

espaçolaser

#ESPA3 | Results



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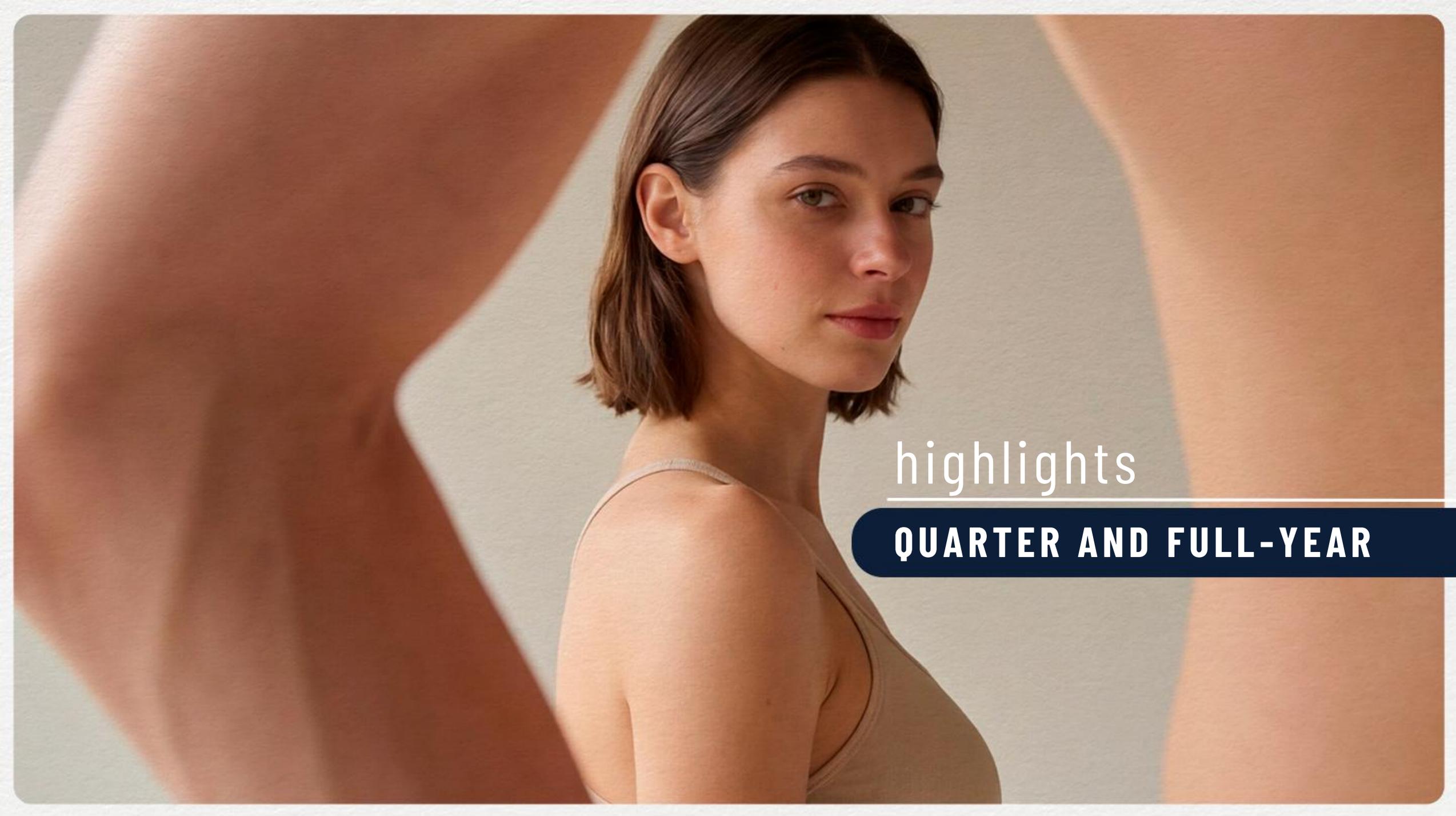
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highlights

