espaçolaser

#ESPA3 | 2Q26 Results

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QUARTERLY
HIGHLIGHTS

HIGHLIGHTS 2Q26

R$384.9mm
System-Wide Sales
+0.1% vs 2Q25

R$1,461
Average Ticket
+4.3% vs 2Q25

89.0 pts
NPS (all-time high average)
+3.0 pts vs 2Q25

R$49.4mm
Adjusted EBITDA
margin of **19.2%**

R$60.7mm
Cash Generation
in 2Q26

122.8%
EBITDA-to-cash conversion
+28.4 p.p. vs 2Q25

Net Debt reduction
of ***R$21.1 million***
vs 2Q25

1.88x
Net Debt/EBITDA
1.97x in 2Q25

HIGHLIGHTS 1H26

R$844.3mm
System-Wide Sales
+0.9% in 1H26

88.9 pts
Record NPS
+2.4 pts vs 1H25

R$125.5mm
Adjusted EBITDA
margin of 22.9%

R$128.5mm
Cash Generation
+17.2% vs 1H25

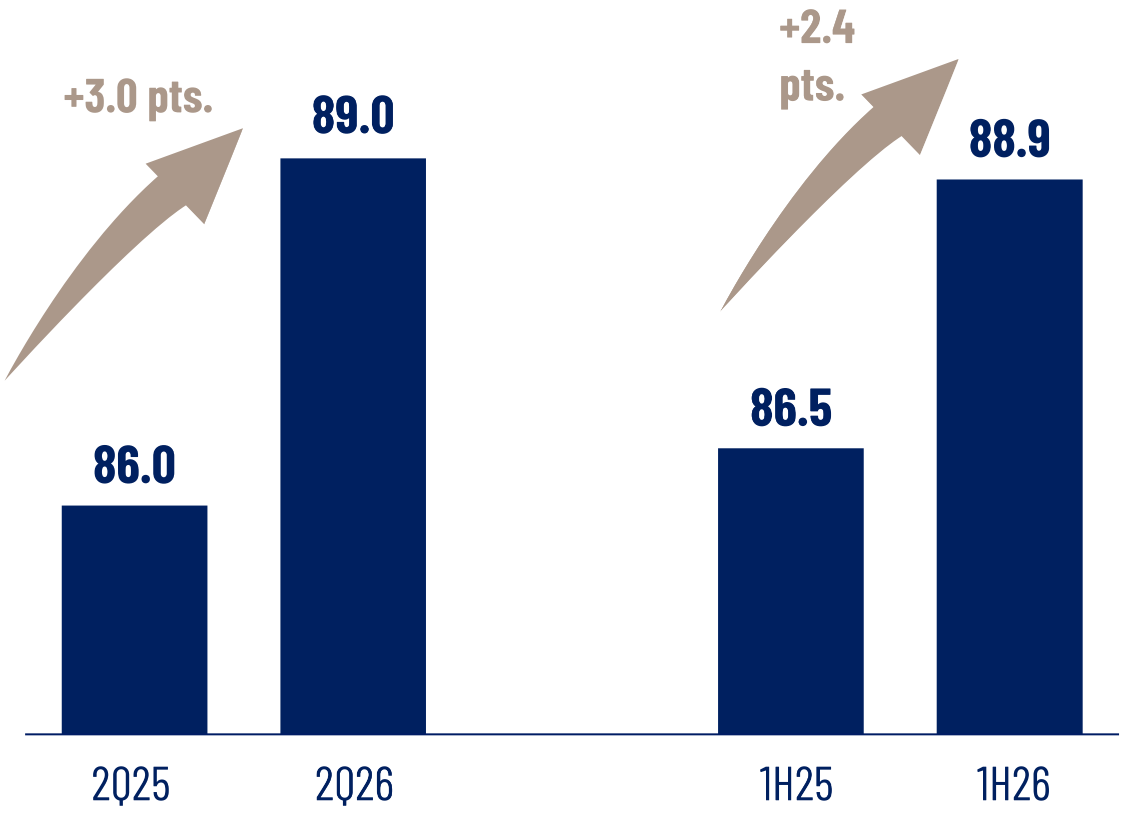
102.3%
EBITDA-to-cash conversion
+26.6 p.p. vs 1H25

