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Índice de Ações com Governança Corporativa Diferenciada IGC
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Bento Gonçalves, Rio Grande do Sul, November 12, 2026, Unicasa Indústria de Móveis S.A. (B3: UCAS3, Bloomberg: UCAS3: BZ, Reuters: UCAS3.SA), one of the leaders in Brazil's custom-made furniture industry and the only Brazilian publicly held company in the sector, announces today its results for the third quarter of 2026 (3Q26). Except where stated otherwise, all variations and comparisons are in relation to the same period the previous year. The following financial and operating information, except where stated otherwise, is presented with consolidated data (including Unicasa Comércio de Móveis Ltda and Unicasa Holding, LLC), in thousands of Brazilian reais and in accordance with the International Financial Reporting Standards (IFRS).

Period highlights

- *Gross revenue of R$70.5 million (-10.6%);*
- *Operating loss of R$2.6 million;*
- *EBITDA of R$2.4 million (4.0% margin);*
- *Operating cash generation of R$5.7 million;*
- *Funding of R$50.0 million from BNDES/Santander.*

Executive Summary	3Q25	3Q26	Δ	9M25	9M26	Δ
Gross Revenue ex-IPI	78,865	70,503	-10.6%	206,514	185,765	-10.0%
Net Revenue	**66,643**	**58,613**	**-12.0%**	**173,298**	**154,157**	**-11.0%**
Cost of Goods Sold	(44,833)	(40,439)	-9.8%	(120,127)	(111,574)	-7.1%
Gross Income	**21,810**	**18,174**	**-16.7%**	**53,171**	**42,583**	**-19.9%**
Gross Margin	***32.7%***	***31.0%***	***-1.7 p.p.***	***30.7%***	***27.6%***	***-3.1 p.p.***
Selling and Administrative Expenses	(22,938)	(23,744)	+3.5%	(64,588)	(66,422)	+2.8%
Other Revenues and Operating Expenses	648	2,949	+355.1%	2,571	4,205	+63.6%
Operating Income	**(480)**	**(2,621)**	**+446.0%**	**(8,846)**	**(19,634)**	**+122.0%**
Operating Margin	***-0.7%***	***-4.5%***	***-3.8 p.p.***	***-5.1%***	***-12.7%***	***-7.6 p.p.***
Financial Income (Expenses) Net	(522)	(67)	-87.2%	(2,528)	(1,033)	-59.1%
Operating Income before Income Tax and Social Contribution	**(1,002)**	**(2,688)**	**+168.3%**	**(11,374)**	**(20,667)**	**+81.7%**
Income Tax and Social Contribution	55	1,363	+2378.2%	2,808	7,068	+151.7%
Net Profit	**(947)**	**(1,325)**	**+39.9%**	**(8,566)**	**(13,599)**	**+58.8%**
Net Margin	***-1.4%***	***-2.3%***	***-0.8 p.p.***	***-4.9%***	***-8.8%***	***-3.9 p.p.***
EBITDA	4,105	2,351	-42.7%	4,276	(4,855)	-213.5%
EBITDA Margin	***6.2%***	***4.0%***	***-2.2 p.p.***	***2.5%***	***-3.1%***	***-5.6 p.p.***
ROIC - LTM	***-0.9%***	***-6.8%***	***-6.0 p.p.***	***-0.9%***	***-6.8%***	***-6.0 p.p.***

Disclaimer: *The forward-looking statements in this document related to the business prospects, projections of operating and financial results and growth prospects of Unicasa are merely estimates and as such are based exclusively on Management's expectations for the future of the business. These expectations depend substantially on market conditions, the performance of the Brazilian economy, industry and international markets, and are subject to known and unknown risks and uncertainties, which can cause such expectations to not materialize or cause actual results to differ materially from those expected and, therefore, are subject to change without prior notice.*

MESSAGE FROM MANAGEMENT

Dear Shareholders,

This quarter, gross revenue ex-IPI was R$70.5 million, down 10.6%, with declines across all sales channels. The operating loss was R$2.6 million, and EBITDA was positive at R$2.4 million (4.0% margin).

In the exclusive channel (-1.5%), the decline reflects stores closed over the past 12 months: the network ended the quarter with 127 exclusive dealers, nine fewer than in 3Q25. On a same-store basis, sales grew 2.1%, while volume declined 7.6%. The multibrand channel (-10.3%), which serves consumers with lower average ticket sizes and are more reliant on credit, continues to be affected by the macroeconomic environment. Corporate sales (-32.6%) reflected the postponement of deliveries for construction projects, against a high comparison base (R$5.0 million in 3Q25). In Exports (-27.9%), the change was driven by the delivery of a corporate project in Uruguay in 3Q25 and a 5.9% decline in the average U.S. dollar exchange rate between the periods.

At owned stores in the United States, sell-out declined 38.8%, reflecting greater caution among U.S. consumers and a sluggish construction market amid high interest rates. Year to date, sell-out has increased 67.2%. Both comparisons exclude the Orlando store, closed in December 2025. Recognized revenue declined approximately 6% in the quarter and 16% year to date, reflecting the closure of the Orlando store. In the other operations, recognized revenue remained stable in both comparisons.