QUARTER AND FULL-YEAR

HIGHLIGHTS

4Q25

R\$ 527.4 mm

System-Wide Sales

+2.0% vs 4Q24

+2.9%

Average ticket

vs 4Q24

R\$ 115.0 mm

Adjusted gross profit

+16.1% vs 4Q24

39.1%

Adjusted Gross Margin

+2.7 p.p. vs 4Q24

R\$ 66.1 mm

Adjusted EBITDA

+37.3% vs 4Q24

22.4%

Adjusted EBITDA Margin

+4.8 p.p. vs 4Q25

R\$ 10.8 mm

Adjusted Net Income

+11.7% vs 4Q24

R\$ 8.0 mm

Reported Net Income

+68.6% vs 4Q24

Net Debt/EBITDA

2.13x no 4Q24

1.78x

HIGHLIGHTS

2025

R\$ 1.8 bn

System-Wide Sales

+6.7% vs 2024

+10.0%

Average ticket

vs 2024

R\$ 426.4 mm

Adjusted gross profit

+11.5% vs 2024

38.3%

Adjusted Gross Margin

+1.3 p.p. vs 2024

R\$ 256.8 mm

Adjusted EBITDA

+15.2% vs 2024

23.1%

Adjusted EBITDA Margin

+1.5 p.p. vs 2024

R\$ 34,9 mm

Adjusted Net Income

+49.6% vs 2024

R\$ 13.2 mm

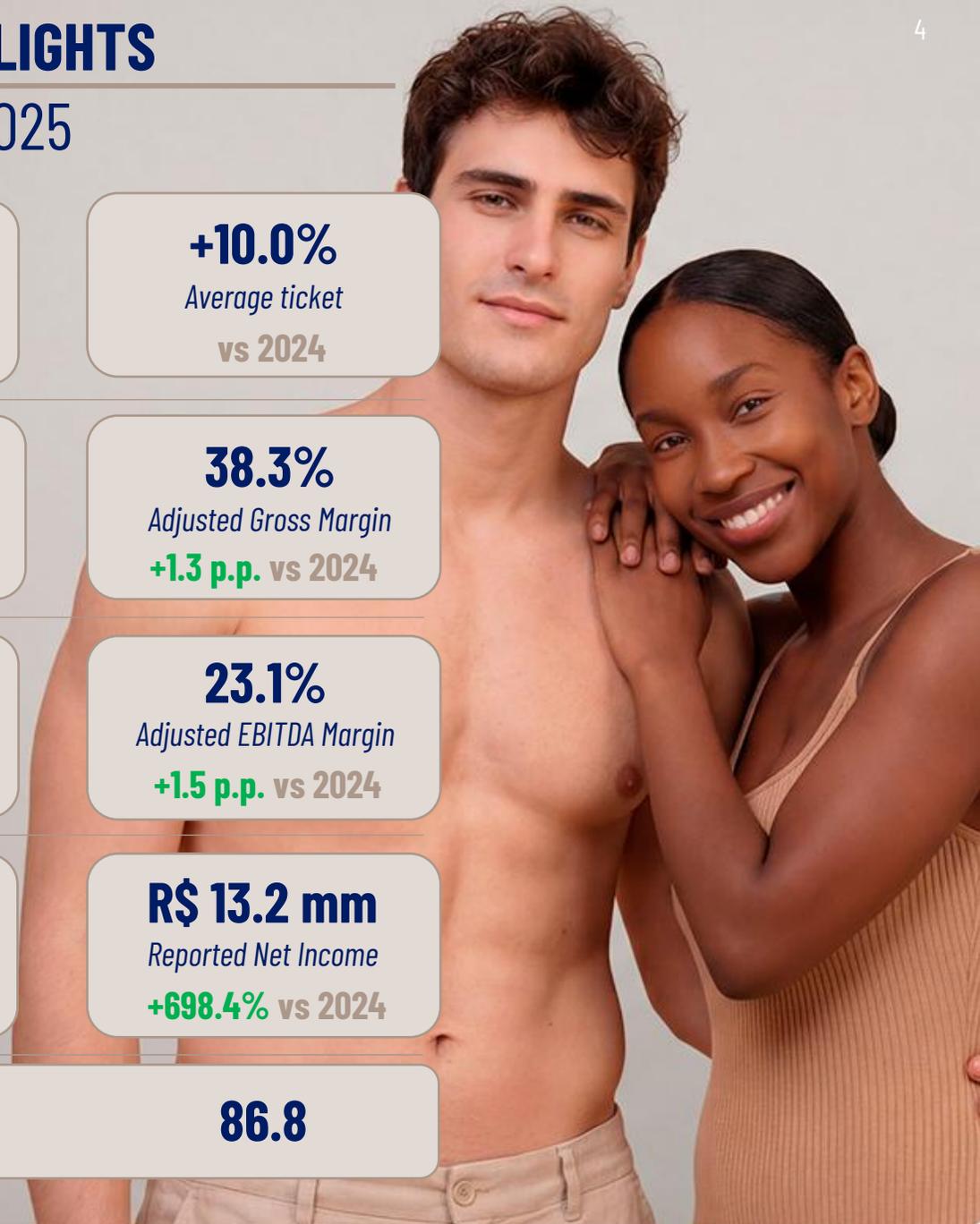
Reported Net Income

+698.4% vs 2024

Espaçolaser NPS

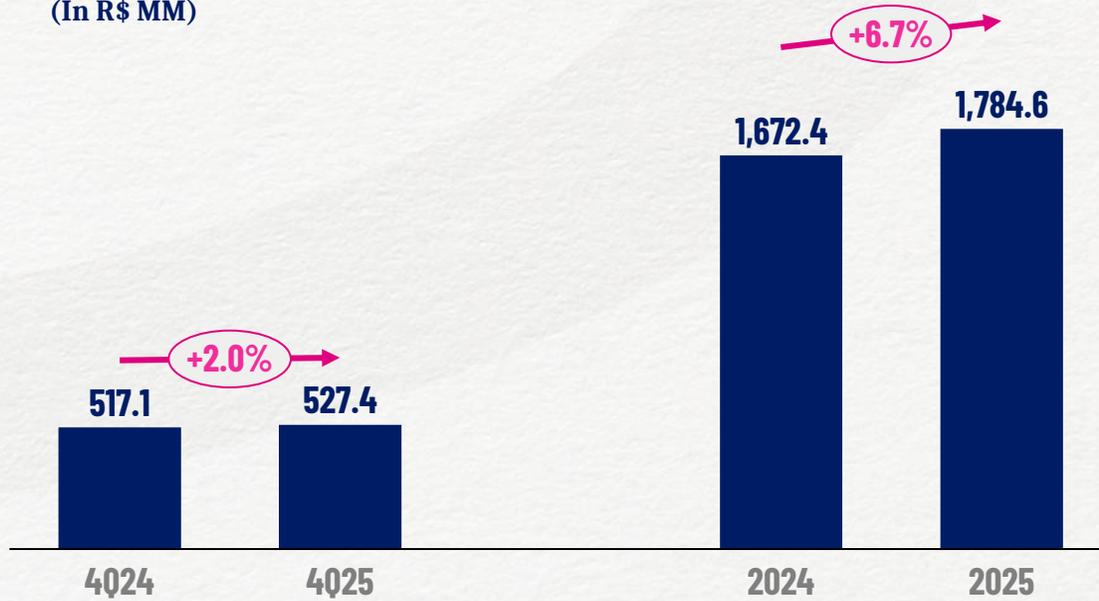
+0.9 pts.

86.8



System-wide sales totaled R\$ 527.4 million, up 2.0%, and reached R\$ 1.8 billion in 2025, representing growth of 6.7%. Same-store sales increased by 1.6% in the quarter and 5.4% for the year.

System-wide-sales EL Brazil¹
(In R\$ MM)



Same-store Sales (In %)



Gross sales reached **R\$ 527.4 million** in 4Q25, up **2.0%** compared to the same period last year.

For the full year, gross sales increased **6.7%**, driven by **higher average ticket** and an improved **sales mix**.

Same-store sales (SSS) grew **1.6%** in 4Q25, compared to **1.2%** in 4Q24.

2025 marked a positive inflection versus 2024. After a year of stabilization with flat SSS, the Company regained **efficiency and organic growth**, finishing 2025 with full-year same-store sales of **5.4%**.

¹System-wide sales corresponds to the total gross sales (sell-out) of Espacolaser units (company owned and franchise).



Continuous price adjustments and a refined sales mix drove a 2.9% increase in average ticket in 4Q25, reaching 10.0% growth for the full year 2025.

Average Ticket (In R\$)

