

**EARNINGS CONFERENCE CALL
4Q25
March 10, 2026****Gustavo Furtado:**

Good morning, everyone. Thank you for your presence during the 4Q25 earnings call. I have Salazar, our CFO, and Victoria, our IR Director.

So I will show you the main highlights for the year, strategic initiatives. And then, Salazar will talk about the financial performance, and then we will open up for Q&A.

Let's move on to the highlights of 2025. The 4Q ends the year with relevant changes. We have determined new strategic planning that internally we nicknamed Destrava, which means 'unlocking', is to unlock a new growth cycle through many initiatives that strengthened our operation. I will go into further details in the other slides.

Through the Destrava project, we have achieved results that make us feel confident in 2025, and we ended with net income of R\$7.7 billion, growth of 8.2% year-over-year. Mainly in the 2Q that really reflects the project, we grew 10.7% year-over-year. And even in an intense scenario of investment, we maintained net income at stable levels, ending the year at R\$427 million, and supported leverage at a controlled level of 0.96x.

So it was the highlight of the year, showing the growth. Net revenues grew 13%; 11% stores; 20% in digital. So we see the double-digit growth in both channels of Centauro as of the 3Q because of Destrava. Annual gross margin, which was a record, 50.3% for our highlight in Centauro.

In Fisia, we overcome growth in all channels, especially wholesale, which is a main priority for the year. The channel grew 23% in the quarter and 25% in the 2H. Stores grew 7.3% and digital 3%.

One of the priorities of the year is the expansion and modernization of the chain, which also had important aspects. In Centauro, we had 4 new stores and concluded 9 refit projects during the year. I will talk more about that later. And in Fisia, we have inaugurated 3 new stores in the NDIS stores, full price, 1 NVS and expanded 2 other NVS.

So let's talk about the strategic initiatives at Centauro. About Centauro, the focus was to target our energies and improve operating model, especially in brick-and-mortar stores and improving our assortment.

In the Destrava project, we started a new strategic cycle with relevant investments in the operation. We reinforced the sales team by adding 900 employees in the stores, in addition to increasing their agenda of training and qualification, so relevant changes to assortment.

With new commercial management focusing on priority categories, we counted on relevant advances in the assortment available in brick-and-mortar and digital, in addition to more discipline in curatorship of distributing per category. So, as a result, we decreased 5 p.p. in inventory of past collections, ending the year with only 7.8% share. The effect of these investments as of the 2Q reflected on the results. So we achieved net revenues of R\$4.1 billion, a 13% growth year-over-year.

Same-store sales for the year was 13.8% in advance in sales in all of the priority categories. In addition, the main seasonal events in the 4Q were very consistent with the evolution of the operation. We grew 22% in Christmas, and in Black Friday, in the digital channel, we had a 14% growth.

And last, as I had mentioned before, 2025, represented a significant evolution in the agenda of expansion and modernization of the stores, so reinforcing the engineering team so we can expedite the rhythm of stores during the year and the upcoming years.

In the 4Q, we opened 2 new stores, 4 in the year and concluded 9 refit projects. I will talk more about the refits. So the refit projects in the traditional stores that we started last year are already bringing on exciting results. The 9 stores that underwent the refits presented a 12.9 p.p. growth over the other stores in the same area. So still short term, but we are very excited about the results. In 2026, Centauro will continue with an even more intense agenda of refits and specifically concentrating that during the period before the World Cup.

Let's talk about the Fisia strategies. At Fisia, we have 3 strategic priorities: recovering growth in wholesale, increasing the presence of Nike in Brazilian soccer, and evolving the running strategy. In wholesale, we consistently recovered the growth of revenue, especially after the 2H. The channel grew 28% 1Q and 23% 4Q.

So that's a result of an improvement in service. And as a result, in the 4Q, we launched the Nike.net portal for our channel customers. We inaugurated a new showroom in the neighborhood of Pinheiros in the same Fisia office and increased the number of events with our customers, during which we present our collections.

