,825.9 million as of December 31, 2024). These resources are being used in the Company's operations and in the development of its fashion and lifestyle ecosystem, in the acceleration of its digital transformation, as well as in the operation of the Cabreúva omni distribution center (DC) and the expansion of physical stores. Management believes that the Company's funding sources are adequate.

e. fontes de financiamento para capital de giro e para investimentos em ativos não-circulantes que pretende utilizar para cobertura de deficiências de liquidez

The Company's projections for the next five years indicate that its free cash flow should be sufficient to support the investment plan to be implemented, the maintenance of the current dividend policy, and the share repurchase program launched in 2025. Any investment opportunities not currently anticipated may require additional funding.

Adjusted Total EBITDA amounted to R\$ 3,187.1 million as of December 31, 2025, R\$ 2,649.6 million as of December 31, 2024, and R\$ 2,103.6 million as of December 31, 2023. Together with efficient working capital management, this has been one of the main sources supporting the Company's expansion plan. Adjusted retail EBITDA for the year reached R\$ 2,734.8 million, representing growth of 10.2% compared to 2024, achieving a margin of 19.8%, an increase of 0.2 percentage points compared to the previous year. Although quarterly seasonality may influence margin dynamics in the short term, the structural drivers of margin expansion—including increased supply chain responsiveness, SKU-level replenishment, discipline in inventory management and operational scale gains—are increasingly embedded in the Company's business model.

This cash generation, combined with debt issuances and working capital funding raised in recent years (debentures, bank credit notes (CCB) and funding under Central Bank Resolution 4,131), as well as the equity issuance carried out in May 2021, resulted in a balance of Loans, Financings and Debentures and Financings for Financial Services Operations (Gross Indebtedness) of R\$ 379.9 million as of December 31, 2025 (R\$ 945.5 million as of December 31, 2024 and R\$ 1,926.9 million as of December 31, 2023), and Cash and Cash Equivalents and Financial Investments of R\$ 1,902.8 million as of December 31, 2025 (R\$ 2,771.3 million as of December 31, 2024 and R\$ 3,103.8 million as of December 31, 2023). The Company's net cash position decreased by R\$ 302.9 million compared to December 2024, mainly due to the use of R\$ 942.8 million for share repurchases, as well as the payment of Interest on Equity related to 4Q24, 1Q25, 2Q25 and 3Q25, totaling R\$ 686.5 million, resulting in an aggregate amount of R\$ 1,629.2 million returned to shareholders.

Considering a forward-looking scenario, in the event of a potential liquidity shortfall, the Company's available funding sources could include capital raising in the local capital markets, such as the issuance of debentures, the issuance of new shares, credit lines under Central Bank Resolution 4,131, the issuance of bank credit notes (CCB), financing from the Constitutional Financing Fund for the Northeast (FNE), funding from the Brazilian Innovation Agency (FINEP), development banks such as BNDES – the Brazilian Development Bank, and working capital financings with financial institutions in the market.

f. Debt level and characteristics, including description of:

i. material loan and financing contracts;

ii. other long-term ties with financial institutions;

iii. debt subordination;

iv. any covenants placed on the issuer, in particular as concerns indebtedness levels and new debt contracting, distribution of dividends, disposal of assets, new security issues, and controlling stake disposal, as well as whether or not the issuer is compliant with such covenants

The Company's solid equity position and its lengthy relationship with leading financial institutions and the capital markets have been providing favorable conditions for access to funding from financial institutions or directly from the capital markets.

Loans, Financings and Debentures

The table below lists the Company's Loans, Financings and Debentures as of December 31, 2025, 2024 and 2023:

(in thousands of R\$, except %)

Descriptions	Charges (p.a)	Maturity	Consolidated		
			12/31/2025	12/31/2024	12/31/2023
In local currency					
12th Issue Debentures - single series (i)	CDI + 1.60%	02/18/2025	-	523	1,050
Debentures - structuring costs	-	-	-	(0)	(1)
In foreign currency					
Working capital – modality 4.131(ii)	€ + 2.75%	07/15/2024	-	-	48.6
(+/-) swap – working capital (iii)	109.57% CDI	07/15/2024	-	-	4.5
Net debt			-	522.4	1,102.0

Financing – financial service operations

Financing	Charges (p.a)	Maturity	Consolidated		
			12/31/2025	12/31/2024	12/31/2023
In local currency					
Interbank Deposit Certificates	115.1% a 115.3% CDI	10/31/2024	-	-	237.8
Interbank Deposit Certificates	114.3% do CDI	07/01/2025	-	207.5	184.5
Interbank Deposit Certificates	106.3% do CDI	05/31/2027	169.2	138.2	122.9
Interbank Deposit Certificates	105.9% do CDI	06/28/2027	172.7	-	-
Bank Deposit Certificates	104.2% do CDI	01/2026 - 12/2026	21.1	63.6	251.0
Bank Deposit Certificates	102.2% do CDI	01/2027 - 12/2030	16.9	13.7	28.8
Total			379.9	423.1	825.0

The purpose of these funds is to reinforce the minimum cash for financing operations and the regular course of business.

g. financing limits contracted and percentage drawdowns

The Company finances its operations and investment plan through the capital markets and long-term credit facilities, the limits of which are approved in accordance with the needs and specific characteristics of each transaction. In addition, both the Parent Company and its subsidiaries have broad credit availability with financial institutions to meet potential working capital requirements. As of December 31, 2025, there were no contracted or utilized amounts under these facilities. The Company's solid liquidity position, together with its consistent access to multiple funding sources, ensures full capacity to support its operations and planned investments.

Lojas Renner S.A. and subsidiaries
DEMONSTRAÇÕES DOS RESULTADOS
 On December 31, 2025, 2024 and 2023
 (in thousands of Brazilian Reais, except %)

	Consolidated							
	12/31/2025	AV 2025	12/31/2024	AV 2024	12/31/2023	AV 2023	AH 2025 x 2024	AH 2024 x 2023
Operating revenue, net	15,829.5	100.0%	14,436.4	100.0%	13,647.8	100.0%	9.6%	5.8%
Sales of goods	13,810.0	87.2%	12,629.9	87.5%	11,643.3	85.3%	9.3%	8.5%
Service revenue	2,019.5	12.8%	1,806.5	12.5%	2,004.6	14.7%	11.8%	(9.9%)
Costs of sales and services	(6,061.6)	(38.3%)	(5,694.4)	(39.4%)	(5,427.2)	(39.8%)	6.4%	4.9%
Sales of goods	(6,062.7)	(38.3%)	(5,639.2)	(39.1%)	(5,294.3)	(38.8%)	7.5%	6.5%
Services	1.1	0.0%	(55.2)	(0.4%)	(133.0)	(1.0%)	(102.1%)	(58.5%)
Gross profit	9,767.9	61.7%	8,742.0	60.6%	8,220.6	60.2%	11.7%	6.3%
Selling expenses	(4,132.7)	(26.1%)	(3,881.2)	(26.9%)	(3,658.2)	(26.8%)	6.5%	6.1%
General and administrative expenses	(2,010.5)	(12.7%)	(1,847.8)	(12.8%)	(1,726.2)	(12.6%)	8.8%	7.0%
Reversals (losses) on receivables, net	(950.5)	(6.0%)	(957.3)	(6.6%)	(1,343.3)	(9.8%)	(0.7%)	(28.7%)
Other operating income (expenses)	(876.9)	(5.5%)	(796.3)	(5.5%)	(603.9)	(4.4%)	10.1%	31.9%
Operating expenses, net	(7,970.7)	(50.4%)	(7,482.6)	(51.8%)	(7,331.5)	(53.7%)	6.5%	2.1%
Operating income before finance income (costs)	1,797.2	11.4%	1,259.4	8.7%	889.1	6.5%	42.7%	41.7%
Finance income	374.8	(22.0%)	547.4	11.3%	610.6	(7.9%)	(31.5%)	(10.4%)
Finance costs	(457.3)	18.0%	(485.7)	(12.7%)	(659.0)	7.3%	(5.9%)	(26.3%)
Finance income (costs), net	(82.5)	(4.0%)	61.7	(1.4%)	(48.4)	(0.6%)	(233.7%)	(227.5%)
Income before income and social contribution taxes	1,714.7	7.4%	1,321.1	7.3%	840.7	5.9%	29.8%	57.1%
Current	(201.6)	(1.4%)	(118.8)	(0.8%)	(105.2)	(0.8%)	69.7%	12.9%
Deferred	(55.5)	(0.4%)	(5.5)	(0.0%)	240.8	1.8%	908.7%	(102.3%)
Income and social contribution taxes, net	(257.1)	(1.8%)	(124.3)	(0.9%)	135.6	1.0%	106.8%	(191.7%)
Net income for the year	1,457.6	9.2%	1,196.8	8.3%	976.3	7.2%	21.8%	22.6%

Fiscal Year Ended December 31, 2025 Compared to the Fiscal Year Ended December 31, 2024***Income Statement Analysis******Net Operating Revenue from Merchandise Sales (Retail Segment)***

Net operating revenue from merchandise sales reached R\$ 13,810.0 million in 2025, an increase of 9.2% compared to the prior year, outperforming the average market growth of 4.9%, according to the Monthly Trade Survey (PMC-IBGE). This performance resulted from the combination of 8.1% same-store sales (SSS) growth and 1.8% growth from the expansion of sales area driven by store openings during the period.

In the apparel category, net revenue and same-store sales grew by 10.4% and 8.9%, respectively. Sales per square meter increased by 7.3%, reflecting improvements in the execution model and gains in omnichannel productivity.

The Company's growth combines disciplined expansion into new cities, continuous productivity gains in stores, and increasing digital penetration. More agile and flexible fashion execution, supported by a more precise supply model with 100% SKU-level allocation and shorter lead times, continued to be a relevant competitive advantage throughout the year. This evolution improved responsiveness to fashion trends and contributed to sales per square meter levels approximately 45% higher than those of direct competitors, demonstrating the efficiency of the Company's omnichannel model. Advances in these pillars position the Company to meet its commitment of annual retail revenue growth between 9% and 13% from 2026 to 2030.

Net Operating Revenue from Services

Net operating revenue from services for the fiscal year ended December 31, 2025 totaled R\$ 2,019.5 million, representing an increase of 12.8% compared to December 31, 2024. This growth was mainly driven by improved credit and risk management, as well as the recognition of late interest income on the portion of the overdue portfolio in the 61 to 90 days past due range, compared to up to 60 days in 2024.

Cost of Merchandise Sold (COGS) and Gross Profit – Retail Segment

The cost of merchandise sold for the fiscal year ended December 31, 2025 increased by 7.5% compared to the fiscal year ended December 31, 2024, remaining below the 9.2% growth in net operating revenue recorded in 2025. As a result, gross profit in the retail segment increased by 10.8% in the fiscal year ended December 31, 2025, compared to the prior year.

The improvement in gross margin was mainly a result of enhanced operational performance, particularly greater agility in trend capture and collection development, combined with the continued improvement of the supply model, which has increased accuracy and flexibility in inventory management.

Cost of Services

Within the cost of services, the main component relates to the funding cost of financing Realize CFI's activities. Considering that a significant portion of such funding was executed through securities acquired by the parent company—eliminated on consolidation—and that Realize CFI operated with cash levels above its operating financings, the presentation of this line item, net of cash income, resulted in a positive balance of R\$ 1.1 million for the fiscal year ended December 31, 2025, compared to a negative balance of R\$ 55.2 million in the same period of the prior year.

Selling, General and Administrative Expenses

Selling, General and Administrative (SG&A) expenses for the fiscal year ended December 31, 2025 totaled R\$ 6,143.3 million, an increase of R\$ 414.3 million compared to the fiscal year ended December 31, 2024, when these expenses amounted to R\$ 5,729.0 million. Selling expenses increased by 6.5% compared to 2024, while general and administrative expenses increased by 8.8%. Overall, SG&A expenses showed a slight reduction as a percentage of retail revenue, reinforcing the Company's ongoing efforts to improve profitability and operating efficiency.

Net Credit Losses

Net credit losses, after recoveries, totaled R\$ 950.5 million for the fiscal year ended December 31, 2025, representing a reduction of 0.7% compared to the fiscal year ended December 31, 2024, when losses totaled R\$ 957.3 million. This balance remained in line with the prior period despite portfolio growth, reflecting a lower need for loss provisioning on past-due receivables as a result of the improved risk profile of the customer portfolio.

Other Operating income

Other operating results for the fiscal year ended December 31, 2025 were negative R\$ 876.9 million, representing a deterioration compared to the fiscal year ended December 31, 2024, when the balance was negative R\$ 796.3 million. This variation mainly resulted from lower tax credit recoveries during the period.

Financial income, net

Net financial result for the fiscal year ended December 31, 2025 was negative R\$ 82.5 million, representing a decline compared to 2024, when the result was positive R\$ 61.7 million. This deterioration was mainly due to the lack of comparability related to interest income on recovered tax credits recognized in 2024, as well as the lower contribution from net foreign exchange and monetary variation effects related to the Argentine subsidiary. The lower net cash position, resulting from the execution of the share repurchase program totaling R\$ 942.7 million, also contributed to this result.

Income Tax and Social Contribution

Income tax and social contribution for the fiscal year ended December 31, 2025 resulted in an expense of R\$ 257.1 million, an increase of 106.8% compared to the expense of R\$ 124.3 million recorded as of December 31, 2024. This variation mainly reflects the increase in income before income tax and social contribution.

Net Income for the Year

Net income for the fiscal year ended December 31, 2025 totaled R\$ 1,457.6 million, representing an increase of 21.8% compared to the fiscal year ended December 31, 2024. This increase was mainly driven by stronger operating results in the retail and financial services segments.

Year ended December 31, 2024 compared to year ended December 31, 2023

Income Statements Analysis

Net Operating Revenue from Goods Sold (Retail Segment)

The year 2024 was a year of consistent sales performance, with revenue growth above the market average, driven by an adequate assortment and well-balanced collections that were widely accepted by customers. This resulted in an increase in the volume of garments sold in the transactions and in the flow

of customers in the stores, supported by an attractive value equation and a strengthened brand positioning. The evolution of the company's business model has provided greater flexibility and operational agility, guaranteeing this performance in 2024

One of the important points for the increase in retail sales was the result of the company's investment in the use of data and Artificial Intelligence (AI) to capture trends, which resulted in the production of collections more quickly and accurately. The improvement in fashion execution, the evolution in the product-price equation and the strengthening of the brand's positioning have all contributed to the increase in the volume of garments sold and transactions. Sales also benefited from the evolution of the Distribution Center (DC) in São Paulo, which stabilized its operation, using a 100% SKU supply model, improving the supply lead time for stores.

In this context, sales performance (net operating revenue from merchandise sales) for the year ended December 31, 2024 reached R\$12,671.9 million, with growth of 8.5% compared to the year ended December 31, 2023. This performance was driven by the positive contribution of Youcom, with a sales increase of 18.6% compared to 2024 and by Renner, with growth in net retail revenue of 7.7%.

Net Operating Revenue from Services

Net Operating Revenue from services in the fiscal year ended December 31, 2024 totaled R\$1,806.5 million, a decrease of 9.9% compared to December 31, 2023. This evolution was driven by revenues from financial products, up 14.5% to R\$1,695.3 million. It is important to note that, even with the reduction in the balance of net revenue from services, 2024 was a year in which the company improved its credit and risk management, offering benefits and increasing its retail customer base. As a result, the financial result had a significant impact on the year, also driven by the reduction in provisioning for losses in the year.

Cost of Goods Sold (COGS) and Gross Income in Retail Segment

Cost of Goods Sold for the year ended December 31, 2024 increased by 4.9% compared to the year ended December 31, 2023, below the increase in Retail Net Operating Revenue for the year ended December 31, 2024, which grew by 8.2%. As a result, the Retail Segment's Gross Profit increased by 9.9% in the year ended December 31, 2024, compared to the previous year. Gross margin for the year ended December 31, 2024 stood at 55.4%, an increase of 0.9% compared to the year ended December 31, 2023, driven by the evolution of the Company's business model.

Cost of Services

The Cost of Services for the year ended December 31, 2024 decreased by 58.5% compared to the previous year, mainly as a result mainly from the reduction in the cost of Finding and having as its main component the lower net losses recognized in the period. Gross Profit from Services for the year ended December 31, 2024 was R\$1,751.3 million, an increase of 12.1% compared to the year ended December 31, 2023.

Gross Income

Gross Profit for the year ended December 31, 2024 was R\$8,741.9 million, an increase of 6.3% compared to the year ended December 31, 2023. In 2024, it was possible to achieve a healthier gross margin in retail, as a result of greater accuracy and agility in inventories, where the company made a significant reduction in old items and lower levels of markdowns, reflecting more adjusted and renewed inventories, with a better margin.

Selling, general and administrative expenses

Selling, general and administrative expenses (SG&A) for the year ended December 31, 2024, totaled R\$5,728.9 million, an increase of R\$344.6 million or 6.4%, when compared to the year ended December 31, 2023, when these expenses corresponded to R\$5,384.3 million. Subtracting depreciation and amortization expenses from these selling, general and administrative expenses, of R\$1,197.8 million (R\$1,050.2 million in the year ended December 31, 2023), the company saw an increase of 14%, due to the consequences of the adjustments to its operating structures, which initially resulted in additional expenses, and the opening of stores in a challenging sales scenario, which generated proportionally greater deleverage. It is also important to note that expenses are growing less than revenues, contributing to better operating leverage in 2024.

Credit losses, net

Credit losses net of recoveries totaled R\$957.3 million in the year ended December 31, 2024, a decrease of 28.7% when compared to the year ended December 31, 2023, which totaled R\$1,343.3 million. This decrease is a consequence of the lower need to provision for losses in the portfolio in arrears, caused mainly by the better credit risk profile in the short arrears brackets (1 to 60 days), which decreased by 9.5% compared to the previous year. The effectiveness of active collection also contributed to the higher recoveries in the period.

Other Operating Income

Other Operating Results for the year ended December 31, 2024 were negative by R\$796.3 million, resulting in a worsening compared to the year ended December 31, 2023, which was negative by R\$603.9 million. This increase is mainly due to the write-off of assets and impairment losses and due to the higher amounts related to the Profit Sharing Program.

Financial result, net

The Net Financial Result for the year ended December 31, 2024 was positive at R\$61.6 million, resulting in an improvement compared to 2023 (which was negative at R\$48.4 million) basically due to the reduction in interest on loans (lower indebtedness compared to 2023) and higher income from monetary restatement, mainly related to the effect of the hyperinflationary economy of the subsidiary in Argentina.

Income Tax and Social Contribution

Income tax and social contribution for the year ended December 31, 2024 amounted to a credit of R\$124.3 million negative, a reduction of 191.7% compared to the debit of R\$135.6 million on December 31, 2023. The factors behind this variation are the higher profit before income tax and social contribution and the lower recognition of tax incentives as investment grants.

Net income for the fiscal year

Net income for the year ended December 31, 2024 totaled R\$1,196.7 million, an increase of 22.6% compared to the year ended December 31, 2023. This increase is mainly due to the higher operating result of the retail and financial services segments.

Cash Flow of the fiscal years ending December 31, 2025, 2024 and 2023:

Cash Flow Consolidated (in thousands of Brazilian Reais)	Consolidated				
	12/21/2025	12/21/2024	12/21/2023	AH 2025 x 2024	AH 2024 x 2023
Net cash flows from operating activities	2,802.0	2,487.0	2,663.4	12.7%	(6.6%)
Net cash flows from investing activities	(800.0)	(679.2)	(892.9)	17.8%	(23.9%)
Net cash flows used in (from) financing activities	(2,940.2)	(2,426.2)	(2,009.1)	21.2%	20.8%
Effect of exchange differences on cash and cash equivalents	(9.9)	12.3	(77.5)	(180.0%)	(115.9%)

Analysis of the Main Variations in Cash Flows – 2025 vs. 2024
Net cash generated from operating activities:

Cash flow generated from operating activities for the year ended December 31, 2025 amounted to R\$ 2,802 million, compared to cash flow generated from operating activities of R\$ 2,487 million for the year ended December 31, 2024. The Company recorded an increase of 12.7% compared to the figures presented for the year ended December 31, 2024, as a result of performance improvements that led to higher generation of operating results.

Net cash used in investing activities:

Net cash used in investing activities for the year ended December 31, 2025 amounted to R\$ 800 million, compared to net cash used in investing activities of R\$ 679.2 million for the year ended December 31, 2024. This increase is related to a higher number of store openings, remodelings, and increased investments in technology.

Net cash used in financing activities:

Net cash used in financing activities totaled R\$ 2,940.2 million for the year ended December 31, 2025, compared to net cash used in financing activities of R\$ 2,426.2 million for the year ended December 31, 2024. This increase is mainly due to the share repurchase program and the amortization of the final installment of the 12th debenture issuance.

Analysis of main changes in cash flows - 2024 vs. 2023
Net cash generated from operating activities:

Cash flow generated from operating activities for the year ended December 31, 2024 amounted to R\$ 2,487 million, compared to cash flow generated from operating activities of R\$ 2,663.4 million for the year ended December 31, 2023. The Company recorded a decrease of 6.62% compared to the figures presented for the year ended December 31, 2023, mainly due to the additional allocation of resources to financial investments of Realize CFI.

Net cash used in investing activities:

Net cash used in investing activities for the year ended December 31, 2024 amounted to R\$ 679.2 million, compared to net cash used in investing activities of R\$ 892.9 million for the year ended December 31, 2023. This reduction is related to a lower number of store openings and remodelings, as well as a lower need for disbursements related to the operation of the Cabreúva distribution center.

Net cash (used in) generated from financing activities:

Net cash used in financing activities totaled R\$ 2,426.2 million for the year ended December 31, 2024, compared to net cash used in financing activities of R\$ 2,009.1 million for the year ended December 31, 2023. This increase is mainly due to higher loan amortization and higher payments of interest on equity.

2.2 Officers shall comment about:**a. results of the issuer's operations, in particular:****i. description of all relevant components of revenues****ii. factors materially affecting operational results****Fiscal year 2025****RENNER**

The Renner store chain, which accounts for 92% of total Net Revenue, is the Company's core business. Its value proposition is to offer the best omnichannel fashion experience, with different styles aimed at middle- and upper-segment consumers.

In 2025, Renner continued its physical expansion plan, opening 14 stores during the year. By year-end, there were 443 stores in operation, including 429 in Brazil, 10 in Uruguay, and 4 in Argentina. The stores have an average sales area of 2.6 thousand m², and 89% of them are located in shopping malls.

CAMICADO

Camicado has been operating for over 35 years, specializing in home and décor. The brand stands out for its expertise in the segment and for its portfolio that includes its own private label, Home & Style, in addition to third-party products.

In 2025, three new stores were opened, bringing the total to 103 stores in operation. The stores have an average area of 559 m², totaling 59.8 thousand m² of sales area.

YOUCOM

Youcom is a young fashion and lifestyle brand with an urban style, closely connected to the behavior and needs of its audience. It operates with a focus on innovation, sustainability, and specialized fashion.

In 2025, Youcom opened 17 stores. The brand now operates 152 stores across all regions of Brazil, totaling 29.9 thousand m² of sales area, in addition to e-commerce and an exclusive app.

ASHUA

Ashua is dedicated to the curve & plus-size segment, offering fashion-forward products and collections that prioritize fit, comfort, and style, fully integrated into an omnichannel shopping experience.

The brand ended the year with 19 stores in operation. These specialized-format stores have an average area of 212 m².

REALIZE CFI – FINANCIAL SERVICES

Realize offers financial solutions to customers within the ecosystem, including the Renner Card (private label), Meu Cartão (international co-branded card), personal loans, and an insurance portfolio.

REPASSA

Repassa is an online platform for the resale of clothing, footwear, and accessories, acquired in 2021. It is a digitally native startup founded in 2015, with sustainability at its core. Repassa expands the range of adjacent services offered to customers by operating in the managed fashion resale segment.

UELLO

Uello is a digitally native logistics technology company (logtech) focused on urban delivery solutions, acquired in 2022. Through Uello, a complete and customized logistics management solution is offered, including last-mile deliveries with route management, order tracking and notifications, and a driver application.

PRODUCT

Throughout 2025, the Company made consistent progress in consolidating the potential of its business model, demonstrating its ability to evolve across all metrics established for the 2026–2030 strategic cycle.

The digital channel also showed progress in scale and efficiency. Ongoing investments in technology and logistics strengthened channel integration, expanded the online product assortment, and shortened delivery times, reinforcing the omnichannel experience and Renner's competitiveness in the sector.

Despite a more challenging macroeconomic environment, the Company showed improvement throughout the year, driven by a well-calibrated fashion strategy. Positive performance was also supported by improvements in in-season reaction cycles and allocation processes, increasing agility and better aligning the product mix with demand. Collections were well received, especially athleisure-focused sports lines and the beachwear collection. In December, the collaboration with Atelier Mão de Mãe was launched, highlighting artisanal pieces and casual tailoring, further differentiating the portfolio.

The Company's investments also resulted in the implementation of a platform that provides greater visibility into the development and production stages of all purchased products, allowing for the identification of potential delays and full traceability across the supply network. This makes it possible to identify lead times for each process and work jointly with partners to reduce potential supply issues. As a result, strategic suppliers are adapting their production models to lean factory principles, ensuring fashion-forward collections delivered at the right time and with the best cost-benefit ratio.

OMNICHANNEL

The Company continued its store digitalization process and advanced its omnichannel strategy, maintaining its position as the largest omnichannel fashion player in Brazil.

Among the implemented strategies, the launch of the Virtual Fitting Room stands out. This feature enhances the digital shopping journey by allowing customers to try on different items from the collection in a practical and realistic way, making the process more convenient. Another relevant initiative was the expanded use of Artificial Intelligence models in children's categories. These initiatives improve offer personalization and contribute to higher conversion rates in digital sales channels.

The Renner app remains the leading fashion app among national players, ending the year with 7.6 million customers (MAU – Monthly Active Users). Its relevance is a key strength of the Company's omnichannel strategy.

The Omni Distribution Center (DC) in Cabreúva, São Paulo, enabled gains in efficiency, speed, and synergy across the businesses, integrating physical and digital operations with 100% SKU-based processing. This resulted in better inventory optimization, fewer markdowns, higher productivity, and more accurate store replenishment. End-to-end, 100% SKU-based operations contribute to a more integrated, agile, and precise operation, achieving record store replenishment lead times.

ECONOMIC AND FINANCIAL PERFORMANCE

Consolidated retail net revenue reached R\$13,838.2 million in 2025, representing a 9.2% increase compared to the previous year, outperforming the 4.9% growth recorded by the market, according to PMC/IBGE. This performance reflects an 8.1% increase in same-store sales (SSS), combined with a 1.8% contribution from expanded sales area resulting from new store openings during the period. In the apparel segment, both net revenue and SSS increased by 10.4% and 8.9%, respectively. The Company's results highlight a strategy that combines disciplined expansion into new locations, continuous productivity improvements in operations, and a greater share of digital sales.

Digital GMV grew by 12.3%, reaching a penetration rate of 15.5%, with higher profitability compared to 2024. The omnichannel journey continued to evolve, with an expanded customer base and a higher share

of omnichannel customers. Digital channels maintained consistent and profitable growth, supported by personalization initiatives, content, partnerships, and the strong performance of the app, which remained a benchmark among national fashion players.

Sales per square meter increased by 8.4%, driven by execution model improvements and omnichannel productivity gains, reflecting strong acceptance of the collections and a more accurate assortment. Weather conditions influenced sales dynamics, with more significant impacts in colder climate regions. Even so, the Company demonstrated adaptability by improving conversion rates and maintaining disciplined inventory management, with a lower share of items older than 16 weeks. Despite a more challenging macroeconomic environment, the Company reinforced its operational resilience, supported by a business model designed to deliver consistent growth in the medium and long term.

