

espaçolaser

#ESPA3 | Results

10

26



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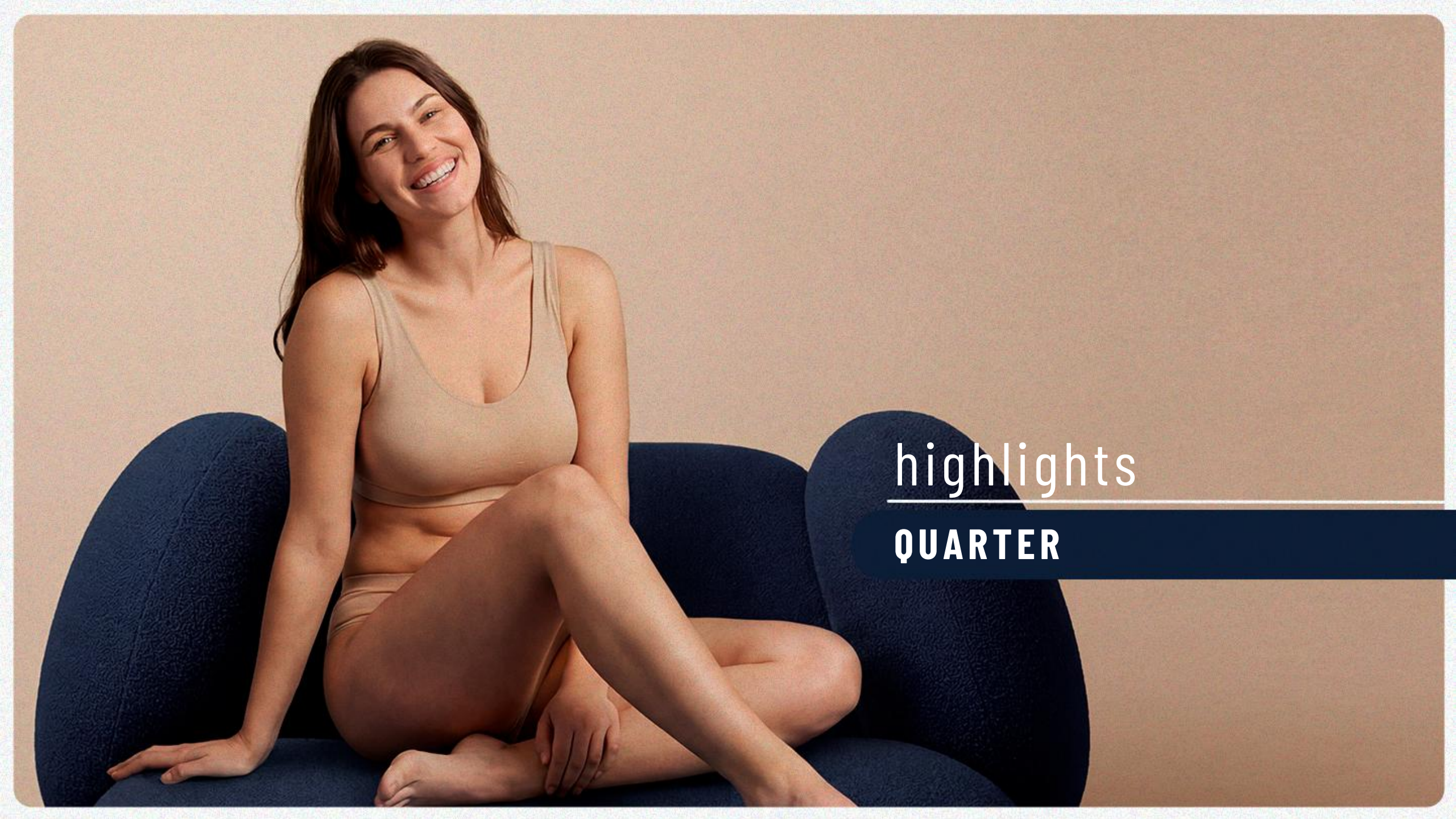
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highlights

