

AZZAS
2154

**Earnings
Presentation**
2Q25



FARM RIO

1. KEY MESSAGES
2. QUARTERLY HIGHLIGHTS
3. BUSINESS UNITS
4. FINANCIAL RESULTS
5. CHANGES IN MANAGEMENT
6. FARM ETC LAUNCH INVITATION
7. Q&A

KEY MESSAGES

1. A decisive chapter in the consolidation of Azzas 2154, marking the union of the controlling blocks around value creation.
2. Changes in governance prioritize simplicity and clarity, focusing on three strategic fronts: accelerated integration, focus on the business, and definition of the 2030 vision.
3. In the first year of the merger that created Azzas 2154, highlights include 10.3% growth in ROB and 80bps operating leverage as a result of control of fixed expenses (+1.2%) and a 6% drop in contingent expenses.
4. BU Fashion & Lifestyle Women grows 20.1%, driven by Farm in Brazil and abroad; Farm Etc will expand its portfolio with a focus on Generation Z.
5. Growth challenges in the sell-in channels of the Shoes & Bags and Basic BUs, mainly in the franchise channel.
6. Advancement in strategic projects, such as the knitwear hub, aiming to translate opportunities into competitive advantage and operational efficiency.

2Q25

Gross Revenue

Continued Brands

R\$ 3.6 Bn**+10.3%** vs. 2T24

EBITDA Margin

Recurring

18.5% (post IFRS-16)**+0.8 p.p.** vs. 2Q24**15.9%** (pre IFRS-16)**+0.5 p.p.** vs. 2Q24

EBITDA

Recurring

R\$ 535.6 Mn (post IFRS-16)**+9.0%** vs. 2Q24**R\$ 461.4 Mn** (pre IFRS-16)**+8,0%** vs. 2Q24

Net Income

Recurring

R\$ 283.7 Mn**+81.7%** vs. 2Q24

Net Income

Accounting

R\$ 537.7 Mn**+408.2%** vs. 2Q24

1H25

Gross Revenue

Continued Brands

R\$ 6.9 Bn**+13.0%** vs. 1H24

EBITDA Margin

Recurring

17.2% (post IFRS-16)**+0.9 p.p.** vs. 1H24**14.7%** (pre IFRS-16)**+0.9 p.p.** vs. 1H24

EBITDA

Recurring

R\$ 963.3 Mi

(pós IFRS-16)

+14.9% vs. 1H24**R\$ 820.4 Mi**

(pre IFRS-16)

+16.0% vs. 1H24

Net Income

Recurring

R\$ 401.4 Mi**+55.6%** vs. 1H24

Net Income

Accounting

R\$ 655.5 Mi**+252.4%** vs. 2Q24

Note: All indicators on this page refer to the following figures: (i) recurring, i.e., excluding one-off and extemporaneous impacts; (ii) pro forma, i.e., simulating the combined Arezzo&Co and Grupo Soma companies in the periods prior to the completion of the merger.

Shoes & Bags

Gross Revenue 2Q25
(Continued Brands)

R\$ 1.1 Bn

+0.7% vs. 2Q24

Gross Revenue 2Q25
(Continued Brands)

R\$ 2.1 Bn

+2.7% vs. 1Q24

- In 2Q25, the Shoes & Bags BU grew 0.7% vs. 2Q24. Performance was negatively impacted by a 1.5% decline in sell-in channels.
- Important focus on restoring confidence in the franchise channel, with the implementation of a more agile and turnover-oriented franchising model - more than 120 points of sale already operate under the new structure, with visible improvement in inventory levels and franchisee engagement.
- Vans and Schutz reported a decline in revenue, mainly from multi-brand stores, reflecting the challenging moment in the channel.
- Arezzo and Anacapri remain healthy, with growth in line with plans for the quarter.
- Schutz's SSS indicator of +5% in its own stores in premium locations (Iguatemi SP: +14%; JK SP: +8%; and Leblon RJ: +55%) is an important indicator of the brand's health and turnaround progress.



