Results

3Q26

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3Q26 Highlights

OPERATING AND FINANCIAL PERFORMANCE

Best Center portfolio vacancy reaches an all-time low of 6.4%

- *Best Center Sa*me Store *Sales (SSS)* and Same Store Rent (SSR) grew 8.6% and 6.1% in 3Q26, respectively
- Service revenue totalled R$3.6 million in 3Q26, up 158.3% from 3Q25
- Recurring FFO of R$5.9 million in 3Q26

CAPITAL ALLOCATION AND STRUCTURE

Asset sales total R$750.9 million in 9M26, at an ave*rage cap* rate of 8.0%

- Portfolio value of R$907.2 million, with 139.3 thousand sqm of GLA
- Debt prepayments of R$103.3 million in 3Q26
- Net cash position of R$163.6 million
- NAV of R$28.9 per share (vs. closing share price of R$12.54[1])

OPERATIONS IN THE FII SEGMENT

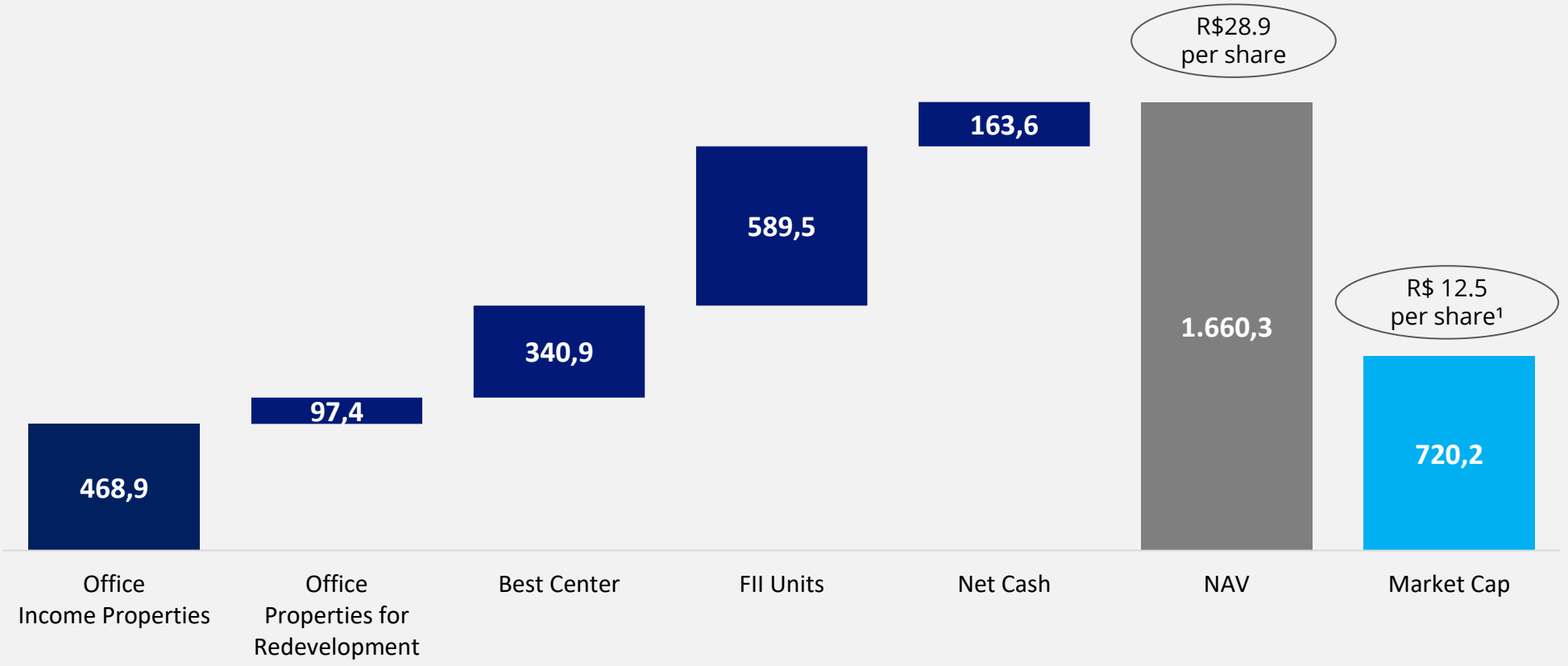
Equity of R$2.1 billion in FIIs under advisory

