



3Q25 EARNINGS CALL

LJQQ3

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Igor Sehn

IRM



AGENDA

1 OUR PILLARS

2 EXPANSION AND PROJECTS

3 3Q25 RESULTS

4 Q&A



Peter Furukawa

CEO



OUR PILLARS



MARKET GAIN

Same-Store Sales (SSS) totaled a 2% reduction in 9M25, with a **11.6% decrease in 3Q25**, reflecting the slowdown in demand (high interest rates) and the strong comparison base in appliances and furniture due to the floods in Rio Grande do Sul during the same period last year – we achieved strong SSS growth of 10.6% in 3Q24.

5 new stores were opened in 3Q25 and **19 in the year**, bringing the total number of operating stores to **584**.



CREDIT & COLLECTION EXCELLENCE

Controlled delinquency, with overdue on the VerdeCard¹ portfolio at 11.7% at the end of 3Q25, the same level recorded in 2Q25 and in line with historical performance, even in a challenging macroeconomic scenario.

The credit portfolio grew by 14%.



DOING MORE WITH LESS

Gross Profit totaled R\$226 million in 3Q25, a result of the decline of sales volume and the increase in funding costs.

Selling Expenses increased by 5%, while **Administrative Expenses increased by 4%**, below inflation, in 3Q25.



PHYGITAL RETAIL

In 3Q25, all Phygital initiatives accounted for around **25% of sales**, in line with plan.



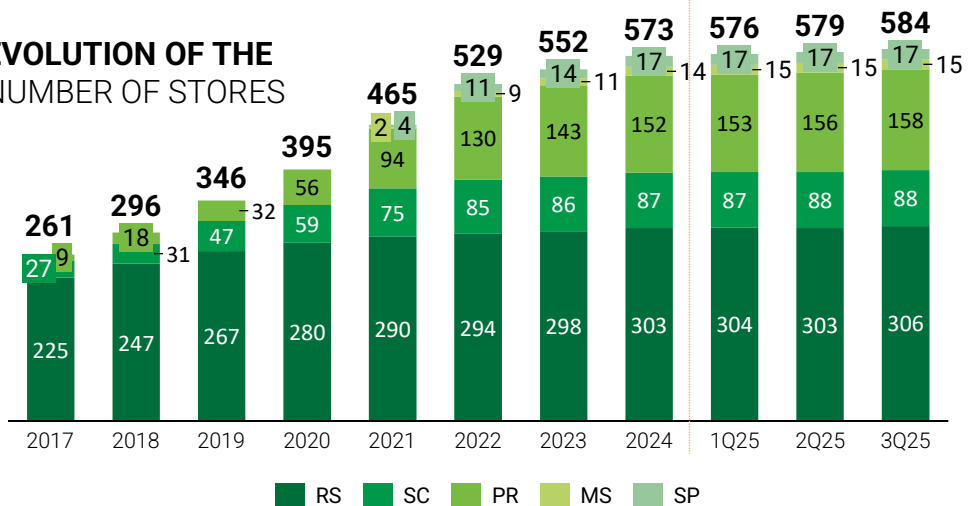
HIGH PERFORMANCE CULTURE

16 Store Managers trained and **23 Store Managers in training** at the end of 3Q25.

339 employees in the **Desponte Program** in Sep/25.

EXPANSION

EVOLUTION OF THE NUMBER OF STORES



SALES AREA (thousand sqm)

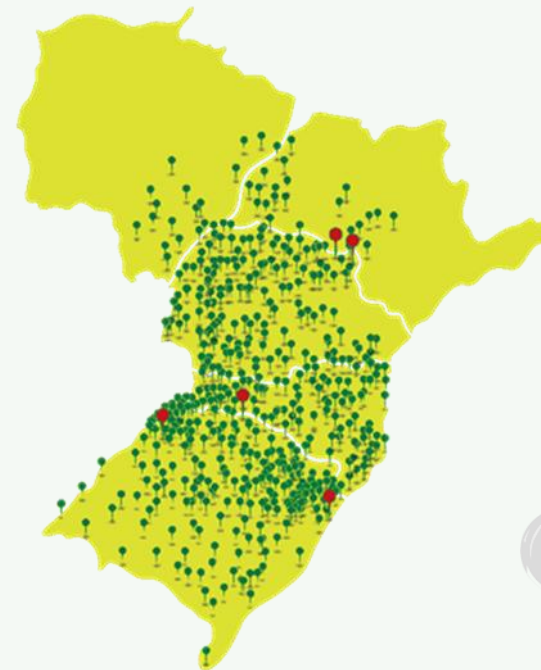


19 new stores opened during the year, **5 in 3Q25**, and closing of 8 stores in 2025.

584 stores in operation in **495 cities** in the states of RS, SC, PR, MS and SP.

Refurbishment of 22 stores during the year, **6 in 3Q25**.