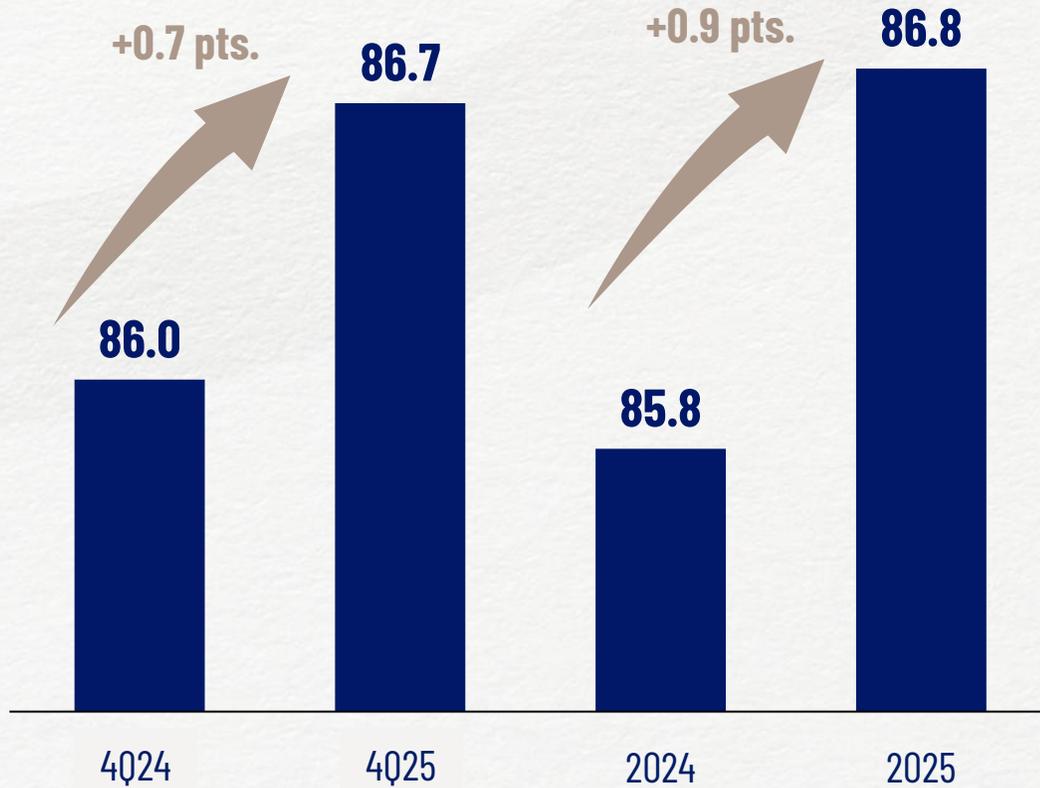


- **Average ticket** grew **10.0%** year-over-year in 2025 and **2.9%** versus 4Q25, reflecting **consistent improvement** throughout the year.
- **Price table repositioning** and stronger **promotional discipline** drove net **price gains**.
- **Positive mix effect**, with higher **contribution from complementary areas** and an **increase** in the **number** of areas contracted per **client**.

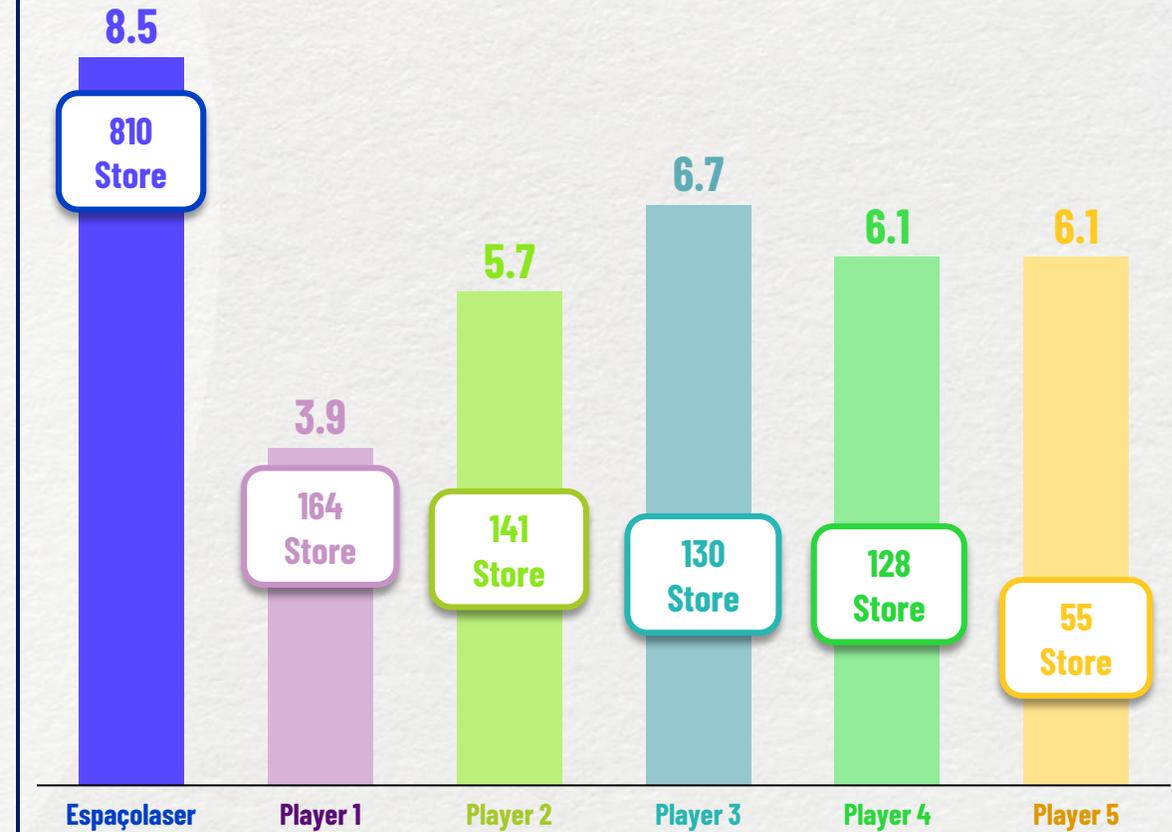


Maintaining a high level of customer satisfaction.

Net Promoter Score (NPS)



Reclame Aqui¹ (score from 0 to 10) | Number of Stores in Brazil



¹Public data from March 2026.



Brand Strengthening and Relationship Building



BRAND STRENGTH INDEX



AWARENESS



EXPERIENCE



SENTIMENT



● PEERS

● ESPAÇOLASER



Lucas Guedes | 10.5M



Gkay | 19M



Rafa Uccman | 11.1M



Álvaro | 17.4M

~330 million views on social media posts (Instagram and TikTok);

Hundreds of regional micro-influencers contributed to increasing Espaçolaser's organic exposure on social media;

More than 60 influencers participated in the #FazerEspaçolaser campaign.