Fiscal year 2024

The year 2024 was characterized by higher-than-expected GDP growth and unemployment rates reaching historic lows, demonstrating a warmer economy. There was an increase in consumption as credit gradually expanded, even with household debt still at high levels and extreme weather conditions in the period. However, the year ended with more pressured signals, with the exchange rate at record levels and inflation and interest rates on the rise. In the clothing segment, consumption grew throughout the year, with sales in the segment evolving, mainly due to greater conversion into garments.

Over the year, the Gross Domestic Product (GDP) advanced by 0.9% in the third quarter of 2024, compared to the immediately preceding period. On the demand side, all items grew. Household consumption expanded by 1.5%, as the labor market advanced, with the total number of workers reaching a record level for the year, which increased households' disposable income. Continued progress in these and other aspects could lead to a more favorable macroeconomic environment in the coming periods and, consequently, benefit consumption.

RENNER

The Renner chain of stores, which accounts for 91% of total Net Revenue, is the Company's main business. It operates on the lifestyle concept in which each person has its own style of being and dressing, and has 20 of its own brands. Renner delivers the best fashion and lifestyle experience for the middle/high segment, with quality products and services at competitive prices, developing clothing, footwear and underwear for women, men, teenagers and children. It also has its own brands of accessories and cosmetics.

In 2024, Renner continued with its physical expansion plan, opening 12 stores in the period and, as a result of the process of reviewing the profitability of operations, 7 units were closed. In total, there were 429 units in operation at the end of the year, of which 415 were in Brazil, 10 in Uruguay and 4 in Argentina. The stores have an average area of 2,600 m² and 89% of them are located in shopping centers.

The year 2024 was marked by the conclusion of Lojas Renner's most significant investment cycle to date, which allowed it to evolve into a more responsive, precise and agile operation, leveraging competitive advantages to accelerate growth and improve profitability. Renner's business has seen an improvement in store productivity, greater digitalization through an omni approach, organic expansion in new locations and the strengthening of lifestyle brands and concepts, continuing to grow in the national market.

CAMICADO

Camicado is the brand specialized in home and decoration, offering a wide variety of products, including decorative items, kitchen utensils, small appliances, home appliances, furniture, and bed, table, and bath items. In addition to resale items, the company develops its own brand items and has sellers on its marketplace. Camicado also specializes in gift lists for weddings, housewarming parties, and birthdays. The brand, acquired in 2011, is the largest national retailer in this segment, with a presence in all regions of the country. In 2024, due to a reassessment of store profitability, 4 stores were closed, totaling 103 in operation. The stores have an average area of 559 m², totaling 59.8 thousand m² of total area.

Camicado continued its evolution trajectory, its performance reflected improvements in operational management, especially in digital, in addition to marketing actions. The Home & Style brand achieved a record share in sales, expanding the product offering and contributing to the growth of the active omni customer base.

YOUCOM

Youcom is a young fashion and lifestyle brand launched in 2013. The stores, in a specialized format, offer quality products, at competitive prices, with high fashion appeal and always connected to the behavior and needs of young consumers, in an innovative and sustainable way.

In 2024, Youcom opened 11 stores and, as a result of the process of reviewing the profitability of operations, no units closed during the year. The brand has 135 units in operation, present in all regions of Brazil, in a total area of 29.9 thousand m², in addition to e-commerce and an exclusive application.

Youcom continued to invest in accelerating the digital transformation of the business and strengthening its positioning in young fashion and lifestyle in digital channels through the constant evolution of the features of its app, which has been showing important results in terms of downloads and customer retention. In addition, the adoption of strategies to promote capsule collections aimed at Generation Z, together with the expansion of partnerships with digital influencers, contributed to the expansion of the online customer base and sales on this channel.

ASHUA

Ashua, an e-commerce brand launched in 2016 focused on Curve and Plus size fashion, offers products that enhance curves and the female body, with quality and fashion information. Since 2018, the brand has had physical stores to expand its omnichannel offer and ended the year with 19 units in operation, 1 of which will open in 2024. The stores, in a specialized format, have an average area of 212 m².

As for digital transformation, Ashua continued to take important steps, consolidating its strategy with influencers. We would highlight the production of the second collab signed by a digital influencer and the Ashua 4 You collection, aimed at the 18-24 age group with very strong digital buying behavior.

REALIZE CFI-FINANCIAL SERVICES

Realize Crédito, Financiamento e Investimento S.A. - ("Realize CFI") supports customer loyalty and convenience by supporting the Company's retail operation, offering a range of financial services to customers, including the Renner Card (private label) and Meu Cartão (international credit card), as well as Saque Rápido - personal loan option and an insurance portfolio and, on the investment front, the issue of CDBs. In addition, it offers solutions for businesses, with operations to advance receivables for sellers in the ecosystem, as well as financing working capital and granting credit to suppliers.

Realize CFI has improved its credit and risk management and its value proposition, offering exclusive benefits that have contributed to increasing its retail client base. The company's results more than doubled compared to the previous year, with a significant evolution in the portfolio's risk profile. Realize CFI has made progress in occupying more of the ecosystem, through an increasingly broad offer, in order to better meet the needs of its clients and, thus, generate greater portfolio volumes and business profitability. Based on its strategy of leveraging retail and encouraging customer frequency and average spending, it launched the Next Purchase Cashback pilot, with the aim of making it easier for consumers to shop.

REPASSA

Repassa is an online platform that resells clothes, shoes and accessories, acquired in 2021. It is a digitally native startup, founded in 2015, with sustainability at its core. Repassa expands the offer of adjacent services to customers, operating in the managed fashion resale segment. The resale segment has high growth potential and is one of the major trends in clothing retail, as well as being aligned with the Company's ecosystem strategy. The service delivers value to customers, complementing their journey, as well as creating an avenue for revenue, greater recurrence and lifetime value.

UELLO

Uello is a digital native logistics tech focused on urban delivery solutions, acquired in 2022. Through Uello, a complete and customized logistics management solution is offered for medium and large corporate clients, including last-mile deliveries with route management, tracking and order notifications, and an app for drivers.

Since 2023, Uello has been serving clients in Colombia through its customized freight management platform.

PRODUCT

In 2024, the Company reduced its product development cycle, generating greater productivity and efficiency in its supply chain, as a result of the investment made in artificial intelligence (AI) to capture trends more accurately, improving the development of collections and supply chain integration.

The Company's investment also resulted in the implementation of a platform that provides greater detail on the development and production stage of all purchased products, allowing the identification of possible delays and tracking of the entire supply chain. It is possible to identify the lead times of each process and seek solutions together with partners in order to reduce potential product supply problems. Thus, we have strategic suppliers adapting their production model to the lean factory, ensuring collections with fashion information at the right time and with the best cost-benefit.

As a result, in 2024 it was possible for the Company to maintain a smaller inventory, but with a greater variety of new products and an increase in the volume of items sold, generating a lower need for discounts, reflecting a healthier inventory and more attractive products for customers.

The Youcom brand showed improvements in commercial management with suppliers and in maintaining adequate inventory levels, reflecting an increase in its margin. Camicado achieved record levels of increase in its gross margin, as a result of its operational and commercial execution, with more efficient inventory management being the main point of reduction in levels of markdowns and expansion of the Home Style brand's assortment, with exclusive and more profitable items compared to partner brands, as well as offering collections in collaboration with stylists.

OMNICANALITY

The company continued with the process of digitizing its stores and advancing omnichannel, maintaining its position as the largest omnichannel fashion player in Brazil. The digitalization of the physical store environment progressed, where at the end of 2024, 60% of Renner brand stores had self-service checkouts with RFID technology, representing 40% of these stores' revenue. In 2024, there were 20 million active customers, 32% of whom were omni-channel customers, and an increase in the share of omni-channel customers, who were spending on average three times more than single-channel customers.

Also in 2024, the store renovation plan was followed up with a new model. This new store model optimizes customer engagement through a more dynamic and interactive experience, with pleasant spaces, through intuitive layouts, highlighting the visibility of the products, thus maximizing the functionality and architecture of the stores and offering innovative customer-oriented technology, providing a more engaging shopping experience and greater prominence for the products.

The Omni DC, in Cabreúva-SP, has enabled gains in efficiency, speed and synergy between the businesses, generating integration between the physical and digital operations, with 100% operation by SKU, resulting in greater inventory optimization, fewer markdowns, greater productivity and more assertive store supply. The 100% end-to-end SKU operation contributes to a more integrated, agile and precise operation, resulting in store supply lead times at record levels.

The use of artificial intelligence also played an important role in 2024, capturing trends quickly, with shorter product development cycles and greater productivity and efficiency in the supply chain. This strong investment, supported by the evolution of the supply model, was reflected in the 8% increase in sales for the year, growth above the market average (PMC), the higher number of transactions and parts sold and, above all, the 0.9p.p. increase in gross margin, which reached 55.4%.

In 2024, improvements were made to the omnichannel experience, and this was reflected in the increase in NPS in all our business units and channels, strengthening loyalty, and with greater participation by omnichannel customers. These improvements include greater digitalization through an omnichannel approach, organic expansion into new locations and the strengthening of lifestyle brands and concepts. We have implemented innovative customer-oriented technology and the online and offline channels are integrated in real time to create an omnichannel platform, with unified stocks, operations and services.

ECONOMIC AND FINANCIAL PERFORMANCE

The Company achieved a sales performance (net operating revenue from the sale of goods) in 2024 of R\$12,671.9 million, with growth of 8.5% compared to 2023. This performance was driven by the positive

contribution of Youcom, with a net revenue increase of 18.6% compared to 2024, and by Renner, with net retail revenue growth of 7.7%.

The first half of the year was characterized by challenges related to higher temperatures, especially in the first half of the quarter. The company is a benchmark in winter items and has significant exposure to regions with colder climates. These conditions had a negative impact on sales, resulting in lower demand for the items in the winter collection. In addition, this situation coincided with the moment when the SP DC (in its final stabilization cycle) was operating with a longer lead time, which limited the ability to react to supply and adjust the portfolio in stores at that time. As temperatures in Brazil as a whole got closer to the usual for the season, from the second half of the quarter onwards, sales accelerated, a trend that continued until the end of 2024.

It is important to note that in 2024 occurred the floods in Rio Grande do Sul, which resulted in one of the state's worst climate disasters and impacted the flow of customers in this important market for Renner in the first half of May. At the most critical moment, around 4% of the company's stores were temporarily closed, with a gradual reopening in the following days. In the third quarter of the year, it was already possible to see a solid sales performance in all the business units, reflecting the success of the evolution of the company's business model in generating greater flexibility and operational agility.

Digital GMV has seen significant growth, with 14% growth, achieving greater sales relevance with greater efficiency. Camicado's sales increased 10% in the year, growing 28% per square meter, with a 1.6p.p. gain in gross margin and a record level of inventory turnover. The performance reflected improvements in operational management, especially in digital, as well as marketing actions. The Home & Style own brand achieved a record share of sales, expanding the product offering and contributing to the growth of the active omni customer base.

At Youcom, sales grew by 19%, with a 0.2 p.p. increase in gross margin. And the ecosystem base grew, reaching the significant milestone of 20 million active customers, surpassing the performance of the apparel sector (PMC) by almost 4x. This result was driven by the acceptance of the collections, operational excellence and greater engagement with the target audience. The customer base grew significantly during the year, with the omni base standing out as a result of the successful integration of the brand's physical and digital channels.

Fiscal Year 2023

The year 2023 was characterized by still high inflation and interest rates, with household debt at record levels, as well as the transition to a new government, which brought changes to the country's economic policy. These factors had a significant impact on consumers' purchasing power and their ability to pay off debts, as well as on business dynamics. It was no different in the clothing segment: a year with erratic growth over the months, according to data from the PMC - Monthly Trade Survey, released by the IBGE, with a consumer who is very price-sensitive and has limited capacity to convert into garments.

Over the course of the year, some indicators have evolved, with accumulated inflation in certain segments falling, a sequence of interest rate reductions starting in August, as well as positive signs regarding household indebtedness in the final months of the year. Continued progress in these and other aspects could lead to a more favorable macroeconomic environment for the coming periods and, consequently, benefit consumption.

RENNER

The Renner chain of stores, which accounts for 92% of total Net Revenue, is the company's main business. It operates on the lifestyle concept in which each store reflects its own style of being and dressing and has 20 own brands. Renner delivers the best fashion and lifestyle experience for the middle/high segment, with quality products and services at competitive prices, developing clothing, footwear and underwear for women, men, teenagers and children. It also has its own brands of accessories and cosmetics.

In 2023, Renner continued with its physical expansion plan, opening 17 stores in the period and, as a result of the process of reviewing the profitability of operations, 14 units were closed. In total, there were 424 units

in operation at the end of the year, of which 409 were in Brazil, 11 in Uruguay and 4 in Argentina. The stores have an average area of 2,600 m² and 89% of them are located in shopping centers.

In addition, Renner continued to evolve towards a more digital and omnichannel business, with new store formats and the implementation of the tools needed to strengthen customer relations. To this end, it continued to improve the various sales channels and also the speed of deliveries, with the aim of increasingly improving the omnichannel customer experience.

CAMICADO

Camicado is the brand specialized in home and decoration, offering a wide variety of products, including decorative items, kitchen utensils, kitchen gadgets, appliances, furniture and bedding, table and bath. In addition to resale items, it also develops its own brand items and has sellers in its marketplace. Camicado also specializes in gift lists for weddings, housewarmings and birthdays. The brand, acquired in 2011, is the largest national retailer in this segment, with a presence in all regions of the country. In 2023, due to a reassessment of store profitability, 16 stores were closed, bringing the total number of stores in operation to 107. The stores have an average area of 559 m², totaling 59,800 m².

Camicado continued on its path of evolution, not only physically but also digitally. During the year, improvements were made to the customer experience on the website and app. Marketing strategies were revised and adapted to the new market moment, with the aim of increasing digital participation, bringing greater assertiveness and lower CAC. It also continued to evolve its marketplace, which now has 700 active sellers.

YOUCOM

Youcom is a young-fashion and lifestyle brand launched in 2013. The stores, in a specialized format, offer quality products at competitive prices, with a high fashion appeal and always connected to the behavior and needs of young consumers, in an innovative and sustainable way.

In 2023, Youcom opened 13 stores and, as a result of the process of reviewing the profitability of operations, 3 units were closed. The brand now has 124 units in operation, present in all regions of Brazil, with a total area of 29,900 m², as well as e-commerce and an exclusive app.

Youcom continued to invest in accelerating the digital transformation of the business and strengthening its positioning of young fashion and lifestyle on digital channels, through the constant evolution of the features of its app, which has been showing important results in terms of downloads and customer retention. In addition, the adoption of strategies to promote capsule collections aimed at generation Z, together with the expansion of partnerships with digital influencers, contributed to the expansion of the online customer base and sales on this channel.

ASHUA

Ashua, an e-commerce brand launched in 2016 focused on Curve and Plus size fashion, offers products that enhance curves and the female body, with quality and fashion information. Since 2018, the brand has had physical stores to expand its omnichannel offer and ended the year with 18 units in operation, 5 of which will open in 2023. The stores, in a specialized format, have an average area of 212 m². As part of its sales channel strategy, the brand has corners inside Renner stores, in a total of 16 units, 15 of which are located in Brazil and 1 in Uruguay.

As for digital transformation, Ashua continued to take important steps, consolidating its strategy with influencers. We would highlight the production of the second collab signed by a digital influencer and the Ashua 4 You collection, aimed at the 18-24 year-old audience with very strong digital buying behavior.

REALIZE CFI - FINANCIAL SERVICES

Realize Crédito, Financiamento e Investimento S.A. ("Realize CFI") supports customer loyalty and convenience by supporting the Company's retail operation, offering a range of financial services to

customers, including the Renner Card (private label) and Meu Cartão (international credit card), as well as Saque Rápido - a type of personal loan - and a portfolio of insurance and, on the investment front, CDB issuance. In addition, it offers solutions for businesses, with operations to anticipate receivables for sellers in the ecosystem, as well as financing working capital and granting credit to suppliers.

Realize CFI has made progress in occupying more of the ecosystem, through an increasingly broad offer, in order to better meet the needs of its clients and thus generate greater portfolio volumes and business profitability. Based on the strategy of leveraging retail and encouraging customer frequency and average spending, it launched the Next Purchase Cashback pilot, aimed at facilitating the consumer journey.

REPASSA

Repassa is an online platform that resells clothes, shoes and accessories, acquired in 2021. It is a digital native startup, founded in 2015, with sustainability at its core. Repassa expands the offer of adjacent services to customers, operating in the managed fashion resale segment. The resale segment has high growth potential and is one of the major trends in clothing retail, as well as being aligned with the company's ecosystem strategy. The service delivers value to customers, complementing their journey, as well as creating an avenue for revenue, greater recurrence and lifetime value.

In 2023, Repassa communication actions were carried out through Renner channels, reinforcing the company's objective of encouraging conscious consumption and extending the useful life of garments. In addition, the operation to receive Sacolas do Bem in Renner stores was expanded and, by the end of the year, was present in 68 units.

UELLO

Uello is a digital native logtech focused on urban delivery solutions, acquired in 2022. Through Uello, it offers a complete and customized logistics management solution for medium and large corporate clients, including last mile deliveries with route management, tracking and order notifications and an app for drivers.

In 2023, Uello began serving customers in Colombia through its customized freight management platform.

PRODUCT

In 2023, important product developments took place. At the Renner brand, due to reactivity initiatives with the supply chain, around 40% of the collection was developed and bought in season, bringing more flexibility and precision to customer demands. During the period, the company invested in the development of new models and analytical techniques, with tools capable of detecting fashion trends generated by artificial intelligence. In addition, through data analysis, the operation between DCs and stores was optimized, with more than 3 million pieces distributed using the 'engine' developed by the company.

The stability of the Youcom brand is the result of ongoing product assortment management, allowing for a better balance in stocks and reflected in a reduction in the average cost of certain products. Of note was the continued good acceptance and assertiveness of the collections, as well as the improvement of processes in the purchasing area which favored a reduction in the lead time between capturing the trend and presenting the collections, reflected in better sales.

At Camicado, there was a greater share of own-brand products, with a better margin. In this way, the share of old stock was reduced, maintaining the evolution of collection renewal, as well as improvements and expansion of the assortment of the Home Style brand, with exclusive and more profitable items compared to partner brands, in addition to offering collections in collaboration with stylists.

OMNICANALITY

This year, the omnichannel efforts continued, seeking speed and excellence in the customer shopping journey in order to make the experience in all channels increasingly integrated, fluid and enchanting and thus strengthen the position of the largest omnichannel fashion player in Brazil.

With this in mind, some important transformations were carried out in the physical store environment. The greater openness of the entrance brings breadth and visibility to the store and the modern digital panels invite customers to experience the omni concept, creating a fluid reference from offline to online. The combination of the creation of trails that guide customers through the store, the installation of more modern equipment, higher and more targeted lighting, better visual merchandising, spacious and welcoming fitting rooms, provided a more engaging shopping experience and greater prominence for the products.

At the Renner brand, the store digitalization process, through the expansion of self-service checkouts with RFID technology to 213 stores, continued to bring benefits to the customer journey, especially in terms of reducing queues for payment. This modality reached approximately 39% of the turnover of the stores that have this device.

On the logistics front, the ramp-up process of the offline clothing operations to the new Omni DC, located in the city of Cabreúva-SP, went according to schedule and the SKU purchasing migration stage was 100% complete. As for the processing and allocation migration process, it is in the final stages of completion. This DC will enable gains in efficiency, speed and synergy between the businesses, being one of the key elements in the return to profitability. It is a fully Omni DC, which will allow integration of the physical and digital operation, with 100% of the operation by SKU, bringing greater stock optimization, fewer markdowns, greater productivity and more assertive store supply.

The content front changed its strategy to bring more unpaid visits to the website/app, with the aim of attracting and retaining a customer who is more connected to the brand and, consequently, more profitable, through generating desire and information about fashion and lifestyle. From Renner's social networks, visits to the website/app increased by 28% versus 2022, while transactions and revenue from these sources grew by 75% and 89%, respectively. In more than 4,000 macro, medium and micro content creator activations, we achieved an average ticket 35% higher than the average for digital channels. Direct CRM actions accounted for an average of 13% of total e-commerce revenue, a result that tends to gain even more relevance as more personalized communications advance.

As for digital channels, they continued on their growth trajectory and became more relevant to sales, mainly due to higher conversion. The app once again came first in terms of downloads and MAU (Monthly Active Users) among local fashion players, according to App Annie data. In addition, complementary digital channels, including the Alameda Renner marketplace, Favoritos Renner, B2B and WhatsApp, maintained their share, contributing around 25% of Digital GMV.

ECONOMIC AND FINANCIAL PERFORMANCE

The Company ended 2023 with growth in Net Revenue from Retail Operations of 1.1% versus 2022 and 22.5% versus 2021 and Same Store Sales of 0.2%. This performance was driven by the positive contribution of Youcom, with sales growth of 5.5% compared to 2022, and Renner, with retail net revenue growth of 2.2%.

In the first half of the year, factors such as more price-sensitive consumers and higher than expected winter temperatures were obstacles to operations, especially in popular stores. Throughout the second quarter, we acted to improve the perception of prices through changes in visual merchandising and specific adjustments to the marketing pyramid, prioritizing the display of entry-level products, as well as expanding the offer of products with prices more accessible to the consumer, resulting in a significant increase in the volume of items sold

With regard to digital channels, the company achieved important results. Digital GMV totaled R\$2,219.8 million, with growth of 8.5% and penetration of 14.3% of the Company's total, an increase of 0.8 p.p. In addition, complementary digital channels such as the Alameda Renner marketplace, Favoritos Renner, B2B and WhatsApp maintained their relevance, contributing approximately 25% of digital GMV. Camicado's marketplace was strengthened by expanding its range of categories throughout the year, ending the period with 700 sellers.

Youcom, despite the equally challenging scenario, consistently outperformed the clothing sector (PMC). The company strengthened its positioning as a brand with strong competitive differentials, aimed at young people and with a wide range of aspirational fashion. The adoption of strategies to boost capsule collections aimed at generation Z, together with the expansion of partnerships with digital influencers, reinforcing Youcom as a young and connected brand, contributed to the expansion of the online customer base and sales on this channel.

Camicado also underwent important adjustments to adapt its operations to the more challenging macro scenario. During the year, the gross margin expanded significantly versus 2022, due to the readjustment in the operational and commercial execution of the business, as well as more efficient inventory management, with a positive effect on same-store sales at the physical units, which grew by approximately 7%. The growth in the share of Home Style own-brand products in sales also benefited this evolution, reaching the target announced by the company.

b. Relevant changes in revenues attributable to the introduction of new products and services, changes in volume and pricing, foreign exchange rates and inflation

The Company continuously works on differentiating its products, focusing its efforts on delivering high-quality items with higher value added compared to competitors. The fashion segment is characterized by extremely short product life cycles, with frequent changes that make price comparisons between periods difficult.

Therefore, although consumer inflation measured by the IPCA (the index used by the Brazilian government for inflation targets) reached 4.26% in 2025 (4.83% in 2024), it is not possible to directly attribute an impact on sales prices or on the Company's reported revenues to inflation. Likewise, comparing or attributing revenue growth solely to changes in volume may lead to inappropriate conclusions, as the products offered are not necessarily the same from one period to another. The Company's pricing policy has low sensitivity to changes arising from fluctuations in foreign exchange rates. Most of the products sold by the Company are of domestic origin, which allows management to absorb price fluctuations in imported products without significant changes in consumer prices.

In Argentina, due to the hyperinflationary economy, the effects of local currency devaluation on the maintenance of sales prices are periodically observed. However, on a consolidated basis, where the functional currency is the Brazilian Real, there were no relevant impacts in 2025.

c. Relevant impacts of inflation, changes in prices of key inputs and products, foreign exchange and interest rates on the issuer's operating and financial results

The fashion segment is characterized by extremely short product life cycles, with changes that make price comparisons between periods difficult, since the Company does not offer the same products to consumers over time. Similarly, comparing or attributing revenue growth based on the volume of units sold may result in misleading information, and therefore the Company does not consider this to be an appropriate metric for disclosure. The same rationale applies to the cost of goods sold.

Although it is reasonable to assume that inflation rates may affect revenues, costs and expenses, the Company believes that improvements in production processes throughout the supply chain and in its overall management mitigate a significant portion of the effects that potential increases in costs and expenses could generate. Accordingly, management believes that operating results are not materially impacted by fluctuations in inflation rates currently observed in the Brazilian market.

The Company's pricing policy has low sensitivity to fluctuations in foreign exchange rates. Its operations are fully focused on the domestic market, and most of its products are of domestic origin, which allows the Company to manage price fluctuations in imported products without significant changes in consumer prices. Additionally, to mitigate potential impacts on the profitability of imported products resulting from foreign exchange rate fluctuations, the Company maintains hedging operations through U.S. dollar forward purchase contracts (NDF – Non-Deliverable Forwards). Once the purchasing plan is defined, the exchange

rate level that enables the commercialization of products in the local market within expected profit margin standards and delivery timelines is used as a basis.

By limiting the foreign exchange risks incurred in the execution of its operations using derivative instruments, the Company seeks to ensure minimum profitability in transactions involving assets or liabilities denominated in foreign currency, such as profits from the sale of imported products or cost limits on foreign currency-denominated debt operations.

The Company operates four stores in Argentina, whose economy is considered hyperinflationary, requiring the accounting recognition of monetary restatement of non-monetary items in the statement of financial position. For the year ended December 31, 2025, the net effect of monetary restatement was positive in financial results in the amount of R\$ 15.2 million (R\$ 89.5 million in financial income for the year ended December 31, 2024).

2.3 Directors should comment on:

a. changes in accounting practices that have resulted in significant effects on the information provided in the Fields 2.1 and 2.2

Fiscal year 2025

There has been no significant change in accounting practices for fiscal year 2024.

Fiscal year 2024

There has been no significant change in accounting practices for fiscal year 2024.

Fiscal year 2023

There has been no significant change in accounting practices for fiscal year 2023.

b. modified opinions and emphases present in the auditor's report

The Management report that there were no modified opinions and no reservations and/or emphases present in the auditor's report in the disclosures for fiscal years 2025, 2024 and 2023.

2.4. Directors should comment on the material effects that the events below have caused or are expected to cause on the issuer's financial statements and results:

a. introduction or disposal of an operating segment

There was no introduction or disposal of the operating segment in fiscal years 2025, 2024 and 2023.

b. constitution, acquisition or disposal of equity interest

Fiscal year 2025

We inform that no incorporations, acquisitions, or disposals occurred in fiscal year 2025.

Fiscal year 2024

RACC merger

On December 11, 2024, the Parent Company merged the company RACC, whose net assets amounted to R\$ 831, according to the appraisal report issued by an accountant and the private instrument of protocol and justification for the merger. Furthermore, since the Parent Company is the only partner of RACC, thus belonging to the same economic group, this merger did not result in a capital increase, but only in the transfer of RACC's assets and liabilities to the Parent Company's equity and the liquidation of RACC's

canceled quotas due to the merger. The transaction is part of a restructuring aimed at simplifying the corporate structure.

Acquisition of shareholding

RX Venture Fund

In 2024, the Company invested R\$16,408 million through the RX Ventures Multiestratégia Equity Investment Fund ("Fund"), of which R\$6,076 million was in Connectly and R\$10,332 million in Topsort. Topsort was the new startup invested in 2024, whose main objective is to develop the infrastructure for retail digital media solutions based on AI.