**QUARTER**

# HIGHLIGHTS

1Q26

**R\$ 459.3 mi**

System-wide sales

**+1.6%** vs 1Q25

**+88.7 pts**

Record NPS

**+1.7 pts** vs 1Q25

**R\$ 290.2 mi**

Net Revenue

**+0.2%** vs 1Q25

**40.5%**

Adjusted gross margin

in 1Q26

**R\$ 76.1 mi**

Adjusted EBITDA

in 1Q26, margin of **26.2%**

**R\$ 67.8 mi**

Operating cash flow generation

**+39.5%** vs 1Q25

**89.0%**

EBITDA to cash conversion

**+28.4 p.p.** vs 1Q25

**'A(br)'**

Rating upgrade

Fitch  
Ratings

Net debt/EBITDA

**2.06x** in 1Q25

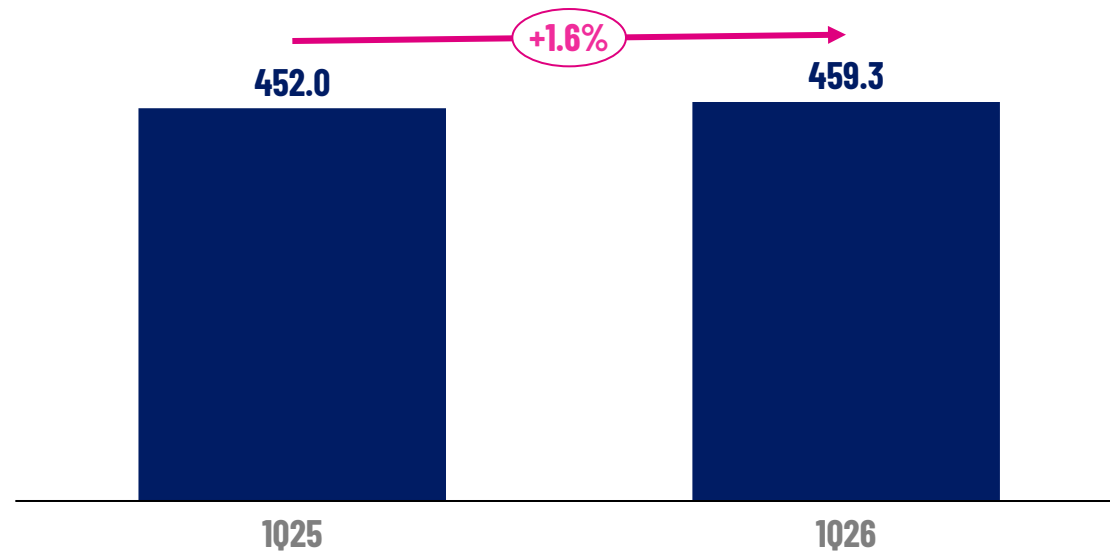
**1.77x**

With a ~R\$32 million Reduction in Net Debt

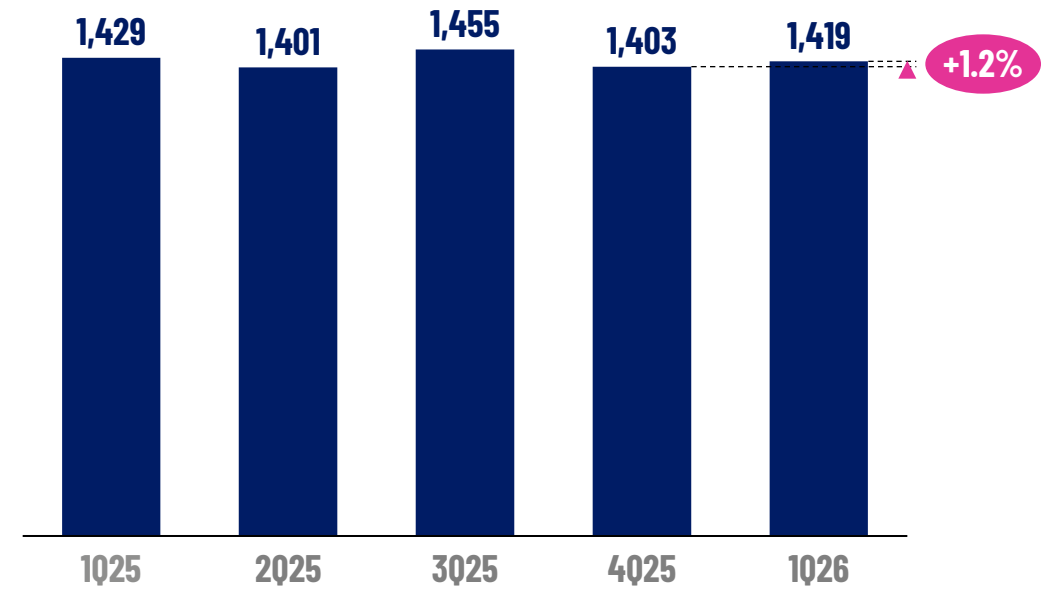


## System-wide sales of R\$ 459.3 million (+1.6%) and same-store sales growth of +1.6%, supported by sustained average ticket levels.

System-wide-sales EL Brazil<sup>1</sup>  
(In R\$ MM)



Average Ticket (In R\$)



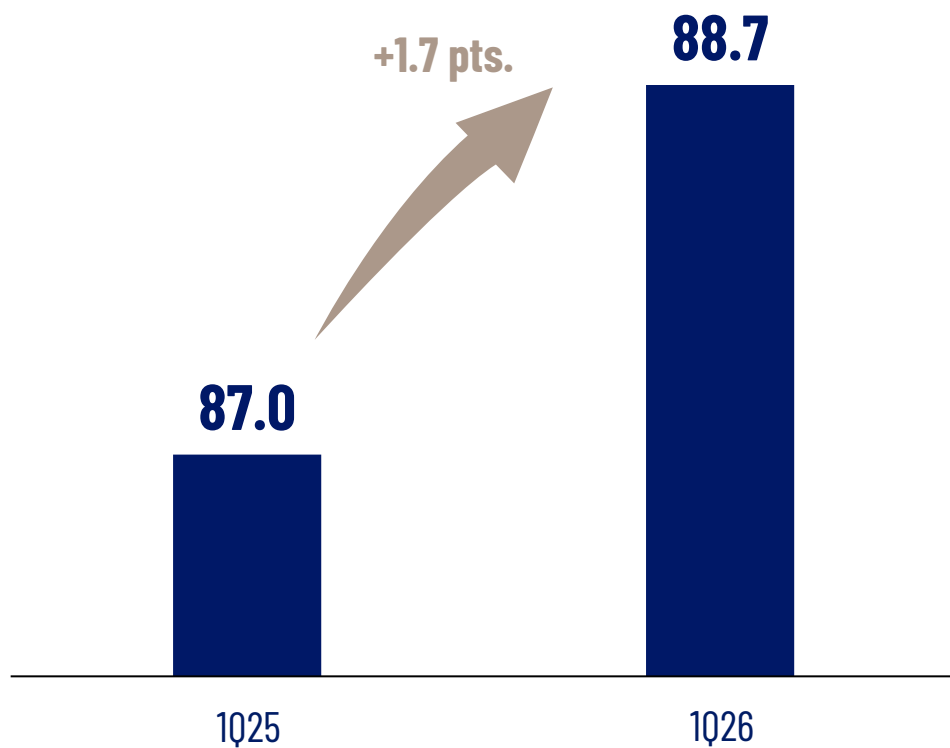
- In 1Q26, system-wide gross sales totaled **R\$459.3 million**, representing **growth of 1.6%** compared to 1Q25, with same-store sales increasing at the same rate. The performance was achieved against a strong comparison base, reflecting the beginning of price normalization in 1Q25.
- 1Q26 marks the **consolidation** of the improvement in our **average ticket**, which reached R\$1,419 in the period, showing sequential expansion versus 4Q25 and **remaining above** the **R\$1,400** level, sustaining **the pricing base established** throughout 2025.