F&L Women

Gross Revenue 2Q25

R\$ 1.4 Bn

+20.1% vs. 2Q24

Gross Revenue 1H25

R\$ 2.7 Bn

+23.2% vs. 1H24

- Another quarter of robust growth.
- In the international channel, Farm Rio grew 35.3% in Brazilian reais and 25% in US dollars, demonstrating the strength of the brand, even in a global scenario impacted by political and economic uncertainties.
- Sell-out channels grew 15.7% vs. 2Q24, driven by the strong performance of the Farm, Animale, and NV brands.
- The multi-brand channel grew 10.3% in 2Q25, accumulating a 31.4% increase in 1H25, driven by the NV brand, which expanded the number of showrooms and recorded significant growth of 123.2% in this channel.
- SSS highlights: growth 22% in Farm stores (Brazil) and 16% in Animale stores.
- The Carol Bassi brand is already benefiting from its integration into the BU, with increased inventory turnover through Off Premium.



Basic

Gross Revenue 2Q25

(Continued Brands)

R\$ 637 Mn

+7.3% vs. 2Q24

Gross Revenue 1H25

(Continued Brands)

R\$ 1.3 Bn

+12.9% vs. 1H24

- Sell-out channels stood out, with a 20.7% increase.
- Company-owned stores grew 24.2% vs. 2Q24, mainly due to the new store project launched in December 2024 (Cobogó megastores), with growth of 86.5%.
- E-commerce continues to grow strongly, up 15.9% vs. 2Q24, driven by strong performance on the website and app.
- The multi-brand channel grew 8.4%, supported by the go-to-market project, which gained 132 new customers and achieved same client sales of 37% in the north and northeast regions.
- On the other hand, the franchise channel declined 7.8%, reflecting inventory reduction measures in the network and the SSS gap between company-owned stores and franchises.
- In the Mother's Day campaign, Hering significantly increased its extent, with results 57% higher than last year and 126% greater engagement in the same comparison.



F&L Men

Gross Revenue 2Q25
(Continued Brands)

R\$ 421 Mn

+11.5% vs. 2Q24

Gross Revenue 1H25
(Continued Brands)

R\$ 782 Mn

+12.0% vs. 1H24

- BU continues to grow consistently with its strategy.
- Special highlight to its sell-in, which recorded a significant increase of 31.3%, mainly impacted by a 34.9% increase in the multi-brand channel.
- Owned stores grew 13.5%, with the Oficina brand standing out, posting SSS above 20% in the quarter.
- E-commerce revenue declined 8.5% vs. 2Q24, impacted by the Reserva brand's strategy to prioritize profitability and increase full-price sales in stores.



1. KEY MESSAGES
2. QUARTERLY HIGHLIGHTS
3. BUSINESS UNITS
4. FINANCIAL RESULTS
5. CHANGES IN MANAGEMENT
6. FARM ETC LAUNCH INVITATION
7. Q&A

	R\$ Million	2Q24 recurring (pro forma)	2Q25 recurring	Δ (%) recurring 2Q25 vs. 2Q24
1	Gross Revenues (Continued)	3,269.5	3,606.2	10.3%
2	Net Revenue	2,769.3	2,901.4	4.8%
	COGS	(1,214.5)	(1,280.9)	5.5%
	COGS (ex. D&A)	(1,204.8)	(1,271.2)	5.5%
	Depreciation and Amortization	(9.7)	(9.7)	0.0%
3	Gross Profit	1,554.8	1,620.5	4.2%
	<i>Gross Margin</i>	56.1%	55.9%	-0.2 p.p.
	Expenses	(1,197.3)	(1,237.8)	3.4%
	Expenses (ex. D&A)	(1,073.0)	(1,094.6)	2.0%
	(%) <i>Net Revenue</i>	38.7%	37.7%	-1.0 p.p.
	Depreciation and Amortization	(124.3)	(143.2)	15.2%
	EBITDA	491.5	535.6	9.0%
	<i>EBITDA Margin</i>	17.7%	18.5%	0.8 p.p.
4	EBITDA (pre IFRS-16)	427.4	461.4	8.0%
	<i>EBITDA Margin (pre IFRS-16)</i>	15.4%	15.9%	0.5 p.p.
	EBIT	357.5	382.7	7.1%
	Financial Result	(151.8)	(199.5)	31.4%
	EBT	205.7	183.2	(10.9%)
	Income Taxes	(49.6)	100.5	(302.6%)
	Net Income	156.1	283.7	81.7%
	<i>Net Margin</i>	5.6%	9.8%	4.1 p.p.
	Net Income (ex. 14.789/23 Law)	218.5	n.a.	n.a.