+0.7%
Same-Store Sales
in 1H26

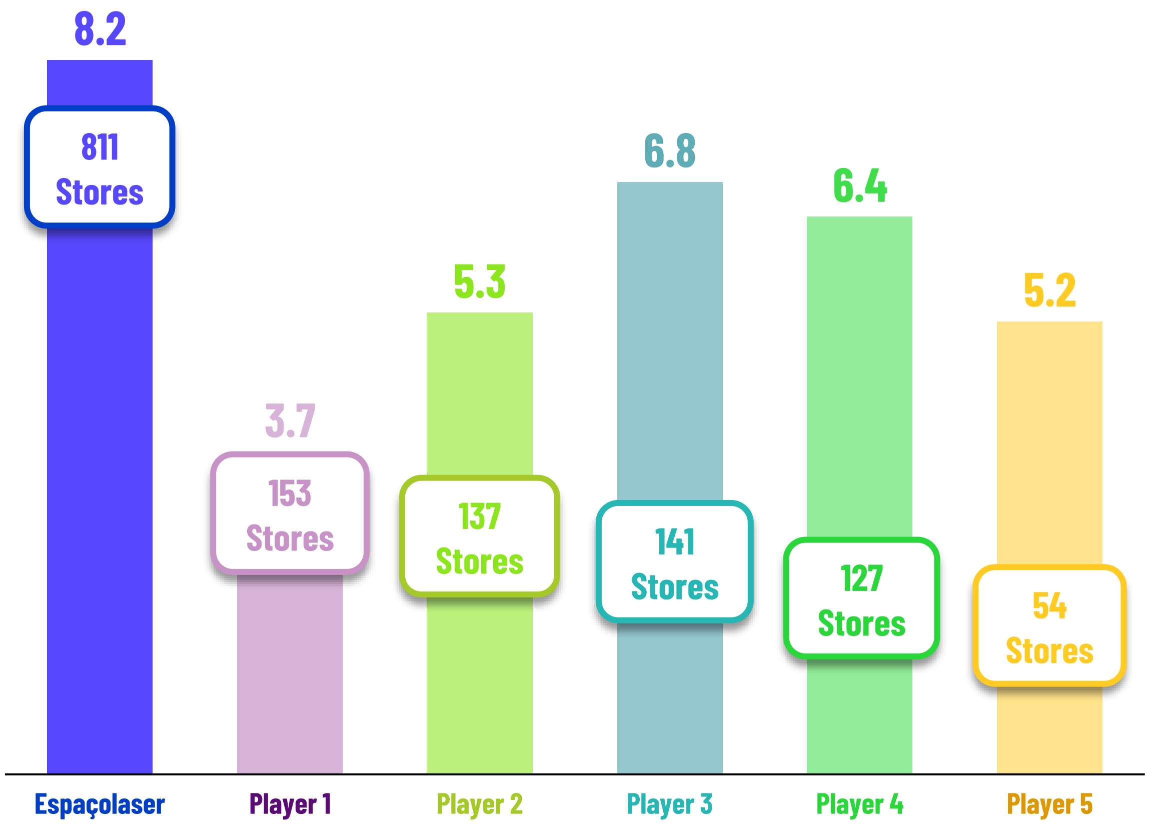
'A.br' *Moody's Rating* MOODY'S LOCAL

Maintaining a high level of customer satisfaction.

Net Promoter Score (NPS)



Reclame Aqui[1] *(score 0 to 10)* | Number of Stores in Brazil[2]

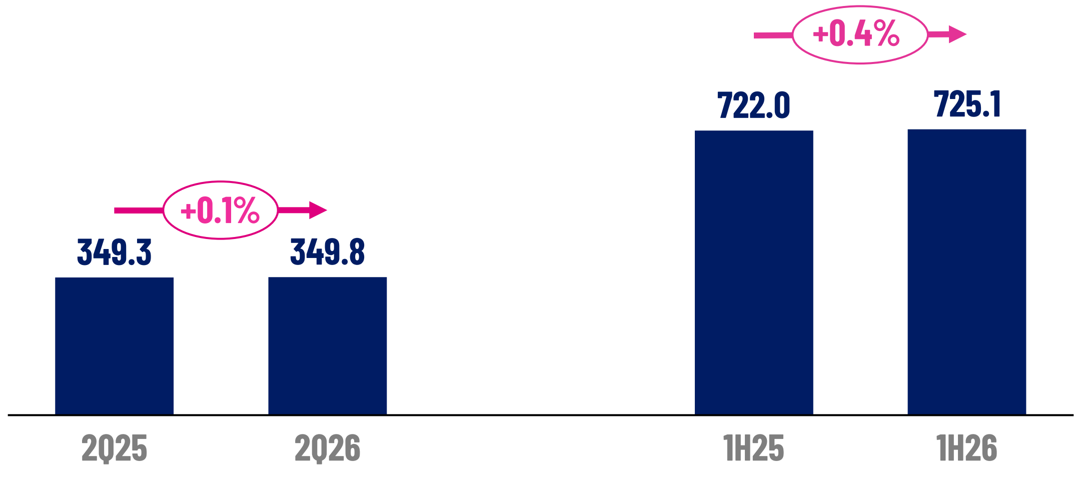


[1] Public data as of July 31, 2026 (last 12 months). [2] Public data as of July 31, 2026.