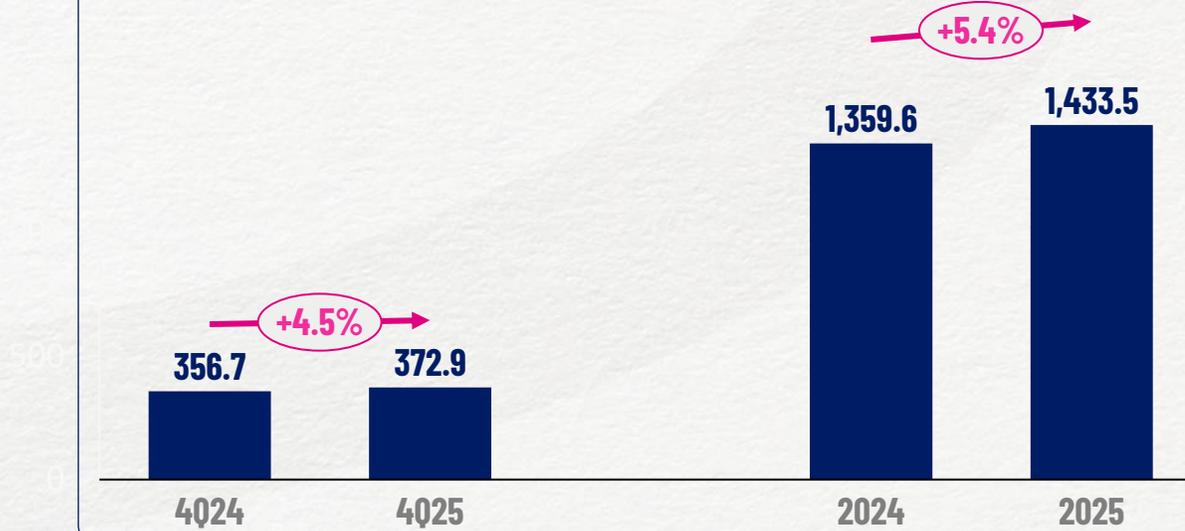


financial

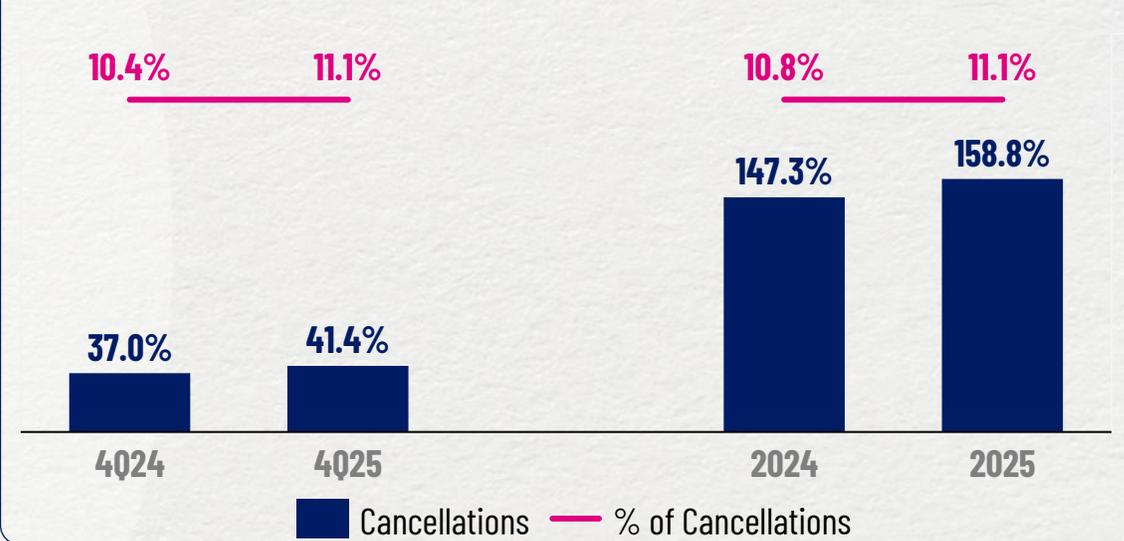
PERFORMANCE

Gross revenue increased 4.5% in the quarter and 5.4% for the full year. Cancellations changed by 0.2 p.p. as a percentage of revenue, ending the year flat compared to 2024.

Gross Revenue (In R\$ MM)



Cancellations (% of Gross Revenue)



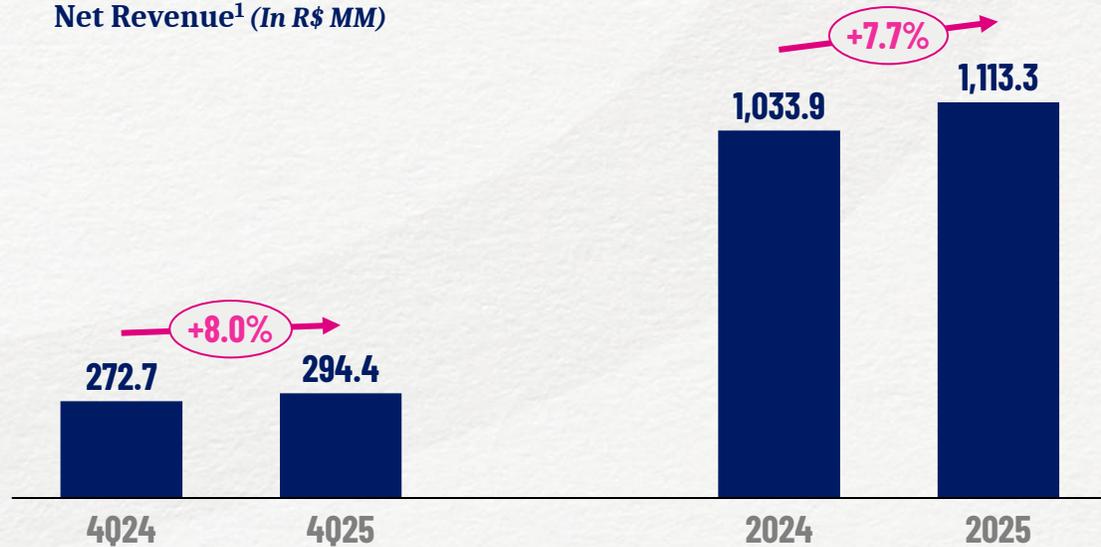
- **Gross revenue** reached **R\$ 372.9 million** in 4Q25, **up 4.5%** compared to the same quarter last year.
- The Company closed 2025 with the **highest gross revenue in its history**, totaling **R\$ 1.4 billion**, a **5.4%** increase compared to 2024.

- The **cancellation** rate increased by 0.7 p.p. compared to 4Q24.
- For the **full year 2025**, the indicator **remained stable** versus 2024, with a 0.2 p.p. variation, ending the year flat, reflecting the impact of customer **retention** and **recovery initiatives**.

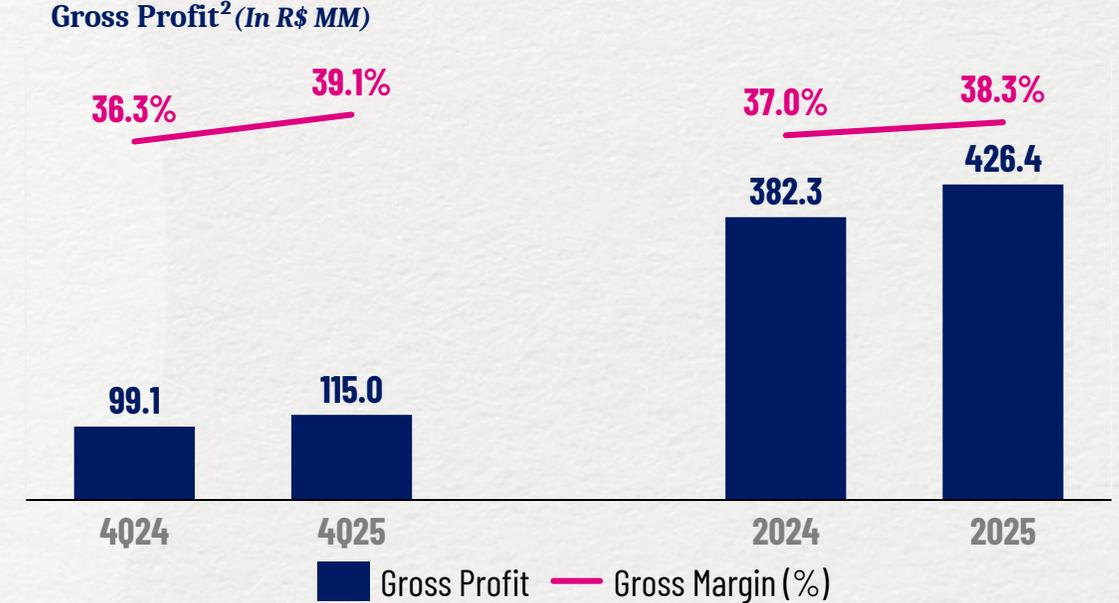


In 4Q25, net revenue increased 8.0% and gross profit grew 16.1%, with a gross margin of 39.1%. In 2025, net revenue totaled R\$ 1.1 billion, up 7.7%, with a gross margin of 38.3%.

