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1.1 Issuer's history

Plásticos Grendene Ltda. was incorporated on February 25, 1971, originally as a limited liability company, with the purpose of operating in the plastics industrialization sector in general. At the time of its incorporation, the Company's activities were focused on the manufacture of plastic packaging for wine carboys, representing a significant innovation in a market that until then had exclusively used wicker packaging.

In 1976, the Company expanded its activities by initiating the production of plastic components for agricultural machinery and implements and, subsequently, by supplying components to the footwear industry, such as soles and heels. During this period, the Company was a pioneer in the use of polyamide (nylon) as a raw material for the manufacture of such components. In 1979, already operating under the corporate name Grendene S.A., it launched the first sandals under the *Nuar* brand and, in the same year, the *Melissa* brand sandals.

With the aim of achieving more competitive labor cost conditions and benefiting from tax incentives, beginning in 1990 the Company initiated the gradual migration of its production from the Serra Gaúcha region, in the State of Rio Grande do Sul, to the State of Ceará, initially to the city of Fortaleza. Subsequently, industrial facilities were established in Sobral in 1993 - municipality that became the Company's head office - and in Crato in 1997. This process took place in a context of significant challenges, involving cultural differences, adverse climatic conditions, limited infrastructure at the time, and a local workforce with no prior experience in the footwear industry, particularly in the production of injected footwear, which requires sophisticated equipment and high levels of automation.

Throughout its history, the Company has developed a portfolio of widely recognized proprietary brands, including *Melissa, Rider, Grendha, Ipanema, Zaxy, Cartago, Pega Forte*, and *Grendene Kids*. In addition, it has made use of third-party brands and licensing agreements with celebrities and characters from the children's and youth universe, such as *Azaleia, Mormaii, Disney, Mattel, Warner, Marvel, Maurício de Sousa, Universal, Nintendo, Netflix*, and *Viacom*, among others.

With a focus on operational efficiency and production scale, Grendene operates as a vertically integrated company, with a total installed capacity of approximately 250 million pairs per year. Its industrial structure comprises four industrial divisions, encompassing 11 footwear factories, a mold-making facility, two distribution centers, and a PVC manufacturing plant dedicated to internal consumption.

As part of its sustainability and energy competitiveness strategy, in 2024 the Company completed the acquisition of a significant equity interest in *Várzea SPE*, a special purpose entity dedicated to the implementation and operation of the *Solatio Várzea 4* solar power plant, located in Várzea da Palma, in the State of Minas Gerais. The power plant has an installed capacity of 45,000 kW and contributes to strengthening Grendene's energy matrix, generating economic, operational, and socio-environmental benefits for its industrial activities.

In its relationship with end consumers, the Company has continued to expand and strengthen the presence of its brands through proprietary channels and differentiated brand experiences. In this context, it operates two concept stores - *"Galeria Melissa"* and *"Rider Spaces"* - both located in the city of São Paulo, in addition to a network of *Melissa* brand franchise stores, which enhances proximity to consumers and reinforces brand positioning in the physical retail environment.

Within the scope of its international expansion strategy, on October 7, 2021, Grendene entered into binding agreements with *Radar Private Fund I LP*, a fund managed by *Radar Gestora de Recursos Ltda*., for the establishment of *Grendene Global Brands Limited (GGB)*, a joint venture headquartered in the United Kingdom, with the purpose of distributing and marketing the Company's products in international markets. GGB's operations commenced in 2022, with initial activities in the United States, Canada, China, and Hong Kong. Under the original ownership structure, *Radar* held 50.1% of GGB's share capital, while Grendene held the remaining 49.9%.

On November 29, 2024, Grendene acquired all of the remaining shares of Grendene Global Brands Limited (GGB), thereby becoming the holder of 100% of its share capital and converting the former joint venture into a wholly owned subsidiary. The transaction formed part of the Company's strategy to strengthen its international operations and simplify its corporate structure abroad.

Throughout 2025 and 2026, the Company continued the reorganization of its international corporate structure, including the restructuring of interests in foreign subsidiaries and the disposal, in August 2026, of its equity interest in Grendene Global Brands USA LLC. The transaction is aligned with the Company's international operating model, which focuses on the presence of its brands through local partners. Also in 2026, the Company completed the merger of its wholly owned subsidiary, MHL Calçados Ltda., into the Company.

1.2 Description of the main activities of the issuer and its subsidiaries

Grendene is one of the world's largest footwear manufacturers, operating in the women's, men's, and children's segments. The Company holds proprietary technology for the production of injected footwear, predominantly made of plastic materials, and operates as a vertically integrated company in its industrial activities, encompassing everything from the development of materials and molds to the manufacturing of finished products, whose distribution is carried out through third-party logistics operators and freight carriers.

The Company's industrial structure has an installed capacity of approximately 250 million pairs per year, equivalent to around 800,000 pairs per day, distributed across four industrial divisions, which comprise 11 footwear manufacturing plants, a mold-making facility, distribution centers, and a PVC manufacturing plant dedicated to internal consumption in footwear production.

Product sales are conducted through sales representatives, distributors, direct exports, and subsidiaries, serving both traditional and non-traditional distributors and retailers in the domestic and international markets. Through these channels, the Company reaches approximately 65 thousand points of sale in Brazil and around 45 thousand points of sale abroad. In addition, Grendene maintains a dedicated structure for selective sales and distribution focused on the *Melissa* brand.

The Company's revenues are generated predominantly in the domestic market, which accounts for approximately 80% of Gross Revenue, while approximately 20% derives from exports to more than 100 countries.

In line with its strategy to strengthen the relationship between its brands and end consumers, the Company maintains proprietary channels for direct interaction with the public, including concept stores, a network of Melissa brand franchise stores, and proprietary e-commerce channels.

1.3 Information related to operating segments

The Company operates in a single operating segment, consisting of the production and commercialization of footwear, with segment information disclosure presented by market of operation.

a. products and services sold.

Footwear

b. revenue from the segment and its share in the issuer's net revenue

Net revenue by market	2024		2025	
	Value R$	% Net Revenue	Value R$	% Net Revenue
Domestic market	2,061,326	78.4%	1,920,145	74.3%
External market	567,254	21.6%	664,196	25.7%
Total	**2,628,580**	**100.0%**	**2,584,341**	**100.0%**

c. profit or loss resulting from the segment and its share in the net profit of the issuer.

Net revenue by market	2024		2025	
	Value R$	% Net Income	Value R$	% Net Income
Domestic market	494,189	67.2%	557,956	86.5%
External market	241,047	32.8%	86,852	13.5%
Total	**735,236**	**100.0%**	**644,808**	**100.0%**

1.4 Production/Commercialization/Markets

a. production process characteristics

The Company develops and manufactures footwear through the thermoplastic injection process, a technology that has been used since its inception and continuously improved over more than five decades. This process involves the in-house development of molds, the formulation of PVC at its own manufacturing facility, and the automated production of footwear, with the upper and components being fused to the sole during the injection process.

The full in-house production of PVC, the main raw material used, enables the Company to formulate materials tailored to different types of components and footwear models, as well as to promptly implement adjustments in the event of any nonconformities identified during the production process. The machines and equipment used in manufacturing are acquired from third parties and subsequently adapted and assembled internally in accordance with proprietary specifications, with such adaptations treated as industrial secrets.

The production structure allows for large-scale manufacturing with a high degree of automation, providing flexibility in the launch, adjustment, or discontinuation of models in response to market trends and consumer acceptance. Any potential interruptions in power supply are mitigated through the maintenance of the Company's own generators.

b. distribution process characteristics

The distribution of the Company's products is carried out both domestically and internationally through different sales channels. In the Brazilian market, sales are conducted primarily through sales representatives, while in international markets they are carried out through subsidiaries, distributors, and direct exports to large customers.

Product transportation logistics are handled by third-party freight carriers. The Company operates in more than 100 countries, serving approximately 65,000 points of sale in Brazil and around 45,000 points of sale abroad.

c. characteristics of the markets in which it operates are:

The Brazilian footwear industry has a well-established history, with more than 150 years of manufacturing activity, and is characterized by a large number of small-sized companies and high labor intensity. Brazil ranks as the world's fifth-largest footwear producer, with a relevant presence in the segment that combines quality, design, and competitive pricing.

According to data from Abicalçados and SECEX, the sector comprises approximately 5,300 manufacturing companies, generates more than 280,000 direct jobs, and exports its products to over 160 countries. In 2025, total footwear production in Brazil amounted to approximately 847.6 million pairs, with apparent consumption of around 787.0 million pairs.

In the international context, global footwear production is primarily concentrated in Asian countries, notably China, India, Vietnam, and Indonesia, which together account for a significant share of worldwide production.

i. Market share in each market

The Company and its subsidiaries operate in a single business segment, consisting of the production and commercialization of footwear in both the domestic and international markets. For accounting and management purposes, the Company is organized as a single business unit, with no segregation by product line, target audience, or geographic market.

Sales are broadly diversified across the markets in which the Company operates, with the domestic market accounting for approximately 80% of consolidated gross revenue. The Company has no customers that individually represent more than 5% of its sales.

Gross sales by market – in thousands of R$	**2023**	**2024**	**2025**
Mercado interno	2,454,904	2,654,898	2,584,594
Mercado externo	555,472	581,925	817,066
Total	**3,010,376**	**3,236,823**	**3,401,660**

1.4 Production/Commercialization/Markets

Gross sales in foreign markets are determined based on the country of origin of the revenue, considering sales carried out by the parent company in Brazil and through its subsidiaries abroad.

Gross sales in foreign markets, by geographic region of origin of the revenue – in thousands of R$	2023	2024	2025
North America	77,247	82,330	168,628
Asia and Oceania	110,548	115,859	244,955
Europe	127,643	128,650	132,031
Central and South America – LATAM	203,296	221,785	245,709
Africa and Middle East – MEA	36,738	33,301	25,743
Total	**555,472**	**581,925**	**817,066**

ii. competitive conditions in the markets

In the international market, the Company's main competitors are predominantly concentrated in Asia, particularly in China, the world's largest footwear producer and exporter. In the domestic market, competition comprises a limited number of large and mid-sized companies, in addition to several smaller-scale manufacturers.

Brazil is the Company's principal market, in which it maintains a presence across all states of the country. The main competitive factors include the strength of its brands, its innovation capability, its production process based on thermoplastic injection technology, its capital structure, and its cash generation capacity.

d. possible seasonality

The Company records higher demand for its products during the period from September to December, which is associated with year-end sales. Lower demand is observed between May and July, particularly as a result of climatic conditions in the Southern and Southeastern regions of Brazil.

e. main inputs and raw materials, stating:

The Company's main raw materials and inputs are PVC resin and plasticizing oils.

i. Description of the relationships maintained with suppliers, including whether they are subject to governmental control or regulation, indicating the applicable authorities and legislation

Supplier selection is based on criteria related to quality, price, reputation, and financial condition. The main raw materials used by the Company are subject to regulations and technical standards applicable in the markets in which it operates, including:

- Brazil: technical standards and tests conducted by IPT (Institute for Technological Research)
- United States: Consumer Product Safety Improvement Act (CPSIA)
- European Union: REACH – Registration, Evaluation, Authorisation and Restriction of Chemicals.

Other inputs are not subject to specific governmental control or regulation.

ii. Any dependence on a limited number of suppliers

The Company purchases a significant portion of its thermoplastic resin requirements from Braskem S.A.; however, it does not consider itself to be exclusively dependent on this supplier. The Company's production scale allows it to seek alternative sources in the international market. Nevertheless, a simultaneous unavailability of both domestic and imported supply could impact the Company's production capacity, as described in item 4 – Risk Factors.

1.4 Production/Commercialization/Markets

iii. Any price volatility

PVC resin, the Company's main raw material acquired in the market, has its price determined internationally, based on the balance between supply and demand.

1.5 Main clients

The Company does not have a significant concentration of sales, and no single customer individually accounts for more than 10% of its net revenue.

1.6 Relevant effects of state regulation

a. Requirement for governmental authorizations to carry out activities and history of the relationship with public authorities to obtain such authorizations

The footwear manufacturing activities carried out by the Company do not require specific governmental authorizations, except for those related to environmental matters, land use and zoning, and the operation of industrial facilities, such as applicable environmental licenses, permits, and municipal and state authorizations.

The Company holds valid operating and environmental licenses for all of its industrial facilities, issued by the competent authorities at the federal, state, and municipal levels, and maintains a regular track record of interaction with public authorities for the obtainment and renewal of such authorizations.

b. Main aspects related to the issuer's compliance with legal and regulatory obligations related to environmental and social matters

The Company's activities are subject to the applicable environmental legislation at the federal, state, and municipal levels, particularly with respect to solid waste management, the treatment and disposal of industrial and sanitary liquid effluents, and the control of atmospheric emissions.