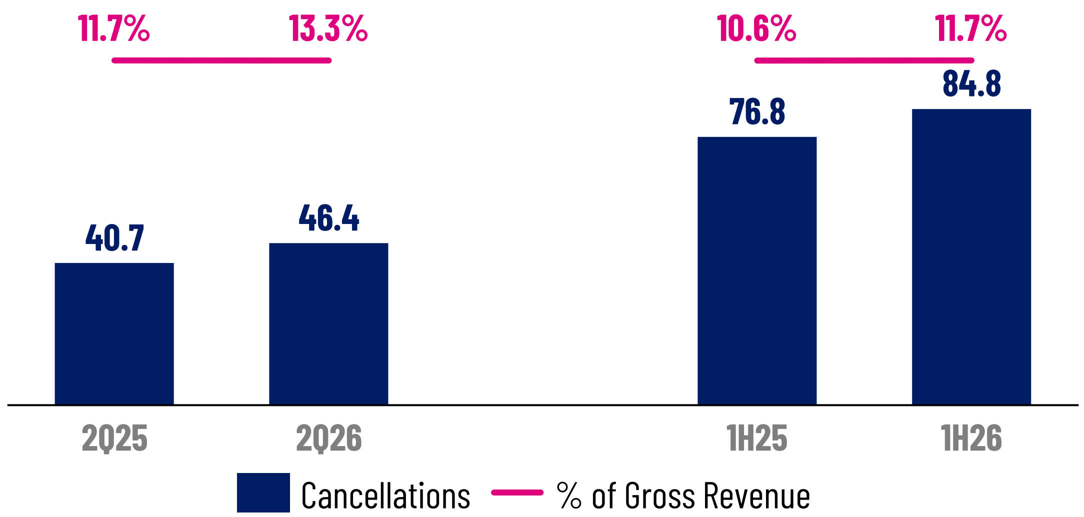
FINANCIAL PERFORMANCE

Gross revenue reaches R$349.8 million in 2Q26 and R$725.1 million in the half, up 0.4%. The cancellation ratio ended the half at 11.7%.

Gross Revenue ***(In R$mm)***



Cancellations **(% of Gross Revenue)**

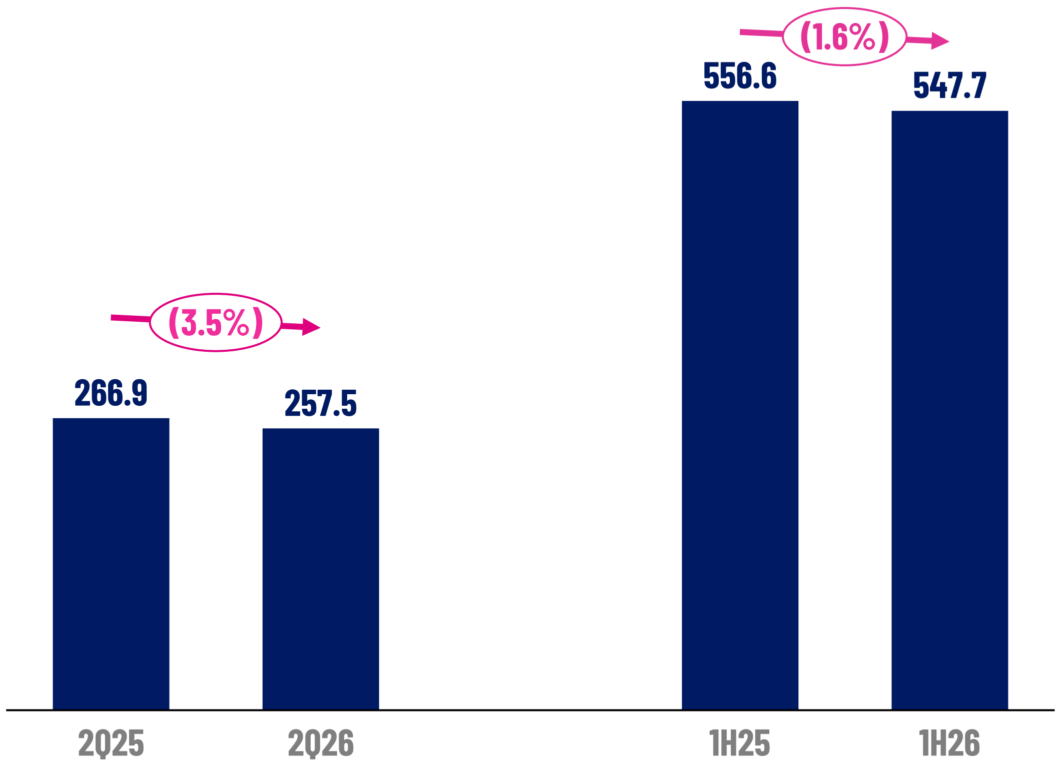


- In **2Q26**, **gross revenue** reached **R$349.8 million**, with **growth** of **0.1%** versus the same quarter of the previous year.
- In **1H26**, gross revenue totaled **R$725.1 million**, up **0.4%** versus 1H25, reflecting the **resilience** of the **commercial strategy** and the **brand**.