STORE OPENINGS 3Q25

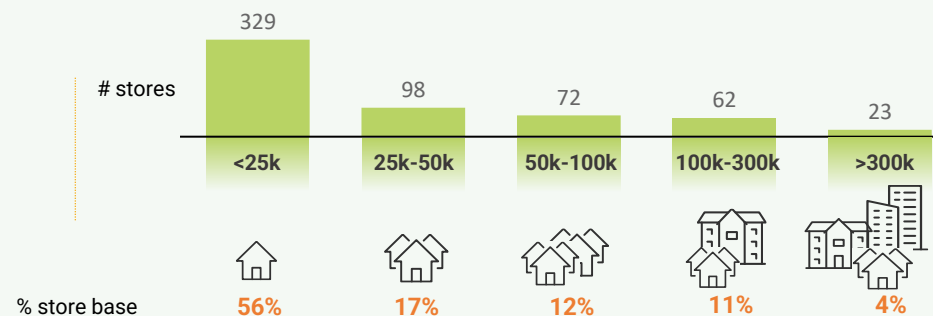


RIO GRANDE DO SUL
 XANGRI-LÁ 16k inhab
 ARATIBA 6k inhab
 REDENTORA 10k inhab

PARANÁ
 RIBEIRÃO CLARO 12k inhab
 ANDIRÁ 20k inhab

TOTAL: 5 NEW STORES

STORES BY CITY SIZE



Jean Pablo de Mello

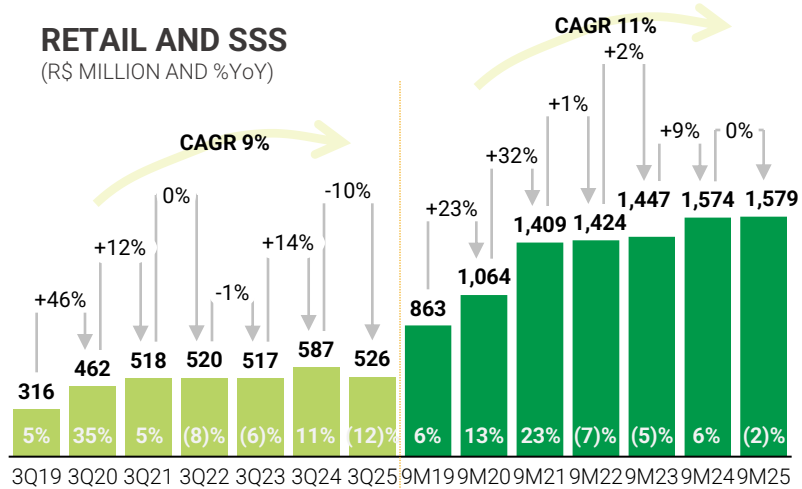
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REVENUE BREAKDOWN BY BUSINESS | 3Q25 AND 9M25

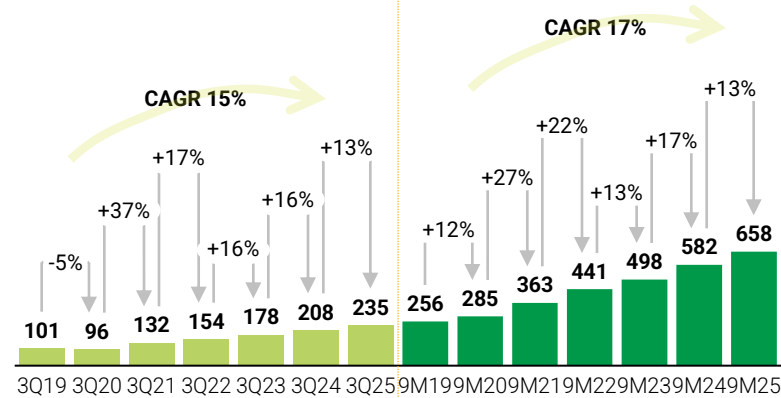
RETAIL AND SSS

(R\$ MILLION AND %YoY)



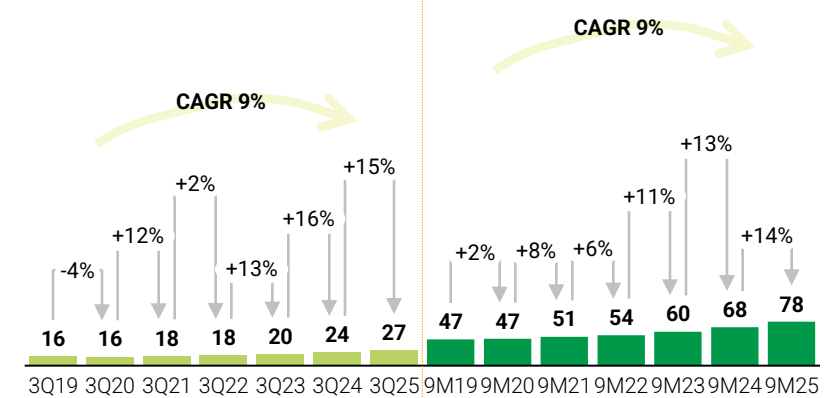
FINANCIAL SERVICES

(R\$ MILLION)