Net Revenue¹ (In R\$ MM)



Gross Profit² (In R\$ MM)



- **Net revenue** reached **R\$ 294.4 million** in the quarter, **up 8.0%** compared to 4Q24, reflecting consistent sales growth.
- For the **full year, net revenue** totaled **R\$ 1.1 billion**, an increase of **7.7%** compared to 2024.

- **Gross profit** totaled **R\$ 115.0 million** in 4Q25, up **16.1%**, with a **gross margin** of **39.1%**, **2.7 p.p. higher** than in 4Q24.
- For the full year, gross profit reached **R\$ 426.4 million**, with a gross margin of **38.3%**, representing a **1.3 p.p. increase** compared to 2024.

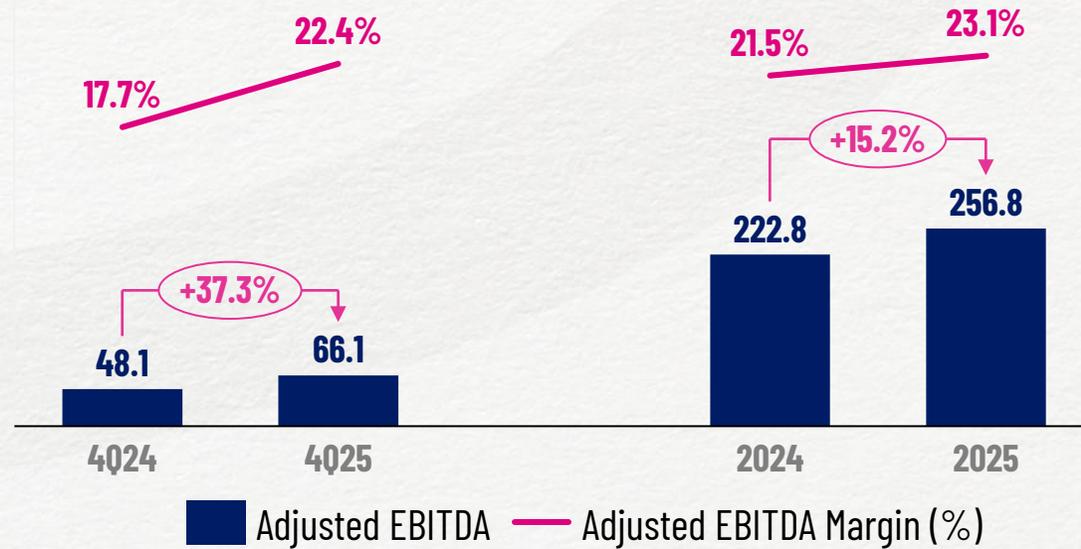
¹Net revenue for 2024 was adjusted to: (i) consolidate the results of the Colombian operation for January 2024; and (ii) exclude non-recurring effects from cancellations and ISS.

²Gross profit was adjusted for: (i) consolidation of the Colombian results for 2024; (ii) exclusion of non-recurring costs; and (iii) exclusion of effects related to IFRS 16.

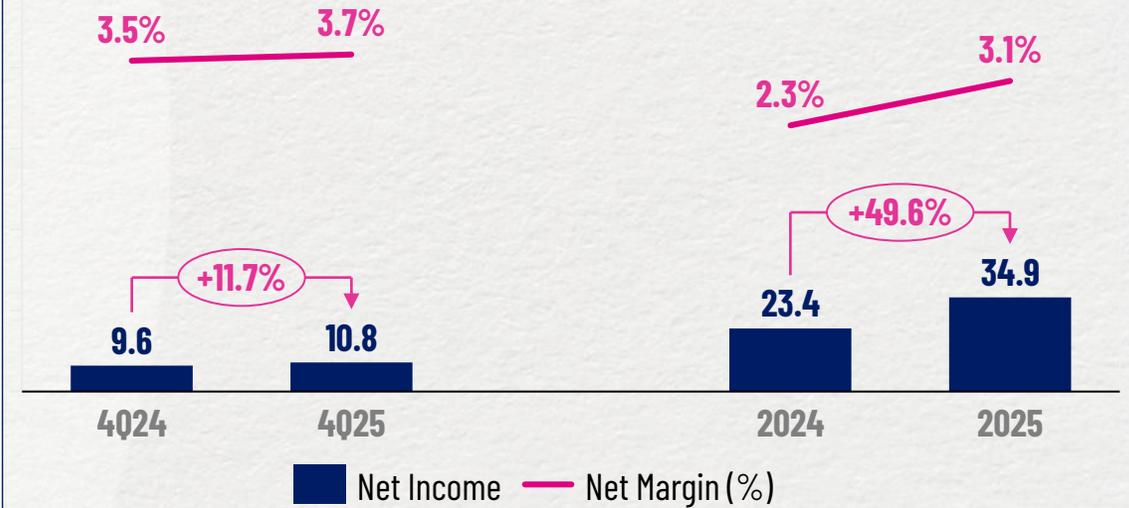


Adjusted EBITDA totaled R\$ 66.1 million in 4Q25, up 37.3%. For the full year, Adjusted EBITDA reached R\$ 256.8 million, with a margin of 23.1%, and Adjusted Net Income totaled R\$ 34.9 million, up 49.6%. Reported Net Income in 2025 increased 698.4%.

Adjusted EBITDA¹ (In R\$ MM)



Adjusted Net Income (In R\$ MM)



- In 4Q25, **Adjusted EBITDA** totaled **R\$ 66.1 million**, up **37.3%** compared to 4Q24, with an Adjusted EBITDA margin of **22.4%**, an **increase of 4.8 p.p.**
- For the full year, **EBITDA** totaled **R\$ 256.8 million**, up **15.2%**, with an Adjusted EBITDA margin of **23.1%**.