1 10.3% growth in gross revenue (continued)

Highlights include growth in the F&L Women BU (+20.1%) and the F&L Men BU (+11.5%)

2 4.8% growth in net revenue

Growth of 2.6 p.p. below the variation in gross revenue, for the following reasons:

- I. lower level of subsidy revenue, especially in the F&L Men BU, associated with more efficient inventory and cash management;
- II. higher volume of returns in sell-in channels, impacting the Shoes & Bags and Basic units.

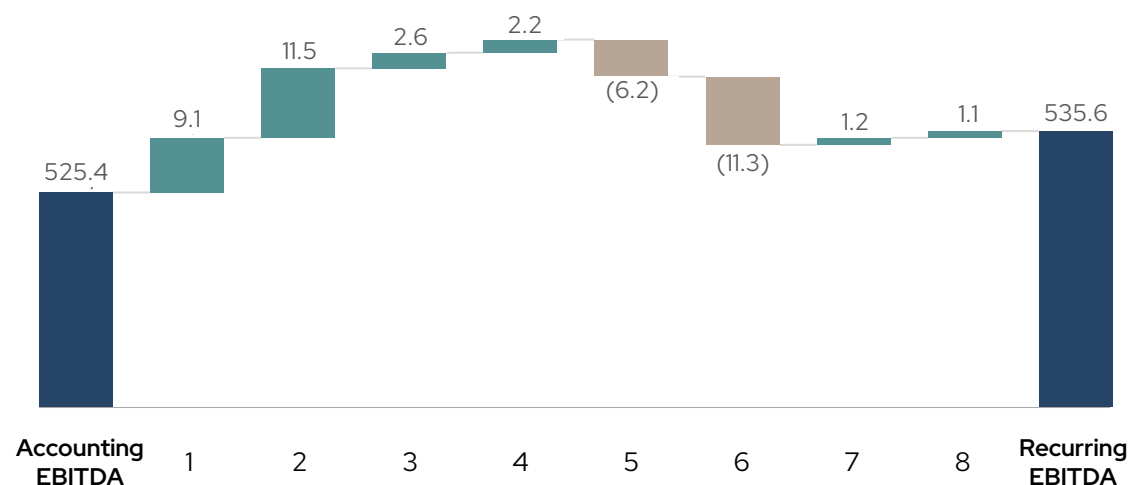
3 4.2% growth in recurring gross profit and decrease in gross margin of -20 bps

- I. due to the challenging growth scenario in the Shoes & Bags BU, generating higher markdown levels;
- II. due to lower than planned franchise sell-in in the Basic BU, generating a surplus of fall and winter purchases and, therefore, higher markdown levels for inventory management.

4 8% growth in recurring EBITDA (pre-IFRS-16) and +50 bps in EBITDA margin

Lower levels (as a percentage of net revenue) of fixed and contingent expenses, resulting in greater operational leverage.

EBITDA Reconciliation



1 – ILP: long-term incentive program (ILP).

2 – **Workforce Optimization**: labor severance payments related to structural simplifications.

3 – **Strategic Projects**: expenses with consulting firms supporting Azzas 2154 projects, focused on synergy capture and long-term strategic planning.

4 – **M&A Expenses**: residual expenses, mainly with consulting and legal advisory services.

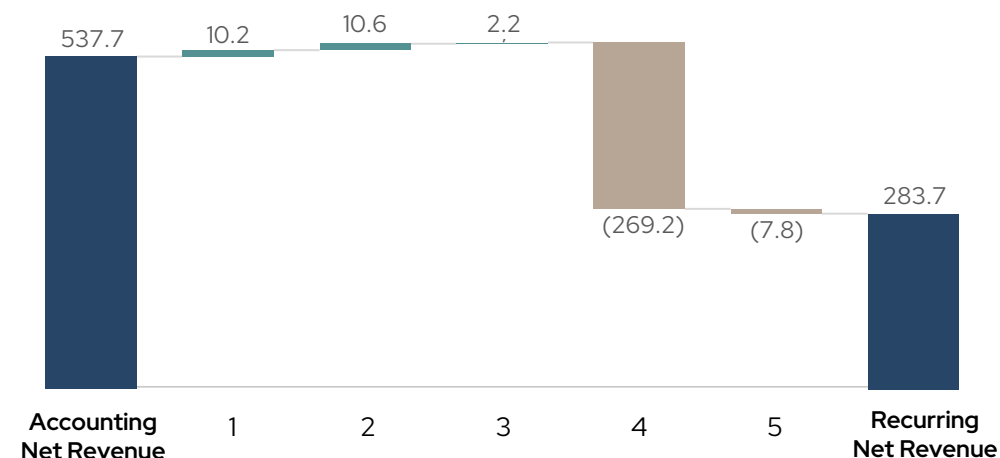
5 – **Legal Contingencies**: reversal of a provision related to an indemnity lawsuit (Hering franchise), due to an updated assessment of the case.