As of December 31, 2024, the Fund's portfolio contained five investments, as follows:

	logstore	klavi	RADAR	Connectly	TOPSORT
Investees	Logstore (i)	Klavi (ii)	Radar (iii)	Connectly (iv)	Topsort (v)
Type	Convertible loan	Convertible loan	Convertible loan	Equity	Equity
Changes – Investments of RX Ventures in startups					
Balance on December 31, 2023	1,264	9,559	5,023	10,150	-
(+) Contributions	-	-	-	6,076	10,332
(+) Fair value gains	-	473	109	10,361	-
(+/-) Translation adjustments	-	1,968	1,267	-	-
Balance on December 31, 2024	1,264	12,000	6,399	26,587	10,332

Fiscal year 2023

Acquisition of shareholding

RX Venture Fund

In 2023, through the RX Ventures Multiestratégia Equity Investment Fund ("Fund"), the Company contributed the sum of R\$15.2 million, divided between Radar and Connectly. On December 31, 2023, the Fund's portfolio contained four investees, as follows:

	RADAR	Connectly
Investees	Radar	Connectly
Investment date	05/03/2023	09/06/2023
Modality	Convertible loan	Equity
Book balance (millions)	R\$ 5.0	R\$ 10.2

c. unusual events or operations

Fiscal year 2025

Cancellation of Shares: In December 2025, through an Extraordinary Shareholders' Meeting (ESM), the Company approved the cancellation of 52,991,847 treasury common shares, without reducing the Company's capital stock. These shares represented 5% of the Company's outstanding shares. The cancellation absorbed Capital Reserves in the amount of R\$ 187,048 million and the Reserve for Investment and Expansion in the amount of R\$ 553,434 million, totaling R\$ 740,482 million.

Fiscal year 2024

Early adoption of CBPS 1 and CBPS 2 (IFRS S1 and S2): In August 2024, according to CVM Resolution 193/2023 (subsequently supplemented by CVM Resolutions 217, 218 and 219/2024), the Company opted for the voluntary early adoption of the preparation and disclosure of the Financial Information Report related to Climate Sustainability in accordance with the International Sustainability Standards Board (ISSB), CBPS 1 and CBPS 2 (IFRS S1 and S2), with the option of using the reliefs provided for in these standards, which will report on the possible financial impacts related to physical and transitional climate risks.

Capital increase and bonus shares: In December 2024, through the Extraordinary General Meeting (EGM), the Company approved a capital increase of R\$518,614, of which R\$103,547 was through the incorporation of legal reserves and R\$415,067 through the incorporation of tax incentive reserves. Also, at the same EGM, a bonus share was approved, at the rate of 10% (ten percent), which corresponded to the issuance of 96,322,700 new common shares, being 1 (one) new common share for every 10 (ten) common shares held on this date, with an assigned unit cost of R\$5.38. At the end of 2024, the share capital amounted to R\$9,540,891, the Legal reserve to R\$59,833, and the Tax incentive reserve to R\$415,067.

Share buyback program: On the date of issue of the 2024 Financial Statement, the Company issued a Material Fact to the market about the approval, at the Board of Directors' Meeting held on February 20, 2025, of a new share buyback program without a reduction in share capital, with the possibility of acquiring up to 75,000,000 (seventy-five million) common shares, representing, at the moment, 7.13% of the shares in circulation in the market and equivalent to R\$ 1.0 billion at the current share price.

Fiscal year 2023

In September 2023, the direct subsidiary Rlog investimentos was merged into Uello in order to simplify the company's corporate structure. In the operation, Uello's equity was increased by R\$62 million, according to the appraisal report.

In addition, in December 2023, in order to have the right to use certain brands and greater synergy with the financial company Realize CFI, the rights to use the brands "Bancos Renner", "Renner", "Renner Banco" and "Rennercard" were assigned to Realize CFI by Dromegon, in the amount of R\$35 million.

2.5 If the issuer has disclosed during the past fiscal year, or wishes to disclose in this form, non-accounting measurements such as EBITDA (earnings before interest, taxes, depreciation and amortization) or EBIT (earnings before interest and income taxes), the issuer must:

a. inform the value of the non-accounting measurements

The Company disclosed in this Reference Form, for the last three fiscal years ended December 31, 2025, 2024, and 2023, the following non-GAAP measures in item (a).

EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization), or LAJIDA (Lucro Antes de Juros, Impostos, Depreciação e Amortização), is a non-GAAP measure disclosed by the Company in accordance with Brazilian Securities Commission (CVM) Instruction No. 156, dated June 23, 2022. This measure consists of net income for the period before net financial result, depreciation and amortization expenses, and current and deferred income tax and social contribution.

EBITDA Margin is calculated by dividing EBITDA by Net Retail Operating Revenue.

For performance analysis, the Company uses Adjusted Total EBITDA (Post-IFRS 16), which consists of EBITDA as described above, adjusted by adding back stock option plans, management profit sharing, and gains or losses on the disposal of fixed assets. In certain analyses, in order to reflect the cost of lease agreements in this indicator, lease payments are deducted from Adjusted Total EBITDA, resulting in the Adjusted Total EBITDA (Ex-IFRS 16) metric.

Adjusted Total EBITDA Margin is calculated by dividing Adjusted Total EBITDA by Net Revenue from Retail Operations, as shown in tables (a) and (b).

Gross Indebtedness is represented by the sum of loans, financings, debentures, and financing related to financial operations and services (current and non-current).

The Net Debt corresponds to the Gross Debt, less the balance of cash and cash equivalents and financial investments.

The Financial Leverage Ratio is calculated based on Net Debt divided by Shareholders' Equity.

EBITDA, Margin EBITDA, Total EBITDA Adjusted and Total Margin EBITDA Adjusted

(in thousands of Reais, except %)	On FY ended on December, 31		
	2025	2024	2023
EBITDA	3,043.1	2,457.1	1,939.3
EBITDA margin	22.0%	19.4%	16.6%
Total Adjusted EBITDA (post IFRS 16)	3,187.1	2,649.6	2,103.6
Adjusted EBITDA margin (post IFRS 16)	23.0%	20.9%	18.0%
Total adjusted EBITDA (ex-IFRS 16)	2,499.4	1,993.7	1,451.1
Adjusted EBITDA Margin (ex IFRS 16)	18.1%	8.4%	12.5%

Gross Debt, Net Debt and Leverage Ratio

(in thousands of Reais, except %)	On FY ended on December, 31		
	2025	2024	2023
Gross indebtedness	(379.9)	(945.5)	(1,926.9)
Net indebtedness (*)	1,522.9	1,825.8	1,176.9
Financial leverage ratio (**)	-14.56%	-16.95%	-11.71%

(*) Net indebtedness is presented as a positive figure because the Company holds a higher balance of cash, cash equivalents, and financial investments than financial debt.

(**) The Financial Leverage Ratio is calculated as Net Indebtedness divided by Equity.

b. make reconciliations between the amounts disclosed and the amounts in the audited financial statements

Reconciliation of EBITDA (in thousands of R\$, except %)	On FY ended on December, 31		
	2025	2024	2023
Net operating revenue on sales of goods	13,838.2	12,672.0	11,706.3
Net income for the period	1,457.6	1,196.7	976.3
(+) Income tax and social contribution, net	257.1	124.3	(135.6)
(+) Financial result, net	82.5	(61.7)	48.4
(+) Depreciation and amortization	1,246.0	1,197.8	1,050.2
EBITDA	3,043.2	2,457.2	1,939.3
EBITDA Margin	21.99%	19.39%	16.57%
(+) Stock options plan	21.8	31.9	23.5
(+) Statutory profit sharing	15.2	17.3	-
(+) Proceeds from the disposal or write-off of fixed assets	107.0	143.3	140.8
Total adjusted EBITDA	3,187.2	2,649.7	2,103.6
Total adjusted EBITDA margin	23.0%	20.9%	18.0%
(+) Adjusted IFRS 16	(687.7)	(656.0)	(652.5)
Total adjusted EBITDA (ex IFRS 16)	2,499.5	1,993.7	1,451.1

Capital Management

(in thousands of Reais, except %)	Consolidated		
	12/31/2025	12/31/2024	12/31/2023
Loans, Financing and Debentures	-	(522.4)	(1,101.9)
Current	-	(522.4)	(602.0)
Non-current	-	-	(499.9)
Financing Operations and Financial Services	(379.9)	(423.1)	(825.0)
Current	(21.1)	(409.3)	(488.8)
Non-current	(358.8)	(13.7)	(336.2)
Gross indebtedness	(379.9)	(945.5)	(1,926.9)
Cash and cash equivalents and financial investments	1,902.8	2,771.3	3,103.8
Net indebtedness	1,522.9	1,825.8	1,176.9
Shareholders' equity	10,456.3	10,773.0	10,047.2
Financial Leverage Ratio (*)	-14.56%	-16.95%	-11.71%

(*) The Financial Leverage Ratio is calculated based on Net Debt divided by Shareholders' Equity.

c. explain why it believes that such a measurement is more appropriate for a correct understanding of its financial condition and the results of its operations

Although EBITDA is not measured in accordance with the accounting practices adopted in Brazil or the IFRS, it is used by the Company's management to measure its operational performance.

Management believes that EBITDA (LAJIDA) is the most appropriate measure, as it is an indicator extracted from the income statements, commonly used by the Company, investors and analysts as an indicator of operating performance, allowing greater comparability of businesses similar to that of the Company.

Gross Debt, Net Debt and Leverage Ratio are not measures of financial performance, liquidity or debt recognized by the Accounting Practices adopted in Brazil or the IFRS, issued by the IASB, and have no standard meaning.

Management believes that Gross Indebtedness and Net Debt are appropriate measures to demonstrate the Company's financial capacity to meet future commitments and, this indicator, is a component of the calculation of the Financial Leverage Ratio, which corresponds to Net Debt divided by Shareholders' Equity.

2.6. Identify and comment on any events subsequent to the most recent year-end financial statements that materially change them.***Fiscal year 2025***

The following events stand out as subsequent events between the end of the fiscal year 2025 and the release of the financial statements for this period:

- ✓ On January 12, 2026, the Company made the payment of the JSCP related to the 4Q25 resolution in the amount of R\$ 223,729 (R\$ 196,831 net of income tax), as per the resolution taken on December 08, 2025, through the Board of Directors Meeting (BDM).

Fiscal year 2024

The following events stand out as subsequent events between the end of the fiscal year 2024 and the release of the financial statements for this period:

- ✓ On January 7, 2025, the Company made the payment of the JSCP related to the 4Q24 resolution in the amount of R\$ 179,447 (R\$ 155,626 net of income tax), as per the resolution taken on December 19, 2024, through the Board of Directors Meeting (BDM).
- ✓ On January 6, 2025, an IRPJ/CSLL tax infraction notice was issued for alleged undue exclusion of investment subsidies, related to ICMS tax incentives (deferral and MVA reductions), for the years 2021 and 2022, in the amount of R\$150,000 on January 6, 2025, already discounted from R\$87,000 related to the IRPJ/CSLL rate levied on tax losses from previous years. The Company's legal advisors classify the loss as "possible", especially due to the adequacy of the procedure carried out to the provisions of the Superior Court of Justice in the judgment of Repetitive Appeal 1,182. The Company's Management, based on legal opinions, understands that the probability of the treatment being accepted by the tax authority is more likely than not (more than 50%).
- ✓ On January 15, 2025, a notice of infraction was issued for alleged undue exclusion of correspondent banking expenses from the calculation basis of cumulative PIS and COFINS, from 2020 to 2024 in the amount of R\$27,000. The Company's legal advisors classify the loss as "possible", especially due to the lack of binding unfavorable final decisions.
- ✓ At the Board of Directors Meeting (BDM) held on February 20, 2025, the Company approved a new share buyback program without reducing the share capital, allowing the acquisition of up to 75,000,000 (seventy-five million) common shares, currently representing 7.13% of the shares in circulation on the market and equivalent to R\$1.0 billion at the current share price. The shares acquired under the new Buyback Program will be held in treasury and subsequently disposed and/or canceled and/or to meet obligations arising from the Long-Term Incentive Plan.

Fiscal year 2023

The following events stand out as subsequent events between the end of the 2023 financial year and the disclosure of the financial statements for this period:

- ✓ On January 5, 2024, we paid JSCP in the amount of R\$296.2 million (net of income tax), in accordance with the resolution passed on December 15, 2023, through the RCA.

2.7 Directors should comment on the allocation of corporate results, indicating:

The Profit Appropriation policy was approved by the Company's Board of Directors on October 18, 2018, as amended on June 23, 2022.

a. rules on profit retention

The Company follows the terms set forth in art. 33 of the Company's Bylaws, resolutions approved by its shareholders, as well as in compliance with Law 6404/76.

Legal Reserve

In accordance with article 193 of Law 6.404/76 and article 33, item (a) of the Company's Bylaws, a legal reserve equivalent to 5% of the net income calculated each year is created, after reducing the portion allocated to the tax incentive reserve.

Tax incentive reserve

At the end of each fiscal year, in accordance with Supplementary Law No. 160/17 and Law No. 6,404/76, we allocate the portion of the ICMS incentives to the tax incentive reserve, the amount of which is R\$ 282.7 million and R\$ 269.4 million, respectively in 2023 and 2022. The amounts for 2023 shall be approved at the Annual General Meeting to be held on April 2024. The incentive amounts do not form part of the basis for calculating dividends and can only be incorporated into share capital, in accordance with Law 6.404/76.

In the table below, we show the changes in the profit reserves (destinations of results):

Description (Thousands of Brazilian Reais)	Fiscal year 12/31/2025	Fiscal year 12/31/2024	Fiscal year 12/31/2023
a.i Income reserves	623.3	563.1	293.9
Legal reserve *	72.9	59.8	34.7
Investment and expansion reserve**	550.4	503.3	-23.2
Tax incentive reserve	0	0	282.5
a.ii % over total income	42.8%	47.1%	30.1%
Legal reserve	5.0%	5.0%	3.6%
Investment and expansion reserve	37.8%	42.1%	-2.4%
Tax incentive reserve	0.0%	0.0%	28.9%

*In accordance with Article 193 of Brazilian Law No. 6,404/76 and Article 33, item (a) of the Company's Bylaws, a legal reserve equivalent to 5% of net income for each fiscal year is established, after deducting the portion allocated to the tax incentive reserve.

** In 2023, in order to support the amounts resolved to be paid as Interest on Shareholders' Equity (JSCP) for 2023, totaling R\$682.0 million, an amount of R\$23.2 million from the Investment and Expansion Reserve was utilized.

b. rules on dividend distribution

The Company, without prejudice to the right of its Board of Directors to propose the constitution of any reserves provided for in the legislation or in its Bylaws, and observing the best interest and financial health of the Company, shall distribute as dividend of all shares, in each fiscal year, at least 25% of the net profit of the fiscal year, adjusted under the terms of art. 202 of the Brazilian Corporation Law. By deliberation of the Company's Board of Directors, the mandatory dividend may also be paid as interest on own capital, treated as a deductible expense for corporate income tax and social contribution on net profit purposes.

Dividends

The Company is required by Brazilian Corporate Law and its Bylaws to hold an Annual General Meeting no later than the fourth month following the end of each fiscal year at which, among other things, shareholders will have to resolve on the distribution of an annual dividend. The payment of annual dividends is based on the audited financial statements for the immediately preceding fiscal year. Shareholders on the date the dividend is declared will be entitled to receive the dividends.

Pursuant to the Brazilian Corporation Law, the annual dividend must be paid within 60 days of its declaration, unless the shareholders' resolution establishes another payment date, which, in any event, must occur before the end of the fiscal year in which the dividend was declared. The Company's Bylaws do not establish that the amount of the dividend payment will be adjusted for inflation.

The Company's Board of Directors may declare interim dividends or interest on equity from profits ascertained in a semi-annual balance sheet. Additionally, the Company's Board of Directors may determine that balance sheets be prepared in periods shorter than six months and declare dividends or interest on equity based on the profits determined in such balance sheets.

Shareholders have three years from the date on which the dividends or interest on equity were made available to them to claim dividends (or interest on equity) relating to their shares, after which the amount of dividends or interest on equity not claimed will revert to the Company.

Interest on equity (IOE)

Since January 1, 1996, Brazilian companies have been allowed to pay limited interest on equity capital to holders of equity interests and consider such payments deductible for corporate income tax purposes and, since 1998, also for social contribution on net income purposes.

The deduction is limited to the greater of (i) 50% of the Company's net income (after deduction of the social contribution on net income and before taking into account such distribution and any income tax deductions) for the period for which the payment is made; and (ii) 50% of the Company's retained earnings and profit reserves of the Company.

The payment of interest on own capital is made as an alternative way to pay dividends. The interest on shareholders' equity is limited to the pro rata die variation of the Long Term Interest Rate ("TJLP"). The amount paid as interest on own capital, net of income tax, may be imputed as part of the amount of the mandatory dividend. According to the applicable legislation, the Company is obligated to pay the shareholders an amount sufficient to ensure that the net amount received by them as interest on shareholders' equity, less the payment of withholding tax, plus the amount of dividends declared, is equivalent to at least the amount of the mandatory dividend.

The following amounts were decided in the last three fiscal years:

Description (Millions of Brazilian Reais)	Fiscal year 12/31/2025	Fiscal year 12/31/2024	Fiscal year 12/31/2023
IOE (i)	834.0	634.0	682.0

(i) IOE are distributed in the year of the fiscal year and are paid, together with the dividends, after the meeting that resolves on the distribution of dividends for that fiscal year, that is, in the following year.

c. periodicity of dividend distributions

In fiscal years 2025, 2024 and 2023, the Company distributed dividends in the form of interest on shareholders' equity, as resolved by the Board of Directors quarterly, and dividends annually - after resolution of the Annual General Meeting. By proposal of the Executive Board, approved by the Board of Directors, ad referendum of the Ordinary General Meeting, the Company may pay or credit interest to the shareholders, as remuneration on the equity of the latter, in compliance with the applicable legislation. Any amounts thus disbursed may be imputed to the amount of the mandatory dividend provided for in the Bylaws.

The Company may prepare semi-annual balance sheets, or in shorter periods, and declare, by resolution of the Board of Directors:

(a) the payment of a dividend or interest on own capital, to the account of the profit calculated in a semi-annual balance sheet, imputed to the amount of the mandatory dividend, if any;

(b) the distribution of dividends in periods shorter than 6 (six) months, or interest on own capital, imputed to the amount of the mandatory dividend, if any, provided that the total dividends paid in each semester of the fiscal year does not exceed the amount of the capital reserves; and

(c) the payment of interim dividends or interest on own capital, to the account of accumulated profits or profit reserve existing in the last annual or half-year balance sheet, imputed to the amount of the mandatory dividend, if any.

d. any restrictions to the distribution of dividends imposed by legislation or special regulations applicable to the issuer, as well as contracts, judicial, administrative or arbitration decisions

There are no restrictions.

e. if the issuer has a formally approved policy for allocation of net income, inform the body responsible for approval, the date of approval, and, if the issuer discloses the policy, the locations on the worldwide web where the document may be consulted

The Company has a Profit Appropriation Policy formally approved by the Board of Directors on October 18, 2018 and updated on June 23, 2022. Said Policy may be consulted on the Company's Investor Relations website (www.lojasrenner.com.br/ri), under Corporate Governance - Bylaws and Policies.

2.8. Directors should describe material items not evidenced in the issuer's financial statements, indicating:

a. the assets and liabilities held by the issuer, directly or indirectly, that do not appear on its balance sheet (off-balance sheet items), such as:

i. written-off portfolios of receivables over which the entity has neither retained nor substantially transferred the risks and rewards of ownership of the transferred asset, indicating the respective liabilities

ii. contracts for the future purchase and sale of products or services

iii. unfinished construction contracts

iv. contracts for future receipt of financing

There are no material assets and liabilities that are not reflected in the Company's consolidated financial statements and related notes for the fiscal years ending 2025, 2024 and 2023.

b. other items not evidenced in the financial statements

There are no other material items not evidenced in the Company's consolidated financial statements and related notes for the fiscal years ending 2025, 2024 and 2023.

2.9. Concerning each one of the items not emphasized in the financial statements mentioned in item 2.8, directors shall comment about:**a. how such items change or may change revenues, expenses, operating income, financial expenses or other items of the issuer's financial statements**

Not applicable, because the Executive Board understands that there are no relevant assets and liabilities that were not reflected in Company's consolidated financial statements for the years 2025, 2024 and 2023.

b. nature and purpose of the operation

Not applicable, because the Executive Board understands that there are no relevant assets and liabilities that were not reflected in Company's consolidated financial statements for the years 2025, 2024 and 2023.

c. nature and amount of assumed obligations and rights generated in favor of the issuer as a result of the operation

Not applicable, because the Executive Board understands that there are no relevant assets and liabilities that were not reflected in Company's consolidated financial statements for the years 2025, 2024 and 2023.

2.10 Directors should indicate and comment on the major elements of the issuer's business plan, specifically exploring the following topics:**a. investments, including:****i. quantitative and qualitative description of ongoing and forecast investments****ii. investment funding sources****iii. relevant divestments in progress and forecast divestments**

The year 2025 began still with default and household debt putting pressure on consumption. In this sense, the Company believes that brands with meaning and a clear value proposition create competitive advantages and the conditions for market share gains, regardless of the economic atmosphere.

The Company therefore remains committed to its long-term projects and to business sustainability. The following table presents the Company's capital expenditures budget for the year 2025, in compliance with Resolution no. 80/22, published by the CVM on March 29, 2022.

Given that the budget consists of forecasts and business prospects, such involve risks, uncertainties and assumptions, the application of resources depends on circumstances that may or may not occur.

General economic conditions, prevailing industrial conditions and other operational factors may affect the amounts forecasted for allocation in fixed assets and working capital.

In order to support the investments, forecast in the Company's expansion plan, the Management has a reserve for investments and expansion on December 31, 2025 of R\$ 601.0 million and a relevant balance of capital resources available in Cash and cash Equivalents and Interest-earning bank deposits.

The table below shows the Company's 2026 capital budget:

Finance Sources	R\$ Milhões
Balance of Reserve for Investment and Expansion – 31/12/2024	604.1
Cancellation of Shares – 2025	(553.4)
Profit Reserve for Investment and Expansion – 2025	550.4
Balance of Profit Reserves for Investment and Expansion – 12/31/2025	601.0
Capital Expenditure Budget – Investment of Resources	Forecast 2026
New Stores	(327.0)
Remodeling and upgrading	(288.0)
IT Systems and Equipment	(401.0)
Logistics	(34.0)
Total investments in Fixed assets	(1,050.0)
Investments in Working Capital	(214.0)
Capital Expenditure Budget - Investment of Resources 2026	(1,264.0)

The Company's Management believes as necessary the conservation of the Earnings Reserve for Investment and Expansion at current levels, which will be added to operating cash generation for the year 2026 to support the expansion plan to be implemented in the current year.

b. as long as previously announced, indicate acquisitions of plant, equipment, Patents or other assets expected to materially influence the issuer's productive capacity

As of December 31, 2025, investments in fixed assets totaled R\$ 858.4 million. Of this amount, 41.0% were invested in Technology Systems and Equipment, 37.4% in store refurbishments and other projects, and 18.5% were allocated to the opening of 34 new stores, comprising 14 Renner stores, 17 Youcom stores, and 3 Camicado stores. The remaining 3.2% were invested in logistics and other initiatives.

Stores opened in 2025:

Lojas Renner S.A.

Business	Status	Opening date	Country	UF	City	Shopping Mall / Street	Total Area (m2)
Renner	Open	12/24/2025	Brazil	MG	Teófilo Otoni	Shopping Mall	1,196.0
Renner	Open	12/16/2025	Brazil	SP	Boituva	Shopping Mall	1,135.0
Renner	Open	12/10/2025	Brazil	MT	Lucas do Rio Verde	Shopping Mall	1,406.0
Renner	Open	12/4/2025	Brazil	MG	Pará de Minas	Shopping Mall	1,460.0
Renner	Open	12/11/2025	Brazil	PR	Ponta Grossa	Shopping Mall	1,400.0
Renner	Open	12/2/2025	Brazil	SE	Itabaiana	Shopping Mall	1,337.0
Renner	Open	11/28/2025	Brazil	GO	Aparecida de Goiânia	Shopping Mall	1,348.5
Renner	Open	11/28/2025	Brazil	MG	Lavras	Shopping Mall	1,450.0
Renner	Open	11/25/2025	Brazil	MG	Patos de Minas	Shopping Mall	1,488.0
Renner	Open	11/19/2025	Brazil	PR	Apucarana	Shopping Mall	1,276.0
Renner	Open	10/30/2025	Brazil	SP	Americana	Shopping Mall	1,805.3
Renner	Open	9/18/2025	Brazil	MG	Passos	Street	1,785.0
Renner	Open	5/16/2025	Brazil	GO	Caldas Novas	Shopping Mall	1,439.0
Renner	Open	3/12/2025	Brazil	RO	Vilhena	Shopping Mall	1,770.0

Fashion Business Comércio de Roupas Ltda. (Youcom)

Business	Status	Opening date	Country	UF	City	Shopping Mall / Street	Total Area (m2)
Youcom	Open	11/29/2025	Brazil	SC	Tijucas	Shopping Mall	410.9

Youcom	Open	11/28/2025	Brazil	RJ	Rio de Janeiro	Shopping Mall	230.5
Youcom	Open	11/28/2025	Brazil	RN	Natal	Shopping Mall	293.0
Youcom	Open	11/27/2025	Brazil	PR	Campo Largo	Shopping Mall	254.4
Youcom	Open	11/21/2025	Brazil	SP	Araraquara	Shopping Mall	208.0
Youcom	Open	11/1/2025	Brazil	DF	Brasília	Shopping Mall	265.7
Youcom	Open	10/30/2025	Brazil	SP	Americana	Shopping Mall	215.0
Youcom	Open	10/24/2025	Brazil	DF	Brasília	Shopping Mall	222.0
Youcom	Open	10/18/2025	Brazil	SP	Jundiai	Shopping Mall	406.0
Youcom	Open	10/3/2025	Brazil	RJ	Rio de Janeiro	Shopping Mall	301.0
Youcom	Open	9/26/2025	Brazil	SP	Osasco	Shopping Mall	209.0
Youcom	Open	8/1/2025	Brazil	SP	São Paulo	Shopping Mall	255.0
Youcom	Open	7/18/2025	Brazil	SC	Balneário Camboriú	Street	342.0
Youcom	Open	6/10/2025	Brazil	SP	Araçatuba	Shopping Mall	260.0
Youcom	Open	6/7/2025	Brazil	PR	Cascavel	Shopping Mall	223.0
Youcom	Open	6/5/2025	Brazil	RJ	Volta Redonda	Shopping Mall	240.0
Youcom	Open	5/30/2025	Brazil	SP	Franca	Shopping Mall	211.0

Camicado

Business	Status	Opening date	Country	UF	City	Shopping Mall / Street	Total Area (m2)
Camicado	Open	11/28/2025	Brazil	PR	Londrina	Shopping Mall	498.9
Camicado	Open	11/1/2025	Brazil	DF	Brasília	Shopping Mall	340.3
Camicado	Open	8/1/2025	Brazil	SP	Campinas	Shopping Mall	801.0

c. new products and services, indicating the following:

i. description of surveys in progress already disclosed

ii. total amounts spent by the issuer in surveys for development of new products and services

iii. projects under development already disclosed

iv. total amounts spent by the issuer in development of new products and services

There are no new projects with relevant investments other than the aforementioned ones.

d. opportunities included in the issuer's business plan related to ESG issues

Sustainability is one of Lojas Renner S.A.'s core values. After fulfilling the public commitments it had established for the 2018-2021 period, the Company has advanced in its sustainability journey and presented new commitments to be achieved by 2030. In this way, we will continue to strive to be an increasingly important benchmark in responsible fashion and lifestyle brands, and in enhancing the consumer journey. The first cycle, from 2018 to 2021, delivered four public commitments focused on less impactful products, socio-environmental certification of the Renner supply chain, reduction of CO2 emissions, and greater participation of low-emission renewable energies, acting as a foundation for building the future. This new cycle, which guides the company's sustainability strategy until 2030, was built collaboratively, based on the experiences and future visions of its main stakeholders, and brings a holistic vision of sustainability to the entire fashion and lifestyle ecosystem. Seeking to be an agent of transformation, in order to generate more and more actions with positive impacts, not only for retail but for society as a whole, 12 objectives were defined, even more comprehensive and challenging than the previous ones, with reach across all of the Company's businesses. The goals are broken down into three fundamental pillars: climate, circular and regenerative solutions; connections that amplify; and diverse

human relationships. Learn more at: <https://www.lojasrennersa.com.br/sustentabilidade/compromissos-2030/>

In this context, the Company highlights some of its ESG initiatives linked to the business plan:

(i) Use of New Technologies

In 2021, Renner was the first Brazilian retail brand to launch a store based on eco-efficiency and maximum reduction of environmental impacts. We inaugurated the first store with circularity attributes in the country, in Rio de Janeiro, which aligns circularity with digital transformation to create a unique experience for customers, with the best choice of resources to reduce environmental impact from conception to operation. Currently, the Company has been using circularity principles in its store openings and/or renovations.