In the third quarter, we transferred the commercial operation of the Miami store to a third party, which will continue operating under the Dell Anno brand. During the transition period, which runs through 2032, Unicasa retains the right to resume operations. Once this period ends, the transfer will become permanent.

Gross margin was 31.0% (-1.7 p.p. vs. 3Q25), reflecting lower fixed-cost absorption, including depreciation, amid lower revenue. Compared with 2Q26, gross margin increased 4.7 p.p., driven by the May price adjustment and higher revenue, which improved fixed-cost absorption.

Selling, general and administrative expenses totaled R$23.7 million (+3.5%). The main pressure came from contingencies, partially offset by lower expenses related to the Orlando operation. Other operating income, net, totaled R$2.9 million (R$0.6 million in 3Q25), due to the recovery of tax credits.

Cash from operating activities amounted to R$5.3 million, equivalent to the debt repayment (R$5.1 million). CAPEX of R$10.3 million accounted for R$10.2 million in cash outflows, and cash totaled R$50.5 million. Net debt totaled R$79.2 million.

As disclosed in the Material Fact released on September 30, 2026, we secured R$50.0 million from the Brazilian Development Bank (BNDES) through Santander under the *Brasil Soberano Competitividade* program (working capital facility). The facility bears interest at CDI minus 1.15% p.a., has a 12-month grace period, and will be repaid in semiannual installments over 48 months. The funds were credited on October 2 and, therefore, are not reflected in the September 30 balances. Pro forma: Gross debt of R$179.7 million and cash and cash equivalents of R$100.5 million, with no change in net debt.

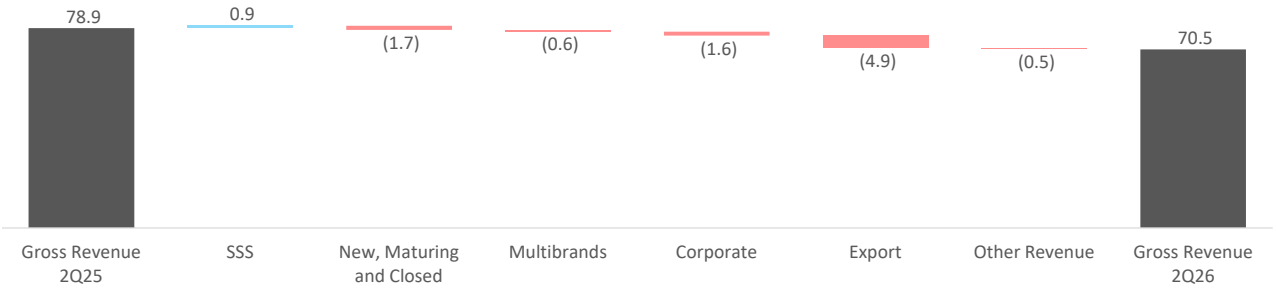
In December, Dell Anno will open its flagship store on Alameda Gabriel Monteiro da Silva in the city of São Paulo. The store was designed by Spanish architect Fran Silvestre. The property is owned by subsidiary Unicasa Comércio, recorded as investment property (R$42.5 million as of September 30, 2026), and leased to an authorized dealer that will operate the store. Dell Anno will also open its new store at Shopping D&D in São Paulo in December, following a two-year hiatus.

As disclosed in the Material Fact released on August 18, 2026, further to the Material Fact released on June 1, 2026, the Company entered into a third amendment to its shareholders agreement, formalizing the transfer of all shares held by the majority shareholder and member of the controlling group, Alexandre Grendene Bartelle, in his individual capacity, to an equity investment fund exclusively owned by him. The fund replaced him as a signatory to the agreement and assumed all of his rights and obligations. The change did not affect the voting or economic rights of the shareholders who are parties to the agreement and involved only formal adjustments.

We thank the shareholders, dealers, employees, suppliers, and other stakeholders for the conclusion of another quarter.

SALES PERFORMANCE

The following chart shows the evolution of revenue between 3Q25 and 3Q26[(1)]:



[(1)]In million.

The following table shows the breakdown of revenue.

Gross Revenue ex-IPI	3Q25	3Q26	Δ	9M25	9M26	Δ
Exclusive Dealers	49,630	48,864	-1.5%	133,607	130,047	-2.7%
Δ Same Stores Sales	15.0%	2.1%		12.5%	2.9%	
Δ Same Stores Volume[1]	15.0%	-7.6%		8.6%	-5.2%	
Multibrands	6,170	5,536	-10.3%	16,361	14,808	-9.5%
Corporate	4,998	3,369	-32.6%	11,617	9,683	-16.7%
Exports	17,365	12,515	-27.9%	43,683	30,383	-30.4%
Gross Revenue ex-IPI	**3Q25**	**3Q26**	**Δ**	**9M25**	**9M26**	**Δ**
Unicasa Indústria de Móveis	78,865	70,503	-10.6%	206,514	185,765	-10.0%
Δ Volume[1]	14.9%	-18.1%		4.6%	-25.5%	

[1]Obtained by deflating revenue by price increases passed on to dealers and excluding the discounts granted.

