



## **2025** Earnings Release

August 4, 2025

## SUSTAINED MOMENTUM: GROWTH ACCELERATION FOR THE SIXTH CONSECUTIVE QUARTER

### 2Q25 HIGHLIGHTS



**18.1% SAME-STORE SALES**  
+5x the period's inflation



**6.6% NATIONAL MARKET SHARE**  
Record-high market share



**R\$ 800 THOUSAND AVERAGE SALES PER STORE**  
+17.8% vs. 2Q24



**18.7% DIGITAL CHANNELS SHARE**  
+4.6p.p. vs. 2Q24



**37.9% EBITDA<sup>1</sup> GROWTH**  
6.1% EBITDA margin (+0.8p.p. vs. 2Q24)



**36.2% NET INCOME<sup>1</sup> GROWTH**  
1.5% net margin (+0.2p.p. vs. 2Q24)



**CASH CYCLE REDUCTION**  
53 days (-3 days vs. 2Q24)



**FINANCIAL DELEVERAGE**  
2.6x Net debt<sup>2</sup>-to-EBITDA (-0.8x vs. 2Q24)

<sup>1</sup> Financial metrics ex-IFRS 16 adjusted for non-recurring events..

<sup>2</sup> Considers the balance of factored receivables and installments payable on acquisitions.

## DISCLAIMER

Since 2019, our financial statements have been prepared in accordance with IFRS 16, which changed the criteria for recognizing lease agreements. The numbers in this report are provided in line with the former standard, IAS 17 / CPC 06. Reconciliation with IFRS 16 can be found in Appendix 1.

## FINANCIAL DATA

R\$ millions and % of Gross Revenue	2Q24	2Q25	Δ	1H24	1H25	Δ
<b>Gross Revenues</b>	<b>3,369.0</b>	<b>3,975.2</b>	<b>18.0%</b>	<b>6,464.1</b>	<b>7,598.4</b>	<b>17.5%</b>
<b>Gross Profit</b>	<b>1,023.2</b>	<b>1,219.6</b>	<b>19.2%</b>	<b>1,926.7</b>	<b>2,260.6</b>	<b>17.3%</b>
% Gross margin	30.4%	30.7%	0.3 p.p.	29.8%	29.8%	-
<b>Contribution Margin</b>	<b>267.4</b>	<b>358.2</b>	<b>33.9%</b>	<b>453.3</b>	<b>600.7</b>	<b>32.5%</b>
% Contribution Margin	7.9%	9.0%	1.1 p.p.	7.0%	7.9%	0.9 p.p.
<b>Adjusted EBITDA</b>	<b>176.9</b>	<b>244.1</b>	<b>37.9%</b>	<b>273.8</b>	<b>394.4</b>	<b>44.1%</b>
% Adjusted EBITDA Margin	5.3%	6.1%	0.8 p.p.	4.2%	5.2%	1.0 p.p.
<b>Adjusted Net Income</b>	<b>44.2</b>	<b>60.2</b>	<b>36.2%</b>	<b>21.1</b>	<b>73.3</b>	<b>247.9%</b>
% Adjusted Net Margin	1.3%	1.5%	0.2 p.p.	0.3%	1.0%	0.7 p.p.

## OPERATING METRICS

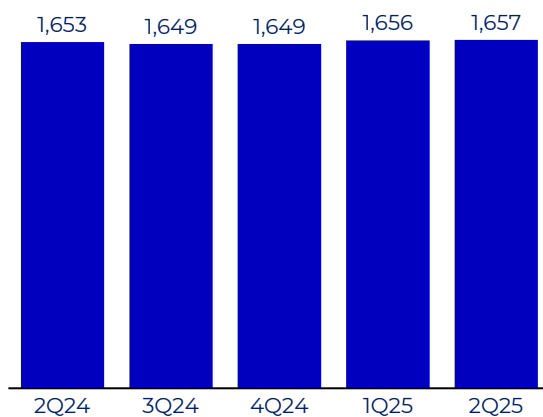
Indicator	2Q24	3Q24	4Q24	1Q25	2Q25	Δ (Y/Y)
# of Stores	1,653	1,649	1,649	1,656	1,657	0.2%
Avg. sales/store/month (R\$ thousands)	679	709	727	731	800	17.8%
Average ticket (R\$)	83.77	85.89	86.60	89.19	91.04	8.7%
Same store sales (%)	11.4%	13.6%	17.1%	17.0%	18.1%	6.7 p.p.
Digital channels (% of Gross Revenues)	14.1%	15.2%	16.0%	17.6%	18.7%	4.6 p.p.
Private Label (% of Gross Revenues)	6.7%	6.5%	6.2%	6.3%	6.4%	(0.3 p.p.)
# of Clinics	1,092	1,088	1,086	1,159	1,155	5.8%
Active customers (millions)	20.9	21.1	21.2	21.7	22.0	5.1%
Total employees	25,874	25,606	26,057	26,261	27,242	5.3%
Store employees	21,381	21,075	21,281	21,436	22,212	3.9%
Employees/store	12.9	12.8	12.9	12.9	13.4	3.6%
Operating cash cycle (days)	56	51	48	50	53	(3)
Total net debt / adjusted EBITDA	3.4x	2.8x	2.8x	2.8x	2.6x	(0.8x)

## STORE PORTFOLIO

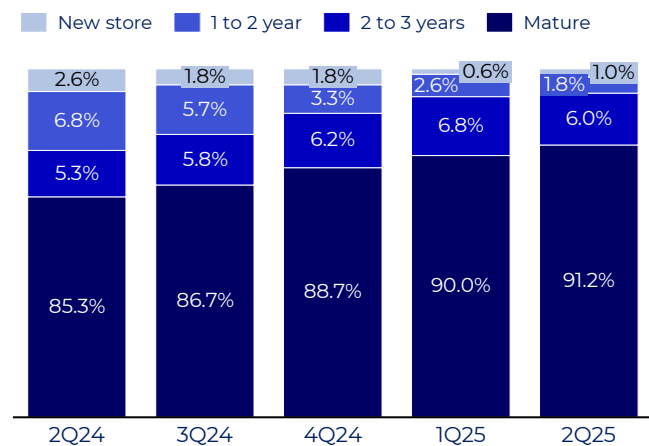
Our store portfolio reached 1,657 units at the end of 2Q25, with 9 openings and 8 closures in the quarter. With this, we have accumulated 16 openings in the first half of the year.

We also carried out 18 banner conversions in 2Q25, totaling 150 since the beginning of the Extrafarma integration. The converted stores continue to perform above average, with limited cannibalization and a high return on investment.