The Company's industrial facilities operate under Environmental Operating Licenses issued by the respective competent environmental authorities, which establish conditions related, among other aspects, to the implementation of self-monitoring programs, the periodic submission of environmental reports, and the proper disposal of solid waste.

The Company maintains regular registration with the Federal Technical Registry of Potentially Polluting Activities and Activities Utilizing Environmental Resources (*Cadastro Técnico Federal – CTF/APP*) maintained by IBAMA, holding valid Certificates of Regularity for its facilities, in compliance with IBAMA Normative Instruction No. 13/2021.

With respect to the use and trade of controlled chemical products, the Company holds the authorizations issued by the Brazilian Federal Police applicable to its facilities.

In addition, in 2021 the Company implemented the Grendene Restricted Substances Program, developed in partnership with the Brazilian Institute of Leather, Footwear and Artifacts Technology (IBTeC), applicable to its suppliers and based on international references such as AFIRM, REACH, and Proposition 65, with the objective of ensuring regulatory compliance, consumer safety, and the reduction of environmental impacts.

From a social perspective, the Company holds valid licenses and certifications required by the competent authorities, including sanitary permits, certificates of compliance for its facilities, and compliance with the Regulatory Standards on Occupational Safety and Health. Occupational health and safety management is carried out through the Company's Specialized Service in Safety Engineering and Occupational Medicine (SESMT), which is responsible for ensuring adequate working conditions and compliance with applicable legislation.

With respect to labor obligations, the Company complies with legislation related to the hiring of apprentices as well as the inclusion of persons with disabilities, and also develops training programs in partnership with technical education institutions.

c. Dependence on patents, trademarks, licenses, concessions, franchises, and royalty agreements relevant to the development of activities

The Company is the holder of several trademarks that are registered or in the process of registration in Brazil and abroad, including, among others, *"Grendene", "Melissa", "Grendha", "Zaxy", "Ipanema", "Grendene Kids", "Rider", "Cartago"* and *"Pega Forte"* which are relevant to the development of its activities.

In addition, the Company holds domain names associated with its trademarks, as well as certain patent and industrial design registrations. There is no dependence on third-party concessions, franchises, or royalty agreements that are essential for the conduct of its activities.

1.6 Relevant effects of state regulation

d. Financial contributions, indicating the respective amounts, made directly or through third parties:

i. in favor of holders of or candidates for political office
ii. in favor of political parties
iii. to fund activities aimed at influencing public policy decisions, notably the content of normative acts

The Company does not make financial contributions, either directly or indirectly, in favor of holders of or candidates for political office, political parties, or to fund activities aimed at influencing public policy decisions, in Brazil or abroad.

In 2015, the Brazilian Supreme Federal Court declared unconstitutional the rules that authorized campaign contributions by legal entities. In addition, the Company's Anti-Fraud and Anti-Corruption Policy, approved by its Board of Directors, establishes specific guidelines governing relationships with governmental authorities and public officials.

1.7 Relevant revenues in the issuer´s home country and abroad

a. Revenue derived from customers attributed to the issuer's country of domicile and its participation in the issuer's total net revenue

The Company manufactures all of its products in Brazil. Revenues derived from customers located abroad arise exclusively from exports. There is no export revenue attributed to customers domiciled in Brazil.

Sales in the domestic market are carried out through sales representatives, with a broadly diversified customer base, serving approximately 65,000 points of sale. No single customer individually accounts for more than 5% of total sales.

in thousands of R$	2024		2025	
	Value R$	% of Net Revenue	Value R$	% of Net Revenue
Domestic market	2,061,325	78.4%	1,920,145	74.3%
Net Sales Revenue	2,628,580	100.0%	2,584,341	100.0%

b. Revenue derived from customers attributed to each foreign country and its participation in the issuer's total net revenue

The Company's exports are destined to more than 100 countries and are highly diversified, with no relevant dependence on specific customers, countries, or currencies. There are no customers in foreign markets that individually account for more than 5% of total sales.

in thousands of R$	2024		2025	
	Value R$	% of Net Revenue	Value R$	% of Net Revenue
External market	567.255	21.6%	664,196	25.7%
Net Sales Revenue	2,628,580	100.0%	2,584,341	100.0%

1.8 Relevant effects of foreign regulations

The Company is subject to the customs, regulatory, and trade rules applicable in the countries to which it exports its products. The imposition or amendment of import tariffs, quotas, trade barriers, or other restrictions by such countries may affect the Company's exports to certain markets.

The products manufactured by the Company use chemical compounds as their main raw materials, notably PVC resins and plasticizing oils, and are therefore subject to the applicable local and international regulations governing the importation, commercialization, and use of products containing such inputs.

Among the most comprehensive international regulations applicable to the Company's products, the following stand out:

- **United States:** Consumer Product Safety Improvement Act (CPSIA).
- **European Union:** REACH – Registration, Evaluation, Authorisation and Restriction of Chemicals.

The Company continuously monitors the evolution of these regulations and adopts internal procedures aimed at ensuring regulatory compliance in the markets in which it operates.

1.9 Environmental, social, and corporate governance (ESG)

a. Whether the issuer discloses ESG information in an annual report or another document specifically prepared for this purpose

The Company discloses information related to environmental, social, and governance (ESG) aspects through its Sustainability Report, which is published annually and made available to the public on the Company's institutional website.

b. The methodology or standards followed in the preparation of such report or document

The Sustainability Report for the fiscal year 2024 was prepared based on internationally recognized sustainability reporting and management frameworks and guidelines, including:

- Integrated Reporting;
- Sustainability Accounting Standards Board (SASB);
- Global Reporting Initiative (GRI); and
- United Nations (UN) Sustainable Development Goals (SDGs).

c. Whether such report or document is audited or reviewed by an independent entity, identifying such entity, if applicable

The Sustainability Report for the fiscal year 2024 was not audited or reviewed by an independent entity.

d. The website where the report or document can be found

The Sustainability Report can be found on the website: https://grendene.com.br/sustentabilidade/.

e. Whether the report or document considers the disclosure of a materiality matrix and ESG key performance indicators, and which indicators are material to the issuer

The Sustainability Report considers a materiality matrix, prepared through a structured process for the identification and prioritization of environmental, social, and governance topics that are relevant to the Company and its stakeholders.

The materiality matrix used as the basis for the most recently published Sustainability Report (fiscal year 2024) includes, among others, the following material topics, in accordance with the order of relevance attributed through the stakeholder consultation process:

Sustainable supply chain	Protection of human rights
Sustainable raw materials	Employees' health, safety, and well-being
Corporate risk management	People management
Circularity and product life cycle	Emissions, climate-related risks and opportunities
Water and effluent management	Ethics and transparency
Innovation in materials, products, and processes	Cybersecurity, privacy, and data protection
Diversity, inclusion, and non-discrimination	

This materiality matrix was reviewed at the end of 2023 and served as the basis for the preparation of the Sustainability Reports presented for fiscal years 2024 and 2025. Additional information on the materiality matrix can be found in item 4.1, subsection "h", of this Reference Form.

f. Whether the report or document considers the Sustainable Development Goals (SDGs) established by the United Nations and which SDGs are material to the issuer's business

The Sustainability Report considers the Sustainable Development Goals (SDGs) established by the United Nations (UN) as a reference framework for defining the Company's commitments, policies, and initiatives.

1.9 Environmental, social, and corporate governance (ESG)

Based on its Sustainable Development Policy and the materiality matrix in effect at the time, the Company identifies a more direct contribution to the following SDGs, which are considered priorities for its business:

- **SDG 3** – Good Health and Well-Being;
- **SDG 4** – Quality Education;
- **SDG 5** – Gender Equality;
- **SDG 6** – Clean Water and Sanitation;
- **SDG 7** – Affordable and Clean Energy;
- **SDG 8** – Decent Work and Economic Growth;
- **SDG 9** – Industry, Innovation and Infrastructure;
- **SDG 12** – Responsible Consumption and Production.

g. Whether the report or document considers the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) or financial disclosure recommendations of other recognized entities related to climate matters

Since 2020, the Company has responded to the questionnaires of the Carbon Disclosure Project (CDP), in response to requests from investors and customers. In the Sustainability Report for the fiscal year 2024, published in 2025, the Company reports that, for the sixth consecutive year, it responded to the CDP questionnaires in the following areas:

- **Climate Change,** with a score of D;
- **Water Security,** with a score of C; and
- **Forests,** with a score of C.

h. Whether the issuer carries out greenhouse gas (GHG) emissions inventories, indicating, if applicable, the scope of the inventoried emissions and the website where additional information can be found

Since 2020, the Company has conducted a greenhouse gas (GHG) emissions inventory based on the GHG Protocol methodology, covering Scopes 1, 2, and 3.

The inventory is verified by an independent third party, through a process conducted by KPMG, in accordance with recognized assurance standards. As a result of the third-party verification and the disclosure of indirect emissions (Scope 3), the Company holds the Gold Seal, the highest category of the Brazilian GHG Protocol Program, managed by Fundação Getulio Vargas (FGV).

Information related to the emissions inventory can be accessed through the Public Emissions Registry: https://registropublicodeemissoes.fgv.br/participantes/3239

i. The issuer's explanation regarding the following practices, if applicable:

i. non-disclosure of ESG information
ii. non-adoption of a materiality matrix
iii. non-adoption of ESG key performance indicators
iv. non-performance of audit or review of disclosed ESG information
v. non-consideration of the Sustainable Development Goals (SDGs) or non-adoption of climate-related disclosure recommendations issued by the TCFD or other recognized entities
vi. non-performance of greenhouse gas emissions inventories

Not applicable, as the Company discloses ESG information, adopts a materiality matrix, uses ESG key performance indicators, considers the Sustainable Development Goals (SDGs), responds to climate-related initiatives, and conducts greenhouse gas emissions inventories.

1.10 Mixed-capital company information

a. Public interest that justified the issuer's creation

b. The issuer's activities in furtherance of public policies, including universalization targets, indicating:

i. governmental programs carried out in the previous fiscal year, those defined for the current fiscal year, and those planned for future fiscal years, as well as the criteria adopted by the issuer to classify such activities as being developed to serve the public interest indicated in item "a";

ii. with respect to the public policies referred to above, the investments made, costs incurred, and sources of funds involved—own cash generation, transfers of public funds, and financing, including funding sources and terms;

iii. an estimate of the impacts of the aforementioned public policies on the issuer's financial performance, or a statement that no analysis of such financial impact has been conducted;

c. Pricing formation process and rules applicable to the setting of tariffs

Not applicable, as the Company is not a mixed-capital company, does not form part of the direct or indirect public administration, does not implement public policies, and does not operate under a concession, permission, or authorization regime for public services.

Consequently, the following do not apply to the issuer:

- the indication of any public interest that justified its creation;
- the description of activities carried out in furtherance of public policies, including universalization targets;
- the disclosure of investments, costs, sources of funds, or financial impacts related to public policies; and
- the description of pricing formation processes or rules for setting regulated tariffs.

1.11 Acquisition or disposal of relevant asset

In fiscal year 2024, the Company carried out relevant asset acquisitions and equity investments, as described below:

(i) acquisition of a 42% equity interest in Várzea SPE, a special purpose entity dedicated to solar power generation, previously controlled by Comerc Participações S.A. (B3: COMR3). The transaction was completed on February 8, 2024, following the fulfillment of the contractually agreed conditions precedent, and was disclosed to the market through a material fact notice on the same date;

(ii) execution of an equity investment in NM Vila Participações S.A., through the subscription of preferred shares representing 16.66% of its share capital, with the purpose of establishing a partnership focused on real estate developments through *sociedades em conta de participação* (SCPs). The transaction was classified as a related-party transaction and was disclosed to the market on November 11, 2024. Subsequently, on February 21, 2025, the first amendment to the shareholders' agreement was executed, providing for editorial adjustments to the scope of the partnership, without any changes to the rights, obligations, or amounts originally agreed upon;

(iii) acquisition, on November 29, 2024, of the entire share capital of Grendene Global Brands Limited (GGB), a company headquartered in the United Kingdom, through the purchase of the remaining 50.1% equity interest previously held by the Radar Funds. Upon completion of the transaction, the Company became the holder of 100% of GGB's share capital. The transaction was disclosed to the market through a material fact notice on December 1, 2024.

All of the transactions described above were duly approved by the competent corporate bodies of the Company and were conducted in compliance with the applicable regulations of the Brazilian Securities and Exchange Commission (CVM), as well as with the Company's internal governance policies.