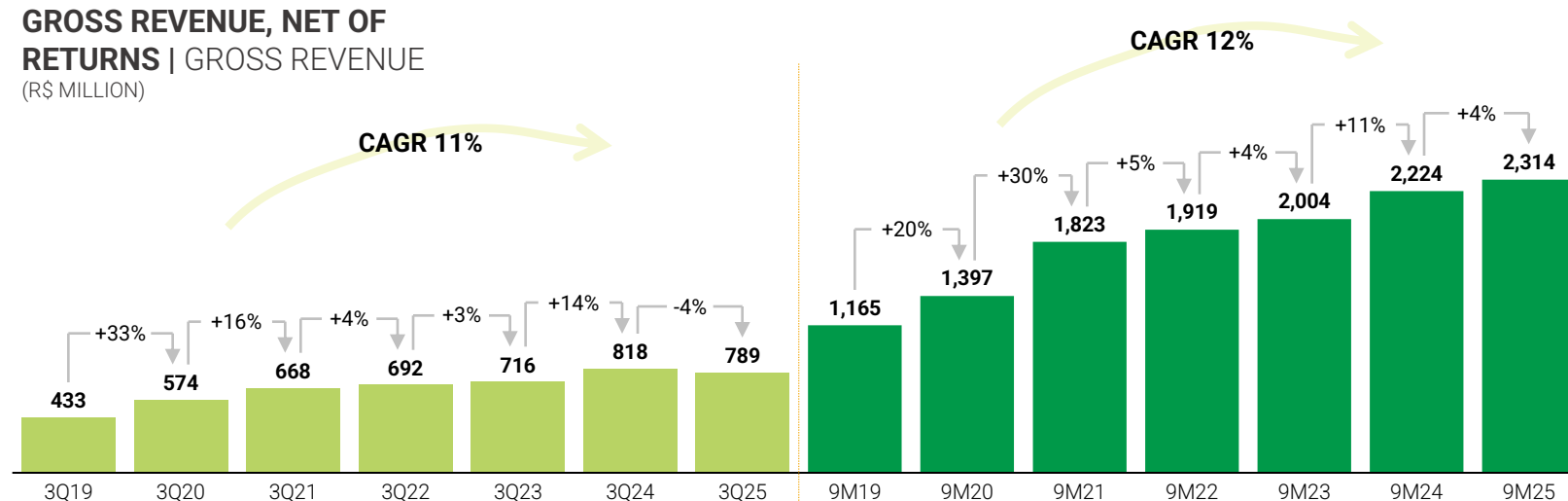
CREDIT CARD

(R\$ MILLION)



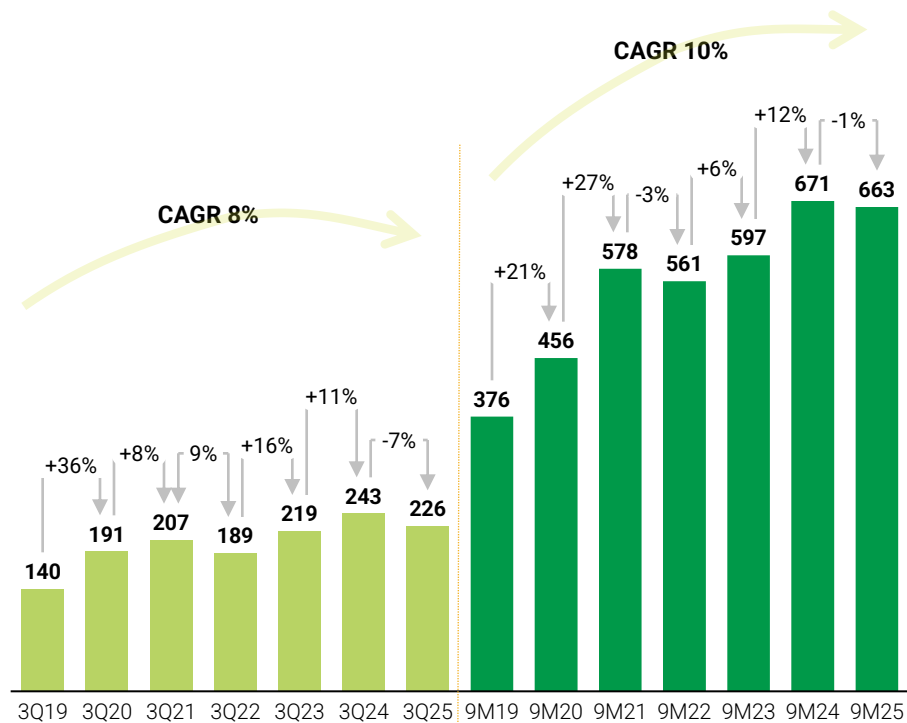
GROSS REVENUE, NET OF RETURNS | GROSS REVENUE

(R\$ MILLION)

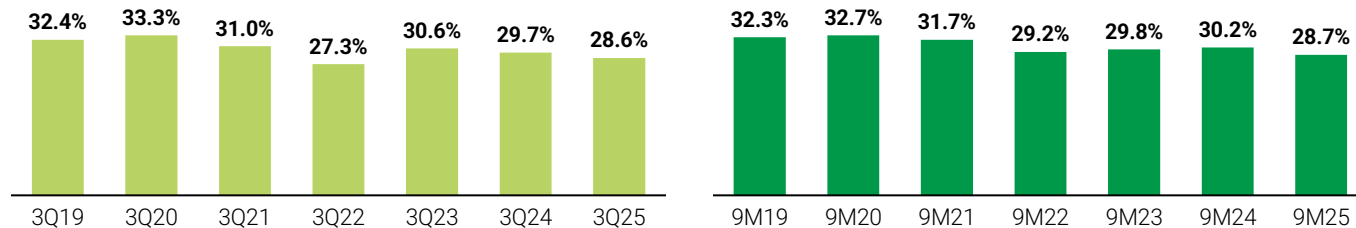


GROSS REVENUE AND GROSS MARGIN | 3Q25 AND 9M25

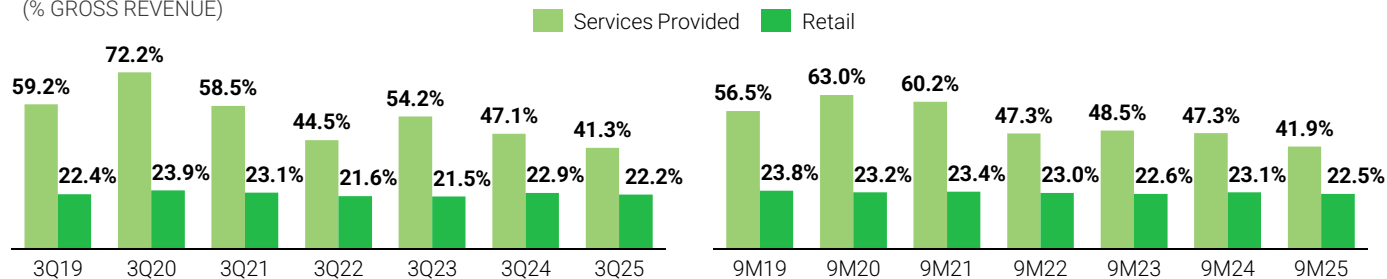
GROSS PROFIT (R\$ MILLION)