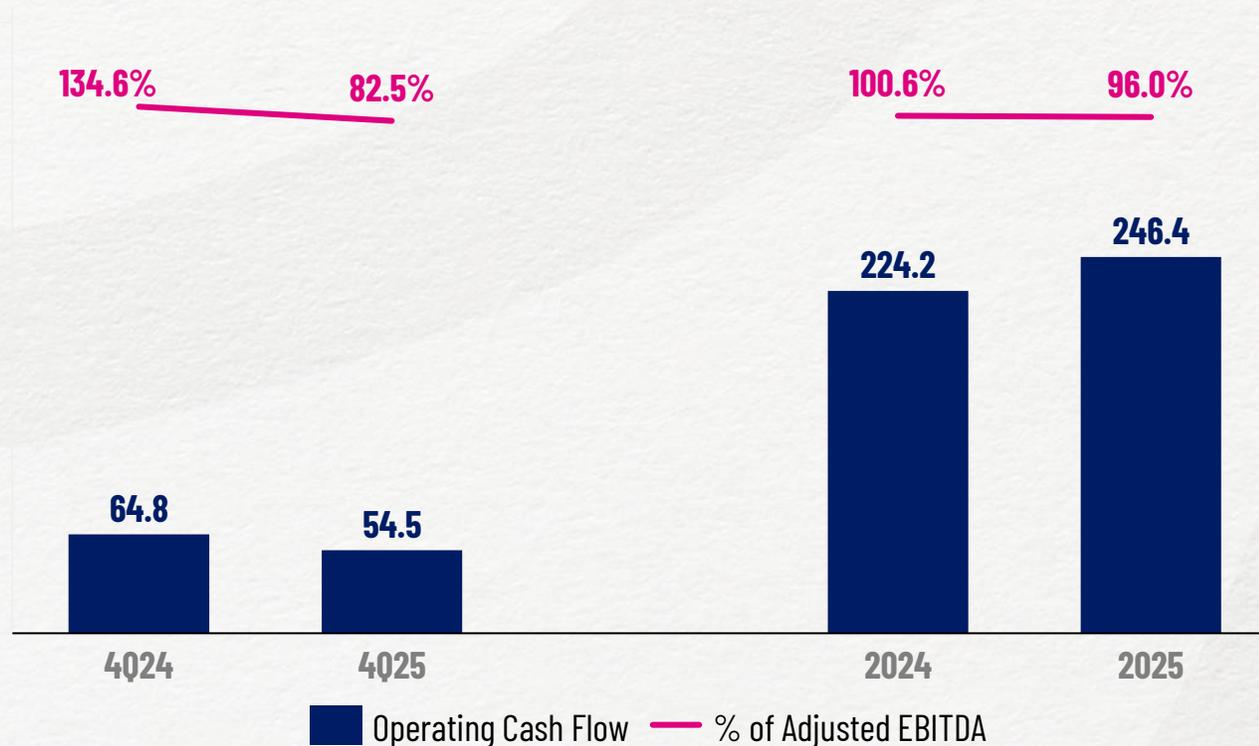
- **Adjusted Net Income** reached **R\$ 34.9 million** in 2025, a **strong increase of 49.6%** compared to 2024.
- On a reported basis, **Net Income** totaled **R\$ 13.2 million** for the year, compared to **R\$ 1.7 million** in 2024, representing a **698.4% increase**.

¹Adjusted EBITDA for: (i) the results of the Colombian operation for January 2024; (ii) exclusion of non-recurring costs and expenses; and (iii) elimination of effects related to IFRS 16.



Operating cash generation totaled R\$ 54.5 million in 4Q25, with an EBITDA-to-cash conversion of 82.5%. For the full year 2025, operating cash generation increased 9.9% compared to 2024, with an EBITDA-to-cash conversion of 96.0%.

Adjusted Operating Cash Flow¹ (In R\$ MM)

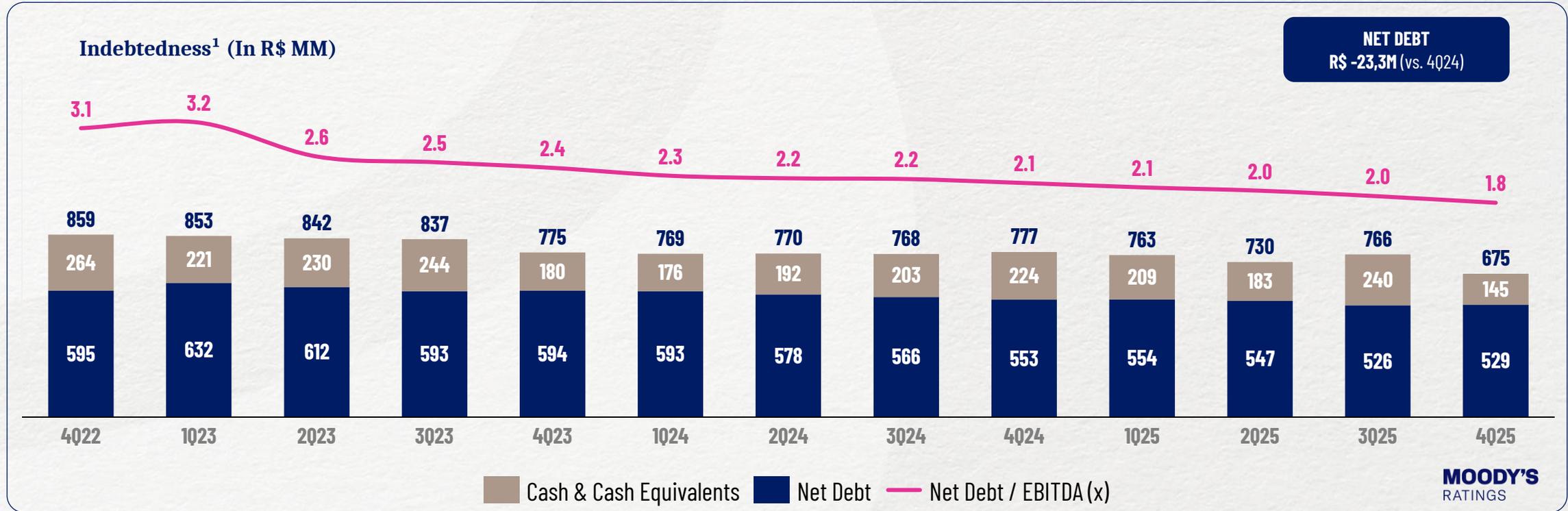


- In 4Q25, **operating cash generation** totaled **R\$ 54.5 million**, with an **EBITDA-to-cash conversion of 82.5%**.
- For the full year 2025, operating cash generation reached **R\$ 246.4 million**, up **9.9%** compared to 2024, with an **EBITDA-to-cash conversion of 96.0%**.

¹Adjusted Operating Cash Flow is calculated based on the net cash generated by (or used in) operating activities, excluding the impact of financial results for the period.



Sequential leverage reduction



- In 4Q25, leverage continued to decline both year-over-year and sequentially, reaching the **lowest level** in the last **17 quarters**. The ratio closed the period at **1.78x, a decrease of 0.35x**.
- In January 2026, **R\$ 20 million** was disbursed by the Banco Nacional de Desenvolvimento Econômico e Social (BNDES), under competitive terms in terms of maturity and cost, strengthening **financial flexibility** and creating room to sustain the investment cycle at **a lower average cost of capital**.

¹ Considers reported EBITDA excluding the impact of non-recurring costs and expenses over the last twelve months.