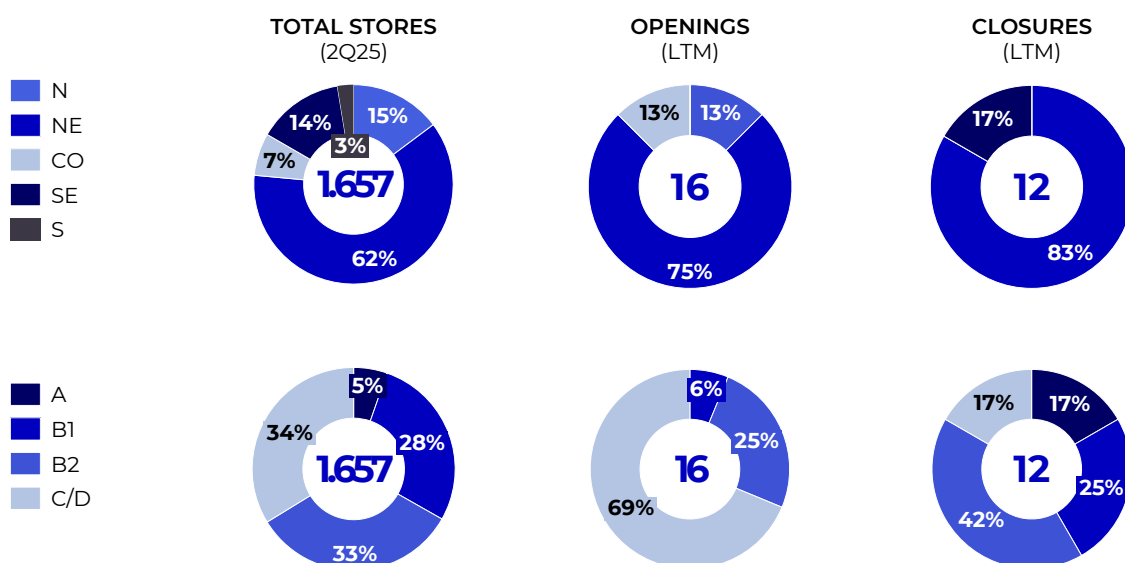
### **STORE BASE EVOLUTION** (units)



### **AGE PROFILE EVOLUTION** (% of total stores)



### **REGIONAL AND DEMOGRAPHIC POSITIONING** (% of total stores)



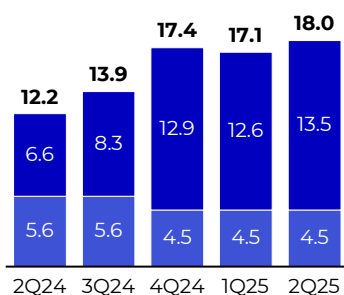
<sup>1</sup> Prevalent income bracket in the vicinity of each store (5-minute car trip isochronic). Segmentation follows the IBGE criteria.

## SALES PERFORMANCE

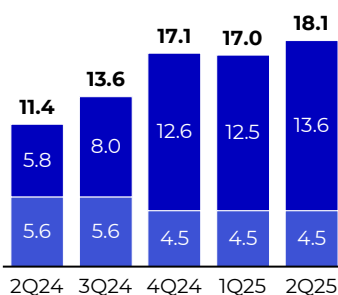
The company's good operating moment was, once again, evidenced by the strong sales growth. Same store sales reached 18.1% in 2Q25, equivalent to five times the inflation for the period, marking the sixth consecutive quarter<sup>2</sup> of growth acceleration.

We observed sustained positive trend in sales performance, with the maturation of operational efficiency initiatives that the company has been consolidating over the last few quarters. Continuous improvements in customer service, proximity to the suppliers, use of telemetry, CRM actions, and the strengthening of digital channels have directly contributed to raising our sales level quarter after quarter.

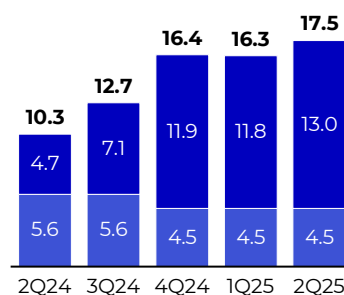
 **TOTAL GROWTH**  
(% change)



 **SAME STORE**  
(% change)



 **MATURE STORE**  
(% change)



 Real growth  CMED price increase

We highlight the successful 2Q25 execution of the Pague Menos anniversary campaign, which established itself in our promotional calendar as the second-largest event of the year, after Black Friday. Throughout all of May, we ran strong promotional campaigns which, combined with assertive marketing and CRM actions and a high level of team engagement, raised our growth to 22.0% for the month, making it the month with the highest expansion and market share level of the year.

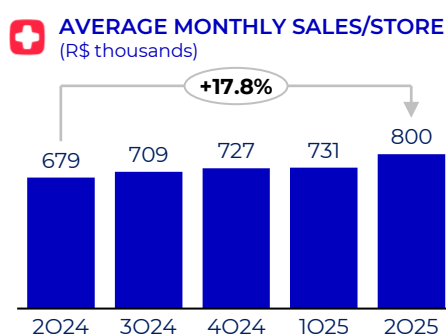
The quarter's growth was very well-balanced across regions, showing how productivity gains have been consistent and widespread throughout our entire operation. The North and Northeast regions recorded same store sales growth of 17.6%, the South and Southeast 19.9%, and the Center-West 20.0%. Furthermore, all States posted expansion above 15%.

<sup>2</sup> Considering the negative leap year-related calendar effect in 1Q25.



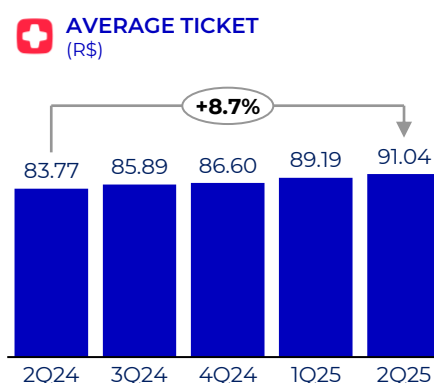
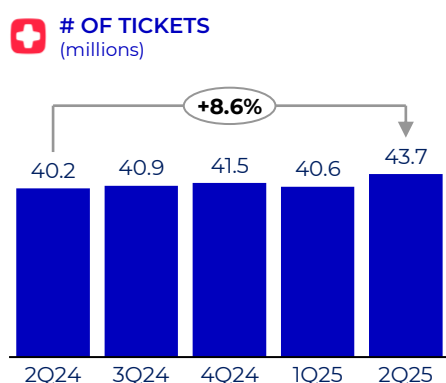
We reached the milestone of R\$ 800 thousand in average monthly sales per store in 2Q25. Considering only mature stores, productivity has already reached R\$ 824 thousand, accumulating 16% growth compared to the same period last year and 36% in the last three years, a clear step change in the company's operational level.

We also highlight the evolution of "millionaire" stores in our portfolio, meaning those with average monthly sales exceeding R\$ 1 million. At the beginning of 2023, we had about 100 stores with this profile (~7% of the portfolio). In 2Q25, this number quadrupled, reaching more than 400 stores (~25% of the portfolio).