- Property management of 16 retail assets and 12 office assets
- São Carlos acts as real estate advisor to 3 FIIs (TGRU in urban income and SC JiveMauá and SC Renda Imobiliária in office properties)

[1] Share price as of September 30, 2026

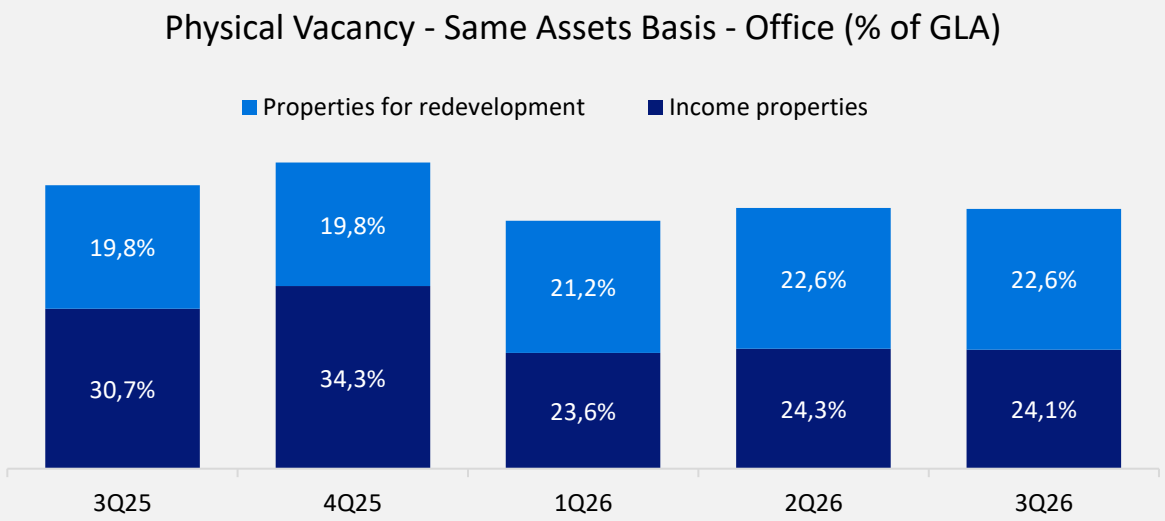
Overview of São Carlos in 3Q26

NAV Breakdown vs. SCAR3 Market Capitalization (R$ million)



¹ SCAR closing share price as of September 30, 2026

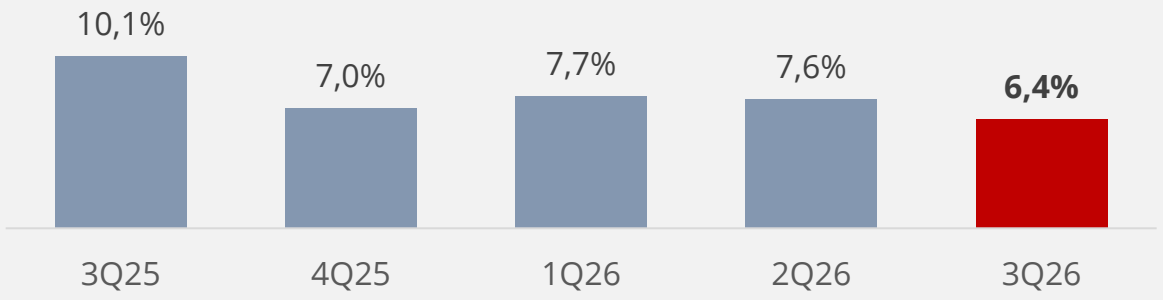
Office Highlights – São Carlos S.A. Portfolio Vacancy