About strategic priorities of Fisia in soccer. We renewed our partnership with the Corinthians Club for another 10 years and made 2 new sponsorships official with Atletico Mineiro and Vasco da Gama. The uniforms have been widely accepted with a highlight to Vasco, showing a greater volume of sale in soccer launch in the past Fisia years.

Still in this quarter, we started the launch cycle for the World Cup, a casual jersey for a Brazilian team goalie. In running, we are focusing on the road running strategy with the franchises, Pegasus, Structure and Vomero, highlight to Vomero Premium that sold over 1,200 pairs since they started. In addition, Nike also announced that they will be the master sponsor for SP City Marathon as of 2026. This race, there's over 26,000 runners in the city of Sao Paulo, and it will celebrate its 10 year and will be called Nike SP City Marathon.

Two more highlights now. In logistics, we achieved the certification of authorized economic operator. That's something that shows that we are reliable and secure. This means we were able to clear customs while still in the sea, on ship, and employ capital. We have implemented ICMS tax incentives in the stores and wholesale, and that's very important to mitigate the FX impact.

Now, over to Salazar. He will go into the financial details.

José Salazar:

Good morning, everyone. Thank you, Gustavo. Now, I will talk about the main financial indicators. We are very satisfied with the Company's results for the year. As Gustavo mentioned, based on operations and also the financial aspects, we believe we are very well positioned to sustain 2026, which will be a very important year for the Company.

Here, I will repeat what Gustavo already mentioned. So it was an exceptional year for Centauro in terms of unlocking our growth, which is our objective. We had a growth in the 4Q of 15.8%,

same-store sales of 15.7%, increase in revenues per square meter of 12.2%, a growth in the average ticket of 27.6%. We also had quality in services provided, which was increased in NPS of 92. So, that means it's 6.1% higher in stores year-over-year. The Christmas campaign was very strong with a growth of 22%, and all of that in the stores.

In digital, we already see a good recovery. In terms of growth, we have great performance in digital, 18.7% growth. Some of the significant highlights are 31% in running shoes, we also had growth during Black Friday year-over-year, which was 14%, always trying to have strong financial discipline without putting too much pressure on the margin through discounts.

So those points are very significant. Therefore, based on the point of view of unlocking Centauro's growth, in addition to maintaining margins at very satisfactory levels, I do believe we have achieved very good results.

Moving on to Fisia, as Gustavo mentioned before, growth in wholesale. I believe that, that was one of our objectives, and it is very important. So we were able to achieve the 23% growth in 4Q25. We did many things to improve our relationship with partners. We also implemented a tax incentive that was full in the 4Q.

In digital, we had great growth, 12.6% revenue in 1P. That goes to show that after softer growth resulting from the price recovery and reduction of discounts that we had in 2024, I would say that 2025 brings us to a new level in sales in digital. And as from that point, we are going back to normal growth.

Highlight in NVS as well, we were able to improve the assortment in the stores. And we had good performance on celebratory dates during the end of last year, growth of 9.5%. And in NDIS, we believe that it is a very positive avenue for growth for the Company. We have expanded 3 stores.

We had an evolution of average ticket of 14.3%. Obviously, we did sell more, 31.7%. And that consolidates the perspective of opening stores in that type of model. We believe it's a winning model. And whenever we have a good point of sale, we should open a store because the result of this type of store model is very good, and there is very low penetration in that.

So in Fisia, we had an FX impact in the 4Q. We already expected that. So the gross margin level, it was pretty much offset by the tax incentive. It wasn't fully offset, but partially. But anyways, we do believe that this is just a circumstance. It was the 4Q, a higher FX rate, and we also had a mix. Wholesale growing, and we had a little bit of pressure in the margin because of the mix. Since wholesale grew a little more, we had that impact.

We started to adopt the complete tax incentive. We finalized the project in the 2Q and 3Q25. In the 4Q, all the tax incentives of the Company were fully operational. So, that was also a very important factor so that during the year, we will be able to mitigate the effects of the FX rate on Fisia.