1.12 Corporate transactions / Capital increase or reduction

No mergers, spin-offs, mergers of companies, mergers of shares, or capital increases or reductions involving the Company were carried out in fiscal years 2022 and 2023.

At the Extraordinary General Meeting held on April 22, 2024, the Company approved an increase in its share capital through the capitalization of the federal tax incentives reserve (Corporate Income Tax – IRPJ), in the amount of R$ 1,024,828,453.10, without the issuance of new shares, pursuant to paragraph 1 of article 169 of Law No. 6,404/1976 (the "Brazilian Corporate Law"). As a result of this transaction, the Company's share capital increased from R$ 1,231,301,604.46 to R$ 2,256,130,057.56, divided into 902,160,000 registered, book-entry common shares with no par value.

Additionally, on December 24, 2025, a new increase in share capital was approved in the total amount of R$ 626,358,233.61, through the full capitalization of profit reserves, based on the balances reflected in the financial statements as of December 31, 2024, which were approved at the 2025 Annual General Meeting. The capital increase was carried out without the issuance of new shares, pursuant to paragraph 1 of article 169 of the Brazilian Corporate Law, and comprised:

(i) R$ 270,162,665.61 from the legal reserve;

(ii) R$ 235,437,354.37 from the export incentive reserve (PROAPI); and

(iii) R$ 120,758,213.63 from the corporate income tax (IRPJ) tax incentives reserve.

As a result, the Company's share capital increased from R$ 2,256,130,057.56 to R$ 2,882,488,291.17, with the number of shares remaining unchanged.

On April 10, 2026, a corporate reorganization was carried out at the level of the Company's controlling shareholder, Mr. Alexandre Grendene Bartelle, consisting of the transfer of all shares of the Company previously held directly by such shareholder to an equity investment fund exclusively owned by him (Union Super Fundo de Investimento Financeiro em Ações), pursuant to the provisions of the shareholders' agreement. This transaction did not result in any change in the Company's controlling interest, management structure, or governance.

On May 21, 2026, Mr. Pedro Grendene Bartelle, a shareholder that is part of the Company's controlling group, transferred common shares of the Company classified as free shares and owned by him to an equity investment fund exclusively owned by him (FIF Ações PGB – BTG). As a result of the transaction, such fund became the direct holder of the transferred free shares, while the shareholder remained the indirect holder thereof. The transaction did not result in any change in the Company's controlling interest, governance structure, or the provisions of the shareholders' agreement.

Also in 2026, the Company carried out an internal corporate reorganization consisting of the merger of its wholly owned subsidiary, MHL Calçados Ltda., in which it held 100% of the share capital. The transaction aimed at simplifying the group's corporate structure and rationalizing administrative and operational processes, without resulting in any change in the Company's controlling interest, governance structure, or shareholder base. The merger of MHL did not result in any increase or reduction of the Company's share capital, nor did it generate any material effects on the Company's consolidated financial statements.

1.13 Shareholders' agreement

The Company is a party to a Shareholders' Agreement entered into on October 6, 2004, as amended and restated from time to time, executed among the shareholders that comprise the Company's controlling block. The controlling block is currently composed of Union Super Fundo de Investimento Financeiro em Ações, Pedro Grendene Bartelle, Pedro Bartelle, Giovana Bartelle, André de Camargo Bartelle, and Gabriella de Camargo Bartelle.

The shareholders' agreement governs the joint exercise of control over the Company, establishing, among other matters, rules regarding the exercise of voting rights, the election of members of the Board of Directors, and the transfer of shares.

On April 10, 2026, the seventh amendment and restatement of the shareholders' agreement was executed, with the purpose of reflecting a corporate reorganization at the level of the controlling shareholder, Mr. Alexandre Grendene Bartelle, consisting of the transfer of all shares of the Company previously held directly by such shareholder to an equity investment fund exclusively owned by him. As a result of this transaction, such shareholder ceased to be a party to the shareholders' agreement and was replaced by the fund, which became a party thereto and fully assumed the rights and obligations previously attributed to the replaced shareholder.

On May 27, 2026, the eighth amendment and restatement of the shareholders' agreement was executed, with the purpose of updating the shareholder structure as a result of a wealth reorganization at the level of a shareholder that is part of the controlling block, Mr. Pedro Grendene Bartelle, consisting of the transfer of common shares of the Company classified as free shares to an equity investment fund exclusively owned by him (FIF Ações PGB – BTG). As a result of this transaction, such fund became the direct holder of the transferred free shares, while the shareholder remained the indirect holder thereof. The fund did not become a party to the shareholders' agreement, as such shares are not subject to its provisions.

Such changes did not result in any modification to the Company's control structure, nor to its governance rules or the exercise of control, and the essential provisions of the shareholders' agreement were preserved.

In addition, the Company is a party to shareholders' agreements with its investee companies, as described below:

- Várzea SPE: shareholders' agreement entered into on February 8, 2024, in the context of the acquisition of 42% of the company's total share capital, governing governance matters, corporate rights, and qualified quorum requirements;
- NM Vila Participações S.A.: shareholders' agreement entered into on November 11, 2024, focused on the governance and decision-making structure of *sociedades em conta de participação* (SCPs). The first amendment to such agreement was executed on February 21, 2025, providing for editorial adjustments, without any changes to the rights, obligations, or amounts originally agreed upon.

Finally, in the context of the acquisition of the entire share capital of Grendene Global Brands Limited (GGB), the shareholders' agreement previously entered into with the Radar Funds was terminated on November 29, 2024.

1.14 Significant changes in business conduct

There were no significant changes in the manner in which the Company's business was conducted during the period under review, and the operating model and business strategy adopted by the Company remained unchanged.

1.15 Significant changes in business conduct

Since the incorporation of the Company and its subsidiaries, no material contracts have been entered into that are not directly related to the Company's operating activities.

1.16 Other relevant information

All relevant and pertinent information related to this item has been duly disclosed in the preceding items of this Reference Form.

2.1 Financial and equity conditions

a. General financial and equity conditions:

In management's opinion, the Company is in a sound economic and financial position. The balances maintained in cash, cash equivalents, and/or financial investments provide assurance that the Company is fully able to meet all of its short- and long-term financial obligations.

From an economic standpoint, the Company has demonstrated the ability to generate profits even in adverse scenarios, remunerating invested capital at levels considered adequate and distributing dividends in excess of the mandatory minimum dividends since it was listed on the Novo Mercado segment in 2004.

The data evidencing Grendene's general financial and equity position for fiscal years 2024 and 2025 are presented in the tables below and are complemented by items 2.1.b, 2.1.c, 2.1.d, 2.1.e, 2.1.f, 2.1.g, 2.1.h, and 2.2 of this proposal.

Year (in thousands of R$)	Initial net[1] equity	Parent company net profit	Dividends	Reinvestment	Return on net equity	Final net[1] equity
2024	3,527,877	735,236	454,161	281,075	20.8%	3,826,887
2025	3,826,887	644,808	409,157	235,651	16.8%	3,085,184

1) Adjusted net equity with the exclusion of the dividend payable balance.

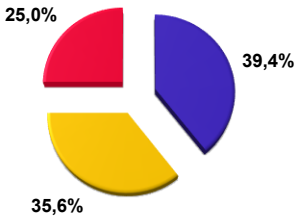
Liquidity	**2024**	**2025**
General liquidity	7.7	2.3
Current liquidity	7.1	2.0
Dry liquidity	5.9	1.7

Profitability	**2024**	**2025**
Gross margin	47.2%	45.2%
EBIT margin	21.2%	12.6%
Recurring EBIT margin	19.3%	15.2%
Net margin	28.0%	25.0%
Recurring net margin	30.3%	33.7%

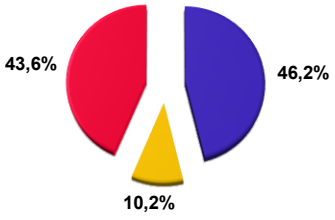
In thousands of R$	**2024**	**2025**
Loans and financings (ST and LT)	68.939	69,069
Cash and cash equivalents plus cash investments (ST and LT)	1,603,197	1,467,529

Assets

December 31, 2024



December 31, 2025



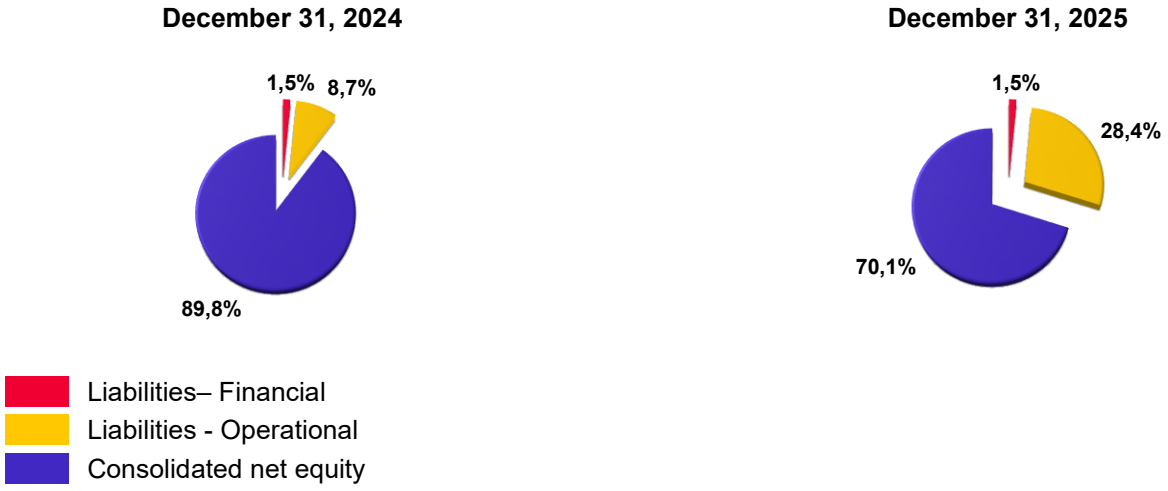
Cash and cash equivalents and financial investments
Working capital (without cash and cash equivalents and financial investments)
Non-Current Assets

b. Capital Structure:

The Company's capital structure is not dependent on third-party financing in order to operate. Grendene uses its own funds for both fixed and working capital investments. Grendene finances its investments in fixed and working capital with its own funds.

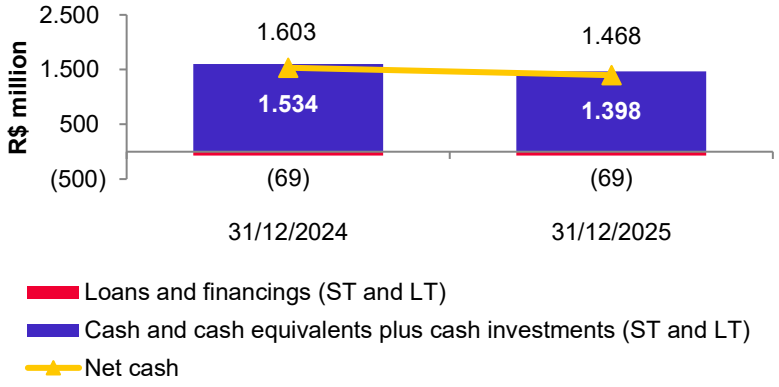
2.1 Financial and equity conditions

Liabilities: Current liabilities + non-current liabilities



c. Ability to pay in relation to the financial commitments assumed:

Grendene has a stable and comfortable financial position and is able to fulfill all of its obligations.



In thousands of R$	2024	2025
Current Assets	3,042,039	2,705,848
Non-Current Assets	1,458,020	1,795,534
Current Liabilities	428,642	1,322,215
Non-Current Liabilities	30,471	25,209
Consolidated net equity	4,040,946	3,153,958

As shown on the balance sheet and in the preceding table, the Company's cash (equivalents, and financial investments) exceeds its short- and long-term liabilities, making it unlikely that external economic or financial conditions will impair its ability to satisfy its obligations.

d. Finance sources for working capital and investments in non-current assets:

Grendene has a positive net cash position (cash balance, cash equivalents, and financial assets minus short- and long-term loans), a strong and consistent operating cash flow, and the capacity to finance its current operations and investments with its own funds. Yet, the Company may utilize alternative financing sources whenever, in the opinion of its management board, the expenses of these resources are low enough to provide shareholder value.

2.1 Financial and equity conditions

e. Sources of funding for working capital and investments in non-current assets intended to cover liquidity deficits:

Grendene has no cash issues, has never had liquidity issues in the past, and does not expect this situation to arise. It finances its working capital and investments using its own resources.

f. Debt levels and characteristics of such debts, elaborating on:

i. Relevant loan and financing agreements

Loans and financing are presented at the contracted amounts, plus the agreed charges, including interest and monetary or foreign exchange adjustments. After initial recognition, they are measured at amortized cost, using the effective interest rate method.