Financial Liabilities Restructuring

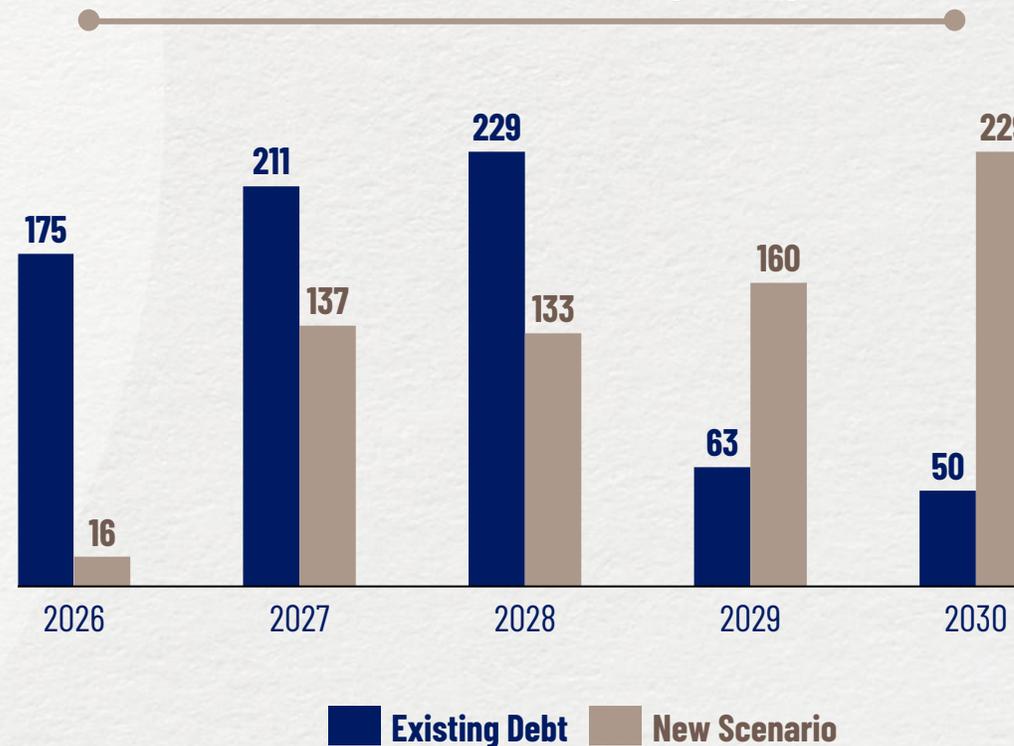
In October, the Company settled the debts of MPM Corpóreos S.A., which carried higher interest rates and shorter maturities, and raised new debt at Corpóreos Serviços Terapêuticos S.A., with lower costs and longer maturities. This migration reduces financial expenses and enhances tax efficiency by allowing the full deductibility of financial expenses from the taxable base of the operating entity.

Current Scenario

Contracted Debt	Rate	Value (R\$)
Commercial Note – Corpóreos	CDI + 2.95%	R\$ 70 million
Debentures – Corpóreos	CDI + 3.25%	R\$ 593 million
Total		R\$ 663 million

Settled Debts	Rate	Value (R\$)
Commercial Note – MPM	CDI + 4.50%	R\$ 22 million
Debentures – MPM	CDI + 4.50%	R\$ 312 million
Debentures – Corpóreos	CDI + 4.50%	R\$ 348 million
Total		R\$ 682 million

Debt Amortization Schedule (R\$ mm)



Strategic Store Portfolio Management

Store Sale (Bauru & Macaé)

In October, Espaçolaser completed the **sale** of **four company-owned stores**, two in Bauru (SP) and two in Macaé (RJ).

Net Sales (2024):

R\$ 6.7 million



EBITDA (2024):

R\$ 1.0 million



Total Transaction Value:

R\$ 6.6 million



Transaction Multiple:

6.6x



Royalties:

10%



Sale of the Argentina Operation

In December 2025, Espaçolaser completed the **sale** of its **entire 51%** stake in the Argentina operation to the local operating partner, under the financial terms presented below:

Argentina Sale

Sale Value (US\$ thousand)

US\$ 1,377

US\$ x R\$

5.56

Sale Value (R\$ thousand)

R\$ 7,661

Annualized Result Espaçolaser (51%)

R\$ 695

Implied Multiple (P/E)

11.0x

Royalties Received (US\$ thousand)

US\$ 818

Royalties Received (R\$ thousand)

R\$ 4,551

Gross Total Transaction (R\$ thousand)

R\$ 12.212

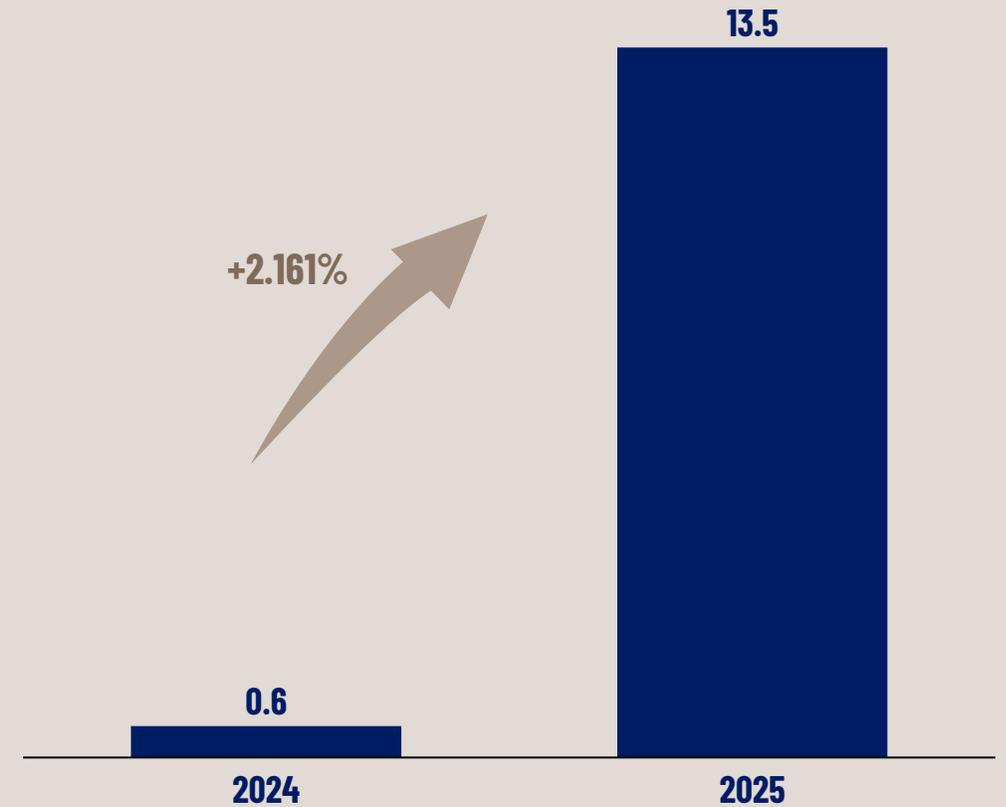


Shareholder Value Creation

Resilient share performance in 2025 reinforces confidence in the Company's strategy and execution.



Resumption of Dividend Distribution (in R\$ million)



Resumption of **shareholder value creation**, with a focus on capital discipline and sustainable growth.

¹61.6% increase based on the last closing price as of March 11, 2026.