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

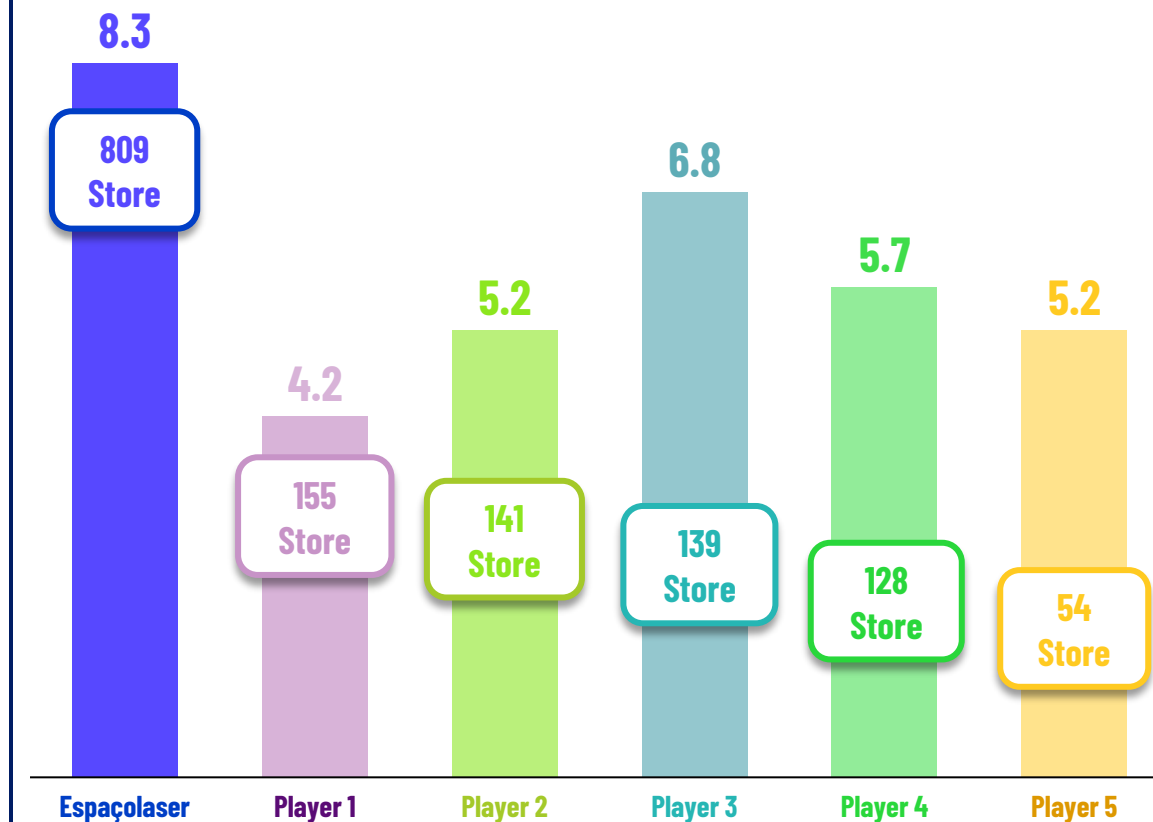


## Maintaining a high level of customer satisfaction.

Net Promoter Score (NPS)



Reclame Aqui<sup>1</sup> (score from 0 to 10) | Number of Stores in Brazil



<sup>1</sup> Public data as of April 30, 2026 (last twelve months).



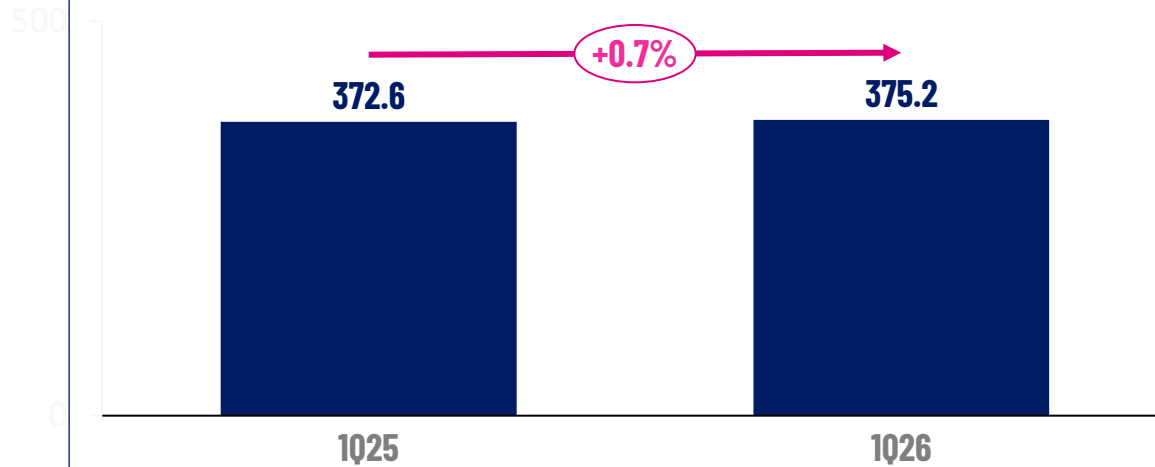


financial

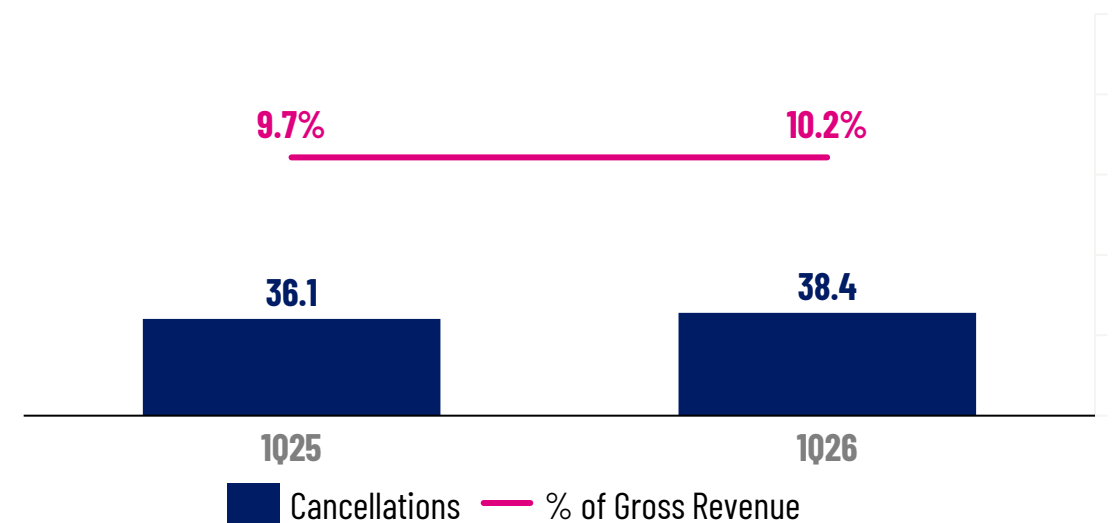
**PERFORMANCE**

**Gross revenue increased by 0.7%, reaching R\$ 375.2 million in 1Q26. The cancellations ratio ended the quarter at 10.2%.**

Gross Revenue (In R\$ MM)



Cancellations (% of Gross Revenue)