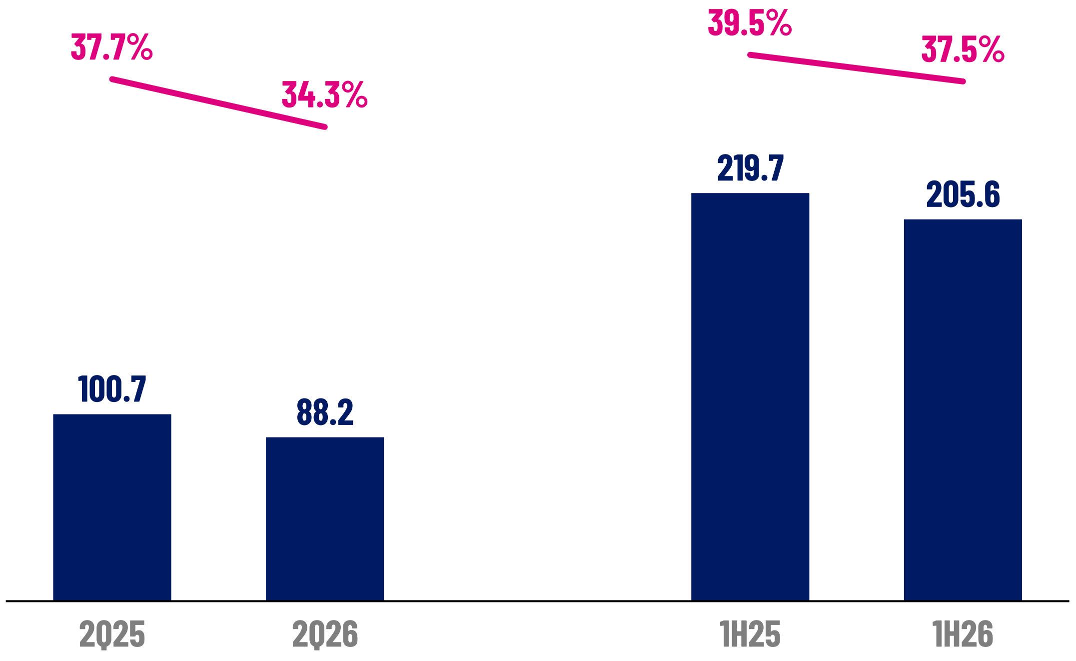
- The cancellation ratio ended the half at **11.7%** of gross revenue, in a credit and delinquency environment that remains **challenging** in **retail**.
- **We continue to advance** on our ongoing operational improvement agenda, with the expansion of **automation** in the **customer retention journey**.

In 2Q26, adjusted net revenue reached R$257.5 million. Adjusted gross profit came in at R$88.2 million, with a 34.3% gross margin. In the half, adjusted gross profit was R$205.6 million, with a 37.5% margin.

Adjusted Net Revenue[1] ***(In R$mm)***



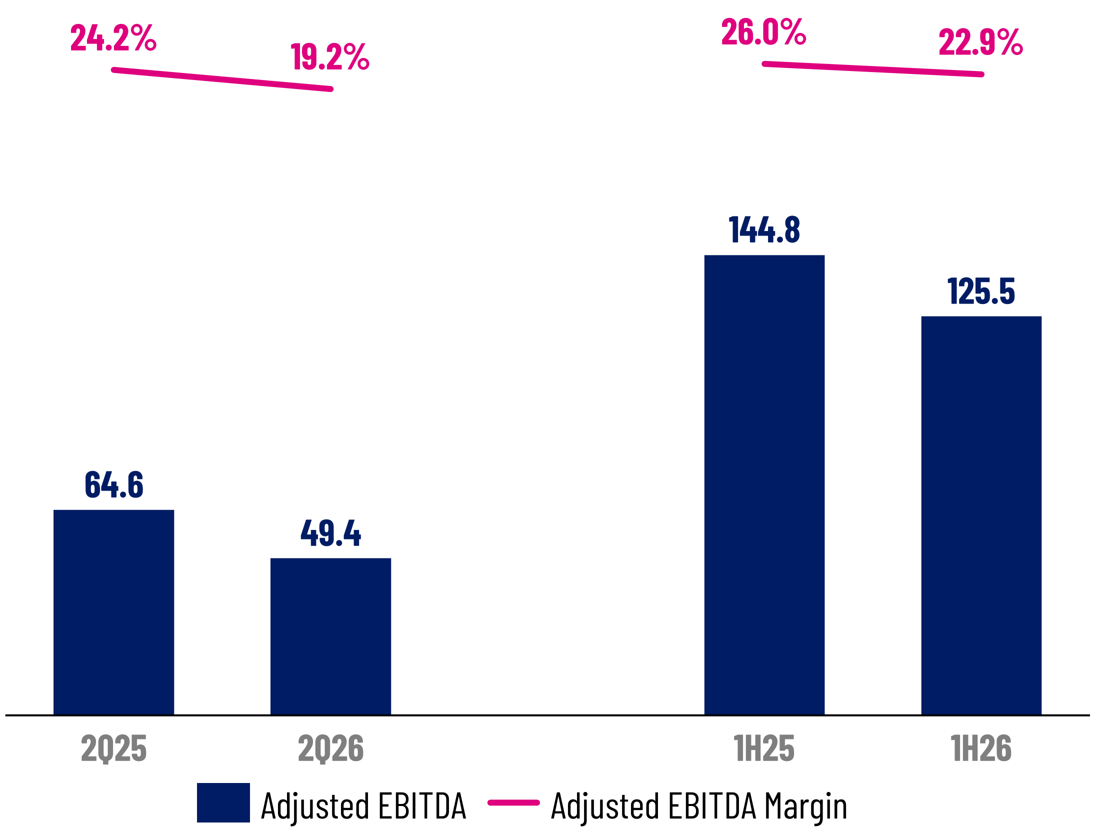
Adjusted Gross Profit[2] ***(In R$mm)***