other

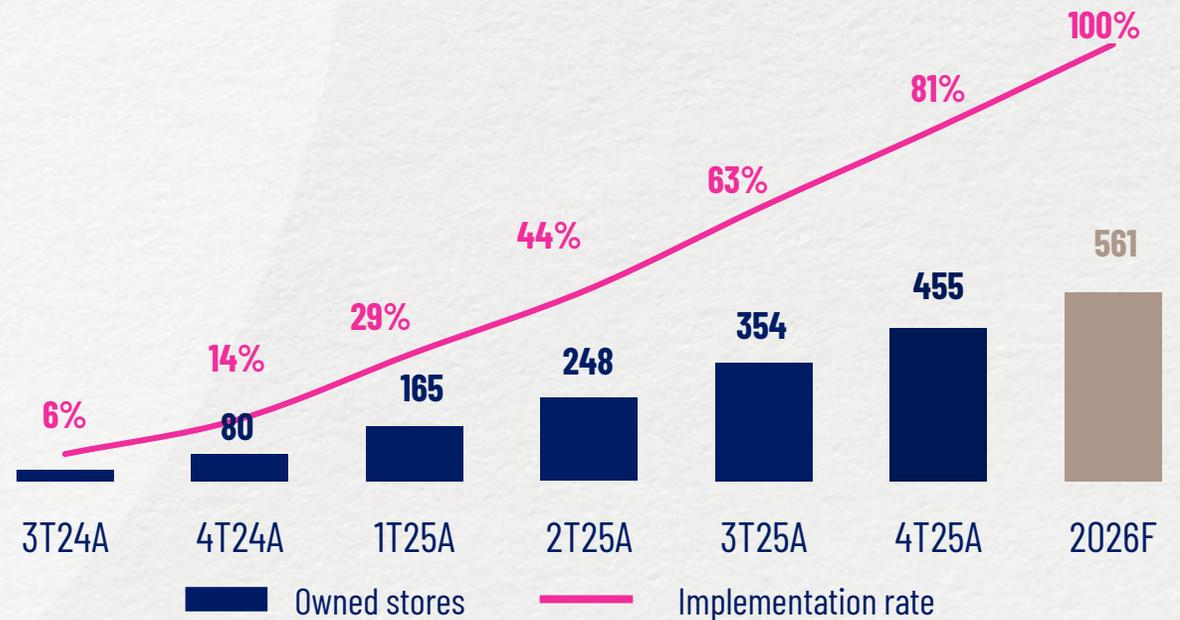
INITIATIVES

Cooler Project – Actual and Forecast

Conversion to advanced cooling machines **progressed beyond expectations**, reaching **81%** of company-owned stores (455 units), **surpassing** the 70% target for 2025.

Resulting **in savings of approximately R\$ 5 million** in operating costs in 4Q25 (vs. 4Q24).

Implementation Curve



Transformation that enhances the customer experience

Facade change in **96 stores** in 2025

Retrofit in **21 stores** in 2025



We continue to **grow** to provide **well-being** to **everyone**.



Espaçolaser celebrated another quarter of achievements...



Espaçolaser won the first edition of the Marketing **Strategy Women's Legacy** Award with the AME and Laços programs.



Best Customer Service Company at the Reclame AQUI Award for the 5th consecutive time.



Achievement of the **Great People Mental Health (GPMH)** Seal - Excellence in mental health and workplace well-being.



Winner of the **"Most Amazing Places to Work"** Award.



CEO Magali Leite's participation in an interview with **Ágora Investimentos**.



... And celebrated 5 years of listing on B3, and this is just the beginning...

Total Shares

361,423,066

Ticker

ESPA3

Listed Segment

Category A – Novo Mercado B3



2021

2022

2023

2024

2025

+2026



B3 IPO

Organic Expansion

Growth

Efficiency Gain

Transformation

“This is just the beginning...”

The only company in the aesthetics segment listed on B3's Novo Mercado.



We closed the year with 756 stores in Brazil and 41 international stores.

We surpassed R\$ 1 billion in annual net revenue for the first time.

The network surpassed 800 stores in Brazil, reinforcing national reach, with significant progress in operational efficiency.

A year marked by the resumption of profitability, progress in deleveraging, and consolidation of the Company's operational transformation.

We entered 2026 confident in executing our strategic pillars, supported by a strong brand, operational efficiency, and financial discipline.

B3 indices that ESPA3 participates in:

IGC B3 IGC-NM B3 ITAG B3



#ESPA3

Q&A

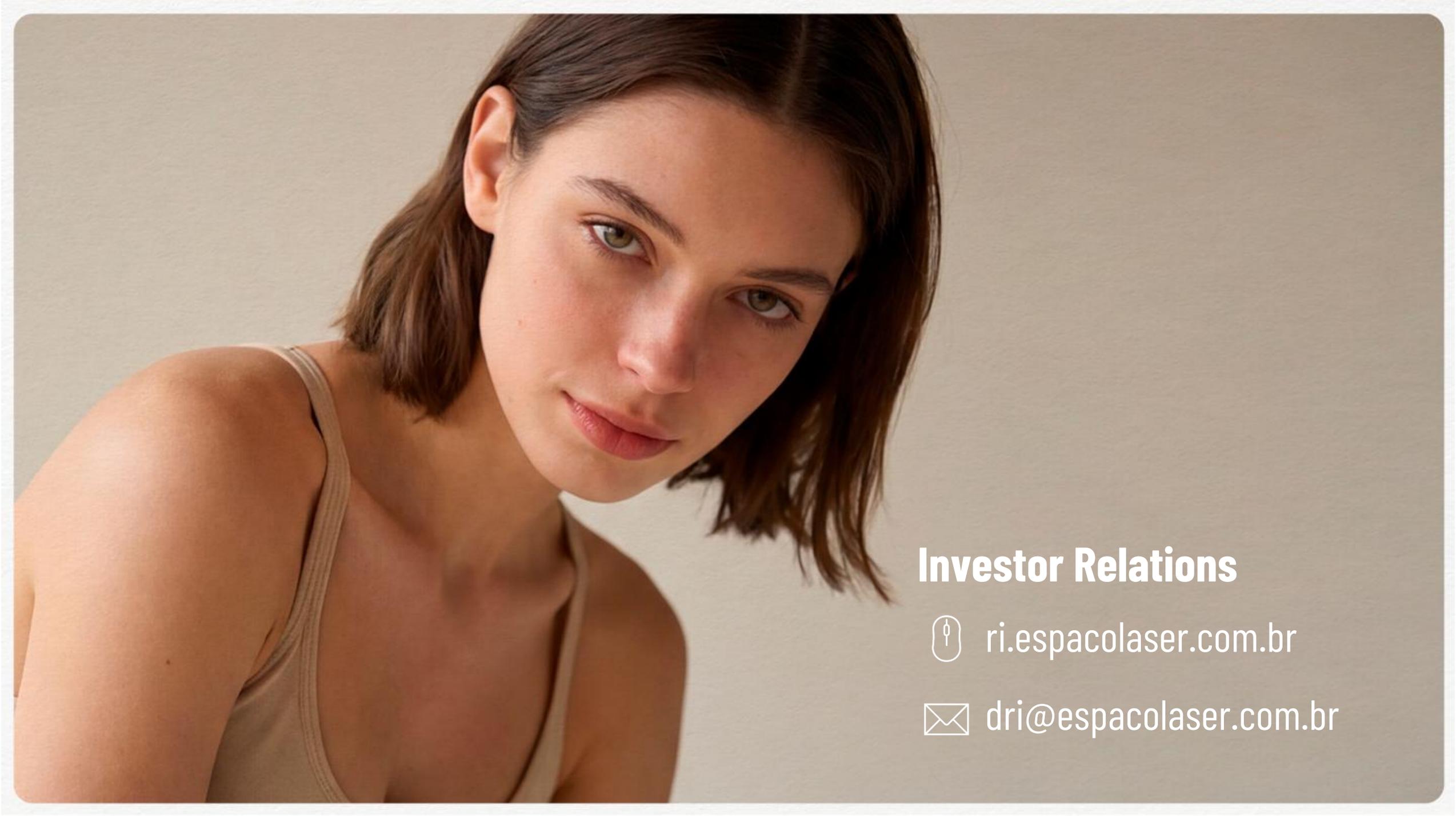


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 ri.espacolaser.com.br

 dri@espacolaser.com.br