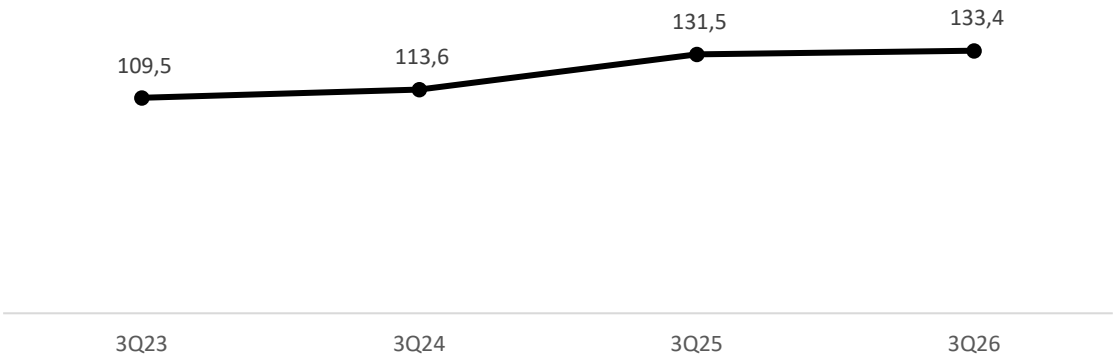
SALES AND DISTRIBUTION CHANNELS

Below is the evolution of our distribution network.

Period	3Q25	4Q25	1Q26	2Q26	3Q26	Δ [(1)]
Exclusive Dealers	**136**	**130**	**130**	**128**	**127**	**(1)**
National Exclusive	120	115	115	113	112	(1)
Export Exclusive	16	15	15	15	15	-
Multibrands	**73**	**73**	**73**	**71**	**71**	**-**
National Multibrands	67	67	67	66	66	-
Export Multibrands	6	6	6	5	5	-

(1) Variation compared to 2Q26

Average productivity of exclusive stores in Brazil increased 1.4% on a same-store basis. The following chart shows productivity by quarter.

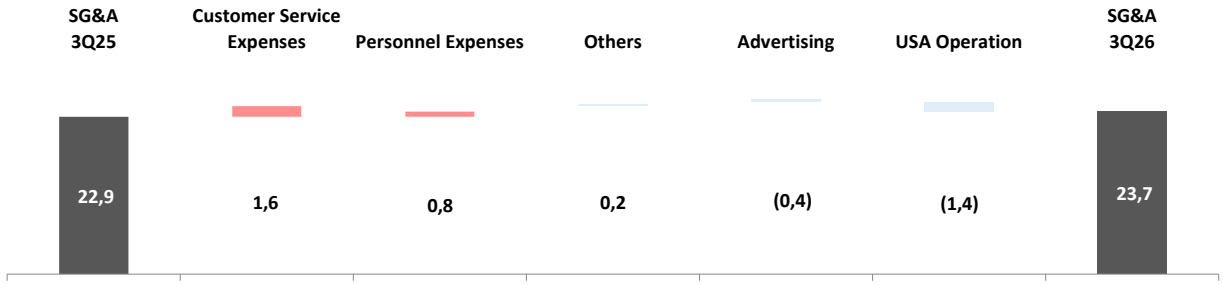


FINANCIAL PERFORMANCE

SELLING, GENERAL AND ADMINISTRATIVE EXPENSES (SG&A)

Selling General and Administrative Expenses	3Q25	3Q26	Δ	9M25	9M26	Δ
Total	**(22,938)**	**(23,744)**	**+3.5%**	**(64,588)**	**(66,422)**	**+2.8%**
Selling Expenses	**(17,162)**	**(17,617)**	**+2.7%**	**(49,291)**	**(49,119)**	**-0.3%**
% of Net Revenue	25.8%	30.1%	+4.3 p.p.	28.4%	31.9%	+3.5 p.p.
Administrative Expenses	**(5,776)**	**(6,127)**	**+6.1%**	**(15,297)**	**(17,303)**	**+13.1%**
% of Net Revenue	8.7%	10.5%	+1.8 p.p.	8.8%	11.2%	+2.4 p.p.
SG&A % of Net Revenue	34.5%	40.6%	+6.1 p.p.	37.2%	43.1%	+5.9 p.p.

The following chart shows the changes in Selling, General and Administrative (SG&A) Expenses between 3Q25 and 3Q26[1]:



(1)In million.

Customer service expenses refer to serving customers from closed stores and include merchandise, freight, assembly, refunds due to contract cancellations, and court costs. Most of this quarter's expenses stem from a single store closure.

Personnel expenses increased due to wage adjustments from collective bargaining and higher staffing in the marketing department, partially offset by lower consulting expenses.

The reduction in expenses in U.S. operations was primarily driven by a lower headcount following the closure of the Orlando store.

Advertising expenses decreased mainly due to lower spending on advisory services and trade fairs.

Other Operating Income and Expenses

The main change relates to the recovery of tax credits.

Other Operating Income and Expenses	3Q25	3Q26	Δ	9M25	9M26	Δ
Total	**648**	**2,949**	**355.1%**	**2,571**	**4,205**	**63.6%**
Result from the sale of assets held for sale and of property, plant and equipment	(147)	(311)	111.6%	(100)	(352)	252.0%
Bank Premium	139	139	0.0%	300	338	12.7%
Other Operating Income	656	3,121	375.8%	2,371	4,219	77.9%
% of Net Revenue	**1.0%**	**5.0%**	**+4.0 p.p.**	**1.5%**	**2.7%**	**+1.2 p.p.**

Financial Result

The main change in financial result was revenue from the inflation adjustment of recovered tax credits.