In addition to meeting the growing demand for responsible practices, the use of technologies — such as circularity solutions in stores, automation systems for efficiency, and solutions for optimizing logistics processes — also creates opportunities to improve the customer experience, reduce costs, and strengthen competitiveness. In 2024, the Company's portfolio reached 54 stores with the less impactful construction model (12.6% of Renner's total stores).

(ii) Less Impactful Products and Services

Lojas Renner S.A. understands that the path to Responsible Fashion necessarily involves building an offer of less impactful products and services. This purpose materialized by the Re - Responsible Fashion Seal (Renner) and YC Change (Youcom), which identify products with raw materials or processes with less environmental impact and greater value generation in the chain. Thus, the objective is to ensure that, by 2030, 100% of the main raw materials used in the clothing of the own brands are more sustainable. To this end, the Company has advanced in the training and alignment of resale suppliers and in supporting innovation and sectoral development. The Company promotes awareness among product teams and the supply chain through the Circular Fashion Guide, presenting key concepts on the subject, tools, references and practical tips for adopting circularity already in the product design. Product teams have targets for creating less impactful items linked to their variable compensation and are advancing in the development of collections that incorporate the principles of circularity.

We offer our customers a reverse logistics service, EcoEstilo, in the perfume and clothing categories. Since 2011, perfume and beauty packaging and bottles can be disposed of in the EcoEstilo perfume collection points in stores, even if they were not purchased at Renner. The collected waste receives environmentally correct disposal, preventing contamination of the environment. Since 2017, we have also had a reverse logistics service for clothing, in which customers can dispose of their items, whether purchased at Renner stores or not, in the EcoEstilo collection points.

With these initiatives, the company has reduced waste generation and the demand for virgin raw materials, decreasing the intensity of emissions per piece produced, reaching 13.8 tons of clothing reintroduced into the production process collected through EcoEstilo and 5.4 tons collected through Jeans for Change by 2024.

(iii) Renewable Energy, Energy Efficiency and Climate Management

Since 2021, 100% of our operations consume low-impact renewable energy – solar, wind and small hydroelectric plants (SHP) – which have zero greenhouse gas emissions. To this end, we purchase energy from the free market seeking long-term contracts, only from low-impact generators, we encourage investment in such projects, we have acquired I-REC (International Renewable Energy Certificate) renewable energy certificates for 100% of the electricity consumption of all the Group's consumer units in all countries (Lojas Renner, Camicado, Youcom, Ashua, Repassa, Uello, administrative headquarters, Distribution Centers, etc.) and we have solar farms and a wind farm that supply part of our stores and the distribution center in Cabreúva (SP). In addition to not emitting greenhouse gases during the generation process, low-impact renewable energies offer better cost-effectiveness and generate savings. Compared to conventional energy from the regulated market, energy contracted in the free market provides an average savings of 24%. With the increased use of renewable sources in 2024, we expect a positive impact on operating results of approximately R\$ 34 million.

In 2022, Lojas Renner S.A. had its climate targets for reducing CO2 emissions per garment produced by its own brands approved by SBTi (Science Based Targets Initiative). Throughout 2024, we also made



progress in managing climate risks, seeking to align ourselves with the guidelines of the new IFRS S1 and S2 standards. We implemented early adoption and published the "1st Sustainability-Related Financial Information Report" for the retail sector in 2025, outlining the main climate risks and opportunities and their effects on operating results and future cash flow over a 10-year horizon. Learn more at: <https://www.lojasrennersa.com.br/wp-content/uploads/2025/07/Informacoes-financeiras-relacionadas-a-sustentabilidade-clima-IFRS-S1-e-S2--CBPS-1-e-2.pdf>

2.11 Comment on other factors that have influenced in a relevant way the operating performance and that have not been identified or commented on in the other items of this section.

There are no other factors that the Company deems relevant in relation to item 2 that have not been disclosed in the other items of this Reference Form.

ATTACHMENT III

PROPOSAL FOR THE ALLOCATION OF NET INCOME

(Annex A under CVM Resolution 81/22)

1. Net income for the fiscal year.

The Company's Net Income, which corresponds to the income for the fiscal year after deductions for Income Tax and Social Contribution provisions and statutory allocations, in the year 2025, was R\$ 1,5 billion.

2. Total amount and the value per share of dividends, including interim dividends and interest on equity already declared.

The compensation to Shareholders, proposed by the Company's Management, to be submitted for approval at the Shareholders' Meeting, will total R\$ 834.3 million (R\$ 0.838289 per share). The referred amount has already been declared by the Board of Directors and paid throughout the fiscal year in the form of interest on equity.

Considering that the dividends already distributed exceed the mandatory dividend, there is no proposal for the declaration of additional dividends at the Annual General Meeting of April 29, 2026.

3. Allocated percentage of the fiscal year's net income.

The Board of Directors chose to propose to the shareholders at the Annual General Meeting, to be held on April 29, 2026, the distribution of 57% of the net income for the 2025 fiscal year as dividends, already declared and paid throughout the year in the form of interest on equity.

4. Total amount and value per share of dividends distributed based on income from previous fiscal years.

In 2025, the Company distributed no dividends based on income from previous fiscal years.

5. Information, net of interim dividends and interest on equity already declared: a. The gross value of dividends and interest on equity, separately, per share of each type and class; b. The form and term of payment of dividends and interest on equity; c. Eventual incidence of indexing and interest on dividends and interest on equity; d. Date of the declaration of payment of dividends and interest on equity considered for the identification of shareholders entitled to receive them.

Not applicable.

6. If there has been a declaration of dividends or interest on equity based on profits calculated in semi-annual balance sheets or for shorter periods:

a. Inform the amount of dividends or interest on equity already declared;

Interest on equity was deliberated by the Board of Directors on March 20, June 27, September 18, and December 8, 2024, based on quarterly balance sheets, in the amount of R\$ 834.3 million (R\$ 0.838289 per share), as detailed below:

- R\$ 189,579,725.44 (one hundred and eighty-nine million, five hundred and seventy-nine thousand, seven hundred and twenty-five reais and forty-four centavos), corresponding to R\$ 0.187752 per share, considering the quantity of 1,009,734,786 common shares, on March 20, 2025, excluding

those held in treasury;

- R\$ 203,131,950.53 (two hundred and three million, one hundred and thirty-one thousand, nine hundred and fifty reais and fifty-three centavos), corresponding to R\$ 0.203027 per share, considering the quantity of 1,000,514,755 common shares, on June 27, 2025, excluding those held in treasury;
- R\$ 217,869,571.86 (two hundred and seventeen million, eight hundred and sixty-nine thousand, five hundred and seventy-one reais and eighty-six centavos), corresponding to R\$ 0.219727 per share, considering the quantity of 991,546,655 common shares, on September 18, 2025, excluding those held in treasury; and
- R\$ 223,729,275.33 (two hundred and twenty-three million, seven hundred and twenty-nine thousand, two hundred and seventy-five reais and thirty-three centavos), corresponding to R\$ 0.227784 per share, considering the quantity of 982,199,256 common shares, on December 8, 2025, excluding those held in treasury;

The amounts indicated above are imputed to the mandatory dividend relating to the 2025 fiscal year.

b. Inform the date of the respective payments.

Payment was made by means of bank credit on the following dates:

- 04/09/2025 (as resolved on March 20, 2025)
- 07/15/2025 (as resolved on June 27, 2025)
- 10/07/2025 (as resolved on September 18, 2025)
- 01/13/2026 (as resolved on December 8, 2025)

7. Comparative table indicating the following values per share of each type and class: a. Net income for the fiscal year and the 3 (three) previous fiscal years; b. Dividend and interest on equity distributed in the 3 (three) previous fiscal years.

	2022	2023	2024*	2025
Net income**	R\$ 1.331126	R\$ 1.021617	R\$ 1.137807	R\$ 1.483982
Interest on Equity (ISE)	R\$ 0.667067	R\$ 0.713738	R\$ 0.645590	R\$ 0.838289
Dividends	-	-	-	-
Total ISE + Dividends	R\$ 0.667067	R\$ 0.713738	R\$ 0.645590	R\$ 0.838289

*Share bonus

**Net income divided by the number of shares in the relevant period, ex- shares held in treasury.

8. Information on the allocation of profits to the legal reserve: a) Identify the amount allocated to the legal reserve and, b) Detail the method of calculating the legal reserve.

R\$ 72.9 million was allocated to the legal reserve, representing 5% of the net income.

9. If the company has preferred shares with rights to fixed or minimum dividends: a. Describe the method of calculating fixed or minimum dividends; b. Inform if the income for the fiscal year is sufficient for the full payment of fixed or minimum dividends; c. Identify if any unpaid portion is cumulative; d. Identify the global value of fixed or minimum dividends to be paid to each class of preferred shares; e. Identify the fixed or minimum dividends to be paid per preferred share of each class.

The Company does not have preferred shares, as it is part of the Novo Mercado segment of B3 – Brasil,

Bolsa, Balcão, for which the regulation determines that companies must only have common shares.

10. Regarding mandatory dividends:

a. Calculation method pursuant to the Bylaws.

Article 35, item (b), of the Company's Bylaws provides that the portion necessary for the payment of a mandatory dividend may not be less, in each fiscal year, than 25% (twenty-five percent) of the adjusted annual net income, in the form provided for by Article 202 of the Corporations Law.

b. Are the dividends being paid in full?

Yes. Mandatory dividends pursuant to the Company's Bylaws have already been paid in full.

c. Any retained amounts.

No amounts have been retained.

11. If mandatory dividends have been retained due to the company's financial situation: a. Inform the retained amount; b. Describe, in detail, the company's financial situation, addressing, among other things, aspects related to liquidity analysis, working capital, and positive cash flows; c. Justify the retaining of dividends.

No mandatory dividends have been retained.

12. If income is allocated a contingency reserve: a. Identify the amount allocated to the reserve; b. Identify the loss considered probable and its cause; c. Explain why the loss was considered probable; d. Justify the constitution of the reserve.

No income has been allocated to contingency reserves.

13. If income has been allocated to unrealized profit reserves: a. Inform the amount allocated to the unrealized profit reserve; b. Inform the nature of the unrealized profits that gave rise to the reserve.

No income has been allocated to unrealized profits reserve.

14. Where income is allocated to statutory reserves:

a. Describe the statutory clauses providing for any such reserves:

Pursuant to Article 35, paragraph (c), of the Bylaws, after the allocation of the result to the legal reserve and the payment of the mandatory dividend, the remaining portion of the adjusted net income will be allocated to the Investment and Expansion Reserve, which aims to reinforce the Company's capital stock and working capital, aiming to ensure adequate operating conditions.

The balance of this reserve, added to the balances of the other profit reserves, excluding unrealized profit reserves and contingency reserves, may not exceed the value of the capital stock. Once this maximum limit is reached, the Shareholders' Meeting may deliberate on the application of the excess toward the payment or increase of the capital stock, or in the distribution of dividends.

b. Identify the amount allocated to the reserve;

This year, the proposed retention will be for the Investment and Expansion Reserve in R\$ 550.4 million, representing 37.8% of net income for the fiscal year.

c. Describe how the amount was calculated.

From the Company's net income of R\$ 1,5 billion, which corresponds to the positive result determined in the fiscal year, after the incidence of taxes and contributions on income and statutory participations, the Company allocated 5% of the fiscal year's net income to the Legal Reserve and 57% of the fiscal year's net income to the payment of Dividends. Management proposes that the remaining portion of the net income be allocated to the formation of the Statutory Reserve (Investment and Expansion Reserve).

15. In the presence of retained earnings pursuant to capital budgeting. a. Amount retained; b. Capital budget.

Except as provided in foregoing Item 14, no other retention of profits based on a capital budget is proposed.

16. Where income is allocated to tax incentives reserves:**a. Inform the amount allocated to the reserve;**

No income is allocated to tax incentives reserves.

b. Explain the nature of the allocation.

No income is allocated to tax incentives reserves.

ATTACHMENT IV - INFORMATION ABOUT CANDIDATES NOMINATED FOR ELECTION TO THE BOARD OF DIRECTORS AND FISCAL COUNCIL

(Items 7.3 to 7.6 of the Reference Form of CVM Resolution 80/22)

7.3 e 7.4 Board of Directors

Name	CPF	Occupation	Date of Birth						
CARLOS FERNANDO COUTO DE OLIVEIRA SOUTO	469.694.890-00	Lawyer	01/30/1967						
Professional Experience:									
<p>Independent Chairman of the Board of Directors of Lojas Renner since April 2024. He has been a member of this Council since 2015, having been Vice-President from April 2016 to April 2019. He is currently Chair of the People and Nomination Committee and a member of the Strategic Committee. He is a partner and founder of the law firm Souto Correa Advogados, having been CEO from its foundation in 2013 until 2021. He has been a member of the Board of Directors of Irani Papel e Embalagem S.A. and Companhia Habitadas de Participações, both since 2024. He is a member of the Boards of the Pan American School Association of Porto Alegre (PAS) and the Moinhos de Vento Hospital of Porto Alegre (HMV). He is a member of the Conduct and Ethics Committee of YPO Brazil, having been president of the Porto Alegre chapter and the Brazil Area. He was president of the Institute of Business Studies – IEE (1994-1995), of the Liberdade Institute, of AMCHAM (1997-2001) and CEO of Veirano Advogados, from 2006 to 2011.</p> <p><i>CARLOS FERNANDO COUTO DE OLIVEIRA SOUTO has declared to the Company that: i. he has not been convicted during the last five years: a. of any criminal offense; b. of any administrative proceeding by the CVM, the Central Bank of Brazil or the Superintendence of Private Insurance, and the penalties applied; c. of a final judicial or administrative decision, which has suspended or prohibited him from practicing any professional or commercial activity; and ii. he is not considered to be a politically exposed person, pursuant to the terms of CVM Resolution 50/21. Independent Director according to the criteria of Paragraph One of Article 16 of the Company's Bylaws and B3's Novo Mercado Regulations.</i></p>									
Management Body	Election Date	Term of Office	Elective post held	Description of the position held	Date of Investiture	Elected by the controller	Starting date of first term of office		
Board of Directors	04/29/2026	AGM 2027	Independent Chairman. Board of Directors (Effective)	-	04/29/2026	No	04/16/2015		
Committees:									
Type of Committee	Type of Audit	Elective post held	Date of Investiture	Term of Office	Description of Other Committees	Description of other position/function	Election Date	Elected by the controller	Starting date of first term of office
Other Committees		Chairman (Effective)	04/24/2025	AGM 2026	People and Nomination Committee		04/24/2025	No	04/16/2015
Other Committees		Committee member (Effective)	04/24/2025	AGM 2026	Strategic Committee		04/24/2025	No	04/18/2024
Convictions: N/A									

Name	CPF	Occupation	Date of Birth						
JEAN PIERRE ZAROUK	100.881.148-30	Business Administrator	07/14/1967						
Professional Experience:									
<p>Independent Vice-Chairman of the Board of Directors of Lojas Renner since April 2024 and member since January 2023. He is currently Chairman of the Strategic Committee and a member of the People and Nomination Committee. Partner at Tavli Consultoria Empresarial since 2020. He has been a member of the Graduate Executive Board of Latin America of the Wharton School since 2021, of the Fiscal Council of the Maria Helena Drexel Association since 2022 and of the Fiscal Council of the Rizomas Institute. He was a member of the NK Store Advisory Board from 2021 to 2024. He was a Board Member and member of the Board of Directors of RAPS – Political Action Network for Sustainability from 2022 to 2024. He has worked in the financial and corporate markets for more than 30 years, with emphasis on his performance at Lazard Brazil as Chairman, from June 2019 to March 2020, CEO, from May 2015 to May 2019, and Co-head, from May 2012 to April 2015. Co-Founder and Co-Head of Signatura Lazard, from May 2004 to April 2012. He also served at Banco ING Brasil as a member of the Executive Committee, from January 2000 to April 2004, and as Head of Wholesale Banking. He was an M&A associate at Banco Patrimônio de Investimentos, from June 1994 to November 1996 and Financial Manager at The Dow Chemical Company.</p> <p>JEAN PIERRE ZAROUK has declared to the Company that: i. he has not been convicted during the last five years: a. of any criminal offense; b. of any administrative proceeding by the CVM, the Central Bank of Brazil or the Superintendence of Private Insurance, and the penalties applied; c. of a final judicial or administrative decision, which has suspended or prohibited him from practicing any professional or commercial activity; ii. he is not considered to be a politically exposed person, pursuant to the terms of CVM Resolution 50/21. Independent Director according to the criteria of Paragraph One of Article 16 of the Company's Bylaws and B3's Novo Mercado Regulations.</p>									
Management Body	Election Date	Term of Office	Elective post held	Description of the position held	Date of Investiture	Elected by the controller	Starting date of first term of office		
Board of Directors	04/29/2026	AGM 2027	Independent Vice-Chairman. Board of Directors (Effective)	-	04/29/2026	No	01/19/2023		
Committees:									
Type of Committee	Type of Audit	Elective post held	Date of Investiture	Term of Office	Description of Other Committees	Description of other position/function	Election Date	Elected by the controller	Starting date of first term of office
Other Committees		Chairman (Effective)	04/24/2025	AGM 2026	Strategic Committee		04/24/2025	No	04/18/2024
Other Committees		Committee member (Effective)	04/24/2025	AGM 2026	People and Nomination Committee		04/24/2025	No	04/18/2024
Convictions: N/A									

Name	CPF	Occupation	Date of Birth						
JULIANA ROZENBAUM MUNEMORI	081.606.157-28	Economist	07/21/1976						
Professional experience									
<p>Independent Member of the Board of Directors of Lojas Renner since April 2017. Currently Chairwoman of the Audit and Risk Management Committee and a member of the Sustainability Committee. Since January 2019, she has been a member of the Board of Directors of Eurofarma Laboratórios S.A. and the Board of Directors of Cogna Educação S.A., where she also serves as Coordinator of the People and ESG Committee, member of the Strategy and Innovation Committee and the Audit Committee. From June 2016 to April 2023, she was an independent member of the Board of Directors of Dexco S.A., in addition to the Audit and Risk Management Committee and the Committee for the Evaluation of Transactions with Related Parties. Between April 2018 and March 2023, she was an independent member of the Board of Directors of EDP – Energias do Brasil S.A., the Corporate Governance and Related Parties Committee and the Inclusion and Diversity Committee. From July 2013 to April 2021, she was a member of the Board of Directors of Arezzo&Co and Coordinator of the Strategy Committee. Between December 2018 and March 2022, she participated in the Strategy Committee of Suzano Papel e Celulose S.A. She accumulated 13 years of experience in Sell Side Equity Research, with a primary focus on companies in the consumer and retail sector. She worked at some financial institutions between 2000 and May 2013, but primarily at Itaú BBA. Between 2013 and 2017, she worked as a consultant in consumer and retail projects at Itaú BBA's Investment Banking. Over the years, she has been awarded several times by Institutional Investor for her coverage of the retail and consumer goods sectors. Previously, she worked as an economist on the Buy Side of institutions such as JGP, Pactual and Icatu. She is currently part of the Advisory Board of GoCase, a company of Endeavor Entrepreneurs, an organization of which she is an active mentor. She is a member of the Advisory Board of NK Store and Dengo Chocolates.</p> <p>JULIANA ROZENBAUM MUNEMORI has declared to the Company that: i. she has not been convicted during the last five years: a. of any criminal offense; b. of any administrative proceeding by the CVM, the Central Bank of Brazil or the Superintendence of Private Insurance, and the penalties applied; c. of a final judicial or administrative decision, which has suspended or prohibited her from practicing any professional or commercial activity; ii. she is not considered to be a politically exposed person, pursuant to the terms of CVM Resolution 50/21. Independent Director according to the criteria of Paragraph One of Article 16 of the Company's Bylaws and B3's Novo Mercado Regulations.</p>									
Management Body	Election Date	Term of Office	Elective post held	Description of the position held	Date of Investiture	Elected by the controller	Starting date of first term of office		
Board of Directors	04/29/2026	AGM 2027	Independent. Board of Directors (Effective)	-	04/29/2026	No	04/19/2017		
Committees:									
Type of Committee	Type of Audit	Elective post held	Date of Investiture	Term of Office	Description of Other Committees	Description of other position/function	Election Date	Elected by the controller	Starting date of first term of office
Audit Committee	Audit Committee Statutory non-adherent to CVM Instruction 23/21	Chairwoman (Coordinator) (Effective)	04/24/2025	AGM 2026	-		04/24/2025	No	04/24/2025
Other Committees		Committee member (Effective)	04/24/2025	AGM 2026	Sustainability Committee		04/24/2025	No	04/18/2024
Convictions: N/A									

Name	CPF	Occupation	Date of Birth						
ANDRÉA CRISTINA DE LIMA ROLIM	102.426.328-23	Economist	05/10/1968						
Professional experience									
<p>Independent member of the Board of Directors of Lojas Renner S.A. since April 2024. She is currently a member of the Company's People and Nomination Committee and Sustainability Committee. Independent member of the Board of Directors of Dexco S.A. since July 2024 and chairman of the Transformation committee and member of the Related Parties Committee. Coordinator of the People and Culture Committee of Grupo Fleury since May 2021, where she also served as a member of the Board of Directors from May 2021 to May 2023. Chairwoman of the Board of Directors of Angelina Colombo Participações S.A., since March 2025. She was Chief Executive Officer of Kimberly Clark Brazil from October 2020 to 2023 and President of GSK Consumo from 2017 to September 2020. She served as General Manager Brazil at Yum! Brands from 2012 to 2017. At Grupo Pão de Açúcar she served as Business Director from 2010 to 2012. She also worked at Unilever as Personal Care Vice President from 1993 to 2010. In 2019 she participated in the INSEAD Women's Leadership Program and in 2014 in the Columbia University Executive Program on Latin American Growth Prospects.</p> <p>ANDRÉA CRISTINA DE LIMA ROLIM has declared to the Company that: i. she has not been convicted during the last five years: a. of any criminal offense; b. of any administrative proceeding by the CVM, the Central Bank of Brazil or the Superintendence of Private Insurance, and the penalties applied; c. of a final judicial or administrative decision, which has suspended or prohibited him from practicing any professional or commercial activity; and ii. she is not considered to be a politically exposed person, pursuant to the terms of CVM Resolution 50/21. Independent Director according to the criteria of Paragraph One of Article 16 of the Company's Bylaws and B3's Novo Mercado Regulations.</p>									
Management Body	Election Date	Term of Office	Elective post held	Description of the position held	Date of Investiture	Elected by the controller	Starting date of first term of office		
Board of Directors	04/29/2026	AGM 2027	Independent. Board of Directors (Effective)	-	04/29/2026	No	04/19/2017		
Committees:									
Type of Committee	Type of Audit	Elective post held	Date of Investiture	Term of Office	Description of Other Committees	Description of other position/function	Election Date	Elected by the controller	Starting date of first term of office
Other Committees		Committee Member (Effective)	04/24/2025	AGM 2026	People and Nomination Committee		04/24/2025	No	04/24/2025
Other Committees		Committee member (Effective)	04/24/2025	AGM 2026	Sustainability Committee		04/24/2025	No	04/18/2024
Convictions: N/A									

Name	CPF	Occupation	Date of Birth						
ANDRÉ VITORIO CESAR CASTELLINI	117.088.638-85	Business Administrator	02/22/1961						
Professional Experience:									
<p>Independent member of the Board of Directors of Lojas Renner S.A. since April 2024. He is currently a member of the Company's Strategic Committee. Independent member of the Boards of Directors of C&C Milano, since January 2024, and of Pottencial Seguros since October 2024. Senior Advisory Partner and co-founder of the Brazilian office of Bain & Company, where he has been working since 1997. With almost 40 years of experience in senior management consulting, he was a Senior Partner in the Private Equity, Strategy, Aviation and Retail Practices in South America. He has worked closely with top executives and shareholders of large Brazilian and multinational companies and institutional investors, in a wide range of sectors, including consumer products and retail. He was also one of the co-founders of Value Partners, an international management consulting firm, where he founded and directed operations in Brazil from 1992 to 1997. He worked at McKinsey & Co. from 1987 to 1992, which he left when he was a Principal.</p> <p>ANDRÉ VITORIO CESAR CASTELLINI has declared to the Company that: i. he has not been convicted during the last five years: a. of any criminal offense; b. of any administrative proceeding by the CVM, the Central Bank of Brazil or the Superintendence of Private Insurance, and the penalties applied; c. of a final judicial or administrative decision, which has suspended or prohibited him from practicing any professional or commercial activity; and ii. he is not considered to be a politically exposed person, pursuant to the terms of CVM Resolution 50/21. Independent Director according to the criteria of Paragraph One of Article 16 of the Company's Bylaws and B3's Novo Mercado Regulations.</p>									
Management Body	Election Date	Term of Office	Elective post held	Description of the position held	Date of Investiture	Elected by the controller	Starting date of first term of office		
Board of Directors	04/29/2026	AGM 2027	Independent. Board of Directors (Effective)	-	04/29/2026	No	04/18/2024		
Committees:									
Type of Committee	Type of Audit	Elective post held	Date of Investiture	Term of Office	Description of Other Committees	Description of other position/function	Election Date	Elected by the controller	Starting date of first term of office
Other Committees		Committee member (Effective)	04/24/2025	AGM 2026	Strategic Committee		04/24/2025	No	04/18/2024
Convictions: N/A									

Name	CPF	Occupation	Date of Birth						
MARCILIO D'AMICO POUSADA	066.548.318-02	Business Administrator	08/02/1963						
Professional experience									
<p>Independent member of the Board of Directors of Lojas Renner S.A. since April 2025 and member of the Company's Strategic Committee. He currently serves as chairman of the board of RD Saúde and previously served as CEO of RD Saúde (Raia Drogasil S.A.), controller of the Raia and Drogasil chains, from July 2013 to December 2024. During this period, the company recorded significant growth, consolidating itself as the largest pharmaceutical retail chain in Brazil, with more than 3,300 pharmacies present in all states of the country. In addition, Marcílio led RD Saúde's digital transformation, integrating digital channels into the customer relationship, which currently represent almost 30% of the company's revenue. In the RD Saúde group, he also serves as a member of the Board of Directors of Stix Fidelidade e Inteligência S.A. and Labi Exames S.A. He was CEO of Livraria Saraiva from July 2005 to July 2013, where he led the consolidation strategy of the book market in Brazil, including the acquisition of Livraria Siciliano. He was CEO of Officenet from May 2000 to July 2005. He served as Commercial Officer at Submarino from July 1999 to May 2000 and at Walmart from June 1994 to June 1999, where he served as Commercial Officer of Non-Food.</p> <p>MARCILIO D'AMICO POUSADA has declared to the Company that: i. he has not been convicted during the last five years: a. of any criminal offense; b. of any administrative proceeding by the CVM, the Central Bank of Brazil or the Superintendence of Private Insurance, and the penalties applied; c. of a final judicial or administrative decision, which has suspended or prohibited him from practicing any professional or commercial activity; and ii. he is not considered to be a politically exposed person, pursuant to the terms of CVM Resolution 50/21. Independent Director according to the criteria of Paragraph One of Article 16 of the Company's Bylaws and B3's Novo Mercado Regulations.</p>									
Management Body	Election Date	Term of Office	Elective post held	Description of the position held	Date of Investiture	Elected by the controller	Starting date of first term of office		
Board of Directors	04/29/2026	AGM 2027	Independent. Board of Directors (Effective)	-	04/29/2026	No	04/24/2025		
Committees:									
Type of Committee	Type of Audit	Elective post held	Date of Investiture	Term of Office	Description of Other Committees	Description of other position/function	Election Date	Elected by the controller	Starting date of first term of office
Other Committees		Committee member (Effective)	04/24/2025	AGM 2026	Strategic Committee		04/24/2025	No	04/24/2025
Convictions: N/A									