6 – **Earn-out**: reversal of earn-out recognition for the Carol Bassi brand..

7 – **Portfolio Optimization**: expense related to the transfer of retail space from discontinued brands.

8 – **Extemporary Credits**: reversal of a provision made in 4Q24, related to portfolio optimization.

Net Income Reconciliation



1 – **EBITDA Adjustments**: descriptions on the left side.

2 – **D&A – Added Value Hering**: impact of fair values CPC15/IFRS3 – business combination

3 – **Acquisition-Related Earn-out**: monetary adjustment of the earn-out related to the acquisition of the Carol Bassi brand.

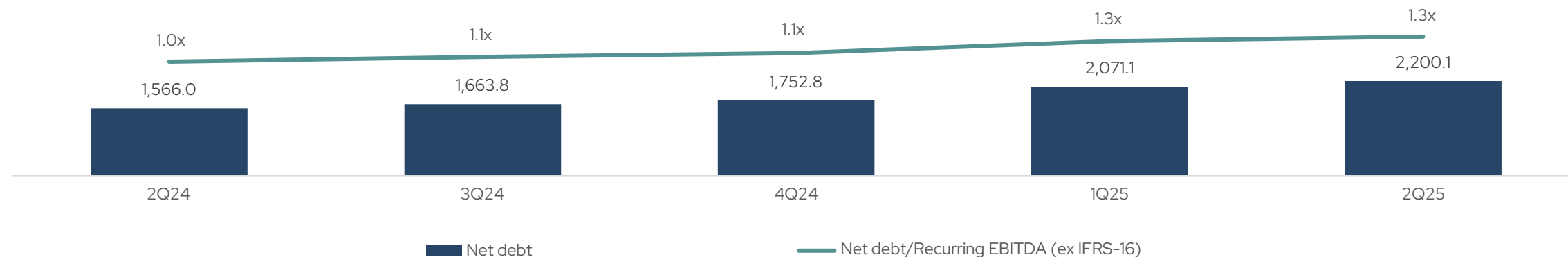
3 – **Reversal of IR/CS on ICMS/RJ Subsidy (2024)**: reversal of Corporate Income Tax (IRPJ) and Social Contribution Tax (CSLL) on the ICMS subsidy from the state of Rio de Janeiro, which had been provisioned in fiscal year 2024, in line with the Company's assessment.

4 – **Effect of Adjustments on IR/CS**: refers to adjustments to the pro forma results made separately by the companies (Arezzo&Co and Grupo SOMA) in periods prior to the merger.

Indebtedness

R\$ Million	2Q24 (pro forma)	3Q24 (pro forma)	4Q24	1Q25	2Q25
Cash and Cash equivalents	1,310.8	766.4	774.5	1,103.4	823.2
Swap Contracts ⁽¹⁾	(52.9)	28.7	127.4	65.4	10.0
Total debt	2,823.9	2,458.9	2,654.7	3,239.9	3,033.3
Short-term debt	1,222.8	903.1	1,476.5	1,904.1	1,741.3
% Total debt	43.3%	36.7%	55.6%	58.8%	57.4%
Long-term debt	1,601.1	1,555.8	1,178.2	1,335.8	1,292.0
% Total debt	56.7%	63.3%	44.4%	41.2%	42.6%
Net debt	1,566.0	1,663.8	1,752.8	2,071.1	2,200.1
Net debt / Recurring EBITDA (ex IFRS-16)	1.0x	1.1x	1.1x	1.3x	1.3x

Net Debt and Leverage
R\$ Million



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

1. KEY MESSAGES
2. QUARTERLY HIGHLIGHTS
3. BUSINESS UNITS
4. FINANCIAL RESULTS
5. CHANGES IN MANAGEMENT
6. FARM ETC LAUNCH INVITATION
7. Q&A

Changes in Management: BU Shoes & Bags and Finance Department



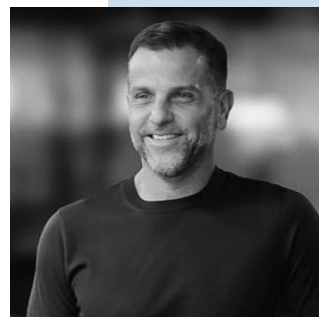
Eric Alencar
Chief Financial Officer and Investor Relations Officer

Eric has a solid track record in financial management, combined with strategic vision and a deep understanding of business modeling—key skills to drive this new phase focused on integration and the pursuit of efficiency within the Company. He has over 20 years of experience, having served as CFO at Grupo Carrefour Brasil, Cyrela, Grupo Oncoclínicas, and Aché Laboratórios Farmacêuticos. Eric holds a degree in Robotic Engineering from the Polytechnic School of the University of São Paulo and an MBA from The Wharton School, University of Pennsylvania.