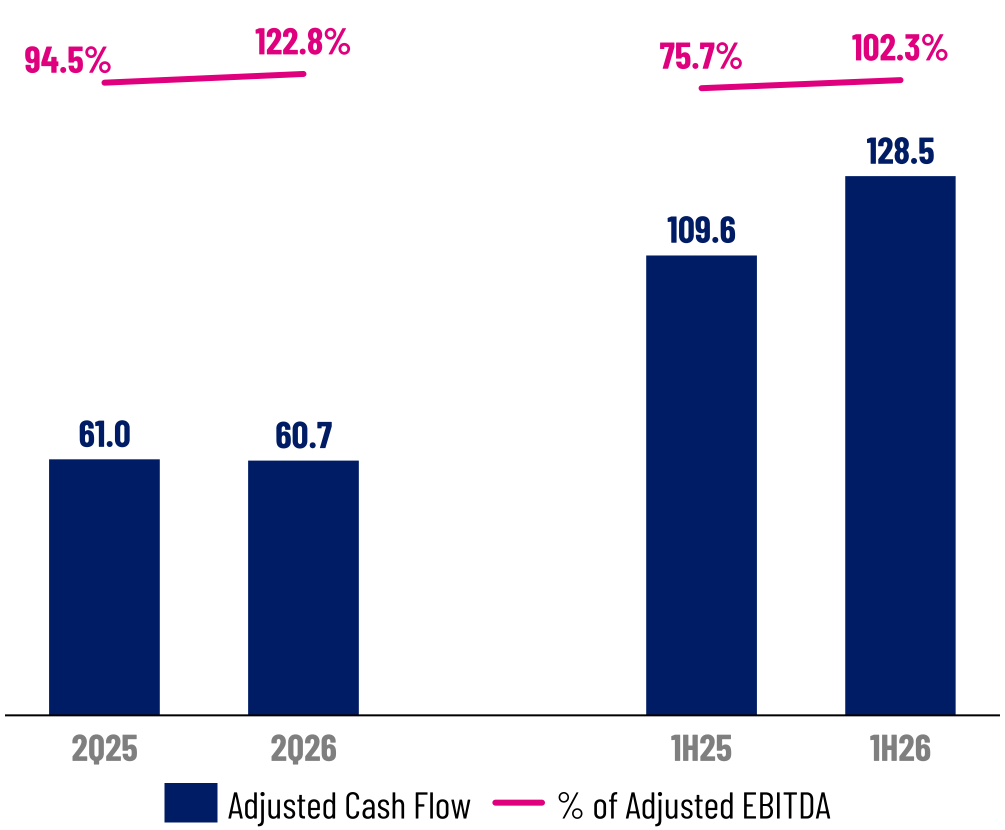
[1] Net revenue adjusted for: (i) non-recurring cancellation effects.
[2] Gross profit adjusted for: (i) exclusion of non-recurring costs; and (ii) exclusion of IFRS-16 related effects.

Adjusted EBITDA of R$49.4 million in 2Q26, with a 19.2% margin, and adjusted cash flow of R$60.7 million. In 1H26, adjusted cash flow grew 17.2%, with improved working capital.

Adjusted EBITDA[1] *(In R$mm)*



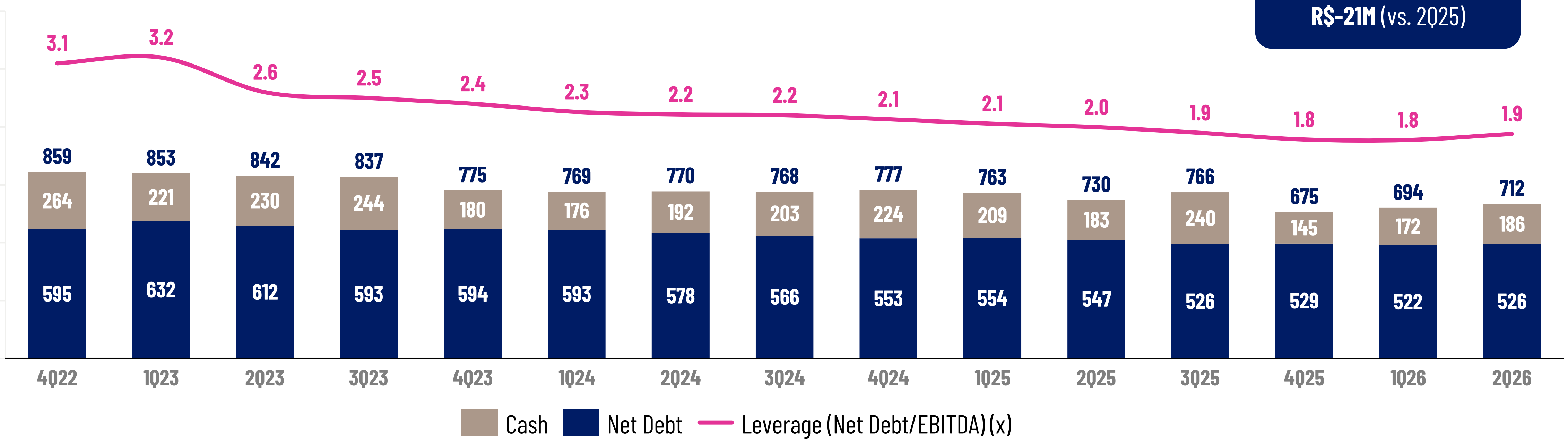
Adjusted Operating Cash Generation *(In R$mm)*



[1] EBITDA adjusted for (i) exclusion of non-recurring costs and expenses; and (ii) elimination of IFRS-16 related effects.