It is worth emphasizing that we continue to reduce the productivity gap<sup>3</sup> between regions, promoting a healthy operational convergence that reinforces our national presence strategy. In 2Q25, the productivity gap between the best- and worst-performing regions was only 9% (vs. 29% in 1Q21).

Sales growth in the quarter can be broken down into a healthy combination of average ticket growth (+8.7%) and an increase in transaction volume (+8.6%).



Average ticket was R\$ 91.04, with positive impact from an increase in the customer's shopping basket size (+4.1%) and a rise in average price (+4.3%), which reflects the period's accumulated inflation and a positive mix effect.

The increase in volume was, in turn, positively influenced by the growth in customer purchase frequency (+5.1%) and the increase in the active customer base, which reached 22 million individual customers in 2Q25.

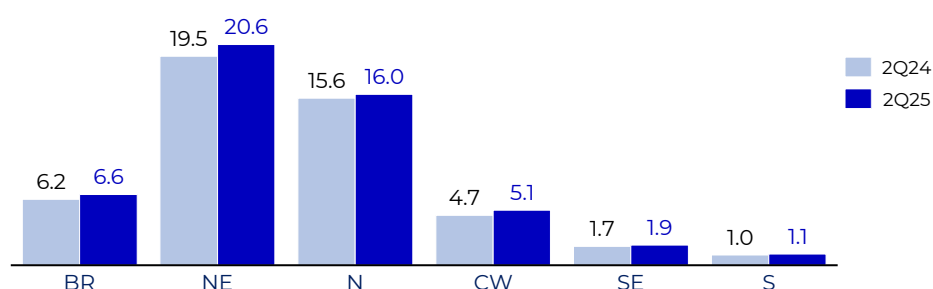
<sup>3</sup> Measured by the average sale per store.



## MARKET SHARE

In 2Q25, we reached a record market share level, with a 6.6% national participation. We posted gains in all regions where we operate, notably in the Northeast, where we increased our share by 1.1 p.p. This is the seventh consecutive quarter with growth above the industry average, underscoring our consistency and the favorable competitive landscape.

**MARKET SHARE BY REGION**  
(% of the market in R\$ CPP<sup>3</sup>)

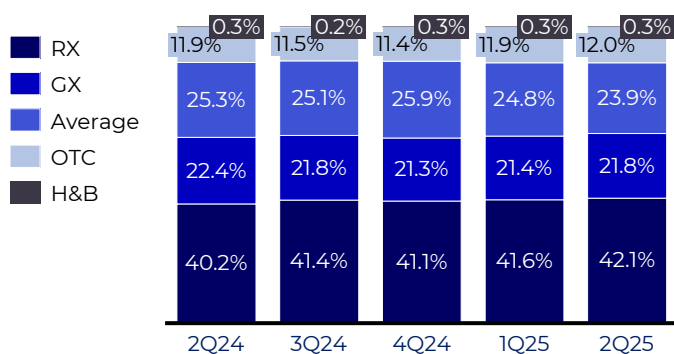


It is worth emphasizing that our average sales growth per store was double the industry average, and almost three times higher than the average for Abrafarma, which represents the main pharmacy chains in pharmaceutical retail.

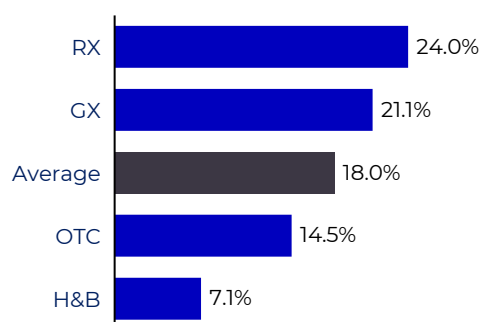
## CATEGORY MANAGEMENT

Branded prescription drugs (RX) and generic drugs (GX) were the fastest-growing categories in 2Q25, following the trend observed in recent quarters. Together, these categories accounted for 54.1% of the quarter's sales, representing the highest-ever level of prescription drugs in the mix. We consider these categories strategic as they are directly related to chronic care customers, a priority focus for the company.

**SALES MIX**  
(% of gross revenues)

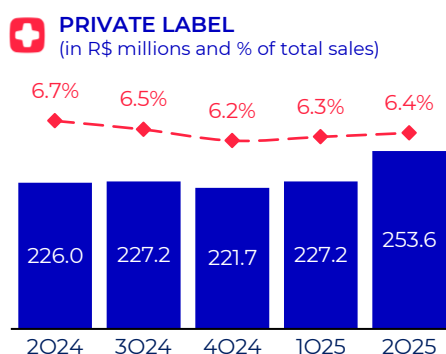


**GROWTH BY CATEGORY**  
(2Q25 vs. 2Q24)



With 23.7% growth, RX remained the standout category, driven by diabetes and weight loss medications, which benefited from relevant, well-executed launches in recent quarters. We gained market share in the vast majority of therapeutic classes, reflecting a more efficient operation with fewer stockouts, price competitiveness, and improvements in customer service.

The Hygiene & Beauty category posted the lowest growth rate in the quarter, at 11.1%, but is clearly recovering from 1Q25's 7.1%. The acceleration was driven by products more sensitive to in-store execution and service, such as dermo-cosmetics and disposable diapers.

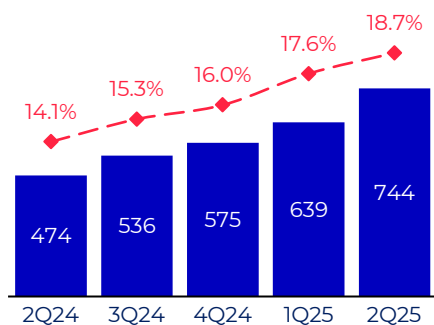


Private label products totaled R\$ 253.6 million in sales in 2Q25, up 12.2% from the same period in the previous year. Their share of sales reached 6.4%, down 0.3 p.p. from 2Q24, mainly due to the increased share of medications in the sales mix. Considering self-service items alone, the share of private labels reached 14.0%, a 0.1 p.p. decrease compared to the same period of the previous year.

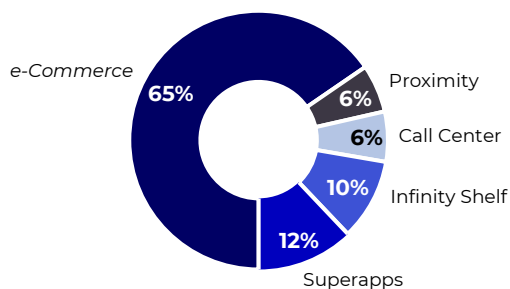
## OMNICHANNEL PLATFORM

Our omnichannel platform continues to deliver consistent results, establishing itself as one of the main growth drivers. In 2Q25, we made R\$ 744 million in total sales through digital channels, up 56.8% from the same period last year. This is now the fifth consecutive quarter of accelerating growth.

