

# **Individual and Consolidated Financial Statements**

**Vulcabras S.A.**

December 31, 2025  
with Independent Auditor's Report

**Vulcabras S.A.**

Individual and consolidated financial statements

December, 31 2025

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**I - Management report, including declaration of the executive board**



**4Q25**

EARNINGS  
RELEASE

**VULCABRAS**



## HIGHLIGHTS

### GROSS VOLUME

**9.2 million**

pairs/pieces in 4Q25, up 0.2% compared to 4Q24. In 2025, volume reached 33.7 million pairs/pieces, representing a 4.2% increase versus 2024.

### NET REVENUE

**R\$ 1,008.6 million**

in 4Q25, up 11.4% compared to 4Q24. In 2025, net revenue totaled R\$ 3,560.3 million, an increase of 16.8% versus 2024.

### GROSS PROFIT

**R\$ 417.9 million**

in 4Q25, up 10.9% compared to 4Q24. In 2025, gross profit totaled R\$ 1,461.0 million, representing a 14.3% increase versus 2024.

### GROSS MARGIN

**41.4%**

in 4Q25, a decrease of 0.2 p.p. compared to 4Q24. In 2025, gross margin reached 41.0%, down 0.9 p.p. versus 2024.

### NET INCOME AND NET MARGIN

**R\$ 158.8 million**

in 4Q25, down 6.1% compared to 4Q24, with a Net Margin of 15.7%, a decrease of 3.0 p.p. year over year. In 2025, net income reached R\$ 1,165.3 million, up 104.5% versus 2024, with a Net Margin of 32.7%, an increase of 14.0 p.p. compared to the prior year.

### EBITDA AND

### EBITDA MARGIN

**R\$ 220.7 million**

in 4Q25, up 14.8% compared to 4Q24, with an EBITDA Margin of 21.9%, an increase of 0.7 p.p. year over year. In 2025, EBITDA totaled R\$ 884.0 million, up 28.7% versus 2024, with an EBITDA Margin of 24.8%, 2.3 p.p. above the level reported in the prior year.

VULC3 QUOTE  
(12/31/2025)  
R\$ 20.05

MARKET VALUE  
R\$ 6.3 Billion

NUMBER OF COMMON  
SHARES  
316.502.170

INVESTOR RELATIONS  
Wagner Dantas da Silva  
(CFO and IRO)

VULCABRAS IRSITE  
<http://vulcabrasri.com>

IR TELEPHONE  
+55 (11) 4532-1068

VIDEO CONFERENCE  
03/04/2026 at 10:00 am (Brasília)  
[Access in Portuguese](#)

IRE-MAIL  
[dri@vulcabras.com](mailto:dri@vulcabras.com)



# MESSAGE FROM MANAGEMENT

The combination of strong brands, a vertically integrated business model, and a commercial strategy that captures opportunities without compromising profitability enabled Vulcabras (VULC3) to surpass its own records and deliver another year of historic results in 2025.

The Company reported gross revenue of R\$ 4.2 billion, a new record, representing growth of 16.7% compared to 2024. The gross margin of 41.0% demonstrates the **Company's** ability and resilience in maintaining profitability despite all challenges related to direct labor, which were intensified by the accelerated production growth throughout the year. Recurring EBITDA totaled R\$ 763.1 million, up 13.0% year over year. The recurring EBITDA margin reached 21.4%, while recurring net income amounted to R\$ 572.9 million, with a recurring net margin of 16.1%.

During the year, the e-commerce channel continued its accelerated growth, increasing 25.0%, from R\$ 433.7 million in 2024 to R\$ 543.1 million in 2025, and representing 15.3% of total net revenue. Revenue from the Athletic Footwear division grew 17.4% in the year to date, reflecting the strength of the brands and the strategy of expanding the high-performance product portfolio, adding value and driving an increase in average ticket.

## FOURTH QUARTER OF 2025

Vulcabras closed 4Q25 reaching a new historic milestone: net revenue exceeding R\$ 1 billion in a single quarter. With growth of 11.4% compared to 4Q24, the Company posted its 22nd consecutive quarter of growth.

By category, Athletic Footwear grew 11.2% in the quarter, driven by a more premium mix across all group brands, with emphasis on higher value-added products in high performance, running and sports lifestyle, contributing to the increase in average price. The Apparel division increased 12.7%, also reflecting portfolio enhancement by brand and continuous improvement in product mix.

Gross margin in the quarter reached 41.4%, virtually in line with 4Q24, reinforcing the significant gains in operational and manufacturing efficiencies following a period of accelerated expansion of the workforce across industrial units. The EBITDA margin reached 21.9%, 0.7 p.p. higher than in 4Q24, reflecting the combination of quality growth, significant progress in manufacturing efficiencies, and the capture of operating leverage across channels.

## SHAREHOLDERS RETURNS AND CAPITAL ALOCATION

Firm in its commitment to maximizing shareholder returns, and amid the ongoing discussions regarding tax reform and the taxation of dividends, Vulcabras carried out a significant distribution totaling R\$ 1,541.9 million in 2025, of which R\$ 563.3 million returned to the **Company's** cash position through the private subscription completed in December.

To support this distribution, Vulcabras closed the period with net debt of R\$ 769.4 million, equivalent to 0.9x EBITDA, a level previously aligned with the **Company's** strategy to strengthen its capital structure, while preserving financial balance and maintaining investment capacity to sustain growth in the coming years.



# MESSAGE FROM MANAGEMENT

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## OUTLOOK FOR 2026

In 2025, our strategy prioritized investments that supported accelerated growth while preserving the flexibility and resilience of our business model.

As we enter 2026, production remains stable and operating efficiencies are at normalized levels. Inventory levels of our brands at retail are healthy, and we maintain an optimistic outlook supported by order books for the first-half collections, which continue to be driven by the strong sell-out performance of our products. We remain confident in our ability to continue growing, innovating, and generating value for our consumers and shareholders.





# CONSOLIDATED PERFORMANCE

RS Million	4Q25	4Q24	Var. % 4Q25/4Q24	2025	2024	Var. % 2025/2024
Volume (million pairs and Itens)	9,2	9,1	0,2%	33,7	32,4	4,2%
Gross Operating Revenue	1.179,0	1054,5	11,8%	4.163,1	3.566,7	16,7%
Net Revenue	1,008,6	905,7	11,4%	3.560,3	3048,6	16,8%
Domestic Market	977,7	877,0	11,5%	3.430,2	2.912,5	17,8%
Foreign Market	30,9	28,7	7,7%	130,1	136,1	-4,4%
Gross profit	417,9	376,9	10,9%	1.461,0	1278,4	14,3%
Gross margin %	41,4%	41,6%	-0,2 p.p.	41,0%	41,9%	-0,9 p.p.
SG&A Operation Expenses	-236,2	-220,5	7,1%	-852,3	-735,8	15,8%
Other Net Operating Income (Expenses)	3,7	6,7	-44,8%	140,5	31,7	343,2%
EBITDA	220,7	192,2	14,8%	884,0	686,9	28,7%
EBITDA Margin	21,9%	21,2%	0,7 p.p.	24,8%	22,5%	2,3 p.p.
Recurring EBITDA	220,7	192,2	14,8%	763,1	675,7	13,0%
Recurring EBITDA Margin	21,9%	21,2%	0,7 p.p.	21,4%	22,2%	-0,8 p.p.
Net Income	158,8	169,2	-6,1%	1.165,3	569,9	104,5%
Net Margin	15,7%	18,7%	-3,0 p.p.	32,7%	18,7%	14,0 p.p.
Recurring Net Income	158,8	169,2	-6,1%	572,9	544,1	5,3%
Recurring Net Margin	15,7%	18,7%	-3,0 p.p.	16,1%	17,8%	-1,7 p.p.



# GROSS VOLUME

4Q25 was marked by a more intense and prolonged promotional environment in both physical retail and online retail. Discounts, which were previously concentrated around Black Friday, began as early as October. This extension of the promotional calendar throughout the quarter led to greater demand dispersion and reduced the concentration traditionally observed during the Christmas season.

In this context, Vulcabras remained committed to its strategy of commercial discipline, efficient inventory management and brand positioning preservation, prioritizing sales with quality and profitability. This approach reinforced the **Company's** commitment to building sustainable results, even in more challenging environments.

In 4Q25, gross billed volume reached 9.2 million pairs/pieces, representing growth of 0.2% compared to the 9.1 million recorded in 4Q24. It is worth noting that the 4Q24 comparison base already reflected strong performance, particularly in Athletic Footwear, which had posted growth of 6.6% in that period. Therefore, maintaining volume levels in 4Q25 underscores the **Company's** operational and commercial consistency.

Despite stable volumes, consolidated revenue increased, driven by an improved product mix and higher average ticket, which contributed to the recovery of gross margin and the expansion of EBITDA margin in the quarter.

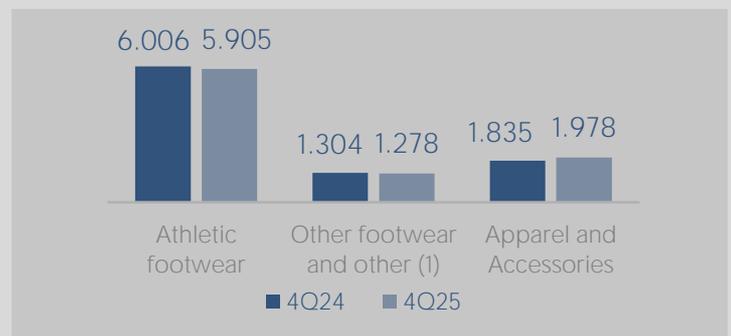
By categories:

- I. **Athletic Footwear:** recorded volume of 5.9 million pairs in 4Q25, representing a 1.7% decrease compared to 4Q24, while remaining virtually in line with 3Q25 levels and supporting 3.2% growth in 2H25. Performance reflected the increasing share of more technologically advanced models in the mix, which required greater manufacturing complexity and longer production lead times. This movement was accompanied by a 13.0% increase in average ticket compared to 4Q24, highlighting the qualitative improvement in sales. Demand remained consistent in both the domestic and Foreign Market, sustaining the **category's** strong commercialization levels.
- II. **Others Footwear and Other:** declined 2.0% in 4Q25, due to lower volumes of occupational boots, partially offset by higher volumes of sports flip flops.
- III. **Apparel and Accessories:** increased 7.8% in 4Q25, with all three brands delivering positive performance, particularly Under Armour. The result reflects the **Company's** strengthened presence in this segment and the consolidation of its portfolio diversification strategy.

In the year-to-date of 2025, gross billed volume totaled 33.7 million pairs/pieces, representing a 4.2% increase compared to the same period of the previous year.

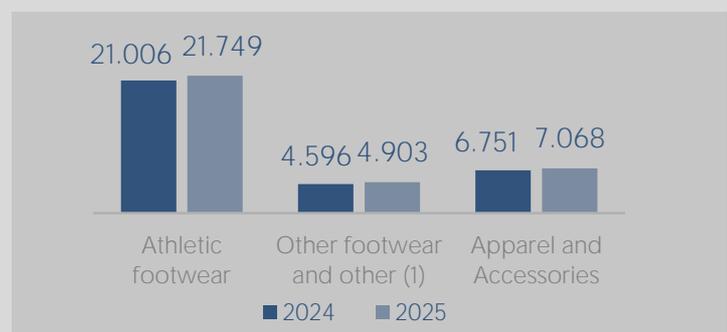
## GROSS VOLUME OF PAIRS AND PIECES/THOUSAND 4Q25 vs 4Q24

Pairs and itens (thousand)	4Q25	Share %	4Q24	Share %	Var. % 4Q25/4Q24
Athletic footwear	5,905	64.5%	6,006	65.7%	-1.7%
Other footwear and other (1)	1,278	13.9%	1,304	14.2%	-2.0%
Apparel and Accessories	1,978	21.6%	1,835	20.1%	7.8%
<b>Total</b>	<b>9,161</b>	<b>100.0%</b>	<b>9,145</b>	<b>100.0%</b>	<b>0.2%</b>



## GROSS VOLUME OF PAIRS AND PIECES/THOUSAND 2025 vs 2024

Pairs and itens (thousand)	2025	Share %	2024	Share %	Var. % 2025/2024
Athletic footwear	21,749	64.5%	21,006	64.9%	3.5%
Other footwear and other (1)	4,903	14.5%	4,596	14.2%	6.7%
Apparel and Accessories	7,068	21.0%	6,751	20.9%	4.7%
<b>Total</b>	<b>33,720</b>	<b>100.0%</b>	<b>32,353</b>	<b>100.0%</b>	<b>4.2%</b>



(1) Flip-flops, boots, women footwear and shoe components



# NET OPERATING REVENUE

## CATEGORY

In 4Q25, Vulcabras maintained solid net revenue expansion, consolidating the progress achieved throughout the year. The quarter was marked by consistent performance, supported by the strengthening of its brands, strategic execution across sales channels, and a well-balanced portfolio.

For the 22nd consecutive quarter, the Company reported sales growth. Net revenue totaled R\$ 1,008.6 million in 4Q25, representing an increase of 11.4% compared to R\$ 905.7 million recorded in 4Q24. It is worth noting that the comparison base in 4Q24 had already been impacted by an extraordinary performance, with revenue growth of 15.0% compared to the same period of the previous year. This result highlights the **Company's** ability to deliver sustainable growth, even on top of an already high comparison base.

The Athletic Footwear category increased 11.2% compared to 4Q24. All three of the **Company's** brands posted growth. At Olympikus, the performance running line continued to drive results for both the category and the brand. Under Armour and Mizuno also stood out, delivering robust growth.

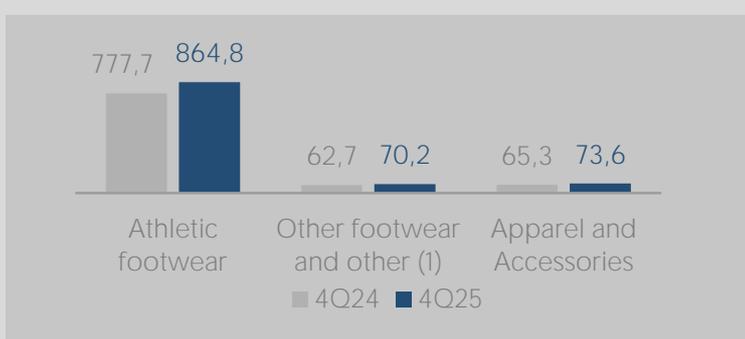
The Others Footwear and Other category grew 12.0% versus 4Q24, reflecting the strong performance of sports flip flops, which continued to gain relevance in the **Company's** product mix, partially offset by lower revenue from occupational boots.

The Apparel and Accessories category increased 12.7% in 4Q25, led by Under Armour, which maintained strong performance in the domestic market, and Olympikus, which continued to expand its presence in this segment.

In 2025, net revenue totaled R\$ 3,560.3 million, 16.8% higher than in 2024, when it amounted to R\$ 3,048.6 million.

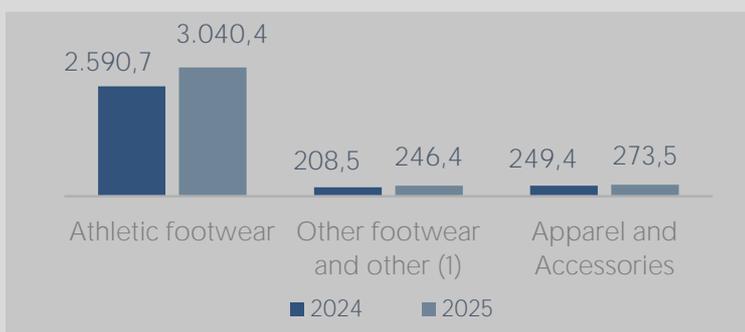
### NET REVENUE BY CATEGORY – 4Q25 vs 4Q24

R\$ Million	4Q25	Share %	4Q24	Share %	Var. % 4Q25/4Q24
Athletic footwear	864.8	85.7%	777.7	85.9%	11.2%
Other footwear and other <sup>(1)</sup>	70.2	7.0%	62.7	6.9%	12.0%
Apparel and Accessories	73.6	7.3%	65.3	7.2%	12.7%
<b>Total Net Revenue</b>	<b>1,008.6</b>	<b>100.0%</b>	<b>905.7</b>	<b>100.0%</b>	<b>11.4%</b>



### NET REVENUE BY CATEGORY – 2025 vs 2024

R\$ Million	2025	Share %	2024	Share %	Var. % 2025/2024
Athletic footwear	3,040.4	85.4%	2,590.7	85.0%	17.4%
Other footwear and other <sup>(1)</sup>	246.4	6.9%	208.5	6.8%	18.2%
Apparel and Accessories	273.5	7.7%	249.4	8.2%	9.7%
<b>Total Net Revenue</b>	<b>3,560.3</b>	<b>100.0%</b>	<b>3,048.6</b>	<b>100.0%</b>	<b>16.8%</b>



(1) Flip-flops, boots, women footwear and shoe components



# NET OPERATING REVENUE

## MARKET

### DOMESTIC MARKET

In 4Q25, Net Revenue in the domestic market reached R\$ 977.7 million, up 11.5% compared to R\$ 877.0 million recorded in 4Q24.

All categories delivered positive performance, despite a significantly stronger comparison base in 4Q24. Results reflect the progress across all brands and categories, strengthened distribution and the effectiveness of commercial initiatives, which continued to support the **Company's** consistent growth in Brazil.

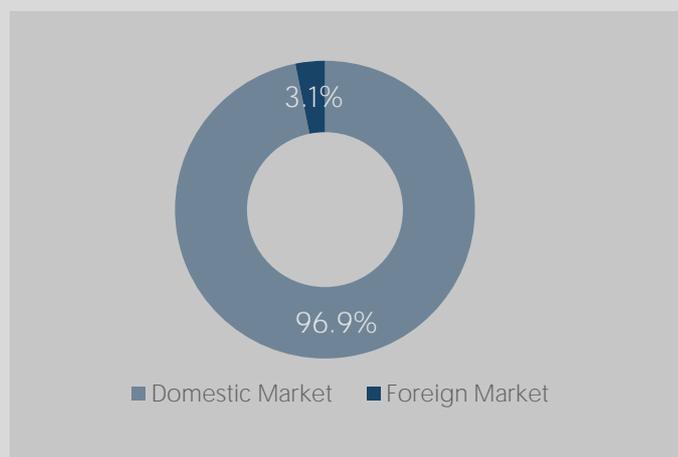
### NET REVENUE BY MARKET – 4Q25 vs 4Q24

R\$ Million	4Q25	Share %	4Q24	Share %	Var. % 4Q25/4Q24
Domestic Market	977.7	96.9%	877.0	96.8%	11.5%
Foreign Market	30.9	3.1%	28.7	3.2%	7.7%
Total Net Revenue	1,008.6	100.0%	905.7	100.0%	11.4%

### FOREIGN MARKET

Net Revenue in the Foreign Market totaled R\$ 30.9 million in 4Q25, up 7.7% compared to 4Q24. The result reflects stable international operations, with gradual improvement compared to previous quarters, despite a still challenging environment across most Latin American markets.

### MARKET SHARE – 4Q25



In 2025, the domestic market reached R\$ 3,430.2 million, representing growth of 17.8% compared to 2024, when net revenue totaled R\$ 2,912.5 million, maintaining the sustainable growth trajectory observed throughout the year. This performance was supported by domestic demand, which remained on a consistent expansion trend, primarily driven by the performance of the Athletic Footwear category.

### NET REVENUE BY MARKET – 2025 vs 2024

R\$ Million	2025	Share %	2024	Share %	Var. % 2025/2024
Domestic Market	3,430.2	96.3%	2,912.5	95.5%	17.8%
Foreign Market	130.1	3.7%	136.1	4.5%	-4.4%
Total Net Revenue	3,560.3	100.0%	3,048.6	100.0%	16.8%

In the Foreign Market, net revenue in 2025 totaled R\$ 130.1 million, down 4.4% compared to R\$ 136.1 million recorded in the same period of the prior year, reflecting the challenges faced in export sales throughout 2025, mainly influenced by the difficult economic environment in Argentina.

### MARKET SHARE – 2025





# E-COMMERCE

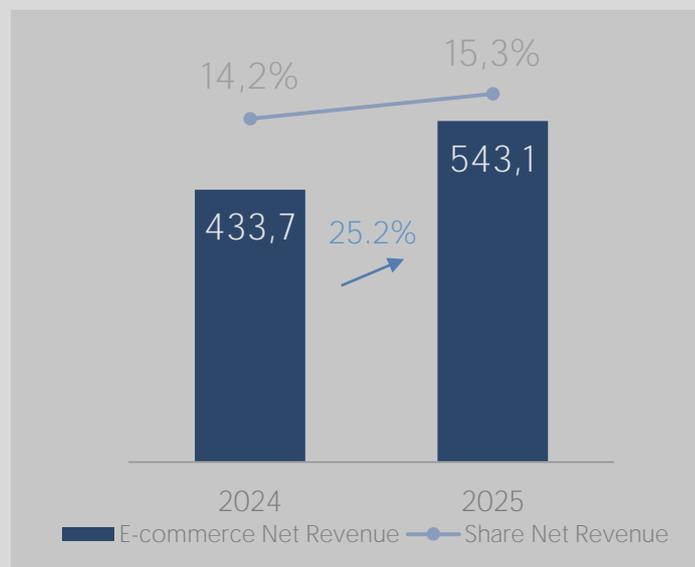
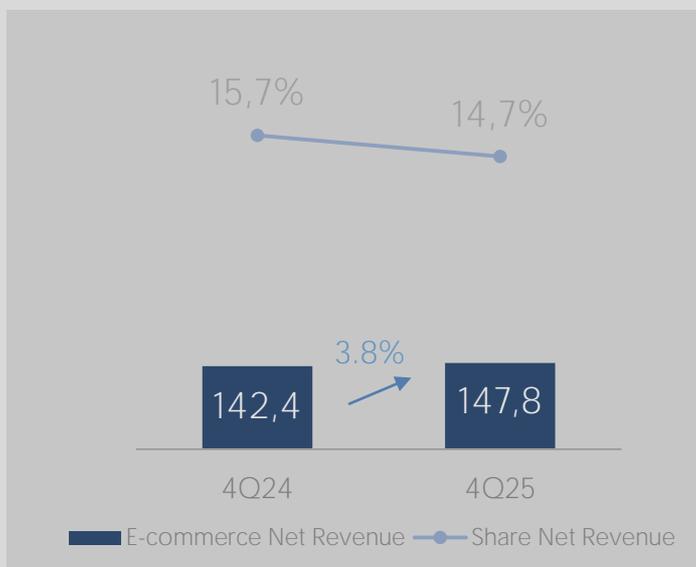
Amid a retail environment marked by intense promotional activity throughout virtually the entire quarter, the commercial strategy implemented in the e-commerce channel focused on preserving the positioning of key product stories, protecting and capturing healthy margins, especially within the marketplace sub-channel, where discounting was even more aggressive. As a result of this commercial discipline, despite more moderate revenue growth, the **channel's** EBITDA margin maintained its positive upward trajectory.

Net revenue in the channel totaled R\$ 147.8 million in 4Q25, up 3.8% compared to the same period of the previous year. E-commerce accounted for 14.7% of consolidated net revenue.

For the full year, the channel reached R\$ 543.1 million in net revenue, representing growth of 25.2% and a 15.3% share of the **Company's** total revenue.

## NET REVENUE AND NOR PARTICIPATION

R\$ Million	4Q25	4Q24	Var. % 4Q25/4Q24	2025	2024	Var. % 2025/2024
E-commerce Net Revenue	147.8	142.4	3.8%	543.1	433.7	25.2%
NOR % Participation	14.7%	15.7%	-1.0 p.p.	15.3%	14.2%	1.1 p.p.





# COST OF GOODS SOLD (COGS)

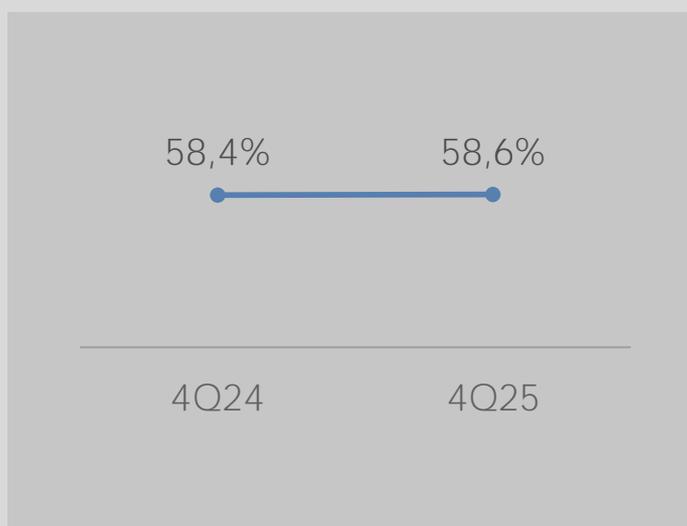
After two consecutive quarters, 2Q25 and 3Q25, of significant and accelerated expansion in the Direct Labor workforce, which resulted in a temporary additional cost due to pressure on the productive efficiency of newly hired operators, as of October, with the stabilization of the workforce, it was already possible to observe a very positive improvement in factory efficiency and productivity levels.

Although production and sales volumes remained at elevated levels throughout 4Q25, cost of goods sold was still negatively impacted by higher labor costs and by lower production volumes in December, due to collective vacations granted from the second half of the month onward.

In 4Q25, cost of goods sold represented 58.6% of net sales revenue, an increase of 0.2 percentage points compared to 4Q24. The Company remains focused on implementing initiatives aimed at increasing operational efficiency and capturing scale gains, reinforcing its commitment to the continuous improvement of manufacturing performance.

For the full year 2025, cost of goods sold represented 59.0% of net revenue, up 0.9 percentage points compared to the 58.1% recorded in 2024.

## COST OF GOODS SOLD (%COGS/NOR)



# GROSS PROFIT AND GROSS MARGIN



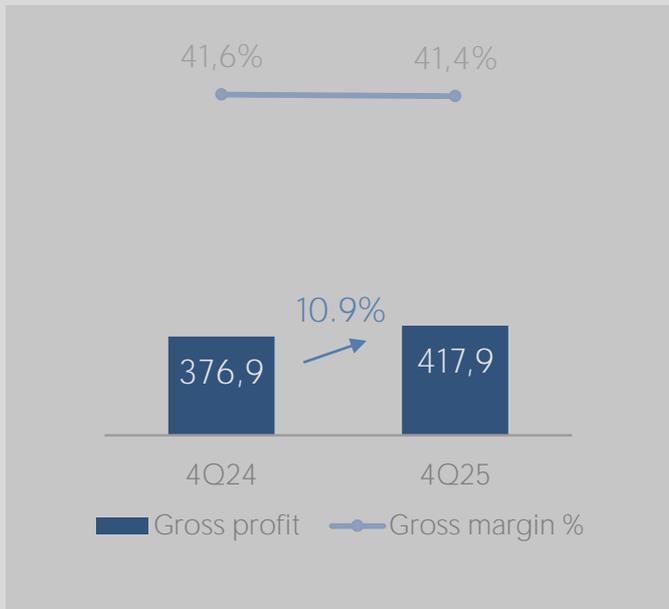
In 4Q25, Vulcabras recorded gross profit of R\$ 417.9 million, representing growth of 10.9% compared to R\$ 376.9 million in the same period of 2024. Consolidated gross margin reached 41.4%, a decrease of 0.2 percentage points compared to the 41.6% recorded in 4Q24.

Although 4Q25 still reflected a slight decline in gross margin compared to the same period of the previous year, when contrasted with the declines recorded in 2Q25 and 3Q25, the period in which the expansion of the Direct Labor workforce

was concentrated, the margin contraction was almost entirely offset, evidencing a meaningful improvement in operational efficiency and consistent progress in the profitability trajectory.

For the full year, gross profit totaled R\$ 1,461.0 million, representing an increase of 14.3% compared to the same period of the previous year. Gross margin in 2025 was 41.0%, 0.9 percentage points lower than the 41.9% recorded in 2024.

## GROSS PROFIT AND GROSS MARGIN





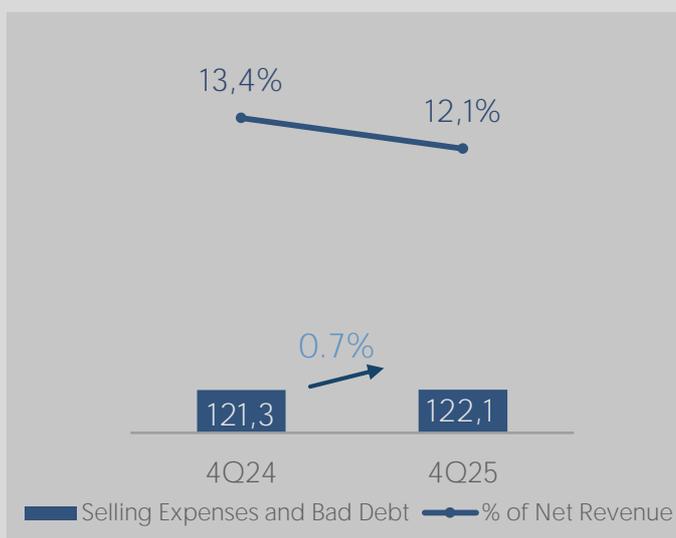
# SELLING AND ALLOWANCE FOR DOUBTFUL ACCOUNTS EXPENSES

In 4Q25, expenses related to sales, advertising and allowance for doubtful accounts totaled R\$ 176.4 million, representing a 5.5% increase compared to the same period of 2024.

Direct expenses associated with sales and allowance for doubtful accounts, excluding advertising investments, amounted to R\$ 122.1 million in 4Q25, corresponding to a 0.7% increase compared to R\$ 121.3 million recorded in 4Q24. As a percentage of net revenue, these expenses represented 12.1% in 4Q25, a reduction of 1.3 percentage points compared to 13.4% in the same quarter of the

previous year. Expenses related to sales commissions and provisions for expected credit losses decreased compared to 4Q24, due to changes in the mix of brands, products and channels, resulting in a lower relative participation in the total.

In 2025, selling expenses, excluding advertising, totaled R\$ 441.8 million, an increase of 9.4% compared to R\$ 403.8 million in 2024. Selling expenses represented 12.4% of net revenue, a reduction of 0.8 percentage point compared to 2024.





# ADVERTISING AND MARKETING EXPENSES

In 4Q25, investments in advertising and marketing totaled R\$ 54.3 million, an increase of 18.3% compared to R\$ 45.9 million recorded in the same period of 2024. This growth reflects the continued intensification of communication and brand positioning initiatives throughout the quarter, particularly driven by the events celebrating the 50th anniversary of the Olympikus brand, which maintained a strong pace and further strengthened the brand's connection with its consumers. As a percentage of net revenue, advertising and marketing expenses represented 5.4%, an increase of 0.3 percentage point compared to the 5.1% recorded in 4Q24.

In the fourth quarter of 2025, Vulcabras strengthened the management of its brands in Brazil through product launches, activations and participation in strategic events, reinforcing the positioning of Olympikus, Mizuno and Under Armour.