Leverage Reduction

Indebtedness[1] *(In R$mm)*



NET DEBT
R$-21M (vs. 2Q25)

- In **2Q26**, leverage remained at a historically low level, ending the period at **1.88x**, **down 0.09x** compared with the **1.97x** of 2Q25. Versus 1Q26, the change in gross debt mainly reflected **the disbursement of R$20.0 million** from the **BNDES/FINAME** facility, with an amortization term of up to 16 years, contributing to a longer debt profile and an optimized capital structure.
- **Moody's Local** reaffirmed the **A.br rating** of **Espaçolaser**, supported by **above-sector margins**, **controlled leverage** and consistent **cash generation**.

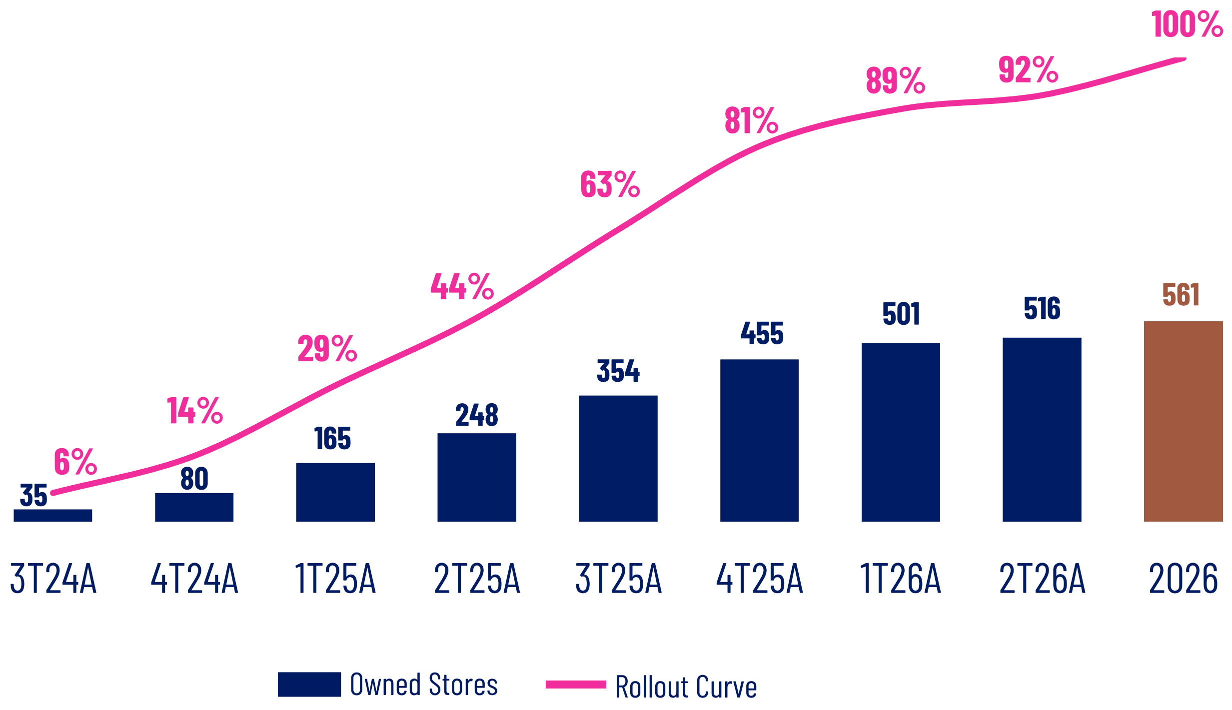
[1] Considers Accounting EBITDA excluding the effect of non-recurring costs and expenses over the last twelve months.


OTHER
INITIATIVES

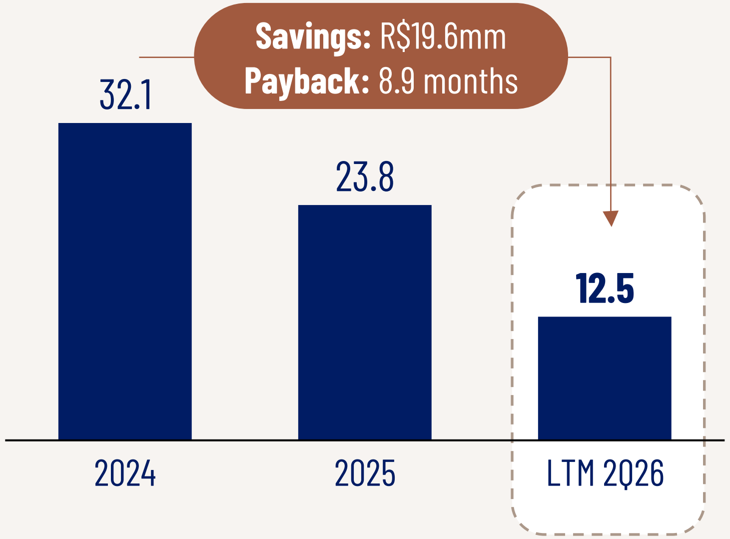
Chillers and Room Expansion

In the second quarter of 2026, we **advanced** the **rollout** of cooling machines, reaching **516 units** in the owned-store base.