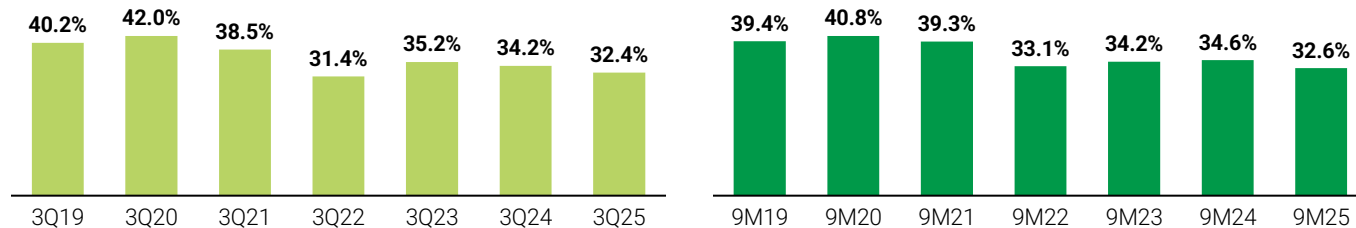
GROSS MARGIN (% GROSS REVENUE)



GROSS MARGIN RETAIL AND SERVICES PROVIDED (% GROSS REVENUE)



GROSS MARGIN (% NET REVENUES)

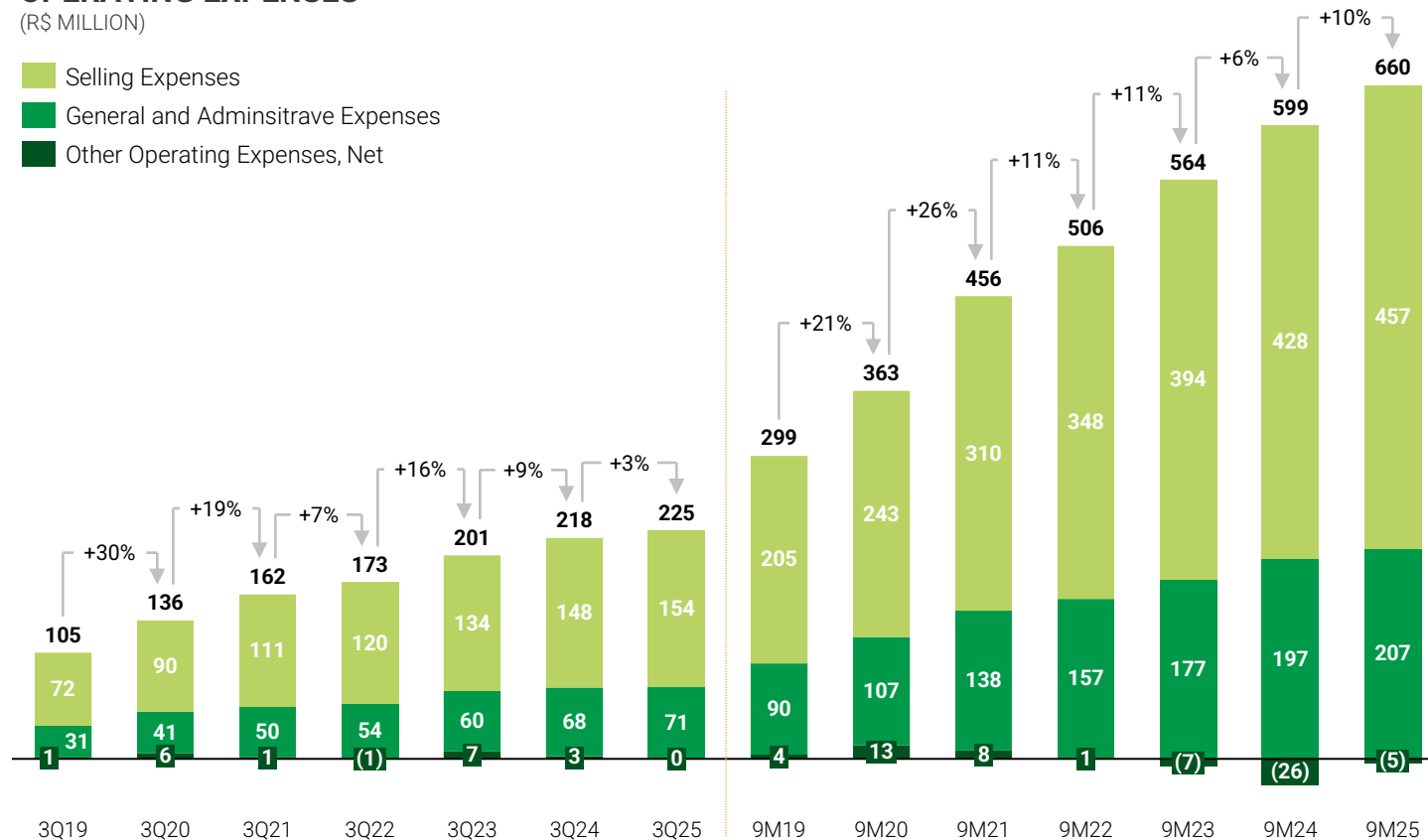


OPERATING EXPENSES | 3Q25 AND 9M25

OPERATING EXPENSES

(R\$ MILLION)

- Selling Expenses
- General and Administrative Expenses
- Other Operating Expenses, Net



In 3Q25, Operational Expenses **totaled R\$225.0 million**, a 3% increase compared to 3Q24.