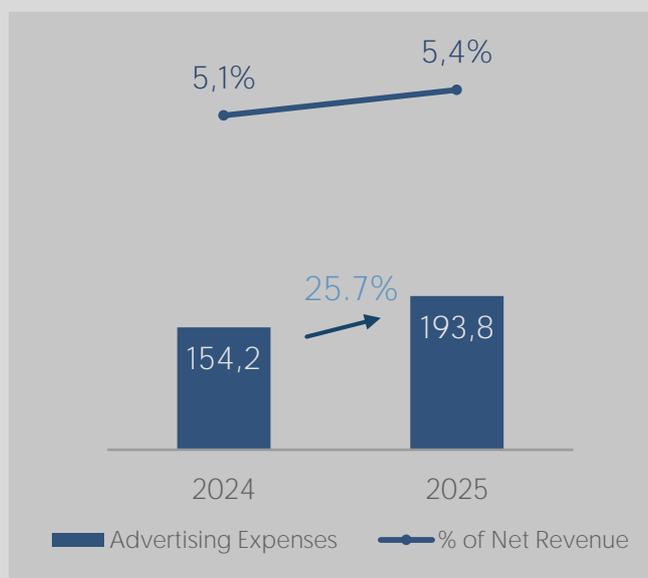
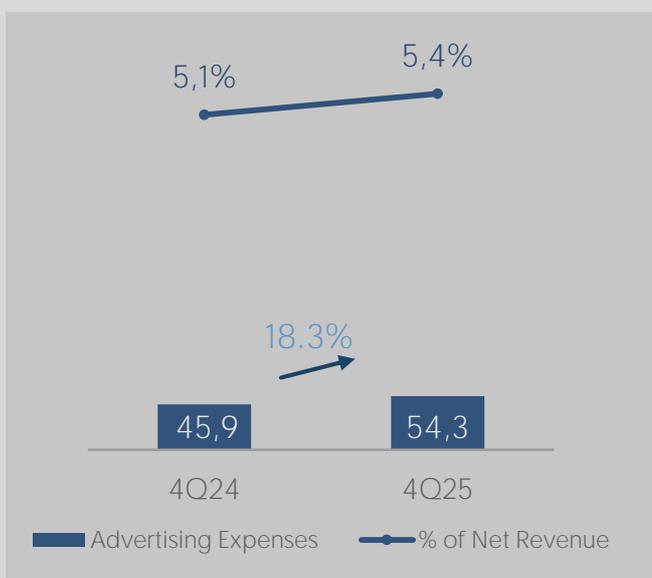
Olympikus reaffirmed its leadership in running through proprietary races, regional events and nationwide activations as part of its 50th anniversary celebrations. In 2025, the brand sponsored 38 races across 26 cities, bringing together more than 150 thousand runners, and promoted events and experiences such as Bota Pra Correr. The brand also achieved

national recognition, with Corre 4 ranking among the most searched products on Google and maintaining, for the third consecutive year, its leadership as the most used brand by Brazilian runners according to Strava.

Mizuno's highlight was the launch of the Neo Line, the result of a collaboration between Brazil and Japan, expanding access to performance technology and repositioning the brand. Its presence at the Amsterdam Marathon and the celebration of the Wave Prophecy 15 reinforced the pillars of innovation, performance and cultural relevance in Brazil.

Under Armour strengthened its positioning in Brazil with a focus on Generation Z and sports lifestyle, through activations such as the SUAR event and the launch of the UA Echo, expanding its connection with new audiences and reinforcing its local presence.

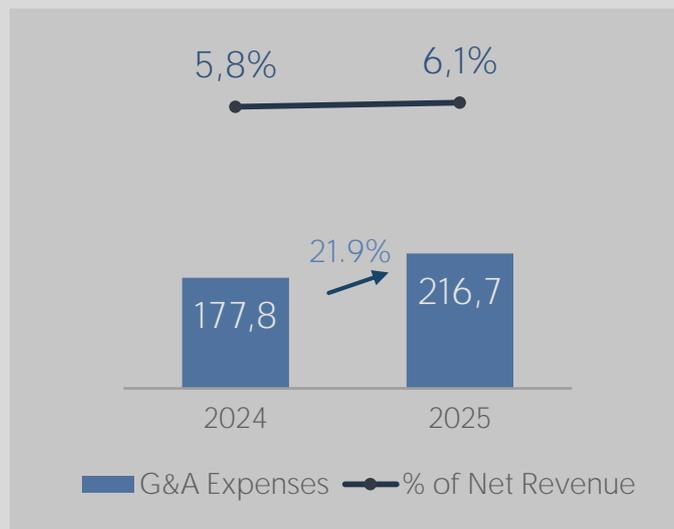
In 2025, advertising expenses totaled R\$ 193.8 million, an increase of 25.7% compared to R\$ 154.2 million in 2024. Advertising expenses represented 5.4% of net revenue, an increase of 0.3 percentage point compared to 2024.





# GENERAL AND ADMINISTRATIVE EXPENSES

In 4Q25, general and administrative expenses totaled R\$ 59.8 million, representing a 12.0% increase compared to the same period of the previous year.



The main drivers behind the increase in these expenses in 4Q25 were IT expenses related to the operation and maintenance of e-commerce platforms, as well as extraordinary services contracted from advisory and consulting firms.

As a percentage of net revenue, general and administrative expenses represented 5.9% in the quarter, maintaining the same level recorded in 4Q24.

In 2025, general and administrative expenses totaled R\$ 216.7 million, representing a 21.9% increase compared to R\$ 177.8 million recorded in the same period of 2024. As a

percentage of net revenue, they increased by 0.3 percentage point compared to 2024.

It is important to highlight that non-recurring events were recorded in this line item throughout 2025. Excluding these effects, recurring expenses would have totaled R\$ 207.4 million, equivalent to 5.8% of net revenue for the period.

R\$ Million	4Q25	4Q24	Var. % 4Q25/4Q24	2025	2024	Var. % 2025/2024
General and Administrative Expenses	59,8	53,4	12,0%	216,7	177,8	21,9%
(-) Fees related to PIS/COFINS lawsuits recognized in subsidiaries	-	0,0	N/A	9,3	0,0	N/A
Recurring General and Administrative Expenses	59,8	53,4	12,0%	207,4	177,8	16,6%
% of Net Revenue	5,9%	5,9%	0,0p.p.	5,8%	5,8%	0,0p.p.



# NET OTHER OPERATING INCOME (EXPENSES)

In 4Q25, Other Net Operating Income totaled R\$ 3.7 million, 45.6% lower than the R\$ 6.8 million recorded in the same period of 2024.

In 2025 and 2024, non-recurring events related to the recovery of PIS/COFINS tax credits recognized in subsidiaries were recorded, with a positive impact on this line item. These effects amounted to R\$ 130.2 million in 2025 and R\$ 11.2 million in 2024, increasing the reported figures in the respective periods.

As these are extraordinary effects, such increases do not reflect the **Company's** recurring operating trend, and these factors should be considered for a proper analysis of expense evolution.

Excluding non-recurring events, Other Net Operating Income totaled R\$ 10.3 million in 2025, 49.8% lower than the recurring income of R\$ 20.5 million recorded in the same period of 2024.

## NON-RECURRING EVENT

R\$ Million	4Q25	4Q24	Var. % 4Q25/4Q24	2025	2024	Var. % 2025/2024
Net Other Operating Income (Expenses)	3.7	6.8	-45.6%	140.5	31.7	343,2%
(+) Principal Amount of PIS/COFINS tax credits recognized by Subsidiaries   PIS/COFINS on other revenues	-	-	N/A	-130.2	-11.2	1062.5%
Recurring Net Other Operating Income (Expenses)	3.7	6.8	-45.6%	10.3	20.5	-49.8%





# NET FINANCIAL RESULT

In 4Q25, net financial result was an expense of R\$ 20.4 million, compared to financial income of R\$ 1.7 million in 4Q24.

During the quarter, interest expenses increased due to the rise in financial liabilities following dividend payments made throughout 4Q25. The Company ended 2025 with net debt of R\$ 769.4 million, compared to R\$ 22.6 million recorded in December 2024. Most of this funding was raised in the second half of 2025, resulting in higher interest expenses in 4Q25.

In 2025 and 2024, non-recurring events related to the recovery of PIS/COFINS tax credits recognized in subsidiaries were recorded, with a positive impact on this line item. These effects

amounted to R\$ 127.9 million in 2025 and R\$ 15.4 million in 2024, increasing the reported figures in the respective periods.

As these are extraordinary effects, such increases do not reflect the **Company's** recurring operating trend, and these factors should be considered for a proper analysis of expense evolution.

Excluding non-recurring events, net financial result totaled an expense of R\$ 26.8 million in 2025, representing R\$ 34.1 million more in expenses compared to the recurring financial income of R\$ 7.3 million recorded in the same period of 2024.

R\$ Million	4Q25	4Q24	Var.% 4Q25/4Q24	2025	2024	Var.% 2025/2024
Capital structure	-38.4	-11.7	228.2%	-97.5	-52.1	87.1%
Operating	-4.0	-3.7	8.1%	-12.9	-11.5	12.2%
Exchange differences	-4.9	-9.5	-48.4%	-31.5	-21.7	45.2%
Financial Costs	-47.3	-24.9	90.0%	-141.9	-85.3	66.4%
Capital structure	17.4	9.4	85.1%	54.0	49.5	9.1%
Operating	7.2	5.1	41.2%	161.0	31.2	416.0%
Exchange differences	2.3	12.1	-81.0%	28.0	27.3	2.6%
Financial Income	26.9	26.6	1.1%	243.0	108.0	125.0%
Net Financial Result	-20.4	1.7	-1300.0%	101.1	22.7	345.4%

## NON-RECURRING EVENT

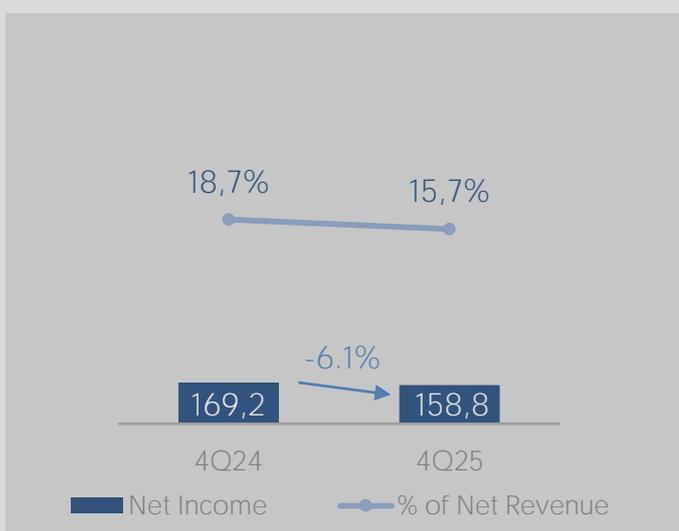
R\$ Million	4Q25	4Q24	Var.% 4Q25/4Q24	2025	2024	Var.% 2025/2024
Net Financial Result	-20.4	1.7	-1,300.0%	101.1	22.7	345.4%
(+) Amount of Adjustment on PIS/COFINS tax credits recognized by Subsidiaries	-	-	N/A	-127.9	-15.4	730.5%
Recurring Net Financial Result	-20.4	1.7	-1,300.0%	-26.8	7.3	-467.1%



# NET INCOME AND NET MARGIN

In 4Q25, the Company recorded net income of R\$ 158.8 million, representing a decrease of 6.1% compared to the same period of the previous year, when net income totaled R\$ 169.2 million. Net margin for the quarter reached 15.7%, down 3.0 percentage points compared to the 18.7% reported in 4Q24.

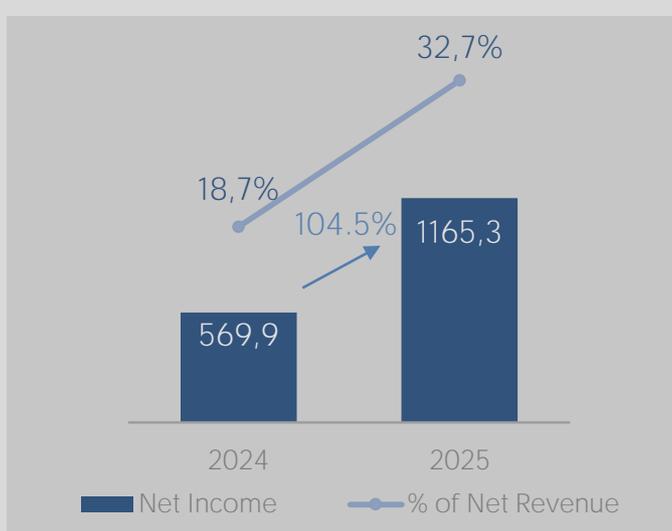
The decline in net income in 4Q25, both in nominal and relative terms, was primarily driven by higher financial expenses, reflecting the **Company's** new leverage profile, as well as higher income tax and social contribution expenses.



Together, these factors represented a negative variation of R\$ 34.2 million compared to the result recorded in 4Q24.

Even in light of these unfavorable factors in 4Q25, Vulcabras delivered another quarter of robust net income. Strong sales performance, combined with greater dilution of operating expenses, helped offset pressure on gross margin and mitigate the negative impacts from financial results and the higher tax burden.

For the full year, net income reached R\$ 1,165.3 million, representing growth of 104.5% compared to the result recorded in the same period of 2024. Net margin increased by 14.0 percentage points year over year, rising from 18.7% in 2024 to 32.7% in 2025.



It is important to highlight that in 2025 net income was positively impacted by R\$ 592.4 million due to the recognition of PIS/COFINS tax credits recorded by subsidiaries, as well as the recognition of deferred IRPJ and CSLL related to tax loss carryforwards, negative social contribution bases, and temporary differences.



# NET INCOME AND NET MARGIN

To facilitate a clearer understanding, we present below a breakdown of the impact of non-recurring events on net income

## NON-RECURRING EVENT

R\$ Million	4Q25	4Q24	Var. % 4Q25/4Q24	2025	2024	Var. % 2025/2024
Net Income	158.8	169.2	-6.1%	1,165.3	569.9	104.5%
(+) Principal Amount of PIS/COFINS tax credits recognized by Subsidiaries   PIS/COFINS on other revenues	0.0	0.0	N/A	-130.2	-11.2	1062.5%
(+) Interest on PIS/COFINS tax credits recognized by Subsidiaries	0.0	0.0	N/A	-127.9	-15.4	730.5%
(-) Legal Fees related to PIS/COFINS tax credits recognized by Subsidiaries	0.0	0.0	N/A	9.3	0.0	N/A
(-) IRPJ/CSLL on PIS/COFINS tax credits recognized by Subsidiaries	0.0	0.0	N/A	22.5	0.8	2712.5%
(-) Income tax (IRPJ) and social contribution (CSLL) related to deferred taxes on tax losses, negative social contribution bases, and temporary differences	0.0	0.0	N/A	-366.1	0.0	N/A
Total Impact of Non-Recurring Effects on Net Income	0.0	0.0	N/A	-592.4	-25.8	2196.1%
Recurring Net Income	158.8	169.2	-6.1%	572.9	544.1	5.3%
Recurring Net Margin	15.7%	18.7%	-3.0 p.p.	16.1%	17.8%	-1.7 p.p.

When considering recurring net income, growth in 2025 was 5.3%, reaching R\$ 572.9 million, with a net margin of 16.1%, 1.7 percentage points lower than in the same period of the previous year.





# EBITDA AND EBITDA MARGIN

In 4Q25, the **Company's** EBITDA totaled R\$ 220.7 million, representing growth of 14.8% compared to the R\$ 192.2 million recorded in the same period of 2024. The

EBITDA margin increased by 0.7 percentage points, rising from 21.2% in 4Q24 to 21.9% in 4Q25.



For the full year, EBITDA totaled R\$ 884.0 million, representing growth of 28.7% compared to the same period of 2024. The EBITDA margin increased by 2.3 percentage points year over year, rising from 22.5% in 2024 to 24.8% in 2025.

It is important to highlight that in 2025 EBITDA was positively impacted by R\$ 120.9 million due to the recognition of PIS/COFINS tax credits recorded by subsidiaries, corresponding to a 3.4 percentage point impact on EBITDA margin.

Excluding non-recurring events recorded in 2025, recurring EBITDA would have totaled R\$ 763.1 million, 13.0% higher than the R\$ 675.6 million reported in the same period of 2024. Recurring EBITDA margin for the year reached 21.4%, reflecting a reduction of 0.8 percentage points compared to the 22.2% recorded in 4Q24.

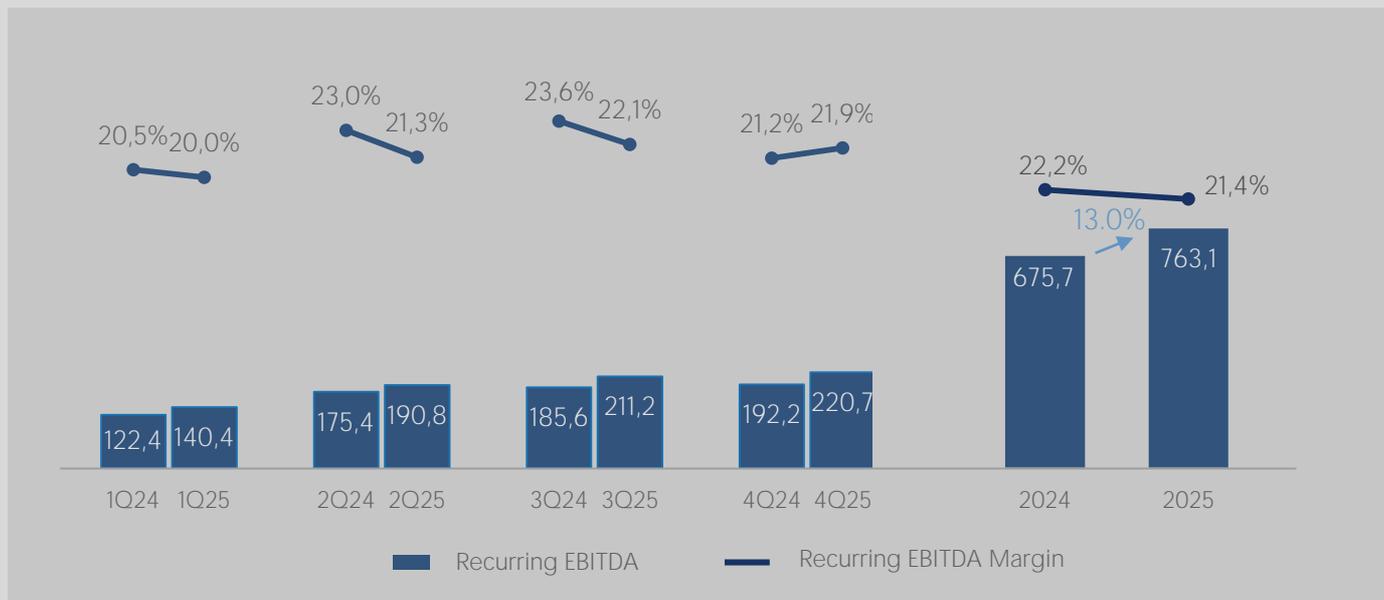
To facilitate a clearer understanding, we present below a breakdown of the impact of non-recurring events on EBITDA.

## NON-RECURRING EVENT

R\$ Million	4Q25	4Q24	Var. % 4Q25/4Q24	2025	2024	Var. % 2025/2024
EBITDA	220.7	192.2	14.8%	884.0	686.8	28.7%
(+) Principal Amount of PIS/COFINS tax credits recognized by Subsidiaries   PIS/COFINS on other revenues	0.0	0.0	N/A	-130.2	-11.2	1.062,5%
(-) Legal Fees related to PIS/COFINS tax credits recognized by Subsidiaries	0.0	0.0	N/A	9.3	0.0	N/A
Total Impact of Non-Recurring Effects on EBITDA	0.0	0.0	N/A	-120.9	-11.2	979.5%
Recurring EBITDA	220.7	192.2	14.8%	763.1	675.6	13,0%
Recurring EBITDA Margin	21.9%	21.2%	0.7p.p.	21.4%	22.2%	-0.8p.p.



# EBITDA AND EBITDA MARGIN





# ROIC – RETURN ON INVESTED CAPITAL

Annualized Return on Invested Capital (ROIC<sup>2</sup>) reached 39.9% in 4Q25 LTM, corresponding to the last twelve months ended December 31, 2025, representing an increase of 13.8 percentage points compared to the 26.1% recorded as of December 31, 2024.

ROIC	2022	2023	2024	2025
Net Income for the period (LTM)	469.9	494.9	569.9	1,165.3
(+) Net Financial Income (LTM)	(41.3)	4.8	(22.6)	(101.1)
NOPAT	428.6	499.7	547.3	1,064.2
Invested Capital				
Loans, Financing and Debentures	417.0	437.8	336.9	976.3
(-) Cash and cash equivalents	(197.2)	(361.0)	(307.7)	(204.0)
(-) Financial Investments	(8.9)	(13.4)	(6.6)	(2.9)
(+) Related Parties	18.4	–	–	–
(+) Equity	1,711.8	1,995.3	2,110.3	2,427.3
Total Invested Capital	1,941.1	2,058.7	2,132.9	3,196.7
Average invested capital for the period <sup>1</sup>	1,776.0	1,999.9	2,095.8	2,664.9
Annualized ROIC (2)	24.1%	25.0%	26.1%	39.9%

Annualized Adjusted Return on Invested Capital (Adjusted ROIC<sup>3</sup>) reached 44.2% in 4Q25 LTM, corresponding to the last twelve months ended December 31, 2025, representing an increase of 14.7 percentage points compared to the 29.5% recorded as of December 31, 2024.

ADJUSTED ROIC	2022	2023	2024	2025
Net Income for the period (LTM)	469.9	494.9	569.9	1,165.3
(+) Net Financial Income (LTM)	(41.3)	4.8	(22.6)	(101.1)
(-) Equity Results (LTM)	(5.3)	(7.9)	(6.1)	(3.8)
NOPAT (Adjusted)	423.3	491.8	541.2	1,060.4
Invested Capital				
Loans, Financing and Debentures	417.0	437.8	336.9	976.3
(-) Cash and cash equivalents	(197.2)	(361.0)	(307.7)	(204.0)
(-) Financial Investments	(8.9)	(13.4)	(6.6)	(2.9)
(+) Related Parties	18.4	–	–	–
(-) Goodwill on acquisition	(198.2)	(198.2)	(198.2)	(198.2)
(-) Investment in subsidiary	(75.7)	(62.9)	(64.3)	(72.1)
(+) Equity	1,711.8	1,995.3	2,110.3	2,427.3
Total Adjusted Invested Capital	1,667.2	1,797.6	1,870.4	2,926.4
Average adjusted invested capital for the period <sup>1</sup>	1,505.3	1,732.4	1,834.0	2,398.4
Adjusted Annualized ROIC <sup>3</sup>	28.1%	28.4%	29.5%	44.2%

ROIC: Return on Invested Capital

1. Average invested capital at the end of this period and the end of the previous year.
2. ROIC: NOPAT for the last 12 months divided by the average invested capital
3. Adjusted ROIC is a non-accounting measure calculated by dividing Adjusted NOPAT (defined as net income (loss) plus net financial income less equity in the earnings and income from discontinued operations) divided by average adjusted Invested Capital. Adjusted Invested Capital is defined as the sum of equity (equity) and Net Debt (as defined below), less goodwill recorded in intangible assets and the investment in non-controlled companies.



# CAPEX

In 4Q25, the Company invested a total of R\$ 63.7 million in property, plant and equipment and intangible assets, representing a 9.0% decrease compared to the same period of 2024.

Although capex investments in 4Q25 declined compared to 4Q24, with a lower volume allocated to machinery, equipment and molds, this movement was mainly driven by differences in the seasonality of investment allocation between the periods.

In 2025, disbursements were more concentrated between April and September, when the Company pursued an accelerated expansion of installed capacity, increasing its manufacturing footprint and hiring labor at a faster pace. In contrast, in 2024 investments were distributed more evenly throughout the year.

In 2025, capex investments totaled R\$ 242.3 million, representing a 19.2% increase compared to the amount invested in 2024.

## ADDITIONS TO FIXED ASSETS AND INTANGIBLES

R\$ Million	4Q25	4Q24	Var. % 4Q25/4Q24	2025	2024	Var. % 2025/2024
Molds	10.9	17.6	-38.1%	41.9	49.3	-15.0%
Machinery and equipment	32.9	39.1	-15.9%	125.0	93.5	33.7%
Industrial facilities	3.7	3.6	2.8%	19.6	12.6	55.6%
Others	14.6	11.7	24.8%	47.4	40.8	16.2%
Property, plant and equipment	62.1	72.0	-13.8%	233.9	196.2	19.2%
Software	1.6	2.0	-20.0%	8.4	7.1	18.3%
Intangible assets	1.6	2.0	-20.0%	8.4	7.1	18.3%
Total	63.7	70.0	-9.0%	242.3	203.3	19.2%

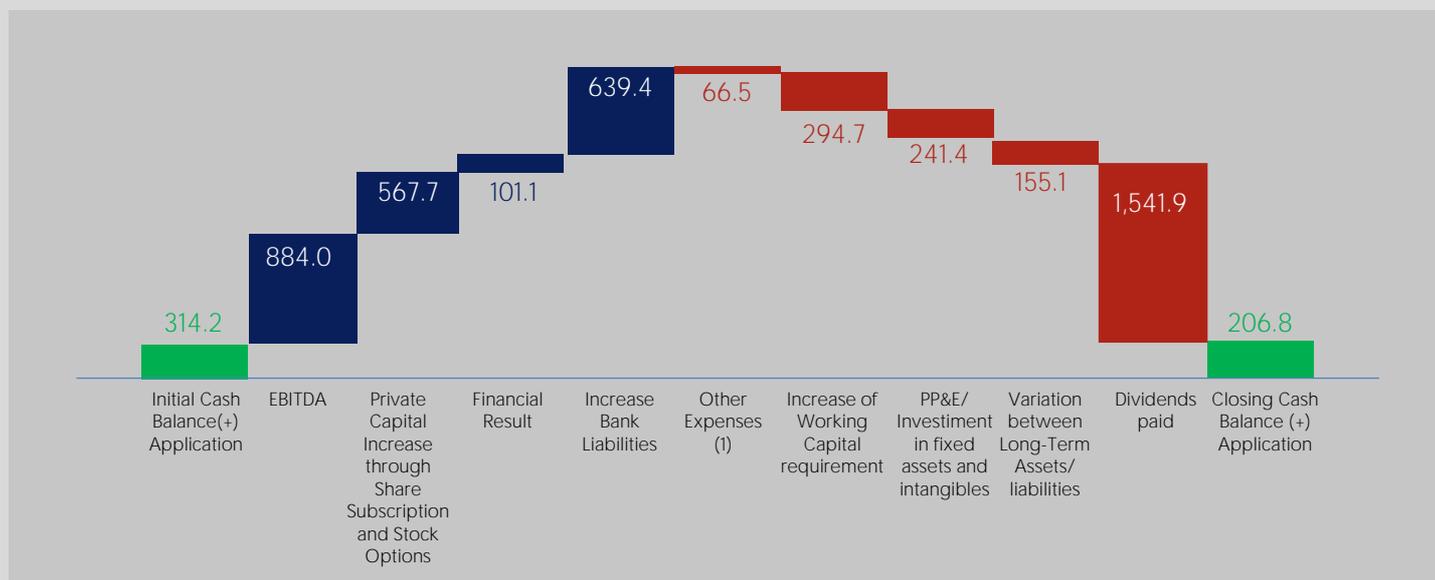


# OPERATING CASH GENERATION

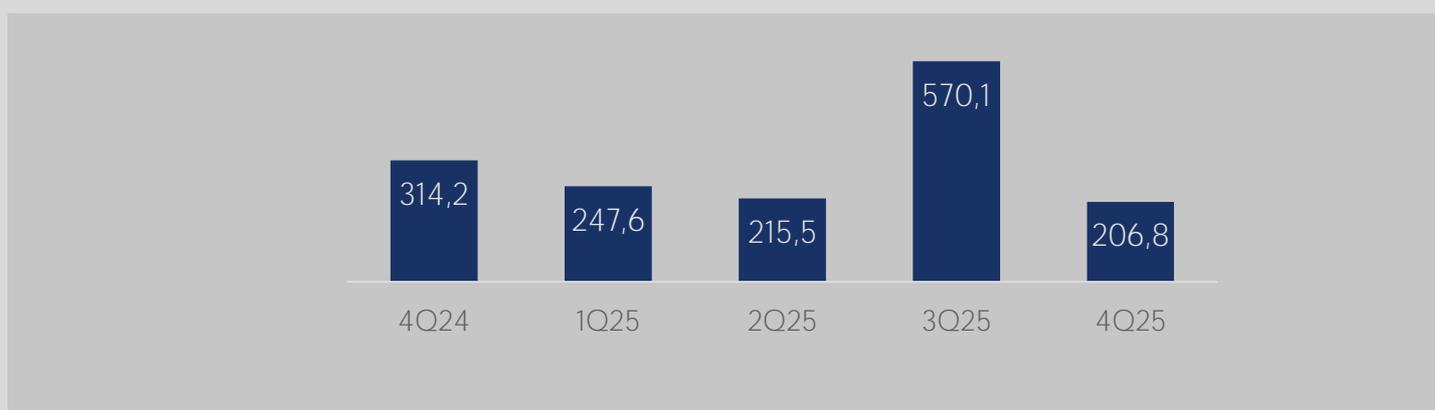
Cash variation in 2025 totaled R\$ 107.4 million and was mainly driven by the following events:

- EBITDA of R\$ 884.0 million;
- Capital increase through the exercise of the Private Subscription of Shares and the execution of the Stock Option plan, totaling R\$ 567.7 million;
- Gain in financial results of R\$ 101.1 million;
- Increase in bank liabilities of R\$ 639.4 million;
- Increase in working capital requirements of R\$ 294.7 million;
- Investments in property, plant and equipment and intangible assets of R\$ 241.4 million;
- Variation between non-current assets and liabilities of R\$ 155.1 million;
- Dividends paid totaling R\$ 1,541.9 million.

## CASH FLOW 2025



## CASH FLOW - CASH



(1) Other Expenses: Income Tax and Social Contribution + Stock Option + Payment of finance lease liabilities.



# NET DEBT

As of December 31, 2025, the Company reported net debt of R\$ 769.4 million, an increase of R\$ 747.8 million compared to the net debt of R\$ 22.6 million recorded as of December 31, 2024.

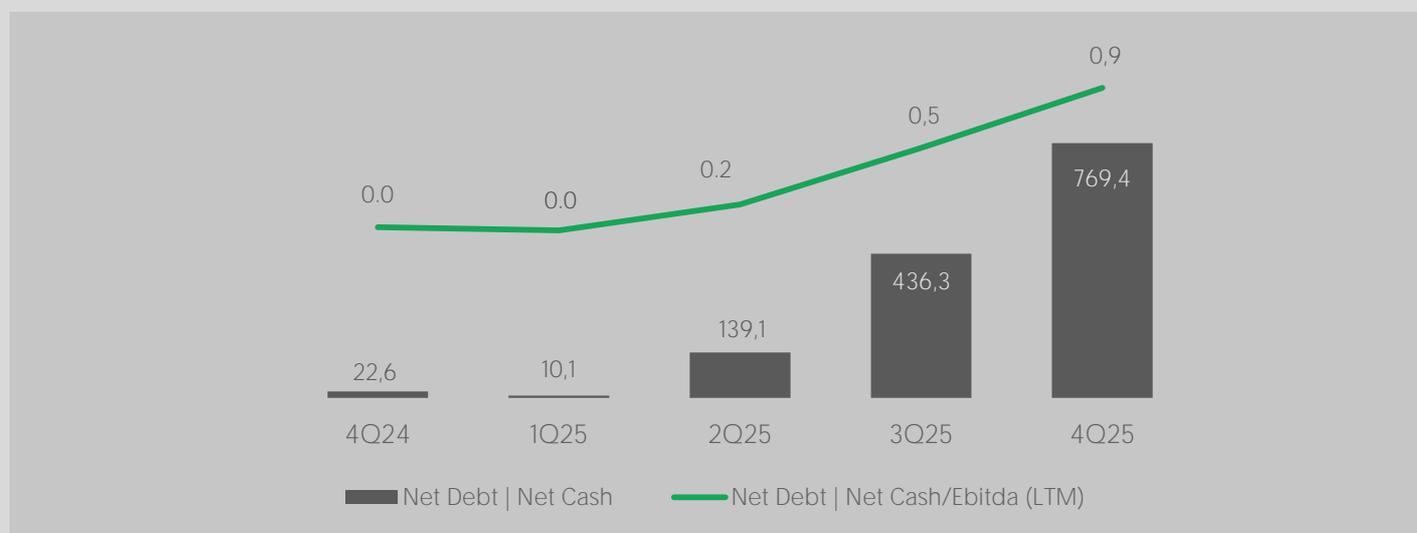
reflecting higher working capital requirements, accelerated capital expenditures (Capex), and the robust dividend distribution.