Here we can see the Company's growth overall. So we had 11.8% growth in the 4Q. We can see that the margin during the year was pressured, especially by the FX rate at Fisia. And part of that pressure was offset by the tax incentives directly on gross margin, and the other part offset in net income, given a lower effective rate. So the tax incentive is not taxed. So we were able to navigate successfully in 2025 with a very huge challenge in the FX rate, being offset by the tax incentive and by implementing the process.

And based on operations in terms of implementation, it's very complicated. So I believe that in addition to unlocking Centauro's growth, we were able to offset the FX effects in the year. And also, we were able to prepare Fisia for a year that we may have a favorable FX rate as of

the 2H of next year. So we were able to navigate that temporary aspect in 2025 in our tax initiatives that were very successful.

In expenses, you can see very strong control of the Company's operational expenses, especially in corporate and what we call business support. Obviously, the other side of the Centauro growth is mainly connected to the initiatives that were already mentioned by Gustavo in the increase of personnel in store. We also have a growth of variable compensation as we have better sales results. As the number of salespeople grew in stores, we have a challenge in the distribution center because with more robust growth, we had to add more people there as well. And we also have people that we hired for the new Centauro and Fisia stores.

We also have an increase in royalties, given the preparation for the orders that will be received connected to the World Cup. So we are already getting these orders. In practice, that means a different seasonality, as 2026 is a different year because of the World Cup. And to have 2-digit growth in both business units, we also grew the marketing and performance expenses. So it's a great commitment with a guarantee of expenses that are under control.

On the next slide, we can see EBITDA in the 4Q that's mainly impacted by the FX rate. So robust growth impacted by lower margin, given the FX impact. And we recovered a part of that through net income with a lower rate of tax.

Another objective in 2025 was to maintain in a faster growth environment, with higher working capital, given the World Cup and the preparation for the World Cup, and given higher indebtedness, we had a strong objective in our heads of maintaining net income of 2024, which was a year with a more under control working capital and lower debt.

So even during a moment of expansion, growing the inventory and to get ready for the World Cup, and given the growth that we saw in 2025, we were able to maintain net income stable, so to speak, a small growth of 2.4% in 2025 year-over-year.

On the next slide, as I mentioned before, the financial cycle got worse in 13 days, mainly because of the inventory that increased 18 days. There are 2 things that are happening at the Company that we can see. It's growth.

The Company has been growing double digits the whole year. So we have to increase inventory to face that growth. And we are getting ready to receive products for the World Cup, soccer balls and other products related to the World Cup that's still part of the 4Q. And that was part of the plan that we had forecast. So it's the main variation that we have in working capital and according to business as usual.

On the next slide, we have cash generation, the evolution of net debt. So we have R\$387 million. Part of the EBITDA was consumed given the investment in working capital, and then we had higher investment of approximately R\$400 million. So we used those funds investing them in the stores, especially in IT. We have a higher financial debt, so that requires the payment of interest.

We paid dividends in June, if I am not mistaken, approximately R\$123 million, and we also had a share buyback program. As a result, the FCO is being used to cover our investment, and we grew the debt to pay the financial obligations. And even so, we maintained healthy leverage, lower than what we deem is the maximum possible. So we have a level of indebtedness of 0.96x EBITDA, which we believe is very good, especially during this phase of investments that we are going through right now.

I think that's what I had to say. So over to Gustavo, so we can conclude and then move on to the Q&A session.

Gustavo Furtado:

Thank you, Salazar. So we believe that we are ending 2025 with the objectives achieved, and the Destrava objectives are showing an effect. And we believe that we are starting 2026 on a good note and very ready to capture the opportunities for a year that has such a relevant sports calendar.

We will move forward in 2026 with an agenda of structuring projects, including the implementation of some secondary distribution centers to improve distribution and allocation of products. So once again, we are going into a second year of a new strategic growth cycle even more confident in our capability of executing.