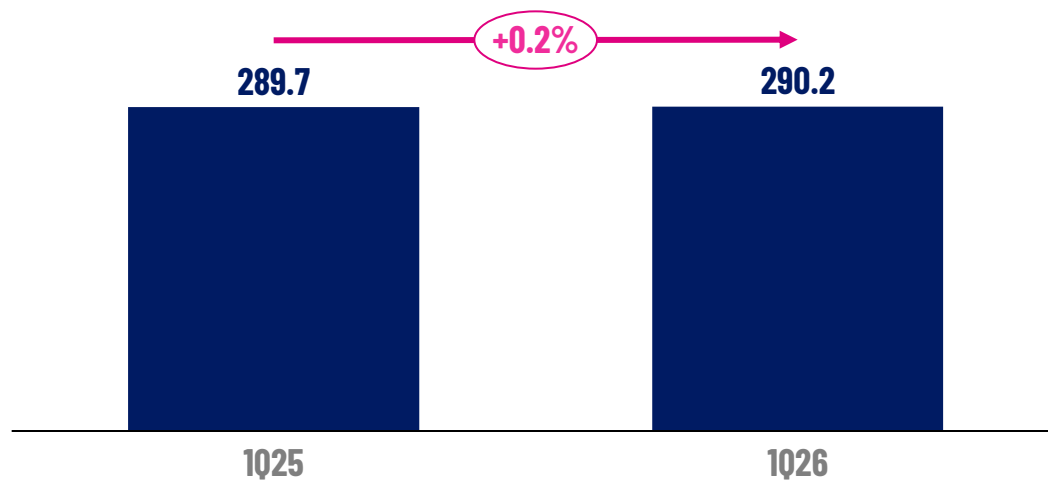
- In **1Q26**, **gross revenue** reached **R\$ 375.2 million**, up 0.7% compared to the same quarter of the prior year.
- The quarter reflects the **resilience** of the Company's **commercial strategy** and brand strength, even amid a more **pressured consumer** environment.

- The cancellations ratio ended the quarter at **10.2%**, representing a slight increase of 0.5 p.p. versus 1Q25, but a **decrease** of **0.9 p.p.** sequentially, despite a still challenging **retail environment** in terms of **credit** conditions and **delinquency** levels.
- This performance reinforces the **effectiveness** of the Company's **retention initiatives** and greater discipline in sales origination.

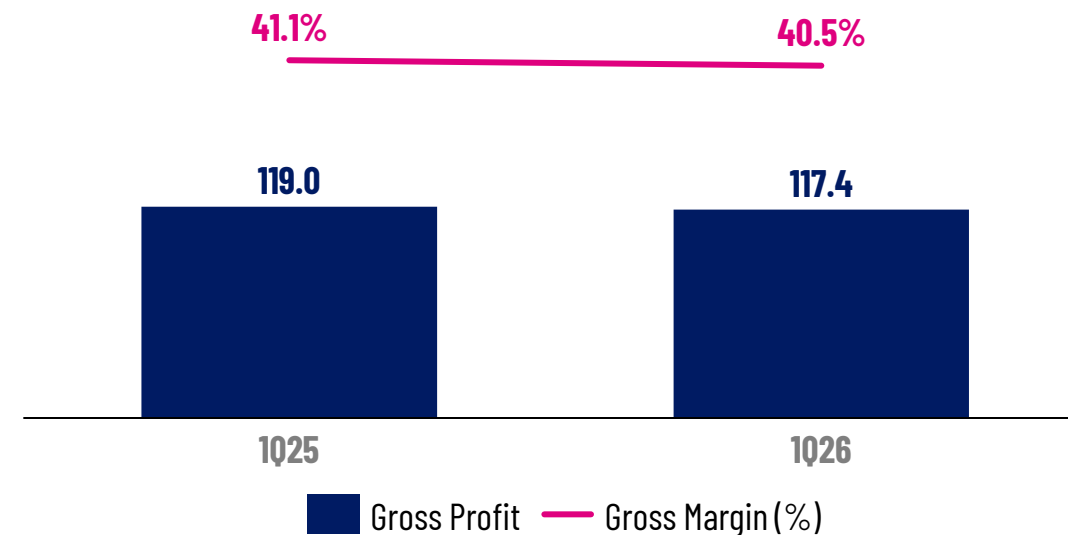


**In 1Q26, net revenue reached R\$ 290.2 million, up 0.2% for the quarter. Gross profit totaled R\$ 117.4 million, with a gross margin of 40.5%.**

Net Revenue<sup>1</sup> (In R\$ MM)



Gross Profit<sup>2</sup> (In R\$ MM)



- **Net revenue** totaled **R\$ 290.2 million** in the quarter, **up 0.2%** compared to 1Q25.

- Gross profit totaled **R\$ 117.4 million** in 1Q26, with a gross **margin** of **40.5%**.

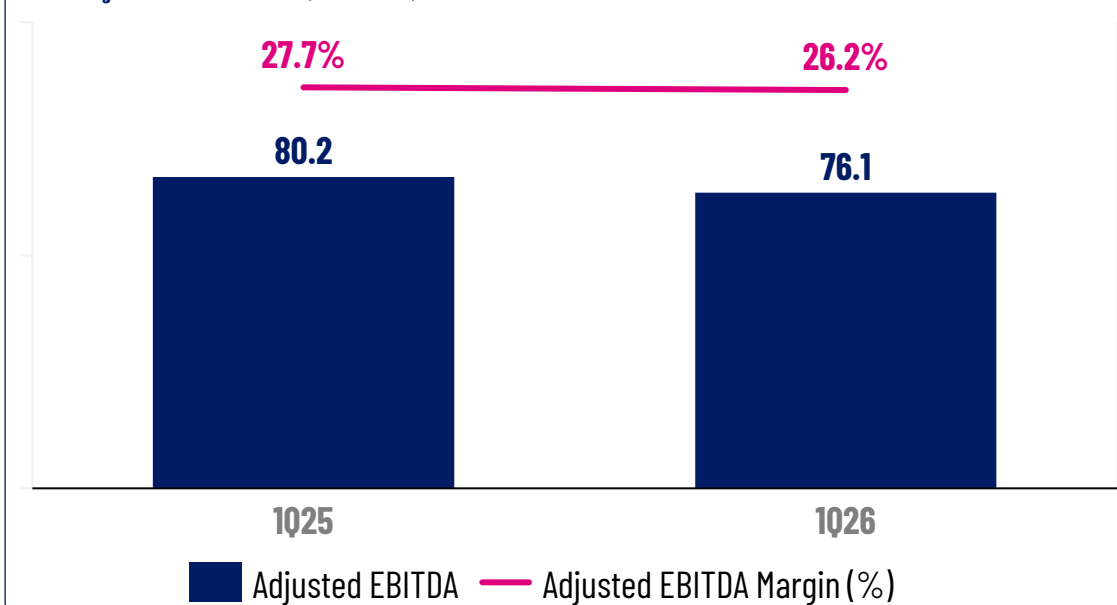
<sup>1</sup> Net revenue adjusted for: (i) non-recurring cancellation effects

<sup>2</sup> Gross profit adjusted for: (i) exclusion of non-recurring costs; and (ii) exclusion of IFRS 16-related effects.