The increase in net indebtedness was primarily driven by the R\$ 500 million debenture issuance carried out in July 2025,

## NET DEBT

R\$ Million	12/31/2023	12/31/2024	12/31/2025	Var. % 12/31/2025 vs 12/31/2024
Loans, Financing and Debentures	437,8	336,9	976,3	189,8%
Cash and cash equivalents	-361,0	-307,7	-204,0	-33,7%
Financial investments	-13,4	-6,6	-2,9	-56,1%
Net Debt	63,4	22,6	769,4	3.304,4%

## EVOLUTION OF NET DEBT AND LEVERAGE



## WORKING CAPITAL AND FINANCIAL CYCLE (EX-DIVIDENDS)





# CAPITAL MARKET

## DIVIDENDS

Throughout 4Q25, the Company carried out the advance distribution of R\$ 936.9 million in dividends, of which R\$ 917.6 million referred to 2025 earnings and R\$ 19.3 million related to the balance of statutory reserves from prior years.

This significant distribution executed in the fourth quarter followed the approval of tax changes, effective as of January 2026, which introduced taxation on dividends paid. In light of this new scenario, the Company sought to optimize capital allocation, balancing shareholder returns with the preservation

of a sound capital structure, maintaining leverage levels compatible with a high interest rate environment and avoiding risks that could compromise the solidity of its operations.

In 2025, the Company distributed a total of R\$ 1,541.9 million in dividends, reinforcing its commitment to prioritizing shareholder returns while not exposing the Company to excessive risk.

## RETURN TO SHAREHOLDERS

Type	Accrual	Total Amount	Amount paid per Share	Base date for distribution	Payment Date
Interim Dividends	2024	245.1	1.000	1/25/2024	2/8/2024
Interim Dividends	2023	204.2	0.750	3/13/2024	3/25/2024
Interim Dividends	2024	122.6	0.500	1/25/2024	4/17/2024
Interim Dividends	2024	41.1	0.150	5/15/2024	5/29/2024
Interim Dividends	2024	34.0	0.125	8/12/2024	8/23/2024
Interim Dividends	2024	34.0	0.125	8/19/2024	9/2/2024
Interim Dividends	2024	34.0	0.125	9/19/2024	10/1/2024
Interim Dividends	2024	34.0	0.125	10/17/2024	11/1/2024
Interim Dividends	2024	34.0	0.125	11/18/2024	12/2/2024
Total Dividends 2024		783.0			
Interim Dividends	2024	33.8	0.125	12/16/2024	1/2/2025
Interim Dividends	2024	33.8	0.125	1/21/2025	2/3/2025
Interim Dividends	2024	33.8	0.125	2/17/2025	3/6/2025
Interim Dividends	2024	33.8	0.125	3/18/2025	4/1/2025
Interim Dividends	2025	33.8	0.125	4/17/2025	5/2/2025
Interim Dividends	2025	34.0	0.125	5/20/2025	6/2/2025
Interim Dividends	2025	34.0	0.125	6/18/2025	7/1/2025
Interim Dividends	2025	34.0	0.125	7/17/2025	8/1/2025
Interim Dividends	2025	34.0	0.125	8/18/2025	9/1/2025
Interim Dividends	2025	300.0	1.104	9/8/2025	9/22/2025
Interim Dividends	2025	34.0	0.125	9/17/2025	10/1/2025
Interim Dividends	2025	34.0	0.125	10/20/2025	11/3/2025
Interim Dividends	2025	34.0	0.125	11/17/2025	12/1/2025
Interim Dividends	2025	578.4	2.130	11/4/2025	12/15/2025
Interim Dividends	2025	19.3	0,070	11/4/2025	12/15/2025
Interim Dividends	2025	34.0	0.125	12/15/2025	12/29/2025
Interim Dividends	2025	203.2	0.650	12/22/2025	12/30/2025
Total Dividends 2025		1,541.9			



# CAPITAL MARKET

## SHARE BUYBACK PROGRAM

Since May 2022, the Company has maintained a Share Repurchase Program aimed at optimizing capital allocation and generating value for shareholders. On March 11, 2025, the Board of Directors approved a new share repurchase program for a period of 18 months. The program authorizes the repurchase of up to 10 million shares and is effective through September 2026.

During 4Q25, the Company did not execute any share repurchases. As of December 31, 2025, the total number

of shares repurchased during 2025 amounted to 762.2 thousand shares, and the total balance held in treasury was 3,869.2 thousand shares.

The share repurchase program is a capital allocation strategy designed to enhance shareholder value and reflects the **Company's** confidence in its future performance.

Type	Balance 12/31/2023	Balance 12/31/2024	Balance 12/31/2025
Treasury Shares Quantity	766.2	3,107.0	3,869.2
Treasury Shares BRL	10.0	45.4	56.9



# SUSTAINABILITY AND POSITIVE IMPACT

In the fourth quarter of 2025, Vulcabras continued to strengthen its commitment to social and environmental responsibility through initiatives that connect product, purpose and value creation for society.

Among the highlights of the period was the Pink October campaign, carried out through Olympikus, with the launch of a special edition of the Corre 4 Pink October. As in previous editions, part of the profit generated from sales of the model was fully donated to Santa Casa de Porto Alegre, a nationally recognized institution in the treatment and prevention of breast cancer, directly contributing to the strengthening of the healthcare network and to awareness and care initiatives.

Also in 4Q25, Vulcabras expanded its social development efforts through sport with the launch of the Corre 4 Special Edition Vanderlei Cordeiro de Lima, an initiative that connects sporting legacy and social transformation. Part of the profit generated from sales of the model was allocated to the Vanderlei Cordeiro de Lima Institute, enabling the structuring of a project focused on the development of new athletes in Brazil.

On the social impact front, the Company also strengthened its engagement in education and employability through its support of Instituto Caldeira and the Geração Caldeira project, an initiative aimed at preparing young people for the new economy. In 2025, through Olympikus, Vulcabras donated footwear to students participating in the program, contributing to well being, inclusion and encouraging the practice of sports.

Complementing its social impact and solidarity initiatives, Vulcabras supported the Claudia Bartelle & Friends Charity Bazaar, an initiative that mobilizes partners, brands and civil society in support of relevant social causes. In 2025, the bazaar featured the donation of more than 2,000 pairs of Olympikus Corre Max sneakers, developed in an exclusive edition for the initiative, with all proceeds fully allocated to Casa

Madre Ana, an institution that supports patients and families undergoing medical treatment.

In total, more than R\$ 500,000 was invested in social projects, reinforcing the strategy of Vulcabras and its brands to integrate sustainability into its business model and expand the positive impact generated through sport

## HUMAN RESOURCES

Compliance with the equity provisions set forth in Law No. 15,177/25

The Company hereby clarifies that the information required under Law No. 15,177/25 will be disclosed in the Management Proposal to be made available to shareholders on the date of the call notice of the Annual and Extraordinary General Meeting, pursuant to Article 133 of Law No. 6,404/76.





## BRAND MANAGEMENT

In the fourth quarter of 2025, Vulcabras further strengthened the presence of its brands in the Brazilian market through initiatives that reinforced the positioning and differentiation of Olympikus, Mizuno and Under Armour within their respective territories. Supported by a complementary portfolio and focused execution, the Company continued to advance its brand-building strategy, combining relevant product launches, immersive experiences, presence at key races and authentic connections with sports communities across different regions of the country.

Olympikus reaffirmed its leadership in the running segment with an intense agenda of proprietary races, brand activations and new product launches. These initiatives are part of the celebrations marking the **brand's** 50th anniversary, under the commitment to run across Brazil from north to south alongside the running community. Mizuno highlighted the quarter with the launch of the Neo Line, a global technology project developed between Brazil and Japan. Under Armour, in turn, advanced its strategy of connecting with new audiences through activations focused on Generation Z.

The quarter reinforces **Vulcabras'** commitment to strong brand management, guided by innovation, active consumer listening and a disciplined commercial strategy.





## CLOSER TO THE COMMUNITY

Olympikus closed 2025 by further strengthening its presence in the running universe through an intense agenda of launches, proprietary races, collaborations, activations and national recognition, reaffirming the commitment made in celebration of the **brand's** 50th anniversary: to stand alongside those who are already part of the community and those who are just joining it.

Throughout the quarter, the brand promoted more than 15 events across all regions of Brazil, connecting directly with runners of different profiles and backgrounds. From exclusive races such as Pink for Life in Brasília and Corrida por uma Causa in Fortaleza to regional training sessions in Santarém, Porto Alegre and Curitiba, Olympikus reinforced its local presence through initiatives that celebrate diversity, belonging and its purpose of democratizing access to sport.

The quarter also featured another edition of the Bota Pra Correr festival, this time held in Cumbuco, Ceará. With routes across trails, dunes and the coastline, the experience reinforced **Olympikus'** proposal of celebrating Brazilian landscapes and culture through sport.

In total, during the year of its 50th anniversary celebrations, Olympikus sponsored 38 running races in 2025, spanning 26 cities across the five regions of the country. More than 150 thousand people ran with the brand in 2025, totaling over 1,200 kilometers of race courses.

Closing the year, the brand achieved two important recognitions: Corre 4 was the most searched running shoe on Google in 2025, ranking among the 50 most clicked products in the country, and Olympikus was elected, for the third consecutive year, as the most used brand by Brazilian runners according to **Strava's** annual report.

These initiatives reaffirm **Olympikus'** objective of democratizing access to running, valuing local culture and remaining ever closer to the community that builds Brazilian sport every day.





## GLOBAL TECHNOLOGY, LOCAL PERFORMANCE AND CULTURAL LEGACY

The fourth quarter marked one of the most significant moments of the year for Mizuno with the launch of the Neo Line, the result of a collaborative effort between Brazil and Japan. The new line expands the **brand's** running portfolio, broadening access to performance technology and repositioning Mizuno across new price tiers, offering distinct benefits for different runner profiles.

On the international stage, the brand was present at the 50th Amsterdam Marathon, one of the most traditional races on the global calendar, sponsored by Mizuno Global. In partnership with Strava, Mizuno Brazil took six Brazilian athletes to the competition, including Thalya Hillebrant, who secured second place in the half marathon. The athletes tested prototypes from the new high performance line, scheduled for launch in early 2026, reinforcing the **brand's** commitment to innovation and performance at a global level.

In the Sportstyle segment, Mizuno celebrated in December the legacy of the Wave Prophecy 15, a silhouette that transcends sport and has established itself as a cultural icon in Brazil. The launch campaign featured a photo shoot by Marcos Vinicius and highlighted the stories of 15 creatives who represent the street culture and lifestyle connected to the Prophecy. The initiative paid tribute to the community that transformed the model into a reference in the national streetwear scene.

Through initiatives that connect technology, sport and culture, Mizuno reinforces its strategy as a global brand with a Brazilian soul, strengthening its presence across the pillars of performance, lifestyle and urban identity.



## CONNECTION WITH THE NEW GENERATION AND EXPANSION IN SPORTS LIFESTYLE

In the fourth quarter, Under Armour advanced its positioning strategy in Brazil, focusing on strengthening its connection with Generation Z and expanding its presence in the sports lifestyle segment.

In October, the brand hosted SUAR, an event dedicated to the basketball community and content creation with young athletes and influencers. The experience featured an exclusive training session led by Brandon Payne, personal coach to Stephen Curry, one of the leading names in global basketball.

In December, Under Armour launched the UA Echo in Brazil, marking a new chapter for the brand in the lifestyle category. The campaign was driven by content creators who developed visual experiences and narratives aligned with the **Echo's** urban and creative proposition.

Through initiatives that blend performance, culture and behavior, Under Armour continues to strengthen its presence in Brazil, reinforcing its positioning as a global brand with a strategic local approach aligned with new generations.





# ATTACHMENTS

## BALANCE SHEET

### BALANCE SHEET (CONSOLIDATED)

In thousands of Reais

ASSETS	12/31/2025	12/31/2024	LIABILITIES	12/31/2025	12/31/2024
Cash and cash equivalents	203,970	307,660	Suppliers	90,359	94,950
Accounts receivable from customers	1,078,083	988,310	Loans and financing	300,568	200,209
Inventories	834,911	648,390	Debentures	31,358	0
Recoverable taxes	173,243	111,933	Lease liability	9,769	7,855
Income tax and social contribution	40,632	31,161	Taxes payable	72,157	55,356
Other accounts receivable	48,038	40,304	Salaries and vacation payable	87,765	67,942
			Provisions	3,192	2,792
			Commissions payable	38,886	38,039
			Dividends payable	835	136,141
			Other accounts payable	93,243	65,596
<b>CURRENT ASSETS</b>	<b>2,378,877</b>	<b>2,127,758</b>	<b>CURRENT LIABILITIES</b>	<b>728,132</b>	<b>668,880</b>
Financial investments	2,877	6,567	Loans and financing	146,458	136,643
Accounts receivable from customers	2,879	3,754	Debentures	497,885	0
Recoverable taxes	156,824	15,496	Lease liability	28,661	22,433
Deferred income tax and social contribution	374,549	7,263	Provisions	47,741	51,243
Judicial deposits	9,102	11,305	Income tax and social contribution	1,913	1,992
Goods intended for sale	194	194	Other accounts payable	861	1,778
Other accounts receivable	1,439	1,447			
<b>LONG-TERM ASSETS</b>	<b>547,864</b>	<b>46,026</b>	<b>NON-CURRENT LIABILITIES</b>	<b>723,519</b>	<b>214,089</b>
Investments	72,073	64,320			
Investment property	0	1	SHAREHOLDERS' EQUITY		
Right to use	33,227	25,982	Capital	1,575,196	1,273,553
Property, plant and equipment (PP&E)	629,916	516,489	Capital Reserves	640,224	287,701
Intangible assets	217,039	212,732	Revaluation reserves	3,713	3,866
	952,255	819,524	Equity valuation adjustments	27,812	31,225
			Profit reserve	180,060	513,631
			Shareholders' equity attributable to controllers	2,427,005	2,109,976
			Non-Controlling interests	340	363
<b>NON-CURRENT ASSETS</b>	<b>1,500,119</b>	<b>865,550</b>	<b>TOTAL SHAREHOLDERS' EQUITY</b>	<b>2,427,345</b>	<b>2,110,339</b>
			<b>TOTAL LIABILITIES</b>	<b>1,451,651</b>	<b>882,969</b>
<b>TOTAL ASSETS</b>	<b>3,878,996</b>	<b>2,993,308</b>	<b>TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY</b>	<b>3,878,996</b>	<b>2,993,308</b>

The accompanying notes are an integral part of these financial statements



# ATTACHMENTS

## INCOME STATEMENT

INCOME STATEMENT (CONSOLIDATED)	4Q25	4Q24	VAR (%)	2025	2024	VAR (%)
In thousands of Reais						
Net Revenue	1,008,606	905,719	11.4%	3,560,287	3,048,578	16.8%
Cost of sales	-590,720	-528,779	11.7%	-2,099,263	-1,770,187	18.6%
Gross Profit	417,886	376,940	10.9%	1,461,024	1,278,391	14.3%
Margem Bruta	41.4%	41.6%	-0.2 p.p.	41.0%	41.9%	-0.9 p.p.
Sales Expenses	-175,076	-163,875	6.8%	-634,200	-552,412	14.8%
Expected losses for bad debts	-1,278	-3,282	-61.1%	-1,362	-5,577	-75.6%
General and Administrative Expenses	-59,774	-53,374	12.0%	-216,654	-177,783	21.9%
Other net Operating income (Expenses)	3,676	6,747	-45.5%	140,486	31,731	342.7%
Equity in net income of subsidiaries	1,567	80	1858.8%	3,782	6,139	-38.4%
Net Income before net financial income and taxes	187,001	163,236	14.6%	753,076	580,489	29.7%
Financial income	26,935	26,667	1.0%	243,009	107,987	125.0%
Financial Expenses	-47,341	-24,947	89.8%	-141,941	-85,345	66.3%
Net financial Income	-20,406	1,720	-1286.4%	101,068	22,642	346.4%
Net Income before taxes	166,595	164,956	1.0%	854,144	603,131	41.6%
Deferred income tax and social contribution	-7,775	4,264	-282.3%	311,190	-33,264	-1035.5%
Net Income	158,820	169,220	-6.1%	1,165,334	569,867	104.5%
Net Income Margin	15.7%	18.7%	-3.0 p.p.	32.7%	18.7%	14.0 p.p.
Income (loss) attributable to:						
Controlling Shareholders	158,794	169,199		1,165,321	569,873	
Non-Controlling Shareholders	26	21		13	-6	
Net Income	158,820	169,220		1,165,334	569,867	
Earnings (loss) per share						
Earnings per common share - basic	0.5815	0.6271		4.2677	2.1122	
Earnings per common share - diluted	0.5798	0.6254		4.2547	2.1063	
Number of shares at end of the year						
Outstanding common shares	273,056,505	269,800,334		273,056,505	269,800,334	
Outstanding common shares	273,893,619	270,562,926		273,893,619	270,562,926	

The accompanying notes are an integral part of these financial statements.



# ATTACHMENTS

## CASH FLOW STATEMENT

Cash Flow Statement (Indirect Method)	2025	2024
In Thousand of Reais		
Cash Flow Operating activities		
Net Income for the period	1,165,334	569,867
Adjustments for:		
Depreciation and amortization	130,952	106,277
Provision (reversal) for impairment losses on inventories	6,642	42,919
Interest on provisioned leases	10,605	1,841
Interest on provisioned debentures	31,949	0
Amortization of transaction costs on debentures	295	0
Net value of written off tangible and intangible assets	4,495	11,857
Income from financial investments	-374	-6,150
Provision for contingency	14,338	26,055
Equity in net income of subsidiaries	-3,782	-6,139
Transaction with share-based payments	5,588	2,195
Provision (Reversal) for expected losses for doubtful debt	1,362	5,577
Financials charges and exchange variation recognized in profit or loss	44,283	37,368
Current and deferred income tax and social contribution	-311,190	33,264
Non-Controlling interest	-13	6
Gain or loss on lease termination	0	-459
Recovery of PIS and COFINS on ICMS	-284,231	-32,592
Adjusted Income for the period	816,253	791,886
Change in assets and liabilities		
Account Receivable	-96,344	-154,730
Inventories	-193,163	-107,775
Recoverable taxes	72,122	79,459
Other accounts receivable	-7,726	-484
Judicial deposits	12,020	-3,222
Suppliers	-3,503	7,971
Commissions payable	847	9,800
Taxes to collect	4,700	4,331
Salaries and vacations payable	19,823	11,872
Other accounts payable	26,707	6,008
Provisions	-27,257	-8,142
Changes in assets and liabilities	-191,774	-154,912
Cash provided by (used in) operating activities	624,479	636,974
Interest paid	-35,830	-50,567
Payment of lease interest	-5,232	-2,136
Taxes paid on profit	-41,824	-19,765
	-82,886	-72,468
Net Cash Flow provided by (used in) operating activities	541,593	564,506
Cash flow from investing activities		
Acquisitions of property, plant and equipment	-233,040	-195,821
Redemption (application) of financial investments	4,064	13,032



# ATTACHMENTS

## CASH FLOW STATEMENT

Cash Flow Statement (Indirect Method)	2025	2024
Resources from the disposal of fixed assets	625	911
Acquisition of intangible assets	-8,357	-7,156
Receipt of dividends	4,822	5,644
Net Cash Flow used in investing activities	-231,886	-183,390
Cash flow from financing activities		
Loans obtained – Principal	290,554	199,863
Debentures issued – Principal	500,000	0
Transaction Costs on debentures	-3,001	0
Payment of Loans – Principal	-199,148	-294,622
Acquisition of treasury shares	-11,537	-35,392
Dividends and interest on equity paid	-978,645	-783,020
Capital Increase	4,409	186,791
Lease liability payments	-16,317	-11,461
Share premium	0	325,000
Expenses related to share issuance	0	-21,592
Net Cash Flow used in financing activities	-413,685	-434,433
Increase (decrease) in cash and cash equivalents	-103,978	-53,317
Cash and cash equivalents at beginning of the period	307,660	361,020
Effect of Exchange Variation on cash and cash equivalents	288	-43
Cash and cash equivalents at end of the period	203,970	307,660
Increase (decrease) in cash and cash equivalents	-103,978	-53,317

The accompanying notes are an integral part of these financial statements



# INSTITUTIONAL

Vulcabras has been operating in the Brazilian footwear industry for 73 years and, over this period, has consolidated its position as the largest company in the Athletic Footwear segment in the country, becoming the manager of leading brands in their respective segments: Olympikus, the national leader in running shoe sales and the brand that is democratizing high performance in Running; Under Armour, one of the **world's** largest sports apparel, footwear and accessories brands; and Mizuno, a performance brand that believes in the value of sport and supports the journey of everyone who gives their best, regardless of who they are, their level or their sport.

Founded in July 1952 as Companhia Industrial Brasileira de Calçados Vulcanizados S.A., in São Paulo, the Company initially manufactured leather shoes with vulcanized rubber soles, and one of its first icons was the Vulcabras 752, whose name referred to the month and year of the **Company's** foundation. In 1973, we began producing sports brands in Brazil and, since then, we have specialized in delivering technology in footwear to democratize sports performance.

The **Company's** footwear can be found in stores throughout Brazil, supported by a broad commercial team serving more than 10,000 clients nationwide and in South American countries, as well as through the **brands'** e-commerce platforms and own stores. More than 800 new models are designed and developed each year at the largest athletic footwear technology and development center in Latin America, located in Parobé, Rio Grande do Sul.

Products are manufactured at two modern factories located in the Northeast region of Brazil, in Horizonte, Ceará, and Itapetinga, Bahia. The **Company's** administrative headquarters are located in Jundiaí, São Paulo, in addition to a Distribution Center dedicated to the E-commerce Channel in Extrema, Minas Gerais. There is also a branch with a distribution center in Peru. These six units directly employ more than 23,400 people.

The Company follows a portfolio diversification strategy, constantly pursuing innovation and continuous improvement.





# INDEPENDENT AUDIT

## INDEPENDENT AUDIT

In accordance with CVM Instruction 381/03, Vulcabras S.A. informs that since 01/01/2022, it has appointed “Ernst & Young Auditores Independentes S/S Ltda” to audit its individual and consolidated financial statements.

For the services relating to the 4Q25 review, fees of approximately R\$ 216.0 thousand were disbursed.

## BOARD STATEMENT

In accordance with Article 25, Paragraph 1, Item 5 of CVM Instruction No. 480/09, the Board of Directors, at a meeting held on March 3, 2026, hereby declares that it has reviewed, discussed, and approved the individual and consolidated financial statements of Vulcabras S.A. for the fiscal year ended December 31, 2025, as well as the independent **auditors’** report issued in connection with such financial statements.





# MANAGEMENT

## MEMBERS OF THE BOARD OF DIRECTORS

Pedro Grendene Bartelle	Chairman
André de Camargo Bartelle	1st Vice Chairman
Pedro Bartelle	2nd Vice Chairman
Alberto Serrentino	Independent Member
Rafael Ferraz Dias de Moraes	Independent Member

## COMPOSITION OF THE EXECUTIVE BOARD

Pedro Bartelle	Chief Executive Officer
Rafael Carqueijo Gouveia	Chief Operation Officer
Wagner Dantas da Silva	Chief Financial Officer and Investor Relations Officer
Evandro Saluar Kollet	Chief Product Development and Technology Officer
Márcio Kremer Callage	Chief Marketing Officer
Rodrigo Miceli Piazer	Chief Supply Chain, Manufacturing and Human Resources Officer



**VULCABRAS**



**II - Individual and consolidated financial statements  
and independent auditor's report**

## **Vulcabras S.A.**

### Individual and consolidated financial statements

December 31, 2025

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Centro Empresarial Queiroz Galvão - Torre Cícero Dias  
Rua Padre Carapuceiro, 858  
8º andar, Boa Viagem  
51020-280 - Recife - PE - Brazil  
Phone: +55 81 3201-4800  
ey.com.br

**A free translation from Portuguese into English of Independent Auditor's Report on Individual and Consolidated Financial Statements prepared in Brazilian currency in accordance with the accounting practices adopted in Brazil and with the International Financial Reporting Standards (IFRS accounting standards), issued by International Accounting Standards Board (IASB)**

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## **Independent auditor's report on individual and consolidated financial statements**

To the Shareholders, Board of Directors and Officers of  
**Vulcabras S.A.**  
Jundiaí - SP

### **Opinion**

We have audited the individual and consolidated financial statements of Vulcabras S.A. (the "Company"), identified as Individual and Consolidated, respectively, which comprise the statement of financial position as at December 31, 2025, and the statements of profit or loss, of comprehensive income, of changes in equity and of cash flows for the year then ended, and notes to the financial statements, including material accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the individual and consolidated financial position of the Company as at December 31, 2025, its individual and consolidated financial performance and cash flows for the year then ended in accordance with the accounting practices adopted in Brazil and with the International Financial Reporting Standards (IFRS Accounting Standards) issued by the International Accounting Standards Board (IASB).

### **Basis for opinion**

We conducted our audit in accordance with the Brazilian and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the individual and consolidated financial statements* section of our report. We are independent of the Company and its subsidiaries in accordance with the relevant ethical principles set forth in the Code of Professional Ethics for Accountants, the professional standards issued by Brazil's National Association of State Boards of Accountancy ("CFC"), applicable to audits of financial statements in Brazil, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



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### **Key audit matters**

Key audit matters are those that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the individual and consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For the matter below, our description of how our audit addressed the matter, including any commentary on the findings or outcome of our procedures, is provided in that context.

We have fulfilled the responsibilities described in the “*Auditor’s responsibilities for the audit of the individual and consolidated financial statements*” section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

#### *Recognition of sales revenue*

The Company’s sales revenues comprise a large volume of transactions with deliveries to its customers in all regions of Brazil. The executive board monitors the delivery of products to customers to identify invoiced and undelivered sales at the end of the year, in order to recognize revenue in its correct accrual period.

Considering the large volume and dispersion of its sales as well as the materiality of the related amount recorded in its financial statements, the Company has controls to determine the product delivery date for the accounting record of revenues in the correct accrual period. The determination of the revenue amount to be recognized, as well as the timing of its recognition, requires Company the executive board to analyze in detail the terms and conditions of sales, and also involve the use of professional judgment. Professional judgment may lead to the risk of early recognition of revenue, especially with regard to the monthly accounting closing period. With that in view, we consider revenue recognition a key audit matter.



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How our audit addressed this matter:

Our audit procedures included, among others: (i) assessment of operational effectiveness and design of key controls implemented by the Company in determining the timing of revenue recognition; (ii) analysis of the monthly changes in balances of revenue recognized by the Company in order to assess the existence of variations contrary to our expectations established based on our knowledge of the industry and of the Company; (iii) analysis of returns and cancellations occurred after the end of the year; and (iv) for a sample of sales recorded over the year, we obtained the related supporting documentation to assess whether the revenue was recognized in the appropriate accounting period. Additionally, we assessed the adequacy of the related disclosures included in Notes 3.3 and 21.

Based on the result of the audit procedures performed on sales revenue, which is consistent with executive board's assessment, we consider that the revenue recognition criteria and assumptions adopted by the executive board, as well as the respective disclosures in Notes 3.3. and 21, are appropriate in the context of the individual and consolidated financial statements as a whole.

**Other matters**

*Statements of value added*

The individual and consolidated statements of value added for the year ended December 31, 2025, prepared under the responsibility of the Company's executive board and presented as supplementary information for IFRS purposes, were submitted to audit procedures performed in conjunction with the audit of the Company's financial statements. For the purpose of forming our opinion, we evaluate whether these statements are reconciled with the financial statements and accounting records, as applicable, and whether its form and content are in accordance with the criteria set forth in Accounting Pronouncement CPC 09 - Statement of Value Added. In our opinion, these statements of value added have been properly prepared, in all material respects, in accordance with the criteria set forth in this Accounting Pronouncement and are consistent with the individual and consolidated financial statements as a whole.

**Other information accompanying the individual and consolidated financial statements and the auditor's report**

The executive board is responsible for such other information, which comprises the Management Report.

Our opinion on the individual and consolidated financial statements does not cover the Management Report and we do not express any form of assurance conclusion thereon.



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In connection with our audit of the individual and consolidated financial statements, our responsibility is to read the Management Report and, in doing so, consider whether this report is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of the Management Report, we are required to report that fact. We have nothing to report in this regard.

### **Responsibilities of the executive board and those charged with governance for the individual and consolidated financial statements**

The executive board is responsible for the preparation and fair presentation of the individual and consolidated financial statements in accordance with the accounting practices adopted in Brazil and with the International Financial Reporting Standards (IFRS Accounting Standards) issued by the International Accounting Standards Board (IASB), and for such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the individual and consolidated financial statements, the executive board is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the executive board either intends to liquidate the Company or to cease its operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's and its subsidiaries' financial reporting process.

### **Auditor's responsibilities for the audit of the individual and consolidated financial statements**

Our objectives are to obtain reasonable assurance about whether the individual and consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Brazilian and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the Brazilian and International Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:



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- Identified and assessed risks of material misstatements of the individual and consolidated financial statements, whether due to fraud or error, designed and performed audit procedures responsive to those risks, and obtained audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtained an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's and its subsidiaries' internal control.
- Evaluated the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the executive board.
- Concluded on the appropriateness of the executive board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the individual and consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluated the overall presentation, structure and content of the financial statements, including the disclosures, and whether the individual and consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicated with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements, including applicable independence requirements, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.



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From the matters communicated with those charged with governance, we determined those matters that were of most significance in the audit of the financial statements of the current year and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Recife, March 3, 2026.

ERNST & YOUNG  
Auditores Independentes S/S Ltda.  
CRC SP-015199/O

A handwritten signature in black ink, appearing to read 'Francisco da Silva Pimentel', written over a horizontal line.

Francisco da Silva Pimentel  
Accountant CRC SP-171230/O

A free translation from Portuguese into English of Individual and Consolidated Financial Statements prepared in Brazilian currency in accordance with the accounting practices adopted in Brazil and with the International Financial Reporting Standards (IFRS accounting standards), issued by International Accounting Standards Board (IASB)

## Vulcabras S.A.

(Publicly-held company)

### Statements of financial position

December 31, 2025 and 2024

(In thousands of reais)

Assets	Note	Consolidated		Individual		Liabilities and equity	Note	Consolidated		Individual	
		31/12/2025	12/31/2024	31/12/2025	12/31/2024			31/12/2025	12/31/2024		
Cash and cash equivalents	4	203 970	307 660	1 606	78 612	Trade accounts payable	16	90 359	94 950	2 768	252
Trade accounts receivable	6	1 078 083	988 310	-	-	Financing and loans	17a	300 568	200 209	-	-
Inventories	7	834 911	648 390	-	-	Debentures	17d	31 358	-	-	-
Taxes recoverable	8	173 243	111 933	688	680	Lease liabilities	18	9 769	7 855	-	-
Income and social contribution taxes	9a	40 632	31 161	4 086	4 722	Taxes payable		72 157	55 356	43	255
Dividends and profits receivable	11b	-	-	-	94 723	Salaries and vacation pay		87 765	67 942	20	21
Other accounts receivable - related parties	11b	-	-	-	151 117	Provisions	19	3 192	2 792	68	71
Other accounts receivable and other receivables		48 038	40 304	3 502	1 469	Commissions payable		38 886	38 039	-	-
						Dividends and profits payable		835	136 141	4 374	136 141
						Other accounts payable		93 243	65 596	344	177
<b>Total noncurrent assets</b>		<b>2 378 877</b>	<b>2 127 758</b>	<b>9 882</b>	<b>331 323</b>	<b>Total current liabilities</b>		<b>728 132</b>	<b>668 880</b>	<b>7 617</b>	<b>136 917</b>
Financial investments	5	2 877	6 567	2	2	Financing and loans	17a	146 458	136 643	-	-
Trade accounts receivable	6	2 879	3 754	-	-	Debentures	17d	497 885	-	-	-
Taxes recoverable	8	156 824	15 496	1 974	1 962	Lease liabilities	18	28 661	22 433	-	-
Deferred income and social contribution taxes	9b	374 549	7 263	4 948	933	Provisions	19	47 741	51 243	600	643
Judicial deposits	10	9 102	11 305	207	242	Deferred income and social contribution taxes	9b	1 913	1 992	-	209
Assets held for sale		194	194	-	-	Other accounts payable		861	1 778	-	-
Other accounts receivable		1 439	1 447	89	234	<b>Total noncurrent liabilities</b>		<b>723 519</b>	<b>214 089</b>	<b>600</b>	<b>852</b>
<b>Long-term receivables</b>		<b>547 864</b>	<b>46 026</b>	<b>7 220</b>	<b>3 373</b>	<b>Equity</b>					
Investments	12a	72 073	64 320	2 417 954	1 912 935	Capital	20a	1 575 196	1 273 553	1 575 196	1 273 553
Investment properties		-	1	-	-	Capital reserves	20b	640 224	287 701	640 224	287 701
Right of use	18	33 227	25 982	-	-	Revaluation reserves	20c	3 713	3 866	3 713	3 866
Property, plant and equipment	13	629 916	516 489	52	3	Equity adjustments	20d	27 812	31 225	27 812	31 225
Intangible assets	14	217 039	212 732	114	111	Income reserve	20e	180 060	513 631	180 060	513 631
		<b>952 255</b>	<b>819 524</b>	<b>2 418 120</b>	<b>1 913 049</b>	<b>Equity attributable to controlling interests</b>		<b>2 427 005</b>	<b>2 109 976</b>	<b>2 427 005</b>	<b>2 109 976</b>
<b>Total noncurrent assets</b>		<b>1 500 119</b>	<b>865 550</b>	<b>2 425 340</b>	<b>1 916 422</b>	<b>Noncontrolling interests</b>		<b>340</b>	<b>363</b>	<b>-</b>	<b>-</b>
<b>Total assets</b>		<b>3 878 996</b>	<b>2 993 308</b>	<b>2 435 222</b>	<b>2 247 745</b>	<b>Total equity</b>		<b>2 427 345</b>	<b>2 110 339</b>	<b>2 427 005</b>	<b>2 109 976</b>
						<b>Total liabilities</b>		<b>1 451 651</b>	<b>882 969</b>	<b>8 217</b>	<b>137 769</b>
						<b>Total liabilities and equity</b>		<b>3 878 996</b>	<b>2 993 308</b>	<b>2 435 222</b>	<b>2 247 745</b>

See accompanying notes.