Financial Result	3Q25	3Q26	Δ	9M25	9M26	Δ
Net Financial Result	**(522)**	**(67)**	**-87.2%**	**(2,528)**	**(1,033)**	**-59.1%**
Financial Expenses	**(4,268)**	**(3,845)**	**-9.9%**	**(13,174)**	**(12,353)**	**-6.2%**
IOF charge and bank fees	(141)	(47)	-66.7%	(317)	(185)	-41.6%
Loans and financing expenses	(1,757)	(2,496)	+42.1%	(5,522)	(8,025)	+45.3%
Exchange variation expenses	(1,645)	(423)	-74.3%	(5,145)	(1,819)	-64.6%
Present value adjustment - AVP	(471)	(628)	+33.3%	(1,560)	(1,703)	+9.2%
Other financial expenses	(254)	(251)	-1.2%	(630)	(621)	-1.4%
Financial Income	**3,746**	**3,778**	**+0.9%**	**10,646**	**11,320**	**+6.3%**
Interest income	43	603	+1302.3%	135	765	+466.7%
Discounts	20	82	+310.0%	135	174	+28.9%
Yield from short-term investments	1,077	1,411	+31.0%	3,435	5,182	+50.9%
Exchange variation income	1,332	296	-77.8%	2,673	1,320	-50.6%
Present value adjustment - AVP	998	1,237	+23.9%	3,179	3,402	+7.0%
Other financial income	276	149	-46.0%	1,089	477	-56.2%

EBITDA and EBITDA Margin

EBITDA	3Q25	3Q26	Δ	9M25	9M26	Δ
Net Income for the Period	**(947)**	**(1,325)**	**+39.9%**	**(8,566)**	**(13,599)**	**+58.8%**
Income Tax and Social Contribution	(55)	(1,363)	+2378.2%	(2,808)	(7,068)	+151.7%
Financial Result	522	67	-87.2%	2,528	1,033	-59.1%
EBIT	**(480)**	**(2,621)**	**+446.0%**	**(8,846)**	**(19,634)**	**+122.0%**
Depreciation and Amortization	4,585	4,972	+8.4%	13,122	14,779	+12.6%
EBITDA	**4,105**	**2,351**	**-42.7%**	**4,276**	**(4,855)**	**-213.5%**
EBITDA Margin	***6.2%***	***4.0%***	***-2.2 p.p.***	***2.5%***	***-3.1%***	***-5.6 p.p.***

Cash Flow

Operating cash generation before working capital was R$5.7 million; after working capital, cash and cash equivalents totaled R$5.3 million. Investments of R$10.3 million and debt repayments reduced cash by R$10.2 million.

Cash Flow	3Q25	3Q26	Δ	9M25	9M26	Δ
Cash Flows from Operating Activities	6,965	5,697	-18.2%	12,149	2,230	-81.6%
Changes in Assets and Liabilities	6,180	(427)	-106.9%	21,027	22,302	+6.1%
Cash generated by operating activities	**13,145**	**5,270**	**-59.9%**	**33,176**	**24,532**	**-26.1%**
Cash generated by investment activities	(10,017)	(10,286)	+2.7%	(26,260)	(26,983)	+2.8%
Cash generated by financing activities	(2,310)	(5,111)	+121.3%	(3,856)	(15,469)	+301.2%
Effect of exchange variation on cash and cash equivalents	586	(37)	-106.3%	1,957	303	-84.5%
Increase (decrease) in cash and financial investments	**1,404**	**(10,164)**	**-823.9%**	**5,017**	**(17,617)**	**-451.1%**
At the Beginning of the Period	38,801	60,664	+56.3%	35,188	68,117	+93.6%
At the End of the Period	40,205	50,500	+25.6%	40,205	50,500	+25.6%
Cash flow and Financial Investments	**1,404**	**(10,164)**	**-823.9%**	**5,017**	**(17,617)**	**-451.1%**

Debt

Debt	30/09/2026	30/06/2026	31/03/2026	31/12/2025	30/09/2025
Short Term Debt	19,510	16,696	13,840	12,078	7,944
Long Term Debt	110,223	114,979	119,337	123,077	79,143
Gross Debt	**129,733**	**131,675**	**133,177**	**135,155**	**87,087**
Cash and Cash Equivalents	20,113	16,197	27,127	38,944	23,297
Financial Investments	30,387	44,467	37,398	29,173	16,908
Availabilities	**50,500**	**60,664**	**64,525**	**68,117**	**40,205**
Net Debt/(Cash Surplus)	**79,233**	**71,011**	**68,652**	**67,038**	**46,882**
EBITIDA LTM	(1,879)	(125)	5,364	7,252	10,243
Net Debt/EBITDA	**-**	**-**	**12.80 x**	**9.24 x**	**4.58 x**