**OMNICHANNEL SALES**  
(in R\$ millions and % of total sales)



**DIGITAL CHANNELS MIX**  
(% of 2Q25 omnichannel sales)





Proprietary channels accounted for 88% of omnichannel sales in the quarter. The highlight is our app, which is becoming increasingly relevant in the customer's shopping journey. In 2Q25, our app posted 124% sales growth compared to the same period last year, accounting for approximately 50% of our e-commerce sales.

Our digital channels' expansion and maturation contributed directly to our customer base growth. In 2Q25, we reached a record number of new omnichannel customers, who now represent 11.4% of the total customer base (up 1.2 p.p. vs. 2Q24). Furthermore, we observed a direct correlation between customer digitalization and an increase in purchase frequency and average ticket, as evidenced by the average spending of omnichannel customers being 2.8 times higher than the company average.

## HEALTH HUB

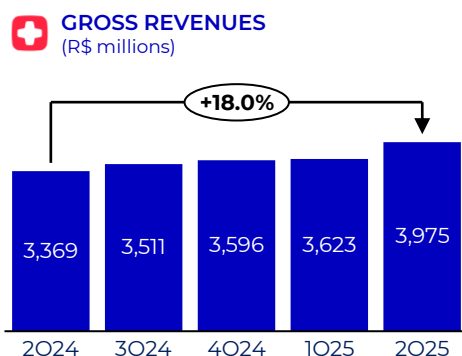
Among the multiple fronts that make up our Health Hub, we highlight the strong evolution in the vaccination business, which has increasingly reinforced customer perception of pharmacies as important preventive care and primary health services points.

The expansion of our vaccine's assortment (now offering over 30 immunizers), structured training for pharmacists, and increasingly segmented CRM actions integrated into our customers' health journey, have led to exponential growth on this front. In 2Q25, vaccinations grew by more than 500% compared to the same period last year and more than doubled compared to 1Q25. As a result, our vaccination market share in pharmaceutical retail soared from less than 2% at the beginning of 2024 to 7.6% in 2Q25.



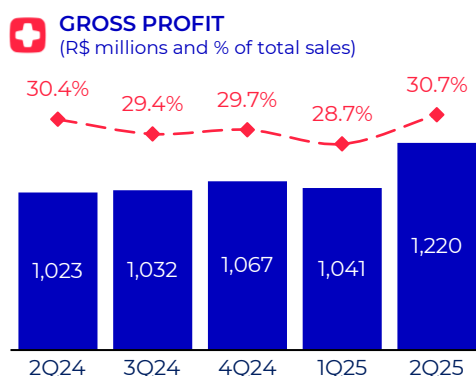
## GROSS REVENUES

Gross revenues totaled R\$ 3.975 billion in 2Q25, up 18.0% from the same period last year. Once again, the strong pace of growth was the main driver of the quarter's results, generating significant operational leverage.



## GROSS PROFIT

We recorded R\$ 1.2 billion in gross profit in 2Q25, up 19.2% from the same period last year, with a gross margin of 30.7%. Despite the challenging environment, we maintained profitability, with a margin increase of 0.3 p.p. over 2Q24.

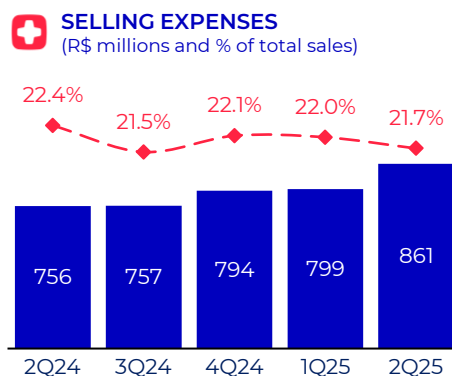


The main detractors from the quarter's gross margin were the sales mix, with an increased share of branded drugs, and lower inflationary gains from inventories purchased ahead of price increase, due to the lower level of medicine price adjustments. These negative effects were mitigated by: i) a reduction in the inventory loss rate, with the indicator normalizing following the Extrafarma acquisition; and ii) improved commercial conditions negotiated during the anniversary campaign.

It is worth noting that the quarter's positive gross margin result was positively impacted by adjustment at present-value (APV), a non-cash accounting effect that is sensitive to fluctuations in interest rates and in the balances of receivables and suppliers. The change in APV in 2Q25 vs. 2Q24 was 0.3 p.p., meaning that the period's gross margin would have remained steady from the previous year excluding this effect.

## SELLING EXPENSES

Selling expenses in 2Q25 totaled R\$ 861 million, or 21.7% of gross revenue. The strong sales performance continues to enable good operating leverage, with a dilution of 0.7 p.p. in this expense group compared to the same period of the previous year.

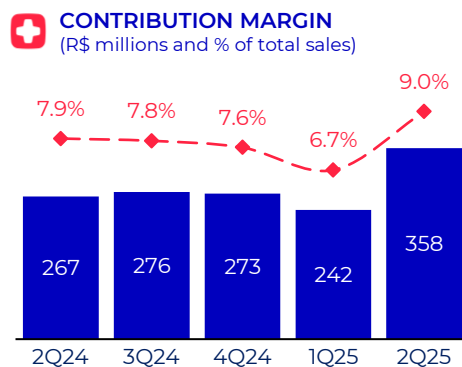


Part of the expense growth above inflation is related to variable expenses, such as freight, payment processing fees, commissions, supplies, and a portion of rent. Additionally, we increased our store staff to maintain service levels amidst a scenario of strongly increased store traffic and a higher sales mix from "Farmácia Popular" and PBM programs, which require greater operational effort at the store counter.

Excluding these effects, the average expense per store in 2Q25 grew 8.8% over the same period last year. This growth is justified by the accumulated inflation during the period and by higher marketing and paid traffic investment for digital channels, which was more than offset by a direct increase in sales.

## CONTRIBUTION MARGIN

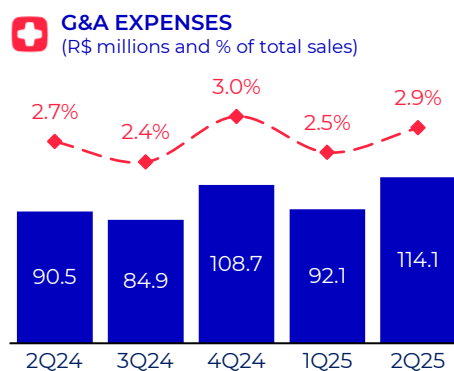
Our operation reached a contribution margin of 9.0% in 2Q25, up 1.1 p.p. from 2Q24. In the last twelve months, the contribution margin has already reached 7.8%, the highest level of operating profitability since 2021.