**Vulcabras S.A.**

(Publicly-held company)

**Statements of profit or loss**

Years ended December 31, 2025 and 2024

(In thousands of reais, except for earnings (loss) per share)

	Note	Consolidated		Individual	
		31/12/2025	31/12/2024	31/12/2025	31/12/2024
<b>Continuing operation</b>					
<b>Net sales revenue</b>	21	3 560 287	3 048 578	-	-
Cost of sales and resales	22	<u>(2 099 263)</u>	<u>(1 770 187)</u>	-	-
<b>Gross profit</b>		<b>1 461 024</b>	<b>1 278 391</b>	-	-
Selling expenses	23	(634 200)	(552 412)	-	-
Allowance for expected credit losses	23	(1 362)	(5 577)	-	-
Administrative expenses	24	(216 654)	(177 783)	(7 930)	(8 503)
Other operating income, net	25	140 486	31 731	4 756	9 437
Equity pickup	12b	<u>3 782</u>	<u>6 139</u>	<u>1 164 483</u>	<u>549 453</u>
<b>Income before net finance income and costs, and taxes</b>		<b>753 076</b>	<b>580 489</b>	<b>1 161 309</b>	<b>550 387</b>
Finance income		243 009	107 987	456	18 983
Finance costs		<u>(141 941)</u>	<u>(85 345)</u>	<u>(20)</u>	<u>(235)</u>
<b>Finance income (costs)</b>	26	<b><u>101 068</u></b>	<b><u>22 642</u></b>	<b><u>436</u></b>	<b><u>18 748</u></b>
<b>Income before income taxes</b>		<b>854 144</b>	<b>603 131</b>	<b>1 161 745</b>	<b>569 135</b>
Current and deferred income and social contribution taxes	9c	<u>311 190</u>	<u>(33 264)</u>	<u>3 576</u>	<u>738</u>
<b>Net income for the year</b>		<b><u>1 165 334</u></b>	<b><u>569 867</u></b>	<b><u>1 165 321</u></b>	<b><u>569 873</u></b>
<b>Income attributable to:</b>					
Controlling interests		1 165 321	569 873	1 165 321	569 873
Noncontrolling interests		<u>13</u>	<u>(6)</u>	-	-
<b>Net income for the year</b>		<b><u>1 165 334</u></b>	<b><u>569 867</u></b>	<b><u>1 165 321</u></b>	<b><u>569 873</u></b>
<b>Earnings per share</b>					
Earnings (loss) per common share - basic				<u>4,2677</u>	<u>2,1122</u>
Earnings (loss) per common share - diluted				<u>4,2547</u>	<u>2,1063</u>
<b>Weighted average number of shares during the year</b>					
Common shares outstanding				<u>273 056 505</u>	<u>269 800 334</u>
Dilutive potential common shares outstanding				<u>273 893 619</u>	<u>270 562 926</u>

See accompanying notes.

**Vulcabras S.A.**

(Publicly-held company)

Statements of comprehensive income

Years ended December 31, 2025 and 2024

(In thousands of reais)

	<b>Consolidated</b>		<b>Individual</b>	
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
<b>Income for the year</b>	<u>1 165 334</u>	<u>569 867</u>	<u>1 165 321</u>	<u>569 873</u>
<b>Other comprehensive income - OCI</b>	<u>(3 413)</u>	<u>7 260</u>	<u>(3 413)</u>	<u>7 260</u>
<b>Items that may be reclassified subsequently to profit or loss</b>				
Exchange differences from translation of foreign operations	(3 381)	7 252	(3 381)	7 252
Financial assets at fair value through other comprehensive income	(32)	8	(32)	8
<b>Total comprehensive income</b>	<u>1 161 921</u>	<u>577 127</u>	<u>1 161 908</u>	<u>577 133</u>
<b>Comprehensive income attributable to:</b>				
Controlling interests	1 161 908	577 133	1 161 908	577 133
Noncontrolling interests	13	(6)	-	-

See accompanying notes.

**Vulcabras S.A.**

(Publicly-held company)

**Statement of changes in equity**

Years ended December 31, 2025 and 2024

(In thousands of reais)

	Consolidated										
	Individual				Other comprehensive income	Income reserves		Retained earnings	Total	Noncontrolling interests	Total equity
	Capital reserves			Revaluation reserve of subsidiaries		Equity adjustment	Legal reserve				
Capital	Share premium	Stock option and treasury shares									
<b>Balances at January 1, 2024</b>	<b>1 108 354</b>	<b>-</b>	<b>(4 102)</b>	<b>4 020</b>	<b>23 965</b>	<b>63 931</b>	<b>798 819</b>	<b>-</b>	<b>1 994 987</b>	<b>309</b>	<b>1 995 296</b>
Realization of revaluation reserves in subsidiary, net of taxes	-	-	-	(154)	-	-	-	154	-	-	-
Share-based payment transactions	-	-	2 195	-	-	-	-	-	2 195	-	2 195
Treasury shares acquired	-	-	(35 392)	-	-	-	-	-	(35 392)	-	(35 392)
Capital increase (Note 20.a)	10 441	-	-	-	-	-	-	-	10 441	-	10 441
Capital increase, with share premium (Note 20.a)	176 350	325 000	-	-	-	-	-	-	501 350	-	501 350
Share issue costs (Note 20.a)	(21 592)	-	-	-	-	-	-	-	(21 592)	-	(21 592)
<b>Other comprehensive income</b>											
Exchange differences from translation of foreign operations	-	-	-	-	7 252	-	-	-	7 252	60	7 312
Financial assets at fair value through other comprehensive income	-	-	-	-	8	-	-	-	8	-	8
Net income for the year	-	-	-	-	-	-	-	569 873	569 873	(6)	569 867
Recognition of legal reserve	-	-	-	-	-	28 494	-	(28 494)	-	-	-
Dividends distributed	-	-	-	-	-	-	(783 121)	(136 025)	(919 146)	-	(919 146)
Recognition of statutory reserve	-	-	-	-	-	-	405 508	(405 508)	-	-	-
<b>Balances at December 31, 2024</b>	<b>1 273 553</b>	<b>325 000</b>	<b>(37 299)</b>	<b>3 866</b>	<b>31 225</b>	<b>92 425</b>	<b>421 206</b>	<b>-</b>	<b>2 109 976</b>	<b>363</b>	<b>2 110 339</b>
<b>Balances at January 1, 2025</b>	<b>1 273 553</b>	<b>325 000</b>	<b>(37 299)</b>	<b>3 866</b>	<b>31 225</b>	<b>92 425</b>	<b>421 206</b>	<b>-</b>	<b>2 109 976</b>	<b>363</b>	<b>2 110 339</b>
Realization of revaluation reserves in subsidiary, net of taxes	-	-	-	(153)	-	-	-	153	-	-	-
Share-based payment transactions	-	-	5 588	-	-	-	-	-	5 588	-	5 588
Treasury shares acquired	-	-	(11 537)	-	-	-	-	-	(11 537)	-	(11 537)
Capital increase (Note 20.a)	4 409	-	-	-	-	-	-	-	4 409	-	4 409
Capitalization of legal reserve	92 425	-	-	-	-	(92 425)	-	-	-	-	-
Capital increase, with share premium (Note 20.a)	204 809	358 472	-	-	-	-	-	-	563 281	-	563 281
<b>Other comprehensive income</b>											
Exchange differences from translation of foreign operations	-	-	-	-	(3 381)	-	-	-	(3 381)	(36)	(3 417)
Financial assets at fair value through other comprehensive income	-	-	-	-	(32)	-	-	-	(32)	-	(32)
Net income for the year	-	-	-	-	-	-	-	1 165 321	1 165 321	13	1 165 334
Recognition of legal reserve	-	-	-	-	-	58 266	-	(58 266)	-	-	-
Dividends distributed	-	-	-	-	-	-	(421 206)	(985 414)	(1 406 620)	-	(1 406 620)
Recognition of statutory reserve	-	-	-	-	-	-	121 794	(121 794)	-	-	-
<b>Balances at December 31, 2025</b>	<b>1 575 196</b>	<b>683 472</b>	<b>(43 248)</b>	<b>3 713</b>	<b>27 812</b>	<b>58 266</b>	<b>121 794</b>	<b>-</b>	<b>2 427 005</b>	<b>340</b>	<b>2 427 345</b>

**Vulcabras S.A.**  
(Publicly-held company)

**Statements of cash flows - Indirect method**

Years ended December 31, 2025 and 2024

(In thousands of reais)

	Note	Consolidated		Individual	
		31/12/2025	31/12/2024	31/12/2025	31/12/2024
<b>Cash flow from operating activities</b>					
Net income for the year		1 165 334	569 867	1 165 321	569 873
<b>Adjustments to:</b>					
Depreciation and amortization		130 952	106 277	5	-
Allowance for inventory impairment	7b	6 642	42 919	-	-
Accrued interest on lease	18	10 605	1 841	-	-
Accrued interest on debentures	17d	31 949	-	-	-
Amortization of debenture transaction costs	17d	295	-	-	-
Net amount of tangible and intangible items written off		4 495	11 857	-	-
Financial investment yield		(374)	(6 150)	-	(5 093)
Provisions for contingencies	19	14 338	26 055	126	517
Equity pickup	12b	(3 782)	(6 139)	(1 164 483)	(549 453)
Share-based payment transactions		5 588	2 195	5 588	2 195
Allowance for expected credit losses	6d	1 362	5 577	-	-
Gain or loss on lease termination		-	(459)	-	-
Recovered PIS and COFINS credits		(284 231)	(32 592)	-	-
Finance charges and exchange differences recognized in profit or loss		44 283	37 368	-	-
Current and deferred income and social contribution taxes	9c	(311 190)	33 264	(3 576)	(738)
Noncontrolling interests		(13)	6	-	-
		<b>816 253</b>	<b>791 886</b>	<b>2 981</b>	<b>17 301</b>
<b>Changes in assets and liabilities</b>					
Trade accounts receivable		(96 344)	(154 730)	-	-
Inventories		(193 163)	(107 775)	-	-
Taxes recoverable		72 122	79 459	616	(3 804)
Other accounts receivable		(7 726)	(484)	149 229	108 076
Judicial deposits		12 020	(3 222)	35	8
Trade accounts payable		(3 503)	7 971	2 516	(2 379)
Taxes payable		4 700	4 331	(860)	74
Salaries and vacation pay		19 823	11 872	(1)	-
Provisions	19	(27 257)	(8 142)	(172)	(584)
Commissions payable		847	9 800	-	-
Other accounts payable		26 707	6 008	167	(48)
		<b>624 479</b>	<b>636 974</b>	<b>154 511</b>	<b>118 644</b>
<b>Cash flows from operating activities</b>					
Interest paid	17e	(35 830)	(50 567)	-	-
Payment of interest on leases	17e	(5 232)	(2 136)	-	-
Income taxes paid		(41 824)	(19 765)	-	-
		<b>(82 886)</b>	<b>(72 468)</b>	<b>-</b>	<b>-</b>
<b>Net cash flows from operating activities</b>					
		<b>541 593</b>	<b>564 506</b>	<b>154 511</b>	<b>118 644</b>
<b>Cash flow from investing activities</b>					
Acquisition of property, plant and equipment (*)	13b	(233 040)	(195 821)	(53)	(3)
Redemption (investment) of financial investments		4 064	13 032	-	5 096
Proceeds from disposal of property, plant and equipment		625	911	-	-
Acquisition of intangible assets	14b	(8 357)	(7 156)	(4)	-
Dividends received		4 822	5 644	750 774	-
Decrease in equity interest in investee		-	-	-	282 065
Net cash flow from (used in) investing activities		<b>(231 886)</b>	<b>(183 390)</b>	<b>750 717</b>	<b>287 158</b>
<b>Cash flow from financing activities</b>					
Borrowings - principal	17e	290 554	199 863	-	-
Debentures taken - Principal	17d	500 000	-	-	-
Transaction costs related to debentures	17d	(3 001)	-	-	-
Payment of borrowings - principal	17e	(199 148)	(294 622)	-	-
Acquisition of treasury shares	20b	(11 537)	(35 392)	(11 537)	(35 392)
Dividends and interest on equity paid (**)	17e	(978 645)	(783 020)	(975 106)	(783 020)
Capital increase	20a	4 409	186 791	4 409	186 791
Share premium	17e	-	325 000	-	325 000
Share issue costs		-	(21 592)	-	(21 592)
Payment of lease liabilities	17e	(16 317)	(11 461)	-	-
Net cash flow from (used in) financing activities		<b>(413 685)</b>	<b>(434 433)</b>	<b>(982 234)</b>	<b>(328 213)</b>
<b>Increase (decrease) in cash and cash equivalents</b>		<b>(103 978)</b>	<b>(53 317)</b>	<b>(77 006)</b>	<b>77 589</b>
Cash and cash equivalents at beginning of year		307 660	361 020	78 612	1 023
Effect of exchange differences on cash and cash equivalents		288	(43)	-	-
Cash and cash equivalents at end of year		203 970	307 660	1 606	78 612
<b>Increase (decrease) in cash and cash equivalents</b>		<b>(103 978)</b>	<b>(53 317)</b>	<b>(77 006)</b>	<b>77 589</b>

(\*) Amount of R\$855 relating to acquisition of property, plant and equipment items not settled with the suppliers (R\$350 as of December 31, 2024)

(\*\*) The amount of R\$563,281 of interim dividends was used for a capital increase and, therefore, did not have a cash effect for the year ended December 31, 2025. See accompanying notes.

**Vulcabras S.A.**

(Publicly-held company)

**Statements of value added**

Years ended December 31, 2025 and 2024

(In thousands of reais)

	<b>Consolidated</b>		<b>Individual</b>	
	<b>31/12/2025</b>	<b>31/12/2024</b>	<b>31/12/2025</b>	<b>31/12/2024</b>
<b>Revenues</b>	<b>4 205 556</b>	<b>3 489 223</b>	<b>2 757</b>	<b>4 505</b>
Sales of goods, products and services	4 023 444	3 449 906	-	-
Other income and expenses	183 474	44 894	2 757	4 505
Allowance for expected credit losses	(1 362)	(5 577)	-	-
<b>Inputs acquired from third parties</b>	<b>(1 736 180)</b>	<b>(1 490 596)</b>	<b>(6 193)</b>	<b>(7 260)</b>
Raw materials used	(813 685)	(665 287)	-	-
Cost of products, goods and services sold	(461 035)	(442 947)	-	-
Raw materials, power, services from suppliers and other	(461 460)	(382 362)	(6 193)	(7 260)
<b>Gross value added</b>	<b>2 469 376</b>	<b>1 998 627</b>	<b>(3 436)</b>	<b>(2 755)</b>
<b>Retentions</b>	<b>(130 952)</b>	<b>(106 277)</b>	<b>(4)</b>	<b>-</b>
Depreciation and amortization	(130 952)	(106 277)	(4)	-
<b>Net value added</b>	<b>2 338 424</b>	<b>1 892 350</b>	<b>(3 440)</b>	<b>(2 755)</b>
<b>Value added received in transfer</b>	<b>248 952</b>	<b>123 558</b>	<b>1 167 586</b>	<b>576 109</b>
Equity pickup	3 782	6 139	1 164 483	549 453
Finance income	243 009	107 987	456	18 983
Other	2 161	9 432	2 647	7 673
<b>Total value added to be distributed</b>	<b>2 587 376</b>	<b>2 015 908</b>	<b>1 164 146</b>	<b>573 354</b>
<b>Distribution of value added</b>	<b>2 587 376</b>	<b>2 015 908</b>	<b>1 164 146</b>	<b>573 354</b>
<b>Employee benefits expense</b>	<b>1 028 983</b>	<b>875 386</b>	<b>1 108</b>	<b>1 164</b>
Salaries	654 274	546 828	-	-
Benefits	115 816	96 288	-	-
Unemployment Compensation Fund (FGTS)	43 466	35 980	-	-
Sales commissions	187 047	174 731	-	-
Executive board fees	28 380	21 559	1 108	1 164
<b>Taxes, charges and contributions</b>	<b>249 431</b>	<b>485 475</b>	<b>(2 301)</b>	<b>2 257</b>
Federal taxes (*)	209 083	456 578	(2 601)	1 925
State taxes	39 368	27 993	-	-
Local taxes	980	904	300	332
<b>Debt remuneration</b>	<b>143 628</b>	<b>85 180</b>	<b>18</b>	<b>60</b>
Interest	137 068	80 425	18	60
Rent	6 559	4 753	-	-
Other	1	2	-	-
<b>Equity remuneration</b>	<b>1 165 334</b>	<b>569 867</b>	<b>1 165 321</b>	<b>569 873</b>
Dividends	985 414	136 025	985 414	136 025
Retained profits	179 907	433 848	179 907	433 848
Noncontrolling interests	13	(6)	-	-

(\*) For the year ended December 31, 2025, includes the recognition of deferred tax credits, in the consolidated amount of R\$365,090 (R\$5,728 in 2024).

See accompanying notes.

## Vulcabras S.A. and Consolidated

Notes to the financial statements

December 31, 2025

(In thousands of reais)

### 1 Operations

Vulcabras S.A. (the “Company”) is a publicly-held corporation headquartered in Jundiaí - state of São Paulo (SP), Brazil. Its manufacturing operations are concentrated in subsidiaries located in the Northeast region, in the states of Ceará and Bahia. The Company is registered with B3 S.A. – Brasil, Bolsa, Balcão, in the Novo Mercado (New Market) segment, under ticker symbol VULC3.

The Company also holds investments in other companies, and is engaged in the sale and production in the domestic and foreign markets of clothing, particularly sportswear, and male, female and professional footwear, through its direct and indirect subsidiaries:

- Vulcabras Empreendimento Imobiliário SPE Ltda.;
- Vulcabras CE, Calçados e Artigos Esportivos S.A. (“Vulcabras CE”) – which owns the following subsidiaries:
  - Vulcabras SP, Comércio de Artigos Esportivos Ltda. (“Vulcabras SP”);
  - Vulcabras Distribuidora de Artigos Esportivos Ltda. (“Vulcabras Distribuidora”);
  - Distribuidora de Calçados e Artigos Esportivos Cruzeiro do Sul Ltda.;
  - Vulcabras BA, Calçados e Artigos Esportivos S.A. (“Vulcabras BA”); and Calzados Azaléia Peru S.A.;

The brands managed by the companies include:

**Own brands:** Azaléia, Dijean, Olk, Olympikus, Opanka and Vulcabras.

**Third party brands:** Under Armour and Mizuno.

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

### 1.1 List of subsidiaries

The consolidated financial statements include the information of the Company and its direct and indirect subsidiaries below, in which the equity interest held at the statement of financial position date is summarized as follows:

	Country	Direct interest %		Indirect interest %		Total equity interest %	
		2025	2024	2025	2024	2025	2024
Calzados Azaleia Peru S.A.	Peru	-	-	99,11	99,11	99,11	99,11
Distribuidora de Calçados e Artigos Esportivos Cruzeiro do Sul Ltda.	Brazil	-	-	100,00	100,00	100,00	100,00
Running Comércio e Indústria de Artigos Esportivos Ltda. (*)	Brazil	-	-	-	100,00	-	100,00
Vulcabras BA, Calçados e Artigos Esportivos S.A.	Brazil	-	-	99,99	99,99	99,99	99,99
Vulcabras CE, Calçados e Artigos Esportivos S.A.	Brazil	99,99	99,99	-	-	99,99	99,99
Vulcabras Distribuidora de Artigos Esportivos Ltda.	Brazil	0,22	0,22	99,78	99,78	100,00	100,00
Vulcabras Empreendimento Imobiliário SPE Ltda.	Brazil	100,00	100,00	-	-	100,00	100,00
Vulcabras SP, Comércio de Artigos Esportivos Ltda.	Brazil	-	-	100,00	100,00	100,00	100,00

(\*) On November 27, 2025, the merger of Running Comércio e Indústria de Artigos Esportivos Ltda. into its subsidiary Vulcabras CE, Calçados e Artigos Esportivos S.A. was approved.

## **Vulcabras S.A. and Consolidated**

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

### **a. *Main characteristics of subsidiaries included in consolidation***

#### *Calzados Azaleia Peru S.A.*

Calzados Azaleia Peru S.A. is responsible for the import and sale of sports footwear and gear and women's shoes in the Peruvian market.

#### *Distribuidora de Calçados e Artigos Esportivos Cruzeiro do Sul Ltda.*

Distribuidora de Calçados e Artigos Esportivos Cruzeiro do Sul Ltda. is engaged in the sale and distribution of sports footwear and clothing and boots for professional use.

#### *Running Comércio e Indústria de Artigos Esportivos Ltda.*

Running Comércio e Indústria de Artigos Esportivos Ltda. is engaged in marketing of sports footwear, clothing and gear under the Mizuno brand.

#### *Vulcabras BA, Calçados e Artigos Esportivos S.A.*

Vulcabras BA, Calçados e Artigos Esportivos S.A is mainly engaged in the manufacturing, sale, import and export of sports footwear and boots for professional use.

#### *Vulcabras CE, Calçados e Artigos Esportivos S.A.*

Vulcabras CE, Calçados e Artigos Esportivos S.A is mainly engaged in the development, manufacturing, sale, import and export of sports footwear.

#### *Vulcabras Distribuidora de Artigos Esportivos Ltda.*

Vulcabras Distribuidora de Artigos Esportivos Ltda. is responsible for the sale and distribution of sports footwear and clothing.

#### *Vulcabras Empreendimento Imobiliário SPE Ltda.*

Vulcabras Empreendimento Imobiliário SPE Ltda. is specifically engaged in the planning, promotion, real estate development and sale of a real estate project, to be developed in the property located in Jundiá - SP.

#### *Vulcabras SP, Comércio de Artigos Esportivos Ltda.*

Vulcabras SP, Comércio de Artigos Esportivos Ltda. is engaged in the sale and distribution of sports footwear, clothing and gear through its stores, e-commerce and distribution center.

## **Vulcabras S.A. and Consolidated**

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

## **2 Basis of preparation and presentation of the individual and consolidated financial statements**

### **2.1 Statement of compliance (with IFRS accounting standards and CPC standards) and basis of measurement**

The individual and consolidated financial statements were prepared in accordance with the IFRS Accounting Standards, issued by the International Accounting Standards Board (IASB), and with the accounting practices adopted in Brazil, which comprise the rules of the Brazilian Securities and Exchange Commission (CVM), and the pronouncements, guidance and interpretations issued by the Brazilian Financial Accounting Standards Board (“CPC”), as approved by Brazil’s National Association of State Boards of Accountancy (“CFC”) and by the Brazilian Securities and Exchange Commission (“CVM”), and the rules and guidance issued by the CVM applicable to the preparation of financial information.

Management considered Accounting Guidance OCPC 07, issued by the Brazilian FASV (“CPC”) in November 2014, for preparation of the individual and consolidated financial statements. Accordingly, the significant information specific to the individual and consolidated financial statements, and only such information, is being disclosed, and corresponds to the information used in management of the Company’s operations.

Management assessed the ability of the Company and its subsidiaries to continue as a going concern and is convinced that they have the resources to continue their business in the future. Furthermore, management is not aware of any material uncertainties that may cast significant doubt as to their ability to continue as a going concern. Accordingly, these individual and consolidated financial statements were prepared on a going concern basis.

The presentation of the Statement of Value Added (SVA), although not required by the IFRS, is mandatory for publicly held companies in Brazil. As such, this statement is presented by the Company as supplementary information for IFRS purposes, without prejudice to its financial statements as a whole.

The financial statements were prepared on a historical cost basis, except for equity investment funds at FVOCI that are measured at fair value, and financial assets measured at fair value through profit or loss as well as other financial liabilities measured at fair value.

Authorization to complete and issue these individual and consolidated financial statements was granted by the Board of Directors on March 3, 2026.

#### ***Functional and presentation currency***

The individual and consolidated financial statements are presented in Brazilian reais, which is also the Company’s functional currency. The financial statements presented in reais were rounded to the nearest thousand, unless otherwise stated. The functional currency of the foreign company is the US dollar, and the statements of financial position were translated into Brazilian reais for presentation purposes.

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

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(In thousands of reais)

### 2.2 Use of estimates and judgments

In preparing the financial statements, management used judgments, estimates and assumptions that affect the application of accounting policies and reported asset, liability, revenue and expense amounts. Actual results may differ from these estimates.

Estimates and assumptions are reviewed on an ongoing basis. Revised estimates are recognized prospectively.

#### a. *Judgments*

Information on judgments made regarding the application of accounting policies that have significant effects on the amounts recognized in the individual and consolidated financial statements is included in the following notes:

- **Note 3.1.b** – equity method at investees: determination of whether the Company has significant influence over an investee;
- **Note 3.1.e** - consolidation: determination of whether the Company effectively holds control over an investee;
- **Note 18** - Lease term: whether the Company's subsidiaries are reasonably certain to exercise extension options.

#### b. *Uncertainties about assumptions and estimates*

Information on uncertainties related to assumptions and estimates as of December 31, 2025 that have a significant risk of resulting in a material adjustment to the accounting balances of assets and liabilities in the next fiscal year is included in the following notes:

- **Note 6** - Trade accounts receivable: measurement of expected credit loss for accounts receivable;
- **Note 7** - Inventories: recognition of provision for losses on inventories without movement;
- **Note 15** - Analysis of recoverability of nonfinancial assets: impairment test of nonfinancial assets: key assumptions regarding recoverable amounts;
- **Note 19** - Provisions: recognition and measurement of provisions for contingencies: key assumptions as to the likelihood of loss and amount of outflow of funds.

### 2.3 Fair value measurement

Certain accounting policies and disclosures of the Company and its subsidiaries require measurement of the fair value of financial assets and liabilities.

The Company and its subsidiaries established a control structure related to fair value measurement.

Management regularly reviews significant unobservable data and valuation adjustments. If third-party information, such as broker quotes or pricing services, is used for fair value measurement, management analyzes the evidence obtained from third parties to support the conclusion that such measurements meet CPC/IFRS requirements, including the level in the fair value hierarchy under which such measurements are to be classified.

## Vulcabras S.A. and Consolidated

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(In thousands of reais)

In measuring the fair value of an asset or a liability, the Company and its subsidiaries use observable market data as much as possible. The fair values are classified into different hierarchical levels based on *inputs* used in the valuation techniques, as follows:

- **Level 1:** quoted (unadjusted) prices in active markets for identical assets and liabilities.
- **Level 2:** inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (prices) or indirectly (derived from prices).
- **Level 3:** inputs for the asset or liability that are not based on market observable data (non-observable inputs).

The Company and its subsidiaries recognize transfers between levels of the fair value hierarchy at the end of the reporting period in which the changes have occurred.

Additional information on the assumptions for fair value measurement is included in the following note:

- **Note 28** - Financial instruments and risk management.

### 3 Material accounting policies

The Company and its subsidiaries have applied the accounting policies described below in a consistent manner to all the years presented in these financial statements, unless otherwise stated.

#### 3.1 Basis of consolidation

##### a. *Business combination*

Business combinations are recorded using the acquisition method when the set of activities and assets acquired meet the definition of a business and control is transferred to the Company and its subsidiaries. In determining whether a set of activities and assets is a business, the Company assesses whether the set of assets and activities acquired includes, at least, an input and a substantive process that together significantly contribute to the ability to generate output.

The Company has the option of applying a “concentration test” that allows a simplified assessment of whether a set of activities and assets acquired is not a business. The optional concentration test is met if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets.

The consideration transferred is usually measured at fair value, as are the identifiable net assets acquired. Any goodwill arising from the transaction is tested annually for impairment. Gains on bargain purchases are immediately recognized in profit or loss. Transaction costs are recorded in profit or loss as incurred, except for costs related to the issue of debt or equity instruments.

The consideration transferred does not include amounts referring to payment of preexisting relationships. These amounts are usually accounted for in profit or loss for the year.

## **Vulcabras S.A. and Consolidated**

Notes to the individual and consolidated financial statements (Continued)

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(In thousands of reais)

Any contingent consideration to be transferred by the acquirer will be recognized at fair value at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Other contingent consideration is measured at fair value at each reporting date with changes in fair value recognized in profit or loss for the year.

**b. *Subsidiaries***

The Company controls an entity when it is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The subsidiaries' financial statements are included in the consolidated financial statements from the date that control commences until the date it ceases to exist.

In the Company's individual financial statements, the subsidiaries' financial information is recognized under the equity method.

**c. *Noncontrolling interests***

The Company and its subsidiaries have elected to measure any noncontrolling interests initially at the proportionate share of the acquiree's identifiable net assets as of the acquisition date.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

**d. *Loss of control***

If the Company loses control over a subsidiary, it derecognizes the related assets, liabilities, noncontrolling interests, and other components of equity. Any resulting gain or loss is recognized in profit or loss. If the Company retains any interest in the former subsidiary, this interest is measured at fair value on the date on which control is lost.

**e. *Investments in entities accounted for under the equity method***

The Company's investments in entities accounted for using the equity method include interests in associates.

Associates are entities over which the Company has significant influence, either directly or indirectly, but not the control, or joint control, over their financial and operating policies.

These investments are initially recognized at cost, which includes transaction costs. After initial recognition, the financial statements include the Company's interests in the investee's profit or loss for the year and other comprehensive income until the date the significant influence or joint control ceases to exist. In the individual financial statements, investments in subsidiaries are also accounted for using this method.

## **Vulcabras S.A. and Consolidated**

Notes to the individual and consolidated financial statements (Continued)

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(In thousands of reais)

### ***f. Transactions eliminated on consolidation***

Intra-group balances and transactions and any unrealized revenues or expenses derived from intra-group transactions are eliminated. Unrealized gains arising from transactions with investees accounted for under the equity method are eliminated against the investment, proportionally to the interest held in the investee. Unrealized losses are eliminated similarly to unrealized gains, but only to the extent that there is no evidence of impairment loss.

## **3.2 Translation of balances in foreign currency**

### ***(i) Foreign currency transactions***

Foreign currency transactions are translated into the respective functional currencies of the Company's entities and subsidiaries at the exchange rate in force on the transaction dates.