As of December 31, 2024 and 2025, bank indebtedness had the following composition:

Consolidated	Indexers	Interest rates (p.a)	2024	2024
National Currency - Financing Incentives	TJLP[1]	7.43% and 9.07%	14,428	16,830
Foreign Currency - ACE	Dollar +	5.54% and 4.56%	54,511	52,239
Total loans and financings			**92,430**	**69,069**
Total, current liabilities			82,413	55,636
Total, non-current liabilities			10,017	13,433

We present below the breakdown of loan and long-term finance installments as of December 31, 2025:

	Long-term Installments				
Salaries	**2027**	**2028**	**2029**	**2030**	**Total**
Proapi	766	1,628	1,465	1,234	**5,093**
Proade	2,188	2,519	2,018	1,615	**8,340**
Total	**2,954**	**4,147**	**3,483**	**2,849**	**13,433**

Financing - Working Capital - ACE

The Company took out loans for its export operations under the ACE modality (Advances on Exchange Delivered). These operations consist of advancing the corresponding value in reais of shipped exports.

Financing – Proapi, Provin and Proade

The Company benefits from tax incentives related to its activities located in the State of Ceará, through the granting of financing provided under the FDI – Ceará Industrial Development Fund, via the financial agent designated by such fund. These financings are based on the Value-Added Tax on Sales and Services (Imposto sobre Circulação de Mercadorias e Prestação de Serviços – "ICMS") due (Proade and Provin programs) and on exported products (Proapi – this benefit has already been discontinued; however, there are still receivables and outstanding financings to be settled), calculated on a monthly basis. Such financings are required to be repaid within 36 (thirty-six) and 60 (sixty) months after their disbursement.

In management's view, the recognition of the benefit arising from the reduction of the amounts payable should occur at the time the financings are obtained, as this treatment more appropriately reflects the accrual basis of accounting, since the ICMS and export costs related to the incentivized transactions are also recognized concurrently with the corresponding benefits.

As of December 31, 2025, the non-incentivized portions of these financings are recorded in current and non-current liabilities in the amount of R$ 16.8 million (R$ 14.4 million in 2024).

Within the scope of the Proapi Program, financings were granted based on 11% (eleven percent) of the exported FOB value, with a 60 (sixty)-month repayment term, and were subject to interest calculated based on the Long-Term Interest Rate (Taxa de Juros de Longo Prazo – "TJLP"). Upon maturity of the financing, the Company paid 10% (ten percent) of the outstanding balance, while the remaining 90% (ninety percent) was forgiven, representing a net incentive of 9.9% (nine point nine percent) of the exported FOB value, applicable through March 2017.

ii. Other long-term relationships with financial institutions

The Company does not have long-term obligations with financial institutions other than obligations related to the above operations.

[1] TJLP = Long-Term Interest Rate

2.1 Financial and equity conditions

iii. Degree of subordination between debts

There is no degree of subordination between debts.

iv. Any restrictions imposed on the issuer, including those pertaining to limits on indebtedness and contracting additional debt, dividend distribution, the sale of assets, the issuance of new securities, and the sale of corporate control, and if the issuer has been complying with these restrictions.

There are no restrictions on the company's ability to incur additional debt, distribute dividends, dispose of assets, issue new securities, or transfer corporate control.

g. Limits of contracted financing and percentages already used:

There is no contracted or unused financing.

h. Significant changes in income statement and cash flow statement items:

Individual and consolidated financial statements for the Company's fiscal years ending December 31, 2024 and 2025 were prepared in accordance with accounting practices adopted in Brazil and the rules of the Brazilian Securities and Exchange Commission (CVM), observing the accounting guidelines set forth in the Brazilian Corporations Law (Law No. 6,404/76), as well as in accordance with the international financial reporting standards (IFRS) issued by the International Accounting Standards Board (IASB).

In the fiscal years 2024 and 2025, there are no material changes to the Consolidated Financial Statements of the Company, as determined by the company's management.

Description of the main accounts of the Consolidated Income Statement

Considerations on the main accounts of the Asset

Cash and equivalents and financial investments.

Cash and equivalents and short- and long-term financial investments totaled R$ 1,603.2 million on December 31, 2024, and R$1,467.5 million on December 31, 2025. Cash and cash equivalents are represented by bank deposits without interest. Financial investments classified as cash equivalents are represented by short-term investments, maturing in three (3) months or less, counting from the acquisition date.

Financial investments include bank certificates of deposit, assignments of credit rights, repurchase debentures, financial notes, investment funds, Brazilian Treasury notes, time deposits with special guarantee, shares, unsecured debentures, bank credit notes, and *sociedades em conta de participação*, and are classified as "financial assets measured at amortized cost" and "financial assets measured at fair value through profit or loss," in accordance with the Company's investment strategy.

We demonstrate below the Company's cash generation:

In thousands of R$	December 31, 2024	December 31, 2025
Net cash from operational activities (a)	702,738	557,697
Net cash generated / consumed by investing activities (b)	(301,943)	(12,082)
Net cash consumed / generated in financial investments	*(181,163)*	*360,067*
Net cash consumed by investments and fixed assets	*(120,780)*	*(372,149)*
Net cash consumed by financing activities (c)	(398,421)	(551,566)
Increase in cash and equivalents (a + b + c)	**2,374**	**(5,951)**

Cash and cash equivalents and financial investments (short and long term) represented 32.6% of total assets on December 31, 2025 (35.6% in 2024).

Trade receivables and inventories

Trade receivables and inventories totaled R$ 1,517.9 million as of December 31, 2025, and R$ 1,704.4 million as of December 31, 2024. As of December 31, 2025 and 2024, the average collection periods practiced in the domestic market were 113 and 116 days, respectively, and 102 and 82 days, respectively, in the foreign market.

2.1 Financial and equity conditions

Shareholder's Equity

Consolidated shareholders' equity totaled R$ 4,040.9 million as of December 31, 2024, and R$ 3,154.0 million as of December 31, 2025. Below we present the evolution of the Company's consolidated shareholders' equity.

	(R$ thousands)
Balances as of December 31, 2023	**3,659,443**
Net Profit for the Year	735,236
Exchange Differences on Subsidiaries Abroad	16,540
Recognition of Reclassification Adjustment – Gain on Disposal of Investment	(318)
Acquisition of Treasury Shares	(3,036)
Sale of Treasury Shares: Exercise of Stock Options	1,977
Expenses with Stock Option or Subscription Plan	2,755
Dividends Distributed	(50,816)
Interest on Distributed Equity	(80,750)
Interest on Equity Allocated to Dividends	(71,500)
Interim Dividends	(168,589)
Balances as of December 31, 2024	**4,040,946**
Net Profit for the Year	644,808
Exchange Differences on Subsidiaries Abroad	(8,071)
Reclassification Adjustment – Gain on Disposal of Investment	4,624
Acquisition of Treasury Shares	(4,836)
Sale of Treasury Shares: Exercise of Stock Options	3,681
Expenses with Stock Option or Subscription Plan	7,222
Dividends Distributed	(120,559)
Interest on Distributed Equity	(93,500)
Interim Dividends	(221,025)
Dividends Prescribed	3
Additional Proposed Dividend – Destination of Tax Incentive (ICMS)	(979,985)
Interest on Equity Allocated to Dividends	(119,350)
Balances as of December 31, 2025	**3,153,958**

Working capital

Working capital is shown below:

(R$ thousands)	December 31, 2024	December 31, 2025
Working capital (Current Assets - Current Liabilities)	2,613,397	1,383,633
Working capital / Total Assets	58.1%	30.7%
Working capital / Net Sales Revenue	99.4%	53.5%

Description of the main accounts of the Consolidated Income Statement

See item 2.2, letter "a" of this Form.

2.2 Operational and financial results

a. Results of the issuer's operations, in particular:

i. Description of any important components of the revenue

Gross Sales Revenue

In 2025, reported gross revenue totaled R$3.4 billion, 5.1% higher than in 2024. We shipped 123.9 million pairs during the year, a decrease of 11.1% compared to 2024.

Domestic gross revenue reached R$2.6 billion, a decrease of 2.6% compared to 2024, while the volume of pairs sold totaled 97.6 million, representing a year-over-year decline of 14.5%.

In international markets, tariff pressures, logistical challenges, and heightened geopolitical instability in certain regions made the operating environment more complex throughout 2025. These factors affected the dynamics of exports asymmetrically throughout the year, with a greater concentration of effects in the fourth quarter, although their impacts were observed at different times during the year, resulting in gross revenue of R$817.1 million and 26.3 million pairs exported, representing increases of 40.4% and 4.0%, respectively, compared to the results of 2024.

(R$ thousands)	**2024**	**2025**	**Change 2025/2024**
Gross Sales Revenue	**3,236,823**	**3,401,660**	**5.1%**
Domestic Market	2,654,898	2,584,594	(2.6%)
Exports	581,925	817,066	40.4%
Exports (US$)	*107,974*	*146,221*	*35.4%*

Pairs (thousands)	**2024**	**2025**	**Change 2025/2024**
Volume	**139,448**	**123,931**	**(11.1%)**
Domestic Market	114,148	97,611	(14.5%)
Exports	25,300	26,320	4.0%

R$	**2024**	**2025**	**Change 2025/2024**
Gross Sales Revenue Per Pair	**23.21**	***27.45***	**18.3%**
Domestic Market	23.26	26.48	13.8%
Exports	23.00	31.04	35.0%
Exports (US$)	*4.27*	*5.55*	*30.0%*

Net Sales Revenue

(R$ thousands)	**2024**	**2025**	**Change 2025/2024**
Gross Sales Revenue	**3,236,823**	**3,401,660**	**5.1%**
Domestic Market	2,654,898	2,584,594	(2.6%)
Exports	581,925	817,066	40.4%
Deductions from Sales	**(608,243)**	**(817,319)**	**34.4%**
Sales returns and sales taxes	(470,671)	(599,981)	27.5%
Discounts Given to Clients	(137,572)	(217,338)	58.0%
Net Sales Revenue	**2,628,580**	**2,584,341**	**(1.7%)**

Average Cost of Goods Sold (COGS)

In 2025, the cost of products sold totaled R$1.4 billion, an increase of 2.0% compared to the previous year, despite the decline in volumes. This movement primarily reflected reduced fixed-cost absorption, with a greater impact of labor costs in the composition of cost of goods sold.

(R$ thousands)	**2024**	**2025**	**Change 2025/2024**
Cost of Goods Sold	1,387,506	1,415,265	2.0%

R$	**2024**	**2025**	**Change 2025/2024**
Average Cost of Goods Sold/Pair	9.95	11.42	14.8%

2.2 Operational and financial results

Gross Profit

Gross profit reached R$1.2 billion in 2025, representing a 5.8% decline compared to 2024, reflecting lower operating leverage throughout the year. Gross margin closed the year at 45.2%, above the average observed during the 2021–2024 period, demonstrating the Company's resilience.

(R$ thousands)	2024	2025	Change 2025/2024
Gross Profit	1,241,074	1,169,076	(5.8%)
Gross Margin	47.2%	45.2%	(2.0 pp)

Operating Expenses (SG&A)

Selling Expenses of Sales Division (DV)

Selling expenses increased in 2025, reflecting not only investments in marketing and commercial structure, but also the full consolidation of Grendene Global Brands (GGB) beginning in December 2024. Until then, the results of these operations had been recognized under the equity method, affecting the comparability of consolidated expenses between periods.

(R$ thousands)	2024	2025	Change 2025/2024
Selling Expenses	(618,441)	(756,732)	22.4%
% Net Sales Revenue	23.5%	29.3%	5.8 pp

General and Administrative Expenses (G&A Exp.)

In 2025, general and administrative expenses increased by 31.6% compared to 2024, primarily reflecting the full consolidation of GGB. Excluding non-recurring effects, recurring growth was 11.3%, associated with adjustments to the administrative structure and investments in technology.

(R$ thousands)	2024	2025	Change 2025/2024
General and Administrative Expenses	111,264	146,419	31.6%
% Net Sales Revenue	4.2%	5.7%	1.5 pp

Net Financial Revenue

Recurring net financial income totaled R$485.9 million in 2025, representing a 33.1% increase compared to 2024. This performance reflects the higher returns on financial investments, driven by the increase in the CDI rate during the period.