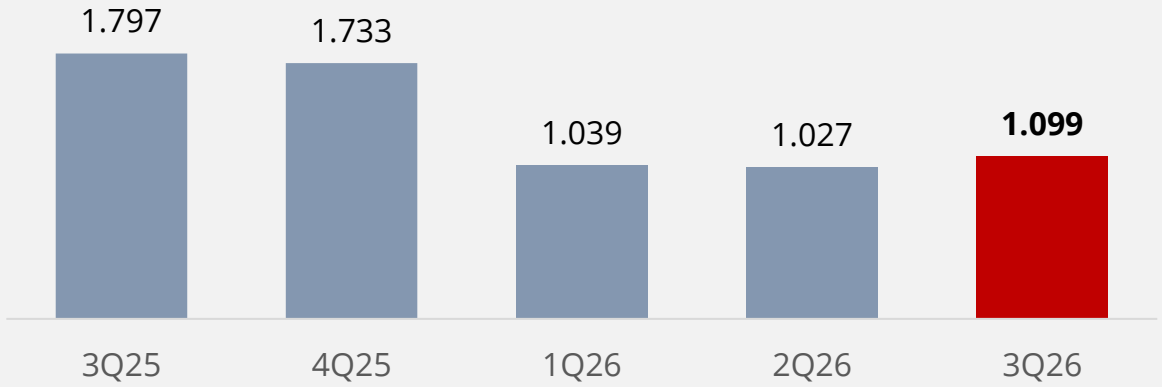
Property	City	GLA (m²)	Vacancy (% GLA)
Vista Rio	RJ	9,384	22.6%
CE Arcos da Lapa	RJ	9,126	
Properties for redevelopment		**18,510**	
CA Santo Amaro (Blocks A and C)	SP	11,862	24.1%
CA Cidade Nova	RJ	34,097	
Rio Branco 128	RJ	11,310	
Passeio (Retail and Office)	RJ	6,067	
Income Properties		**63,336**	
Total		**81,846**	**46.7%**

Best Center Highlights – Owned Portfolio

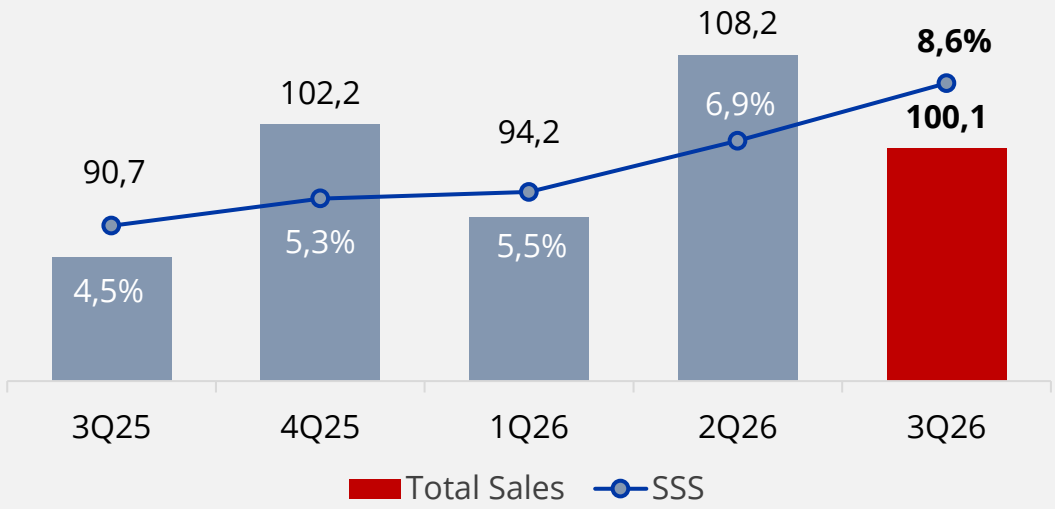
Best Center Vacancy Rate (same asset base) (% of GLA)



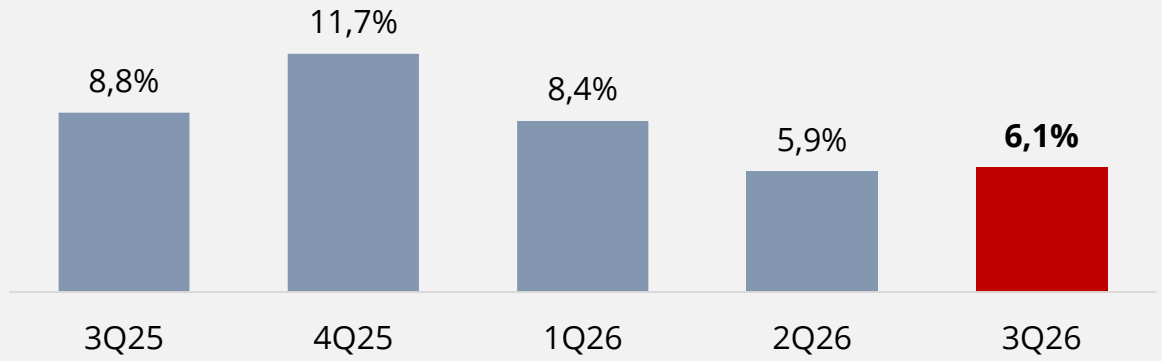
Best Center New Leases (m²)