Name	CPF	Occupation	Date of Birth						
ADRIANO CIVES SEABRA	016.480.547-81	Engineer	06/19/1972						
Professional Experience:									
<p>Independent member of the Board of Directors of Lojas Renner S.A. since April 2025 and member of the Audit and Risk Management Committee. He is currently also an independent member of the Board of Directors of the Cornélio Brennan Group, since 2024; alternate member of the Board of Directors of Klabin S.A., since 2025; and independent member of the Fiscal Council of Sendas Distribuidora S.A. (Assai), since 2025. He was an independent member of the Board of Directors of Banrisul – Banco do Estado do Rio Grande do Sul S.A., from 2018 to 2025. He was a partner at Itaverá Investimentos from 2019 to 2024, where he served as Head of Equity Research and Co-portfolio Manager. He was an independent alternate member of the Board of Directors of Vale S.A. from 2019 to 2022 and a member of its Finance Committee. He was an independent member of the Board of Directors of Cia Saneamento do Paraná - Sanepar from 2017 to 2022, having been a member of the Technical Committee and Coordinator of the Independent Investigation Committee. He was an independent member of the Board of Directors and of the Strategy, People and Independent Committees of Smiles, from 2019 to 2022. From 2017 to 2019, he was an independent member of the Board of Directors of Cia Energética de São Paulo – CESP and an independent member of the Fiscal Council of Copasa. He was an independent member of the Board of Directors and the Audit Committee of Eletropaulo in 2018 and of the Board of Even Construtora in 2015. He served as Head of Equity Research / Portfolio Manager at GAP Asset Management from 2003 to 2008, Opus Investimentos from 2011 to 2015 and Fides Asset Management from 2015 to 2016. He also worked as a Latam Equity Research Analyst at Banco de Investimentos Garantia/Credit Suisse (Brazil/Mexico) from 1997 to 2003.</p> <p>ADRIANO CIVES SEABRA has declared to the Company that: i. he has not been convicted during the last five years: a. of any criminal offense; b. of any administrative proceeding by the CVM, the Central Bank of Brazil or the Superintendence of Private Insurance, and the penalties applied; c. of a final judicial or administrative decision, which has suspended or prohibited him from practicing any professional or commercial activity; ii. he is not considered to be a politically exposed person, pursuant to the terms of CVM Resolution 50/21. Independent Director according to the criteria of Paragraph One of Article 16 of the Company's Bylaws and B3's Novo Mercado Regulations.</p>									
Management Body	Election Date	Term of Office	Elective post held	Description of the position held	Date of Investiture	Elected by the controller	Starting date of first term of office		
Board of Directors	04/29/2026	AGM 2027	Independent. Board of Directors (Effective)	-	04/29/2026	No	04/24/2025		
Committees:									
Type of Committee	Type of Audit	Elective post held	Date of Investiture	Term of Office	Description of Other Committees	Description of other position/function	Election Date	Elected by the controller	Starting date of first term of office
Audit Committee	Audit Committee Statutory non-adherent to CVM Instruction 23/21	Committee member (Effective)	04/24/2025	AGM 2026	-	-	04/24/2025	No	04/24/2025
Convictions: N/A									

Name	CPF	Occupation	Date of Birth						
GUSTAVO JOSÉ COSTA ROXO DA FONSECA	149.225.568-85	Engineer	02/04/1967						
Professional Experience:									
<p>He has been a founding partner and CEO of 39A Ventures since 2020. He was a member of Sinqia's Board of Directors from 2021 to 2023 (having been a member of the Compensation and Commercial Committees); Liber, from 2020 to 2023 (serving on the Technology and Operations Committees); Turbi, from 2019 to 2023; and Banco BS2, between 2023 and 2024 (also a member of the Technology Committee). Chief Technology Officer (CTO), from 2015 to 2018, and Chief Strategy Officer (CSO), from 2018 to 2020, at BTG Pactual. He was a Partner and Business Technology Officer at McKinsey & Company, from 2013 to 2015, and a Partner at Booz & Company, in the Technology & Operations area, from 2011 to 2013. He was Chief Operating Officer of Banco Santander between 2008 and 2011. He served as Director of Information Technology, from 2004 to 2006, and Director of Operations, from 2006 to 2008, at ABN AMRO Bank. He began his executive career as a Partner at Spectrum Engenharia, from 1993 to 1997. At the beginning of his career, he worked as a Software Engineer at the Center for Research in Nuclear Technologies of the Brazilian Navy, from 1991 to 1993. He was also FEBRABAN's Chief Technology Officer between 2008 and 2011.</p> <p>GUSTAVO JOSÉ COSTA ROXO DA FONSECA has declared to the Company that: i. he has not been convicted during the last five years: a. of any criminal offense; b. of any administrative proceeding by the CVM, the Central Bank of Brazil or the Superintendence of Private Insurance, and the penalties applied; c. of a final judicial or administrative decision, which has suspended or prohibited him from practicing any professional or commercial activity; ii. he is not considered to be a politically exposed person, pursuant to the terms of CVM Resolution 50/21. Independent Director according to the criteria of Paragraph One of Article 16 of the Company's Bylaws and B3's Novo Mercado Regulations.</p>									
Management Body	Election Date	Term of Office	Elective post held	Description of the position held	Date of Investiture	Elected by the controller	Starting date of first term of office		
Board of Directors	04/29/2026	AGM 2027	Independent. Board of Directors (Effective)	-	04/29/2026	No	04/29/2026		
Committees:									
Type of Committee	Type of Audit	Elective post held	Date of Investiture	Term of Office	Description of Other Committees	Description of other position/function	Election Date	Elected by the controller	Starting date of first term of office
-									
Convictions: N/A									

FISCAL COUNCIL

Name	CPF	Occupation	Date of Birth				
JOAREZ JOSÉ PICCININI	293.961.580-20	Business Administrator	09/03/1960				
Professional Experience:							
Chairman of the Fiscal Council (effective member) of Lojas Renner since April 2019. Institutional Relations Officer at Randoncorp, Chairman of the Board of Banco Randon SA and Chairman of the Deliberative Board of Randonprev. Since 2009 at Randoncorp, he has worked in the implementation and management of Banco Randon, and units of Rands - Randoncorp's Financial and Digital Services Vertical. More than thirty years of consolidated experience in the Brazilian financial market, in addition to international experiences in the United States and London where he lived for 10 years, and was a member of the Board of the Chamber of Commerce Brazil and the United Kingdom. He is Director of Planning, Economics and Statistics of CIC Caxias do Sul, Director of CIERGS, member of the Parliamentary Articulation Committee of FIERGS, member of the Board of AMCHAM/RS and member of the Advisory Board of SETCERGS and FEDERASUL.							
JOAREZ JOSÉ PICCININI has declared to the Company that: i. he has not been convicted during the last five years: a. of any criminal offense; b. of any administrative proceeding by the CVM, the Central Bank of Brazil or the Superintendence of Private Insurance, and the penalties applied; c. of a final judicial or administrative decision, which has suspended or prohibited him from practicing any professional or commercial activity; ii. he is not considered to be a politically exposed person, pursuant to the terms of CVM Resolution 50/21.							
Management Body	Election Date	Term of Office	Elective post held	Description of the position held	Date of Investiture	Elected by the controller	Starting date of first term of office
Fiscal Council	04/29/2026	AGM 2027	Chairman of. F.C. elected by Minority Common Shareholders	-	04/29/2026	No	04/18/2019
Condenações: N/A							

Name	CPF	Occupation	Date of Birth				
ROBERTO ZELLER BRANCHI	705.046.790-15	Accountant	09/22/1972				
Professional Experience:							
Alternate member of the Fiscal Council of Lojas Renner since April 2020, he was an alternate member of the Fiscal Council of Lojas Renner from April 2016 to April 2019. He is a partner at Ardenas Partners, was Controller of CRP Companhia de Participações and CFO of Rexnord Correntes Ltda., in addition to having worked as Senior Manager at PricewaterhouseCoopers Auditores Independentes. Member of the Fiscal Council of Tramontina Farroupilha S/A, Tramontina Eletrik S/A and Forjasul S/A and Chairman of the Fiscal Council of the Brazilian Institute of Finance Executives - IBEF/RS and DU99 (non-profit social impact entity). He is a professor in several MBA's and Specializations. Member of the Permanent Committee on Corporate Studies - COPEs of FEDERASUL. Associated with the Brazilian Institute of Corporate Governance - IBGC and the Brazilian Institute of Finance Executives - IBEF/RS. Investor at WOW Accelerator and Startup Mentor.							
ROBERTO ZELLER BRANCHI has declared to the Company that: i. he has not been convicted during the last five years: a. of any criminal offense; b. of any administrative proceeding by the CVM, the Central Bank of Brazil or the Superintendence of Private Insurance, and the penalties applied; c. of a final judicial or administrative decision, which has suspended or prohibited him from practicing any professional or commercial activity; ii. he is not considered to be a politically exposed person, pursuant to the terms of CVM Resolution 50/21.							
Management Body	Election Date	Term of Office	Elective post held	Description of the position held	Date of Investiture	Elected by the controller	Starting date of first term of office
Fiscal Council	04/29/2026	AGM 2027	F.C.(Alternate) Elected by Minority Common Shareholders	-	04/29/2026	No	04/29/2020
Condenações: N/A							

Name	CPF	Occupation	Date of Birth				
ROBERTO FROTA DECOURT	212.672.418-29	Business Administrator	07/05/1972				
Professional Experience:							
<p>Effective member of the Fiscal Council of Lojas Renner since August 2020, he was an alternate member of the Fiscal Council from April 2010 to July 2020. He has been an alternate member of the Board of Directors of Riosulense since 2024. He has been a Managing Partner of Instituto Pantex de Pesquisa Ltda. since 2001, working with consulting and training in the area of financial and risk management. He has been an effective member of the Fiscal Council of Zamp S.A. since 2025 and was an effective member of the Fiscal Council of Zamp S.A. from 2022 to 2024. He has been a member of the advisory board of Irmãos Andreazza Ltda since 2025. He has been an alternate member of the Fiscal Councils of Schulz S.A. and Plano & Plano S.A. since 2025. He was an effective member of the Fiscal Council of Coopersinos Saúde from 2022 to 2025. He was a member of the Connectplug Board of Directors from 2018 to 2021. He was an effective member of the Fiscal Council of Metalúrgica Gerdau S.A. from 2007 to 2011 and 2014 to 2016. He has been a Master's professor at the Integrated Regional University of Alto Uruguaí and Missions (URI) since 2025. He has been a professor of sustainable finance at Fundação Dom Cabral since 2023. He was a professor of Master's and Doctorate at the University of Vale dos Sinos (Unisinos), from 2005 to 2026.</p> <p>ROBERTO FROTA DECOURT has declared to the Company that: i. he has not been convicted during the last five years: a. of any criminal offense; b. of any administrative proceeding by the CVM, the Central Bank of Brazil or the Superintendence of Private Insurance, and the penalties applied; c. of a final judicial or administrative decision, which has suspended or prohibited him from practicing any professional or commercial activity; ii. he is not considered to be a politically exposed person, pursuant to the terms of CVM Resolution 50/21.</p>							
Management Body	Election Date	Term of Office	Elective post held	Description of the position held	Date of Investiture	Elected by the controller	Starting date of first term of office
Fiscal Council	04/29/2026	AGM 2027	F.C.(Effective) Elected by/ Minority Common Shareholders	-	04/29/2026	No	08/03/2020
Condenações: N/A							

Name	CPF	Occupation	Date of Birth				
VANDERLEI DOMINGUEZ DA ROSA	422.881.180-91	Accountant	09/09/1963				
Professional Experience:							
<p>Alternate Member of the Fiscal Council of Lojas Renner since October 2020. He has been an effective member of the Fiscal Council of: Odontoprev S.A., since April 2007; Weg S.A. since April 2014; Equatorial S.A., Equatorial Pará Distribuidora De Energia S.A. and Equatorial Maranhão Distribuidora De Energia S.A. since April 2015; Valid Soluções S.A. since April 2016; Triunfo Participações e Investimentos S.A. since April 2018; State Electric Energy Distribution Company since July 2021; and Três Tentos Agroindustrial S.A. since April 2025. He has been an alternate member of the Fiscal Council of SABESP since October 2024. He was a member of the Fiscal Council of Marcopolo S.A., Ideiasnet S.A., Tecnisa S.A., Cosan S.A., among others. He was Managing Partner of the company HB Audit - Auditores Independentes, successor of Handel, Bittencourt & Cia. - Auditores Independentes, from February 1994 to June 2016, having worked in the company for 28 years (since 1988) and was technical responsible before the Brazilian Securities and Exchange Commission (CVM).</p> <p>VANDERLEI DOMINGUEZ DA ROSA has declared to the Company that: i. he has not been convicted during the last five years: a. of any criminal offense; b. of any administrative proceeding by the CVM, the Central Bank of Brazil or the Superintendence of Private Insurance, and the penalties applied; c. of a final judicial or administrative decision, which has suspended or prohibited him from practicing any professional or commercial activity; ii. he is not considered to be a politically exposed person, pursuant to the terms of CVM Resolution 50/21.</p>							
Management Body	Election Date	Term of Office	Elective post held	Description of the position held	Date of Investiture	Elected by the controller	Starting date of first term of office
Fiscal Council	04/29/2026	AGM 2027	F.C.(Alternate) Elected by/ Minority Common Shareholders	-	04/29/2026	No	10/21/2020
Condenações: N/A							

Name	CPF	Occupation	Date of Birth				
PAULA REGINA GOTO	027.939.019-03	Business Administrator	03/18/1978				
Professional Experience:							
<p>Effective Fiscal Council member of Lojas Renner since April 2024. Chairwoman of the Board of Directors of Tupy from May 2023 to April 2025 and member of the Board of Directors since May 2019. Served on its Strategy, Innovation and Sustainability, People, Culture and Governance committees and is currently a member of its statutory Audit and Risk Committee. Chairwoman of the Fiscal Council of Fundação Banco do Brasil from January 2024 to December 2025 and effective member from January 2023 to December 2025. Director of Planning at Previ - Banco do Brasil Employees' Pension Fund since August 2018 and its statutory risk manager. She is a board member certified by IBGC and an investment professional certified by ICSS and Anbima.</p> <p>PAULA REGINA GOTO has declared to the Company that: i. she has not been convicted during the last five years: a. of any criminal offense; b. of any administrative proceeding by the CVM, the Central Bank of Brazil or the Superintendence of Private Insurance, and the penalties applied; c. of a final judicial or administrative decision, which has suspended or prohibited him from practicing any professional or commercial activity; ii. she is not considered to be a politically exposed person, pursuant to the terms of CVM Resolution 50/21.</p>							
Management Body	Election Date	Term of Office	Elective post held	Description of the position held	Date of Investiture	Elected by the controller	Starting date of first term of office
Fiscal Council	04/29/2026	AGM 2027	F.C.(Effective) Elected by/ Minority Common Shareholders	-	04/29/2026	No	04.18.2024
Condenações: N/A							

Name	CPF	Occupation	Date of Birth				
ZEILA THOALDO CANTERI	856.866.039-87	Contadora e Profissional de Gestão de Riscos	06/12/1973				
Professional Experience:							
<p>Alternate member of the Fiscal Council of Lojas Renner since April 2025. She is currently an independent member of the Audit Committee of Banco MUFG Brasil since October 2024. She worked at EY as an Independent Auditor from July 1993 to September 2001, and at HSBC Brazil as Internal Audit Manager from September 2001 to March 2009 and as Head of Business Risk and Control Management from March 2009 to July 2016. She also worked at Banco Bradesco from July 2016 to October 2023, where she was Executive Superintendent of Internal Control and Operational Risk and member of the Risk Committee of Related Parties. She has a consolidated career with experience in Governance and Auditing, and also in Operational, Regulatory, Technology and Integrated Risk Management.</p> <p>ZEILA THOALDO CANTERI has declared to the Company that: i. she has not been convicted during the last five years: a. of any criminal offense; b. of any administrative proceeding by the CVM, the Central Bank of Brazil or the Superintendence of Private Insurance, and the penalties applied; c. of a final judicial or administrative decision, which has suspended or prohibited him from practicing any professional or commercial activity; ii. she is not considered to be a politically exposed person, pursuant to the terms of CVM Resolution 50/21.</p>							
Management Body	Election Date	Term of Office	Elective post held	Description of the position held	Date of Investiture	Elected by the controller	Starting date of first term of office
Fiscal Council	04/29/2026	AGM 2027	F.C.(Alternate) Elected by/ Minority Common Shareholders	-	04/29/2026	No	04/24/2025
Condenações: N/A							

7.5 e 7.6

The information required in items 7.5 and 7.6 were not completed hereby, as they are included in the corresponding items of the Reference Form as: **(i)** “There is no conjugal, common law or family relationship to the managers of the Company, subsidiaries and controllers” and **(ii)** “There is no relationship of subordination, service or control between the managers and subsidiaries, controllers, and others.

ATTACHMENT V ADDITIONAL INFORMATION ON MANAGEMENT COMPENSATION

(Item 8 of the Reference Form pursuant to CVM Resolution 80/22)

8.1 Describe the compensation policy or practice of the board of directors, the statutory and non-statutory board of executive officers, the fiscal council, the statutory committees, and the audit, risk, financial, and compensation committees, addressing the following aspects:

a. objectives of the compensation policy or practice, informing whether the compensation policy was formally approved, the body responsible for its approval, date of approval and, if the issuer discloses the policy, the locations on the worldwide web where the document can be viewed

Lojas Renner has a Policy for the Nomination and Compensation of Management, approved by the Board of Directors on March 15, 2018, with subsequent revisions, the most recent on November 18, 2025, disclosed on the Company's Investor Relations website under Corporate Governance – Bylaws, Charters, Codes, Share Plans and Policies.

General Compensation Philosophy:

The compensation strategy for the Company's Management aims to attract, incentivize, recognize and retain highly qualified professionals to implement and operationalize the business strategies defined by the Board of Directors. This model seeks to ensure the generation of sustainable value for shareholders and other stakeholders, maintaining direct alignment with the Company's strategic objectives.

The definition of compensation is based on principles that ensure consistency, competitiveness and organizational alignment, observing: (i) the alignment of shareholder interests with long-term sustainable value creation; (ii) corporate goals and strategic guidelines; (iii) market best practices, ensuring compensation compatible with the responsibilities and scope of each position; (iv) the alignment between competencies and individual performance; and (v) the Company's purpose and values.

b. practices and procedures adopted by the board of directors to define individual compensation for the board of directors and the board of executive officers, indicating:

i. the issuer's bodies and committees that participate in the decision-making process, identifying how they participate

Management compensation is defined based on a structured governance, aiming to ensure that decisions are made with technical rigor, independence and full adherence to market best practices.

As provided for in the Bylaws, it is the responsibility of the Extraordinary General Shareholders' Meeting, in addition to the duties provided for by law, to establish the annual global compensation for members of the Board of Directors and the Statutory Board of Executive Officers, as well as for the members of the Fiscal Council. In the fiscal year ended December 31, 2025, the global aggregate compensation for management totaled R\$ 48.5 million, including fixed and variable compensation and the expense with the stock options plan, as shown in the tables in item 8.2 below.

It is the responsibility of the Board of Directors to approve the compensation strategy, determining the distribution of the annual global aggregate amount, approved at the Extraordinary General Shareholders' Meeting, the methodology, metrics, targets and amounts to be distributed as variable compensation, after considering the opinion of the People and Nominating Committee.

The Management compensation strategy is periodically reviewed by the People area and submitted for the evaluation of the President and, subsequently, to the People and Nominating Committee. Individual compensation programs and levels for the board of executive officers are proposed to the People and

Nominating Committee based on the current compensation philosophy, and take into account the Company's results in the previous fiscal year, individual performance, market compensation surveys and other aspects such as retention risks, skills and knowledge, experience and potential of each executive.

The People and Nominating Committee, composed entirely of independent directors, is responsible for analyzing and providing an opinion on the President's recommendations regarding the statutory Vice Presidents, and for recommending the President's compensation for approval by the Board of Directors.

Additionally, it is also responsible for recommending to the Board of Directors the compensation policies and strategy for the directors. The People and Nominating Committee is advised by the Company's People area and by specialized external consultants in the areas of executive and legal compensation. In these cases, the People and Nominating Committee has direct access to the hired consultants, without the involvement or mediation of the Board of Executive Officers.

ii. criteria and methodology used for the establishment of individual compensation, indicating whether studies are used to verify market practices, and, if so, the comparison criteria and the scope of these studies

The criteria for defining compensation take into account professional history, experience, competencies, knowledge, and individual performance, in addition to benchmarks obtained through market surveys conducted annually by specialized consultancies.

The companies included in the market benchmarking possess, at a minimum, one of the following attributes: (i) revenues similar to Lojas Renner; (ii) operation in the retail sector; (iii) competition for talent; (iv) similar and consistent compensation policies

Based on market surveys, statistical measures of compensation positioning are considered in comparison to the competing market and large companies aligned with the size and strategic relevance of the organization. The Board of Directors does not receive short-term or long-term variable compensation.

iii. how frequently and in what manner the board of directors evaluates the adequacy of the issuer's compensation policy

The Board of Directors evaluates the adherence of the compensation for Directors and Officers annually, considering the evaluation of compensation competitiveness, advised by the Company's People area and based on technical studies conducted in conjunction with specialized consultancies.

c. compensation breakdown:

Board of Directors

Fixed Compensation

- Monthly fixed amount defined based on market research and corporate governance principles. The desired positioning for the competitiveness of fixed compensation is the third quartile (75th percentile) of the market.
- Committee Participation: Directors serving Committees receive an additional amount for their participation, with a higher compensation established for Committee coordinators.

Statutory Officers

Fixed Compensation	<ul style="list-style-type: none"> Monthly fixed amount, which considers the position held and the level of responsibility of each member.
Benefits	<ul style="list-style-type: none"> Incentives offered to increase Executive satisfaction and well-being, aligned with the best market practices. Health plan, medical check-up, vehicle, meal vouchers, and life insurance
Short-Term Incentive	<ul style="list-style-type: none"> Aims to stimulate the achievement and exceeding of Company goals, aligned with its strategic planning and market best practices. Trigger: Achievement of 80% of the pre-IFRS 16 EBIT target for the Profit-Sharing Program (PPR) and the Management Profit Sharing to be activated. Performance Metrics: Corporate, strategic, and individual goals.
Long-Term Incentive	<ul style="list-style-type: none"> Strengthen executive retention, attract talent, and align their interests with those of shareholders in creating sustainable value for the business in the long term. The desired positioning for total compensation competitiveness (sum of all elements) is the third quartile (75th percentile) of the market. Performance Shares: Granted based on: <ul style="list-style-type: none"> ✓ Achievement of financial indicators: relative TSR, ROIC, and EPS CAGR; ✓ Minimum vesting period of 3 years (no acceleration). Restricted shares: awarded based on the following conditions: <ul style="list-style-type: none"> ✓ Achievement of 80% of the pre-IFRS 16 EBIT target (trigger) in the year prior to the grant; ✓ Minimum vesting period of 3 years (no acceleration).

Fiscal Council

Fixed Compensation	<ul style="list-style-type: none"> Monthly fixed amount defined based on market research and corporate governance principles.
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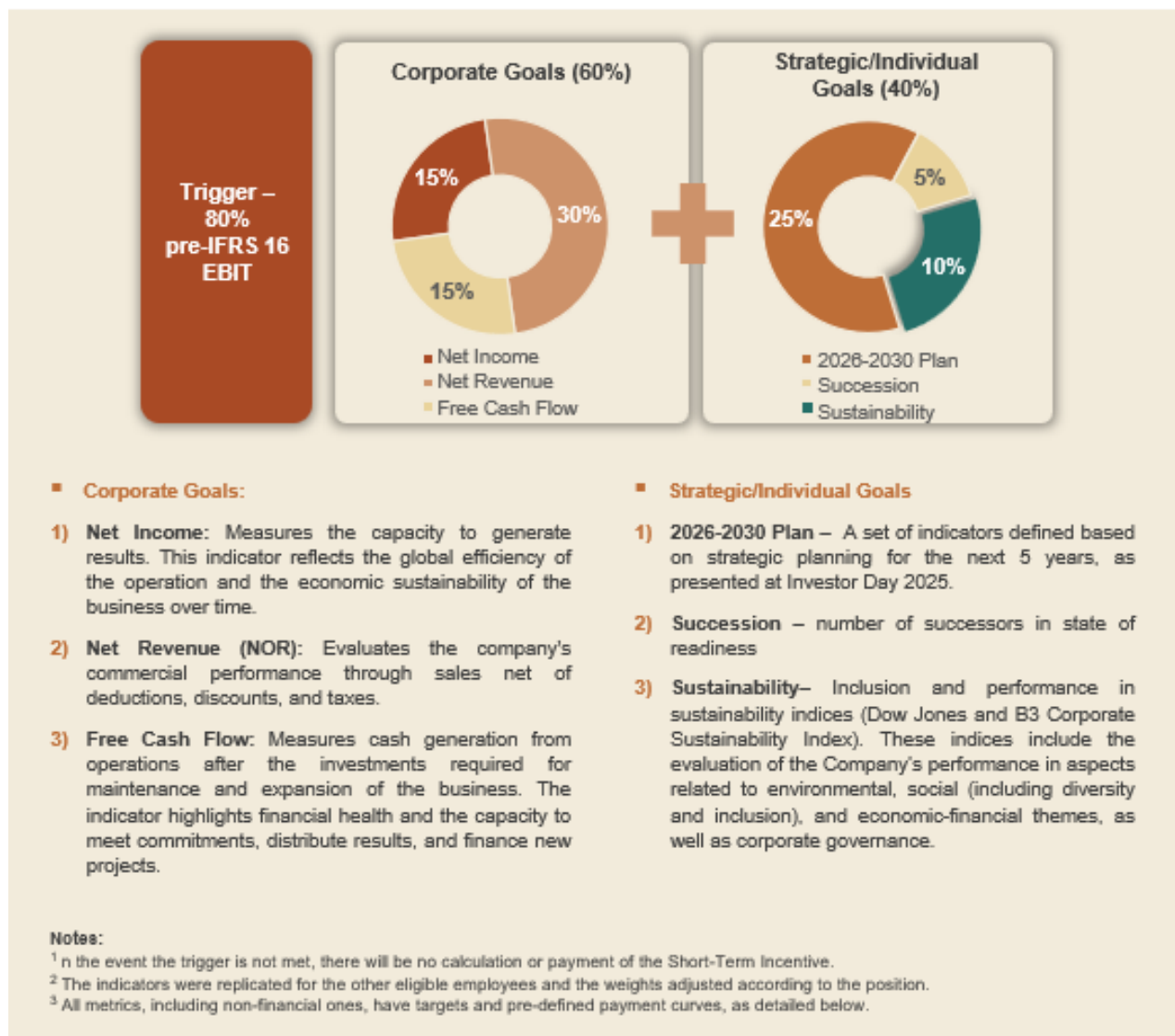
Short-Term Incentive

Management’s short-term variable compensation is based on the concept of Profit Sharing, conditioned on reaching 80% of the pre-IFRS 16 EBIT target (trigger) and performance metrics, as approved by the Board of Directors.