## GENERAL AND ADMINISTRATIVE EXPENSES (G&A)

2Q25 G&A expenses totaled R\$ 114.1 million, up 23.9% from 1Q25. This increase mainly reflects higher personnel expenses, resulting from the strengthening of our corporate structure, investments in training, an adjustment in our health plan, and provisions for variable compensation.

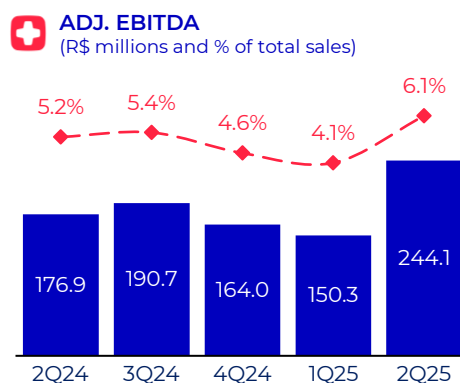
As a percentage of revenue, G&A represented 2.9%, up 0.2 percentage points from 2Q24, but in line with the historical average of recent years.



## ADJUSTED EBITDA

Reflecting our strong operational momentum, adjusted EBITDA continues to expand at an accelerated pace. In 2Q25, we reached R\$ 244.1 million, up 37.9% from the same period last year.

Year-to-date in 2025, EBITDA totals R\$ 394.4 million, up 44.1% from the same period last year. In the last three years, we have practically doubled the Company's EBITDA level, underscoring the change in our scale and operational level.

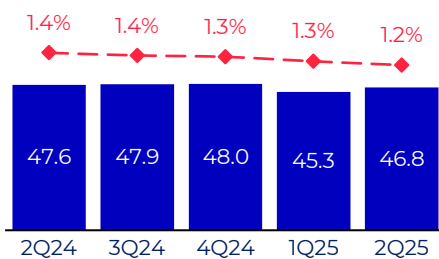


## DEPRECIATION, FINANCIAL RESULT, AND INCOME TAX

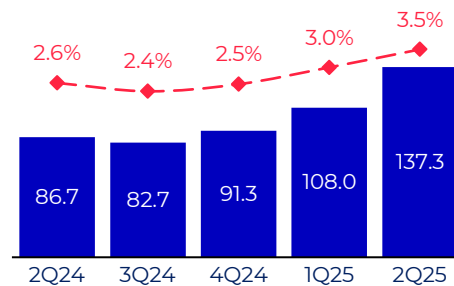
Depreciation and amortization totaled R\$ 46.8 million in 2Q25, marginally below the same period last year, due to store closures carried out in the last 12 months. When compared to 1Q25, however, there was a slight increase, reflecting the accelerating investments.

Net financial result was R\$ 137.3 million, up 58.3% vs. 2Q24 and up 27.1% vs. 1Q25. The main component of the increase in financial expenses was the accounting for APV (adjustment at present-value), a non-cash accounting effect, which peaked in the quarter. Excluding the APV effect, financial result would have been up 21.0% from 2Q24, reflecting the increase in the interest rates during the period and a higher volume of factored receivables needed for working capital financing.

 **DEPRECIATION**  
(R\$ millions and % of total sales)

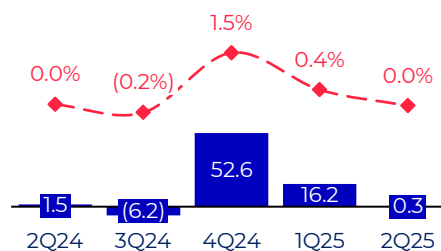


 **FINANCIAL RESULT**  
(R\$ millions and % of total sales)



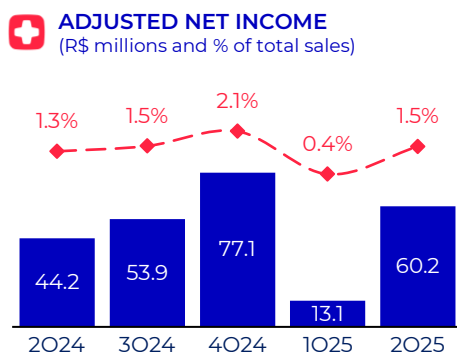
The effective income tax rate in 2Q25 was close to zero, in line with the same period last year. Investment subsidies, deducted from the tax base, represented 1.4% of gross revenue, in line with the previous quarter.

 **INCOME TAX**  
(R\$ millions and % of total sales)



## ADJUSTED NET INCOME

We posted adjusted net income of R\$ 60.2 million in 2Q25, up 36.2% from the same period last year, totaling R\$ 204.2 million in the last twelve months.



The strong income growth mainly reflects the company's operational evolution. We emphasize that the current level of profitability, with a net margin of 1.4% in the last twelve months, is still below its potential due to the current capital structure and the high level of domestic interest rates. We believe that by keeping up the financial deleveraging and operational evolution cycle, our net profitability should stabilize at a higher level in the future.

## ADJUSTED NET INCOME RECONCILIATION

For improved understanding and comparability with previous periods, the period's income was adjusted to exclude non-recurring events. We present the details of the adjustments made below, as well as their respective impacts on the results. The full reconciliation of the accounting and adjusted results is presented in Appendix 3 of this earnings release.

EBITDA Reconciliation (R\$ millions)	2Q24	1H24	2Q25	1H25
<b>Net Income (IFRS 16)</b>	<b>32.6</b>	<b>(4.3)</b>	<b>50.2</b>	<b>55.2</b>
(+) Financial Income (Loss)	141.4	298.6	184.7	340.7
(+) Income tax and Social Contribution	(7.5)	(42.0)	(5.5)	(25.8)
(+) Depreciation and Amortization	128.6	257.6	130.5	259.0
(+) Minority Interest	(0.1)	(0.2)	0.1	0.2
<b>EBITDA (IFRS 16)</b>	<b>295.0</b>	<b>509.8</b>	<b>360.1</b>	<b>629.3</b>
(+/-) IFRS 16 Effects	(119.5)	(240.2)	(122.3)	(243.6)
(+/-) Management Adjustments	1.4	4.2	6.3	8.8
<b>Adjusted EBITDA (IAS 17)</b>	<b>176.9</b>	<b>273.8</b>	<b>244.1</b>	<b>394.4</b>



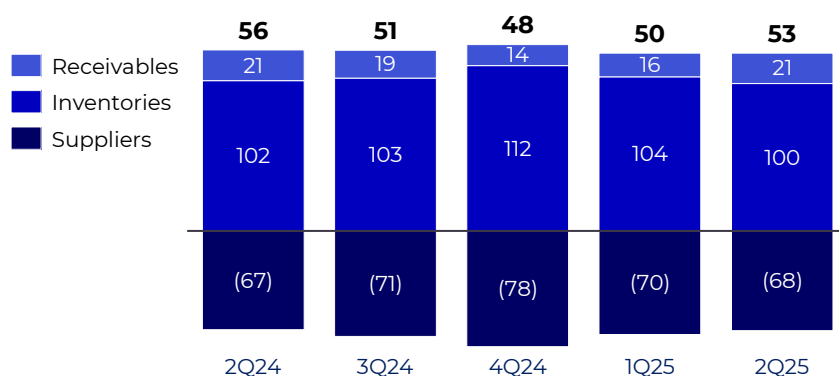
## CASH CYCLE

Our operating cash cycle was 53 days in 2Q25, down 3 days from the same period last year, reflecting increasingly efficient working capital management. This is now the eighth consecutive quarter of efficiency gains in this important indicator.