Loans					Amortization Schedule					
Operation[1]	Indexer	Interest Rate (a.a.)	Final Due Date	Total	2026	2027	2028	2029	2030	2031 until maturity
FINEP	TR+	3.30%	oct/33	59,528	2,260	8,512	8,512	8,512	8,512	23,220
Commercial Note	IPCA+	12.01%	aug/44	24,847	189	469	525	588	659	22,417
BNDES	Pré-fixado	5.60%	oct/30	35,389	1,860	8,747	8,747	8,747	7,288	-
BRDE	IPCA+	4.00%	dec/30	9,969	36	2,500	2,500	2,500	2,433	-
			Total	**129,733**	**4,345**	**20,228**	**20,284**	**20,347**	**18,892**	**45,637**

[1] *All operations in national currency*

Return on Invested Capital (ROIC) and Return on Equity (ROE) in the last twelve months (LTM)

NOPLAT (Net Operating Profit Less Adjusted Taxes)	3Q26	2Q26	1Q26	4Q25	3Q25
(=) EBITDA	**2,351**	**(2,300)**	**(4,906)**	**2,976**	**4,105**
Depreciation	4,972	4,900	4,907	4,836	4,585
(=) EBIT	**(2,621)**	**(7,200)**	**(9,813)**	**(1,860)**	**(480)**
Income Tax and Social Contribution	1,363	2,547	3,158	(2,227)	55
Financial Result Income Tax Reversal	(23)	(169)	(159)	375	(177)
(=) Operating Net Income (NOPLAT)	(1,281)	(4,822)	(6,814)	(3,712)	(602)
(=) Operating Net Income (NOPLAT) - Last Twelve Months	**(16,629)**	**(15,951)**	**(12,803)**	**(10,609)**	**(2,029)**
ROIC (Return on Invested Capital)	**3Q26**	**2Q26**	**1Q26**	**4Q25**	**3Q25**
Invested Capital - LTM	243,400	239,478	237,789	234,834	233,008
ROIC - LTM	**-6.8%**	**-6.7%**	**-5.4%**	**-4.5%**	**-0.9%**
ROE (Return on Equity)	**3Q26**	**2Q26**	**1Q26**	**4Q25**	**3Q25**
Net Profit	(1,325)	(5,151)	(7,123)	(2,983)	(947)
Net Profit - Last Twelve Months	**(16,582)**	**(16,204)**	**(13,248)**	**(11,549)**	**(2,341)**
Shareholders' equity	166,473	167,740	173,041	180,413	183,135
Shareholders' equity - Last Twelve Months	**171,917**	**176,082**	**180,172**	**183,518**	**186,510**
ROE - LTM	**-9.6%**	**-9.2%**	**-7.4%**	**-6.3%**	**-1.3%**

Invested capital includes R$42.5 million in investment property related to the construction of the Dell Anno Gabriel store, which does not yet generate rental income. Leasing to the reseller will begin in 4Q26. Excluding this investment, adjusted LTM ROIC for 3Q26 stands at -8.3%.

ANNEX I – WORKING CAPITAL AND CAPITAL INVESTED

Invested Capital	30/09/2026	30/06/2026	31/03/2026	31/12/2025	30/09/2025
Operational Assets	**90,798**	**90,394**	**85,267**	**89,270**	**85,791**
(+) Trade Accounts Receivable	23,793	26,807	23,988	26,098	26,962
(+) Long Term Trade Accounts Receivable	16,365	14,344	13,089	14,236	15,113
(+) Long Term Loans Granted	2,073	2,436	2,787	3,128	1,818
(+) Inventories	33,666	30,858	30,291	29,176	30,266
(+) Advances to Suppliers	401	411	440	1,023	706
(+) Loans Granted	1,385	1,384	1,406	1,427	850
(+) Prepaid Expenses	9,776	10,271	8,445	7,855	5,791
(+) Recoverable Taxes	3,339	3,883	4,821	6,327	4,285
Operational Liabilities	**97,897**	**97,669**	**82,284**	**75,100**	**88,015**
(-) Suppliers	12,431	10,464	8,433	8,506	14,288
(-) Tax Liabilities	2,274	2,548	1,570	1,393	3,741
(-) Payroll and Related Charges	11,800	10,006	8,205	6,742	10,839
(-) Advances from Customers	66,204	69,192	57,696	50,819	51,677
(-) Leases Payable	3,604	3,531	3,561	3,717	4,171
(-) Other Liabilities	1,584	1,928	2,819	3,923	3,299
(=) Working Capital	**(7,099)**	**(7,275)**	**2,983**	**14,170**	**(2,224)**
Non-current Operating Assets	**273,897**	**267,411**	**260,987**	**257,676**	**257,728**
(+) Assets Held for Sale	2,090	2,090	2,090	2,090	2,090
(+) Deferred Income and Social Contribution Taxes	13,591	12,007	9,560	6,712	8,692
(+) Recoverable Taxes	383	644	846	1,068	98
(+) Judicial Deposits	460	460	468	468	468
(+) Other Assets	3,156	3,133	3,188	3,347	4,120
(+) Investments	20	20	20	20	20
(+) Investment Property	42,486				
(+) Property, Plant and Equipment	208,552	245,828	242,095	241,125	237,884
(+) Intangible Assets	3,159	3,229	2,720	2,846	4,356
Non-current Operating Liabilities	**21,092**	**21,385**	**22,277**	**24,395**	**25,487**
(-) Other Assets	899	964	1,049	1,183	889
(-) Leases Payable	14,010	14,575	15,550	17,139	19,717
(-) Provisions	6,183	5,846	5,678	6,073	4,881
(=) Fixed Capital	**252,805**	**246,026**	**238,710**	**233,281**	**232,241**
(=) Total invested capital	**245,706**	**238,751**	**241,693**	**247,451**	**230,017**
Financing					
(+) Shareholders' equity	166,473	167,740	173,041	180,413	183,135
(+) Short Term Loans Granted	19,510	16,696	13,840	12,078	7,944
(+) Long Term Loans Granted	110,223	114,979	119,337	123,077	79,143
(-) Cash and Cash Equivalents	20,113	16,197	27,127	38,944	23,297
(-) Short Term Financial Investments	5,267	20,197	13,924	16,484	16,908
(-) Long Term Financial Investments	25,120	24,270	23,474	12,689	-
(=) Total Financing	**245,706**	**238,751**	**241,693**	**247,451**	**230,017**