With the objective of accelerating the Company’s growth and gaining market share with profitability and value generation, we revised our strategy, seeking greater agility, adaptability, and scalability, with a focus on the

customer. In this context, in 2026, we revised the corporate and strategic indicators, with an impact on the short-term compensation of executives, reflecting a greater alignment with the interests of stakeholders.

The diagram below presents the 2026 Goals breakdown for the President and Statutory Vice Presidents, approved by the Board of Directors.



For FY 2026, as concerns the sustainability theme, the company uses the target focused on the participation of Lojas Renner in the breakdown of sustainability indices (Dow Jones Best in Class and B3 Corporate Sustainability Index). Participation in these indices includes evaluating the Company's performance in aspects related to environmental, social (including diversity and inclusion), economic-financial, and corporate governance themes, which are material for the Company and for the sector. Being part of these indices means being among the group of leading companies in corporate sustainability both at a global level in the sector and national leadership among large public companies, reinforcing the commitment to continuous improvement and innovation in ESG. In addition to the target, we established indicators for other non-statutory executives, focused on meeting our public commitments for 2030: products with recycled raw materials in their breakdown, limiting absolute tCO₂ emissions from logistics, and targets related to the quality of socio-environmental management in the supply chain.

In FY 2025, the breakdown of the goals maintained the focus on the financial indicators of Operating Income (RO), Net Operating Revenue (ROL), and Return on Invested Capital (ROIC), also balancing them with sustainability and non-financial goals. For the President, 80% of the goals were concentrated on financial objectives, 15% linked to sustainability indicators, and 5% to non-financial objectives. Among the Statutory Vice Presidents, around 70% were financial goals, 15% related to sustainability, and 15% to non-financial objectives.

Long-Term Incentive

The Long-Term Incentive Plan, composed of Performance Shares and Restricted Shares, as approved at the Extraordinary General Shareholders' Meeting of September 18, 2025, is an integral part of the Company's compensation strategy.

With the objective of reinforcing the link between compensation and performance, strategically aligning the long-term incentives of the leadership with the creation of value for shareholders, the Plan has a model based on performance-conditioned shares, with a defined vesting period.

2026 Performance Shares

Performance Shares consist of promises of future grants (awards) of Company shares, at no cost to participants, conditioned on the completion of a 3-year vesting period (no acceleration) and the achievement of pre-defined performance metrics over the period.

The Plan will operate in 3-year cycles. At the end of each cycle, the number of shares that eligible Participants will receive from the Company will depend on the performance factor determined based on the results obtained through the following financial indicators: relative TSR (40%), ROIC (30%), and EPS CAGR (30%), which are reviewed annually by the Board of Directors.

The final number of shares delivered may vary from zero to a maximum of 150% for 2026 (limited to a maximum of 200% overall) of the number of shares initially granted, depending on the degree of goal achievement.

Awards will only be canceled in the event of voluntary termination; in the case of involuntary termination, there will be a proportional payment, provided termination without cause.

Dividends and interest on equity, in both programs, will be calculated at the end of the performance/vesting period and paid as a bonus.

2026 Restricted Shares

The Restricted Shares Plan, supplemental to Performance Shares, is primarily focused on long-term talent retention.

It consists of promises of future grants (awards) of Company shares, at no cost to participants, which will only occur upon achieving 80% of the pre-IFRS 16 EBIT target (trigger) in the year prior to the grant and the fulfillment of a vesting period of at least 3 years (no acceleration).

The awards will only be canceled in the event of voluntary termination; in the case of involuntary termination without just cause, there will be a proportional payment.

Dividends and interest on equity (ISE), in both programs, will be calculated at the end of the performance/vesting period and paid as a bonus.

2025 Share Plan

Until 2025, the Stock Options Plan (POCA) consisted of granting purchase rights for company shares, respecting price and term rules previously approved by shareholders in a Extraordinary General Shareholders' Meeting. The exercise price is the volume-weighted average price during the 30 (thirty) calendar days of trading on the stock exchange prior to the award date, and there is a total vesting period of four years for the exercise of the options. If the executive leaves the Company during the vesting period, they will lose their rights

to the Plan. Therefore, the executive's gains with the Stock Options Plan (POCA) depend directly on the appreciation of the company's shares after the options are granted and during the vesting period.

The Restricted Shares Plan consisted of the grant of rights to transfer company shares, respecting term rules previously approved by shareholders in a Extraordinary General Shareholders' Meeting. The Restricted Shares to be granted to participants will be those held in the Company's treasury. The definitive transfer of Restricted Shares to participants will be subject to a vesting period of 3 (three) years for each grant and, at the end of the vesting period, the participant must have their link with the Company in full force, otherwise the grants will be canceled.

Any gains resulting from the Stock Options Plan (POCA) are subject to the company's appreciation, measured through its stock exchange share price, starting from the option exercise price (purchase of shares). Further details on the POCA rules are in items 8.4 to 8.12.

Other compensation practices

Malus and Clawback Clauses

The Company may determine the cancellation of rights, or require the return of Performance Shares and Restricted Shares (or their value), in the event of a (material) restatement of the Company's financial statements and/or the occurrence of other events defined by the Board of Directors, such as misconduct, fraud, or bad faith.

Stock Ownership Guideline (SOG):

This rule provides for a minimum shareholding position, at 24 times the monthly fixed portion for the President and 18 times the monthly fixed portion for the Statutory Vice Presidents, with a deadline for achieving the position according to Company policy approved by the Board of Directors. The Board of Directors will deliberate on any particular and exceptional situations.

FY 2025

	Board of Directors	Committees	Statutory Officers	Fiscal Council
Fixed Compensation	100%	100%	34.9%	100.0%
Benefits	N/A	N/A	1.7%	N/A
Variable Compensation	N/A	N/A	32.4%	N/A
Share-Based Compensation (a)*	N/A	N/A	31.0%	N/A
TOTAL	100.0%	100.0%	100.0%	100.0%

Note: (a) – Using the Black&Scholes methodology.

Ano 2024

	Board of Directors	Committees	Statutory Officers	Fiscal Council
Fixed Compensation	100%	100%	34.5%	100.0%
Benefits	N/A	N/A	1.2%	N/A
Variable Compensation	N/A	N/A	33.5%	N/A
Share-Based Compensation (a)*	N/A	N/A	30.8%	N/A
TOTAL	100.0%	100.0%	100.0%	100.0%

Note: (a) – Using the Black&Scholes methodology.

Ano 2023

	Board of Directors	Committees	Statutory Officers	Fiscal Council
Fixed Compensation	99.8%	100.0%	55.1%	100.0%
Benefits	N/A	N/A	1.3%	N/A
Variable Compensation	N/A	N/A	0.0%	N/A
Share-Based Compensation (a)*	0.2%	N/A	43.6%	N/A
TOTAL	100.0%	100.0%	100.0%	100.0%

Note: (a) – Using the Black&Scholes methodology. On the Board of Directors, these refer to contractual grants of Mr. José Galló, received while still a member of the Board of Executive Officers.

d. presence of compensation supported by subsidiaries, controlled companies or direct or indirect controlling shareholders

The members of the Board of Directors, Board Committees, Board of Executive Officers and the Fiscal Council receive no compensation supported by subsidiary or controlled companies.

e. presence of any compensation or benefit linked to the occurrence of a certain corporate event, such as the sale of the issuer's corporate control

No compensation or benefit is linked to the occurrence of a certain corporate event.

8.2 Total Compensation by Body

With respect to the compensation recognized in the income statements of the last 3 fiscal years and that planned for the current fiscal year for the board of directors, the statutory board of executive officers, and the fiscal council, the following tables are provided:

Total Compensation Planned for the Current Fiscal Year (ending December 31, 2026) – Annual Values				
	Board of Directors	Statutory Officers	Fiscal Council	Total
Total members	8.00	5.00	3.00	16.00
Compensated members	8.00	5.00	3.00	16.00
Annual fixed compensation				
Salary or fee	7,200,000.00	11,500,000.00	900,000.00	19,600,000.00
Direct and indirect benefits	0.00	700,000.00	0.00	700,000.00
Committee participation	3,100,000.00	0.00	0.00	3,100,000.00
Other	0.00	2,200,000.00	0.00	2,200,000.00
Other fixed compensation, described		"Other" reflects the retention action taken by the Company in 2022, which underwent significant		

		business model changes leading to the retention of talent in critical leadership positions. This mechanism included a cash payment, contingent on remaining for a 4-year period (in the event of voluntary termination or termination with cause, the amounts must be returned <i>pro-rata</i>).		
Variable compensation				
Bonus	0.00	0.00	0.00	0.00
Profit sharing	0.00	19,200,000.00	0.00	19,200,000.00
Attendance at meetings	0.00	0.00	0.00	0.00
Commissions	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Other variable compensation, described				
Post-employment	0.00	0.00	0.00	0.00
Termination of the position	0.00	0.00	0.00	0.00
Share-based (includes options)	0.00	12,000,000.00	0.00	12,000,000.00
Notes	Notes: (a) The fixed compensation amount for 2026, regarding fees and participation in Board of Directors Committees, was revised to align with the Management Compensation Policy, which seeks positioning at the 75th market percentile over the next two years, according to specialized compensation surveys for the Board of Directors. (b) To determine the number of members of	Notes: (a) The fixed compensation amount for 2026 includes adjustments to the fees of the Statutory Board of Executive Officers based on the accumulated INPC from January to December 2025 at 3.90%. Additionally, for the year 2026, alignment with market practices observed in the	Notes: (a) - The fixed compensation amount for FY 2026 for the Fiscal Council fees is revised based on specialized compensation surveys for the Board of Directors and the Fiscal Council. (b) - To determine the number of members of each body, the number of members in each month of the year was added together and divided by 12 (simple average).	

	each body, the number of members in each month of the year was added together and divided by 12 (simple average).	salary survey for the Statutory Board of Executive Officers is planned. (b) In the 2026 fiscal year, we propose a gradual increase in the amounts planned for short-term variable compensation (Management Profit Sharing) for the Board of Executive Officers from an achievement level of 110% (2025) to 115% of the target, which does not represent the maximum achievement provided for in the program (c) To determine the number of members of each body, the number of members in each month of the year was added together and divided by 12 (simple average)		
Total compensation	10,300,000,00	45,600,000,00	900,000,00	56,800,000,00

Total expected compensation for the Fiscal Year ended December 31, 2025 – Annual Values

	Board of Directors	Statutory Officers	Fiscal Council	Total
Total members	8,00	5,42	3,00	16,42
Compensated members	8,00	5,42	3,00	16,42
Annual fixed compensation				
Salary or fee	5,354,167.34	10,869,118.00	883,200.00	17,106,485.34
Direct and indirect benefits	0.00	648,045.04	0.00	648,045.04

Committee participation	3,137,960.00	0.00	0.00	3,137,960.00
Other	0.00	2,803,542.00	0.00	2,803,542.00
Other fixed compensation, described		"Other" reflects the retention action taken by the Company in 2022, which underwent significant business model changes leading to the retention of talent in critical leadership positions. This mechanism included a cash payment, contingent on remaining for a 4-year period (in the event of voluntary termination or termination with cause, the amounts must be returned <i>pro-rata</i>).		
Variable compensation				
Bonus	0.00	0.00	0.00	0.00
Profit sharing	0.00	12,674,717.64	0.00	12,674,717.64
Attendance at meetings	0.00	0.00	0.00	0.00
Commissions	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Other variable compensation, described				
Post-employment	0.00	0.00	0.00	0.00
Termination of the position	0.00	0.00	0.00	0.00
Share-based (includes options)	0.00	12,144,215.08	0.00	12,144,215.08
Notes	Notes: (a) The fixed compensation amount for FY 2025 regarding fees and participation in Board of Directors Committees is revised based on specialized compensation surveys for the Board of Directors. (c) To	Notes: (a) The fixed compensation amount for FY 2025 includes adjustments to the fees of the Statutory Board of Executive Officers based on the	Notes: (a) - The fixed compensation amount for FY 2025 regarding the Fiscal Council fees is revised based on specialized compensation surveys for the Board	



	determine the number of members of each body, the number of members in each month of the year was added together and divided by 12 (simple average),	accumulated INPC from January to December 2024 at 4.77%. (b) Benefits refer to the amounts recognized during the year. (c) To determine the number of members of each body, the number of members in each month of the year was added together and divided by 12 (simple average) (d) Exclusion of one Statutory Officer as of May 2025. (e) Achievement of the trigger goal for the FY 2025 Management Profit Sharing program	of Directors and the Fiscal Council. (b) To determine the number of members of each body, the number of members in each month of the year was added together and divided by 12 (simple average).	
Total compensation	8,492,127.34	39,139,637.77	883,200.00	48,514,965.11

Total expected compensation for the Fiscal Year ended December 31, 2024 – Annual Values

	Board of Directors	Statutory Officers	Fiscal Council	Total
Total members	8.00	5.75	3.00	16.75
Compensated members	8.00	5.75	3.00	16.75
Annual fixed compensation				
Salary or fee	7,129,714.67	10,333,323.33	883,937.00	18,346,975.00
Direct and indirect benefits	0.00	478,835.63	0.00	478,835.63
Committee participation	3,073,760.00	0.00	0.00	3,073,760.00
Other	0.00	3,053,852.50	0.00	3,053,852.50
Other fixed compensation, described		"Other" reflects the retention action taken by the Company in 2022, which underwent significant		



		business model changes leading to the retention of talent in critical leadership positions. This mechanism included a cash payment, contingent on remaining for a 4-year period (in the event of voluntary termination or termination with cause, the amounts must be returned <i>pro-rata</i>).		
Variable compensation				
Bonus	0.00	0.00	0.00	0.00
Profit sharing	0.00	12,987,162.38	0.00	12,987,162.38
Attendance at meetings	0.00	0.00	0.00	0.00
Commissions	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Other variable compensation. described				
Post-employment	0.00	0.00	0.00	0.00
Termination of the position	0.00	0.00	0.00	0.00
Share-based (includes options)	0.00	11,947,127.86	0.00	11,947,127.86
Notes	Notes: (a) The fixed compensation amount for FY 2024 includes adjustments to fees and participation in Board of Directors Committees by the accumulated INPC from January to December 2023 at 3.71%. (b) To determine the number of members of each body, the number of members in each month of the year was	(a) The fixed compensation amount for FY 2024 includes adjustments to the fees of the Statutory Board of Executive Officers based on the accumulated INPC from January to December 2023 at 3.71%. (b) Benefits refer to the amounts recognized during	Notes: (a) - The fixed compensation amount for FY 2024 includes adjustments to the Fiscal Council fees by the accumulated INPC from January to December 2023 at 3.71%. (b) To determine the number of members of each body, the number of members in each month of the	

	<p>added together and divided by 12 (simple average).</p> <p>(c) Change in the Chairmanship of the Board of Directors as of April 2024.</p> <p>(d) Inclusion of a new participation in the People and Nominating Committee (CPN), increasing from 3 (three) to 4 (four) members.</p> <p>(e) Inclusion of a new participation in the Sustainability Committee (SC), increasing from 2 (two) to 3 (three) members.</p>	<p>the year.</p> <p>(c) To determine the number of members of each body, the number of members in each month of the year was added together and divided by 12 (simple average).</p> <p>(d) Inclusion of a new Statutory Officer as of April 2024.</p> <p>(e) Achievement of the trigger goal for the FY 2024 Management Profit Sharing program..</p>	<p>year was added together and divided by 12 (simple average).</p>	
Total compensation	10,203,474.67	38,800,301.70	883,937.00	49,887,713.37

Total expected compensation for the Fiscal Year ended December 31, 2023 – Annual Values

	Board of Directors	Statutory Officers	Fiscal Council	Total
Total members	8.00	5.00	3.00	16.00
Compensated members	8.00	5.00	3.00	16.00
Annual fixed compensation				
Salary or fee	13,107,230.33	8,824,720.00	858,610.00	22,790,560.33
Direct and indirect benefits	0.00	301,081.55	0.00	301,081.55
Committee participation	2,760,920.00	0.00	0.00	2,760,920.00
Other	0.00	3,973,560.00	0.00	3,973,560.00
Other fixed compensation, described		"Other" reflects the retention action taken by the Company in 2022, which underwent significant business model changes leading to the retention of talent in critical leadership positions. This mechanism included a cash payment,		

		contingent on remaining for a 4-year period (in the event of voluntary termination or termination with cause, the amounts must be returned <i>pro-rata</i>).		
Variable compensation				
Bonus	0.00	0.00	0.00	0.00
Profit sharing	0.00	0.00	0.00	0.00
Attendance at meetings	0.00	0.00	0.00	0.00
Commissions	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Other variable compensation. described				
Post-employment	0.00	0.00	0.00	0.00
Termination of the position	0.00	0.00	0.00	0.00
Share-based (includes options)	32,236.50	10,118,302.70	0.00	10,150,539.19
Notes	Notes: (a) The fixed compensation amount for FY 2023 includes adjustments to the Board of Directors fees by the accumulated INPC from January to December 2022 at 5.93%. (b) To determine the number of members of each body, the number of members in each month of the year was added together and divided by 12 (simple average). (c) Share-based compensation for the Board of Directors refers to contractual grants of the Former CEO, received while still a member of the Board of Executive Officers.	Notes: (a) (a) The fixed compensation amount for FY 2023 includes adjustments to the fees of the Statutory Board of Executive Officers based on the accumulated INPC from January to December 2022 at 5.93%. (b) Regarding benefits, the amounts reported were those actually recognized and recorded during the year. (c) Given that the targets for FY 2023 were not	Notes: (a) The fixed compensation amount for FY 2023 includes adjustments based on the accumulated INPC from January to December 2022 at 5.93%. (b) To determine the number of members of each body, the number of members in each month of the year was added together and divided by 12 (simple average).	



		achieved, there was no payment of variable compensation to the Statutory Officers as provided for in the management profit sharing program. (d) To determine the number of members of each body, the number of members in each month of the year was added together and divided by 12 (simple average).		
Total compensation	15,900,386.83	23,217,664.25	858,610.00	39,976,661.08

8.3 - With respect to variable compensation for the last 3 fiscal years and that planned for the current Fiscal Year for the Board of Directors, the Statutory Board of Executive Officers, and the Fiscal Council, prepare a table with the following contents:

Fiscal year: December 31, 2026

	Board of Directors	Statutory Officers	Fiscal Council	Total
Total members	8.00	5.00	3.00	16.00
Compensated members	0.00	5.00	0.00	5.00
Clarification	Members of the Board of Directors do not earn variable compensation.	Variable compensation, as reported in the Company's Financial Statements, is described as Statutory Sharing. In FY 2026 the number of Statutory Officers is down by one.	Members of the Fiscal Council do not earn variable compensation.	
CONCERNING BONUSES				
Minimum amount provided for in the compensation plan	0.00	0.00	0.00	0.00
Maximum amount provided for in the compensation plan	0.00	0.00	0.00	0.00
Amount provided for in the compensation plan, should the	0.00	0.00	0.00	0.00

established targets be met				
Amount effectively recognized in the Fiscal Year	0.00	0.00	0.00	0.00
CONCERNING PROFIT SHARING				
Minimum amount provided for in the compensation plan	0.00	0.00	0.00	0.00
Maximum amount provided for in the compensation plan	0.00	25,800,000.00	0.00	25,800,000.00
Amount provided for in the compensation plan, should the established targets be met	0.00	19,200,000.00	0.00	19,200,000.00
Amount effectively recognized in the Fiscal Year	0.00	0.00	0.00	0.00

Fiscal Year: December 31, 2025

	Board of Directors	Statutory Officers	Fiscal Council	Total
Total members	8.00	5.42	3.00	16.42
Compensated members	0.00	5.42	0.00	5.42
Clarification	Members of the Board of Directors do not earn Variable compensation.	Variable compensation, as reported in the Company's Financial Statements, is described as Statutory Sharing. In FY 2025, the maximum payment decreased from 250% to 200% of the target.	Members of the Fiscal Council do not earn variable compensation.	
CONCERNING BONUSES				
Minimum amount provided for in the compensation plan	0.00	0.00	0.00	0.00
Maximum amount provided for in the compensation plan	0.00	0.00	0.00	0.00
Amount provided for in the compensation plan, should the established targets be met	0.00	0.00	0.00	0.00
Amount effectively recognized in the Fiscal Year	0.00	0.00	0.00	0.00
CONCERNING PROFIT SHARING				
Minimum amount provided for in the compensation plan	0.00	0.00	0.00	0.00
Maximum amount provided for in the compensation plan	0.00	24,300,000.00	0.00	24,300,000.00
Amount provided for in the compensation plan, should the established targets be met	0.00	16,300,000.00	0.00	16,300,000.00

Amount effectively recognized in the Fiscal Year	0.00	12,674,717.64	0.00	12,674,717.64
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Fiscal Year: December 31, 2024

	Board of Directors	Statutory Officers	Fiscal Council	Total
Total members	8.00	5.75	3.00	16.75
Compensated members	0.00	5.75	0.00	5.75
Clarification	Members of the Board of Directors earn no variable income.	Variable compensation, as reported in the Company's Financial Statements, is characterized as Statutory Sharing.	Members of the Fiscal Council earn no variable income.	
CONCERNING BONUSES				
Minimum amount provided for in the compensation plan	0.00	0.00	0.00	0.00
Maximum amount provided for in the compensation plan	0.00	0.00	0.00	0.00
Amount provided for in the compensation plan, should the established targets be met	0.00	0.00	0.00	0.00
Amount effectively recognized in the Fiscal Year	0.00	0.00	0.00	0.00
CONCERNING PROFIT SHARING				
Minimum amount provided for in the compensation plan	0.00	0.00	0.00	0.00
Maximum amount provided for in the compensation plan	0.00	27,100,000.00	0.00	27,100,000.00
Amount provided for in the compensation plan, should the established targets be met	0.00	14,600,000.00	0.00	14,600,000.00
Amount effectively recognized in the Fiscal Year	0.00	12,987,162.38	0.00	12,987,162.38

Fiscal Year: December 31, 2023

	Board of Directors	Statutory Officers	Fiscal Council	Total
Total members	8.00	5.00	3.00	16.00
Compensated members	0.00	5.00	0.00	5.00
Clarification	The Company does not pay bonuses; instead, it uses the term variable compensation, which is		Members of the Fiscal Council earn no variable income.	

	disclosed in the Company's Financial Statements as Statutory Profit Sharing. With respect to the Board of Directors, variable compensation consisted exclusively of meeting attendance fees, which were discontinued as of July 2019.			
CONCERNING BONUSES				
Minimum amount provided for in the compensation plan	0.00	0.00	0.00	0.00
Maximum amount provided for in the compensation plan	0.00	0.00	0.00	0.00
Amount provided for in the compensation plan, should the established targets be met	0.00	0.00	0.00	0.00
Amount effectively recognized in the Fiscal Year	0.00	0.00	0.00	0.00
CONCERNING PROFIT SHARING				
Minimum amount provided for in the compensation plan	0.00	0.00	0.00	0.00
Maximum amount provided for in the compensation plan	0.00	20,068,120.00	0.00	20,068,120.00
Amount provided for in the compensation plan, should the established targets be met	0.00	11,650,000.00	0.00	11,650,000.00
Amount effectively recognized in the Fiscal Year	0.00	0.00	0.00	0.00

8.4 With respect to the share-based compensation plan for the Board of Directors and the Statutory Board of Executive Officers in effect during the last fiscal year and planned for the current Fiscal Year, describe:

a. General terms and conditions

2025-2030 Restricted Shares and Performance Shares Plan

The Restricted Shares and Performance Shares Plan, approved at the 2025 Extraordinary General Shareholders' Meeting, aims to enable the granting of long-term incentives to the Company's Executives and talent, aligned with market best practices and targeting: (a) the alignment between the interests of the Participants and those of the Company's shareholders; (b) encouraging the retention of Participants within the Company or its controlled companies; and (c) the pursuit of maximizing results and generating sustainable long-term value for the Company and its shareholders. For eligible Executives, the long-term incentive composition will be mixed, with a preponderance of Performance Shares.

Performance Shares consist of grants of future shares of the Company, at no cost to participants, contingent upon the completion of a 3-year vesting period (no acceleration) and the attainment of predefined performance metrics throughout the period as approved by the Company's Board of Directors.

The Plan will operate in 3-year cycles. At the end of each cycle, the number of shares that eligible Participants receive from the Company will depend on the performance factor determined based on the goals achieved.

The final number of shares delivered may vary from zero to a maximum of 200% of the number of shares initially granted, depending on the level of goal attainment. Dividends and interest on equity will be calculated at the end of the vesting period and paid as a bonus.

The Restricted Shares Plan, which is supplementary to the Performance Shares, focuses primarily on long-term talent retention. It consists of grants of future shares of the Company, at no cost to participants, which will only occur if a financial trigger from the year prior to the grant is met and upon completion of a vesting period of at least 3 years (no acceleration). Dividends and interest on equity will be calculated at the end of the performance/vesting period and paid as a bonus.

2015 Stock Options Plan and Restricted Shares Plan

These Plans allowed Statutory Officers the possibility of becoming shareholders of the Company. By offering this possibility, it was expected that they would have incentives to effectively contribute to value creation and perform their duties in a manner integrated with the shareholders' interests, corporate objectives, and the Company's growth plans, benefiting from share appreciation and, above all, obtaining financial benefit through growth. The adopted model aimed to serve as a retention mechanism for management and executives, primarily through sharing in the appreciation of the Company's shares.

The Plans held significant weight in the total compensation of the Statutory Officers (see item 8.1.c of the Reference Form) and other Company executives, based on meritocracy, resulting in: (i) the proper focus of executives on the Company's valuation, as well as (ii) a long-term relationship between these professionals and the Company; and, consequently, the generation of sustainable results.

Until 2025, annual grants were awarded in accordance with the Stock Options Plan (POCA) and the Restricted Shares Plan, with a focus on future share appreciation. It is also important to note that the number of options granted in each program was determined such that Beneficiaries and/or Participants, as applicable, would only see gains effectively aligned with the market if there were future share appreciation in line with shareholder expectations.

In FY 2025, these Plans represented 31.0% of the compensation for the Statutory Board of Executive Officers. As of December 31, 2025, all 5 officers were participants in the Plans.

b. Date of approval and body responsible for the approval.

2025-2030 Restricted Shares and Performance Shares Plan

The Restricted Shares and Performance Shares Plan was approved at the Extraordinary General Shareholders' Meeting held on September 18, 2025 (the "Plan"). The Plan is administered by the Board of Directors, which may be assisted by the Company's People and Nominating Committee ("Committee"). In the exercise of their duties, the Board of Directors and the Committee, as applicable, are subject only to the limits established by law, the regulations of the Brazilian Securities and Exchange Commission (CVM), and the Plan itself.

Members of the Committee and the Board are ineligible to participate in the Restricted Shares and Performance Shares Plan. Should a Plan participant become a member of the Board of Directors or the Committee while serving as a Company Officer, such an individual shall not participate in the administration of the Plan regarding themselves and must abstain from any deliberations concerning the implementation or administration of the Plan as it relates to them.

2015 Stock Options Plan

The 2015 Stock Options Plan was approved at the Extraordinary General Shareholders' Meeting held on September 23, 2015, and amended at the Extraordinary General Shareholders' Meeting held on October 21, 2020 ("2015 Stock Options Plan"). It is supervised by the People and Nominating Committee ("Committee"), established in accordance with the Company's Bylaws and composed of Board members. However, the Committee's deliberations do not bind the Company unless and until ratified by the Board of Directors.

Members of the Committee and the Board of Directors are ineligible to be beneficiaries of the purchase options under the 2015 Stock Options Plan.

Professionals selected at the sole discretion of the Committee and approved by the Board of Directors from among the officers and executives of the Company and its subsidiaries (“2015 Beneficiaries”) shall participate in the 2015 Stock Options Plan. Each 2015 Beneficiary must expressly adhere to the 2015 Stock Options Plan by signing a specific joinder agreement.