Selling Expenses grew by 4.6% in 3Q25. This performance is mainly attributed to additional expenses resulting from organic expansion and expense inflation.

General and Administrative Expenses grew by 4.3% in 3Q25, below the accumulated inflation in the period, as a result of the Company's internal efforts to contain expenses, despite inflationary pressures and the advancement of the expansion support structure.

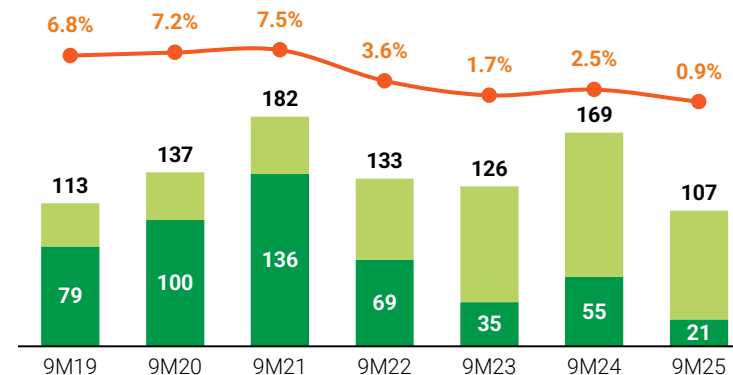
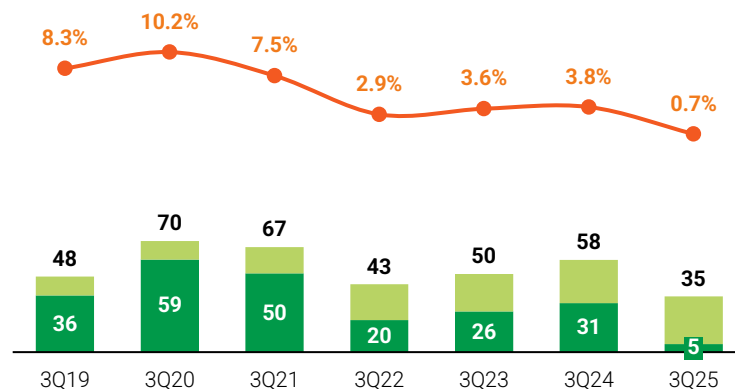
Other operating expenses, net, totaled a revenue of **R\$0.1 million in 3Q25.**

ADJUSTED EBITDA | 3Q25 AND 9M25

EBITDA AND ADJUSTED EBITDA

(R\$ MILLION AND % GROSS REVENUE)

- EBITDA
- Adjusted EBITDA
- Adjusted EBITDA Margin



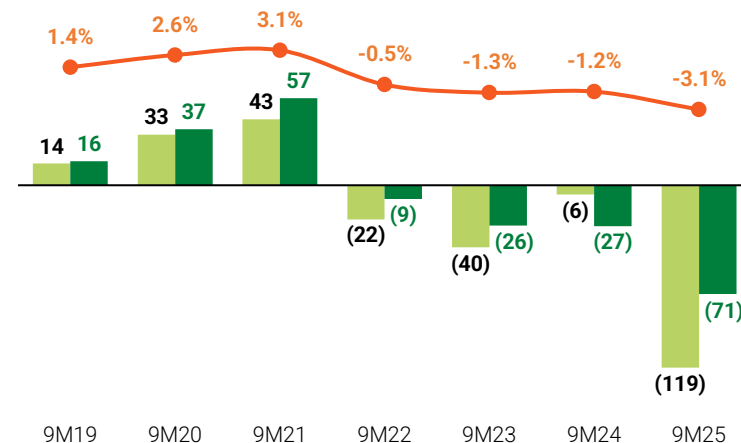
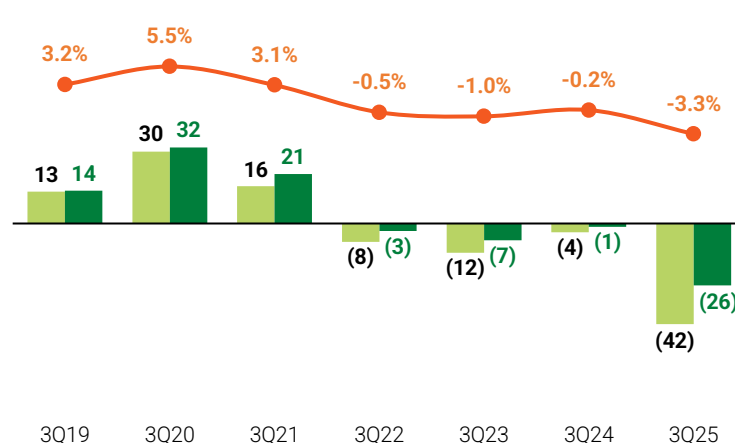
EBITDA and Adjusted EBITDA reconciliation				% 3Q25		
(R\$ million)	3Q25	3Q24	vs 3Q24	9M25	9M24	vs 9M24
Net Income (Loss)	(42.1)	(3.7)	(1046.4%)	(119.3)	(6.1)	(1853.0%)
(+) Income tax and social contribution	(1.7)	(2.4)	30.2%	2.9	(6.8)	N/A
(+) Finance income (costs), net	44.3	31.4	41.3%	119.8	84.9	41.0%
(+) Depreciation and Amortization	34.9	33.2	5.3%	103.8	96.9	7.1%
(=) EBITDA	35.4	58.5	(39.4%)	107.2	168.9	(36.5%)
<i>EBITDA Margin (% Net Revenue)</i>	5.1%	8.2%	(3.1)p.p.	5.3%	8.7%	(3.4)p.p.
<i>EBITDA Margin (% Gross Revenue)</i>	4.5%	7.1%	(2.7)p.p.	4.6%	7.6%	(3.0)p.p.
(+) Stock Option Plan (SOP)	0.0	1.1	(96.8%)	0.1	3.9	(97.3%)
(+) Non-recurring itens	-	-	-	4.2	(34.2)	N/A
(-) Impact of the adoption of IFRS16 / CPC06	(30.3)	(28.4)	(6.8%)	(90.3)	(83.8)	(7.7%)
(=) Adjusted EBITDA	5.1	31.2	(83.5%)	21.2	54.8	(61.3%)
<i>Adjusted EBITDA Margin (% Net Revenue)</i>	0.7%	4.4%	(3.6)p.p.	1.0%	2.8%	(1.8)p.p.
<i>Adjusted EBITDA Margin (% Gross Revenue)</i>	0.7%	3.8%	(3.2)p.p.	0.9%	2.5%	(1.5)p.p.