Rollout Curve - Actual and Forecast



Gas Costs*(R$mm)*



2nd Laser Room

Incremental Revenue

+34.0%

25.3% on top of organic growth

IRR

35.4% p.a.

Vs. discount rate of 14.5% p.a.

Operational Excellence: Progress in Customer Experience Indicators

Big Numbers | 2Q26

NPS

89

Highest quarterly average on record in 2Q26.

Retention[1]

89%

Contacts with issues resolved via chatbot.

[2]Service Level

98%

Customers served within the 80/20 SL; average wait of 1 min.

[3]GMB

4.1

Record score and 765% growth in reviews.

In 2Q26, we reduced contacts due to schedule unavailability by **77%** and human-handled service by **76%** in 1H26.

NPS: record score of **89.0 points** in 2Q26, the highest quarterly average on record, up **+3.0 pts** vs 2Q25.

Google My Business: record score of **4.1** and **19.9 thousand reviews**, an unprecedented result in 2Q26.

On Reclame Aqui, reputation score of **8.3** in 2Q26, maintaining the Great seal.

Waitlist on the Espaçolaser App
Rolled out to 100% of units in 2Q26, allowing customers to join the waitlist through the app and be notified when a slot becomes available, bringing greater ease and convenience for customers of owned stores and franchises.

[1] Retention: % of contacts with issues resolved via chatbot, with no human intervention. [2] Service Level: % of contacts handled within target (EL target: 80% within 120s). [3] GMB (Google My Business): company score and reputation in Google reviews.

"Customer Decides the Payment" Project (CDP)

Strengthening receivables quality and cash generation

CDP is a commercial model that allows the customer to **choose the payment method**, with differentiated pricing per method, driving higher-quality receivables and strengthening cash generation.

A transformation underway

Customer chooses the payment method > Higher share of **Credit Card and PIX** and lower use of the recurring model > Improvement in **receivables quality** > Reduction in the **average collection period** > Greater cash flow predictability and higher **cash generation**

Rollout across the entire network by the **end of 3Q26**, consolidating this transformation in our commercial model.

"Customer Decides the Payment" Project (CDP)

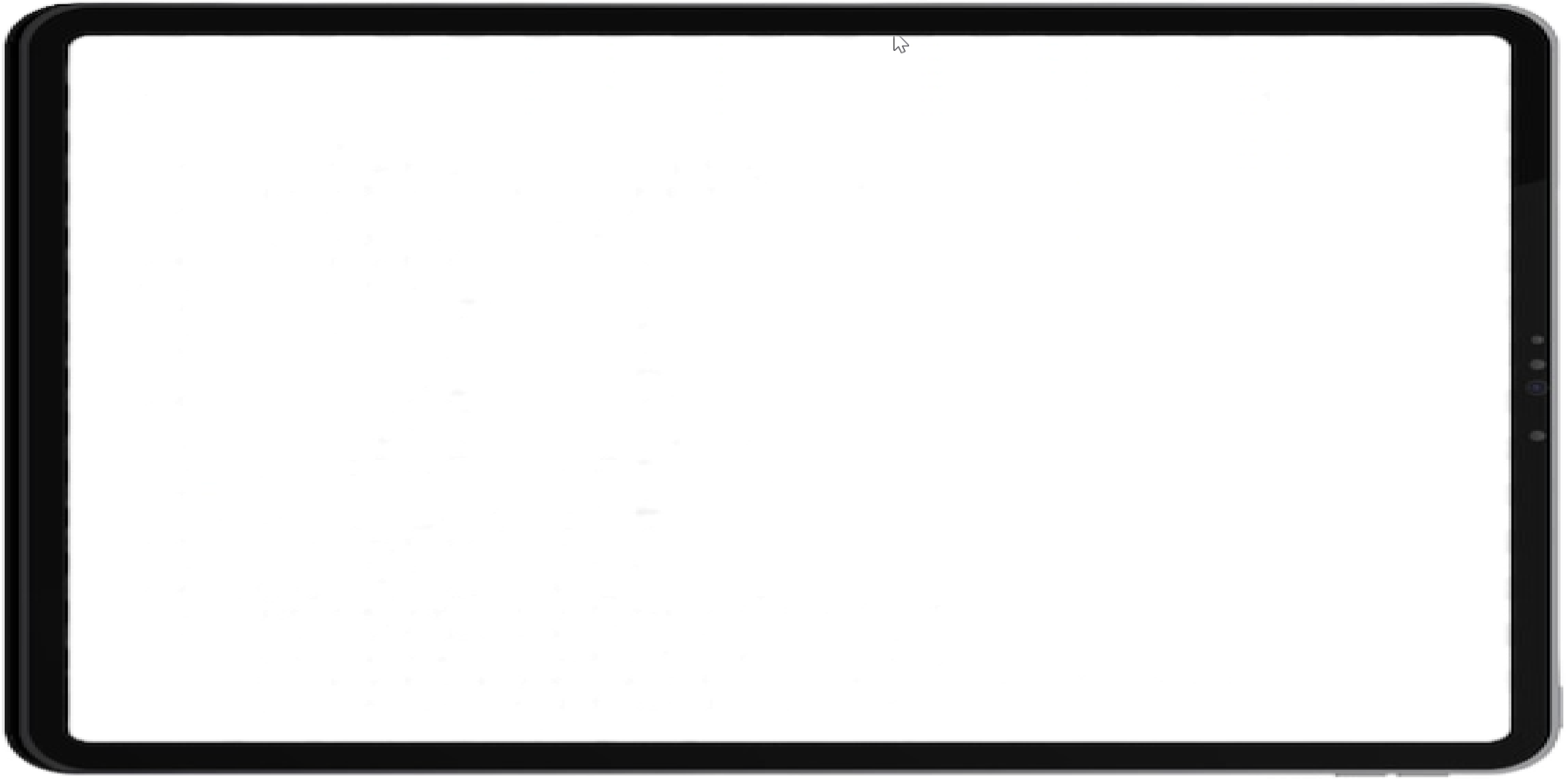
Strengthening receivables quality and cash generation