The granting of stock options to the Beneficiaries selected by the Committee is conducted periodically through stock purchase option grant programs.

2015 Restricted Shares Plan

The Restricted Shares Plan was approved at the Extraordinary General Shareholders' Meeting held on September 23, 2015, and amended at the Extraordinary General Shareholders' Meeting held on October 21, 2020 (the “Plan”). It is supervised by the Committee, established in accordance with the Company’s Bylaws and composed of Board of Directors members. However, the Committee’s deliberations do not bind the Company unless and until ratified by the Board of Directors.

Members of the Committee and the Board are ineligible to be beneficiaries of the purchase options under the Restricted Shares Plan.

Professionals selected at the sole discretion of the Committee and approved by the Board of Directors from among the officers and executives of the Company and its subsidiaries (“Participants”) shall participate in the Restricted Shares Plan.

The granting of restricted shares to the Participants selected by the Committee is conducted periodically through restricted share grant programs

c. Maximum number of shares covered

2025-2030 Restricted Shares and Performance Shares Plan

2025-2030 Restricted Shares and Performance Shares Plan For the purposes of the Restricted Shares and Performance Shares Plan, the Board of Directors may, upon the prior recommendation of the Committee, grant a number of common, registered, book-entry shares issued by the Company not exceeding 3.75% (three point seventy-five percent) of the total shares issued by the Company at any time (“Restricted Shares” and “Performance Shares”). The Restricted Shares and Performance Shares to be granted to Participants will be those held in the Company’s treasury.

2015 Stock Options Plan

Stock options granted under the 2015 Stock Options Plan, including those already exercised or not, and excluding those canceled due to termination, may confer rights to a number of shares not exceeding 3% (three percent) of the total shares issued by the Company at any time, provided that the total number of shares issued or issuable under the terms of the 2015 Stock Options Plan remains within the Company’s authorized capital limit.

2015 Restricted Shares Plan

For the purposes of the Restricted Shares Plan, the Board of Directors may, upon the prior recommendation of the Committee, grant a number of common, registered, book-entry shares issued by the Company not in excess of 1% (one percent) of the total shares issued by the Company at any time (“Restricted Shares”). The Restricted Shares to be granted to Participants will be those held in the Company’s treasury.

d. Maximum number of Options to be granted

2025-2030 Restricted Shares and Performance Shares Plan

Not applicable, as no stock purchase options are granted.

2015 Stock Options Plan

As mentioned in item "c" above, stock options granted under the 2015 Stock Options Plan, including those already exercised or not, and excluding those canceled due to termination, may confer rights to a number of shares not exceeding 3% (three percent) of the total shares issued by the Company at any time, provided that the total number of shares issued or issuable under the terms of the Stock Options Plan remains within the Company's authorized capital limit.

As of December 31, 2025, regarding the last grant of the 2015 Stock Options Plan, 8,533,166 stock options had been granted (excluding those canceled) to management, representing 0.85% of the capital stock. Of these, 4,114,707 were exercised, representing 0.41% of the Company's capital stock.

2015 Restricted Shares Plan

Not applicable, as no stock purchase options are granted.

e. Share purchase conditions

2025-2030 Restricted Shares and Performance Shares Plan

Not applicable, as no stock purchase options are granted.

2015 Stock Options Plan

Periodically, the Committee granted subscription or purchase options for shares to the selected 2015 Beneficiaries. The exercise of such options is subject to certain conditions, including the eventual imposition of restrictions on the trading of common shares acquired as a result of the exercise of the options.

2015 Restricted Shares Plan

Not applicable, as no stock purchase options are granted.

f. criteria for determining the acquisition or exercise price

2025-2030 Restricted Shares and Performance Shares Plan

Not applicable. Once the conditions set forth in the plan are met, the Company will transfer the shares without any cost to the participant.

2015 Stock Options Plan

The strike price for the exercise of options and the payment for the subscription or purchase of shares by the 2015 Beneficiaries shall be determined by the Board of Directors, based on the recommendation of the Committee, for each program. This price must comply with legal parameters on the award date and shall never be lower than 100% (one hundred percent) of the market value of the Company's shares on the award date. This same price (100% of the market value) must be observed in the event of a sale of treasury shares by the Company to the 2015 Beneficiaries. The market value of the shares for the exercise of the option will be the weighted average trading price during the 30 (thirty) consecutive trading days on the stock exchange immediately preceding the date of the event triggering its application.

2015 Restricted Shares Plan

Not applicable. Once the conditions set forth in the plan are met, the Company will transfer the shares without any cost to the participant.

g. criteria for determining the exercise period

2025-2030 Restricted Shares and Performance Shares Plan

Not applicable, as there is no granting of stock purchase options. Nevertheless, the Plan provides for a vesting period of at least 3 (three) years; at the end of this vesting period, the Participant must be in full standing with

the Company for the delivery of the shares to occur. In the event of termination by the company without cause, the shares will be delivered to the participants on a pro-rata basis.

2015 Stock Options Plan

According to the original text of the 2015 Stock Options Plan, after one year has passed since the respective grant, 25% (twenty-five percent) of the options—considering only options from the same grant—may be exercised by the 2015 Beneficiary, subject to the other conditions of the plan, and so on, at a rate of 25% (twenty-five percent) for each subsequent one-year period. After four years from the respective grant, all options from that same grant will be exercisable, subject to the other conditions of this 2015 Stock Options Plan. The exercise period for the options shall never exceed 6 (six) years from the award date.

At the Extraordinary General Shareholders' Meeting held on October 21, 2020, the shareholders approved an amendment to the 2015 Stock Options Plan. For options granted after that date, the exercise will be as follows: 20% (twenty percent) of the options may be exercised by the 2015 Beneficiary after two years from the respective grant, an additional 30% (thirty percent) after three years, and the remaining 50% (fifty percent) after four years, subject to the other conditions of this plan. The exercise period for the options remains to be determined by the Committee on a case-by-case basis, respecting legal parameters at the award date, but shall never exceed 6 (six) years from the award date.

2015 Restricted Shares Plan

Not applicable, as there is no granting of stock purchase options. Nevertheless, the Restricted Shares Plan has a vesting period of 3 (three) years; at the end of this period, the Participant must be in full standing with the Company, without prejudice to compliance with the other provisions of the Restricted Shares Plan and the specific program.

h. form of settlement

2025-2030 Restricted Shares and Performance Shares Plan

Upon the expiration of the vesting period, and provided that all predefined and other applicable conditions are met, the Company will transfer ownership of the shares to the participant within up to 60 (sixty) days at no cost to the participant.

2015 Stock Options Plan

The price of the shares shall be paid by the holders of the purchase options under the conditions determined by the Committee, in compliance with the minimum capital injection required by Law No. 6,404/76, should the Committee authorize payment for the shares in installments. The payment of the subscription price for the shares resulting from the exercise of the option shall be made in cash. According to the grant program, which supplements the 2015 Stock Options Plan, the 2015 Beneficiary will have up to 5 (five) days after exercising the options to make the payment.

2015 Restricted Shares Plan

In the case of Restricted Shares, upon the expiration of the vesting period, and provided that all conditions set forth in the Restricted Shares Plan and other applicable conditions are met, the Company will transfer ownership of the Restricted Shares to the participant within 3 (three) days.

i. restrictions on the transfer of shares

2025-2030 Restricted Shares and Performance Shares Plan

2025-2030 Restricted Shares and Performance Shares Plan The Company shall have the right to demand the return of the Shares (or their value) or of amounts received by the Participant under this Plan in the event of a (material) restatement of the Company's financial statements (except for restatements arising from immaterial errors, such as purely formal or clerical errors that do not have a significant impact on the financial statements)

and/or the occurrence of other serious events defined by the Board of Directors (Clawback). If the Company has not yet settled the Restricted Shares and/or Performance Shares, and a restatement of the Company's financial statements is verified (except for immaterial restatements) and/or other serious events defined by the Board of Directors occur, the Board of Directors may determine the cancellation of the Participant's right to the Restricted Shares and/or Performance Shares, regardless of whether they have met their Vesting Period, through written notice to the Participant (Malus).

2015 Stock Options Plan

res resulting from the exercise of a purchase option under the 2015 Stock Options Plan may not be sold to third parties until they are fully paid-in.

j. criteria and events whose occurrence will cause plan suspension, amendment, or termination

2025-2030 Restricted Shares and Performance Shares Plan

The Performance Shares and Restricted Shares Plans will terminate automatically and without any right to compensation, with all of their effects ceasing by operation of law, in the following cases: (a) upon the termination of the Grant Agreement; (b) if the Company is dissolved, liquidated, or has its bankruptcy declared; (c) in the event of Termination, as provided for in item 7 of said Plan.

Additionally, the following events may result in suspension, alteration, or termination, pursuant to item 10 of the Plan: (a) sale of control and material acquisition; (b) going private and exiting the Novo Mercado; (c) corporate reorganization; (d) changes in the number, type, and class of shares; (e) clawback; and (f) malus

2015 Stock Options Plan

The 2015 Stock Options Plan will terminate automatically in the following cases: (a) by decision of the Extraordinary General Shareholders' Meeting; (b) by the cancellation of the Company's registration as a publicly-held company; (c) by the cessation of trading of common shares in the over-the-counter market, organized market, or stock exchange, due to a corporate reorganization of the Company; (d) by the dissolution and liquidation of the Company; or (e) by the lapse of a 10 (ten) year period from the approval date of this plan.

The termination of the 2015 Stock Options Plan by resolution of the Company's shareholders will not affect the effectiveness of options still in force, previously granted, nor the prevalence of restrictions on the tradability of the shares and/or the preemptive right established therein.

In the event of termination due to a corporate reorganization of the Company, the 2015 Stock Options Plan and the grant programs will be analyzed by the Board of Directors, in order to deliberate, in connection with such transaction, on the continuity of the 2015 Stock Options Plan and/or any grant program and the assumption of the options granted thus far, with the replacement of such options by new options.

In the event of cancellation of the registration as a publicly-held company, cessation of trading, dissolution, and liquidation of the Company, the 2015 Stock Options Plan and the grant programs will be analyzed by the Board, in order to deliberate, in connection with such transaction, on the continuity of the 2015 Stock Options Plan and/or any grant program and the assumption of the options granted thus far, with the replacement of such options by new options.

2015 Restricted Shares Plan

The Restricted Shares Plan will terminate automatically in the following cases: (a) by decision of the Extraordinary General Shareholders' Meeting; (b) by the cancellation of the Company's registration as a publicly-held company; (c) by the cessation of trading of common shares in the over-the-counter market, organized market, or stock exchange, due to a corporate reorganization of the Company; (d) by the dissolution and liquidation of the Company; or (e) by the lapse of a 10 (ten) year period from the approval date of this plan.

The termination of the Restricted Shares Plan by resolution of the Company's shareholders will not affect the effectiveness of the Restricted Shares still in force, previously assigned to the Participants, nor the prevalence of restrictions on the tradability of the shares and/or the preemptive right established.

In the event of termination due to a corporate reorganization of the Company, the Restricted Shares Plan and the grant programs will be analyzed by the Board, in order to deliberate, in connection with such transaction, on the continuity of the Restricted Shares Plan and/or any grant program and the assumption of the options granted thus far, with the replacement of such options by new options.

In the event of cancellation of the registration as a publicly-held company, cessation of trading, dissolution, and liquidation of the Company, the Restricted Shares Plan and the grant programs will be analyzed by the Board of Directors, in order to deliberate, in connection with such transaction, on the continuity of the Restricted Shares Plan and/or any grant program and the transfer of the Restricted Shares to the Participant.

k. effects of a manager's departure from the issuer's bodies on their rights under the share-based compensation plan

2025-2030 Restricted Shares and Performance Shares Plan

Unless otherwise provided in the Program and/or the Grant Agreement, if a Participant leaves the Company before the end of the Vesting Period:

(i) (a) of their own accord, through a voluntary resignation request or resignation from the position of officer; or (b) at the Company's discretion, through dismissal, removal, or non-reappointment to the position for Cause: the Participant shall lose any and all rights related to the Restricted Shares and/or Performance Shares, which shall remain automatically extinguished on the Termination date, by operation of law, regardless of prior notice or notification and without the right to any compensation to the Participant;

(ii) (a) at the Company's discretion, through dismissal, removal, or non-reappointment to the position without Cause; (b) by means of an agreement between the Company and the Participant, provided it is duly formalized as a termination by mutual agreement in the termination instrument; or (c) due to Retirement agreed upon between the Company and the Participant: the Participant shall be entitled to maintain the right to a quantity of Restricted Shares and/or Performance Shares proportional to the number of months worked during the Vesting Period, whereas a month worked shall be considered a month in which the Participant worked 15 (fifteen) days or more, in the proportion of X/Y, where "X" is the number of months worked between the Award date and the Termination date and "Y" is the number of months of the total Vesting Period. The rights to the remaining Restricted Shares and/or Performance Shares that were not acquired by the Participant under the terms of Item 7.1(ii) of the Plan shall be automatically extinguished, regardless of prior notice or notification and without the right to any compensation to the Participant. Regarding the right to the Restricted Shares and/or Performance Shares that the Participant maintained under the terms of Item 7.1(ii) of the Plan, the Company shall deliver the Shares within a period of up to 60 (sixty) days from the date of the Participant's Termination, it being understood that the pro-rata quantity of Performance Shares to which the Participant shall be entitled will depend on the proportional calculation of the attainment of the performance indicators established in the respective Programs and/or Grant Agreements, and may be adjusted according to the degree of attainment of the established goals, under the terms of Annex I;

(iii) due to death or permanent disability certified by the National Social Security Institute – INSS: the Participant (or their heirs or legal guardians) shall be entitled to the full amount of the Restricted Shares and/or Performance Shares granted, without the need to fulfill the remaining Vesting Period. Regarding the right to the Restricted Shares that the Participant retained under the terms of Item 7.1(iii) of the Plan, the Company shall deliver the Shares for the settlement of said Restricted Shares within the period provided for in the Program. Regarding the Performance Shares that the Participant retained under the terms of Item 7.1(iii) of the Plan, the actual number of Performance Shares to which the Participant shall be entitled will depend on the determination of the financial indicators provided for in the Program and/or Grant Agreement by the Board of Directors after the end of the Vesting Period, as provided for in the Program, such that the number of Shares the Participant may receive shall range from zero, limited to a maximum of 200%, of the target number of Performance Shares retained under the terms of Item 7.1(iii) of the Plan.

2015 Stock Options Plan

No provision of the 2015 Stock Options Plan confers rights upon the 2015 Beneficiaries regarding a guarantee of continued status as an employee or service provider of the Company or its subsidiaries, or interferes in any

way with the right of the Company and its subsidiaries, subject to legal conditions and those of the employment contract or service provision agreement, as the case may be, to terminate at any time the relationship with the 2015 Beneficiary. Furthermore, no provision of the 2015 Stock Options Plan confers upon any holder of an option rights concerning their continued status until the end of their term as director, nor interferes in any way with the Company's right to remove them, nor ensures the right to their reelection to the position.

In the event of termination of the 2015 Beneficiary at the initiative of the Company or its subsidiary, except for cause and except for the hypothesis of termination due to death, disability, or retirement of the 2015 Beneficiary, all options granted to them that are not yet exercisable shall be automatically extinguished, by operation of law, regardless of prior notice or compensation. Notwithstanding, the holder of the options shall have the right to exercise the options already exercisable on the date of termination within a non-extendable period of 90 (ninety) days from the date of termination, upon cash payment and payment of the remaining balance in the case of installment payments. The Committee may extend this period when such a measure is justified by the specific circumstances of the case.

In the event of termination of the 2015 Beneficiary by their own initiative, for any reason, all options granted to them that are not yet exercisable shall be automatically extinguished, by operation of law, regardless of prior notice or compensation. Notwithstanding, the holder of the options shall have the right to exercise the options already exercisable on the date of termination within a non-extendable period of 30 (thirty) days from the date of termination, upon cash payment and payment of the remaining balance in the case of installment payments.

If the termination of the option holder from the Company occurs as a result of cause, the non-exercisable options granted to them shall become automatically extinguished by operation of law, regardless of prior notice or compensation. The period for exercising exercisable options shall expire on the day preceding the termination. If the shares subscribed under the 2015 Stock Options Plan are not fully paid-in, the 2015 Beneficiary shall have the number of shares reduced proportionally to the amount effectively paid-in.

In the event of the death of an option holder, all options not yet exercisable shall become immediately exercisable, and the option shall extend to the heirs or successors of the option holder, by legal succession or by testamentary disposition until the end of the granted option period; the option may be exercised, in whole or in part, by the heirs and/or successors of the option holder, with cash payment. If the shares subscribed under the 2015 Stock Options Plan are not fully paid-in, the legal representative of the 2015 Beneficiary shall have the original option exercise period (which shall be automatically extended for 2 (two) years from the death if the option were to expire before such date) to effect the payment of the total value of the subscribed shares or shall have the number of shares reduced proportionally to the amount effectively paid-in.

In the event of permanent disability or retirement of a 2015 Beneficiary, all options not yet exercisable shall become immediately exercisable and the payment of the exercise price must be made in cash. Options already exercisable may be exercised within the original period provided that payment is made in cash. If the shares subscribed under the 2015 Stock Options Plan are not fully paid-in, the 2015 Beneficiary shall have the original option exercise period (which shall be automatically extended for 2 (two) years from the permanent disability or retirement if the option were to expire before such date) to effect the payment of the total value of the subscribed shares or shall have the number of shares reduced proportionally to the amount effectively paid-in.

In the event of the occurrence of the obligation to implement a tender offer for the acquisition of the Company's shares, under the terms of the Company's Bylaws, or in the event of the success of a tender offer for the acquisition of control of the Company formulated under the terms of Art. 257 of Law 6,404/76, either of which results in the dismissal without cause of a 2015 Beneficiary of the 2015 Options Plan at the initiative of the Company within up to 12 (twelve) months of such occurrence, it is hereby established that all previously granted options or restricted shares attributed to the respective 2015 Beneficiary that are not yet exercisable shall become exercisable.

The early exercise of options granted under this 2015 Options Plan may be implemented in other hypotheses even if not expressly provided for, provided they are only used in situations of interest to the Company for exceptional cases of dismissal of directors, always upon the prior examination and opinion of the Committee, which shall evaluate the respective hypothesis and, if applicable, suggest its approval to the Board of Directors.

2015 Restricted Shares Plan

No provision of the Restricted Shares Plan shall confer upon the Participants rights regarding a guarantee of continued status as an employee of the Company or its subsidiaries or interfere in any way with the right of the Company and/or its subsidiaries, subject to legal conditions and those of the employment contract, as the case may be, to terminate at any time the relationship with the Participant. Furthermore, no provision of the Restricted Shares Plan shall confer upon any Participant rights concerning their continued status until the end of their term as director, nor interfere in any way with the right of the Company or the subsidiary to remove them, nor ensure the right to their reelection to the position.

In any hypothesis of termination of the Participant at the initiative of the Company or its subsidiary, with or without cause, and except for the hypothesis of termination due to death, disability, or retirement of the Participant, all Restricted Shares attributed to them that have not yet fulfilled the vesting period shall be automatically extinguished, by operation of law, regardless of prior notice, without any obligation for compensation by the Company.

In the event of termination of the Participant at their own initiative, for any reason, all Restricted Shares attributed to them that have not yet fulfilled the vesting period shall be automatically extinguished, regardless of prior notice, without any obligation for compensation by the Company.

In the event of the death of a Participant, all Restricted Shares that have not yet fulfilled the vesting period shall become immediately due and shall be transferred to the heirs or successors of the deceased Participant holder of the Restricted Shares, by legal succession or by testamentary disposition. Except in the hypothesis of assignment to heirs or successors in the event of death, the Restricted Shares granted under the Restricted Shares Plan are personal and non-transferable; therefore, the Participant may not, under any circumstances, assign, transfer, or in any way alienate to any third parties the granted restricted shares, nor the rights and obligations inherent to them. The Participant undertakes not to encumber the granted restricted shares, nor to establish any lien that may prevent the execution of the provisions of the Restricted Shares Plan.

In the event of permanent disability or retirement with departure of a Participant, all Restricted Shares that have not yet fulfilled the vesting period shall become immediately due to the Participant.

In the event of the occurrence of the obligation to implement a tender offer for the acquisition of the Company's shares, under the terms of the Company's Bylaws, or in the event of the success of a tender offer for the acquisition of control of the Company formulated under the terms of Art. 257 of Law 6,404/76, either of which results in the dismissal without cause of a Participant of the Restricted Shares Plan at the initiative of the Company within up to 12 (twelve) months of such occurrence, it is hereby established that all Restricted Shares attributed to the respective Participant, even if they are within the vesting period, shall be transferred to the Participant.

The early transfer of the Restricted Shares granted under this Restricted Shares Plan may be implemented in other hypotheses not expressly provided for herein, provided they are only used in situations of interest to the Company for exceptional cases of dismissal of directors, always upon the prior examination and opinion of the Committee, which shall evaluate the respective hypothesis and, if applicable, suggest its approval to the Board of Directors.

8.5 Regarding share-based compensation in the form of stock purchase options recognized in the results of the last 3 fiscal years and those planned for the current fiscal year, for the board of directors and the statutory board of executive officers, prepare a table with the following content:

Fiscal Year: December 31, 2026 (Forecast)

	Board of Directors	Statutory Officers	Fiscal Council
Total members	8.00	5.00	3.00
Compensated members	0.00	5.00	0.00
Potential Dilution in the event of the exercise of all outstanding options		0.38	

Clarification	The Board of Directors earns no stock-based compensation.		The Fiscal Council earns no stock-based compensation.
WEIGHTED AVERAGE EXERCISE PRICE FOR EACH OF THE FOLLOWING GROUPS OF OPTIONS			
Outstanding at the beginning of the FY		17.09	
Lost and expired during the FY		47.68	
Exercised during the FY		0.00	

Fiscal Year: December 31, 2025

	Board of Directors	Statutory Officers	Fiscal Council
Total members	8.00	5.42	3.00
Compensated members	0.00	5.42	0.00
Potential Dilution in the event of the exercise of all outstanding options		0.41	
Clarification	The Board of Directors earns no stock-based compensation.		The Fiscal Council earns no stock-based compensation.
WEIGHTED AVERAGE EXERCISE PRICE FOR EACH OF THE FOLLOWING GROUPS OF OPTIONS			
Outstanding at the beginning of the FY		19.41	
Lost and expired during the FY		32.07	
Exercised during the FY		0.00	

Fiscal Year: December 31, 2024

	Board of Directors	Statutory Officers	Fiscal Council
Total members	8.00	5.75	3.00
Compensated members	0.00	5.75	0.00
Potential Dilution in the event of the exercise of all outstanding options		0.34	
Clarification	The Board of Directors earns no stock-based compensation.		The Fiscal Council earns no stock-based compensation.
WEIGHTED AVERAGE EXERCISE PRICE FOR EACH OF THE FOLLOWING GROUPS OF OPTIONS			
Outstanding at the beginning of the FY		22.02	
Lost and expired during the FY		27.21	
Exercised during the FY		0.00	

(*) On December 11, 2024, the Extraordinary General Shareholders' Meeting (ESM) approved a stock bonus at a ratio of 10%, consisting of one new common share for every ten common shares held on that date. As a consequence of the stock bonus and to maintain the original terms agreed upon at the time of the grant, the quantities of shares and options, as well as the exercise price and fair value, were adjusted by 9.0909%.

Fiscal Year: December 31, 2023

	Board of Directors	Statutory Officers	Fiscal Council
Total members	8.00	5.00	3.00
Compensated members	1.00	5.00	0.00
Potential Dilution in the event of the exercise of all outstanding options	0.02	0.24	
Clarification	The Board of Directors earns no stock-based compensation.		The Fiscal Council earns no stock-based compensation.
WEIGHTED AVERAGE EXERCISE PRICE FOR EACH OF THE FOLLOWING GROUPS OF OPTIONS			
Outstanding at the beginning of the FY	32.07	26.10	
Lost and expired during the FY	0.00	0.00	
Exercised during the FY	0.00	0.00	

(*) On December 11, 2024, the Extraordinary General Shareholders' Meeting (ESM) approved a stock bonus at a ratio of 10%, consisting of one new common share for every ten common shares held on that date. As a consequence of the stock bonus and to maintain the original terms agreed upon at the time of the grant, the quantities of shares and options, as well as the exercise price and fair value, were adjusted by 9.0909%.

8.6 Regarding each stock purchase option grant carried out in the last 3 fiscal years and those planned for the current fiscal year, for the board of directors and the statutory board of executive officers, prepare a table with the following content:

2026 – Forecast

There will be no further Stock Options Grants in Fiscal Year 2026.

2025

	Board of Directors	Executive Board
Total members	8	5.42
Compensated members	0	5.42
Award Date	-	19/Feb/2025
Number of Options Awarded	-	977,500
Vesting period before options become exercisable	-	0% - 1st yr 20% - 2nd yr 30% - 3rd yr 50% - 4th yr
Maximum option exercise period	-	6 years
Transfer restriction period for shares issued upon exercise of options	-	Unrestricted
Fair value of the options on the award date	-	R\$ 5.09
Number of shares awarded times the fair value of options on the award date	-	R\$ 4,975,475.00

2024

	Board of Directors	Executive Board
Total members	8	5,75
Compensated members	0	5,75
Award Date	-	22/Feb/2024

Number of Options Awarded	-	1,221,000
Vesting period before options become exercisable	-	0% - 1st yr 20% - 2nd yr 30% - 3rd yr 50% - 4th yr
Maximum option exercise period	-	6 years
Transfer restriction period for shares issued upon exercise of options	-	Unrestricted
Fair value of the options on the award date	-	R\$ 4.85
Number of shares awarded times the fair value of options on the award date	-	R\$ 5,921,850.00

(*) On December 11, 2024, the Extraordinary General Shareholders' Meeting (ESM) approved a stock bonus at a ratio of 10%, consisting of one new common share for every ten common shares held on that date. As a consequence of the stock bonus and to maintain the original terms agreed upon at the time of the grant, the quantities of shares and options, as well as the exercise price and fair value, were adjusted by 9.0909%.

2023

	Board of Directors	Executive Board
Total members	8	5
Compensated members	1	5
Award Date	-	16/Feb/2023
Number of Options Awarded	-	856,240
Vesting period before options become exercisable	-	0% - 1st yr 20% - 2nd yr 30% - 3rd yr 50% - 4th yr
Maximum option exercise period	-	6 years
Transfer restriction period for shares issued upon exercise of options	-	Unrestricted
Fair value of the options on the award date	-	R\$ 7.33
Number of shares awarded times the fair value of options on the award date	-	R\$ 6,276,239.20

(*) On December 11, 2024, the Extraordinary General Shareholders' Meeting (ESM) approved a stock bonus at a ratio of 10%, consisting of one new common share for every ten common shares held on that date. As a consequence of the stock bonus and to maintain the original terms agreed upon at the time of the grant, the quantities of shares and options, as well as the exercise price and fair value, were adjusted by 9.0909%.