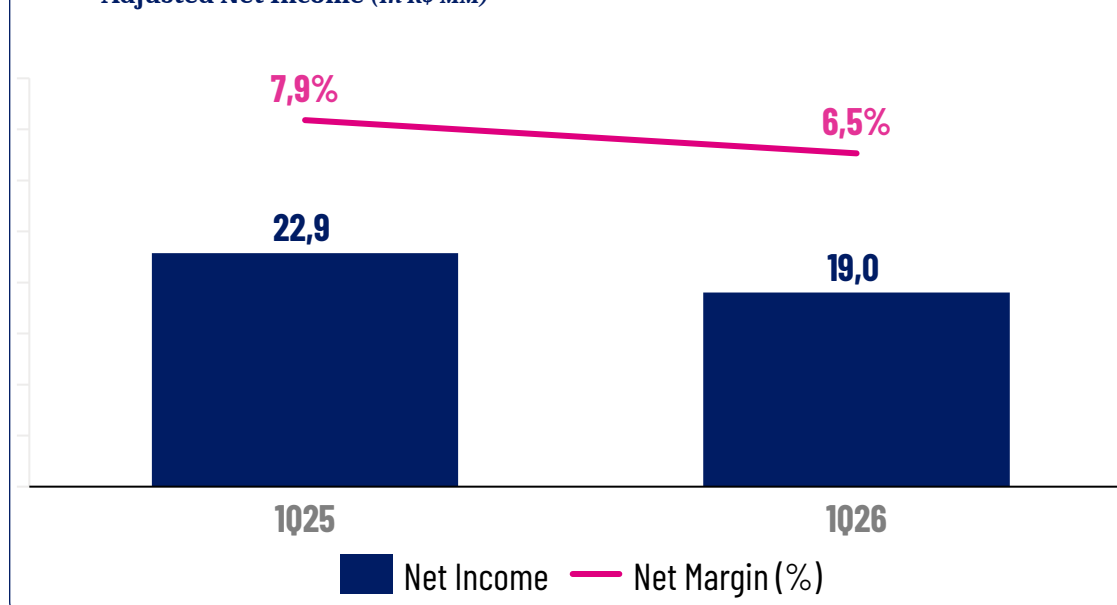


**Adjusted EBITDA totaled R\$ 76.1 million in 1Q26, with a margin of 26.2%, while adjusted net income reached R\$ 19.0 million, with a net margin of 6.5%.**

Adjusted EBITDA<sup>1</sup> (In R\$ MM)



Adjusted Net Income (In R\$ MM)



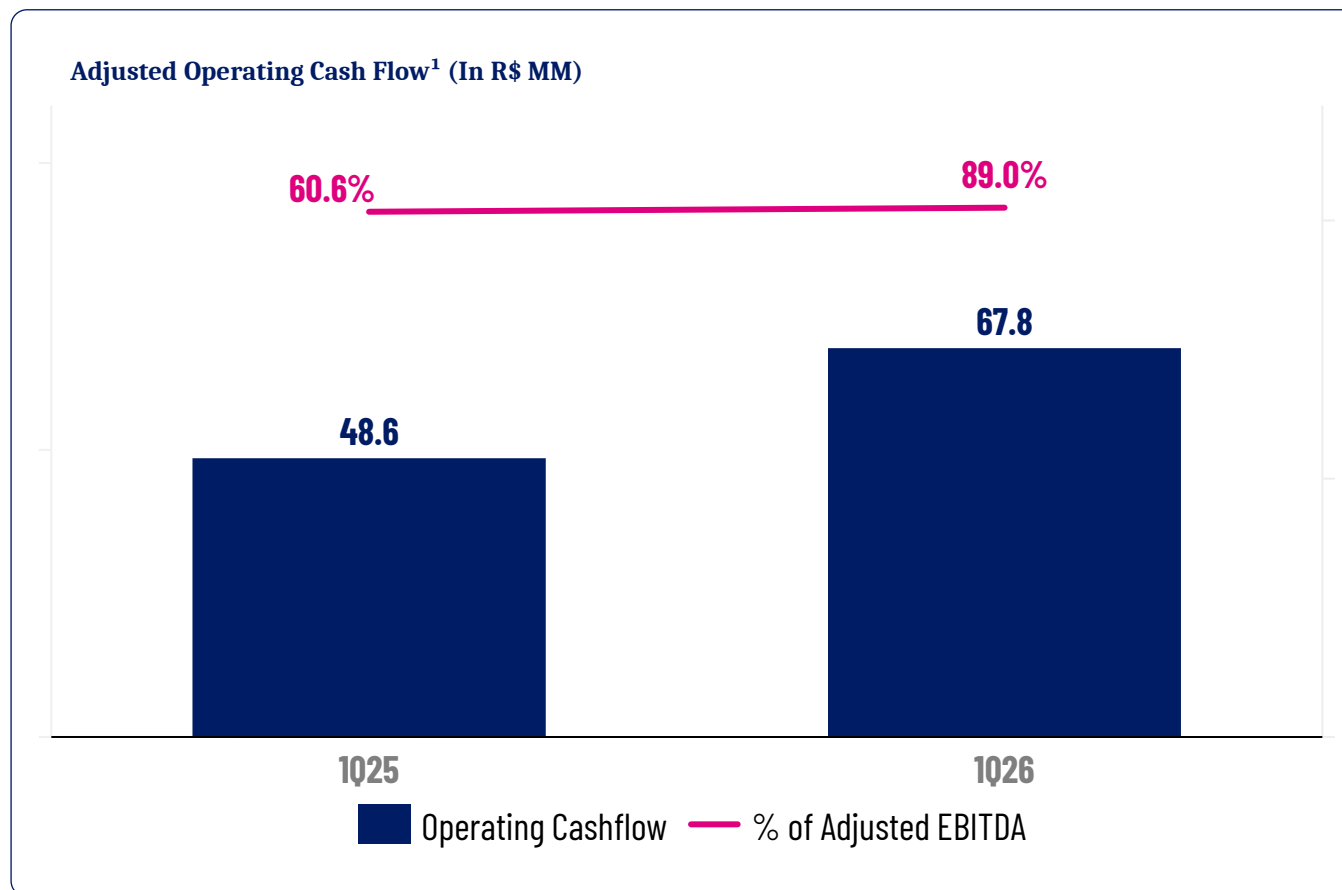
- In 1Q26, **adjusted EBITDA** totaled **R\$ 76.1 million**, with an adjusted EBITDA margin of **26.2%**.
- **Reported EBITDA** reached **R\$ 79.9 million**, up **8.3%**, with an EBITDA margin of **27.7%**, representing an **expansion of 1.3 p.p.**

- **Adjusted net income** reached **R\$ 19.0 million in 1Q26**, with a net margin of **6.5%**.