Rafael Sachete
CEO of BU Shoes & Bags

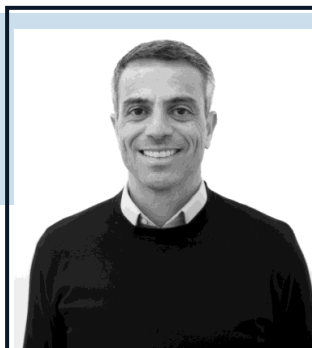
Rafael has over 20 years of experience in retail. Within the Group, he has served as Financial, Legal, and Tax Manager, Finance Director, and CFO. He now takes on the role of leading BU Shoes & Bags, bringing his deep knowledge of the business and his financial expertise, which will be key in steering the BU toward achieving its goals with a focus on resuming healthy growth, boosting profitability, and generating cash for the Group.



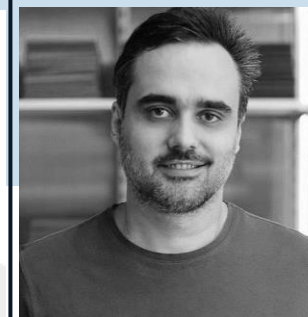
CEO / CCO
Azzas 2154
Alexandre Birman



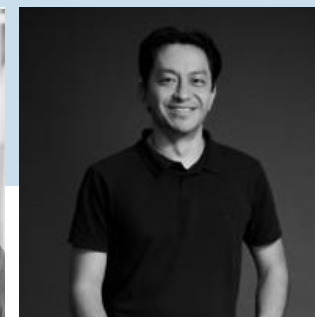
BU CEO
Fashion & Lifestyle
Women
Roberto Jatahy



BU CEO
Shoes & Bags
Rafael Sachete



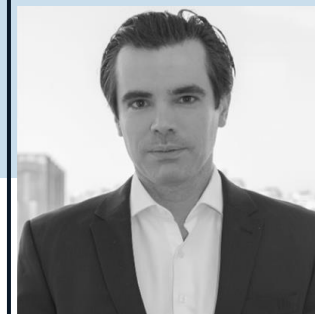
BU CEO
Basic
Thiago Hering



BU CEO
Fashion & Lifestyle
Men
Ruy Kameyama



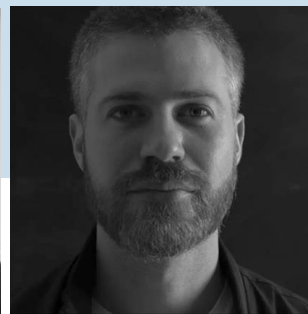
Industry CEO
João Fernando



CFO
Eric Alencar



CHRO
Weider Campos



CTO
Maurício Bastos



CIO
Andre Rizzi

Our leadership team following the announced changes:

Strategic and highly qualified professionals who contribute to the sustainable growth, innovation, and operational excellence of the business.

1. KEY MESSAGES
 2. QUARTERLY HIGHLIGHTS
 3. BUSINESS UNITS
 4. FINANCIAL RESULTS
 5. CHANGES IN MANAGEMENT
 6. FARM ETC LAUNCH INVITATION
 7. Q&A
-

The FARM lifestyle now has a name:

Coming soon **FARM etc!**

What we don't wear, we bring to life.

Come discover ETC at our flagship store:

Garcia D'Ávila 110 — Ipanema

We're celebrating with brunch, surprise shows
and one-of-a-kind activations
all in the heart of Ipanema

Official opening: August 26

Launch event: August 31

Praça Nossa Senhora da Paz, from 4 PM

See you there!



Everything we are building is the result of a collective spirit of people who are passionate about what they do and who work very hard.

I am grateful to everyone who shares this dream!

AZZAS
2154

Q&A

AZZAS
2154

Investor Relations
ri@azzas2154.com.br



FARM RIO