ANNEX II – FINANCIAL STATEMENTS – INCOME STATEMENT – CONSOLIDATED

Income Statement	3Q25	AV	3Q26	AV	Δ	AH	9M25	AV	9M26	AV	Δ	AH
Gross Sales Revenue ex-IPI	**78,865**	**118.3%**	**70,503**	**120.3%**	**(8,362)**	**-10.6%**	**206,514**	**119.2%**	**185,765**	**120.5%**	14,765	**-10.0%**
Domestic Market	61,500	92.3%	57,988	98.9%	(3,512)	-5.7%	162,831	94.0%	155,382	100.8%	11,771	-4.6%
Exclusive Dealers	49,630	74.5%	48,864	83.4%	(766)	-1.5%	133,607	77.1%	130,046	84.4%	6,283	-2.7%
Multibrands	6,170	9.3%	5,536	9.4%	(633)	-10.3%	16,361	9.4%	14,808	9.6%	605	-9.5%
Unicasa Corporate	4,998	7.5%	3,369	5.7%	(1,629)	-32.6%	11,617	6.7%	9,683	6.3%	4,530	-16.7%
Other Revenues	702	1.1%	219	0.4%	(483)	-68.8%	1,246	0.7%	845	0.5%	353	-32.2%
Exports	17,365	26.1%	12,515	21.4%	(4,850)	-27.9%	43,683	25.2%	30,383	19.7%	2,994	-30.4%
Sales Deductions	(12,222)	-18.3%	(11,890)	-20.3%	332	-2.7%	(33,216)	-19.2%	(31,608)	-20.5%	(3,536)	-4.8%
Net Revenue from Sales	**66,643**	**100.0%**	**58,613**	**100.0%**	**(8,030)**	**-12.0%**	**173,298**	**100.0%**	**154,157**	**100.0%**	11,229	**-11.0%**
Cost of Goods Sold	(44,833)	-67.3%	(40,439)	-69.0%	4,394	-9.8%	(120,127)	-69.3%	(111,574)	-72.4%	(21,406)	-7.1%
Gross Profit	**21,810**	**32.7%**	**18,174**	**31.0%**	**(3,636)**	**-16.7%**	**53,171**	**30.7%**	**42,583**	**27.6%**	(10,177)	**-19.9%**
Selling Expenses	(17,162)	-25.8%	(17,617)	-30.1%	(455)	+2.7%	(49,291)	-28.4%	(49,119)	-31.9%	(1,978)	-0.3%
General and Administrative Expenses	(5,776)	-8.7%	(6,127)	-10.5%	(351)	+6.1%	(15,297)	-8.8%	(17,303)	-11.2%	(2,087)	13.1%
Other Operating Income, Net	648	1.0%	2,949	5.0%	2,301	+355.1%	2,571	1.5%	4,205	2.7%	1,867	63.6%
Operating Income	**(480)**	**-0.7%**	**(2,621)**	**-4.5%**	**(2,141)**	**+446.0%**	**(8,846)**	**-5.1%**	**(19,634)**	**-12.7%**	(12,375)	**122.0%**
Financial Expenses	(4,268)	-6.4%	(3,845)	-6.6%	423	-9.9%	(13,174)	-7.6%	(12,353)	-8.0%	(7,364)	-6.2%
Financial Income	3,746	5.6%	3,778	6.4%	32	+0.9%	10,646	6.1%	11,320	7.3%	(121)	6.3%
Operating Income before Income Tax and Social Contribution	**(1,002)**	**-1.5%**	**(2,688)**	**-4.6%**	**(1,686)**	**+168.3%**	**(11,374)**	**-6.6%**	**(20,667)**	**-13.4%**	(19,860)	**81.7%**
Income Tax and Social Contribution	55	0.1%	1,363	2.3%	1,308	+2378.2%	2,808	1.6%	7,068	4.6%	5,070	151.7%
Current	-	0.0%	(163)	-0.3%	(163)	n/a	-	0.0%	(163)	-0.1%	,746	n/a
Deferred	55	0.1%	1,526	2.6%	1,471	+2674.5%	2,808	1.6%	7,231	4.7%	2,324	157.5%
Net Income for the Period	**(947)**	**-1.4%**	**(1,325)**	**-2.3%**	**(378)**	**+39.9%**	**(8,566)**	**-4.9%**	**(13,599)**	**-8.8%**	(14,790)	**58.8%**
Earnings per Share (R$)	-0.01		-0.02		-0.01		-0.13		-0.21		(0)	