So now, let's begin our Q&A session.

Rodrigo Gastim, Itaú BBA:

Good morning. Two questions from my side, the first one about the Centauro top line dynamics. That's what stood out to me the most in this quarter. I would like to understand what's behind that comfort in revenue evolution, understand a little more how you measure and capture the investments that you had in employees, which reflected in better productivity in the stores, and if in the beginning of the year, you already have a perception of maintaining the rhythm that's something structural in capturing the Centauro revenues increase. That's the first one.

And about gross margin at Fisia, as you mentioned, Salazar, there was a scenario effect there, especially in 2025, from the FX rate. So how do you see the dynamic of gross margin for Fisia across 2026? What do you believe in terms of behavior, as you are also capturing the tailwind of lower tax rates across 2026?

Gustavo Furtado:

Gastim, thank you for your question. I will answer the first part about our confidence that we are structurally capturing the growth of same-store sales in Centauro. And then, I will hand over to Salazar. He will talk about gross margin and FX rate.

So moving forward, we are very confident about our capability in delivering Centauro growth. All the strategic initiatives that we used across 2025 had a very positive effect. So the first action was to strengthen the sales team. We created dedicated frameworks for the priority categories. So we brought in a Director for footwear, a Director for soccer, Director for apparel and Director for complementary categories.

And what we observed during the year was the growth in all categories. So footwear, yes, it definitely drove growth across, I would say, almost the entire year. In soccer, we saw growth as of the 3Q. Complementary categories at the end of the year grew as well, increased their growth.

And apparel has been growing for a while now. So without a doubt, that is very likely the result of a very in-depth and detailed analysis of the products that we should allocate in all the different stores.

Another important factor for this growth was the addition of 800-some new athletes. So part of them were salespeople. So there's a part of the store that's assisted sales in footwear, and there's the self-service. So we highly trust that the salespeople that we brought into the operation were very important for growth, the expedited growth of footwear. A very important

metric that we look at is average sales per salesperson. So we have observed that metric during the year, and we saw that, that remained stable.

So it's very clear that in previous years, we did not have the ability to service all our customers. Specially, in the smaller stores with less salespeople, we saw even higher growth than the other stores that, in a way, were prioritized stores. We saw an expressive increase in the NPS, which is also a direct result of having more athletes in stores, assisting our journeys in their purchase experience.

And lastly, the other strategic initiative, which is very important for us to unlock growth, especially in the older Centauro stores, is the refit project. We had 9 refits last year. Even though we still have a very short period of analysis, we are very excited with these results. The stores grew almost 13 p.p. more than the other stores in the region.

So we continue to be very excited. And we started to capture these results as of the 3Q. And with the maturity of the new athletes that joined the stores, we have a very intense agenda for training, not only for the salespeople, that would be more technical to sell our high-technology products, and training in terms of process for the self-service people. So the team is increasingly more mature.

We do believe that there's still an upside to capture there in operations in the store. And the commercial team that's stronger is seeing their purchases come into the store. Last year, there were complements of what they had already done, better allocation of products, and now we have the new ones.

And we will have more refits this year, especially before the World Cup, to ensure that, that can be paid off during the year. And we do hope that the refitted stores will have same-store sales as good as the ones that we have seen in such a short period of time.

So that's the idea. We are very confident that the growth will be sustained. And now, over to Salazar to talk about the second part of your question.

José Salazar:

For Fisia, in our mindset, we see the margin improving as of the 2Q because then, we will have the World Cup effect. We will be selling the Brazilian team jersey, that's the one that usually has a great margin.

And as of the 3Q and 4Q, we will see the opposite of what we saw in 2025, which was more favorable FX rate to buy products. So we will have an impact that should be very positive, all things going well, to Fisia's margin. That's the calendar that we expect for 2026.