(R$ thousands)	2024	2025	Change 2025/2024
Income from Financial Investments	**128,837**	**180,720**	**40.3%**
Income from Financial Investments	128,837	180,720	40.3%
Foreign Exchange Financial Result	**(30,235)**	**21,987**	**(172.7%)**
Foreign Exchange Derivatives Result (BM&F)	**(47,585)**	**34,241**	**(172.0%)**
Foreign Exchange Derivatives Income (BM&F)	20,732	44,457	114.4%
Foreign Exchange Derivatives Expenses (BM&F)	(68,317)	(10,216)	(85.0%)
Foreign Exchange Variation Result	**17,350**	**(12,254)**	**(170.6%)**
Foreign Exchange Income	68,654	53,931	(21.4%)
Foreign Exchange Expenses	(51,304)	(66,185)	29.0%
Result from Other Financial Assets (Silent Partnerships)	**52,233**	**46,816**	**(10.4%)**
Result from Other Financial Assets (Silent Partnerships)	**52,233**	46,816	(10.4%)
Profit/Loss on Structured Transaction Certificate (COE)	**(3,105)**	**13,615**	**(538.5%)**
Profit/Loss on Structured Transaction Certificate (COE)	**(3,105)**	13,615	(538.5%)
Other Financial Transactions	(9,096)	**(24,424)**	**168.5%**
Interest Income	16,939	4,553	(73.1%)
Interest Received from Clients	2,969	4,666	57.2%
Bank Charges	(6,749)	(3,207)	(52.5%)
Borrowing Costs	(9,967)	(15,028)	50.8%
PIS and COFINS on Financial Income	**(7,360)**	(8,953)	21.6%
Other Financial Revenues (Expenses)	(4,928)	(6,455)	31.0%
Gains on Adjustments to Present Value	**116,621**	**114,168**	**(2.1%)**
Adjustments to Present Value	116,621	114,168	(2.1%)
Net Financial Result – Accounting	**255,255**	**352,882**	**38.2%**

2.2 Operational and financial results

(R$ thousands)	2024	2025	Change 2025/2024
Net Financial Result – Accounting	**255,255**	**352,882**	**38.2%**
Equity Method (Silent Partnerships)	109,913	132,989	21.0%
Net Financial Result – Adjusted	**365,168**	**485,871**	**33.1%**

Net Income for the Year

Net income for the year totaled R$644.8 million, reflecting the effects of lower operating activity. Excluding non-recurring items, recurring net income reached R$815.9 million, reflecting the maintenance of recurring margins at elevated levels and the positive contribution of net financial income.

(R$ thousands)	2024	2025	Change 2025/2024
Net Income for the Year	**735,236**	**644,808**	**(12.3%)**
Non-Recurring Effect	61,222	171,119	179.5%
Recurring Net Profit for the Year	**796,458**	**815,927**	**2.4%**
Net Margin	**28.0%**	**25.0%**	**(3.0 pp)**
Recurring Net Margin	**30.3%**	**33.7%**	**3.4 pp**

ii. Factors that Materially Affected Operating Results

In 2024, the Company recorded the following non-recurring items: write-off of investment in a subsidiary of R$0.3 million; litigation-related credits of R$5.6 million; equity method results from SCPs (special purpose partnerships) of R$109.9 million; reversal of allowance for doubtful accounts of R$14.3 million; legal advisory expenses of R$3.2 million; discontinuation of investments in foreign subsidiaries of R$0.7 million; donations related to the public calamity in the State of Rio Grande do Sul of R$1.2 million; franchise management expenses of R$7.7 million; judicial proceedings expenses of R$4.7 million; and non-recurring results related to GGB of R$63.5 million.

In 2025, we recorded the following non-recurring items: residual effect from the acquisition of GGB of R$5.2 million; equity method results – silent partnerships of R$133.0 million; legal advisory expenses of R$0.6 million; retail discontinuation, terminations and obsolete inventories of R$33.0 million; franchise management of R$5.0 million; indemnities to representatives of R$0.7 million; other non-recurring items of R$5.5 million; legal proceedings of R$20.3 million; provision for expected credit losses of R$6.2 million; provision for civil contingencies of R$1.5 million; and non-recurring results – GGB of R$107.8 million.

We present below the reconciliation of the Operational EBI and EBITDA:

(R$ thousands)	2024	2025	Change 2025/2024
Net Income for the Year	**735,236**	**644,808**	**(12.3%)**
Taxes on Profit	77,583	32,969	(57.5%)
Net Financial Revenue	(255,255)	(352,882)	38.2%
EBIT	**557,564**	**324,895**	**(41.7%)**
Depreciation and Amortization	84,371	100,270	18.8%
EBITDA	**641,935**	**425,165**	**(33.8%)**
Non-Recurring Effect	(49,213)	(42,429)	(186.2%)
Recurring EBIT	**508,351**	**367,324**	**(27.7%)**
Recurring EBITDA	**592,722**	**467,594**	**(21.1%)**
EBIT margin	**21.2%**	**12.6%**	**(8.6 pp)**
Recurring EBIT Margin	**19.3%**	**15.2%**	**(4.1 pp)**
EBITDA margin	**24.4%**	**12.6%**	**(7.9 pp)**
Recurring EBITDA Margin	**22.5%**	**19.3%**	**(3.2 pp)**

2.2 Operational and financial results

b. Changes in Revenues Attributable to the Introduction of New Products and Services, Volume Fluctuations, and Changes in Prices, Exchange Rates, and Inflation:

Changes in the number of pairs sold, the gross revenue per pair, and the exchange rate on export have an effect on our operational revenues. The impact of the factors mentioned can be seen in the following tables:

Gross Revenue Revenue — R$ thousands	2024	2025	Change 2025-2024	
			R$	%
Domestic Market (R$)	2,654,898	2,584,594	(70,304)	(2.6%)
Exports R$	581,925	817,066	235,141	40.4%
Exports (US$ thousands)	*107,974*	*146,221*	*38,247*	*35.4%*
TOTAL	**3,236,823**	**3,401,660**	**164,837**	**5.1%**

Sales volume (thousand pairs)	2024	2025	Change 2025-2024	
			Pairs	%
Domestic Market	114,148	97,611	(16,537)	(14.5%)
Exports	25,300	26,320	1,020	4.0%
Total	**139,448**	**123,931**	**(15,517)**	**(11.1%)**

Gross Sales Revenue Per Pair (R$)	2024	2025	Change 2025-2024	
			R$	%
Domestic Market (R$)	23.26	26.48	3.22	13.8%
Exports R$	23.00	31.04	8.04	35.0%
Exports (US$)	*4.27*	*5.55*	*1.28*	*30.0%*
Total	**23.21**	**27.45**	**4.24**	**18.3%**

Variation in Gross Footwear Sales Revenue in Brazilian Reais in the Domestic and International Markets, as a Function of Volumes and Gross Revenue per Pair	
2024– 2025	**(R$ thousands)**
Variation in Volume – Domestic Market × Gross Revenue per Pair of the Previous Year – (-16,537 × R$23.26)	(384,624)
Variation in Volume – International Market × Gross Revenue per Pair of the Previous Year – (1,020 × R$23.00)	23,461
Revenue Variation – Due to Volumes	**(361,163)**
Variation in Gross Revenue per Pair – Domestic Market × Current Year Domestic Volume – (R$3.22 × 97,611)	314,320
Variation in Gross Revenue per Pair – Export Market × Current Year Export Volume – (R$8.04 × 26,320)	211,680
Revenue Variation – Due to Gross Revenue per Pair	**526,000**
Total	**164,837**

Variation in Gross Footwear Sales Revenue in U.S. Dollars in the Export Market, by Volume and Gross Revenue per Pair.	
2024– 2025	**US$ thousand**
Variation in Volume – Export Market × Gross Revenue per Pair of the Previous Year – (1,020 × US$4.27)	4,353
Revenue Variation – Due to Volumes	**4,353**
Variation in Gross Revenue per Pair – International Market × Current Year Export Volume – (R$8.04 × 26,320)	33,894
Revenue Variation – Due to Gross Revenue per Pair	**33,894**
Total	**38,247**

The business model used by Grendene takes into account the Company's performance in fashion-driven markets, where it displays a considerable number of new styles in each period as a competitive advantage. Each of the Company's styles is part of a collection with an average shelf life of 90 to 180 days. The products are primarily manufactured on customer orders.

2.2 Operational and financial results

c. Relevant Impacts from Inflation, Price Fluctuation of the Primary Inputs and Outputs, Exchange Rates, and Interest Rates on the Operating Result and Financial Result of the Company are as Follows:

Each quarter, Grendene introduces new collections and introduces a new pricing structure to the market (for each new collection). With such a business model, any changes in expenses are reflected in the final pricing whenever demand and the purchasing power of consumers allow. So, inflation indirectly influences our results by influencing the consumer's disposable money for consumption of our products. Our main input is commodities priced in dollars on the foreign market.

The exchange rate affects our costs to the extent that it affects the BRL prices of these commodities when converted to BRL. This is not a linear relationship, however, because the price of goods in USD changes based on supply and demand on the worldwide market (when the BRL appreciates, the price of commodities in BRL becomes cheaper; in these cases, there is usually also a variation in the price of commodities in USD, compensating part of this effect). On the other hand, the exchange rate has a beneficial effect on our export revenues, which contributes positively to our margins as the majority of our expenses are priced in BRL.

Interest rates do not directly affect the Company's operating result, only the financial result. The Company maintains a significant balance of cash and equivalents and financial investments (ST and LT), which as of December 31, 2025, was R$1,467.5 million (R$1,603.2 million in 2024). These resources are primarily invested in the financial market, where they generate interest rates comparable to the SELIC. Any variations in the interest rates practiced in the market will affect the remuneration of these resources.

The rise in interest rates can have an indirect impact on the spending power of our consumers.

The following table displays the variants for the items listed:

	2024	2025	Variation 2025/2024
Gross Sales Revenue Per Pair, DM (R$)	23.26	26.48	13.8%
Gross Sales Revenue Per Pair, FM (R$)	23.00	31.04	35.0%
Gross Sales Revenue Per Pair, FM (US$)	4.27	5.55	30.0%
Gross Sales Revenue Per Pair (R$)	23.21	27.45	18.3%
COGS Per Pair (R$)	9.95	11.42	14.8%
Rate R$ / US$ (Final)	6.1923	5.5024	(11.1%)
Rate R$ / US$ (Average)	5.3895	5.5879	3.7%
IGP-M	6.54%	-1.05%	(7.59 pp)
Broad IPCA	4.83%	4.26%	(0.57 pp)

2.3 Changes in accounting practices / modified opinions, and emphases

Officers must comment on:

a. Changes in accounting procedures have had a substantial impact on the data supplied in fields 2.1 and 2.2.

The Company's individual and consolidated financial statements were prepared in accordance with the accounting practices adopted in Brazil, issued by the Brazilian Accounting Pronouncements Committee (CPC) and the rules of the Brazilian Securities and Exchange Commission (CVM), in compliance with the accounting guidelines established by corporate legislation (Law No. 6,404/76), as well as with the International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB).

Regulations and interpretations of regulations not yet in force

On the date of issue of these financial statements, the Group did not adopt the following new and revised IFRSs, already issued and not yet applicable:

Regulations	Nature of change	Duration
Amendments to IFRS 7 and IFRS 9: Classification and Measurement of Financial Instruments	These amendments address diversity in accounting practices, seeking to enhance transparency and consistency. Among the aspects addressed, the following stand out: ***(i)*** classification of financial assets with ESG features and similar characteristics; and ***(ii)*** settlement of liabilities through electronic payment systems.	January 01, 2026
IFRS 18 / CPC 51: Presentation and Disclosure of Financial Statements	This standard will replace IAS 1 / CPC 26 Presentation of Financial Statements, promoting greater consistency in the presentation and disclosure of financial statements. The main changes include: ***(i)*** New categories and subtotals in the statement of profit or loss: operating, investing and financing; ***(ii)*** New subtotals required in the statement of profit or loss; ***(iii)*** Enhanced requirements for grouping information: aggregation, disaggregation and labeling; ***(iv)*** Disclosure requirements regarding management-defined performance measures (MPMs).	January 01, 2027
IFRS 19: Subsidiaries without Public Accountability	This standard allows subsidiaries without public accountability, whose parent prepares consolidated financial statements in accordance with IFRS, to provide reduced disclosures when applying International Financial Reporting Standards in their financial statements. IFRS 19 is optional for eligible subsidiaries.	January 01, 2027

Editorial and reference updates aligned with the wording of **IFRS 7 – Financial Instruments**: Disclosures and **IFRS 9 – Financial Instruments** do not have an impact on the Company.