ADJUSTED NET PROFIT | 3Q25 AND 9M25

NET PROFIT AND ADJUSTED NET PROFIT

(R\$ MILLION AND % GROSS REVENUE)

■ Net Profit
■ Adjusted Net Profit
● Adjusted Net Profit



Adjusted Net Profit Reconciliation (R\$ million)	3Q25		% 3Q25 vs 3Q24
	3Q25	3Q24	
Net Income (Loss)	(42.1)	(3.7)	(1,046.4%)
Net Margin (% Net Revenue)	(6.1%)	(0.5%)	(5.5)p.p.
Net Margin (% Gross Revenue)	(5.3%)	(0.4%)	(4.9)p.p.
(+) Stock Option Plan (SOP)	0.0	1.1	(96.8%)
(+) Impact of the IFRS16/CPC06's adoption	1.6	1.2	31.2%
(+) Income Tax on Fiscal Loss	14.5	-	-
(+) Non-recurring itens	-	-	-
(=) Adjusted Net Income (Loss)	(26.0)	(1.3)	(1,825.1%)
Adjusted Net Margin (% Net Revenue)	(3.7%)	(0.2%)	(3.5)p.p.
Adjusted Net Margin (% Gross Revenue)	(3.3%)	(0.2%)	(3.1)p.p.

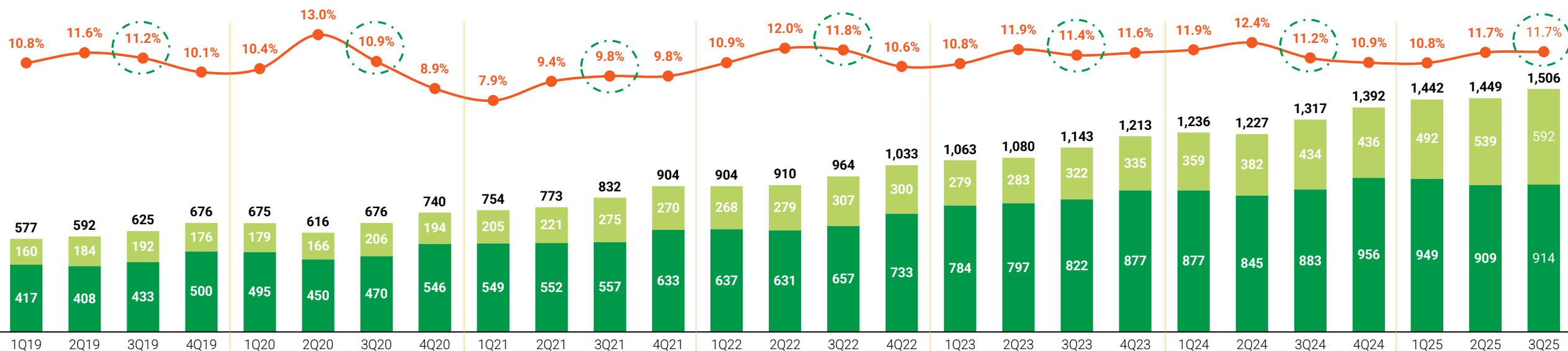
9M25	9M25		% 9M25 vs 9M24
	9M25	9M24	
(119.3)	(6.1)	(1,853.0%)	
(5.9%)	(0.3%)	(5.5)p.p.	
(5.2%)	(0.3%)	(4.9)p.p.	
0.1	3.9	(97.3%)	
4.6	3.8	20.2%	
43.4	-	-	
-	(28.2)	100.0%	
(71.2)	(26.7)	(167.0%)	
(3.5%)	(1.4%)	(2.1)p.p.	
(3.1%)	(1.2%)	(1.9)p.p.	