Monetary assets and liabilities denominated and calculated in foreign currency as of the statement of financial position date are translated back into the functional currency at the exchange rate effective on such date. Nonmonetary assets and liabilities measured at fair value in foreign currency are translated back into the functional currency at the exchange rate effective on the date the fair value was determined. Nonmonetary items that are measured based on historical cost in foreign currency are translated using the exchange rate prevailing on the transaction date. Differences in foreign currencies resulting from translation are usually recognized in P&L.

### ***(ii) Foreign operations***

Assets and liabilities from foreign operations, including goodwill and fair value adjustments resulting from the acquisition, are translated into reais at the exchange rates calculated on the statement of financial position date. Income and expenses from foreign operations are translated into reais using the exchange rates on the transaction dates.

Differences in foreign currencies generated upon translation into the presentation currency are recognized in other comprehensive income and accumulated in equity adjustments, in equity. If the subsidiary is not a wholly owned subsidiary, the corresponding portion of the translation difference is attributed to noncontrolling shareholders.

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

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(In thousands of reais)

When a foreign entity is derecognized in whole or in part, resulting in loss of control, of significant influence or of joint control, the accumulated amount of exchange rate differences related to that foreign entity is reclassified to profit or loss as part of the gain or loss on derecognition.

### 3.3 Revenue from contracts with customers

Revenue is measured based on the consideration specified in the contract with the customer. The Company's subsidiaries recognize revenue when control over the product is transferred to the customer. In this context, revenue is recognized when products are delivered and accepted by the customers at their premises.

For sales in which return of goods is permitted, revenue is recognized to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognized will not occur. Therefore, the amount of recognized revenue is adjusted for expected returns, which are estimated based on historical data for specific types of returns.

### 3.4 Employee benefits

#### a. *Short-term employee benefits*

Short-term employee benefit obligations are recognized as personnel expenses as the related service is provided. The liability is recognized for the amount of payment expected if the Company and its subsidiaries have a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be reliably estimated.

#### b. *Share-based payment*

The fair value on the date of grant of the share-based payment to employees is recognized as personnel expenses, with a corresponding increase in equity, during the period in which employees unconditionally acquire the right to the awards. The amount recognized as expense is adjusted to reflect the number of awards for which there is an expectation that the service and performance conditions will be met, so that the final amount recognized as expense is based on the number of awards that effectively meet service and performance conditions on the *vesting* date. For share-based payment awards containing non-vesting conditions, the fair value on the date of grant of the share-based payment awards is measured to reflect such conditions and no further adjustments are made for differences between expected and actual results.

The fair value of the amount payable to employees in respect of share appreciation rights, which are settled in cash, is recognized as an expense with a corresponding increase in liabilities during the period in which employees unconditionally acquire the right to the payment. The liability is remeasured at each statement of financial position date and on the settlement date, based on the fair value of the share appreciation rights. Any changes in the liability's fair value are recognized as personnel expenses in the statement of profit or loss.

## **Vulcabras S.A. and Consolidated**

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(In thousands of reais)

### **3.5 Government grants**

Government grants and assistance are recognized where there is reasonable assurance that all conditions set by the government agencies have been complied with. They are recorded as deductions from income in profit or loss during the period the costs, for which the government grant or assistance is intended to compensate, are expensed.

### **3.6 Finance income and costs**

The Company's finance income and costs include the following:

- Interest income;
- Interest expense;
- Net gains/losses on financial assets measured at fair value through profit or loss;
- Exchange differences on financial assets and liabilities.

Interest income and expenses are recognized in profit or loss using the effective interest method.

The "effective interest rate" is the rate that exactly discounts estimated future cash payments or receipts over the expected life of the financial instrument at the:

- Gross carrying amount of the financial asset; or
- Amortized cost of the financial liability.

In calculating interest income or expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not impaired) or to the amortized cost of the liability. However, interest income is calculated by applying the effective interest rate to the amortized cost of the financial asset that has impairment issues after initial recognition. When the asset no longer has recovery issues, interest income is calculated based on the gross amount.

### **3.7 Taxes**

#### ***a. Sales taxes***

Revenues, expenses and assets are recognized net of sales taxes, except when:

- The net amount of sales taxes, whether recoverable or payable, is included in the amounts receivable and payable in the statement of financial position.

Revenues from goods, under the noncumulative system, are subject to 1.65% Contribution Tax on Gross Revenue for Social Integration Program (PIS), 7.60% Contribution Tax on Gross Revenue for Social Security Financing (COFINS), State Value-Added Tax (ICMS) at the rates in effect in each state, and 1.5% social security contribution.

## Vulcabras S.A. and Consolidated

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(In thousands of reais)

### **b. *Income and social contribution taxes***

Current and deferred income taxes comprise both income and social contribution taxes. Income tax is calculated at a rate of 15%, plus 10% surtax on taxable profit exceeding R\$240, whereas social contribution tax is computed at a rate of 9% on net income. These consider offset of income and social contribution tax losses, limited to 30% of taxable profit in the year.

Income and social contribution tax expenses include current and deferred taxes. Current and deferred taxes are recognized in P&L unless they refer to business combinations or to items recognized directly in equity or in other comprehensive income.

#### **(i) *Current***

Current tax expense is the estimated tax payable or receivable on taxable profit for the year and any adjustment to taxes payable in relation to previous years.

The amount of current taxes payable or receivable is recognized in the statement of financial position as a tax asset or liability for the best estimate of the expected amount of taxes to be paid or received that reflects the uncertainties related to their determination, if any. It is measured based on the tax rates enacted at the reporting date.

Current tax assets and liabilities are offset only when certain criteria are met.

#### **(ii) *Deferred***

Deferred income and social contribution taxes are recognized on differences generated between assets and liabilities recognized for tax purposes and corresponding amounts recognized in the consolidated financial statements.

The Company also recognizes deferred Corporate Income Tax (IRPJ) and Social Contribution Tax on Net Profit (CSLL) on income and social contribution tax losses, whose offset is limited to 30% of annual taxable profit.

However, deferred income and social contribution taxes are not recognized if they are generated upon initial recognition of assets and liabilities in transactions that do not affect the tax bases, except in transactions involving business combinations. Deferred income and social contribution taxes are determined based on rates (and legislation) in force on the consolidated financial statements preparation date and applicable when the respective income and social contribution taxes are realized.

Deferred income and social contribution tax assets are recognized only to the extent that taxable profit is likely to be available for temporary differences to be used and tax losses offset.

## **Vulcabras S.A. and Consolidated**

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(In thousands of reais)

### **3.8 Inventories**

Inventories are valued at the lower of historical acquisition and/or production cost and net realizable value.

In the case of industrially processed products, work in process and finished products, inventories include manufacturing overheads based on the normal production capacity.

Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale. Allowances for losses on slow-moving or obsolete inventories are recognized when deemed necessary by management.

### **3.9 Property, plant and equipment**

#### **(i) Recognition and measurement**

Property, plant and equipment items are stated at historical cost less respective depreciation and impairment losses, if applicable.

Such cost includes expenditures directly attributable to the acquisition of an asset. Costs of assets constructed by the Company and its subsidiaries include:

- The cost of materials and direct labor;
- Any other costs to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management;
- The costs of dismantling and restoring the site on which the assets are located; and
- Borrowing costs on qualifying assets.

Other expenses are capitalized only when there is an increase in the economic benefits from the PPE item. All other types of expenditures are recognized as expenses in P&L as incurred. The residual value and estimated useful life of the assets are measured and adjusted, if necessary, at year-end date.

The software acquired that is an integral part of the operation of a piece of equipment is capitalized as part of such equipment.

Gains and losses on disposal of a PPE item (calculated as the difference between the proceeds from disposal and the carrying amount of the item) are recognized as other operating income (expenses) in profit or loss.

## **Vulcabras S.A. and Consolidated**

Notes to the individual and consolidated financial statements (Continued)

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(In thousands of reais)

**(ii) Subsequent costs**

Subsequent costs are capitalized to the extent that it is probable that future benefits associated with such costs will flow to the Company. Recurring maintenance and repair costs are posted to profit or loss.

**(iii) Depreciation**

PPE items are depreciated under the straight-line method in P&L for the year, based on the estimated useful life of each component, considering the rates mentioned in Note 13. Leased assets are depreciated for the shortest period between the estimated useful life of the asset and the contract term, unless it is certain that the Company and its subsidiaries will obtain ownership of the asset at the end of the lease. Land is not depreciated.

### **3.10 Intangible assets and goodwill**

**(i) Goodwill**

Goodwill is measured at cost, less accumulated impairment losses.

**(ii) Research and development**

Expenses with research activities are recognized in profit or loss as incurred.

Development expenses are capitalized only if they can be reliably measured, the product or process is technically and commercially viable, future economic benefits are likely, and the Company and its subsidiaries intend and have sufficient resources to complete the development and use or sell the asset.

Other development expenses are recognized in profit or loss as incurred. After initial recognition, capitalized development expenses are measured at cost, less accumulated amortization and any accumulated impairment losses.

**(iii) Other intangible assets**

Other intangible assets acquired by the Company and its subsidiaries with finite useful lives are measured at cost, less accumulated amortization and any accumulated impairment losses.

**(iv) Subsequent expenses**

Subsequent expenses are capitalized only when they increase future economic benefits embodied in the specific asset to which they relate. All other expenses, including internally generated goodwill expenses and brands and patents, are recognized in profit or loss as incurred.

**(v) Amortization**

The useful lives of intangible assets are assessed as either finite or indefinite. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition.

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

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(In thousands of reais)

Intangible assets with indefinite useful lives are not amortized, but are tested for impairment annually. Intangible assets with a finite useful life are amortized considering their useful life.

The estimated useful life is reviewed at each year end. The amortization expense on intangible assets with finite lives is recognized in the statement of profit or loss in the expense category that is consistent with the function of the intangible assets.

### 3.11 Financial instruments

#### (i) *Recognition and measurement*

Trade accounts receivable and debt securities issued are initially recognized on the date they were originated. All other financial assets and liabilities are initially recognized when the Company and its subsidiaries become a party to the corresponding contractual provisions.

A financial asset (other than trade accounts receivable without a significant financing component) or financial liability is initially measured at fair value, plus, for an item not measured at fair value through profit or loss (FVPL), the transaction costs that are directly attributable to its acquisition or issue. Trade accounts receivable without a significant financing component are initially measured at the transaction price.

#### (ii) *Classification and subsequent measurement*

##### *Financial assets*

Upon initial recognition, a financial asset is classified as measured at amortized cost or at fair value through other comprehensive income (FVOCI); a debt instrument at FVOCI; and an equity instrument or financial assets at FVPL.

Financial assets are not reclassified subsequently to initial recognition unless the Company and its subsidiaries change the business model for management of financial assets, in which case all affected financial assets are reclassified on the first day of the reporting period following the change in the business model.

A financial asset is measured at amortized cost if it meets both of the following conditions and is not designated as measured at FVPL:

- The financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- Its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

A debt instrument is measured at FVOCI if it meets both of the following conditions and is not designated as measured at FVPL:

- It is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and

## Vulcabras S.A. and Consolidated

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- Its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

Upon initial recognition of an investment in an equity instrument that is not held for trading, the Company and its subsidiaries may irrevocably elect to present subsequent changes in the fair value of the investment in Other comprehensive income (OCI). This election is made individually by investment.

All financial assets not classified as measured at amortized cost or at FVOCI, as described above, are classified as at FVPL.

### *Financial assets – business model evaluation*

The Company and its subsidiaries carry out an evaluation of the objective of the business model in which a financial asset is held in a portfolio because this better reflects the way in which the business is managed, and the information is provided to management. The information considered includes:

- The policies and objectives set forth for the portfolio and the practical operation of these policies. The issue of whether management's strategy is focused on obtaining contractual interest income, maintaining a certain interest rate profile, matching the duration of financial assets with the duration of related liabilities or expected cash outflows, or the realization of cash flows through the sale of assets;
- How the performance of the portfolio is evaluated and reported to the management of the Company and its subsidiaries;
- The risks that affect the performance of the business model (and the financial asset held within such business model) and how these risks are managed;
- The frequency, volume and timing of sales of financial assets in prior periods, the reasons for such sales, and expectations about future sales;

### *Financial assets - Assessment of whether contractual cash flows are solely payments of principal and interest*

For the purpose of this evaluation, "principal" is defined as the fair value of the financial asset at initial recognition. "Interest" is defined as a consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a given period of time, and for other basic borrowing risks and costs (e.g., liquidity risk and costs administrative), as well as a profit margin.

The Company considers the contractual terms of the instrument to assess whether the contractual cash flows are solely payments of principal and interest. This includes assessing whether the financial asset contains a contractual term that could change the timing or value of contractual cash flows so that it would not meet this condition. When making this assessment, the Company considers:

## Vulcabras S.A. and Consolidated

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- Contingent events that change the amount or timing of cash flows;
- Terms that can adjust the contractual rate, including variable rates;
- Prepayment and extension of the term; and
- The terms that limit the Company's access to specific asset cash flows (e.g., based on the performance of an asset).

### *Financial assets - subsequent measurement and gains and losses*

- **Financial assets at FVPL** - These assets are subsequently measured at fair value. Net gains (losses), including interest, is recognized in profit or loss.
- **Financial assets at amortized cost** - These assets are subsequently measured at amortized cost using the effective interest method. Amortized cost is reduced by impairment losses. Interest income, foreign exchange gains and losses, and impairment are recognized in profit or loss. Any gain or loss on derecognition is recognized in profit or loss.
- **Debt instruments at FVOCI** - These assets are subsequently measured at fair value. Interest income calculated using the effective interest method, foreign exchange gains and losses, and impairment are recognized in profit or loss. Other net income is recognized in OCI. Upon derecognition, accumulated gains or losses in OCI are reclassified to profit or loss.

### *Financial liabilities - classification, subsequent measurement and gains and losses*

Financial liabilities were classified as measured at amortized cost. A financial liability is classified as measured at fair value through profit or loss if it is classified as held for trading, is a derivative, or is designated as such upon initial recognition.

Financial liabilities measured at FVPL are measured at fair value and net gains (losses), including interest, are recognized in profit or loss. Other financial liabilities are subsequently measured at amortized cost using the effective interest method. Interest expense and exchange gains and losses are recognized in profit or loss. Any gain or loss on derecognition is also recognized in profit or loss.

### **(iii) Derecognition**

#### *Financial assets*

A financial asset is derecognized when:

- The rights to receive cash flows from the asset have expired; or
- The Company has transferred its rights to receive contractual cash flows from a financial asset in a transaction in which:
- Substantially all risks and rewards of ownership of the financial asset have been transferred; or
- The Company has neither transferred nor retained substantially all the risks and rewards of ownership of the financial asset, nor has it retained control over the financial asset.

The Company carries out transactions in which it transfers assets recognized in the statement of financial position, but retains all or substantially all the risks and rewards of the transferred assets. In these cases, financial assets are not derecognized.

## **Vulcabras S.A. and Consolidated**

Notes to the individual and consolidated financial statements (Continued)

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### *Financial liabilities*

The Company and its subsidiaries derecognize a financial liability when the contractual obligation is discharged or canceled or expires. The Company and its subsidiaries also derecognize a financial liability when the terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognized at fair value.

Upon derecognition of a financial liability, the difference between the extinguished carrying amount and the consideration paid (including transferred assets that do not flow through cash or liabilities assumed) is recognized in P&L.

#### **(iv) Offset**

Financial assets or liabilities are offset and the net amount is stated in the statement of financial position when, and only when, the Company and its subsidiaries have a currently enforceable legal right to offset the amounts and intend to settle on a net basis or realize the asset and settle the liability simultaneously.

### **3.12 Capital**

#### *Common shares*

Common shares are classified under equity. Incremental costs that are directly attributable to issuing shares and stock options are recognized as a deduction from equity, net of any tax effects.

### **3.13 Impairment**

#### **(i) Nonderivative financial assets**

The Company and its subsidiaries recognize allowances for expected credit losses on financial assets measured at amortized cost.

The Company and its subsidiaries elected to measure allowance for losses in an amount equal to the lifetime expected credit loss.

In determining whether the credit risk of a financial asset has increased significantly since initial recognition and in estimating expected credit losses, the Company and its subsidiaries consider reasonable and supportable information that is relevant and available without undue cost or effort. This includes quantitative and qualitative information and analyses based on historical experience, on credit assessments, and considering forward-looking information.

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The Company and its subsidiaries assume that a financial asset has increased significantly if:

- It is unlikely that the debtor will pay its credit obligations in full without resorting to actions such as enforcement of the guarantee (if any); or
- The financial asset is past due for more than 90 days.

At each reporting date, the Company and its subsidiaries assess whether the financial assets accounted for at amortized cost are credit impaired. A financial asset is “credit impaired” when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Objective evidence that a financial asset is credit impaired includes the following observable inputs:

- Significant financial difficulties of the borrower;
- Default or delay of more than 90 days;
- Restructuring of an amount due to the Company under conditions that would not be accepted under normal conditions;
- The likelihood that the debtor will file for bankruptcy or undergo another type of financial reorganization or in-court reorganization process; or
- The disappearance of an active market for the security because of financial difficulties.

### **(ii) *Nonfinancial assets***

At each reporting date, the Company and its subsidiaries review the carrying amounts of its nonfinancial assets to determine whether there is an indication of impairment. If this is the case, the recoverable amount of the asset is estimated. In the case of goodwill, the recoverable amount is tested on an annual basis.

For impairment testing purposes, the assets are grouped into Cash-Generating Units (CGUs), i.e. the smallest possible group of assets that generate cash inflows through their continuing use, which are largely independent from the cash inflows of other assets or CGUs. Goodwill from business combinations is allocated to CGUs or groups of CGUs that are expected to benefit from synergies from the combination.

The recoverable amount of an asset or CGU is the higher of its value in use and its fair value less costs of disposal. Value in use is based on estimated future cash flows discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU.

An impairment loss is recognized when the carrying amount of an asset or CGU exceeds its recoverable amount.

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Impairment losses are recognized in the statement of profit or loss.

An impairment loss relating to goodwill is not reversed. As for other assets, impairment losses are reversed only to the extent that the new carrying amount of the asset does not exceed the carrying amount that would have been determined, net of depreciation or amortization, had the impairment not been recognized.

### **3.14 Provisions**

Provisions are recognized according to CPC 25 (IAS 37), when the Company and its subsidiaries have a present obligation (legal or constructive) as a result of a past event, it is probable that economic benefits will be required to settle the obligation, and a reliable estimate of the obligation can be made. If the effect of the time value of money is material, provisions are discounted using a current tax rate that reflects, where appropriate, the specific liability risks. When discounting is used, the increase in the provision due to the passage of time is recognized as a finance cost.

### **3.15 Leases**

The Company and its subsidiaries assess at contract inception whether a contract is, or contains, a lease.

A contract is, or contains, a lease if it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

#### **(i) *The Company as a lessee***

At the inception or modification of a contract that contains a lease component, the Company and its subsidiaries allocate the consideration in the contract to each lease component based on its standalone price. However, for property leases, the Company and its subsidiaries elected not to separate the non-lease components and account for the lease and non-lease components as a single component.

The Company and its subsidiaries recognize a right-of-use asset and a lease liability at the commencement date of the lease. The right-of-use asset is initially measured at cost, which includes the initially measured amount of the lease liability adjusted for any lease payments made up to the commencement date, plus any initial direct costs incurred by the lessee and an estimate of the costs to be incurred by the lessee in dismantling and removing the underlying asset, restoring the site where it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease, less any lease incentives received.

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The right-of-use asset is subsequently depreciated on a straight-line basis from the commencement date to the end of the lease term unless the lease transfers ownership of the underlying asset to the lessee at the end of the lease term, or if the cost of the right-of-use asset reflects that the lessee will exercise the purchase option. In this case, the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as that of the PPE item. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

Lease liabilities are initially measured at the present value of lease payments that are not made on the commencement date, discounting the interest rate implicit in the lease, or, if this rate cannot be determined immediately, the incremental borrowing rate of the Company and its subsidiaries.

The Company and its subsidiaries determine the incremental borrowing rate by obtaining interest rates from various external sources of financing and making certain adjustments to reflect the terms of the agreement and the type of leased asset.

The lease payments included in measuring the lease liability comprise the following:

- Fixed payments, including in-substance fixed payments;
- Variable lease payments that depend on an index or rate, initially measured using the index or rate on the commencement date;
- Amounts expected to be paid by the lessee in accordance with residual value guarantees; and
- The exercise price of a purchase option reasonably certain to be exercised by the lessee and payments of penalties for terminating the lease, if the lease term reflects the lessee exercising the option to terminate.

Lease liabilities are measured at amortized cost, using the effective interest method. It is remeasured when there is a change in future lease payments resulting from a change in index or rate, if there is a change in the amounts that are expected to be paid in accordance with the residual value guarantee, if the Company and its subsidiaries change their assessment, if they will exercise an option to purchase, extend or terminate, or if there is a revised in-substance lease payment.

When the lease liability is remeasured this manner, an adjustment corresponding to the carrying amount of the right-of-use asset is made or it is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Company and its subsidiaries present right-of-use assets that do not meet the definition of investment property under "property, plant and equipment" and lease liabilities under "financing and loans" in the statement of financial position.

### *Leases of low-value assets*

The Company and its subsidiaries elected not to recognize right-of-use assets and lease liabilities for leases of low-value assets and short-term leases, including IT equipment. The Company and its subsidiaries recognize lease payments associated with these leases as an expense on a straight-line basis over the lease term.

## **Vulcabras S.A. and Consolidated**

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### **3.16 Fair value measurement**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal market or, in the absence of a principal market, in the most advantageous market accessible by the Company and its subsidiaries on that date. The fair value of a liability reflects the risk of non-performance.

A series of accounting policies and disclosures of the Company and its subsidiaries require the measurement of fair values, both for financial and nonfinancial assets and liabilities (see Note 2.2(b)).

When available, the Company and its subsidiaries measure the fair value of an instrument using the price quoted in an active market for that instrument. A market is considered “active” if transactions for the asset or liability occur with sufficient frequency and in volume to provide pricing information on an ongoing basis.

If there are no prices quoted in an active market, the Company and its subsidiaries use valuation techniques that maximize the use of significant observable inputs and minimize the use of unobservable inputs. The valuation technique chosen incorporates all the factors that market players would take into account when pricing a transaction.

If an asset or liability measured at fair value has a purchase price and a sales price, the Company and its subsidiaries measure assets based on purchase prices and liabilities based on sales prices.

The best evidence of a financial instrument fair value at initial recognition is normally the price of the transaction, i.e. the fair value of the consideration paid or received. If the Company and its subsidiaries determine that the fair value at initial recognition differs from the transaction price and the fair value is not evidenced by a price quoted in an active market for an identical asset or liability, nor based on a valuation technique for which any unobservable inputs are considered immaterial for the measurement, the financial instrument is initially measured at fair value, and adjusted to include the difference between fair value at initial recognition and the transaction price. Subsequently, this difference is recognized in profit or loss on an appropriate basis over the life of the instrument, or until the valuation is fully supported by observable market data or the transaction is closed, whichever occurs first.

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### 3.17 Standards issued but not yet effective

The new and amended standards and interpretations that are issued, but not yet effective, up to the date of issuance of the Company's financial statements are disclosed below. The Company intends to adopt these new and amended standards and interpretations, if applicable, when they become effective.

- IFRS 18: Presentation and Disclosure in Financial Statements;
- IFRS 19: Subsidiaries without Public Accountability: Disclosures;
- Amendments to IFRS 9 and IFRS 7 - Amendments to the Classification and Measurement of Financial Instruments;
- Annual Improvements to IFRS Accounting Standards - Volume 11; and
- Amendments to IFRS 9 and IFRS 7 - Contracts Referencing Nature-dependent Electricity.

## 4 Cash and cash equivalents

	Consolidated		Individual	
	12/31/2025	12/31/2024	12/31/2025	12/31/2024
Checking account	435	34,615	5	33,965
Floating CDB (Invest Fácil)	31,032	24,335	201	167
Floating CDB	169,351	243,778	1,400	44,480
Foreign cash and cash equivalents	<u>3,152</u>	<u>4,932</u>	<u>-</u>	<u>-</u>
	<b><u>203,970</u></b>	<b><u>307,660</u></b>	<b><u>1,606</u></b>	<b><u>78,612</u></b>

The checking account balance is represented by bank deposits which are not subject to interest.

Financial investments classified as cash equivalents are represented by highly liquid short-term investments, which can be redeemed at any time, regardless of their maturity, without loss of yield.

Investments that remunerate checking account balances (Invest Fácil) made automatically, according to the available bank balance, and redemptions take place based on immediate cash needs of the Company and its subsidiaries. Yield ranges from 5% to 10% of the Interbank Deposit Certificate (CDI) as of December 31, 2025 (from 5% to 10% of the CDI as of December 31, 2024).

Remuneration of floating Bank Deposit Certificates (CDB) ranges from 100.0% to 102.0% of the CDI as of December 31, 2025 (from 100.0% to 101.35% of the CDI as of December 31, 2024). They are readily convertible into cash. See Note 28 on credit risk exposure.

## Vulcabras S.A. and Consolidated

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### 5 Financial investments

	Consolidated		Individual	
	12/31/2025	12/31/2024	12/31/2025	12/31/2024
Domestic financial investments:				
Fixed income investment funds	2,447	6,105	2	2
Equity investment funds	430	462	-	-
	<u>2,877</u>	<u>6,567</u>	<u>2</u>	<u>2</u>

Investments in fixed income funds in the amount of R\$2,447 (R\$6,105 as of December 31, 2024) bear interest of 92% of the CDI as of December 31, 2025 (89% of the CDI as of December 31, 2024), and do not have liquidity, as they are linked to guarantees in financing contracts (BNB).

Equity investment funds in the amount of R\$430 (R\$462 as of December 31, 2024) are financial assets valued at fair value through other comprehensive income. The shares were valued according to B3 quotation on the date of these financial statements.

### 6 Trade accounts receivable

#### a. Breakdown of balances

	Consolidated	
	12/31/2025	12/31/2024
<b>Accounts receivable</b>		
Domestic:		
Trade accounts receivable	1,059,158	968,039
Foreign:		
Trade accounts receivable	66,741	69,330
<b>Subtotal trade accounts receivable</b>	<u>1,125,899</u>	<u>1,037,369</u>
Impairment loss	(44,937)	(45,305)
<b>Total trade accounts receivable, net</b>	<u>1,080,962</u>	<u>992,064</u>
<b>Current</b>	<b>1,078,083</b>	<b>988,310</b>
<b>Noncurrent</b>	<b>2,879</b>	<b>3,754</b>

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### b. By maturity

	<u>Consolidated</u>	
	12/31/2025	12/31/2024
<b>Falling due</b>		
1 to 30 days	309,458	244,253
31 to 60 days	296,788	291,704
61 to 90 days	269,204	214,635
More than 90 days	<u>204,121</u>	<u>236,621</u>
	<b><u>1,079,571</u></b>	<b><u>987,213</u></b>
<b>Past due</b>		
1 to 30 days	5,512	6,677
31 to 60 days	617	964
61 to 90 days	244	278
More than 90 days	<u>39,955</u>	<u>42,237</u>
	<b><u>46,328</u></b>	<b><u>50,156</u></b>
	<b><u>1,125,899</u></b>	<b><u>1,037,369</u></b>

Exposure of the Company and its subsidiaries to credit risk is mainly influenced by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the risk of non-payment of the industry, trade and the country in which the customer operates.

Details on gross sales in the foreign and domestic markets are disclosed in Note 21. Management understands that the amount that best represents its maximum exposure to credit risk for the year ended December 31, 2025 is R\$44,937 (R\$45,305 as of December 31, 2024) resulting from the criteria described in item (c).

### c. Criteria for measurement of losses on trade accounts receivable (impairment)

The analysis of credit granting to customers is carried out when registering them in the Company and its subsidiaries' system, for which all necessary documentation is required, including financial statements and commercial references. The credit limit is reassessed whenever new orders are placed, due to the seasonal nature of the financial market.

In addition to the individual analysis of each past due payment from customers, the Company and its subsidiaries use a provision matrix to calculate expected credit losses. The provision rates are based on days past due for groupings of customer segments that have similar loss patterns (i.e., by geography, product line, customer type and rating, among others).

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The provision matrix is initially based on the Company's and its subsidiaries' historical observed default rates. The Company and its subsidiaries review the matrix prospectively to adjust it to the historical credit loss experience. For instance, if forecast economic conditions are expected to deteriorate over the next year which can lead to an increased number of defaults, the expected loss rates are adjusted, if necessary. At every reporting date, loss rates are updated and the need for changes in the forward-looking estimates is analyzed.

The criteria used to set up impairment losses are the same for the domestic and foreign market customer portfolio.

The Company and its subsidiaries carry out an individual analysis of each customer. For customers under in-court reorganization, the Company adopts the policy of recognizing an allowance for expected credit losses in an amount that may vary from 20% to 40% of the outstanding balance for customers with a financial restructuring profile and of 100% for customers that do not have the same profile.

### d. Changes in the provision for impairment

Changes in the provision for impairment for the years ended December 31, 2025 and 2024 are shown below:

	<b>Consolidated</b>	
	<b>12/31/2025</b>	<b>12/31/2024</b>
<b>Opening balance</b>	<b>(45,305)</b>	<b>(41,775)</b>
Additional provision	(8,340)	(11,543)
Write-offs	1,730	2,047
Recovery of provision	6,978	5,966
<b>Closing balance</b>	<b>(44,937)</b>	<b>(45,305)</b>

Considering the capillarity of sales distribution and the credit policy of the Company's subsidiaries, concentration of customers in sales or in the receivables portfolio is lower than 11%. As such, in the year ended December 31, 2025, there was no significant change in the share or concentration of key customers.

The exposure of the Company and its subsidiaries to credit and currency risks and impairment losses related to trade accounts receivable and other accounts is disclosed in Note 28.

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Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

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### 7 Inventories

	Consolidated	
	12/31/2025	12/31/2024
Finished products	110,831	82,584
Goods for resale	345,143	268,818
Work in process	117,257	58,125
Raw materials	180,423	129,887
Packaging materials and supplies	3,521	27,372
Goods in transit	62,808	66,258
Imports in progress	12,834	13,252
Other	2,094	2,094
	<u>834,911</u>	<u>648,390</u>

#### a. Criteria for measurement of provision (impairment)

Based on historical analysis and estimated losses, the Company's subsidiaries set up provision for losses on realization of inventories. For inventories of raw materials and work in process, a provision was set up for all items with no movement for more than 180 days. For inventories of finished products and goods for resale, all items were evaluated, and provisions were set up for potential losses based on the respective sales prospects, with a provision for 100% of the items that presented a negative contribution margin.

As of December 31, 2025, provision for losses on finished products and resales amounts to R\$7,748 (R\$13,693 as of December 31, 2024), provision for losses on raw materials and consumables amounts to R\$48,662 (R\$43,881 as of December 31, 2024), and provision for losses on work in process amounts to R\$6,942 (R\$5,003 as of December 31, 2024).

Raw materials, labor and manufacturing overheads that make up the cost of goods sold totals R\$1,409,966 as of December 31, 2025 (R\$1,159,159 as of December 31, 2024).