8.7 Regarding the outstanding options of the board of directors and the statutory board of executive officers at the end of the last fiscal year, prepare a table with the following content:

2025

	Executive Board	Executive Board	Executive Board	Executive Board	Executive Board
Total members	5.00	5.00	5.00	5.00	5.00
Compensated members	5.00	5.00	5.00	5.00	5.00
Options not yet subject to exercise					
Quantity	272.256	817.300	816.530	1.194.930	855.600
Date they become exercisable	5th award: 05/Feb/2024	6th award: 17/Feb/2026	7th award: 16/Feb/2027	8th award: 22/Feb/2028	9th award: 19/Feb/2029

Maximum option exercise period	5th award: 05/Feb/2026	6th award: 17/Feb/2028	7th award: 16/Feb/2029	8th award: 22/Feb/2030	9th award: 19/Feb/2031
Restriction on share transfer	Unrestricted	Unrestricted	Unrestricted	Unrestricted	Unrestricted
Weighted average exercise price	R\$ 47.68	R\$ 23.44	R\$ 18.45	R\$ 14.42	R\$ 13.15
Fair value on the last day of the fiscal year	R\$ 20.21	R\$ 10.95	R\$ 7.33	R\$ 4.85	R\$ 5.09
Exercisable options:					
Quantity	272,256	408,650	163,306	-	-
Maximum option exercise period	5th award: 05/Feb/2026	6th award: 17/Feb/2028	7th award: 16/Feb/2029	-	-
Restriction on share transfer	Unrestricted	Unrestricted	Unrestricted	Unrestricted	Unrestricted
Weighted average exercise price	R\$ 47.68	R\$ 23.44	R\$ 18.45	-	-
Fair value on the last day of the fiscal year	R\$ 20.21	R\$ 10.95	R\$ 7.33	R\$ 4.85	R\$ 5.09
Total fair value of options on last day of fiscal year	R\$ 5,502,293.76	R\$ 4,474,717.50	R\$ 1,197,032.98	-	-

(*) On December 11, 2024, the Extraordinary General Shareholders' Meeting (ESM) approved a stock bonus at a ratio of 10%, consisting of one new common share for every ten common shares held on that date. As a consequence of the stock bonus and to maintain the original terms agreed upon at the time of the grant, the quantities of shares and options, as well as the exercise price and fair value, were adjusted by 9.0909%.

8.8 Regarding the exercised options related to share-based compensation of the board of directors and the statutory board of executive officers in the last 3 fiscal years, prepare a table with the following content:

In the years 2023, 2024, and 2025, options were exercised by the Board of Executive Officers and the Board of Directors, as per the statement below.

Ano	Board of Directors			Executive Board		
	2023	2024	2025	2023	2024	2025
Total members	8	8	8	5	5.75	5.42
Compensated members	1	0	0	5	5.75	5.42
Number of shares	0	0	0	0	0	0
Weighted average exercise price	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00
Weighted average market price of shares as concerns exercised options	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00
Total shares exercised times the difference between the weighted average exercise price and the weighted average market price of shares as concerns exercised options	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00	R\$ 0.00

(*) On December 11, 2024, the Extraordinary General Shareholders' Meeting (ESM) approved a stock bonus at a ratio of 10%, consisting of one new common share for every ten common shares held on that date. As a consequence of the stock bonus and to maintain the original terms agreed upon at the time of the grant, the quantities of shares and options, as well as the exercise price and fair value, were adjusted by 9.0909%.

8.9 Regarding share-based compensation in the form of shares to be delivered directly to the beneficiaries, recognized in the results of the last 3 fiscal years and those planned for the current fiscal year, for the board of directors and the statutory board of executive officers, prepare a table with the following content:

	Board of Directors			
Ano	2023	2024	2025	2026
Total members	8	8	8	8
Compensated members	1	1	0	0
Potential dilution assuming award of all shares to beneficiaries	-	-	-	-

	Executive Board			
Ano	2023	2024	2025	2026*
Total members	5	5.75	5.42	5.00
Compensated members	5	5.75	5.42	5.00
Potential dilution assuming award of all shares to beneficiaries	0.017%	0.051%	0.088%	0.241%

* 2026 takes account of all Restricted Shares and Performance Shares (assuming on-target awarding)

8.10 Regarding each share grant carried out in the last 3 fiscal years and those planned for the current fiscal year, for the board of directors and the statutory board of executive officers, prepare a table with the following content:

	Executive Officers			
Ano	2023	2024	2025	2026**
Total members	5	5.75	5.42	-
Compensated members	5	5.75	5.42	-
Award date	16/Feb/2023	22/Feb/2024	19/Feb/2025	-
Number of shares awarded	856,240	1,221,000	977,500	-
Maximum share delivery period	16/Feb/2029	22/Feb/2030	22/Feb/2031	-
Share transfer restriction period	None	None	None	-
Fair value of shares on the award date	R\$ 7.33	R\$ 4.85	R\$ 5.09	-
Number of shares awarded times the fair value of shares on the award date	R\$ 6,276,239	R\$ 5,921,850	R\$ 4,975,475	-

(*) On December 11, 2024, the Extraordinary General Shareholders' Meeting (ESM) approved a stock bonus at a ratio of 10%, consisting of one new common share for every ten common shares held on that date. As a consequence of the stock bonus and to maintain the original terms agreed upon at the time of the grant, the quantities of shares and options, as well as the exercise price and fair value, were adjusted by 9.0909%.

(**) Stock Purchase Options will no longer be awarded from 2026.

8.11. Regarding the shares delivered related to the share-based compensation of the board of directors and the statutory board of executive officers in the last 3 fiscal years, prepare a table with the following content:

Fiscal Year: December 31, 2025

	Board of Directors	Statutory Officers	Fiscal Council
Total members	8,00	5,42	
Compensated members	0	5,42	
Number of shares	0	140.140	
Weighted average purchase price	0	14,29	
Weighted average market price of purchased shares	0	14,05	
Total shares purchased times the difference between the weighted average purchase price and the weighted average market price of purchased shares	0	(33.633,60)	
Clarification	The Board of Directors earns no stock-based compensation.		

(*) On December 11, 2024, the Extraordinary General Shareholders' Meeting (ESM) approved a stock bonus at a ratio of 10%, consisting of one new common share for every ten common shares held on that date. As a consequence of the stock bonus and to maintain the original terms agreed upon at the time of the grant, the quantities of shares and options, as well as the exercise price and fair value, were adjusted by 9.0909%.

Fiscal Year: December 31, 2024

	Board of Directors	Statutory Officers	Fiscal Council
Total members	8.00	5.75	
Compensated members	0	5.75	
Number of shares	0	135.520	
Weighted average purchase price	0	13.64	
Weighted average market price of purchased shares	0	11.62	
Total shares purchased times the difference between the weighted average purchase price and the weighted average market price of purchased shares	0	(273,503.73)	
Clarification	The Board of Directors earns no stock-based compensation.		

(*) On December 11, 2024, the Extraordinary General Shareholders' Meeting (ESM) approved a stock bonus at a ratio of 10%, consisting of one new common share for every ten common shares held on that date. As a consequence of the stock bonus and to maintain the original terms agreed upon at the time of the grant, the quantities of shares and options, as well as the exercise price and fair value, were adjusted by 9.0909%.

Fiscal Year: December 31, 2023

	Board of Directors	Statutory Officers	Fiscal Council
Total members	8.00	5.00	
Compensated members	0	5.00	
Number of shares	0	76.593	
Weighted average purchase price	0	18.62	
Weighted average market price of purchased shares	0	18.21	
Total shares purchased times the difference between the weighted average purchase price and the weighted average market price of purchased shares	0	(31,333.47)	
Clarification	The Board of Directors earns no stock-based compensation.		

(*) On December 11, 2024, the Extraordinary General Shareholders' Meeting (ESM) approved a stock bonus at a ratio of 10%, consisting of one new common share for every ten common shares held on that date. As a consequence of the stock bonus and to maintain the original terms agreed upon at the time of the grant, the quantities of shares and options, as well as the exercise price and fair value, were adjusted by 9.0909%.

8.12 Brief description of the information necessary for understanding the data disclosed in items 8.5 to 8.11, such as the explanation of the method for pricing the value of shares and options, indicating at least:

Regarding the last 3 fiscal years:

Stock Options Plan

Assumptions for measuring the fair value of stock options

The fair value of granted stock options is calculated on the award date based on the Black & Scholes model. For its determination, the Company used the following assumptions:

- (a) Exercise Price: weighted average rate of the last thirty trading sessions of Lojas Renner S.A. shares prior to the award date.
- (b) Share Price Volatility: weighting of the historical trading of the Company's shares.
- (c) Risk-Free Interest Rate: based on the CDI rate available on the award date and projected using the term according to the completion of the option exercise.
- (d) Expected Dividend: dividend payment per share in relation to the market value of the share on the award date.
- (e) Acquisition Right Term: average exercise period of the most recent closed grant for beneficiaries to exercise their options.

The table below summarizes the information used to determine the fair value of awards:

Options Plan (date of approval)	Awards	Exercise Price	Award Date	Purchase right period on the award date	Expected Dividends (%)	Share price volatility	Risk-free rate	Fair value on the date of the award (R\$) per share
2nd Plan - Sep/15	5th award	47,68	05/Feb/2020	0.1	1.00%	32.36%	6.04%	20.21
2nd Plan - Sep/15	6th award	23,44	17/Feb/2022	2.1	1.26%	40.15%	10.55%	10.95
2nd Plan - Sep/15	7th award	18,45	16/Feb/2023	3.1	2.21%	40.05%	12.27%	7.33
2nd Plan - Sep/15	8th award	14,42	22/Feb/2024	4.1	4.72%	41.54%	10.05%	4.85
2nd Plan - Sep/15	9th award	13,15	19/Feb/2025	5.1	6.05%	42.04%	13.37%	5.09

(*) On December 11, 2024, the EGM approved a stock bonus at a ratio of 10%, consisting of one new common share for every ten common shares held on that date. As a consequence of the bonus and to maintain the original terms agreed upon at the time of the grant, the quantities of shares and options were adjusted, as well as the exercise price and fair value, by 9.0909%.

Stock Options Plan Position in fiscal years 2025, 2024 and 2023:

Awards	Exercise Price	Award Date	Award Positions (Qty.)						
			Vest. Per.	Vest. Per.	Vest. Per.	Vest. Per.	Balance as of	Balance as of	Balance as of
			1st tranche	2nd tranche	3rd tranche	4th tranche	31/Dec/2025	31/Dec/2024	31/Dec/2023
3rd award	27,21	08/Feb/2018	08/Feb/2019	08/Feb/2020	07/Feb/2021	07/Feb/2022	-	-	240
Contract Award	32,07	07/Feb/2019	07/Feb/2020	06/Feb/2021	06/Feb/2022	06/Feb/2023	-	-	161
4th award	32,07	07/Feb/2019	07/Feb/2020	06/Feb/2021	06/Feb/2022	06/Feb/2023	-	329	312
5th award	47,68	05/Feb/2020	04/Feb/2021	04/Feb/2022	06/Feb/2023	06/Feb/2024	272	333	311
6th award	23,44	17/Feb/2022	17/Feb/2024	17/Feb/2025	17/Feb/2026	-	817	950	862
7th award	18,45	16/Feb/2023	16/Feb/2025	16/Feb/2026	16/Feb/2027	-	817	957	856
8th award	14,42	22/Feb/2024	22/Feb/2026	22/Feb/2027	22/Feb/2028	-	1,195	1,378	-
9th award	13,15	19/Feb/2025	19/Feb/2027	19/Feb/2028	18/Feb/2029	-	856	-	-
Total							3,956	3,947	2,742

(*) On December 11, 2024, the EGM approved a stock bonus at a ratio of 10%, consisting of one new common share for every ten common shares held on that date. As a consequence of the bonus and to maintain the

original terms agreed upon at the time of the grant, the quantities of shares and options were adjusted, as well as the exercise price and fair value, by 9.0909 %.

For the fiscal years ended in 2025, 2024, and 2023, the Company recognized expenses related to the stock options plan granted to Management in the amounts of R\$ 7,650, R\$ 7,267 thousand, and R\$ 6,384 thousand, respectively.

As of December 31, 2025, the 9th grant had 856 shares available in the "in-the-money" option; however, when considering the fair value of the option to be recognized throughout the vesting period, no potential in the exercise price was considered as of the date of these financial statements. In the fiscal years 2024 and 2023, there were no in-the-money options that had met at least the vesting requirement for the tranche.

Restricted Shares Plan

Assumptions for measuring the fair value of restricted shares

The fair value of restricted shares corresponds to the closing price of Lojas Renner S.A. shares on the award date.

Management's Restricted Shares Plan Position in Fiscal Years 2025, 2024 and 2023:

Awards	Award Date	Vest. Per. 1st tranche	Award Positions (Qty.)		
			31/Dec/2025	31/Dec/2024	31/Dec/2023
6th award	11/Feb/2021	10/Feb/2024	-	-	168
7th award	17/Feb/2022	17/Feb/2025	-	162	147
8th award	16/Feb/2023	16/Feb/2026	185	217	195
9th award	22/Feb/2024	22/Feb/2027	357	426	195
10th award	19/Feb/2025	19/Feb/2028	342	-	-
			884	805	705

(*) On December 11, 2024, the EGM approved a stock bonus at a ratio of 10%, with one new common share for every ten common shares held on that date. As a consequence of the bonus and to maintain the original terms agreed upon at the time of the grant, the quantities of shares and options were adjusted, as well as the exercise price and fair value, by 9.0909 %.

In the fiscal years ended in 2025, 2024, and 2023, the Company recognized expenses related to the restricted shares plan for Management in the amounts of R\$ 4,495 thousand, R\$ 4,680 thousand, and R\$ 3,767 thousand, respectively.

8.13 State the number of shares, units, and other securities convertible into shares or units, issued in Brazil or abroad by the issuer, its direct or indirect controlling shareholders, subsidiaries, or companies under common control, held by members of the board of directors, the statutory board of executive officers, or the fiscal council, grouped by body

As of December 31, 2025, the members of the Company's management held the following equity interests in the Company:

Body	LREN3 Shares
Board of Directors	0
Executive Board	230,297
Technical or Advisory Bodies	0
Fiscal Council	2,153
Treasury Shares	24,645,839

8.14 Regarding the pension plans in force granted to the members of the board of directors and statutory board of executive officers, provide the following information in table format:

The Company does not grant the Board of Directors, Board Committees, Statutory Board of Executive Officers, or the Fiscal Council any pension or retirement plan to ensure supplementary benefits to those of the official social security system.

a. number of members

The Company does not grant the Board of Directors, Board Committees, Statutory Board of Executive Officers, or the Fiscal Council any pension or retirement plan to ensure supplementary benefits to those of the official social security system.

b. name of the plan

The Company does not grant the Board of Directors, Board Committees, Statutory Board of Executive Officers, or the Fiscal Council any pension or retirement plan to ensure supplementary benefits to those of the official social security system.

c. number of managers who

meet the conditions to retire The Company does not grant the Board of Directors, Board Committees, Statutory Board of Executive Officers, or the Fiscal Council any pension or retirement plan to ensure supplementary benefits to those of the official social security system.

d. conditions for early retirement

The Company does not grant the Board of Directors, Board Committees, Statutory Board of Executive Officers, or the Fiscal Council any pension or retirement plan to ensure supplementary benefits to those of the official social security system.

e. updated value of the contributions accumulated in the pension plan until the end of the last fiscal year, excluding the portion related to contributions made directly by the managers

The Company does not grant the Board of Directors, Board Committees, Statutory Board of Executive Officers, or the Fiscal Council any pension or retirement plan to ensure supplementary benefits to those of the official social security system.

f. total accumulated value of the contributions made during the last fiscal year, excluding the portion related to contributions made directly by the managers

The Company does not grant the Board of Directors, Board Committees, Statutory Board of Executive Officers, or the Fiscal Council any pension or retirement plan to ensure supplementary benefits to those of the official social security system.

g. whether there is a possibility of early redemption and what are the conditions

The Company does not grant the Board of Directors, Board Committees, Statutory Board of Executive Officers, or the Fiscal Council any pension or retirement plan to ensure supplementary benefits to those of the official social security system.

8.15 In table format, indicate, for the last 3 fiscal years, in relation to the board of directors, the statutory board of executive officers, and the fiscal council:

Annual amounts

	Statutory Officers			Board of Directors			Fiscal Council		
	31/Dec/2025	31/Dec/2024	31/Dec/2023	31/Dec/2025	31/Dec/2024	31/Dec/2023	31/Dec/2025	31/Dec/2024	31/Dec/2023
No. of members	5.42	5.75	5.00	8.00	8.00	8.00	3.00	3.00	3.00
Compensated members	5.42	5.75	5.00	8.00	8.00	8.00	3.00	3.00	3.00
Highest real compensation	15,353,215.57	14,175,771.91	7,727,347.44	1,711,260.00	3,138,280.00	10,065,796.50	352,800.00	352,800.00	339,600.00
Lowest real compensation	5,121,308.75	4,664,531.18	2,707,027.27	784,560.00	871,600.00	673,564.00	265,200.00	265,200.00	255,600.00
Average compensation	7,221,335.38	6,747,878.56	4,643,532.85	1,061,515.92	1,275,434.33	1,987,548.35	294,645.67	294,400.00	286,203.33

Notes

Statutory Officers	
31/Dec/2025	For a better understanding of the item at hand, please refer to the Notes, item 8.20 – Other relevant information
31/Dec/2024	For a better understanding of the item at hand, please refer to the Notes, item 8.20 – Other relevant information
31/Dec/2023	For a better understanding of the item at hand, please refer to the Notes, item 8.20 – Other relevant information

Board of Directors	
31/Dec/2025	For a better understanding of the item at hand, please refer to the Notes, item 8.20 – Other relevant information
31/Dec/2024	For a better understanding of the item at hand, please refer to the Notes, item 8.20 – Other relevant information
31/Dec/2023	For a better understanding of the item at hand, please refer to the Notes, item 8.20 – Other relevant information

Fiscal Council	
31/Dec/2025	For a better understanding of the item at hand, please refer to the Notes, item 8.20 – Other relevant information
31/Dec/2024	For a better understanding of the item at hand, please refer to the Notes, item 8.20 – Other relevant information
31/Dec/2023	For a better understanding of the item at hand, please refer to the Notes, item 8.20 – Other relevant information

8.16 Describe any contractual arrangements, insurance policies, or other instruments that structure compensation or indemnification mechanisms for officers and directors in the event of removal from office or retirement, indicating the financial consequences for the issuer

For members of the Board of Directors, Committees of the Board of Directors, and the Fiscal Council, there are no provisions in contracts, insurance policies, or other mechanisms for compensation or indemnification in the event of removal from office or retirement. For the Officers, in situations of interest to the Company for exceptional cases of termination or retirement, always subject to prior review and opinion by the People and Nomination Committee, which will evaluate the respective hypothesis and, where applicable, suggest its approval to the Board of Directors for a non-compete agreement—there will be an indemnification amount.

8.17 Regarding the last 3 fiscal years and the projection for the current fiscal year, indicate the percentage of the total compensation of each body recognized in the issuer's income statement referring to members of the board of directors, the statutory executive board, or the fiscal council who are related parties to the controlling shareholders, direct or indirect, as defined by the accounting rules dealing with this subject

Not applicable, given that the Company has no controlling shareholder.

8.18 Regarding the last 3 fiscal years and the projection for the current fiscal year, indicate the amounts recognized in the issuer's income statement as compensation for members of the board of directors, the statutory executive board, or the fiscal council, grouped by body, for any reason other than the office they hold, such as, for example, commissions and consulting or advisory services rendered

In the last 3 (three) fiscal years, there were no amounts paid as compensation to members of the Board of Directors, Board Committees, Statutory Executive Board, and Fiscal Council for any reason other than the office they hold in the Company.

8.19 Regarding the last 3 fiscal years and the projection for the current fiscal year, indicate the amounts recognized in the income statement of controlling shareholders, direct or indirect, of companies under common control and of subsidiaries of the issuer, as compensation for members of the board of directors, the statutory executive board, or the fiscal council of the issuer, grouped by body, specifying the capacity in which such amounts were assigned to such individuals

Members of the Board of Directors, Board Committees, and Fiscal Council did not receive compensation from controlling shareholders, direct or indirect, from companies under common control, or from subsidiaries of the Company in the last 3 fiscal years.

8.20 Provide other information the issuer deems relevant

INFORMATION FOR A BETTER UNDERSTANDING OF ITEM 8.3.

Variable compensation, which is presented in the Company's Financial Statements, is characterized as Statutory Participation for Management.

In the Company, there is no payment of bonuses, with the term variable compensation being used, which is presented in the Company's Financial Statements as Statutory Participation for Management. Members of the Board of Directors and the Fiscal Council do not receive variable compensation.

Furthermore, the projected amounts for variable compensation (Statutory Participation) for the Executive Board for 2026 are based on the assumption of achieving 115% of the target.

To determine the number of members of each body, the number of members in each month of the year was totaled and divided by 12 (simple average).

In 2025, the trigger target for the Statutory Participation for Management program was met. In 2024, the trigger target was also met. In 2023, the targets were not met.

INFORMATION FOR A BETTER UNDERSTANDING OF ITEM 8.5.

In the line "potential dilution in the event of exercise of all outstanding options," the percentage considers the potential dilution on the Company's capital stock as of December 31 of the reference year for each fiscal year.

Furthermore, regarding the fiscal years ended in 2024 and 2023, on December 11, 2024, the Extraordinary General Shareholders' Meeting approved a stock dividend at a ratio of 10%, being one new common share for every ten common shares held on that date. As a consequence of the stock dividend and to maintain the original bases agreed upon at the time of the grant, the quantities of shares and options, as well as the exercise price and fair value, were adjusted by 9.0909%.

INFORMATION FOR A BETTER UNDERSTANDING OF ITEM 8.15.

31/Dec/2025	Note: (a) To determine the number of members of each body, the number of members in each month of the year was totaled and divided by 12 (simple average). (b) - For the calculation of the highest, lowest, and average individual annual compensation amounts, all compensation components presented in the tables in Item 8.2 were considered. In the total compensation amount, share-based compensation is included, which in the Board of Directors consists of contractual grants to the former CEO, received while still serving as a member of the Executive
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	<p>Board. (*) For the Statutory Executive Board and the Board of Directors, when considering share-based compensation, which was calculated using the Black-Scholes model, the result can be interpreted as the present value of potential future gains from the options, should the adopted assumptions materialize. Therefore, it is important to emphasize that the result does not represent financial gains actually realized by the executives in the reported fiscal year, since within the concept of stock options there are risks that the executives may not receive any type of gain. These risks are related to terminations, which depending on the situation may cancel the granted options, and primarily to variations in the share price during the term of the option, given that depreciations below the exercise price cancel any gain: (a) – Note: (a) To determine the number of members of each body, the number of members in each month of the year was totaled and divided by 12 (simple average). (b) - For the calculation of the highest, lowest, and average individual annual compensation amounts, all compensation components presented in the tables in Item 8.2 were considered. For the Statutory Executive Board, when considering share-based compensation, which was calculated using the Black-Scholes model, the result can be interpreted as the present value of potential future gains from the options, should the adopted assumptions materialize. Therefore, it is important to emphasize that the result does not represent financial gains actually realized by the executives in the reported fiscal year, since within the concept of stock options there are risks that the executives may not receive any type of gain. These risks are related to terminations, which depending on the situation may cancel the granted options, and primarily to variations in the share price during the term of the option, given that depreciations below the exercise price cancel any gain.</p>
31/Dec/2024	<p>Note: (a) To determine the number of members of each body, the number of members in each month of the year was totaled and divided by 12 (simple average). (b) - For the calculation of the highest, lowest, and average individual annual compensation amounts, all compensation components presented in the tables in Item 8.2 were considered. For the Statutory Executive Board, when considering share-based compensation, which was calculated using the Black-Scholes model, the result can be interpreted as the present value of potential future gains from the options, should the adopted assumptions materialize. Therefore, it is important to emphasize that the result does not represent financial gains actually realized by the executives in the reported fiscal year, since within the concept of stock options there are risks that the executives may not receive any type of gain. These risks are related to terminations, which depending on the situation may cancel the granted options, and primarily to variations in the share price during the term of the option, given that depreciations below the exercise price cancel any gain.</p>
31/Dec/2023	<p>Note: (a) To determine the number of members of each body, the number of members in each month of the year was totaled and divided by 12 (simple average). (b) - For the calculation of the highest, lowest, and average individual annual compensation amounts, all compensation components presented in the tables in Item 8.2 were considered. In the total compensation amount, share-based compensation is included, which in the Board of Directors consists of contractual grants to the former CEO, received while still serving as a member of the Executive Board. (*) For the Statutory Executive Board and the Board of Directors, when considering share-based compensation, which was calculated using the Black-Scholes model, the result can be interpreted as the present value of potential future gains from the options, should the adopted assumptions materialize. Therefore, it is important to emphasize that the result does not represent financial gains actually realized by the executives in the reported fiscal year, since within the concept of stock options there are risks that the executives may not receive any type of gain. These risks are related to terminations, which depending on the situation may cancel the granted options, and primarily to variations in the share price during the term of the option, given that depreciations below the exercise price cancel any gain.</p>

ATTACHMENT VI

CALL NOTICE

ANNUAL GENERAL MEETING

The shareholders are hereby convened to participate in the Annual General Meeting (“General Meeting”) to be held on April 29, 2026, at 1 p.m. **exclusively in a digital format**, through participation: (i) by Remote Voting Ballot; or (ii) by Electronic Platform, in order to deliberate on the following agenda:

1. examine, discuss and vote on the management accounts and financial statements for the fiscal year ending December 31, 2025;
2. examine, discuss and vote on the proposal for the allocation of net income for the fiscal year and the distribution of dividends;
3. establish the number of members on the Board of Directors;
4. elect the members of the Board of Directors;
5. establish the number of members of the Fiscal Council;
6. elect the members of the Fiscal Council;
7. establish the aggregate compensation of the members of Management; and
8. establish the compensation of the members of the Fiscal Council.

General Information:

1. In accordance with Article 133 of Law No. 6,404/76, the Company’s Financial Statements, together with the Management Report and the opinions issued by the Independent Auditors, the Audit and Risk Management Committee, and the Fiscal Council, relating to the fiscal year ended December 31, 2025, were published on March 10, 2026, in the *Jornal do Comércio* (Porto Alegre), in both print and online editions..

2. The Company informs that it will use the remote voting process pursuant to CVM Resolution 81/22. The shareholder may exercise his voting rights through the remote voting system, pursuant to the said instruction, by sending the corresponding Remote Voting Ballot through his respective custody agent, central depository, bookkeeping bank, or directly to the Company, in such case, the Electronic Platform, made available by the Company, shall be the only channel for submitting the Remote Voting Ballot to the Company. Detailed instructions regarding the completion and submission of the Voting Ballot may be found in the Manual for Shareholders’ Participation – Management Proposal, as well as in the Voting Ballot itself.

3. Additionally, any shareholder and/or legal representative wishing to participate in the Shareholders’ Meeting virtually, through the Electronic Platform made available by the Company, must without exception submit, by 11:59 p.m. on April 27, 2026, via the following electronic address: <https://assembleia.ten.com.br/171416560>, a registration request and provide all required documentation, as follows: (i) Individuals: (a) photo ID of the shareholder or their legal representative (RG, RNE, CNH, passport, or professional registration card); (b) documents proving representation powers, in the case of an appointed proxy; and (ii) Legal Entities or Investment Funds: (a) photo ID of the legal representative (RG, RNE, CNH, passport or professional registration card); (b) consolidated and current Articles of Association or Bylaws, or, for Investment Funds, the consolidated and current Fund Regulations; and (c) other documents proving the shareholder’s legal representation. In case a proxy is granted, additional information should be observed, as informed in the Manual for Participation – Management Proposal. Additional information regarding access to the Electronic Platform and virtual participation may be found in the Manual for Shareholders’ Participation – Management Proposal.

4. Pursuant to CVM Resolution 70 of March 22, 2022, the Company informs that the minimum percentage for requesting the adoption of the multiple voting procedure is 5% (five percent) of the voting capital. Thus, the Company recommends that any request for a multiple vote be made in advance, to facilitate its processing by the Company and the participation of other shareholders.

5. The shareholders shall find all the necessary documents and information to participate and for the better understanding of the matters in the agenda in the “Manual for Participation – Management Proposal” which can be accessed through the Company’ website <https://ri.lojasrenner.com.br/en/> and the CVM website www.cvm.gov.br. The Company, through the Corporate Governance area, is available for any clarifications that may be necessary with respect to the AGM by e-mail: acionistas@lojasrenner.com.br.

Porto Alegre, RS, March 27, 2026.

Carlos Fernando Souto

Chairman of the Board of Directors