CREDIT PORTFOLIO EVOLUTION

VERDECARD NET PORTFOLIO

(R\$ MILLION)

- Interest-free Net Portfolio
- Interest-bearing Net Portfolio
- Delay over 90 days on the VerdeCard's Portfolio



PORTFOLIO GROWTH

TOTAL +14%

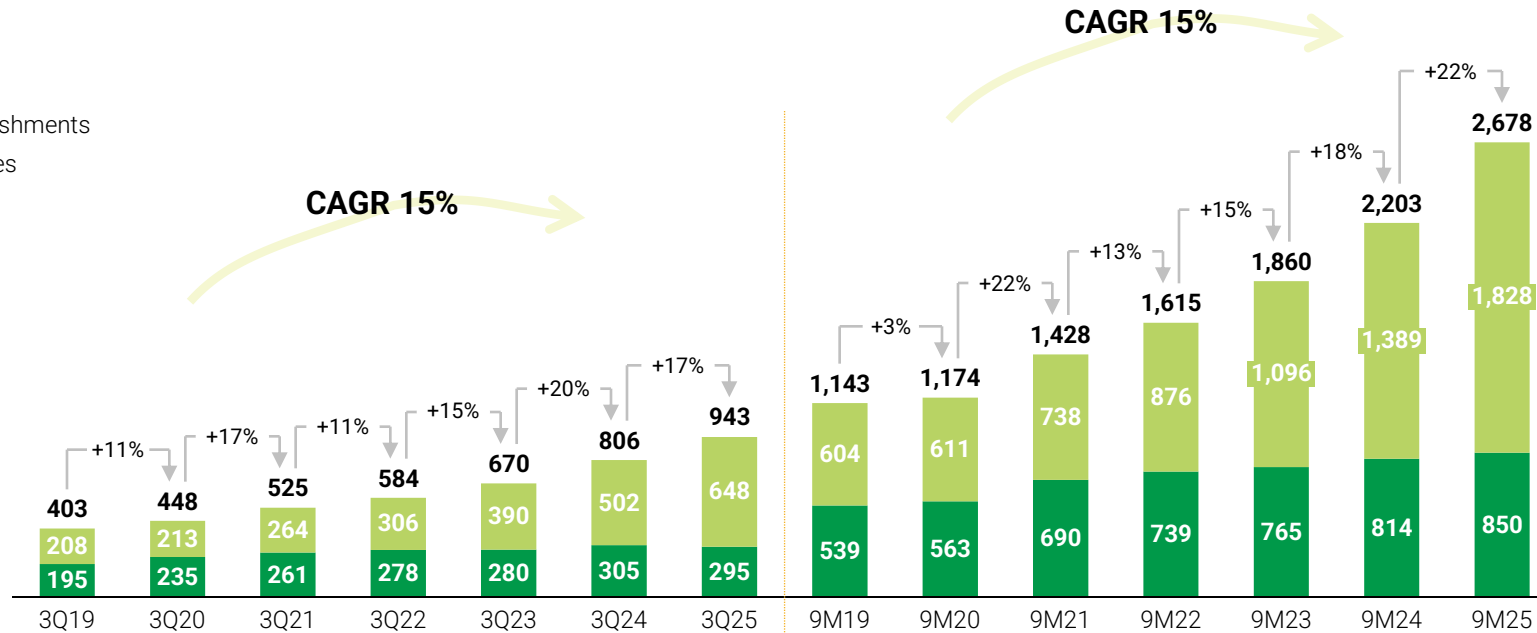
INTEREST-BEARING +4%

vs 3Q24

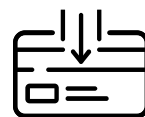
EVOLUTION OF TPV | 3Q25 AND 9M25

TOTAL PAYMENT VOLUME ON VERDECARD (R\$ MILLION)

- Accredited Establishments
- Quero-Quero Stores



TOTAL NUMBER OF CREDIT CARDS (Sep/25)



4.2MM+
Credit Cards

QUERO-QUERO VERDECARD CREDIT CARD

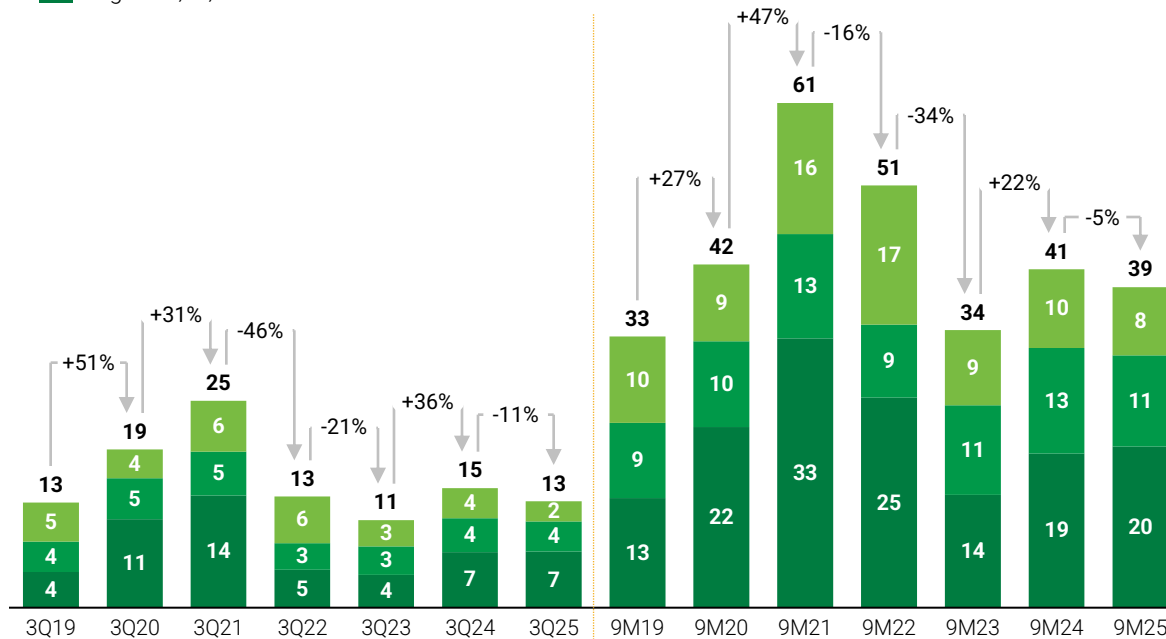


The preferred payment method for most of our customers

CAPEX | 3Q25 AND 9M25

CAPEX (R\$ MILLION)

- New Stores
- Store Refurbishment and Projects
- Logistics, IT, and Others



In 3Q25, investments **totaled R\$12.9 million**.
 In 9M25, investments **totaled R\$38.9 million**,
 including the opening of 19 new stores and the
 renovation of another 22 stores.