<sup>1</sup>Adjusted 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\$ 67.8 million in 1Q26, up 39.5%, with EBITDA-to-cash conversion reaching 89.0%, representing an increase of 28.4 p.p. versus 1Q25.**

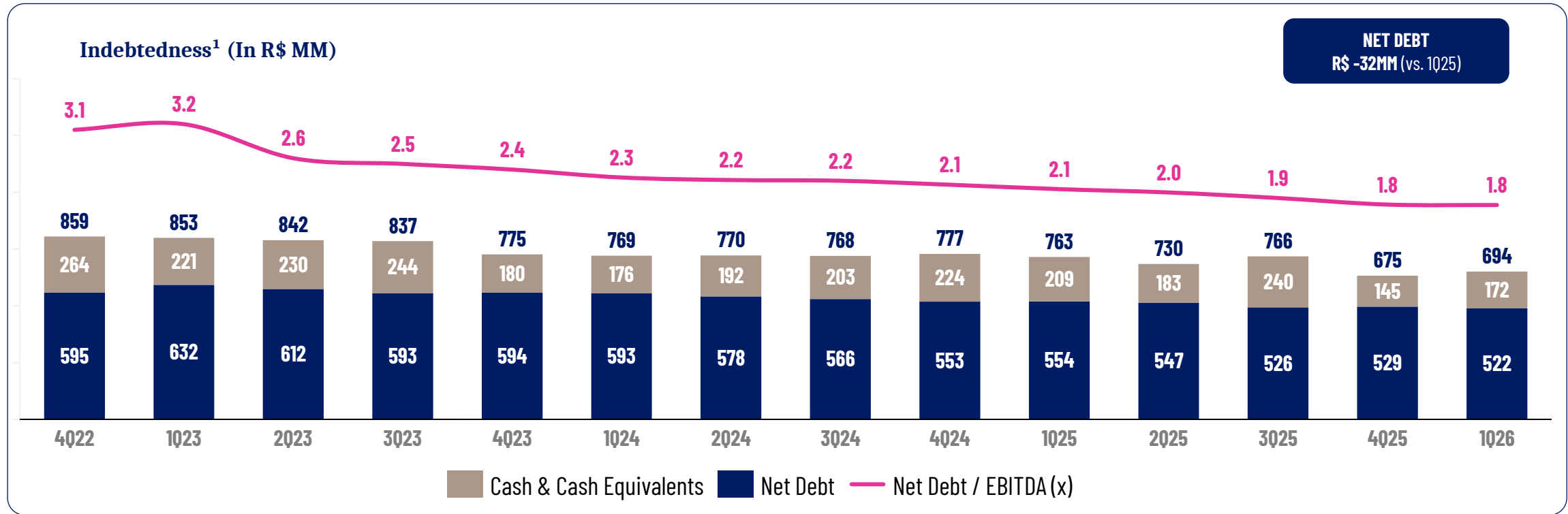


- In 1Q26, operating **cash generation** totaled **R\$ 67.8 million**, up **39.5%**, with EBITDA-to-cash conversion reaching **89.0%**, **28.4 p.p.** above the **60.6%** reported in 1Q25.
- The improvement was driven by **lower working capital variation**, reflecting a reduced impact from **accounts receivable** and **greater efficiency** in financial management.

<sup>1</sup>Adjusted 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 1Q26, leverage continued its downward trajectory, reaching **the lowest level** in the last **18 quarters**. The ratio closed the period at **1.77x**, down **0.3x** compared to **2.06x** in **1Q25**.
- On April 30, Fitch **Ratings upgraded** Espaçolaser's rating from A- to **A**, with a stable outlook, highlighting the Company's strong **cash generation** and **deleveraging trend**. The agency also recognized the Company's **market leadership** and its **ability** to deliver **sustainable growth** with a focus on **profitability**.

FitchRatings



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



other

**INITIATIVES**

## Cooler Project - Actual and Forecast

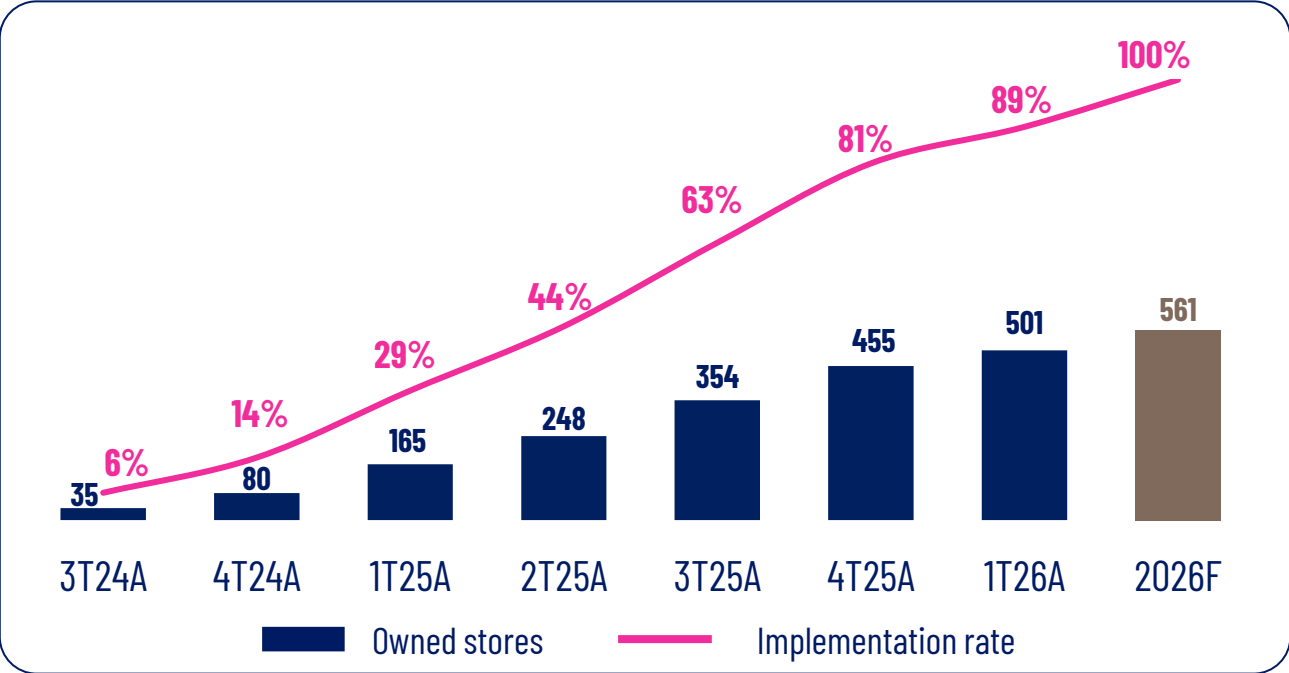


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In the first quarter of 2026, the rollout of cooling machines continued to **advance strongly, reaching 89%** of the Company-owned store base (**501 units**).

Resulting in **savings of approximately R\$ 6.2 million** in operating costs in 1Q26 (vs. 1Q25).