ANNEX III - FINANCIAL STATEMENTS – BALANCE SHEET – CONSOLIDATED

Assets	31/12/2025	AV	30/09/2026	AV	Δ
Current Assets	**127,334**	**30.7%**	**97,740**	**23.5%**	**-23.2%**
Cash and Cash Equivalents	38,944	9.4%	20,113	4.8%	-48.4%
Restricted Marketable Securities	16,484	4.0%	5,267	1.3%	-68.0%
Trade Accounts Receivable	26,098	6.3%	23,793	5.7%	-8.8%
Inventories	29,176	7.0%	33,666	8.1%	+15.4%
Advances to Suppliers	1,023	0.2%	401	0.1%	-60.8%
Loans Granted	1,427	0.3%	1,385	0.3%	-2.9%
Prepaid Expenses	7,855	1.9%	9,776	2.4%	+24.5%
Recoverable Taxes	6,327	1.5%	3,339	0.8%	-47.2%
Non-Current Assets	**287,729**	**69.3%**	**317,455**	**76.5%**	**+10.3%**
Financial Investments	12,689	3.1%	25,120	6.1%	+98.0%
Trade Accounts Receivable	14,236	3.4%	16,365	3.9%	+15.0%
Loans Granted	3,128	0.8%	2,073	0.5%	-33.7%
Assets Held for Sale	2,090	0.5%	2,090	0.5%	+0.0%
Deferred Income and Social Contribution Taxes	6,712	1.6%	13,591	3.3%	+102.5%
Recoverable Taxes	1,068	0.3%	383	0.1%	-64.1%
Judicial Deposits	468	0.1%	460	0.1%	-1.7%
Other Assets	3,347	0.8%	3,156	0.8%	-5.7%
Investments	20	0.0%	20	0.0%	+0.0%
Investment Property	-	0.0%	42,486	10.2%	n/a
Property, Plant and Equipment	241,125	58.1%	208,552	50.2%	-13.5%
Intangible Assets	2,846	0.7%	3,159	0.8%	+11.0%
Total Assets	**415,063**	**100%**	**415,195**	**100%**	**+0.0%**

Liabilities	31/12/2025	AV	30/09/2026	AV	Δ
Current Liabilities	**87,178**	**21.0%**	**117,407**	**28.3%**	**+34.7%**
Loans and Financing	12,078	2.9%	19,510	2.9%	+61.5%
Suppliers	8,506	2.0%	12,431	3.0%	+46.1%
Tax Liabilities	1,393	0.3%	2,274	0.5%	+63.2%
Payroll and Related Charges	6,742	1.6%	11,800	2.8%	+75.0%
Advances from Customers	50,819	12.2%	66,204	15.9%	+30.3%
Other Liabilities	3,923	0.9%	1,584	0.4%	-59.6%
Leases Payable	3,717	0.9%	3,604	0.4%	-59.6%
Non-Current Liabilities	**147,472**	**35.5%**	**131,315**	**31.6%**	**-11.0%**
Loans and Financing	123,077	29.7%	110,223	26.5%	-10.4%
Provisions	6,073	1.5%	6,183	1.5%	+1.8%
Other Liabilities	1,183	0.3%	899	0.2%	-24.0%
Leases Payable	17,139	4.1%	14,010	3.4%	-18.3%
Shareholders' equity	**180,413**	**43.5%**	**166,473**	**40.1%**	**-7.7%**
Capital Stock	147,000	35.4%	147,000	35.4%	+0.0%
Retained Profits Reserve	32,183	7.8%	32,183	7.8%	+0.0%
Cumulative Translation Adjustment	1,230	0.3%	889	0.2%	-27.7%
Accumulated Profit/(Loss)	-	0.0%	(13,599)	-3.3%	n/a
Total Liabilities and Shareholders' Equity	**415,063**	**100%**	**415,195**	**100%**	**+0.0%**