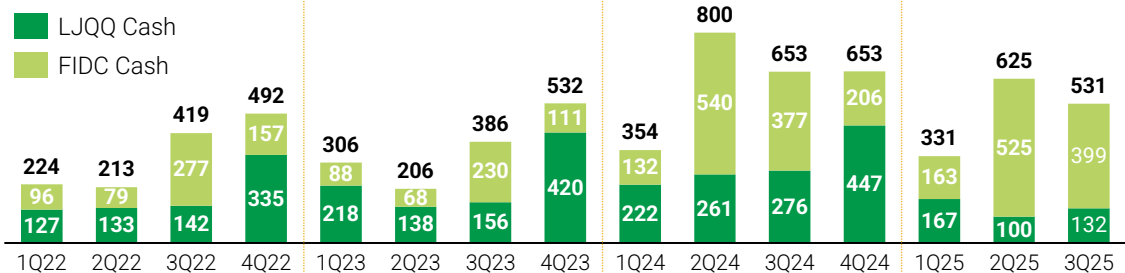


Facade of the store opened in Ribeirão Claro (PR) in 3Q25.

CASH MANAGEMENT

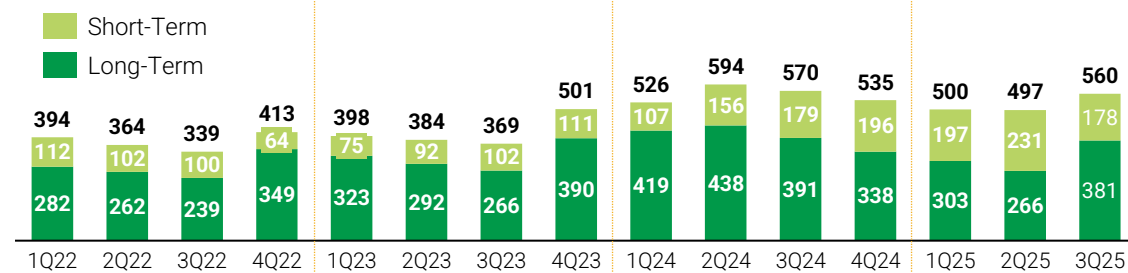
CONSOLIDATED CASH

(R\$ MILLION)



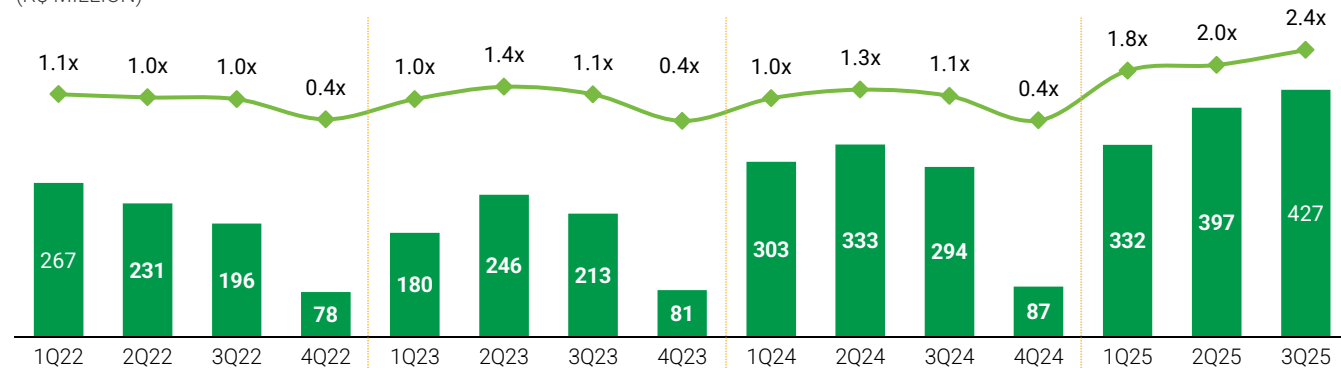
LOANS AND FINANCING

(R\$ MILLION)



ADJUSTED NET DEBT

(R\$ MILLION)



In 3Q25, the Company's Adjusted Net Debt was **R\$ 427.4 million**, compared to R\$ 294.5 million at the end of 3Q24 and R\$ 396.5 million in 2Q25. Due to the seasonality of working capital, we historically observe cash consumption in the first half of the year and cash generation at the end of the second.

R\$ 145 million was raised in the 5th and 6th debenture issues, with maturities of 5 and 6 years, resulting in an extension of the corporate debt profile.

■ Adjusted Net Debt ◆ Adjusted Net Debt / EBITDA LTM

Q&A



DISCLAIMER

Any statements that may be made during this webcast regarding the Company's business prospects, projections and operating and financial targets are beliefs and assumptions of the management of Lojas Quero-Quero, as well as information currently available to the Company. Forward-looking statements are not guarantees of performance and involve risks, uncertainties and assumptions. These refer to future events and therefore depend on circumstances that may or may not occur. Investors should understand that general economic conditions, industry conditions and other operating factors may affect the Company's future results and could lead to results that differ materially from those expressed in such forward-looking statements.

This presentation includes accounting and non-accounting data such as pro-forma operating and financial data. The non-accounting data has not been reviewed by the Company's independent auditors.





BEING PART OF YOUR LIFE IS EVERYTHING TO US.

INVESTOR RELATIONS

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