#### b. Changes in the provision (impairment)

Changes in the provision for losses on realization of inventories for the years ended December 31, 2025 and 2024 are as follows:

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	<u>Consolidated</u>	
	12/31/2025	12/31/2024
<b>Opening balance</b>	<b>(62,577)</b>	<b>(43,294)</b>
Additions for the period	(6,642)	(42,919)
Write-offs	5,867	23,636
<b>Closing balance</b>	<b>(63,352)</b>	<b>(62,577)</b>

## 8 Taxes recoverable

	<u>Consolidated</u>		<u>Individual</u>	
	12/31/2025	12/31/2024	12/31/2025	12/31/2024
State Value-Added Tax (ICMS)	5,232	4,424	19	20
Federal VAT (IPI)	4,235	2,615	-	-
PIS/COFINS (b) and (c)	262,241	86,124	-	-
FINSOCIAL	2,529	2,517	1,974	1,962
Brazilian Special Regime for Reinstatement of Taxes for Exporters (REINTEGRA)	306	221	-	-
Unduly paid taxes (a)	8,792	8,792	-	-
Tax credit – state government grant	40,638	19,522	-	-
Other	6,094	3,214	669	660
	<b>330,067</b>	<b>127,429</b>	<b>2,662</b>	<b>2,642</b>
<b>Current</b>	<b>173,243</b>	<b>111,933</b>	<b>688</b>	<b>680</b>
<b>Noncurrent</b>	<b>156,824</b>	<b>15,496</b>	<b>1,974</b>	<b>1,962</b>

- (a) Refers to recognition of undue tax payments (Central Bank Benchmark rate – SELIC), arising from non-taxation of monetary restatement based on the SELIC variation.
- (b) In the quarter ended June 30, 2025, a total amount of R\$232,033 in PIS/COFINS credits was recognized, mainly related to the final and unappealable decision of proceeding No. 010001-42.2006.4.01.3307 recorded by subsidiary Vulcabras BA, arising from the exclusion of ICMS from the PIS/COFINS tax base, recognizing previously unused credits in the amount of R\$187,014, of which R\$74,979 refers to principal and R\$112,035 to monetary adjustment, recorded as other operating income and finance income during the current year, respectively.
- (c) In May 2025, Vulcabras CE recognized a court-ordered debt note in the amount of R\$31,012, of which R\$13,735 refers to principal and R\$17,277 to monetary adjustment, related to the exclusion of ICMS from the PIS/COFINS tax base, recorded as Other operating income and Finance income, respectively.

The Company's subsidiaries are parties to other lawsuits at different court levels but that require no recognition at this point.

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

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### 9 Income and social contribution taxes

#### a. Income tax - prepayment

	<u>Consolidated</u>		<u>Individual</u>	
	12/31/2025	12/31/2024	12/31/2025	12/31/2024
Income tax - prepayment	40,632	31,161	4,086	4,722
	<u>40,632</u>	<u>31,161</u>	<u>4,086</u>	<u>4,722</u>

#### b. Deferred income and social contribution taxes

	<u>Consolidated</u>	
	12/31/2025	12/31/2024
IRPJ and CSLL losses	242,465	-
Foreign subsidiaries	2,055	2,244
Temporary differences		
Revaluation of property, plant and equipment	(1,913)	(1,992)
Provisions		
Provision for impairment of accounts receivable	15,189	-
Provision for losses on realization of inventories	21,540	-
Provision for contingencies	24,648	(97)
Provision for unrealized income	24,187	-
Provision for royalties	7,231	-
Provision for commissions and indemnities	21,963	-
Other provisions	15,271	5,116
	<u>130,029</u>	<u>5,019</u>
<b>Deferred income and social contribution taxes on temporary differences</b>	<b>372,636</b>	<b>5,271</b>
Total deferred income and social contribution tax assets	374,549	7,263
Total deferred income and social contribution tax liabilities	(1,913)	(1,992)

Estimated future realization of Income and Social Contribution Taxes

At December 31, 2025, the estimated future realization of deferred tax assets is broken down below:

	<u>Consolidated</u>
2026	164,915
2027	48,384
2028	50,665
2029	53,680
2030	56,905
	<u>374,549</u>

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### c. Current and deferred income and social contribution taxes

Current and deferred income and social contribution taxes are accounted for in the consolidated P&L. As explained in Note 9d, the rate of 34% was used for calculation of the tax:

	<u>Consolidated</u>	
	12/31/2025	12/31/2024
Current income and social contribution taxes	(53,900)	(38,992)
Deferred income and social contribution taxes	365,090	5,728
On income and social contribution tax losses and temporary differences	367,300	5,728
On other operations	(2,210)	-
	<u>311,190</u>	<u>(33,264)</u>

### d. Reconciliation of effective tax rate

	<u>Consolidated</u>	
	<u>IRPJ / CSLL</u>	
	12/31/2025	12/31/2024
<b>Income before income and social contribution taxes</b>	<b>854,144</b>	<b>603,131</b>
Income and social contribution taxes at the rate of 34%	290,409	205,065
Nondeductible expenses	13,756	3,355
Technological innovation incentive	(13,327)	(15,266)
IRPJ incentive	(107,851)	(95,365)
Offset of income and social contribution tax losses	(69,076)	(59,381)
Temporary differences	4,965	12,981
Restatement of unduly paid taxes	(49,817)	(7,826)
Credit on state government incentives - Law No. 14789/2023	(8,555)	(6,638)
Deferred taxes recognized on temporary differences	(125,010)	-
Deferred taxes recognized on income tax loss	(242,465)	-
Deferred taxes on other credits	(2,210)	-
Other adjustments	(2,009)	(3,661)
	<u>(601,599)</u>	<u>(171,801)</u>
<b>Income and social contribution tax expense</b>	<b>(311,190)</b>	<b>33,264</b>
Current	53,900	38,992
Deferred	(365,090)	(5,728)
<b>Effective rate (a)</b>	<b>(36.43%)</b>	<b>5.52%</b>

(a) Effective rate on accounting profit before income and social contribution taxes.

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### e. Tax loss carryforward

The Company and its subsidiaries Vulcabras CE, Calçados e Artigos Esportivos S.A., Vulcabras BA, Calçados e Artigos Esportivos S.A., Vulcabras SP, Comércio de Artigos Esportivos Ltda., and Vulcabras Distribuidora de Artigos Esportivos Ltda. benefits from tax incentives, which reduces their ability to offset any deferred income tax credits. Management periodically monitors tax incentive renewals. Considering the low expectation of realization, the Company and its subsidiaries do not record deferred income and social contribution taxes on income and social contribution tax losses and temporary differences according to its estimates of realization based on future taxable profits.

Offset of income and social contribution tax losses is limited to 30% of annual taxable profit accrued as of 1995, without expiration.

## 10 Judicial deposits

The Company and its subsidiaries record judicial deposits related to civil, labor and tax proceedings (Note 19), as shown below:

	Consolidated		Individual	
	12/31/2025	12/31/2024	12/31/2025	12/31/2024
Judicial deposits				
Civil	268	35	-	-
Labor	8,680	9,737	207	242
Tax	154	1,533	-	-
<b>Total</b>	<b>9,102</b>	<b>11,305</b>	<b>207</b>	<b>242</b>

### a. Labor (consolidated)

The labor suits refer mostly to claims for overtime, equal pay, health exposure pay, hazard pay, pain and suffering, and occupational disease.

The judicial deposits mostly concern the amounts deposited in the records referring to appeals, review appeals, escrow deposits, and online attachment of part of the amounts included in the ongoing labor claims.

### b. Civil (consolidated)

Civil lawsuits substantially involve claims for compensation in general for property damage and/or pain and suffering, as well as claims related to alleged defects arising from the manufacture of products. Judicial deposits related to the above civil suits were made as guarantee for the discussion of the claimed amounts.

### c. Tax (consolidated)

Judicial deposits refer to lawsuits to which the Company and its subsidiaries are parties, mainly involving the following taxes: IRPJ, COFINS, PIS and ICMS.

## Vulcabras S.A. and Consolidated

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### 11 Transactions with related parties

The main balances of assets and liabilities as of December 31, 2025 and 2024, as well as transactions that affected profit or loss for the year, relating to transactions with related parties arise from transactions between the Company and its subsidiaries in Brazil and Peru.

#### a. Parent company and ultimate parent

The Company's key parent company is Gianpega Negócios e Participações S.A., and its ultimate parent is Mr. Pedro Grendene Bartelle.

#### b. Transactions with the parent company

Transactions between the parent company and its subsidiaries, which are eliminated for consolidation purposes, were carried out under conditions and terms agreed between the parties, as follows:

	Vulcabras BA	Vulcabras CE	Vulcabras Distribuidora	Vulcabras Empreendim entos	Vulcabras SP	12/31/2025	12/31/2024
<b>Assets</b>							
Other accounts receivable - related parties (*)	-	-	-	-	-	-	151,117
Other receivables	181	418	17	51	139	806	-
Dividends receivable	-	-	-	-	-	-	94,723

(\*) Refers to the capital reduction of subsidiary Vulcabras CE approved at the Special General Meeting held and recorded on August 1, 2024.

## Vulcabras S.A. and Consolidated

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### c. Transactions between subsidiaries

#### *Vulcabras CE, Calçados e Artigos Esportivos S.A. and subsidiaries*

Subsidiary Vulcabras CE, Calçados e Artigos Esportivos S.A. carries out purchase and sale transactions with its subsidiaries, the balances of which are broken down as follows:

	Calçados Azaleia Peru.	Vulcabras SP	Vulcabras Distribuidora	Vulcabras Empreendimentos	Vulcabras BA	12/31/2025	12/31/2024
<b>Assets</b>							
Accounts receivable	1,488	617,277	-	-	1,209	619,974	563,741
Other receivables	-	8,757	329	359	5,102	14,547	7,921
<b>Liabilities</b>							
Accounts payable	-	942	4,545	-	91,292	96,779	51,621
Other payables	-	4,077	-	-	1,284	5,361	3,522
<b>P&amp;L</b>						<b>12/31/2025</b>	<b>12/31/2024</b>
Intercompany sales	2,141	377,901	-	-	23,706	403,748	326,754
Intercompany purchases	-	(4,673)	(1,269)	-	(48,749)	(54,691)	(29,034)

Balances with related parties are eliminated for purposes of consolidated presentation. The main nature of the transactions refers to purchases and sales of footwear and gear.

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### d. Management compensation

At the Annual General Meeting held on April 30, 2025, the annual global management compensation was set at up to R\$30,647. For the year ended December 31, 2025, the Company paid management compensation in the amount of R\$28,380 (R\$21,559 as of December 31, 2024).

The Company's managing officers have no loan transactions, advances or other transactions with the Company and its subsidiaries other than their normal services.

As of December 31, 2025 and 2024, the Company and its subsidiaries, despite recording provisions related to long-term benefits, did not make payments to their key management personnel related to: a) long-term benefits; b) severance pay; and c) share-based compensation. Refer to Note 20.b for details on the stock option plan.

### e. Other transactions with related parties

The Company, through its direct subsidiary Vulcabras CE, has related-party transactions with Grendene S.A. and Brisa Indústria de Tecidos Tecnológicos S.A., represented as follows:

	Calzados Azaleia Peru	Vulcabras BA	Vulcabras CE	12/31/2025	12/31/2024
<b>Assets</b>					
Accounts receivable					
Grendene S.A.	-	-	778	778	1,184
<b>Liabilities</b>					
Accounts payable					
Grendene S.A.	796	-	-	796	866
Brisa Indústria de Tecidos Tecnológicos S.A.	-	-	438	438	612
				<b>12/31/2025</b>	<b>12/31/2024</b>
<b>P&amp;L</b>					
Sale of inputs	-	-	334	334	2,157
Cost of resales	(4,691)	(2,889)	(31,325)	(38,905)	(25,867)
Service revenue (a)	-	-	3,364	3,364	3,443
Selling expenses (b)	-	-	96	96	(96)
Finance income (costs)	61	-	-	61	(250)

- (a) Licensing agreement of "Azaleia" brand by subsidiary Vulcabras CE, on behalf of Grendene S.A., for the sale of women's footwear in general in Brazil and in any other country in the world, except Peru, Chile and Colombia. Agreement entered into for a period of 3 years, which may be renewed for another 3 years. As consideration for the license, Grendene S.A. will make monthly payments of royalties to Vulcabras CE.

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- (b) Licensing, production and sale of sports shoes under the “Melissa” brand, owned by Grendene S.A. The agreement grants subsidiaries Vulcabras CE and Vulcabras BA the right to sell in Brazil and, subject to prior approval by Grendene S.A., in any other country, for a 2-year period, which may be renewed upon agreement between the parties. As consideration for the license, Grendene S.A. will receive monthly payments of royalties.

## 12 Investments

### a. Breakdown of balances

	Consolidated		Individual	
	12/31/2025	12/31/2024	12/31/2025	12/31/2024
Permanent equity interests, net of losses:				
In subsidiaries	-	-	2,417,954	1,912,935
In associates (a)	56,955	57,593	-	-
Other investments (b)	15,118	6,727	-	-
<b>Total</b>	<b>72,073</b>	<b>64,320</b>	<b>2,417,954</b>	<b>1,912,935</b>

- (a) Subsidiary Vulcabras BA, Calçados e Artigos Esportivos S.A. holds 50% equity interest as of December 31, 2025 (50% as of December 31, 2024) in associate PARS Participações Ltda., which in turn holds 100% equity interest as of December 31, 2025 (100% as of December 31, 2024) in Brisa Indústria de Tecidos Tecnológicos S.A. Considering that the Company only has significant influence, this investment is not consolidated in its financial statements, pursuant to CPC 36 (R3) / IFRS 10 - Consolidated Financial Statements.
- (b) The Company, through its subsidiaries Vulcabras BA and Vulcabras CE, holds equity interest in Ventos de São Mizaél Holding S.A.

### b. Changes in investments

	Consolidated		Individual	
	12/31/2025	12/31/2024	12/31/2025	12/31/2024
<b>Opening balances</b>	<b>64,320</b>	<b>62,883</b>	<b>1,912,935</b>	<b>1,733,010</b>
Equity method	3,782	6,139	1,164,483	549,453
Exchange differences from translation of foreign operations	-	-	(3,381)	7,252
Acquisition of/increase in investments (Note 12a)	8,793	942	-	-
Dividends received	(4,822)	(5,644)	(656,051)	(94,723)
Capital reduction (a)	-	-	-	(281,117)
Financial assets at fair value through other comprehensive income	-	-	(32)	8
Decrease in equity interest in investee	-	-	-	(948)
<b>Closing balances</b>	<b>72,073</b>	<b>64,320</b>	<b>2,417,954</b>	<b>1,912,935</b>

- (a) Refers to the capital reduction in subsidiary Vulcabras CE, with resulting amount partially received. The remaining balance receivable is disclosed in Note 11.b.

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)  
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### c. Information on direct equity interests - individual

	Vulcabras CE, Calçados e Artigos Esportivos S.A.		Vulcabras Distribuidora de Artigos Esportivos Ltda.		Vulcabras Empreendimento Imobiliário SPE Ltda.		Total	
	12/31/2025	12/31/2024	12/31/2025	12/31/2024	12/31/2025	12/31/2024	12/31/2025	12/31/2024
Total assets	3,668,295	2,846,518	205,202	184,762	6,849	2,094	-	-
Total liabilities	1,256,775	936,023	8,052	23,481	837	-	-	-
Capital	1,605,542	235,000	60,018	60,018	2,094	2,094	-	-
Net revenue	1,969,652	1,674,951	51,850	53,760	4,895	-	-	-
Income for the year	1,160,491	549,015	35,869	45,662	3,918	-	-	-
Number of shares or units of interest held (in thousands)	537,467	537,467	131	131	2,094	2,094	-	-
Equity	2,411,520	1,910,495	197,150	161,281	6,012	2,094	-	-
Equity interest at year end - %	99.99%	99.99%	0.22%	0.22%	100%	100%	-	-
Investments	2,411,510	1,910,488	432	353	6,012	2,094	2,417,954	1,912,935
Equity pickup	1,160,486	549,013	79	440	3,918	-	1,164,483	549,453

### d. Information on indirect equity interests

As of December 31, 2025 and 2024, the Company holds indirect interest in the companies below, through its subsidiary Vulcabras CE, Calçados e Artigos Esportivos S.A.:

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

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(In thousands of reais)

(i) *Vulcabras CE, Calçados e Artigos Esportivos S.A.*

	<b>Vulcabras Distribuidora de Artigos Esportivos Ltda.</b>	<b>Vulcabras SP, Comércio de Artigos Esportivos Ltda.</b>	<b>Vulcabras BA, Calçados e Artigos Esportivos S.A.</b>	<b>Running Comércio e Indústria de Artigos Esportivos Ltda</b>	<b>Distribuidora de Calçados e Artigos Esportivos Cruzeiro do Sul Ltda. (*)</b>	<b>Calçados Azaleia Peru S.A.</b>	<b>PARS Participações Ltda.</b>
<b>12/31/2025</b>							
Total assets	205,202	863,357	1,157,335	-	411	52,055	114,910
Total liabilities	8,052	946,793	309,088	-	13,760	16,369	1,000
Capital	60,018	402,995	200,000	-	26,207	1,072	36,116
Equity	197,150	(83,436)	848,247	-	(13,349)	35,686	113,910
Net revenue	51,850	913,537	964,397	-	-	60,819	-
P&L for the year	35,869	84,070	491,483	(328)	(130)	88	7,564
Equity interests	99.78%	100.00%	99.99%	100.00%	100.00%	99.11%	50.00%
<b>12/31/2024</b>							
Total assets	184,762	702,987	719,120	6,259	541	59,759	115,186
Total liabilities	23,481	870,493	196,466	19,972	13,760	20,670	1
Capital	60,018	402,995	255,403	3,621	26,207	1,072	36,116
Equity	161,281	(167,506)	522,654	(13,713)	(13,219)	39,089	115,185
Net revenue	53,760	736,341	865,512	11,836	-	58,339	-
P&L for the year	45,662	(65,041)	207,715	(3,641)	(2)	(1,297)	12,278
Equity interests	99.78%	100.00%	99.99%	100.00%	100.00%	99.11%	50.00%

(\*) Indirect interests

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements  
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### 13 Property, plant and equipment

#### a. Breakdown

		Consolidated					
		12/31/2025			12/31/2024		
At December 31, 2025	Average depreciation rate % p.a.	Cost	Depreciation	Net	Cost	Depreciation	Net
Buildings	2 to 4	202,456	(109,868)	92,588	190,330	(104,656)	85,674
Machinery and equipment	10	658,130	(346,119)	312,011	540,575	(314,417)	226,158
Molds	100	341,783	(320,783)	21,000	330,825	(302,900)	27,925
Furniture and fixtures	10 to 20	65,758	(34,742)	31,016	56,050	(31,698)	24,352
Vehicles	20	2,652	(2,228)	424	2,597	(2,158)	439
IT equipment	20 to 25	49,414	(36,924)	12,490	44,542	(33,879)	10,663
Land	-	3,730	-	3,730	3,730	-	3,730
Construction in progress	-	35,886	-	35,886	20,594	-	20,594
Facilities	10	204,012	(120,426)	83,586	184,492	(106,116)	78,376
Leasehold improvements	10 to 20	5,101	(4,412)	689	4,985	(3,496)	1,489
Imports in progress	-	36,199	-	36,199	36,780	-	36,780
Improvements in leased property	20	309	(12)	297	309	-	309
Other	10 to 20	26	(26)	-	26	(26)	-
		<b>1,605,456</b>	<b>(975,540)</b>	<b>629,916</b>	<b>1,415,835</b>	<b>(899,346)</b>	<b>516,489</b>

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements  
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### b. Changes in cost

	Consolidated											
	01/01/2024	12/31/2024				12/31/2025						
	4	Opening balance	Additions	Write-offs	Transfers	Translation adjustment	Closing balance	Additions	Write-offs	Transfers	Translation adjustment	Closing balance
<b>At December 31, 2025</b>												
Buildings	165,398	438	(463)	22,673	2,284	190,330	13,712	(400)	-	(1,186)	202,456	
Machinery and equipment	480,239	30,412	(12,462)	42,386	-	540,575	47,681	(8,083)	77,957	-	658,130	
Molds	298,266	49,290	(16,731)	-	-	330,825	41,915	(30,957)	-	-	341,783	
Furniture and fixtures	47,870	9,881	(3,497)	-	1,796	56,050	11,384	(736)	-	(940)	65,758	
Vehicles	2,436	152	(131)	-	140	2,597	170	(42)	-	(73)	2,652	
IT equipment	41,935	3,408	(2,148)	-	1,347	44,542	5,923	(346)	-	(705)	49,414	
Land	3,730	-	-	-	-	3,730	-	-	-	-	3,730	
Construction in progress	19,055	26,647	(2,483)	(22,673)	48	20,594	16,053	(720)	-	(41)	35,886	
Facilities	172,062	12,550	(120)	-	-	184,492	19,565	(45)	-	-	204,012	
Leasehold improvements	4,985	-	-	-	-	4,985	116	-	-	-	5,101	
Imports in progress	16,082	63,084	-	(42,386)	-	36,780	77,376	-	(77,957)	-	36,199	
Improvements in leased property	1,671	309	(1,671)	-	-	309	-	-	-	-	309	
Other	26	-	-	-	-	26	-	-	-	-	26	
	<b>1,253,755</b>	<b>196,171</b>	<b>(39,706)</b>	<b>-</b>	<b>5,615</b>	<b>1,415,835</b>	<b>233,895</b>	<b>(41,329)</b>	<b>-</b>	<b>(2,945)</b>	<b>1,605,456</b>	

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements  
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### c. Changes in depreciation

	Consolidated								
	01/01/2024	12/31/2024			12/31/2025				
At December 31, 2025	Opening balance	Additions	Write-offs	Translation adjustment	Closing balance	Additions	Write-offs	Translation adjustment	Closing balance
Buildings	(98,656)	(5,263)	-	(737)	(104,656)	(5,690)	73	405	(109,868)
Machinery and equipment	(295,757)	(29,063)	10,403	-	(314,417)	(39,396)	7,694	-	(346,119)
Molds	(278,301)	(37,351)	12,752	-	(302,900)	(45,910)	28,027	-	(320,783)
Furniture and fixtures	(28,215)	(3,089)	892	(1,286)	(31,698)	(3,896)	171	681	(34,742)
Vehicles	(2,049)	(137)	130	(102)	(2,158)	(166)	42	54	(2,228)
IT equipment	(30,590)	(3,386)	1,068	(971)	(33,879)	(3,763)	199	519	(36,924)
Facilities	(93,304)	(12,878)	66	-	(106,116)	(14,313)	3	-	(120,426)
Leasehold improvements	(2,536)	(960)	-	-	(3,496)	(916)	-	-	(4,412)
Improvements in leased property	(1,671)	-	1,671	-	-	(12)	-	-	(12)
Other	(26)	-	-	-	(26)	-	-	-	(26)
	<b>(831,105)</b>	<b>(92,127)</b>	<b>26,982</b>	<b>(3,096)</b>	<b>(899,346)</b>	<b>(114,062)</b>	<b>36,209</b>	<b>1,659</b>	<b>(975,540)</b>

Interest on financing and loans was not capitalized in the cost of construction in progress, given that the main contracts are related to the acquisition of machinery and equipment put into immediate operation.

The Company and its subsidiaries review the useful lives of property, plant and equipment items on an annual basis. The Company and its subsidiaries adopt the policy of maintaining key property, plant and equipment items until the end of their useful lives.

The Company identified no indication of impairment loss on its property, plant and equipment.

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements  
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### 14 Intangible assets

#### a. Breakdown

		Consolidated					
		12/31/2025			12/31/2024		
At December 31, 2025	Useful life	Cost	Amortization	Net	Cost	Amortization	Net
<b>Finite useful life</b>							
Software	5 years	60,567	(45,274)	15,293	52,555	(41,646)	10,909
Assignment of rights	Contractual term	201	(201)	-	218	(141)	77
<b>Indefinite useful life</b>							
Trademarks and patents		2,068	-	2,068	2,068	-	2,068
Goodwill		1,464	-	1,464	1,464	-	1,464
Goodwill		198,214	-	198,214	198,214	-	198,214
		<b>262,514</b>	<b>(45,475)</b>	<b>217,039</b>	<b>254,519</b>	<b>(41,787)</b>	<b>212,732</b>

Amortization of intangible assets is recorded against P&L, in the cost of sales (industrial software) and selling expenses (assignment of rights) group.

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

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### b. Changes in cost

At December 31, 2025	Useful life	Amortization method	Balance at 01/01/2025	Consolidated		
				Additions	Translation adjustment	Balance at 12/31/2025
<b>Finite useful life</b>						
Software	5 years	Straight line	52,555	8,357	(345)	60,567
Assignment of rights	Contractual term	Straight line	218	-	(17)	201
<b>Indefinite useful life</b>						
Trademarks and patents			2,068	-	-	2,068
Goodwill			1,464	-	-	1,464
Goodwill			198,214	-	-	198,214
<b>Total</b>			<b>254,519</b>	<b>8,357</b>	<b>(362)</b>	<b>262,514</b>

At December 31, 2024	Useful life	Amortization method	Balance at 01/01/2024	Consolidated			Balance at 12/31/2024
				Additions	Write-offs	Translation adjustment	
<b>Finite useful life</b>							
Software	5 years	Straight line	45,254	7,129	(422)	594	52,555
Assignment of rights	Contractual term	Straight line	162	27	-	29	218
<b>Indefinite useful life</b>							
Trademarks and patents			2,068	-	-	-	2,068
Goodwill			1,464	-	-	-	1,464
Goodwill			198,214	-	-	-	198,214
<b>Total</b>			<b>247,162</b>	<b>7,156</b>	<b>(422)</b>	<b>623</b>	<b>254,519</b>

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

### c. Changes in amortization

At December 31, 2025	Useful life	Amortization method	Consolidated			
			Balance at 01/01/2025	Additions	Translation adjustment	Balance at 12/31/2025
<b>Finite useful life</b>						
Software	5 years	Straight line	(41,646)	(3,763)	135	(45,274)
Assignment of rights	Contractual term	Straight line	(141)	(68)	8	(201)
<b>Total</b>			<b>(41,787)</b>	<b>(3,831)</b>	<b>143</b>	<b>(45,475)</b>

At December 31, 2024	Useful life	Amortization method	Consolidated				Balance at 12/31/2024
			Balance at 01/01/2024	Additions	Write-offs	Translation adjustment	
<b>Finite useful life</b>							
Software	5 years	Straight line	(38,944)	(2,826)	378	(254)	(41,646)
Assignment of rights	Contractual term	Straight line	(102)	(27)	-	(12)	(141)
<b>Total</b>			<b>(39,046)</b>	<b>(2,853)</b>	<b>378</b>	<b>(266)</b>	<b>(41,787)</b>

## **Vulcabras S.A. and Consolidated**

Notes to the individual and consolidated financial statements (Continued)

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### **d. Goodwill from business combination**

The goodwill balances determined in the acquisition of equity interests, presented in subsidiary Vulcabras CE, Calçados e Artigos Esportivos S.A., are supported by reports issued by independent experts, are based on the expected future profitability of the operations acquired in 2009, are not amortized as they refer to assets with an indefinite useful life, pursuant to CVM Resolution No. 553/08 and CPC 01 (R1), and are subject to annual impairment testing, as per Note 15.

## **15 Impairment testing of nonfinancial assets**

### **a. Tangible and intangible assets with finite useful lives**

Management annually tests the net carrying amount of tangible and intangible assets with finite useful lives to determine whether there are any events or changes in economic, operating or technological circumstances that may indicate deterioration or impairment.

For the year ended December 31, 2025, an impairment test was carried out on intangible assets with finite useful lives through calculation based on value in use based on cash projections from financial budgets approved by senior management.

There was no indication of impairment loss as of December 31, 2025.

### **b. Goodwill**

The goodwill calculated on the acquisitions of equity interests is based on expected future profitability of the acquired operations and amounts to R\$198,214 as of December 31, 2025 (R\$198,214 as of December 31, 2024).

The Company annually tests the recoverable amount of its intangible assets with an indefinite useful life, which consists mainly of goodwill arising from business combinations, using the concept of value in use, through discounted cash flow models.

Goodwill arising from acquisition of the investment is tested annually for impairment at the cash-generating unit level.

### **c. Main assumptions used in impairment testing of tangible and intangible assets**

For purposes of impairment testing of tangible and intangible assets, it is not possible to separate a CGU (Cash-Generating Unit) and determine it as the exclusive cash generator due to the acquisition of Azaleia, given that since the acquisition, the operations of the two companies merged and it became impossible to distinguish which revenues were generated from the exclusive assets acquired in the acquisition of Azaleia. Therefore, the Company and its subsidiaries are considered a single cash-generating unit.

## **Vulcabras S.A. and Consolidated**

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Future cash flows were discounted based on the rate corresponding to the cost of capital. Consistently with the economic valuation techniques, assessment of the value in use is made over a five-year period and, thereafter, considering the perpetuity of the assumptions in view of the ability to continue as a going concern for an indefinite period of time.

To discount future cash flows, the rate of 12.80% p.a. was used as of December 31, 2025 (15.21% p.a. as of December 31, 2024).

The following assumptions were used in the value in use estimation:

### ***Revenues***

Volume and sales price were projected on a real basis (without inflation) based on the Company's estimates and result in a compound annual growth rate (CAGR) of 7.88% p.a. as of December 31, 2025 (7.98% p.a. as of December 31, 2024) between 2026 and 2030.

### ***Cost***

The cost of sales was projected based on the Companies' estimates.

After defining the sales projection, the distribution of the production need was defined according to the installed capacity and the level of efficiency to be obtained.

Other overheads costs were based on budgeted expenses and approved by senior management for the indirect cost centers.

### ***Expenses***

Variable selling expenses were projected based on historical percentages of gross operating revenue.

Administrative and general selling expenses were based on budgeted expenses and approved by senior management for the cost centers.

### ***Net income and free cash generation***

Net income resulting from the application of the assumptions above grows at a compound growth rate (CAGR) of 9.95% p.a. (12.16% p.a. as of December 31, 2024) between 2026 and 2030.

Free cash generation is then calculated using investment projections and changes in working capital. For perpetuity, a zero growth rate is used.

The value in use was approximately R\$6.2 billion as of December 31, 2025 (R\$5.1 billion as of December 31, 2024), therefore significantly higher than the carrying amount of tangible and intangible assets.

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

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### 16 Trade accounts payable

#### a. Breakdown

	Consolidated		Individual	
	12/31/2025	12/31/2024	12/31/2025	12/31/2024
<b>Trade accounts payable</b>				
Domestic	64,314	59,274	2,768	252
Foreign	26,045	35,676	-	-
	<b>90,359</b>	<b>94,950</b>	<b>2,768</b>	<b>252</b>

#### b. By maturity

	Consolidated	
	12/31/2025	12/31/2024
<b>Falling due</b>		
1 to 30 days	64,817	70,503
31 to 60 days	20,042	21,241
61 to 90 days	2,759	2,747
More than 90 days	2,741	459
	<b>90,359</b>	<b>94,950</b>
	<b>90,359</b>	<b>94,950</b>

Given the characteristics of the products and the supply chain of the Company and its subsidiaries, with a wide range of raw materials, supplies and suppliers, there is no concentration in the supplier portfolio.

In compliance with CVM Resolution No. 564 of December 17, 2008, which approved CPC 12, the Company and its subsidiaries carried out studies to calculate the present value adjustments of their current liabilities. Considering the days payable outstanding of these liabilities of approximately 41 days as of December 31, 2025 (39 days as of December 31, 2024), the effects of present value adjustments were deemed immaterial and, therefore, were not accounted for in profit or loss, such as with current and noncurrent assets.

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

### 17 Loans, financing and debentures

#### a. Breakdown of financing and loans:

			<u>Consolidated</u>	
	Interest rate 2025	Interest rate 2024	12/31/2025	12/31/2024
<b>Domestic currency</b>				
PPE	IPCA + 2.04% to 4.98% p.a./Fixed rate 10.22% p.a.	IPCA + 2.04% to 4.98% p.a./Fixed rate 10.22% p.a.	32,887	51,244
Tax incentive	TJLP	TJLP	6,201	5,128
Working capital	CDI - 0.52% to CDI + 0.70% p.a.	CDI + 0.60% to 1.80% p.a./Fixed rate 12.61% p.a.	406,284	277,813
			<u>445,372</u>	<u>334,185</u>
<b>Foreign currency</b>				
Working capital	Fixed rate 8.00% p.a.	Fixed rate 9.60% p.a.	1,654	2,667
			<u>1,654</u>	<u>2,667</u>
<b>Total financing and loans</b>			<u>447,026</u>	<u>336,852</u>
<b>Current</b>			<b>300,568</b>	<b>200,209</b>
<b>Noncurrent</b>			<b>146,458</b>	<b>136,643</b>

As of December 31, 2025 and 2024, the installments related to the loans and financing balances matured as follows:

Maturity	<u>12/31/2025</u>		<u>12/31/2024</u>	
	Amount	%	Amount	%
<b>Current</b>	<u>300,568</u>	<u>67%</u>	<u>200,209</u>	<u>59%</u>
2025	-	-	200,209	60%
2026	300,568	67%	45,115	14%
2027	129,891	29%	77,227	23%
2028	6,969	2%	4,703	1%
2029	4,703	1%	4,703	1%
2030	4,244	1%	4,244	1%
2031	651	-	651	-
<b>Noncurrent</b>	<u>146,458</u>	<u>33%</u>	<u>136,643</u>	<u>41%</u>
<b>Total</b>	<u>447,026</u>	<u>100%</u>	<u>336,852</u>	<u>100%</u>

## **Vulcabras S.A. and Consolidated**

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

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### **b. Sureties and guarantees**

Collaterals for financing include promissory notes, long-term financial investments, personal guarantee and endorsement of the parent company, mortgage of the Horizonte-CE and Itapetinga-BA plants, and disposal of machinery and equipment acquired with the financing.