Days Inventory Outstanding (DIO) at the end of the quarter was 100 days, down two days from 2Q24, and the best for a second quarter since 2019. The efficiency gain is related to structural actions focused mainly on slow-moving inventory. Days Payable Outstanding (DPO) reached 68 days, close to the historical average and steady vs. the same period last year.

Days Sales Outstanding (DSO) reached 21 days, the same level as 2Q24. Excluding the effect of factored receivables, DSO would have been up 3 days due to the category mix (longer installment plans for RX medications), sales growth through the "Farmácia Popular" program (which has an above-average collection period), and promotional installment terms during the brand's anniversary event.

### OPERATING CASH CYCLE<sup>3</sup> (in days of COGS and days of Gross Revenues)



<sup>3</sup> Days Inventory Outstanding and Days Payable Outstanding calculations disregard the effects of APV (Adjustment at Present Value), commercial agreements, and recoverable taxes.





## INDEBTEDNESS

The combination of strong EBITDA expansion and cash cycle improvements continues to contribute to our financial deleveraging trajectory. In 2Q25, we reached an adjusted net debt, including factored receivables, of 2.6 times the last twelve months' (LTM) EBITDA, down 0.8x from the same period last year. Considering bank debt alone, the leverage ratio was 1.9x, down 0.6x year-over-year.

Indebtedness (R\$ million)	2Q24	3Q24	4Q24	1Q25	2Q25
(+) Short-term debt	138.7	383.3	369.8	391.2	253.1
(+) Long-term debt	1,330.7	1,081.6	1,046.6	1,019.8	1,447.5
(+) Currency swap operations	(9.1)	(9.1)	(30.2)	(16.1)	(11.6)
<b>(=) Gross Debt</b>	<b>1,460.3</b>	<b>1,455.9</b>	<b>1,386.2</b>	<b>1,394.9</b>	<b>1,689.1</b>
(-) Cash and cash equivalents	(108.2)	(169.6)	(149.4)	(116.3)	(243.8)
<b>(=) Net Debt</b>	<b>1,352.1</b>	<b>1,286.3</b>	<b>1,236.8</b>	<b>1,278.6</b>	<b>1,445.3</b>
<i>Net Debt-to-Adjusted EBITDA</i>	<i>2.5x</i>	<i>2.2x</i>	<i>2.0x</i>	<i>1.9x</i>	<i>1.9x</i>
(+) Balance of factored receivables	290.7	358.9	530.5	613.6	508.1
(+) Extrafarma installments outstanding	220.5	0.0	0.0	0.0	0.0
<b>(=) Net Debt + Factored Receivables + Extrafarma</b>	<b>1,863.4</b>	<b>1,645.2</b>	<b>1,767.3</b>	<b>1,892.2</b>	<b>1,953.4</b>
<i>Net Debt + Factored Receivables + Extrafarma-to-Adj. EBITDA</i>	<i>3.4x</i>	<i>2.8x</i>	<i>2.8x</i>	<i>2.8x</i>	<i>2.6x</i>

In June 2025, we executed the largest debt issuance in the company's history, for a total amount of R\$ 830 million, through the 8th issuance of debentures and the 4th issuance of commercial notes. The proceeds helped to improve our debt profile, with an average cost decrease from CDI +1.64% in 1Q25 to CDI +1.55% in 2Q25, and an extension of the duration from 1.4 to 2.4 years.

## INVESTMENTS

We have invested an accumulated R\$ 71.0 million in the first half of the year, up 70% from the same period last year, with CAPEX more concentrated on new store openings. We also accelerated investments in renovations, revitalizing our store base with storefront rebranding to the new visual identity and rebranding from the Extrafarma banner to Pague Menos.

Capex (R\$ millions)	1H24	%	1H25	%
Expansion	12.4	30%	29.0	41%
Store renovations	20.3	49%	26.3	37%
Technology	7.8	19%	8.4	12%
Store infrastructure, distribution centers and offices	1.2	3%	7.2	10%
<b>Total</b>	<b>41.7</b>	<b>100%</b>	<b>71.0</b>	<b>100%</b>

## CASH FLOW

Our operating cash flow was R\$ 61.5 million in 2Q25, accumulating R\$ 310.5 million over the last twelve months. This represents a 46% reduction vs. the same period last year, despite EBITDA growth. Unlike the trend observed in 2024, when we carried out a significant inventory reduction, working capital consumption in 2025 has grown substantially due to the accelerated pace of sales growth.

Managerial Cash Flow (R\$ milhões)	2Q24	2Q25	2Q24 (LTM)	2Q25 (LTM)
<b>Consolidated EBITDA ex-IFRS 16</b>	<b>175.5</b>	<b>237.7</b>	<b>509.5</b>	<b>730.0</b>
(Δ) Accounts Receivable	(53.9)	(143.3)	(70.5)	(257.6)
(Δ) Inventories	86.4	(122.3)	81.6	(403.1)
(Δ) Suppliers	37.4	100.2	146.1	290.7
(Δ) Taxes recoverable	40.5	23.7	13.7	32.9
(+/-) Other assets and liabilities/Non-cash effects	(51.3)	(34.6)	(104.0)	(82.3)
<b>(=) Cash flow from operations</b>	<b>234.4</b>	<b>61.5</b>	<b>576.3</b>	<b>310.5</b>
(-) Capital investments	(29.6)	(43.4)	(97.7)	(131.5)
(-) Business combination	0.0	0.0	(197.8)	(221.5)
<b>(=) Cash flow from investments</b>	<b>(29.6)</b>	<b>(43.4)</b>	<b>(295.5)</b>	<b>(353.0)</b>
<b>Free Cash Flow</b>	<b>204.8</b>	<b>18.1</b>	<b>280.8</b>	<b>(42.6)</b>
(+) Gross debt raised	388.4	834.8	388.4	862.2
(-) Gross debt repayment	(511.2)	(508.9)	(614.5)	(603.1)
(+/-) Factored Receivables (recomposition)	(130.7)	(105.5)	(295.0)	217.3
(-) Debt service	(75.0)	(111.0)	(274.1)	(279.5)
(-) Share buyback / Capital increase	(0.7)	0.0	442.5	103.2
(+) Dividends and ISE received (paid)	0.0	0.0	(135.9)	(122.1)
<b>(=) Cash flow from financing activities</b>	<b>(329.1)</b>	<b>109.4</b>	<b>(488.6)</b>	<b>178.1</b>
Opening balance of cash and cash equivalents	232.5	116.3	316.0	108.2
Closing balance of cash and cash equivalents	108.2	243.8	108.2	243.8
<b>Changes in Cash and Cash Equivalents</b>	<b>(124.3)</b>	<b>127.5</b>	<b>(207.8)</b>	<b>135.6</b>

Note: Starting this quarter, we will be presenting the change in accounts receivable in the cash flow from operating activities ex- the factored receivables, which are now reported under cash flow from financing activities.