Sales (R$ million) and Growth (SSS) (%)



Same Store Rent (SSR) (%)



Strong and Comfortable Capital Structure

R$ 826.6 MM

Cash and Financial Investments

R$ 679.7 MM

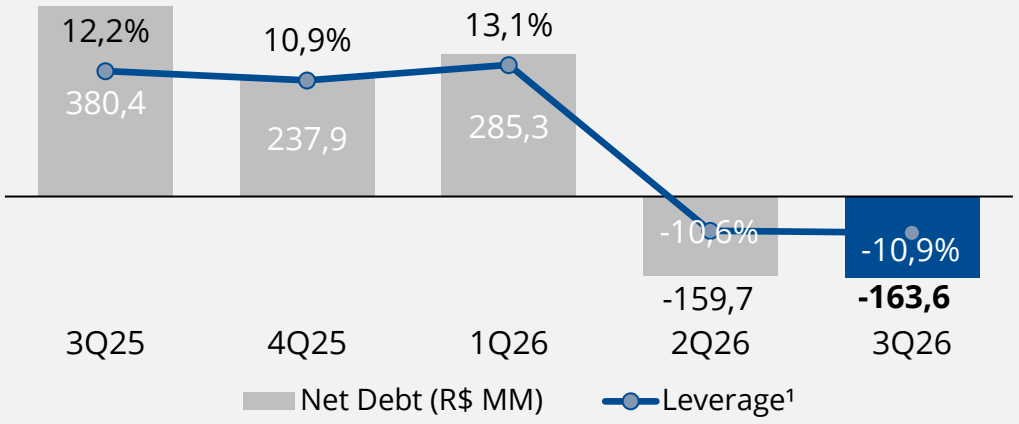
Gross Debt

-14.1% vs. 2Q26

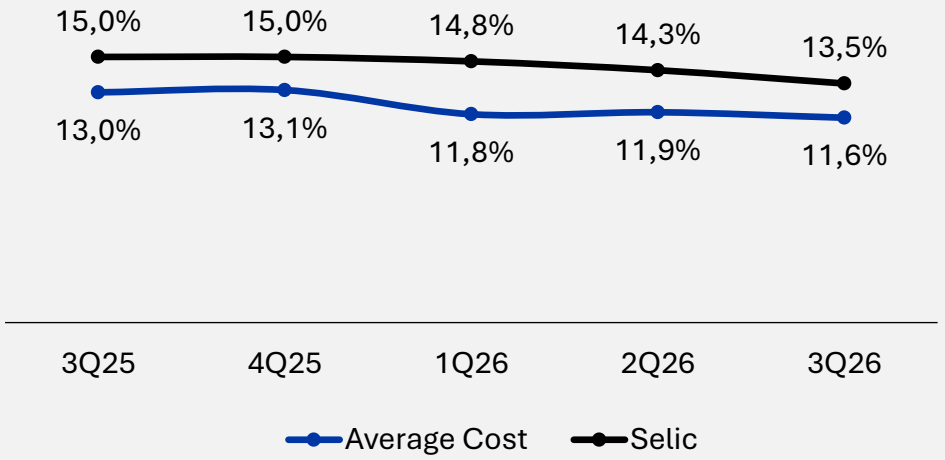
R$ 163.6 MM

Net Cash[1]

Net Debt (R$ MM) and Leverage (%)



Average Cost of Debt (% p.a.)



Subsequent event: in Oct/26, the Company notified the securitization company of the optional early redemption of CRI 50, originally due in 2029. Settlement took place on November 11, 2026, for R$363.9 million

[1] Net cash and leverage include receivables from property sales and the convertible loan to Clique Retire.