With respect to **IFRS 18 / CPC 51 –** Presentation and Disclosure in Financial Statements, the Group is currently assessing the standard to identify the impacts arising from the changes introduced to the financial statements and the respective notes. Based on preliminary analyses, the main expected impacts are as follows:

• Classification of investments in associates within the investing category in the statement of profit or loss;
• Classification of foreign exchange variations in the same category of the statement of profit or loss (income or expenses) in which the underlying items are recognized.

Management does not expect any material impact from the adoption of the other standards and interpretations on the separate and consolidated financial statements.

b. Modified Opinions and Emphasis of Matter Paragraphs in the Auditor's Report

There are no modified opinions and emphasis on the auditor's opinion.

2.4 Changes in accounting practices / modified opinions, and emphases

a. Introduction or Disposal of an Operating Segment

In 2024 and 2025, there was no introduction or disposal of an Operating Segment that had or was projected to have a major impact on the financial statements or results of the Company.

b. Formation, Acquisition or Disposal of Equity Interests

In 2024, the Company acquired 50.1% of the shares issued by GGB UK, which were held by Radar Private Fund I LP and its affiliates (“Radar Funds”). Grendene already held the remaining 49.9% of the shares issued by GGB UK and, as a result of the acquisition, came to hold all the shares issued by GGB UK, which was subsequently included in the corporate reorganization process involving the Company's foreign subsidiaries.

In 2025, the Company approved a corporate reorganization involving its subsidiaries abroad through the acquisition of all the quotas of Grendene Global Brands USA LLC (“GGB USA”), which became a direct subsidiary of the Company. Subsequently, the process of dissolution and liquidation of Grendene Global Brands Limited (“GGB UK”) was initiated, with the aim of simplifying the corporate structure and reducing administrative expenses.

In 2026, the Company continued the reorganization of its foreign subsidiaries. In April, Grendene Global Brands Hong Kong Limited became a direct subsidiary of Grendene S.A. Subsequently, in August, the Company disposed of its entire equity interest in GGB USA to Pajar USA Inc.

c. Unusual Events or Transactions

On December 24, 2025, the Extraordinary General Meeting approved an increase in the Company’s share capital in the total amount of R$626,358,233.61 (six hundred twenty-six million, three hundred fifty-eight thousand, two hundred thirty-three reais and sixty-one centavos), through the full capitalization of the accounting balance of profit reserves, based on the balance recorded in the Company’s financial statements as of December 31, 2024, duly approved at the 2025 Annual General Meeting. As a result, the Company’s share capital increased from R$2,256,130,057.56 (two billion, two hundred fifty-six million, one hundred thirty thousand, fifty-seven reais and fifty-six centavos) to R$2,882,488,291.17 (two billion, eight hundred eighty-two million, four hundred eighty-eight thousand, two hundred ninety-one reais and seventeen centavos); and an extraordinary dividend distribution in the net amount (after deduction of the legal reserve) of R$979,984,508.10 (nine hundred seventy-nine million, nine hundred eighty-four thousand, five hundred eight reais and ten centavos), recorded against profit reserves (ICMS tax incentives), based on the financial statements as of September 30, 2025, and the trial balances for October and November of the 2025 fiscal year.

2.5 Non-accounting measurements

a. Inform the Value of the Non-Accounting Measurements

In 2025, we recorded the following non-recurring items: residual effect from the acquisition of GGB of R$5.2 million; equity method results – silent partnerships of R$133.0 million; legal advisory expenses of R$0.6 million; retail discontinuation, terminations and obsolete inventories of R$33.0 million; franchise management of R$5.0 million; indemnities to representatives of R$0.7 million; other non-recurring items of R$5.5 million; legal proceedings of R$20.3 million; provision for expected credit losses of R$6.2 million; provision for civil contingencies of R$1.5 million; and non-recurring results – GGB of R$107.8 million.

b. Perform Reconciliations Between the Reported Amounts and the Amounts Presented in the Audited Financial Statements

(R$ thousands)	2024	2025	Change 2025/2024
Net Income for the Year	**735,236**	**644,808**	**(12.3%)**
Taxes on Profit	77,583	32,969	(57.5%)
Net Financial Revenue	(255,255)	(352,882)	38.2%
EBIT	**557,564**	**324,895**	**(41.7%)**
Depreciation and Amortization	84,371	100,270	18.8%
EBITDA	**641,935**	**425,165**	**(33.8%)**
Non-Recurring Effect	(49,213)	(42,429)	(186.2%)
Recurring EBIT	**508,351**	**367,324**	**(27.7%)**
Recurring EBITDA	**592,722**	**467,594**	**(21.1%)**
EBIT margin	**21.2%**	**12.6%**	**(8.6 pp)**
Recurring EBIT Margin	**19.3%**	**15.2%**	**(4.1 pp)**
EBITDA margin	**24.4%**	**12.6%**	**(7.9 pp)**
Recurring EBITDA Margin	**22.5%**	**19.3%**	**(3.2 pp)**

c. Explain Why Such Measure Is Considered More Appropriate for Understanding the Company's Financial Position and Results of Operations

We believe that the exclusion of the non-recurring items specified in Item 2.5, Letter "a" helps to comprehend the financial status and the result of the Company's operations in a more appropriate and accurate manner by excluding and/or including non-recurring items.

2.6 Events subsequent to the financial statements

On March 5, 2026, the managements of the Company and MHL Calçados Ltda. (MHL), a wholly owned subsidiary of the Company, entered into the Merger Plan and Justification of MHL Calçados Ltda., which set forth the terms and conditions for the merger of MHL into the Company.

The Merger Plan and Justification was approved by the Company's Board of Directors, *ad referendum* of the General Meeting, and the merger was duly approved by the Annual and Extraordinary General Meeting held on April 23, 2026, having subsequently been consummated in accordance with applicable corporate legislation.

The merger did not produce any effects on the financial statements for the fiscal year ended December 31, 2025, as it constitutes an event that occurred after the reporting date of such financial statements.

Furthermore, management does not expect any material financial impacts resulting from the merger, considering that MHL no longer carried out operating activities and that the transaction did not result in any increase or reduction of the Company's share capital, nor in the issuance of new shares, its primary purpose being the simplification of the group's corporate structure.

Additionally, in 2026, the Company continued the reorganization of its subsidiaries abroad. In April, Grendene Global Brands Hong Kong Limited became a direct subsidiary of Grendene S.A. and, in August, the Company disposed of its entire equity interest in Grendene Global Brands USA LLC (GGB USA) to Pajar USA Inc.

These transactions occurred after the reporting date of the financial statements as of December 31, 2025, and are disclosed in this item due to their corporate nature and their occurrence during the 2026 fiscal year.

2.7 Allocation of profits

a. rules on retention of profits

According to Grendene's Bylaws, Article 32, Shareholders are entitled to an annual mandatory dividend equivalent to at least twenty-five percent (25%) of the net income for the year, reduced or increased by the following amounts:

a. five percent (5%) for the constitution of the legal reserve, until it reaches the limits established by law; and

b. amount destined to the formation of reserves for contingencies, and reversal of these reserves that have been formed in previous years as provided for in Article 195 of the Brazilian Corporation Law.

Paragraph 1: The payment of the dividend referred to in this article is limited to the amount of net income for the year that has been realized, and the difference is recorded as an unrealized profit reserve as provided for in Article 197 of the Brazilian Corporation Law. Profits recorded in the unrealized profits reserve, when realized, if they have not been absorbed by losses in subsequent years, must be added to the first dividend declared after realization.

Paragraph 2: The general meeting may, at the proposal of the management bodies, allocate a portion of the net income to the constitution and/or maintenance of a statutory profit reserve called "Reserve for Acquisition of Shares", which will have the purpose of redeeming, repurchasing or acquiring of shares of its own issuance, including to fulfill its obligations to deliver shares to the participants of the Company's Stock Option Plan approved by the same, who exercise their options. The Share Acquisition Reserve may be formed with up to 100% of the net income remaining after legal and statutory deductions, and the balance of which will have a maximum limit of 20% of the Share Capital. At the end of the fiscal year, any remaining unused balance of this reserve may be used for the same purpose for the next year if the board of directors believes it necessary, subject to approval by the General Meeting; otherwise, the balance will be returned to the payment of dividends. According to Article 198 of the Brazilian Corporation Law, the allocation of profits for the creation of the Capital Redemption Reserve Account cannot be allowed at the expense of the payment of the mandatory dividend.

Paragraph 3: The remaining profits have the destination that is approved by the General Meeting, in accordance with the proposal formulated by the Executive Board, observing the applicable legal precepts, notably article 202, Paragraph 6, of Law No. 6,404/76.

Additionally, pursuant to Article 35 of the Bylaws, “the General Meeting may, upon proposal of the Management, allocate to the tax incentive reserve, in accordance with Article 195-A of Law No. 6,404/76, as amended, the portion of net income arising from donations or government grants for investment, which may be excluded from the calculation basis of the mandatory dividend.

In 2025, the Company allocated the full amount received from investment grants to the tax incentive reserve, as permitted by applicable law and the Company’s Bylaws.

Amounts of Retained Earnings		
Allocation of Net Income for the Year	**2024**	**2025**
Net Income for the Year	735,235,785.91	644,808,330.55
Tax Incentive Reserve (Investment Grants)	(257,188,892.14)	(214,124,882.73)
Legal Reserve	(23,902,344.72)	(21,534,172.39)
Basis for Calculating the Minimum Mandatory Dividend (25%)	**454,144,549.05**	**409,149,275.43**
Dividends Prescribed	16,492.00	7,775.41
Total Dividend Proposed by Management	**454,161,041.25**	**409,157,050.84**
Allocation of Dividends:		
Mandatory Dividend (25%)	113,536,137.26	102,287,318.86
Dividend Proposed in Excess of the Mandatory Minimum	175,624,903.99	119,869,713.98
Interest on Equity (IOE)	165,000,000.00	187,000,000.00
Amounts of Retained Profit	**281,074,744.66**	**235,651,279.71**
% of Total Declared Profits	38.2%	36.5%

2.7 Allocation of profits

b. dividend distribution rules

According to Article 33, by resolution of the Board of Directors, the Company may pay its shareholders interest on equity, which will be attributed to the mandatory dividend referred to in Article 32, including such amount the number of dividends distributed by the Company to all effects.

Also, according to the Sole Paragraph and by resolution of the Board of Directors, the Company may pay dividends to its shareholders on account of retained earnings from previous fiscal years.

Sole Paragraph: Dividends do not bear interest, and if not claimed by any shareholder within three (3) years from the date of the resolution of their distribution, they will revert to the Company.

c. Dividend distribution frequency

According to Article 34 of its bylaws, the Company may prepare semi-annual, quarterly, or shorter balance sheets and declare, by deliberation of the Board of Directors, dividends from the profit calculated in these balance sheets, on account of the total to be distributed at the end of the respective year, subject to the limitations provided for by law. Dividends declared in this way constitute an anticipation of the mandatory dividend referred to in Article 32.

In 2024, the Company declared and paid dividends on a quarterly basis.

In 2025, the Company declared and paid quarterly dividends and approved an extraordinary dividend distribution, whose payment will occur in four (4) installments throughout 2026, pursuant to Law No. 15,270, dated November 26, 2025.

d. Restrictions on dividend distribution imposed by legislation or specific regulations applicable to the issuer, as well as contracts, judicial, administrative, or arbitration rulings.

According to article 32, Paragraph 1, the payment of the dividend referred to in this article is limited to the amount of net income for the year that has been realized, and the difference is recorded as an unrealized profit reserve as provided for in Article 197 of the Brazilian Corporation Law.

e. If the issuer has an officially approved policy for allocation of net income, the issuer must inform the body responsible for approval, the date of approval, and the website URL where the document can be seen, if it is publicly accessible.

As disclosed in the Material Fact, the Board of Directors meeting held on March 2, 2023, approved the Company's new Dividend Policy, which is effective for an indefinite period. The policy establishes the mandatory distribution of 25% (twenty-five percent) of the net income for the fiscal year, in accordance with the Brazilian Corporate Law, after the establishment of legal and statutory reserves. It also allows for payments in the form of interest on equity ("JCP"), as permitted by law. Thus, the payment of additional dividends (extraordinary dividends), beyond the legal minimum, will be decided by the Board of Directors "ad referendum" of the General Meeting of shareholders.

However, as previously practiced by the Company, the amount to be distributed each year will be proposed by management ("ad referendum" of the shareholders' meeting) after an evaluation considering, among other factors, the Company's capitalization level, financial leverage, and liquidity, its cash generation capacity, investment plans, anticipated capital utilization for expected business growth, and/or the need for resources to support ongoing share buyback programs.

Additionally, we will maintain our quarterly dividend distribution policy.

The Company's Dividends Policy, as amended, can be found on the Internet at: https://ri.grendene.com.br/EN/Corporate-Governance/By-laws-Policies-and-Regulations.