Gustavo Senday, Bradesco:

Good morning. Thank you for taking my questions. I also have 2 questions. First of all is about the Fisia growth for 2026. Could you give us the details in the growth per channel and DTC? We see same-store a little bit under the full potential of the brand. So I would like to know what type of adjustments have to be made. I know you have to balance out the channels better. Wholesale may have impacted brick-and-mortar stores, but what can you do to prepare the stores for the World Cup? Do you need to make any adjustments? That's the first question.

Second question is SG&A. You went into the details in the release about the Company's investments, OPEX, Centauro headcount, and understanding the investment rate, OPEX moving forward. If we should expect that 2026 could be diluting those investments, what's

structural, and what's more circumstantial in terms of investments that were made across 2025?

Gustavo Furtado:

Thank you, Gustavo, for your question. I will talk about strategy, and then I will hand over to Salazar, so he can talk about SG&A.

So to the first part of your question was the growth in Fisia with the different channels. I would say, first of all, that the 4Q was very exciting. We saw wholesale maintain the consistency in growth. And we are very confident.

Let me take a step back first. First of all, all channels will benefit from the World Cup and the sponsorship of the 2 new soccer clubs. All channels will benefit from strengthening the running and soccer categories. So there are some idiosyncrasies per channel.

In terms of store, not only the NVS, but also NDIS, we will see a more well-planned assortment in the stores. We saw leftover inventory for the past years, and that affected the accuracy of allocating the products in NVS. For now, products that go into NVS are much better planned. We have a portfolio of leftovers from the industry. So NVS will perform well.

Last year, we strengthened the store teams, and we changed commissioning to ensure that personnel were better compensated so we can attract better salespeople to service our consumers better. So we are very comfortable with the growth perspective.

And finally, in digital, we will also benefit from a portfolio improvement. We will see that there is a more effective aspect in customer lifetime value. You will see, that, in the past 20 years, is much higher than the other customers. And even in the context of the fans for Vasco and Atletico, we have had a constant improvement in the technology platform. So in general, we are very optimistic of the individual performance of each one of the channels.

So let me hand over to Salazar.

José Salazar:

Gustavo, I believe the answer is, first of all, obviously, for 2026, we have an annualization of the additional store expenses that we invested in, in 2025. So the increase of these 900 extra people in stores started as of April-May 2025. So the 1Q25, we still had not made those investments. So I believe that, that's a point that will take place in 2026. You will have the full year of those expenses, the full year of growth and also the full year of the expenses. Our expectation is that we will use part of the increase in gross margins that we will have next year and invest some of that in the business.

Gustavo mentioned in the beginning, the investments in logistics, distribution centers. So when you do that, you create some small distribution centers, service centers and you have people to operate the distribution centers. So obviously, we would imagine that across time we will have a better assortment in sales, we will have lower rupture in stores that will obviously pay off those costs.

So in most part, what we have for the year is also higher investment in marketing because of the World Cup, and that's normal, we have better results because of the World Cup, but in those better results, that does improve the general results and bottom line for the Company. We will invest more in marketing because we have to tell the World Cup story, the story of the Brazilian team and for the jersey.

So in general, I would say that those are the 3 main points that we can see now in the short term. We see an annualization of investments in stores, marketing growing because of the World Cup. It's positive, but there's investment in marketing, part of the gross margin expansion in logistics. So I believe those are the main points for 2026.

Eric Huang, Santander:

Good morning. Thank you for taking our questions. We have 2 on our side. One of them is a follow-up to Gastim's first question. So maybe quantify out of the 3 main points that you brought, Gustavo, how much of that helped in same stores? Maybe in the 4Q we will have a full effect, so we can think about how they can work tomorrow, and maybe the different steps in the initiatives.

And second, you have optimized your customs clearance with Fisia. So I would like to know how many days you used to have for customs clearance in mainland, and now that it's going to be done on the ship. Would that be a gain for your working capital and inventory? Thank you.

Gustavo Furtado:

Thank you for your question, Eric. First about the results of the Destrava initiative and if we can individually quantify how much each one of them contributed towards growth in the 3Q and 4Q, and the second one is the impact of the new certification that we have and inventory days.