## APPENDIX 1: STATEMENT OF INCOME FOR THE FISCAL YEAR

CPC 6-R2 (IFRS 16) came into force in January 1, 2019, amending the recognition of lease contracts. To maintain comparability, we provide below the reconciliation with the previous standard (IAS 17/CPC 06).

Statement of Income for the Fiscal Year (R\$ millions)	IAS 17			IFRS16		
	2Q24	2Q25	Δ	2Q24	2Q25	Δ
<b>Gross Revenues</b>	<b>3,369.00</b>	<b>3,975.20</b>	<b>18.00%</b>	<b>3,369.00</b>	<b>3,975.20</b>	<b>18.00%</b>
Deductions	-230.2	-281.8	22.40%	-230.2	-281.8	22.40%
<b>Net Revenues</b>	<b>3,138.80</b>	<b>3,693.40</b>	<b>17.70%</b>	<b>3,138.80</b>	<b>3,693.40</b>	<b>17.70%</b>
Cost of Goods Sold	-2,115.60	-2,473.80	16.90%	-2,115.60	-2,473.80	16.90%
<b>Gross Profit</b>	<b>1,023.20</b>	<b>1,219.60</b>	<b>19.20%</b>	<b>1,023.20</b>	<b>1,219.60</b>	<b>19.20%</b>
<i>Gross Margin</i>	30.40%	30.70%	0,3p.p.	30.40%	30.70%	0,3p.p.
Selling Expenses	-755.8	-861.4	14.00%	-636.2	-739.1	16.20%
<b>Contribution Margin</b>	<b>267.4</b>	<b>358.2</b>	<b>33.90%</b>	<b>387</b>	<b>480.5</b>	<b>24.20%</b>
<i>Contribution Margin (%)</i>	7.90%	9.00%	1,1p.p.	11.50%	12.10%	0,6p.p.
General and Administrative Expenses	-90.5	-114.1	26.10%	-90.5	-114.1	26.10%
<b>Adjusted EBITDA</b>	<b>176.9</b>	<b>244.1</b>	<b>37.90%</b>	<b>296.4</b>	<b>366.4</b>	<b>23.60%</b>
<i>Adjusted EBITDA Margin</i>	5.30%	6.10%	0,8p.p.	8.80%	9.20%	0,4p.p.
Depreciation & Amortization	-47.6	-46.8	-1.70%	-127.2	-129.5	1.80%
Financial Income (Loss)	-86.7	-137.3	58.30%	-134.7	-183.9	36.50%
<b>Income (Loss) before Taxes</b>	<b>42.6</b>	<b>60</b>	<b>40.80%</b>	<b>34.5</b>	<b>53.1</b>	<b>53.70%</b>
Income Tax and Social Contribution	1.5	0.3	-77.30%	4.3	2.7	-36.80%
Minority Interest	0.1	-0.1	-	0.1	-0.1	-
<b>Adjusted Net Income</b>	<b>44.2</b>	<b>60.2</b>	<b>36.20%</b>	<b>38.9</b>	<b>55.7</b>	<b>43.10%</b>
<b>Gross Revenues</b>	1.30%	1.50%	0,2p.p.	1.20%	1.40%	0,2p.p.

Statement of Income for the Fiscal Year (R\$ millions)	IAS 17			IFRS16		
	1H24	1H25	Δ	1H24	1H25	Δ
<b>Gross Revenues</b>	<b>6,464.10</b>	<b>7,598.40</b>	<b>17.50%</b>	<b>6,464.10</b>	<b>7,598.40</b>	<b>17.50%</b>
Deductions	-442.8	-534.3	20.70%	-442.8	-534.3	20.70%
<b>Net Revenues</b>	<b>6,021.30</b>	<b>7,064.10</b>	<b>17.30%</b>	<b>6,021.30</b>	<b>7,064.10</b>	<b>17.30%</b>
Cost of Goods Sold	-4,094.60	-4,803.50	17.30%	-4,094.60	-4,803.50	17.30%
<b>Gross Profit</b>	<b>1,926.70</b>	<b>2,260.60</b>	<b>17.30%</b>	<b>1,926.70</b>	<b>2,260.60</b>	<b>17.30%</b>
<i>Gross Margin</i>	29.80%	29.80%	-	29.80%	29.80%	-
Selling Expenses	-1,473.50	-1,660.00	12.70%	-1,233.30	-1,416.30	14.80%
<b>Contribution Margin</b>	<b>453.3</b>	<b>600.7</b>	<b>32.50%</b>	<b>693.5</b>	<b>844.3</b>	<b>21.70%</b>
<i>Contribution Margin (%)</i>	7.00%	7.90%	0,9p.p.	10.70%	11.10%	0,4p.p.
General and Administrative Expenses	-179.5	-206.3	14.90%	-179.5	-206.3	14.90%
<b>Adjusted EBITDA</b>	<b>273.8</b>	<b>394.4</b>	<b>44.10%</b>	<b>514</b>	<b>638</b>	<b>24.10%</b>
<i>Adjusted EBITDA Margin</i>	4.20%	5.20%	1,0p.p.	8.00%	8.40%	0,4p.p.
Depreciation & Amortization	-94.2	-92.1	-2.20%	-254.6	-256.5	0.70%
Financial Income (Loss)	-187.7	-245.3	30.70%	-285.3	-338.8	18.80%
<b>Income (Loss) before Taxes</b>	<b>-8.1</b>	<b>57</b>	<b>-</b>	<b>-25.9</b>	<b>42.6</b>	<b>-</b>
Income Tax and Social Contribution	29	16.5	-43.00%	35.1	21.4	-38.90%
Minority Interest	0.2	-0.2	-	0.2	-0.2	-
<b>Adjusted Net Income</b>	<b>21.1</b>	<b>73.3</b>	<b>247.90%</b>	<b>9.3</b>	<b>63.8</b>	<b>585.90%</b>
<b>Gross Revenues</b>	0.30%	1.00%	0,7p.p.	0.10%	0.80%	0,7p.p.