2.8 Relevant items not disclosed in the financial statements

a. Assets and liabilities held by the issuer, directly or indirectly, that do not appear on its balance sheet (off-balance sheet items), such as:

i) Receivables portfolios written off over which the entity has neither retained nor substantially transferred the risks and rewards of ownership of the transferred asset, indicating the respective liabilities.

Not Applicable

ii) Contracts for the future purchase and sale of products or services

Not Applicable

iii) Unfinished construction contracts

Not Applicable

iv) Contracts for future financing collections

Not Applicable

b. Other items not shown in the financial statements.

The Company does not have any operations, contracts, obligations, or other types of commitments with unconsolidated subsidiaries or other operations that may have a material effect, present or future, on its financial condition and/or changes in its financial condition, income or expenses, operating results, liquidity, capital expenditures or capital resources that are not recorded on its balance sheet.

2.9 Comments on non-disclosed items

a. How such items change or may change the issuer's revenues, expenses, operating income, financial expenses, and other financial statement items.

Not Applicable

b. Nature and purpose of the operation.

Not Applicable

c. Nature and number of obligations assumed, and rights generated in favor of the issuer as a result of the transaction.

Not Applicable

2.10 Business plans

a. Investments, including:

i) Quantitative and qualitative description of ongoing and planned investments

Maintenance of industrial structures and facilities, replacement of fixed assets, procurement of new equipment to upgrade the industrial park, and different projects to improve the Company's performance were the primary investments in 2024 and 2025.

The composition of the investments is shown in the following table:

(R$ thousands)	2024	2025	Change 2025/2024
Investments (Fixed and Intangible)	187,381	136,219	(27.3%)

The quantitative and qualitative descriptions of ongoing and planned investments are described in items 2.10.b and 2.10.c.

ii) Investment financing sources

The Company is able to make all investments with its own resources.

iii) Relevant divestments in progress and expected divestments.

There are no relevant divestments in progress and no divestments are planned.

b. Provided it has already been disclosed, indicate the acquisition of plants, equipment, patents, or other assets that should materially influence the issuer's production capacity.

We do not foresee the acquisition of industrial plants, equipment, patents, or other assets that should materially influence our production capacity.

c. New products and services, indicating:

Grendene operates in the footwear industry, which has significant fashion elements, and its business model is comparable to what is known as "fast fashion" on the market, which consists of producing a large number of goods per year, creating multiple collections. In this way, Grendene's product portfolio is entirely renewed every 90 to 180 days.

To ensure the success and acceptance of these collections, Grendene continuously monitors the market, maintaining close communication with the points of sale and carrying out market research with target consumers about its launch proposals. This effort also includes participation in numerous national and international fairs where the reactions of purchasers to products can be monitored and evaluated.

i) Description of ongoing research that have already been released.

Grendene does not disclose ongoing research on the characteristics of its business but shows the result in the form of products at launches, which generally occur during participation in exhibitions and events.

ii) Total amounts spent by the issuer on research for the development of new products or services.

In thousands of R$	2024	2025	Change 2025/2024
Investment in R&D in new products	46,657	45,043	(3.5%)

iii) Previously announced development projects

See item 2.10.b and 2.10.c.

iv) Total amounts spent by the issuer on the development of new products or services

We do not distinguish these expenses from those presented in item 2.10.c. ii.

2.10 Business plans

d. Opportunities embedded in the issuer's business plan related to ESG issues:

There are numerous opportunities related to Environmental, Social and Governance (“ESG”) matters. In this context, the Company integrates sustainability into its strategy and supported by an eco-efficient production model, invests in the development of products with a lower environmental impact, considering the selection of optimal raw materials and the analysis of product life cycles.

We believe that continuous investments in innovation boosts our value generation and foster a culture of sustainability among our stakeholders. In light of this, we can highlight the launch of collections with lower environmental impact and low carbon emissions, which rely on the use of biomaterials of renewable origin, such as sugar cane and rice husks, in addition to other strategies, such as increasing the percentage of recycled content in footwear and employing post-consumer recycled materials.

2.11 Other factors that had a significant impact on operational performance

There are no further issues that have materially impacted operating performance that have not been recognized or discussed in the preceding sections.

3.1 Projections released and assumptions

a. Object of projection

b. Projected period and the validity period of the projection.

c. Projection assumptions, indicating which ones can be influenced by the issuer's management and which ones are beyond their control.

d. Values of the indicators that are the object of the projection.

Not applicable. The Company does not disclose projections and/or assumptions.

3.2 Monitoring of projections

a. Inform which of them are being replaced by new projections included in the form and which of them are being repeated in the form.

b. For projections relating to periods already elapsed, compare the projected data with the actual performance of the indicators, clearly indicating the reasons that led to deviations in the projections.

c. For projections relating to periods that are still in progress, state whether the projections remain valid at the date of submission of the form and, if so, explain why they have been abandoned or replaced.

Not applicable. The Company has not disclosed projections and/or assumptions during the last three fiscal years.

4.1 Description of risk factors

Describe the risk factors with an effective potential to influence the investment decision, observing the categories below and, within them, the descending order of relevance:

Grendene is a large company in its market of operation, engaged in the development, manufacturing, and commercialization of footwear, ranking among the largest companies worldwide and accounting for approximately 12% of Brazilian footwear consumption. The Company is present in all Brazilian states, with approximately 65,000 points of sale in Brazil and around 45,000 in international markets, exporting to more than 100 countries. In 2025, its products were purchased by 97.6 million consumers in Brazil and 26.3 million consumers across various international markets. In this context, most of the risks faced by the Company are macroeconomic in nature, related to the overall level of economic activity and, in particular, to the performance of the consumer goods sector, over which the Company has limited ability to mitigate.

Grendene's business, financial condition, and operating results may be adversely and materially affected by any of the risks described herein, as well as by other risks that cannot currently be foreseen. The market price of the Company's shares may be negatively affected by these factors, and investors may lose part or all of the capital invested. In addition, risks that are currently unknown or deemed immaterial may also have adverse effects on the Company's business and on investments in its shares.

a. Issuer

We may not be successful in implementing our growth strategy.

In the domestic market, which is the Company's main area of operation, we already hold a significant market share while facing strong competitors (including imported products, often with more competitive cost structures), which limits further expansion of market share within total footwear consumption in the country. In addition, population growth is low (approximately 0.4% per year), such that consumption growth tends to depend on increases in average disposable income. In international markets, in turn, we face intense competition, impacts arising from exchange rate fluctuations between producing countries and consumer markets, as well as customs and regulatory barriers imposed to protect local markets. Furthermore, geopolitical factors, such as wars, trade tensions, and instability in global supply chains, as well as risks related to sustainability and climate change, may affect input costs, logistics flows, exchange rates, and demand levels, creating additional uncertainty for operations.

As part of our strategy, we seek to strengthen the positioning of our brands, expand sales in domestic and international markets, and improve operating performance, including through the obtainment of new tax incentives. We intend to support this strategy through marketing actions, promotional initiatives, continuous product launches, increased domestic sales, and the expansion of production and exports, as well as by integrating sustainability and climate-related topics across the organization, promoting resource efficiency, reduction of environmental impacts, and adaptation to transformations arising from the ESG agenda. However, there can be no assurance that such initiatives will be successfully implemented, particularly in light of potential tariff and non-tariff barriers, intense international competition, volatility in the macroeconomic and geopolitical environment, and challenges associated with the climate transition. Failure to implement these strategies may result in a reduced growth rate or deterioration of operating results, with adverse effects on the Company.

We may not be successful in managing our growth.

The Company's future performance will depend on its ability to manage the expansion of its operations, both in the domestic and international markets, in a manner aligned with its sustainable growth strategy. This includes identifying fashion trends, developing attractive products at competitive costs, enhancing financial and operational control systems, infrastructure, and information systems, as well as hiring qualified personnel in marketing, design, and production, and expanding production capacity, while also incorporating practices related to sustainability and climate change. However, there can be no assurance that such growth will be managed satisfactorily or without adverse impacts on the existing structure. If the Company is unable to properly manage its expansion, it may lose market share, with a consequent negative effect on its results.

4.1 Description of risk factors

Our sales and profitability may be adversely affected if our advertising and marketing investments, including licensing arrangements, do not achieve the intended effects in terms of acceptance and consumption of our products.

Demand for our products is strongly influenced by the image and reputation of our brands, which requires significant investments in advertising and marketing, including the licensing of brands, names of nationally and internationally recognized celebrities, and widely known children's characters. If such investments do not result in the expected increase in acceptance and consumption of our products, or if we are unable to maintain or enter into new licensing agreements on adequate terms, our sales and profitability may be adversely affected.

If our brands are misused by competitors or if we are prevented from using our brands, our results may be adversely affected.

Our brands and product designs are continuously subject to misuse and infringement of our intellectual property rights by third parties. Counterfeit products and items that infringe our intellectual property rights exist in the markets in which we operate and in other markets. We are not always successful, particularly in foreign jurisdictions, in combating counterfeiting and the infringement of our intellectual property rights. Counterfeiting and the improper use of our brands may not only adversely affect our sales, but also compromise the integrity of our proprietary brands, including their association with quality standards and socio-environmental responsibility, as such products typically present inferior quality.

In addition, although we hold registrations for the vast majority of our trademarks and patents, we cannot assure that competitors will not allege that we are infringing their intellectual property rights. In such event, if we are prevented from manufacturing a given product or using a given brand, this could have an adverse effect on Grendene.

The shutdown or loss of systems services may adversely affect our business.

To operate efficiently, the Company depends on its information technology and telecommunications systems, and any malfunction or loss of operability of such systems, even if temporary, may negatively affect our business.

The systems of the Company and its subsidiaries are fully computerized. To prevent issues, we maintain a contingency plan that provides for the recovery of the entire database and the normal resumption of operations within less than forty-eight hours (disaster recovery). The Company's operating base is founded on the continuity of computational processes through services that operate in parallel, with self-restart capability and operation concentrated in part of the environment, enabling the avoidance of critical outages with recovery times that could impact the business.

Databases are replicated in real time and updated in two data centers located in distinct physical environments, using fiber-optic network communications independent from conventional departmental and user networks. All environments were implemented and operate with "active-active" resilience (two active environments in parallel), based on high-availability and virtualization concepts.

All data communication networks among the Company's units are redundant and provided by two carriers, which are required to demonstrate that their physical communication routes do not intersect or interconnect. Communication networks also operate under the "active-active" principle, with traffic prioritization in the event of outages. Internal networks at each location are likewise redundant, with ring-configured fiber links ensuring high availability and performance, with automatic selection of the best route.

Real-time monitoring is performed on key computing assets—software, hardware, and telecommunications—ensuring early detection of issues without reliance on third-party alerts. Preventive and preemptive maintenance is carried out pursuant to a pre-established and monitored schedule, separate from routine IT maintenance flows. Recently, we modernized our data center environment management systems, increasing the number of sensors and integrating them with the security area's camera monitoring systems.

Notwithstanding these measures, in rare instances situations may arise in which we are unable to restore services at the speed and quality levels required for the efficient operation of our activities.

4.1 Description of risk factors

Our operations may be adversely affected by issues at our factories, facilities, or transportation systems.

Grendene develops a large number of new products, primarily through its in-house design team located in Farroupilha, in the State of Rio Grande do Sul, which uses advanced computerized systems and collaboration tools. This process increasingly considers sustainability aspects, including resource-use efficiency and the mitigation of environmental impacts. The molds used in footwear injection are likewise produced in Farroupilha and subsequently shipped to the Company's manufacturing units located in Fortaleza, Sobral, and Crato, in the State of Ceará.

The procurement of raw materials is performed by an in-house team based in Farroupilha, Rio Grande do Sul, with materials delivered directly to the industrial units by independent carriers. Upon completion of the manufacturing process, products are distributed to consumer centers throughout Brazil, with a significant volume destined for the Southeast region. Domestic transportation of raw materials and finished goods occurs predominantly by road. Export and import operations are carried out primarily via maritime transport, with emphasis on movements through the Port of Pecém, in the State of Ceará, and are also subject to impacts arising from adverse weather conditions.

Incidents such as fires and other accidents may cause damage to facilities and inventories, interrupting production and product distribution. Potential unavailability of electricity, water, and fuels supplied by public utilities and distributors, as well as strikes, picketing, and logistics blockages, may also compromise manufacturing. For the types of incidents it considers possible, the Company maintains insurance coverage and/or contingency plans designed to mitigate the aforementioned risks.

Nevertheless, it is not possible to ensure that no incident will occur in the future that could lead to the shutdown of any factory or transportation systems, preventing the receipt of raw materials and/or the shipment of products to our customers.