So with the first one, it's very hard to individually quantify that because the initiatives complement each other and one impacts the other.

On what we can say, footwear grew the most, not only in the quality of the purchase and the way that we distributed footwear to all the stores, but also by the addition of salespeople. So that's positive.

You can open up the assortment to stores that were serviced by few salespeople and then older inventory that you did not have sufficient sales force to generate inventory. But now, we can feel more secure in opening up more assortment for different stores because you will have a well-trained sales force that can increase sales because of the higher inventory.

And in 2024, we found that growth was highly dependent on the growth that we observed in the high-power stores. I think we grew 7.4% in 2024, but you can see that distribution of growth was not that because we had long-tail stores that did not have the same growth of the others. And in 2025, that's what we wanted. It's what we imagined. We believe that we could unlock the growth in the low-power stores. And the fact that we did give them more assortment and people, those stores did have significant growth.

Footwear is a very relevant category. So when the category grows, we can see that the average ticket grows a lot. You can see that ROIC of each one of the additional sales personnel is very positive. So we do believe that there are still some fine-tuning to be done to size the number of salespeople per store in a more accurate manner, of course.

So I believe that we can still capture some opportunities this year through the purchases done through the new sales personnel in stores and unlocking the stores that will go through the refits. We have been seeing that it's incremental growth that's very significant. We still have 100 stores to refit. We want to expedite that this year and next year, so showing that there's an impact still. But quantifying that individually is very hard, if not impossible. But when they are combined, they give us long-term sustainable growth.

And the second part is about the new certification. Salazar, I will hand it over to you.

José Salazar:

We have a range of possibilities in this case. We believe that in worst-case scenario, we would have an improvement to our inventory days of approximately 3 days. And best scenario, we would have an improvement of approximately 8 inventory days. That still is highly dependent on operations. So we can learn how to do that better than we have been doing, and to accept that.

I am not going to give you an exact number. It depends on some aspirational aspects because we are starting that now. So 3 to 8 days, I do believe, is the potential days that we can consider and estimate.

Danniela Eiger, XP:

Good morning. Thank you for taking my questions. I have 2. First of all, about the competitive environment. You mentioned that there was an increase in promotional intensity, and another player was talking about that. So I want to understand how you have seen that in the beginning of the year, what are your expectations across the year, your own initiatives, especially related to Fisia, the World Cup, so on and so forth? So whatever you can share with us in terms of promotional environment.

My next question is similar to the margin dynamic, so the effect of the stores that are closed for refitting, right? You were mentioning focusing more on that in the beginning of the year. I would like to know how many would be fully or partially closed in the beginning of the year, and if that would be a challenge to grow in the beginning. And then, I imagine that you would offset that, based on what Gustavo mentioned and that's on the release about the 13 p.p. of a better performance during intense seasonality, which would be the 3Q with the World Cup. So I would like to hear that, please.

Gustavo Furtado:

Danni, thank you for your question. So the first part is about the competitive scenario and how we see the beginning of the year, if there are more or less markdowns. And the second one is about the impact of the closing and opening of the older stores in the beginning of the year. I will answer the first part, Salazar can answer the second one, and then I can add to that, if you wish.

So Danni, we did see a more competitive scenario, especially during last year's Black Friday. We saw new players being aggressive and with the discounts, especially during Christmas. So to be very honest, I really see a structural difference compared to 2024. It's a very similar dynamic that we have been seeing, not only in 2024, 2025. And now, in 2026, I do not see a reason for any structural changes, quite on the contrary.

I see the launch of a World Cup collection, not just by Nike, but all the other brands that somehow support the competition in sales that are full margin, healthy sales. So I cannot really imagine any deep changes in the competitive scenario in 2026.

So Salazar, second part.