### **c. Covenants**

Certain financing agreements include covenants that require that the Company present, through documentary and physical evidence, the acquisition of PPE and objectives sought in Research and Development (R&D) activities. These covenants are monitored and had been fully complied with within the terms defined in the contracts. There are no covenants for working capital loans.

### **d. Breakdown and changes in debentures**

On July 7, 2025, the Board of Directors approved the 1<sup>st</sup> issue of non-privileged unsecured nonconvertible debentures of subsidiary Vulcabras CE, issued in a single series, repayable in consecutive annual installments, maturing on July 15, 2027, July 15, 2028, July 15, 2029, and July 15, 2030.

The issue was carried out on July 15, 2025, in the total amount of R\$500,000, with additional personal guarantee provided by Vulcabras S.A. The remuneration of the debentures will be calculated on the par value or on the outstanding balance of the par value, plus conventional interest corresponding to 100% of the daily average Interbank Deposit (DI) rates, plus a 0.60% annual spread.

Interest will be paid on a semiannual basis as from issue date. The first payment will occur on January 15, 2026, and the subsequent payments will always take place in January and July, until full settlement of the debt.

Covenants will be tested quarterly, with the first assessment referring to the quarter ended June 30, 2025. The financial ratio to be monitored is Net Debt to EBITDA lower than 2.50, calculated based on the current quarter plus the three immediately preceding quarters. As of December 31, 2025, Vulcabras CE was in compliance with this financial ratio.

As of December 31, 2025, the debenture balance amounted to R\$529,243 (R\$0 as of December 31, 2024), net of unamortized transaction costs totaling R\$2,706 (R\$0 as of December 31, 2024).

## Vulcabras S.A. and Consolidated

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Changes in debentures are as follows:

	<u>Debentures</u>
<b>Balance at January 1, 2025</b>	-
Funds raised	500,000
Conventional interest	31,949
( - ) Transaction costs	(3,001)
( + ) Transaction costs - Amortized	295
<b>Balance as of December 31, 2025</b>	<u><b>529,243</b></u>
Current	31,358
Noncurrent	<u>497,885</u>

As of December 31, 2025, the portions related to the noncurrent liability balance of the debentures had the following maturities:

Repayment	Debentures	Transaction cost	Total
2027	125,000	(590)	124,410
2028	125,000	(590)	124,410
2029	125,000	(590)	124,410
2030	125,000	(345)	124,655
<b>Total</b>	<u><b>500,000</b></u>	<u><b>(2,115)</b></u>	<u><b>497,885</b></u>

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

### e. Reconciliation of changes in equity to cash flows from financing activities

	Liabilities						Total
	Financing and loans	Debentures	Lease liabilities	Dividends and profits payable	Treasury shares	Capital	
<b>Balance at January 1, 2025</b>	<b>336,852</b>	<b>-</b>	<b>30,288</b>	<b>136,141</b>	<b>(45,410)</b>	<b>1,273,553</b>	<b>1,731,424</b>
<b>Changes in cash flows from financing activities</b>							
Financing, borrowings and debentures taken -							
Principal	290,554	500,000	-	-	-	-	790,554
Transaction costs related to debentures	-	(3,001)	-	-	-	-	(3,001)
Payment of lease liabilities	-	-	(16,317)	-	-	-	(16,317)
Capital increase	-	-	-	-	-	4,409	4,409
Dividends paid out	-	-	-	(978,645)	-	-	(978,645)
Acquisition of treasury shares	-	-	-	-	(11,537)	-	(11,537)
Repayment of borrowings - principal	(199,148)	-	-	-	-	-	(199,148)
<b>Total changes in cash flows from financing activities</b>	<b>91,406</b>	<b>496,999</b>	<b>(16,317)</b>	<b>(978,645)</b>	<b>(11,537)</b>	<b>4,409</b>	<b>(413,685)</b>
<b>Other changes related to liabilities</b>							
Interest paid	(35,830)	-	(5,232)	-	-	-	(41,062)
Distribution of interim dividends	-	-	-	1,406,620	-	-	1,406,620
Additions related to Proade (non-cash effect)	2,185	-	-	-	-	-	2,185
Additions/adjustments of contracts	-	-	19,086	-	-	-	19,086
Amortization of debenture transaction costs	-	295	-	-	-	-	295
Capital increase	-	-	-	(563,281)	-	204,809	(358,472)
Capitalization of legal reserve	-	-	-	-	-	92,425	92,425
Accrued interest	-	-	10,605	-	-	-	10,605
Finance charges posted to profit or loss	52,413	31,949	-	-	-	-	84,362
<b>Total other changes related to liabilities</b>	<b>18,768</b>	<b>32,244</b>	<b>24,459</b>	<b>843,339</b>	<b>-</b>	<b>297,234</b>	<b>1,216,044</b>
<b>Balance as of December 31, 2025</b>	<b>447,026</b>	<b>529,243</b>	<b>38,430</b>	<b>835</b>	<b>(56,947)</b>	<b>1,575,196</b>	<b>2,533,783</b>

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)  
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 (In thousands of reais)

	Liabilities			Share premium	Treasury shares	Capital	Total
	Financing and loans	Lease liabilities	Dividends and profits payable				
<b>Balance at January 1, 2024</b>	<b>437,750</b>	<b>15,295</b>	<b>15</b>	<b>-</b>	<b>(10,018)</b>	<b>1,108,354</b>	<b>1,551,396</b>
<b>Changes in cash flows from financing activities</b>							
Borrowings - principal	199,863	-	-	-	-	-	199,863
Payment of lease liabilities	-	(11,461)	-	-	-	-	(11,461)
Capital increase	-	-	-	-	-	10,441	10,441
Capital increase with share premium	-	-	-	325,000	-	176,350	501,350
Share issue costs	-	-	-	-	-	(21,592)	(21,592)
Dividends paid out	-	-	(783,020)	-	-	-	(783,020)
Acquisition of treasury shares	-	-	-	-	(35,392)	-	(35,392)
Repayment of borrowings - principal	(294,622)	-	-	-	-	-	(294,622)
<b>Total changes in cash flows from financing activities</b>	<b>(94,759)</b>	<b>(11,461)</b>	<b>(783,020)</b>	<b>325,000</b>	<b>(35,392)</b>	<b>165,199</b>	<b>(434,433)</b>
<b>Other changes related to liabilities</b>							
Interest paid	(50,567)	(2,136)	-	-	-	-	(52,703)
Distribution of interim dividends	-	-	783,121	-	-	-	783,121
Distribution of special interim dividends	-	-	136,025	-	-	-	136,025
Additions related to Proade (non-cash effect)	1,806	-	-	-	-	-	1,806
Additions/adjustments of contracts	-	33,108	-	-	-	-	33,108
Accrued interest	-	1,841	-	-	-	-	1,841
Write-off of lease	-	(6,359)	-	-	-	-	(6,359)
Finance charges posted to profit or loss	42,622	-	-	-	-	-	42,622
<b>Total other changes related to liabilities</b>	<b>(6,139)</b>	<b>26,454</b>	<b>919,146</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>939,461</b>
<b>Balance as of December 31, 2024</b>	<b>336,852</b>	<b>30,288</b>	<b>136,141</b>	<b>325,000</b>	<b>(45,410)</b>	<b>1,273,553</b>	<b>2,056,424</b>

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

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(In thousands of reais)

### 18 Right of use and lease liability

#### a. Operating leases

The Company's subsidiaries only lease commercial properties.

These leases typically have a term of five years, with an option to renew the lease after that period. The amounts are adjusted annually to reflect the amount adopted in the market. Certain commercial leases provide for additional rent payments that are based on the property's monthly billing.

Information on leases for which the Company's subsidiaries are lessees is presented below:

	<b>Consolidated</b>	
	<b>12/31/2025</b>	<b>12/31/2024</b>
<b>Right of use</b>		
<b>Opening balance</b>	<b>25,982</b>	<b>12,903</b>
Additions / adjustments	20,303	30,275
Write-offs	-	(5,900)
Repayment	(13,058)	(11,296)
<b>Closing balance</b>	<b>33,227</b>	<b>25,982</b>
	<b>Consolidated</b>	
	<b>12/31/2025</b>	<b>12/31/2024</b>
<b>Lease liabilities</b>		
<b>Opening balance</b>	<b>30,288</b>	<b>15,295</b>
Additions / adjustments	19,086	33,108
Accrued interest	10,605	1,841
Write-offs	-	(6,359)
Payment of principal	(16,317)	(11,461)
Interest paid	(5,232)	(2,136)
<b>Closing balance</b>	<b>38,430</b>	<b>30,288</b>
<b>Current</b>	<b>9,769</b>	<b>7,855</b>
<b>Noncurrent</b>	<b>28,661</b>	<b>22,433</b>

#### *Noncurrent installment payment schedule*

Maturity	<u>12/31/2025</u>		<u>12/31/2024</u>	
	Amount	%	Amount	%
2026	-	-	5,928	27%
2027	7,801	27%	4,265	19%
2028	7,093	25%	3,888	17%
2029	7,475	26%	4,522	20%
2030	6,292	22%	3,830	17%
<b>Total</b>	<b>28,661</b>	<b>100%</b>	<b>22,433</b>	<b>100%</b>

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

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### *Extension options*

Certain lease agreements contain extension options exercisable by the Company's subsidiaries up to one year before the end of the non-cancelable agreement period. Whenever possible, the Company's subsidiaries seek to include extension options in new leases to provide operational flexibility.

## 19 Provisions

The Company and subsidiaries are parties (defendants) to legal and administrative proceedings at certain courts and government agencies arising from the ordinary course of business, involving tax, labor and civil matters, among other issues.

Based on information from legal advisors, management follows the criteria for recognizing provisions established by CVM Resolution No. 489/05 and CPC 25/IAS 37, which determine that a provision must be recognized when: (i) the entity has a present obligation arising from a past event; (ii) it is probable that an outflow of resources embodying economic benefits will be required to settle such obligation; and (iii) a reliable estimate can be made of the amount of the obligation. If any of these conditions are not met, a provision should not be set up, and the disclosure of a contingent liability may possibly be required.

Upon analysis of pending lawsuits, based on experience regarding the amounts claimed, provisions were set up in amounts considered sufficient to cover estimated losses on ongoing lawsuits, with classification as current and noncurrent, as follows:

### a. Breakdown of balances

	Consolidated		Individual	
	12/31/2025	12/31/2024	12/31/2025	12/31/2024
Provision for legal and administrative proceedings:				
Civil	18,760	18,304	26	22
Labor	31,540	35,118	600	650
Tax	633	613	42	42
<b>Total</b>	<b>50,933</b>	<b>54,035</b>	<b>668</b>	<b>714</b>
<b>Current</b>	<b>3,192</b>	<b>2,792</b>	<b>68</b>	<b>71</b>
<b>Noncurrent</b>	<b>47,741</b>	<b>51,243</b>	<b>600</b>	<b>643</b>

### b. Labor claims (consolidated)

The labor suits refer mostly to claims for overtime, equal pay, health exposure pay, hazard pay, and occupational disease. The effect of the provision for losses on labor claims is recorded as a contra entry to profit or loss, under Other expenses.

## **Vulcabras S.A. and Consolidated**

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

**c. Civil suits (consolidated)**

These refer substantially to compensation in general, including pain and suffering and property damage. The effect of the provision for losses on civil suits is recorded as a contra entry to profit or loss, under Other expenses. The effects of the provision for compensation are recorded as a contra entry to profit or loss, under Selling expenses.

**d. Tax suits (consolidated)**

These refer to lawsuits to which the Company and its subsidiaries are parties, mainly involving the following taxes: IRPJ, COFINS, PIS and ICMS. The effect of the provision for losses on tax suits is recorded as a contra entry to profit or loss, under Other expenses.

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

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### e. Changes in proceedings

At December 31, 2025	Consolidated										
	01/01/2024	12/31/2024					12/31/2025				
	Opening balance	Additions	Reversals	Payments	Adjustment for net presentation (*)	Closing balance	Additions	Reversals	Payments	Adjustment for net presentation (*)	Closing balance
<b>Nature</b>											
Civil	18,343	149	(27)	(161)	-	18,304	648	(20)	(172)	-	18,760
Labor	36,746	13,724	(9,691)	(6,887)	1,226	35,118	14,808	(7,560)	(11,472)	646	31,540
Tax	797	21,901	(1)	(1,094)	(20,990)	613	7,104	(642)	(15,613)	9,171	633
<b>Total</b>	<b>55,886</b>	<b>35,774</b>	<b>(9,719)</b>	<b>(8,142)</b>	<b>(19,764)</b>	<b>54,035</b>	<b>22,560</b>	<b>(8,222)</b>	<b>(27,257)</b>	<b>9,817</b>	<b>50,933</b>

At December 31, 2025	Individual									
	01/01/2024	12/31/2024				12/31/2025				
	Opening balance	Additio ns	Reversals	Payments	Closing balance	Additio ns	Reversals	Payments	Closing balance	
<b>Nature</b>										
Civil	161	26	(5)	(160)	22	31	(5)	(22)	26	
Labor	400	434	(68)	(116)	650	229	(129)	(150)	600	
Tax	220	131	(1)	(308)	42	-	-	-	42	
<b>Total</b>	<b>781</b>	<b>591</b>	<b>(74)</b>	<b>(584)</b>	<b>714</b>	<b>260</b>	<b>(134)</b>	<b>(172)</b>	<b>668</b>	

(\*) The net presentation amounts refer only to reclassifications between judicial deposits and provisions for contingencies, in compliance with item 35 of CPC 26 (IAS 1). Accordingly, these amounts had no cash effect and were not considered in the statements of cash flows.

## Vulcabras S.A. and Consolidated

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### *Contingencies*

Based on the opinion of its legal advisors, management believes that the resolution of the civil, labor and tax issues listed below will not have a material adverse effect on its financial position.

The breakdown of the amounts under discussion at different court levels for which the likelihood of loss is considered possible as of December 31, 2025 and 2024 is as follows:

Contingencies	Consolidated	
	12/31/2025	12/31/2024
Civil	632	2,517
Labor	31,701	35,524
Tax	39,340	46,415
<b>Total</b>	<b>71,673</b>	<b>84,456</b>

## 20 Equity (individual)

### a. Capital

On March 19, 2025, the Board of Directors approved the capital increase within the authorized capital limit due to the exercise of the Company's stock option, within the Stock option plan approved in 2022, in the amount of R\$4,409, through the issue of 880,000 new registered book-entry common shares with no par value.

On October 30, 2025, the Board of Directors approved the private issue of shares, which was ratified on December 17, 2025. The Company's capital was increased by R\$204,809 through the issue of 40,965,926 new common shares, all registered, book-entry and with no par value, which were issued with a share premium of R\$358,472, as discussed in item "b.ii" of this note.

On December 17, 2025, the Board of Directors approved capital increase by R\$92,425, within the authorized capital limit, through capitalization of the legal reserve, with no new issue of new shares, as discussed in item "e.i" of this note.

As of December 31, 2025, capital totals R\$1,575,196 (R\$1,273,553 as of December 31, 2024), represented by 316,502,170 (274,656,244 as of December 31, 2024) registered no-par-value common shares.

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### Changes in net capital:

<b>Net capital at 12/31/2023</b>	<b>1,108,354</b>
Issue of shares	176,350
Share issue costs	(21,592)
Stock options granted	10,441
	<u>165,199</u>
<b>Net capital at 12/31/2024</b>	<b>1,273,553</b>
Stock options granted	4,409
Subscription of private shares	204,809
Capitalization of legal reserve	92,425
	<u>301,643</u>
<b>Net capital at 12/31/2025</b>	<b>1,575,196</b>

The Company, upon resolution of its Board of Directors, is authorized to increase capital, regardless of statutory amendment, up to the limit of R\$2,000,000.

### b. Capital reserve

#### (i) Stock options

##### *General conditions*

As at December 31, 2025, the Company has three (3) Stock Option Plans in force.

##### *Stock option plan approved in 2023*

##### **Plan approval**

On May 2, 2023, the Board of Directors approved the 6<sup>th</sup> stock option grant within the scope of the Stock Option Contract. The options granted on that date totaled 1,625,000 (one million, six hundred and twenty-five thousand), with a unit strike price of R\$11.40 (eleven reais and forty cents), distributed among the elected beneficiaries. To satisfy the exercise of options granted, the Company may issue new shares, within the authorized capital limit, excluding the preemptive right of the Company's current shareholders, as permitted by article 171, paragraph 3, of Law No. 6404 of December 15, 1976.

## Vulcabras S.A. and Consolidated

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### Plan characteristics

<b>6<sup>th</sup> stock option plan - 2023</b>	<b>6<sup>th</sup> grant</b>
Grant date	05/02/2023
Number of options granted	1,625,000 (3)
Vesting period	3 years
Deadline for exercise	03/31/2026
Maximum period for exercise	03/31/2027
Strike price	R\$11.40 (1)
Beneficiaries (employees)	23 (2)

- (1) The strike price is set at R\$11.40 (eleven reais and forty cents), restated by the variation of the Extended National Consumer Price Index (IPCA) from the date of grant to the date of effective exercise of the Option ("Strike Price"), possibly adjusted for stock splits, reverse stock splits, stock bonuses, and similar corporate events, as determined by the Board of Directors. The IPCA adjustment will always be calculated on a pro rata basis considering all days elapsed up to the date of the effective exercise of the Mature Options (as defined below), and in the absence of publication of the IPCA for a given period, the most recently published monthly IPCA must be used, on a pro rata basis. From the adjusted Strike Price, dividends and interest on equity per shares distributed in the period between the grant date and the exercise date of the Options will be deducted. The amounts of dividends and interest on equity per share will be adjusted by the IPCA from the date of actual payment through the exercise date of the Options. The Strike Price corresponds to the average closing price of the last 20 trading sessions up to March 20, 2023.
- (2) The initial number of participants upon approval of the plan was twenty three (23) executives, but with the withdrawal of three of these beneficiaries, the current number of participants entitled to exercise the purchase of options is twenty (20).
- (3) The initial number of options granted upon approval of the plan was 1,625,000 (one million, six hundred and twenty five thousand), but with the withdrawal of beneficiaries during the period, the current number of options that can be exercised is 1,540,000 (one million, five hundred and forty five thousand).

### Beneficiaries

Directors (whether statutory or not), division managers and employees of Vulcabras S.A. and companies under its direct or indirect control (subsidiaries) may be elected as beneficiaries of stock option grants, including in relation to new hires, all of whom are subject to approval by the Company's Board of Directors.

### Pricing method

The method used for pricing options is the Black-Scholes model, which uses the following basic assumptions: grant price, strike price, vesting period, volatility of the stock price, percentage of dividends distributed, and the risk-free rate.

## Vulcabras S.A. and Consolidated

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### *Stock option plan approved in 2024*

#### **Plan approval**

On May 07, 2024, the Board of Directors approved the 7<sup>th</sup> stock option grant within the scope of the Stock Option Contract. The options granted on that date totaled 1,615,000 (one million, six hundred and fifteen thousand), with a unit strike price of R\$18.50 (eighteen reais and fifty cents), distributed among the elected beneficiaries. To satisfy the exercise of options granted, the Company may issue new shares, within the authorized capital limit, excluding the preemptive right of the Company's current shareholders, as permitted by article 171, paragraph 3, of Law No. 6404 of December 15, 1976.

#### **Plan characteristics**

<b>7th stock option plan - 2024</b>	<b>7th grant</b>
Grant date	05/07/2024
Number of options granted	1,615,000(3)
Vesting period	3 years
Deadline for exercise	03/31/2027
Maximum period for exercise	03/31/2028
Strike price	R\$18.50 (1)
Beneficiaries (employees)	24(2)

- (1) The strike price is set at R\$18.50 (eighteen reais and fifty cents), restated by the variation of the Extended National Consumer Price Index (IPCA) from the date of grant to the date of effective exercise of the Option ("Strike Price"), possibly adjusted for stock splits, reverse stock splits, stock bonuses, and similar corporate events, as determined by the Board of Directors. The IPCA adjustment will always be calculated on a pro rata basis considering all days elapsed up to the date of the effective exercise of the Mature Options (as defined below), and in the absence of publication of the IPCA for a given period, the most recently published monthly IPCA must be used, on a pro rata basis. From the adjusted Strike Price, dividends and interest on equity per shares distributed in the period between the grant date and the exercise date of the Options will be deducted. The amounts of dividends and interest on equity per share will be adjusted by the IPCA from the date of actual payment through the exercise date of the Options.
- (2) The initial number of participants upon approval of the plan was twenty-four (24) executives, but with the withdrawal of two of these beneficiaries, the current number of participants entitled to exercise the options is twenty-two (22).
- (3) The initial number of options granted upon approval of the plan was 1,615,000 (one million, six hundred and fifteen thousand), but with the withdrawal of beneficiaries during the period, the current number of options that can be exercised is 1,570,000 (one million, five hundred and seventy thousand).

#### **Beneficiaries**

Directors (whether statutory or not), division managers and employees of Vulcabras S.A. and companies under its direct or indirect control (subsidiaries) may be elected as beneficiaries of stock option grants, including in relation to new hires, all of whom are subject to approval by the Company's Board of Directors.

#### **Pricing method**

The method used for pricing options is the Black-Scholes model, which uses the following basic assumptions: grant price, strike price, vesting period, volatility of the stock price, percentage of dividends distributed, and the risk-free rate.

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

### *Stock option plan approved in 2025*

#### **Plan approval**

On March 11, 2025, the Board of Directors approved the 8<sup>th</sup> stock option grant within the scope of the Stock Option Contract. The options granted on that date totaled 1,605,000 (one million, six hundred and five thousand), with a unit strike price of R\$16.52 (sixteen reais and fifty two cents), distributed among the elected beneficiaries. To satisfy the exercise of options granted, the Company may issue new shares, within the authorized capital limit, excluding the preemptive right of the Company's current shareholders, as permitted by article 171, paragraph 3, of Law No. 6404 of December 15, 1976.

#### **Plan characteristics**

<b>8<sup>th</sup> stock option plan - 2025</b>	<b>8<sup>th</sup> grant</b>
Grant date	03/11/2025
Number of options granted	1,605,000
Vesting period	3 years
Deadline for exercise	03/15/2028
Maximum period for exercise	03/15/2029
Strike price	R\$16.52 (1)
Beneficiaries (employees)	23

- (1) The strike price was set at R\$16.52 (sixteen reais and fifty two cents), restated by the variation of the Extended National Consumer Price Index (IPCA) from the date of grant to the date of effective exercise of the Option ("Strike Price"), possibly adjusted for stock splits, reverse stock splits, stock bonuses, and similar corporate events, as determined by the Board of Directors. The IPCA adjustment will always be calculated on a pro rata basis considering all days elapsed up to the date of the effective exercise of the Mature Options (as defined below), and in the absence of publication of the IPCA for a given period, the most recently published monthly IPCA must be used, on a pro rata basis. From the adjusted Strike Price, dividends and interest on equity per shares distributed in the period between the grant date and the exercise date of the Options will be deducted. The amounts of dividends and interest on equity per share will be adjusted by the IPCA from the date of actual payment through the exercise date of the Options. The Strike Price corresponds to the average closing price of the last 20 trading sessions up to March 10, 2025.

#### **Beneficiaries**

Directors (whether statutory or not), division managers and employees under the Consolidation of the Labor Laws ("CLT") arrangements, of the Company its subsidiaries, may be elected as participants of the Plan, including in relation to new hires, all of whom are subject to approval by the Company's Board of Directors.

#### **Pricing method**

The method used for pricing options is the Black-Scholes model, which uses the following basic assumptions: grant price, strike price, vesting period, volatility of the stock price, percentage of dividends distributed, and the risk-free rate.

#### **Stock option plan expenses**

The amortization amounts recorded as expenses in profit or loss, against the Company's equity, from the grant date until December 31, 2025, are presented below (in reais):

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

Plan	Strike price	Grant date	Accumulated	Accumulated
			expense	expense
			12/31/2025 - R\$	12/31/2024 - R\$
Plan - 2022 (a)	R\$8.89	05/03/2022	-	2,347
Plan - 2023	R\$11.40	05/02/2023	5,898	3,684
Plan - 2024	R\$18.50	05/07/2024	5,736	2,080
Plan - 2025	R\$16.52	03/11/2025	2,065	-
<b>Total</b>			<b>13,699</b>	<b>8,111</b>

(a) The accumulated expense until March 31, 2025, referring to 2022 plan, in the amount of R\$2,347, was reversed in the 1Q25, due to the expiration of the maximum period to exercise that plan.

### (ii) *Premium on share subscription*

At the Board of Directors' meeting held on October 30, 2025, the issue of the Company's private shares was approved; as a result of this resolution, R\$358,472 was allocated to the formation of capital reserve, in premium on share subscription account. The balance as of December 31, 2025 amounts to R\$683,472 (R\$325,000 as of December 31, 2024).

### (iii) *Treasury shares*

On March 11, 2025, the Board of Directors approved the new buyback program for shares issued by the Company, with no par value. The purpose of the share buyback program is to (i) generate value for shareholders through the efficient management of the Company's capital structure; (ii) maximize the generation of value for shareholders, when management understands that the current market value of the Company's shares is far below the real value of its assets in terms of its perspective of profitability and generation of results; (iii) honor the commitments assumed by the Company under share-based payment programs; (iv) use the Company's shares to settle a portion of the price in corporate transactions; (v) maintain them in treasury; or (vi) dispose of them publicly or privately, according to the applicable regulations. The maximum number of shares to be acquired by the Company will be up to ten million (10,000,000) common shares. The share buyback program is scheduled to close on September 11, 2026.

Changes in treasury shares are as follows:

	Individual		
	Number	Amount	Average price
<b>Balance at 12/31/2023</b>	766,244	10,018	13.0742
Acquisition of shares in 2024	2,340,800	35,392	15.1200
<b>Balance at 12/31/2024</b>	<b>3,107,044</b>	<b>45,410</b>	<b>14.6148</b>
Acquisition of shares in 2025	762,200	11,537	15.1382
<b>Balance at 12/31/2025</b>	<b>3,869,244</b>	<b>56,947</b>	<b>14.7179</b>

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December 31, 2025

(In thousands of reais)

### c. Revaluation reserve

This reserve is set up as a result of revaluation of property, plant and equipment of the subsidiaries, based on valuation report prepared by independent appraisers. Corresponding income and social contribution taxes are classified as noncurrent liabilities. The revaluation reserve balance as of December 31, 2025 totals R\$3,713 (R\$3,866 as of December 31, 2024).

The revaluation reserve is realized through the depreciation or write-off of the revalued assets against retained earnings (accumulated losses), net of taxes. As amended and permitted by Law No. 11638/07, management decided to maintain the revaluation reserves until their full realization.

### d. Equity adjustments

This account includes: (i) accumulated net changes of financial assets at fair value through other comprehensive income until the investments are derecognized or undergo impairment loss; and (ii) cumulative translation adjustments include all foreign currency differences arising from the translation of the financial statements of foreign operations. As of December 31, 2025, equity adjustments totaled R\$27,812 (R\$31,225 as of December 31, 2024).

### e. Income reserve

#### (i) *Legal reserve*

At the Board of Directors' Meeting held on December 17, 2025, the full capitalization of the legal reserve into the Company's capital was approved, as determined in the financial statements for the year ended December 31, 2024, in the amount of R\$92,425.

As of December 31, 2025, the amount allocated to set up legal reserve was R\$58,266, based on 5% of net income for the year (R\$92,425 as of December 31, 2024).

#### (ii) *Statutory reserve*

The statutory reserve for new investments was established pursuant to article 35 of the Company's Articles of Incorporation and article 194 of the Brazilian Corporation Law.

On May 6, 2025, the distribution of interim dividends was approved based on the balance of the statutory reserve intended to implement new investments, in the amount of R\$101,875.

On August 14, 2025, the distribution of interim dividends was approved based on the balance of the statutory reserve intended to implement new investments, in the amount of R\$300,000.

On October 30, 2025, the distribution of interim dividends was approved based on the balance of the statutory reserve intended to implement new investments, in the amount of R\$19,331.

At of December 31, 2025, statutory reserve amounted to R\$121,794 (R\$421,206 as of December 31, 2024).

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Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

### f. Dividends

In 2025, the Company declared dividends in the amount of R\$1,406,620 (R\$919,146 in 2024), paid out with the balance of the statutory income reserve, which were allocated to and will be deducted from the mandatory minimum dividends for the current year. As of December 31, 2025, the balance of dividends payable related to those amounts is R\$835 (R\$136,141 as of December 31, 2024).

In the year ended December 31, 2025, the Company made dividend payments as approved by the Board of Directors throughout the year. The schedule of dividends paid out is presented below:

<u>Date of approval</u>	<u>Payment date</u>	<u>Amount paid</u>
08/06/2024	01/02/2025	33,944
08/06/2024	02/03/2025	33,848
08/06/2024	03/06/2025	33,848
08/06/2024	04/01/2025	33,848
03/11/2025	05/02/2025	33,958
03/11/2025	06/02/2025	33,958
03/11/2025	07/01/2025	33,958
05/06/2025	08/01/2025	33,958
05/06/2025	09/01/2025	33,958
08/14/2025	09/22/2025	300,000
05/06/2025	10/01/2025	33,958
08/14/2025	11/03/2025	33,958
08/14/2025	12/01/2025	33,958
10/30/2025	12/15/2025	597,667
08/14/2025	12/29/2025	33,958
12/17/2025	12/30/2025	203,212
	<b>Total</b>	<b><u>1,541,989</u></b>

At the Special General Meeting held on November 26, 2025, the reduction of the Company's mandatory dividend was approved; accordingly, it shall correspond to at least one percent (1%) of net income, calculated on the balance obtained after the deductions and additions provided for in items II and III of article 202 of the Brazilian Corporate Law, which will be distributed to shareholders as the mandatory dividend.