## APPENDIX 2: BALANCE SHEET

Balance Sheet (R\$ milhões)	IFRS16		
	12/31/2024	06/30/2025	Δ
<b>Total Assets</b>	<b>8,983.7</b>	<b>9,115.6</b>	<b>1.5%</b>
<b>Current Assets</b>	<b>4,614.7</b>	<b>4,723.1</b>	<b>2.3%</b>
Cash and Cash Equivalents	149.4	243.8	63.2%
Trade Accounts Receivable	577.8	898.3	55.5%
Inventory	3,359.4	3,218.5	(4.2%)
Taxes Recoverable	263.8	299.8	13.7%
Other Current Assets	264.3	299.4	13.3%
<b>Non-Current Assets</b>	<b>4,369.0</b>	<b>4,392.5</b>	<b>0.5%</b>
Taxes Recoverable	716.0	633.6	(11.5%)
Deferred Taxes	623.1	648.9	4.1%
Investments	80.1	82.1	2.4%
PP&E	872.1	847.2	(2.8%)
Intangible Assets	171.6	165.9	(3.4%)
Rights-of-Use in Leases	1,837.4	1,729.5	(5.9%)
Other Non-Current Assets	68.8	48.5	(29.5%)
<b>Total Liabilities</b>	<b>8,983.7</b>	<b>9,115.6</b>	<b>1.5%</b>
<b>Current Liabilities</b>	<b>3,381.4</b>	<b>3,146.0</b>	<b>(7.0%)</b>
Social and Labor Charges	188.2	248.8	32.2%
Suppliers	2,340.3	2,150.1	(8.1%)
Tax Liabilities	126.7	138.3	9.1%
Loans, Financing and Debentures	369.8	253.1	(31.5%)
Other Liabilities	57.6	52.5	(8.8%)
Leases	298.7	303.1	1.5%
<b>Non-Current Liabilities</b>	<b>2,879.9</b>	<b>3,183.5</b>	<b>10.5%</b>
Loans, Financing and Debentures	1,046.6	1,447.5	38.3%
Deferred Taxes	3.3	2.9	(14.0%)
Leases	1,792.0	1,696.7	(5.3%)
Provisions	69.4	44.0	(36.6%)
Other Accounts Payable	(31.5)	(7.6)	(75.8%)
<b>Shareholders' Equity</b>	<b>2,722.4</b>	<b>2,786.1</b>	<b>2.3%</b>
Paid-in Capital	1,721.9	1,846.0	7.2%
Capital Reserves	375.0	384.1	2.4%
Profit Reserves	618.0	548.2	(11.3%)
Non-controlling Interest	7.6	7.8	3.1%

### APPENDIX 3: RECONCILIATION OF ADJUSTED INCOME (LOSS)

Reconciliation of Adjusted Statement of Income (R\$ million)	2Q25 Book	IFRS 16 Effects	Managerial Adjustments	2Q25 Adjusted
	(Consolidated)			(Consolidado)
<b>Gross Revenues</b>	<b>3,975.2</b>	-	-	<b>3,975.2</b>
Deductions	(281.8)	-	-	(281.8)
<b>Net Revenues</b>	<b>3,693.4</b>	-	-	<b>3,693.4</b>
Cost of Goods Sold	(2,473.8)	-	-	(2,473.8)
<b>Gross Profit</b>	<b>1,219.6</b>	-	-	<b>1,219.6</b>
Operating Expenses	(861.9)	(122.3)	6.3	(977.9)
Equity in Net Income of Subsidiaries	2.4	-	-	2.4
<b>EBITDA</b>	<b>360.1</b>	<b>(122.3)</b>	<b>6.3</b>	<b>244.1</b>
Depreciation & Amortization	(130.5)	82.6	1.0	(46.8)
Financial Income (Loss)	(184.7)	46.6	0.9	(137.3)
<b>Income (Loss) before Taxes</b>	<b>44.8</b>	<b>6.9</b>	<b>8.2</b>	<b>60.0</b>
Income Tax and Social Contribution	5.5	(2.4)	(2.8)	0.3
Minority Interest	(0.1)	-	-	(0.1)
<b>Net Income</b>	<b>50.2</b>	<b>4.6</b>	<b>5.4</b>	<b>60.2</b>

### APPENDIX 4: EBITDA RECONCILIATION

EBITDA Reconciliation (R\$ millions)	2Q24	2Q25
<b>Net Income (IFRS 16)</b>	<b>32.6</b>	<b>50.2</b>
(+) Financial Income (Loss)	141.4	184.7
(+) Income Tax and Social Contribution	(7.5)	(5.5)
(+) Depreciation & Amortization	128.6	130.5
(+) Minority Interest	(0.1)	0.1
<b>EBITDA (IFRS 16)</b>	<b>295.0</b>	<b>360.1</b>
(+/-) IFRS 16 Effects	(119.5)	(122.3)
(+/-) Managerial Adjustments	1.4	6.3
<b>Adjusted EBITDA (IAS 17)</b>	<b>176.9</b>	<b>244.1</b>

## APPENDIX 5: STORE DISTRIBUTION BY STATE

State / Region (# stores)	2Q24	Openings (LTM)	Closures (LTM)	2Q25
<b>Total</b>	<b>1,653</b>	<b>16</b>	<b>12</b>	<b>1,657</b>
<b>Northeast</b>	<b>1,020</b>	<b>12</b>	<b>10</b>	<b>1,022</b>
Alagoas	39	1	-	40
Bahia	156	1	5	152
Ceará	282	5	3	284
Maranhão	138	-	-	138
Paraíba	68	-	2	66
Pernambuco	180	2	-	182
Piauí	43	3	-	46
Rio Grande Do Norte	70	-	-	70
Sergipe	44	-	-	44
<b>North</b>	<b>243</b>	<b>2</b>	<b>-</b>	<b>245</b>
Acre	15	1	-	16
Amapá	18	-	-	18
Amazonas	21	-	-	21
Pará	145	1	-	146
Rondônia	13	-	-	13
Roraima	13	-	-	13
Tocantins	18	-	-	18
<b>Southeast</b>	<b>235</b>	<b>-</b>	<b>2</b>	<b>233</b>
Espírito Santo	24	-	-	24
Minas Gerais	71	-	-	71
Rio De Janeiro	14	-	-	14
São Paulo	126	-	2	124
<b>Center-West</b>	<b>112</b>	<b>2</b>	<b>-</b>	<b>114</b>
Federal District	15	-	-	15
Goiás	29	-	-	29
Mato Grosso	38	1	-	39
Mato Grosso Do Sul	30	1	-	31
<b>South</b>	<b>43</b>	<b>-</b>	<b>-</b>	<b>43</b>
Paraná	17	-	-	17
Rio Grande Do Sul	7	-	-	7
Santa Catarina	19	-	-	19



# Pague Menos

**EARNINGS CONFERENCE CALL**

August 5, 2025

10:00 a.m. (BRT) | 09:00 a.m. (US-EST)

In Portuguese, with simultaneous  
translation into English

[Click here to join](#)