ANNEX IV – FINANCIAL STATEMENTS – CASH FLOW STATEMENT – CONSOLIDATED

Cash Flow Statement	3Q25	3Q26	Δ	9M25	9M26	Δ
Net income (loss) for the period	**(947)**	**(1,325)**	**+39.9%**	**(8,566)**	**(13,599)**	**+58.8%**
Adjustment to Reconcile the Net Income to Cash from Operating Activities:						
Depreciation and Amortization	4,585	4,972	+8.4%	13,122	14,779	+12.6%
Income tax and social contribution	(55)	(1,363)	+2378.2%	(2,808)	(7,068)	+151.7%
Foreign Exchange Variation	577	26	-95.5%	2,428	331	-86.4%
Interest Apropriation	1,758	2,494	+41.9%	5,523	8,025	+45.3%
Provision for Litigation	775	337	-56.5%	703	110	-84.4%
Provision for Obsolescence	405	(2)	-100.5%	1,086	(450)	-141.4%
Allowance for Doubtful Accounts	(50)	(104)	+108.0%	375	605	+61.3%
Other provision	(580)	267	-146.0%	(245)	(969)	+295.5%
Disposal of Property, Plant and Equipment	497	395	-20.5%	531	466	-12.2%
Cash Flows from Operating Activities	**6,965**	**5,697**	**-18.2%**	**12,149**	**2,230**	**-81.6%**
Changes in Assets and Liabilities						
Trade Accounts Receivable	(1,850)	1,071	-157.9%	(5,872)	(875)	-85.1%
Inventories	(2,393)	(2,806)	+17.3%	(5,348)	(4,041)	-24.4%
Recoverable Taxes	2,909	805	-72.3%	6,654	3,673	-44.8%
Loans Granted	200	362	+81.0%	(1,580)	1,097	-169.4%
Other Current and Non-Current Assets	260	482	+85.4%	188	(1,100)	-685.1%
Non-Current Assets Available for Sale	-	-	n/a	287	-	-100.0%
Suppliers	3,242	1,967	-39.3%	6,338	4,040	-36.3%
Advance from Customers	(72)	(2,988)	+4050.0%	13,413	15,385	+14.7%
Tax Liabilities	1,512	(405)	-126.8%	1,235	750	-39.3%
Other Current and Non-Current Liabilities	2,372	1,116	-53.0%	5,712	3,404	-40.4%
Payment of Income and Social Contibution Taxes	-	(31)	n/a	-	(31)	n/a
Net Cash from Operating Activities	**13,145**	**5,270**	**-59.9%**	**33,176**	**24,532**	**-26.1%**
Cash Flows from Investing Activities						
Financial Investments	7,712	14,080	+82.6%	7,939	(1,214)	-115.3%
Property, Plant and Equipment	(9,774)	(10,195)	+4.3%	(25,851)	(26,200)	+1.4%
Intangible Assets	(243)	(91)	-62.6%	(409)	(783)	+91.4%
Net Cash used in Investing Activities	**(2,305)**	**3,794**	**-264.6%**	**(18,321)**	**(28,197)**	**+53.9%**
Cash Flows from Financing Activities						
Loans Taken	-	-	n/a	12,204	-	-100.0%
Loan and Interest Payments	(1,365)	(4,436)	+225.0%	(3,048)	(13,447)	+341.2%
Payment of Interest on Shareholders' Equity	-	-	n/a	(10,546)	-	-100.0%
Lease payment	(945)	(675)	-28.6%	(2,466)	(2,022)	-18.0%
Cash Flows (used in) from Financing Activities	**(2,310)**	**(5,111)**	**+121.3%**	**(3,856)**	**(15,469)**	**+301.2%**
Effect of exchange variation on cash and cash equivalents	586	(37)	-106.3%	1,957	303	-84.5%
Increase (Decrease) in Cash and Cash Equivalents	**9,116**	**3,916**	**-57.0%**	**12,956**	**(18,831)**	**-245.3%**
Changes in Cash and Cash Equivalents						
At the Beginning of the Period	14,181	16,197	+14.2%	10,341	38,944	+276.6%
At the End of the Period	23,297	20,113	-13.7%	23,297	20,113	-13.7%
Increase (Decrease) in Cash and Cash Equivalents	**9,116**	**3,916**	**-57.0%**	**12,956**	**(18,831)**	**-245.3%**

ANNEX V –GROSS REVENUE EX-IPI AND Additional Information – CONSOLIDATED

Gross Revenue from Sales Ex-IPI	1Q25	1Q26	2Q25	2Q26	3Q25	3Q26	4Q24	4Q25	9M25	9M26	2024	2025
Gross Revenue from Sales Ex-IPI	**51,654**	**49,096**	**75,995**	**66,166**	**78,865**	**70,503**	**77,060**	**78,845**	**206,514**	**185,765**	**268,809**	**285,359**
Domestic Market	**42,042**	**41,057**	**59,289**	**56,337**	**61,500**	**57,988**	**64,206**	**65,580**	**162,831**	**155,382**	**215,266**	**228,411**
Exclusive Dealers	34,817	34,518	49,160	46,666	49,630	48,864	55,809	54,983	133,607	130,046	183,140	188,591
Multibrands	5,237	4,188	4,954	5,084	6,170	5,536	6,030	7,125	16,361	14,808	21,786	23,486
Unicasa Corporate	1,726	1,959	4,893	4,354	4,998	3,369	2,110	3,082	11,617	9,683	9,262	14,700
Other Revenues	262	393	282	233	702	219	257	389	1,246	845	1,078	1,635
Export Market	**9,612**	**8,039**	**16,706**	**9,829**	**17,365**	**12,515**	**12,854**	**13,265**	**43,683**	**30,383**	**53,543**	**56,948**
Additional Information	**1Q25**	**1Q26**	**2Q25**	**2Q26**	**3Q25**	**3Q26**	**4Q24**	**4Q25**	**9M25**	**9M26**	**2024**	**2025**
Δ Same Stores Sales	-0.4%	3.6%	20.0%	-0.8%	15.0%	2.1%	21.9%	4.0%	12.5%	2.9%	8.3%	10.5%
Δ Same Stores Volume	-4.1%	-4.9%	16.4%	-10.1%	15.0%	-7.6%	17.3%	-1.5%	8.6%	-5.2%	3.5%	6.2%
Δ Total Volume	-8.7%	-11.9%	11.3%	-19.4%	14.9%	-18.1%	5.8%	-5.6%	4.6%	-25.5%	-7.0%	1.6%