The mandatory minimum dividends are shown below:

	<u>12/31/2025</u>	<u>12/31/2024</u>
Net income for the year	1,165,321	569,873
(-) Legal reserve - 5%	(58,266)	(28,494)
(+) Realization of revaluation reserve	153	154
Tax base	<u>1,107,208</u>	<u>541,533</u>
Mandatory minimum dividend - 25%	-	135,383
Mandatory minimum dividend - 1%	11,072	-
Additional dividends	<u>1,395,548</u>	<u>783,763</u>
Balance available for distribution	<u><u>1,406,620</u></u>	<u><u>919,146</u></u>

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

### 21 Net sales revenue

	<u>Consolidated</u>	
	12/31/2025	12/31/2024
Gross operating revenue		
Sale and resale of products		
Domestic market	4,023,071	3,424,779
Foreign market	129,640	136,818
Services rendered	10,352	5,081
	<u>4,163,063</u>	<u>3,566,678</u>
Deductions		
Sales and service taxes	(898,244)	(778,924)
Tax incentives - ICMS	429,967	372,516
Returns and rebates	(134,499)	(111,692)
	<u>(602,776)</u>	<u>(518,100)</u>
<b>Net operating revenue</b>	<u><b>3,560,287</b></u>	<u><b>3,048,578</b></u>

### 22 Cost of sales and resales

	<u>Consolidated</u>	
	12/31/2025	12/31/2024
Cost of sales		
Raw materials	(670,903)	(550,003)
Labor	(425,287)	(334,296)
Overhead	(313,776)	(274,860)
Resales	(689,297)	(611,028)
<b>Total cost of sales and resales</b>	<u><b>(2,099,263)</b></u>	<u><b>(1,770,187)</b></u>

### 23 Selling expenses

	<u>Consolidated</u>	
	12/31/2025	12/31/2024
Commissions	(144,818)	(135,134)
Freight	(137,675)	(125,180)
Advertising	(181,684)	(143,534)
Advertising - Personnel expenses	(7,153)	(6,417)
Advertising - Other expenses	(4,934)	(4,246)
Royalties	(58,958)	(53,779)
Personnel expenses	(73,481)	(63,119)
Other expenses	(25,497)	(21,003)
	<u>(634,200)</u>	<u>(552,412)</u>
Impairment loss	(1,362)	(5,577)
<b>Total selling expenses</b>	<u><b>(635,562)</b></u>	<u><b>(557,989)</b></u>

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

### 24 Administrative expenses

	Consolidated		Individual	
	12/31/2025	12/31/2024	12/31/2025	12/31/2024
Personnel expenses	(94,006)	(82,810)	(6,917)	(3,592)
Third-party services	(46,215)	(33,285)	(3,474)	(2,454)
Rent	(9,245)	(6,282)	(13)	(10)
Travel and lodging	(1,534)	(1,449)	-	-
Security	(1,917)	(2,365)	(14)	-
Litigation and taxes	(3,628)	(2,368)	(588)	(540)
IT and telecommunications	(21,980)	(17,787)	(39)	(110)
Electricity, water and sewage	(904)	(960)	(10)	(21)
Maintenance, cleaning and environment	(6,187)	(4,113)	(39)	-
Depreciation and amortization	(19,245)	(17,311)	(4)	-
Other	(11,793)	(9,053)	3,168	(1,776)
<b>Total administrative expenses</b>	<b>(216,654)</b>	<b>(177,783)</b>	<b>(7,930)</b>	<b>(8,503)</b>

### 25 Other operating income, net

	Consolidated		Individual	
	12/31/2025	12/31/2024	12/31/2025	12/31/2024
<b>Other operating income</b>				
Lease income	3,149	7,871	2,647	7,673
Sale of scrap	1,839	1,426	-	-
Income from disposal of PPE	1,663	6,852	-	-
Recovered PIS/COFINS credit (Note 8)	141,727	11,925	-	-
Tax credit – state government grant	25,163	19,522	-	-
Other	17,090	10,902	2,757	3,359
<b>Total other operating income</b>	<b>190,631</b>	<b>58,498</b>	<b>5,404</b>	<b>11,032</b>
<b>Other operating expenses</b>				
Provisions for contingencies	(8,628)	(5,890)	(127)	(518)
Expense with disposal of PPE	(3,988)	(9,480)	-	-
PIS/COFINS on other revenues	(12,060)	-	-	-
Other	(25,469)	(11,397)	(521)	(1,077)
<b>Total other operating expenses</b>	<b>(50,145)</b>	<b>(26,767)</b>	<b>(648)</b>	<b>(1,595)</b>
<b>Other operating income, net</b>	<b>140,486</b>	<b>31,731</b>	<b>4,756</b>	<b>9,437</b>

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Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

### 26 Finance income (costs)

	Consolidated		Individual	
	12/31/2025	12/31/2024	12/31/2025	12/31/2024
<b>Finance income</b>				
Capital structure				
Investment yield	54,009	49,511	423	18,504
Other	-	7	-	-
<b>Subtotal</b>	<b>54,009</b>	<b>49,518</b>	<b>423</b>	<b>18,504</b>
Operating				
Interest	11,334	6,938	33	234
Discounts received	2,562	1,018	-	-
Restatement of previously unused tax credit (Note 8)	142,504	20,667	-	-
Other	4,615	2,611	-	245
<b>Subtotal</b>	<b>161,015</b>	<b>31,234</b>	<b>33</b>	<b>479</b>
Exchange differences	27,985	27,235	-	-
<b>Total finance income</b>	<b>243,009</b>	<b>107,987</b>	<b>456</b>	<b>18,983</b>
	Consolidated		Individual	
	12/31/2025	12/31/2024	12/31/2025	12/31/2024
<b>Finance costs</b>				
Capital structure				
Interest	(92,019)	(47,992)	(2)	(3)
Tax on Financial Transactions (IOF)	(901)	(731)	(2)	(174)
Other	(4,559)	(3,370)	(10)	(54)
<b>Subtotal</b>	<b>(97,479)</b>	<b>(52,093)</b>	<b>(14)</b>	<b>(231)</b>
Operating				
Bank fees	(2,538)	(2,760)	(6)	(4)
Fee/commission on sales - cards	(381)	(311)	-	-
Discounts granted	(1,273)	(1,205)	-	-
Other tariffs	(8,722)	(7,226)	-	-
<b>Subtotal</b>	<b>(12,914)</b>	<b>(11,502)</b>	<b>(6)</b>	<b>(4)</b>
Exchange differences	(31,548)	(21,750)	-	-
<b>Total finance costs</b>	<b>(141,941)</b>	<b>(85,345)</b>	<b>(20)</b>	<b>(235)</b>
<b>Finance income (costs)</b>	<b>101,068</b>	<b>22,642</b>	<b>436</b>	<b>18,748</b>

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Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

### 27 Earnings per share

Basic earnings per share are calculated by dividing profit for the year attributable to common shareholders by the weighted average number of common shares outstanding during the same year.

Diluted earnings per share are calculated by dividing profit attributable to the Company's common shareholders by the weighted average number of common shares that would be issued on conversion of all the dilutive potential shares into their respective shares.

As of December 31, 2025, the Company had outstanding potential shares that could affect the dilution of earnings per share pursuant to CPC 41/IAS 33 totaling 4,715,000 (four million, seven hundred and fifteen thousand) potential shares. Of the total amount, 1,540,000 (one million, five hundred and forty thousand) potential shares refer to the sixth grant of the Stock Option plan that was approved on May 02, 2023; 1,570,000 (one million, five hundred and seventy thousand) potential shares to the seventh grant of the Stock Option plan that was approved on May 7, 2024; and 1,605,000 (one million, six hundred and five thousand) potential shares to the eighth grant of the Stock Option plan that was approved on March 11, 2025.

As of December 31, 2024, the Company had outstanding potential shares that could affect the dilution of earnings per share pursuant to CPC 41/IAS 33 in the total amount of 3,990,000 (three million, nine hundred and ninety thousand) potential shares. Of the total amount, 880,000 (eight hundred and eighty thousand) potential shares refer to the fifth grant of the Stock Option plan that was approved on May 3, 2022; 1,540,000 (one million, five hundred and forty thousand) potential shares to the sixth grant of the Stock Option plan that was approved on May 2, 2023; and 1,570,000 (one million, five hundred and seventy thousand) potential shares to the seventh grant of the Stock Option plan that was approved on May 7, 2024.

The table below presents the calculation of basic and diluted earnings per share:

	Individual	
	Number of common shares	
	12/31/2025	12/31/2024
Profit attributable to shareholders	1,165,321	569,873
Basic weighted average number of shares outstanding in the year	273,056,505	269,800,334
Diluted weighted average number of shares outstanding in the year	273,893,619	270,562,926
Earnings per basic share (in thousands) - R\$	4.2677	2.1122
Earnings per diluted share (in thousands) - R\$	4.2547	2.1063

### 28 Financial instruments and risk management

The key financial assets and liabilities of the Company and its subsidiaries refer to cash and cash equivalents, trade accounts receivable, trade accounts payable, lease liability, and financing and loans.

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

### Financial risk structure and management

The Company and its subsidiaries manage financial risks by monitoring financial positions of assets and liabilities and controlling exposure limits.

The Company and its subsidiaries are exposed to the following risks arising from financial instruments:

- Credit risk;
- Market risk;
- Interest rate risk; and
- Liquidity risk.

These instruments are managed by means of operational strategies and internal controls with a view to ensuring liquidity, profitability and security. The control policy consists of permanent monitoring of contracted conditions vis-à-vis current market conditions.

The risk management policies were established to identify and analyze exposure in order to establish appropriate risk limits and controls, monitoring risks and compliance with the limits. Systems and risk policies are reviewed from time to time to reflect changes in market conditions and activities of the Company and its subsidiaries.

Assessments of financial instruments and risk management are reported below:

**(i) Credit risk**

Credit risk is the risk of the Company and its subsidiaries incurring financial losses if a counterparty fails to comply with its contractual obligations. This risk arises substantially from trade accounts receivable. The carrying amounts of financial assets and contractual assets represent the maximum credit exposure.

The Company and its subsidiaries are exposed to credit risk due to the possibility of not receiving amounts arising from trade accounts receivable or credits from financial institutions.

The following risk management practices are adopted by the Company and its subsidiaries:

- (i) Selection of top-tier financial institutions in the market (largest banks based on equity in the country), state-owned banks, or government development agencies, resulting in low credit risk with financial institutions, and diversification of financial instruments for investment of the Company's resources, which are restated by reference to indicators such as the CDI, fixed rates or inflation-adjusted rates;
- (ii) Analysis of credits granted to customers and establishment of sales limits; There are no customers that individually represent more than 11% of total trade accounts receivable as of December 31, 2025 (9% as of December 31, 2024); and

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(In thousands of reais)

- (iii) The Company's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the risk of nonpayment of the industry and the country in which the customer operates.

The Company uses a provision matrix to calculate the expected credit loss on receivables from individual customers:

	Policy applied	Gross book balance	Allowance for expected credit losses
<b>December 31, 2025</b>			
Stores	0.00%	158,712	-
Falling due	0.04%	913,514	(365)
1-30 days past due	0.50%	5,512	(28)
31-60 days past due	10.00%	617	(62)
61-90 days past due	25.00%	244	(61)
More than 90 days past due	100.00%	28,184	(28,184)
Customers under in-court reorganization (with financial restructuring)	20.00%	-	-
Customers under in-court reorganization (with financial restructuring)	40.00%	4,799	(1,920)
Customers under in-court reorganization (without financial restructuring)	100.00%	14,317	(14,317)
		<b>1,125,899</b>	<b>(44,937)</b>
<b>December 31, 2024</b>			
Stores	0.00%	78,860	-
Falling due	0.04%	902,091	(361)
1-30 days past due	0.50%	6,677	(33)
31-60 days past due	10.00%	964	(96)
61-90 days past due	25.00%	278	(70)
More than 90 days past due	100.00%	27,918	(27,918)
Customers under in-court reorganization (with financial restructuring)	20.00%	-	-
Customers under in-court reorganization (with financial restructuring)	40.00%	6,257	(2,503)
Customers under in-court reorganization (without financial restructuring)	100.00%	14,324	(14,324)
		<b>1,037,369</b>	<b>(45,305)</b>

The criteria used to calculate the loss matrix are disclosed in Note 6c.

Loss rates are based on actual credit loss experienced in the previous accounting year. These rates have been multiplied by scaling factors to reflect differences between economic conditions during the period in which the historical information was collected, current conditions, and the Company's view of economic conditions over the expected life of the receivables.

### (ii) *Market risk*

Market risk is the risk that changes in market prices - such as exchange rates, interest rates and share prices - will affect the Company's earnings or the value of its financial instruments. The objective of market risk management is to assess and control exposure to market risks, within acceptable parameters, while optimizing return. The Company and its subsidiaries use derivatives to manage market risk.

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

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### *Currency risk*

Considering the price risk in exports, which correspond to 1.58% of revenue of its subsidiaries as of December 31, 2025 (2.07% as of December 31, 2024), any exchange rate volatility effectively represents a price risk that could compromise the results planned by management.

### *Sensitivity analysis*

P&L of the Company and its subsidiaries is subject to minor variations due to the effects of the exchange rate volatility on assets and liabilities linked to foreign currencies, mainly the US dollar, which, in the year ended December 31, 2025, corresponded to a negative variation of 11.14% compared to the last quote as of December 31, 2024.

As a strategy for preventing and reducing the effects of exchange rate fluctuations, management seeks to maintain a natural hedge with linked assets, which are also subject to exchange rate differences. Management does not contract financial instruments to eliminate its exposure to currency risks, which are shown below:

	<u>Consolidated</u>	
	<u>12/31/2025</u>	<u>12/31/2024</u>
<b>US dollar (thousands of US\$)</b>		
Assets in foreign currency (a)	30,198	27,891
Liabilities in foreign currency (b)	<u>(4,733)</u>	<u>(6,192)</u>
<b>Surplus calculated (a-b)</b>	<b><u>25,465</u></b>	<b><u>21,699</u></b>

Given their exposure to the currency risk, the Company and its subsidiaries present below three scenarios for the US dollar fluctuation and the respective future results, as follows:

- 1. Probable scenario adopted by the Company and its subsidiaries:** Dollar quoted at R\$5.5024 as of December 31, 2025;
- 2. Possible scenario:** As determined by the CVM resolution, the scenario is built considering a 25% decrease in the dollar exchange rate, falling to R\$4.1268; and
- 3. Remote scenario:** Still according to the CVM resolution, in this scenario the dollar exchange rate used in the probable scenario is reduced by 50%, falling to R\$2.7512.

### *Exchange sensitivity analysis table - effect as of December 31, 2025*

Transaction	Risk	Probable scenario	Possible scenario	Remote scenario
		Exchange rate of	Exchange rate of	Exchange rate of
	US\$25,465 thousand	5.5024	4.1268	2.7512
Finance income (costs)	Dollar rate drop	-	(35,030)	(70,059)

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

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(In thousands of reais)

### (iii) *Interest rate risk*

#### *Sensitivity analysis*

The Company and its subsidiaries' profit or loss is subject to minor variations due to the effects of the volatility of the DI-CETIP, TJLP and IPCA rates on financial investments and part of their financing and loans pegged to these rates.

	Consolidated		Consolidated	
	Carrying amount 12/31/2025	Fair value 12/31/2025	Carrying amount 12/31/2024	Fair value 12/31/2024
Assets pegged to CDI	200,383	200,383	268,113	268,113
Liabilities pegged to TJLP	6,201	5,649	5,128	4,608
Liabilities pegged to IPCA	19,530	17,960	35,123	37,622
Liabilities pegged to CDI	938,233	946,011	275,188	258,016

Given the exposure to the risk of fluctuations in the indices of financial investments and loans, the Company presents below the rate variation scenarios and respective future results, as follows:

- (i) Probable scenario, which is the one adopted by the Company and its subsidiaries, DI-CETIP of 14.90% p.a., TJLP of 9.07% p.a. and IPCA of 4.26% p.a.
  - (ii) Possible scenario, considering a 25% rate increase or decrease;
  - (iii) Remote scenario, considering a 50% rate increase or decrease.
- The rate variation as of December 31, 2025 is shown below:

Transaction	Risk	Probable scenario	Possible scenario - 25%	Remote scenario - 50%
Loans pegged to TJLP	Increase in TJLP	TJLP at 9.07% R\$ -	TJLP at 11.34% R\$ 141	TJLP at 13.61% R\$ 282
Loans pegged to IPCA	Increase in IPCA	IPCA at 4.26% R\$ -	IPCA at 5.33% R\$ 209	IPCA at 6.39% R\$ 416
Loans pegged to CDI	Increase in CDI	CDI at 14.90% R\$ -	CDI at 18.63% R\$ 34,996	CDI at 22.35% R\$ 69,898
Investments pegged to CDI	Decrease in CDI	CDI a 14.90% R\$ -	CDI a 11.18% R\$ (7,454)	CDI a 7.45% R\$ (14,929)

### (iv) *Liquidity risk*

This refers to the risk of the Company facing difficulties in meeting obligations associated with its financial liabilities that are settled with cash payments or other financial assets. The Company's objective in managing liquidity is to ensure, to the extent possible, that it will always have sufficient liquidity to meet its obligations upon maturity, under both normal and stress conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

The Company and its subsidiaries monitor the liquidity risk of funds through cash monitoring policies to avoid mismatch of receivables and payables.

The Company and its subsidiaries also maintain balances in short-term investments with daily liquidity, redeemable at any time, to cover any mismatches between the maturity date of contractual obligations and cash generation.

The payment schedule for noncurrent installments of financing, loans and debentures is presented below:

<b>Maturity</b>	<b>12/31/2025</b>	
	<b>Amount</b>	<b>%</b>
2027	336,779	40%
2028	186,750	22%
2029	166,084	20%
2030	147,345	18%
2031	662	0%
<b>Total</b>	<b>837,620</b>	<b>100%</b>

<b>Maturity</b>	<b>12/31/2024</b>	
	<b>Amount</b>	<b>%</b>
2026	56,939	36%
2027	83,127	53%
2028	5,824	4%
2029	5,390	4%
2030	4,498	3%
2031	663	0%
<b>Total</b>	<b>156,441</b>	<b>100%</b>

### *Breakdown of balances*

The estimated realizable values of the financial assets of the Company and its subsidiaries were determined using available market information and appropriate valuation methodologies. However, considerable judgment was required in interpreting market data to reach the most adequate estimated realizable value. Consequently, the estimates below do not necessarily indicate the amounts that could be realized in the current exchange market. The use of different market methodologies could have a material impact on estimated realization values.

These instruments are managed by means of operational strategies with a view to ensuring liquidity, profitability and security. The control policy consists of permanent monitoring of contracted rates versus market rates in effect. The Company and its subsidiaries are not engaged in investments for speculative purposes, in derivatives, or any other risk assets.

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

The accounting balances and fair values of financial instruments included in the statements of financial position as of December 31, 2025 and 2024 are shown below.

Description	Classification	Consolidated			
		12/31/2025		12/31/2024	
		Book balance	Fair value	Book balance	Fair value
Cash and cash equivalents	Financial assets at amortized cost	203,970	203,970	307,660	307,660
Financial investments					
CDB/Investment fund	Financial assets at fair value through profit or loss	2,447	2,447	6,105	6,105
Equity investment funds	Financial assets at fair value through other comprehensive income	430	430	462	462
Accounts receivable	Financial assets at amortized cost	1,080,962	1,080,962	992,064	992,064
Other accounts receivable	Financial assets at amortized cost	49,477	49,477	41,751	41,751
Loans, financing and debentures:					
Local currency	Amortized cost	445,372	493,066	334,185	375,845
Foreign currency	Amortized cost	1,654	1,670	2,667	2,750
Trade accounts payable	Amortized cost	90,359	90,359	94,950	94,950

Description	Classification	Individual			
		12/31/2025		12/31/2024	
		Book balance	Fair value	Book balance	Fair value
Cash and cash equivalents	Financial assets at amortized cost	1,606	1,606	78,612	78,612
Financial investments					
CDB/Investment fund	Financial assets at fair value through profit or loss	2	2	2	2
Other accounts receivable	Financial assets at amortized cost	3,591	3,591	1,703	1,703
Trade accounts payable	Amortized cost	2,768	2,768	252	252

### (v) Fair value hierarchy

Description	Consolidated				Individual			
	12/31/2025		12/31/2024		12/31/2025		12/31/2024	
	Level 1	Level 2	Level 1	Level 2	Level 1	Level 2	Level 1	Level 2
Financial investments								
Investment funds	-	2,447	-	6,105	-	2	-	2
Equity investment funds	430	-	462	-	-	-	-	-

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

- **Level 1** - quoted prices (unadjusted) in active markets for identical assets or liabilities;
- **Level 2** - inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as price) or indirectly (i.e., derived from prices);
- **Level 3** - inputs for assets or liabilities that are not based on observable market variables (non-observable inputs).

### (vi) *Criteria, assumptions and limitations used in the fair value calculation*

#### *Financial investments*

For financial investments, the fair value against P&L was determined based on the market prices of these securities, which are stable considering the rates and terms of the investments. The investments are remunerated based on a percentage of DI - CETIP and are restated as of December 31, 2025 (see Note 5).

#### *Accounts receivable*

Trade accounts receivable are recognized at the invoiced amount, including related direct taxes for which the Company and its subsidiaries are responsible. The allowance for expected credit losses was recognized at an amount considered sufficient by management to cover any losses on realization of receivables.

#### *Financing, loans and debentures*

Financing, loans and debentures calculated as of December 31, 2025 are measured at amortized cost using the effective interest method, and are recorded at their contractual amounts. There are interest rates applicable to these instruments identical to the contracts executed, considering the purpose of the financing, terms and guarantees that are offered. The valuation model considers the present value of the expected payment, discounted using a risk-adjusted discount rate.

#### *Trade accounts payable*

Trade accounts payable arise directly from the commercial transactions carried out by the Company and its subsidiaries, are recorded at their original values and are subject to foreign exchange and monetary restatements, when applicable, up to the statement of financial position date.

#### *Limitations*

The fair value of the instruments was estimated at the statement of financial position date based on "significant market information". Changes in assumptions may significantly affect the estimates presented.

### (vii) *Capital management*

The objective of capital management is to ensure maintenance of a strong credit rating with institutions and a structured capital ratio in order to support business and maximize shareholder value.

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

The Company and its subsidiaries include financing, loans, debentures and lease liabilities, less cash, cash equivalents and financial investments.

	<u>Consolidated</u>	
	12/31/2025	12/31/2024
Financing, loans and debentures	(976,276)	(336,852)
Lease liabilities	(38,430)	(30,288)
Cash and cash equivalents	203,970	307,660
Financial investments	<u>2,877</u>	<u>6,567</u>
<b>Net debt</b>	<b>(807,859)</b>	<b>(52,913)</b>
Equity	2,427,344	2,110,339

## 29 Insurance coverage

The Company and its subsidiaries take out insurance coverage for assets subject to risks at amounts deemed sufficient by management to cover claims, if any, considering the nature of their activity.

Insured amounts as of December 31, 2025 are summarized below:

<u>Corporate insurance</u>		
Insured item	Insured risk	Insurance amount - R\$
Property	Fire, windstorm, electrical damage, machinery breakdown, theft, flooding, electronic equipment.	295,000
D&O	General civil liability (D&O)	30,000
General civil liability	General civil liability	10,000
Light and heavy vehicles	Property damage, bodily injury and pain and suffering to third parties	16,600
International transportation - Import	Limit per shipment - Goods/Raw material	<u>11,004</u>
<b>Total corporate insurance</b>		<b><u>362,604</u></b>

## 30 Government grants and assistance

### a. Federal incentives

- **IRPJ REDUCTION** - Consists of the right to a 75% reduction in Income Tax and Surtax, calculated based on the operating profit pursuant to article 1 of Provisional Executive Order No. 2199-14 of August 24, 2001, in accordance with the established criteria and with the tax incentive regulations. Projects currently undergoing complete modernization in the areas covered by the Northeast Development Agency (SUDENE) are considered under onerous conditions. Projects installed in the states of Ceará and Bahia are beneficiaries of the 75% income tax reduction incentive.

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

### b. State incentives

#### (i) Ceará

*For footwear*

- **PROADE** - An incentive program for the Ceará State Industrial Development Fund (FDI), which consists of deferring 99% of the calculated ICMS levied on own production of footwear exclusively. For each benefit installment, 1% will be paid only once, the base date being the last day of the month and, after 36 months, the amount will be duly restated, from the date of disbursement to the maturity date, by reference to the TJLP.

*For clothing*

- **PROVIN** - An incentive program for the Ceará State Industrial Development Fund (FDI), which consists of deferring 75% of the calculated ICMS levied on own production of clothing exclusively. For each benefit installment, 25% will be paid only once, the base date being the last day of the month and, after 36 months, the amount will be duly restated, from the date of disbursement to the maturity date, by reference to the TJLP.

*Additional incentives*

Additionally, the PROADE incentives for footwear and clothing include the deferral of ICMS on imports of raw materials, machinery, equipment, parts and pieces with no equivalent in the state of Ceará, as well as rate differences on capital expenditures.

- **PCDM** - An incentive program for business centers for the distribution of goods (PCDM), which consists of a 75% reduction in the ICMS debit balance calculated monthly on interstate shipping of goods. The ICMS withheld from third parties by the company is not included in this incentive, due to the tax substitution regime.

*Additional incentives*

Additionally, the PCDM incentive grants the deferral of ICMS levied on the import of goods from abroad for subsequent shipping, and import from abroad and from other states of PPE items.

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

### (ii) *Bahia*

- **PROBAHIA** – The objective of this Bahia State development program is the diversification and fostering of transformation of the state's industrial processes. The benefit includes deferral of ICMS on the total debits calculated on the shipping of goods, where a matching credit of 99% is calculated on the amount due. Payment consists of 1% of the outstanding balance payable in the month following the ICMS calculation.

#### *Additional incentives*

Additionally, the PROBAHIA grants the deferral of ICMS on imports of raw materials, machinery, equipment, parts and pieces, as well as the rate difference on capital expenditures.

### (iii) *Minas Gerais*

- **Special Regime** – For operation of Vulcabras Distr. Art. Spec. Ltda. (Extrema-MG branch), the automated special taxation regime e-PTA-RE N. 45.000024131-24 will be adopted, which establishes the Special Regime incentive with a simplified statement of purposes providing for deferrals, matching credit and TTS/CORREDOR DE IMPORTAÇÃO, consisting in the deferral of the payment of ICMS on imports specifically for sales purposes; in the partial deferral, resulting in recording of 4% for imported products and 12% for domestic products of the ICMS due on domestic sales to beneficiaries of the special regime; in the matching credit so that the effective rate is 3% in intrastate and interstate operations with domestic products and in the matching credit of 2.5% in interstate operations with imported products or 4% in intrastate operations with imported products, for an indefinite period.
- **Special Regime** - For operation of Vulcabras SP (Extrema-MG branch), the automated special taxation regime e-PTA-RE N. 45.000024132-05 will be adopted, which establishes the Special Regime incentive TTS/E-COMMERCE NÃO VINCULADO, consisting in the adoption of procedures to assign responsibility for withholding and payment of ICMS due under the tax substitution regime, granting of deferral of ICMS on imports and adoption of simplified tax bookkeeping and calculation system in operations contracted within the scope of electronic trade or telemarketing intended to the final consumer, with ICMS matching credit on intrastate operations of 12% for domestic products and of 4% for imported products, and effective rate of 1.3% in intrastate sales, for an indefinite period.

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

### c. Additional incentives

TTS/ATACADISTAS and TTS/E-COMMERCE also provide for deferral of payment of ICMS on receipt of goods specifically intended for sale, as a result of direct import from abroad, for subsequent operations carried out by Vulcabras.

<u>Statement of government grants</u>			
Subsidiary	State incentive	%	Maturity date
Vulcabras CE, Calç. e Art. Esp. S.A.	Proade Calçados	99%	Aug/2031
Vulcabras CE, Calç. e Art. Esp. S.A.	Provin Confecções	75%	Dec/2032(*)
Vulcabras BA, Calç. e Art. Esp. S.A.	Probahia	99%	Dec/2032
Vulcabras Distr. Art. Esp. Ltda.	PCDM	75%	Dec/2027
Vulcabras Distr. Art. Esp. Ltda.	TTS/ATACADISTAS	Variable	Undetermined
Vulcabras SP, Comércio de Art. Esp. Ltda.	TTS/E-COMMERCE	Variable	Undetermined

(\*) On July 15, 2025, the Ceará State Economic Development Board (“CONDEC”) approved the request submitted by Vulcabras CE, extending the benefit through December 2032.

<u>Statement of government grants</u>			
Subsidiary	Federal incentive	%	Maturity date
Vulcabras CE, Calç. e Art. Esp. S.A.	IRPJ reduction	75%	Dec/2032
Vulcabras BA Calç. e Art. Esp. S.A.	IRPJ reduction	75%	Dec/2032

### d. Consolidated

Considering that such incentives were accounted for directly in the subsidiaries’ P&L, they were recognized in the Company’s P&L through the equity method, the effects of which are shown below:

State Value-Added Tax (ICMS)	Incentive amount in consolidated	% Equity interest	<u>Equity pickup</u>	
			12/31/2025	12/31/2024
Tax incentive recognized in subsidiaries’ P&L				
Vulcabras CE, Calçados e Artigos Esportivos S.A.	214,797	99.99%	214,776	181,478
Vulcabras Distr. Art. Esp. Ltda.	1,570	100.00%	1,570	1,600
Vulcabras BA, Calçados e Artigos Esportivos S.A.	125,175	100.00%	125,175	113,134
Vulcabras SP, Comércio de Art. Esp. Ltda.	89,364	100.00%	89,364	73,376
	<u>430,906</u>		<u>430,885</u>	<u>369,588</u>

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

December 31, 2025

(In thousands of reais)

Reintegra	Incentive amount in consolidated	% Equity interest	Equity pickup	
			12/31/2025	12/31/2024
<b>Tax incentive recognized in subsidiaries' P&amp;L</b>				
Vulcabras CE, Calçados e Artigos Esportivos S.A.	31	99.99%	31	52
Vulcabras BA, Calçados e Artigos Esportivos S.A.	<u>40</u>	100.00%	<u>40</u>	<u>29</u>
	<u><b>71</b></u>		<u><b>71</b></u>	<u><b>81</b></u>
<b>Corporate Income Tax (IRPJ)</b>				
<b>Tax incentive recognized in subsidiaries' P&amp;L</b>				
Vulcabras CE, Calçados e Artigos Esportivos S.A.	68,810	99.99%	68,803	61,174
Vulcabras BA, Calçados e Artigos Esportivos S.A.	<u>39,654</u>	100.00%	<u>39,654</u>	<u>33,952</u>
	<u>108,464</u>		<u>108,457</u>	<u>95,126</u>

### 31 Information by product and geographical area

Information on net sales in the foreign and domestic market, by geographical region, was prepared based on the country of origin of the income, that is, based on sales made by the subsidiaries in Brazil and through foreign subsidiaries.

The Company and its subsidiaries operate in the segment of production and sale of synthetic footwear for the domestic and foreign markets.

Although footwear is designed to serve different consumers and social classes, it is not controlled and managed by management as an independent segment, and the Company's results are tracked, monitored and evaluated in an integrated manner.

Consolidated sales in the domestic and foreign markets and noncurrent assets are as follows:

	12/31/2025	12/31/2024
Net sales revenue		
Sports shoes	3,040,445	2,590,784
Other footwear and other	246,367	208,441
Clothing	<u>273,475</u>	<u>249,353</u>
	<u><b>3,560,287</b></u>	<u><b>3,048,578</b></u>
Domestic market	3,430,222	2,912,462
Foreign market	<u>130,065</u>	<u>136,116</u>
	<u><b>3,560,287</b></u>	<u><b>3,048,578</b></u>

## Vulcabras S.A. and Consolidated

Notes to the individual and consolidated financial statements (Continued)

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(In thousands of reais)

Noncurrent assets from each geographical region are as follows:

	<b>Consolidated</b>	
	<b>12/31/2025</b>	<b>12/31/2024</b>
<b>Noncurrent assets in the domestic and foreign markets from</b>		
Brazil	1,482,127	844,555
Other countries	<u>17,992</u>	<u>20,995</u>
<b>Total</b>	<b><u>1,500,119</u></b>	<b><u>865,550</u></b>

## **Vulcabras S.A. and Consolidated**

Notes to the individual and consolidated financial statements (Continued)

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(In thousands of reais)

### **Board of Directors**

Pedro Grendene Bartelle  
Chairman

André de Camargo Bartelle  
1<sup>st</sup> Vice Chairman

Pedro Bartelle  
2<sup>nd</sup> Vice Chairman

Alberto Serrentino  
Independent Member

Rafael Ferraz Dias de Moraes  
Independent Member

### **Executive Board**

Pedro Bartelle  
Chief Executive Officer

Wagner Dantas da Silva  
Chief Financial Officer and Investor Relations Officer

Rafael Carqueijo Gouveia  
Chief Operation Officer

Rodrigo Miceli Piazer  
Chief Supply Chain, Manufacturing and Human Resources Officer

## **Vulcabras S.A. and Consolidated**

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(In thousands of reais)

Evandro Saluar Kollet  
Chief Product Development and Technology Officer

Márcio Kremer Callage  
Chief Marketing Officer

### **Investor Relations Officer**

Wagner Dantas da Silva

### **Accountant in charge**

Felipe Lima Viana  
Accountant CRC CE-020670/O-0