José Salazar:

I will start answering, and if you wish, Gustavo, you can step in. Danni, we have 50 refits for this year. We want to start 25 by the end of March. So, that means that by the end of March, we will be starting 25 and finishing all of them in the 2Q. After that, in smaller power stores, so to speak, for the World Cup, we should have 15 more refits during the 2Q. So, that would be 25 plus 15, meaning 40, and then the rest after the World Cup.

The refit dynamic, and this is on average, it's important to mention because some shopping malls want something specific, so we cannot do things exactly as we planned, but on average, what we have been doing is closing the store partially during the refit period.

The refit lasts approximately 2 months. We close 50% of the stores in the first month and 50% in the second month. So we have a drop in 50% revenue on average. And with the results that we have seen in the first refits that we had, what we will most likely see is a recovery as soon as they open. So the stores will be ready and relevant. So the stores that are relevant for the World Cup will be ready, and with that dynamic, closing 50% of the store during that period and then recovering that with extra sales, given the refit that was done in the store. That's the idea.

Isabella Lamas, UBS:

Good morning. Thank you for taking my question. Just one thing on our side. About Fisia, we would like to explore some of the data in Fisia, especially the NDIS stores. The average ticket growth was almost 15%, growth of items sold was close to 32%. So first about the ticket, is it a result of mix? Is there a price adjustment as well? And in volume, what are the highlights? You mentioned soccer categories and running doing well in NDIS, but are there other subcategories and specific products that you could talk about which contributed towards that performance?

Gustavo Furtado:

Thank you, Isabella, for your question. I am going to repeat your question. Add if I forget anything. So the question is about the details and growth that we found in NDIS. So average ticket grew 15%, and then try to explore about the growth.

Isabella Lamas:

About the volume, the 32% in items sold. Details about categories and products.

Gustavo Furtado:

Composition of average ticket is average price per coupon, and there's a very relevant impact when we analyze the value per se. We have been doing many initiatives as we did with Centauro to increase the number of items per coupon. So our athletes should follow the entire purchase journey and to try to maximize it in a very friendly manner. So we have also seen growth in the running category and performance system. So road running is a high price.

So I think it's everything. Average price, items per coupon and mix in categories.

José Salazar:

I think that's it. We are making the model more mature. We started off with a few stores. Now we are opening more stores, and we are making the model more mature. So, as it becomes more mature, it becomes operationally better. So that's the only thing I would like to add.

Felipe Rached, Goldman Sachs:

Good morning. Thank you for taking my question. I would like to go into details. I know there are reforms and modernization that you had, but I would like to see the opportunities that you have for expediting the expansion project in Centauro and Fisia. Are there any specific regions that have more space to grow? So how do you see those opportunities in the medium term? Maybe it's not to be expedited now, but that would be very interesting.

Gustavo Furtado:

Thank you for your question. So this is about our perspective to open new stores. You said that well. Focus is on refits. We are talking about refitting 50 stores. So, that said, we are always talking to entrepreneurs. And if there's an opportunity for Centauro, we will definitely open stores.

So we see more opportunities to open NDIS. That's the full-price Nike store. We currently have 12 stores. We see very powerful shopping malls with brands that have the same Nike profile and could definitely carry an NDIS. So we believe that it's still underpenetrated.

Obviously, we need to have 800 to 1,000 m² in space, and in the high-power shopping malls, that type of opportunity does not appear every day. But the positive side is that Nike has a huge appeal for all shopping mall entrepreneurs. So the conversation is constantly happening.

So in summary, we are focusing on refitting the stores. For new points, we are prioritizing NDIS. It's not an expedited agenda in the short term, but it's a conversation that takes place every day. So we are fully capable of opening, especially NDIS.

Operator:

Other questions received by the Q&A icon will be answered by the IR team. The Q&A session is now over. I would like to hand over to Gustavo Furtado for his final remarks.

Gustavo Furtado:

Thank you very much for your participation in our conference calls, your interest in the Company, our shareholders and especially our team of athletes that have been delivering great results in the past quarters.

Thank you once again. See you next time.

Operator:

The SBF Group conference call is now over. Thank you for your participation, and have a great day.

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