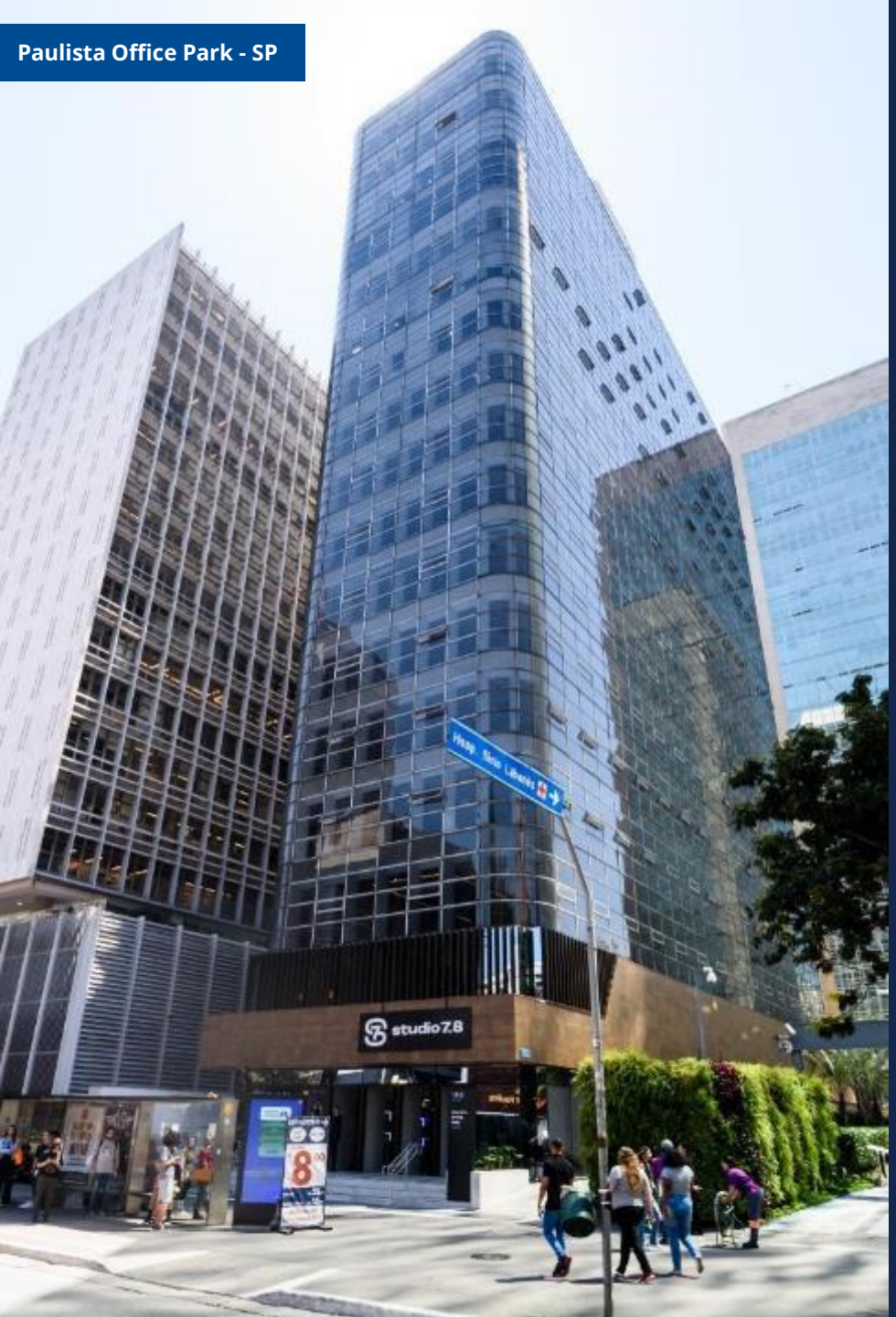
FIIs under São Carlos' Real Estate Advisory and Property Management

Equity - R$2.1 billion

	FII TGRU	FII SC JiveMauá	FII SC Renda Imobiliária
Equity	**R$ 355.1 MM**	**R$ 912.5 MM**	**R$ 799.0 MM**
São Carlos ownership	**25%**	**30%**	**30%**
# assets/segment	**16 / Urban Income**	**8 / Office**	**4 / Office**
GLA	**39.5 thousand sqm**	**77.1 thousand sqm**	**76.8 thousand sqm**
Vacancy	**3.2%**	**8.5%**	**11.1%**
NOI Margin	**91%**	**87%**	**86%**

2026 Priorities

- **Operational improvement of assets**
- **Asset Sales**
- **Expansion of operations in the FII segment and increase of services revenue**



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