### Implementation Curve



# ESPAÇOLASER 2026 CONVENTION

## CONNECTION, STRATEGY AND VISION FOR THE NEXT GROWTH CYCLES



### Strategic alignment

The event brought together leaders, franchisees and partners from across Brazil, fostering strategic alignment for 2026.



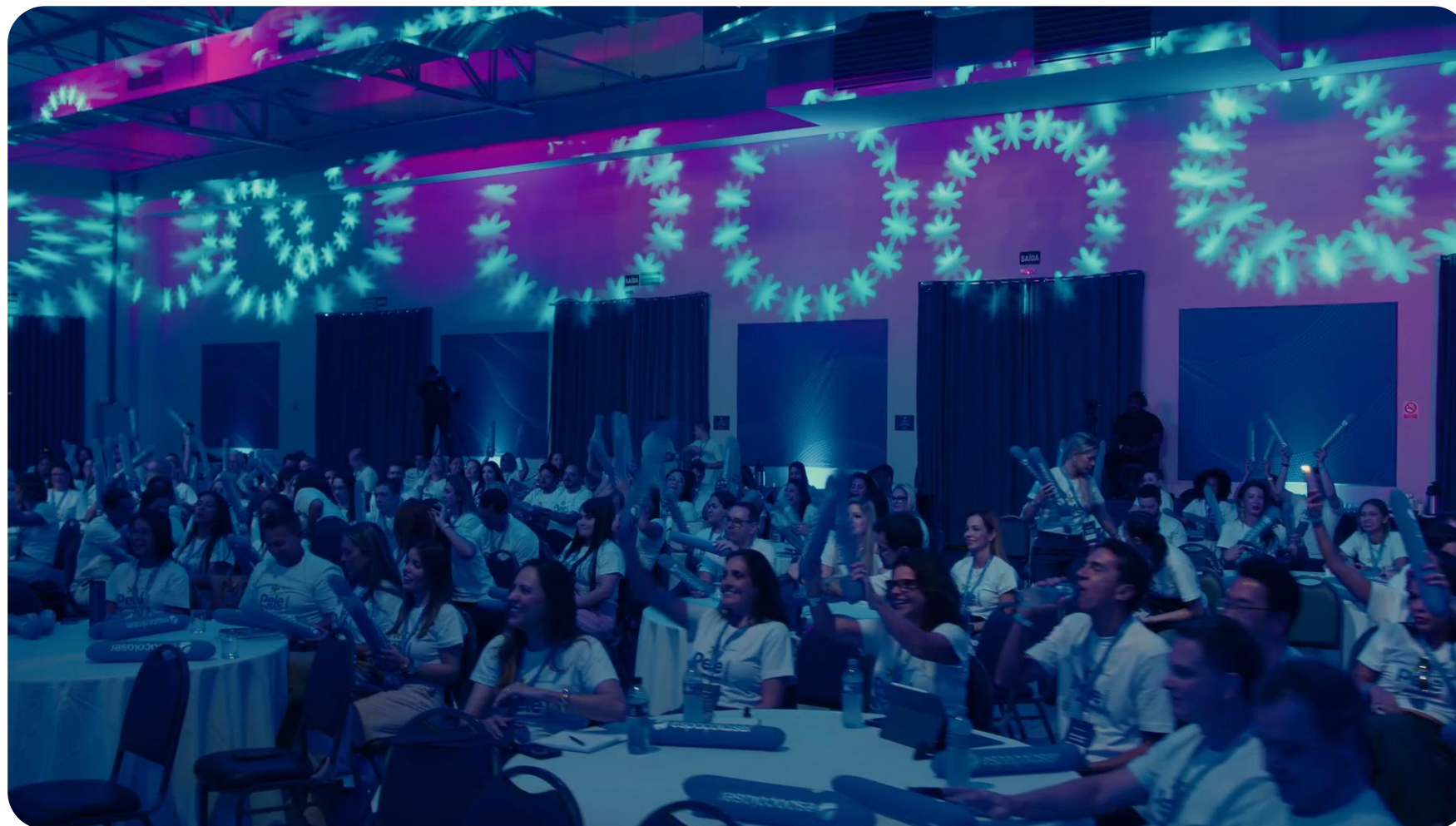
### Market Insights

Relevant content and speakers brought new perspectives on retail trends and industry challenges.



### "Our Skin, A New Rhythm."

A culture of high performance, collaboration and recognition.



## Reopening of the Moema store, the first store in the EspaçoLaser group, now featuring a new concept.

With a contemporary design that balances sophistication and comfort, the store elevates the customer experience to a new level of well-being.



**101.58 sqm**



**Contemporary Design**



**Two treatment rooms**



**Gold-standard technology**



**+36% sales growth in March vs. March 2025**



A new concept, the same essence: **caring for people and transforming lives.**

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## Operational Excellence: Evolution of Customer Experience Indicators

### Big Numbers | 1Q26

NPS

89

Achieved for two consecutive months (Jan and Feb/26).

Retention<sup>1</sup>

93%

Customer inquiries resolved via chatbot.

<sup>2</sup>Service Level

95%

Customers served within the 80/20 service level agreement.

<sup>3</sup>GMB

+922%

Record-high score and 922% growth in customer reviews.



In 1Q26, we significantly **reduced** customer contacts related to **appointment** unavailability and strengthened our key customer **experience** and **reputation** indicators.



NPS: +19% growth in customer service interactions, with a **record** score of **89 points** in the first two months of 2026.



The period's greatest achievement was the significant growth in **Google My Business**, with a **922%** increase in review volume.