Meaningful progress in the half

361
owned stores
operating with CDP

118
franchises
operating with CDP

By the end of
3Q26
rollout expected across the entire network



Partnership with NuPay

Expanding payment alternatives and strengthening financial management

We launched the partnership with NuPay, expanding the **payment alternatives** available to our customers and strengthening our **strategy for financial management**.

~60%

of our customers are also **Nubank** customers, broadening access to a relevant consumer base.

~45%

of transactions by Nubank customers at Espaçolaser already occur via **NuPay**, within a few months of operation.

~7%

increase in transactions, by enabling purchases that would otherwise be declined due to insufficient card limit, with credit granted by **NuPay** itself.

Credit granted by the financial partner

Credit analysis and approval are now performed by the financial partner rather than by the Company.

- Improvement in **receivables quality**
- Reduced exposure to **credit risk**
- Greater **financial efficiency**

Indicators refer to the first months of the partnership's operation.

New Shareholding Structure: more diversified shareholder base and expanded *free float*

PRE-REVERSE STOCK SPLIT

Control block: 47.3%

Ygor Moura	L Catterton	Paulo Morais	SMZXP	Semenzato	Others
16.90%	16.90%	10.01%	2.55%	0.96%	52.68%

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Stake sold in the Offering

POST-REVERSE STOCK SPLIT

Control block: 30.0%

Ygor Moura	Paulo Morais	SMZXP	Semenzato	Others
16.49%	10.01%	2.55%	0.96%	69.99%

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Controlling shareholders

ADTV liquidity comparison

	ADTV (LTM 2Q25)	ADTV (LTM 2Q26)	Δ
ADTV	R$388,346	R$831,022	114%

OFFERING

R$38.5mm transaction volume

6,106,557 common shares

16.9% of share capital

R$6.30 implied price per share

On June 30, 2026, the R$38.5 million secondary offering marked the full exit of FIP Magnólia, with the control block recomposed at 30.0% and an expanded ***free float***.,

(1) Pre-Offering position as per the roadshow presentation released in June 2026.
(2) Position after settlement of the Offering, based on 36,142,306 common shares issued.

AI applied to the business: Agents and Assistants

Faster decisions and operational efficiency

STORE FRONT AND FIELD

Elisa

generative AI agent

Connected to the official revenue equation, it answers within seconds on sales, scheduling, target attainment, ticket and lead time by unit.

BACKOFFICE AND CORPORATE

Aurora

Connected to ServiceNow, it supports analysis, service and corporate efficiency with structured data.

COMMUNICATION AND INFORMATION

Jade

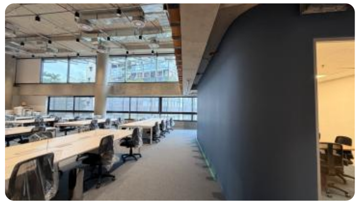
Organizes projections, equations and overviews for regional directors, regional managers and unit managers.

New Espaçolaser headquarters

A new chapter in the Espaçolaser journey

A modern, spacious and comfortable corporate headquarters – a fresh look to strengthen our connections

ESPAÇOLASER · NEW CORPORATE



Opening of the new store and the Laser University

New space, new pace: a renewed brand experience and our own training center

Network Modernization – Continuous Evolution of the Customer Experience

We continue to invest in the evolution of the customer experience, with stores that convey the brand's premium positioning and reinforce our competitive advantages.

Facade renovations completed **at 100 stores** to date

Retrofit completed ***at 27 stores*** *to date*

HIGIENÓPOLIS ARMANDO PENTEADO
São Paulo · SP

SHOPPING FRANCA
Franca · SP

CAMPINAS BAIRRO CAMBUÍ
Campinas · SP

BOULEVARD LONDRINA
Londrina · PR

We keep **growing** to deliver **well-being** to all **people**.


#ESPA3
Q&A

Final
REMARKS

Investor Relations

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