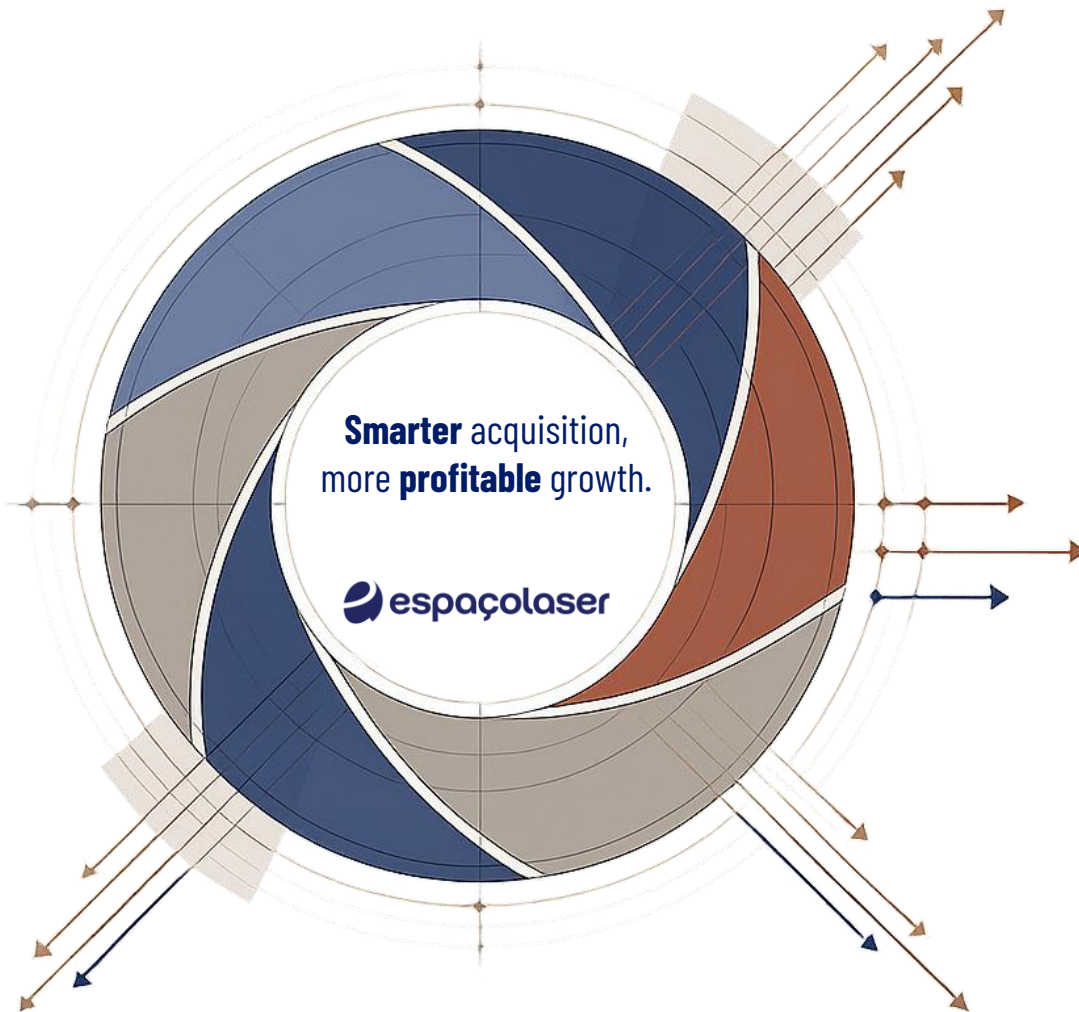
On Reclame Aqui, the score remained above **8**, securing the **"Great"** rating badge.

### Achievement of the 2026 Reputation Awards

The **Reputation Awards 2026** is Brazil's **leading recognition** for **digital reputation**, organized by Harmo. The award **recognizes brands** that **transform** customer **reviews** and **digital reputation** into a real **competitive advantage**, based on Google performance data and customer experience indicators.



## Technology Initiatives



### Technology & Data

Generative AI and unified architecture on Snowflake

- Elisa (GenAI) integrated into our data environment
- Operational dashboards for managers
- Evolution toward an AI-first culture, with automation and analytics embedded into operations



### Digital Performance & CRM

Acquisition efficiency focused on lead quality

- **+52%** increase in immediate conversion through BOT
- CAC down 16%, with +18% growth in paid sales
- **"Optical filter"**: prioritization of high-propensity leads



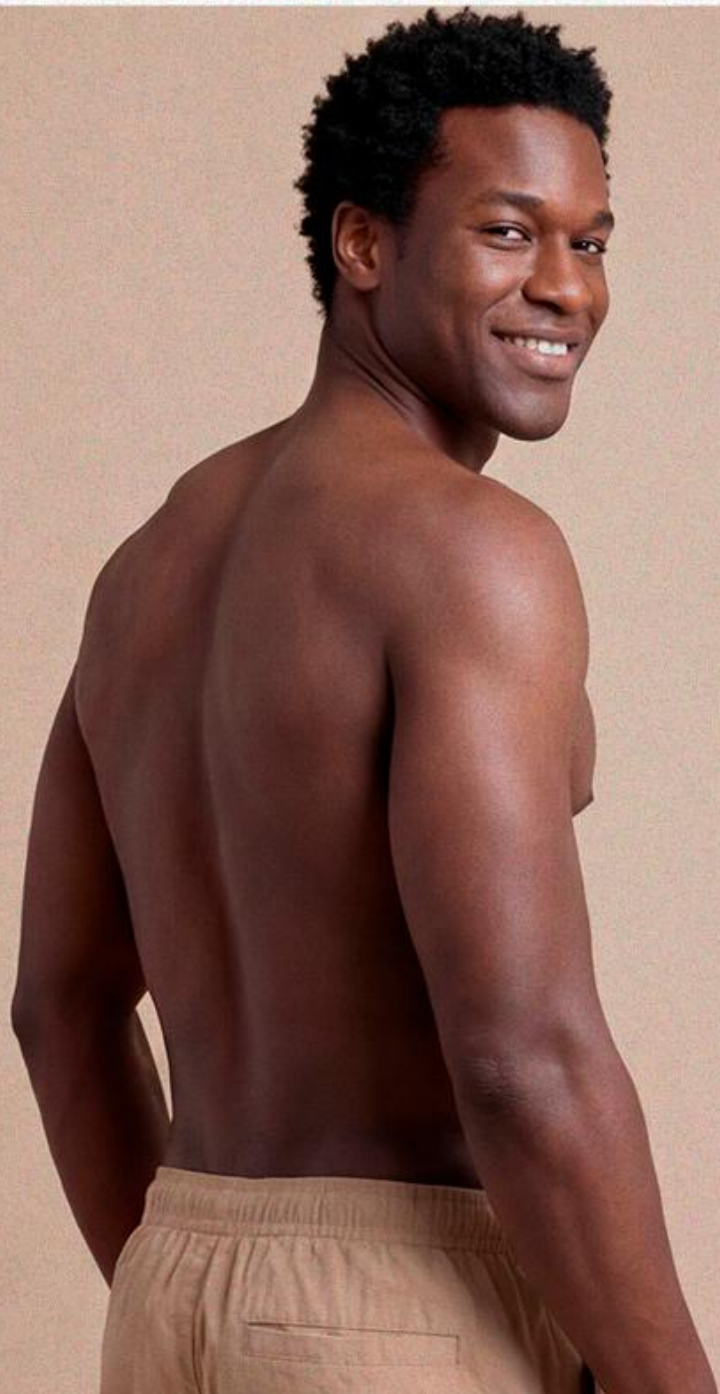
### Marketing & Customer Journey

Monetization and scale through greater personalization

- Personalized campaigns by **customer cluster**
- Expansion in Retail Media, with higher average ticket
- **+32** thousand appointments scheduled through automated journeys



#ESPA3




**Q & A**



final

**REMARKS**

## Investor Relations

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