We hold federal and state tax incentives, and the suspension, cancellation, or non-renewal of such benefits may adversely affect our results.

The footwear industry worldwide benefits from different tax incentives and government stimulus measures, which are important for companies' ability to compete effectively and for decisions regarding factory locations. In Brazil, such incentives exist especially for factories located in the Northeast region, where most domestic manufacturers are based.

In line with our industrial strategy, we manufacture 100% of our products in Brazil, in the State of Ceará, in the Northeast region, and since the late 1990s the Company has held state tax incentives; currently, 11 (eleven) units in the State of Ceará benefit from such incentives. We hold federal and state tax benefits that provide exemptions or reductions of corporate income tax, as well as the conversion into exemptions of a portion of the ICMS due to the State of Ceará.

The Company holds federal tax incentives for all industrial units located in the Northeast of Brazil, granted by the Superintendence for the Development of the Northeast (SUDENE). Such federal and state incentives consist of the transfer of resources as government counterpart contributions to the Company's investments in the construction, installation, and modernization of new industrial units in the respective states or regions. The granting of such incentives occurs only after the Company demonstrates the completion of the investments set forth in projects approved by the respective governments, pursuant to the laws authorizing such governments to grant subsidies for these investments.

Although such tax incentives are granted subject to the fulfillment of certain conditions and for a fixed term - which, under Brazilian law, cannot be unilaterally revoked by the granting governments prior to the expiration of the concession period - the Company may have its right to receive such incentives suspended or even canceled if it fails to comply with certain requirements applicable during the enjoyment period, such as: (i) applying sufficient resources to implement/modernize the activity subject to the investment; (ii) maintaining operations in good fiscal standing, particularly by paying taxes on a timely basis; and (iii) annually submitting certain documents and reports to the competent authorities. Failure to comply with such obligations may result in the suspension or cancellation of these tax incentives and may even require the Company and its subsidiaries to repay the amounts received, plus charges, which could have a material adverse effect on the Company.

4.1 Description of risk factors

We cannot assure that state tax incentives will be effectively maintained until the end of their respective terms or, with respect to both state and federal incentives, that we will be able to renew them on favorable terms after their current terms expire or obtain new tax incentives after the expiration of the incentives currently held by the Company. If the state tax incentives we hold are judicially challenged by third parties—including, by way of example, the Public Prosecutor's Office, other states, or new administrations of the State of Ceará—and a final court decision is unfavorable to us, such incentives may be canceled and/or we may be required to pay the amounts corresponding to the exemptions, reductions, and/or deferrals granted up to the date of such decision (subject to applicable statutes of limitation), as the case may be, which could have an adverse effect on Grendene.

Considering the current context of the approval of a broad consumption tax reform in 2023, through Constitutional Amendment No. 132/2023, as well as Complementary Law No. 214/2025 and Complementary Law No. 227/2026, which regulate the tax reform, the Company cannot assure that it will continue to obtain new investment subsidies after the expiration of the enjoyment periods of the current granting acts, nor, if obtained, that such incentives will be granted on the same terms as those currently in effect. If tax incentives are changed or expire and renewal is not possible, or if new tax incentives are not created after the expiration of those currently in force, the Company's cash generation may be adversely affected.

As of December 31, 2025, the Tax Reform had not directly impacted the Company's financial statements, as the new taxes were not yet in force. Nevertheless, management has already been conducting technical studies and adopting preparatory actions.

The prices of our raw materials are volatile, and abrupt and unexpected fluctuations may adversely affect Grendene.

Our main raw materials are PVC resin and plasticizing oils. These inputs are classified as commodities, and prices practiced in Brazil are determined based on international market values, reflecting variations in supply and demand. Historically, global petrochemical markets experience alternating cycles of supply constraints—which put upward pressure on prices—followed by capacity expansions, resulting in oversupply and price reductions. These cycles may be intensified by external events, such as geopolitical conflicts, global economic instability, and extreme weather events, which affect production chains, logistics, and input availability.

We do not have, and will not have, control over the factors that influence the volatility of prices for these commodities. Abrupt and unexpected price changes, as well as fluctuations in supply-and-demand dynamics—potentially exacerbated by geopolitical and climate factors—may directly impact the cost of our raw materials and inputs, which could have adverse effects on Grendene.

b. Shareholders, particularly controlling shareholders

Our Shareholders

There can be no assurance that an active and liquid market for our shares will exist, and there may be limitations on the purchase and sale of such securities.

We cannot predict the extent to which an unfavorable scenario in the domestic and international economies, including a potential outflow of capital from the Brazilian equity market, may affect the future liquidity of our shares, nor the extent to which such factors may result in a decline in the trading price of our shares.

In order to mitigate this risk, Grendene maintains a highly active Investor Relations program which, among various initiatives, includes the execution of non-deal roadshows with local and international investors, with the purpose of keeping them informed about the Company's industry and, in the case of foreign investors, about the Brazilian economic environment. Additionally, as a complementary measure, Grendene has engaged BTG Pactual CTVM S.A. to act as the market maker for its shares.

The sale of a significant number of shares by the controlling shareholders may negatively affect the trading price of the Company's shares. Likewise, the actual occurrence of such sales, or even the perception that such sales may occur, may adversely affect the market value of our shares.

4.1 Description of risk factors

Controlling Shareholders

The controlling shareholders jointly hold shares representing approximately 70% of the Company's voting capital.

The shares held by Union Super Fundo de Investimento Financeiro em Ações (Union Super Fundo) are subject to a shareholders' agreement dated October 6, 2004, as amended. As long as Union Super Fundo controls the Company, it will have the right, without the consent of the other shareholders, to:

- elect the majority of the members of the Board of Directors and remove directors;
- control the Company's management and policies;
- determine the outcome of a significant portion of the Company's corporate transactions or other matters submitted to shareholders' approval, including mergers, consolidations, and the sale of all or a substantial portion of the Company's assets; and
- determine dividend distribution policies, subject to the mandatory minimum dividend provided by law.

The interests of shareholder Alexandre Grendene Bartelle may differ from those of the other shareholders of the Company.

c. Subsidiaries and affiliates

Subsidiaries: The Company's subsidiaries operate in the same industry (footwear) and, therefore, are subject to the same risks as Grendene. However, these operations are relatively small when compared to the size of Grendene.

Affiliates: The Company's affiliates are engaged in the management of their own assets and in participating, directly or through subsidiaries, as quotaholders or shareholders, in the share capital of other companies, in Brazil or abroad, and/or in investment funds as quotaholders, including through the formation of *sociedades em conta de participação*. We cannot assure that our affiliated companies will be successful or will generate the expected results, nor that we will be able to maintain satisfactory relationships with any of our partners. Difficulties in maintaining such companies, as well as challenges in adequately meeting the needs of our customers as a result of their lack of success, may negatively affect our business, operating results, and financial condition.

In addition, under Brazilian law, as a partner in special purpose entities or as a co-participant in associations, we may become liable for obligations incurred, particularly with respect to tax, labor, environmental, and consumer protection obligations, which may directly affect us. Furthermore, our economic interests may differ from those of our partners, which may require additional investments and services and may negatively impact our business, operating results, and financial condition.

d. Management

The departure or loss of the services of individuals who are strategic to the Company may adversely affect our business.

Our performance depends, to a significant extent, on the efforts and capabilities of our key executives, who occupy strategic positions within our organizational structure and direct various aspects of the conduct of our business. The loss of the services of, or the death of, any of these executives may have adverse effects on Grendene.

In addition, our future success and growth also depend on our ability to identify, attract, and retain other qualified professionals and officers. We operate in a competitive market, and there can be no assurance that we will be successful in attracting and retaining such professionals.

4.1 Description of risk factors

e. Suppliers

Our supply chain is composed of several domestic and foreign suppliers, both of raw materials and other goods, particularly machinery and equipment used in our production lines.

In general, we concentrate our sourcing on a limited number of suppliers for each type of raw material, with the objective of increasing our representativeness in such suppliers' revenues and, consequently, obtaining competitive pricing, as well as products and materials developed on a made-to-order basis with specific characteristics.

Considering that our main raw materials are commodities produced in various regions of the world, we believe that, although our supply may be negatively affected by the interruption of a local supplier, such effects may be mitigated through international sourcing. Grendene has sufficient scale and experience to adopt this alternative.

Risks associated with suppliers and service providers

Grendene maintains commercial relationships with suppliers responsible for the provision of raw materials, logistics services, among others. Although we adopt rigorous processes for the selection, qualification, and monitoring of partners, it is not possible to fully eliminate the risk that suppliers or third parties may become involved in irregular or unlawful conduct, or conduct that is not in compliance with applicable laws or with the ethical standards established by the Company.

Such risks include potential violations related to labor legislation, environmental regulations, health and safety requirements, anti-corruption practices, fair competition, compliance with sanctions, and other regulations that may directly or indirectly affect our operations. If a supplier or third party linked to the Company's activities is associated with unlawful or non-compliant practices, Grendene may be affected, whether through legal, financial, operational, or reputational risks.

To mitigate these risks, the Company adopts structured Governance, Risk and Compliance policies and procedures, specific contractual clauses, prior due diligence, ongoing monitoring, whistleblowing channels, audits, and accountability mechanisms. Nevertheless, it is not possible to assure that such measures will fully prevent misconduct by external parties or that any resulting impacts will not adversely affect our operations, results, or corporate reputation.

f. Customers

Customer default or the Company's failure to collect amounts owed may negatively affect the Company's revenues.

This risk arises from the possibility that the Company may not receive amounts resulting from its sales transactions. In order to mitigate this risk, the Company adopts the practice of conducting detailed analyses of the financial and equity condition of its customers, establishing credit limits, and continuously monitoring outstanding receivable balances.

In addition, this risk is naturally reduced by the broad diversification of receivables, as no single customer individually accounts for more than 5% of the Company's total trade receivables or revenues.

Poor performance by sales representatives may negatively affect our sales.

All sales carried out in Brazil are conducted through sales representatives, including sales to large retail chains and specialized stores. We maintain strictly commercial relationships with our representatives, who are independent legal entities whose sales personnel are not our employees. They operate in specific territories defined by contract and, in return for such services, receive commissions based on total sales generated within their respective territories. Our sales representatives are not subject to working hour controls or to any hierarchical subordination to Grendene's employees and bear all costs inherent to their activities.

These representatives play a fundamental role in our sales process, and deficient performance by them may adversely affect our revenues. When replacement becomes necessary due to unsatisfactory performance, disputes may arise that generate costs for Grendene.

4.1 Description of risk factors

In international markets, sales of our products are carried out through subsidiaries in the United States and Italy, which act either as agents or as distributors of our products, as applicable. In other countries, sales of our products are generally conducted through distributors. In these cases as well, when replacement becomes necessary due to unsatisfactory performance, disputes and claims for indemnification may arise, generating costs for Grendene.

The Company is subject to consumer claims and product recalls, which may adversely affect its image and have a material impact on its costs, business, and results.

The Company and its subsidiaries are engaged in the production and commercialization of consumer goods in Brazil and abroad and are therefore subject to applicable consumer protection laws in all markets in which they operate. In this context, consumer complaints, civil liability claims, as well as the need to conduct product recalls, may negatively affect the Company's profitability for a given period, depending, among other factors, on: **(i)** the volume of products in circulation; **(ii)** competitors' reactions; and **(iii)** consumers' perception and response in different markets.

Such situations may result in significant costs related to recall logistics, communication with consumers and the media, legal advisory services, as well as potential indemnity payments.

Even if the Company is not held liable in judicial proceedings, any negative publicity that may arise regarding its products and their quality could adversely affect its reputation among current and prospective consumers, as well as its corporate image and brand value, which could have an adverse effect on the Company, its business, and its results.

g. Economic sectors in which the issuer operates

The footwear industry is sensitive to declines in consumers' purchasing power and to unfavorable economic cycles. If economic conditions in Brazil and in other countries that import our products deteriorate, many of our customers may significantly reduce their purchases and may not be able to make timely payments for the products they acquire.

Historically, the footwear market has been subject to cyclical fluctuations and performance downturns during periods of reduced consumer spending. Several factors affect the level of consumer spending in the footwear market, including:

- general business conditions;
- interest rates;
- consumers' income, household indebtedness, and the availability of consumer credit;
- taxes; and
- consumer confidence in future economic conditions.

Purchases of our products may decline during periods of recession or pandemics and may also decrease in other circumstances in which consumers' income is reduced. Adverse economic conditions in the markets in which we operate may reduce our sales and have an adverse effect on Grendene.

The footwear industry is highly competitive, and we may lose our market position under certain circumstances.

The footwear industry is highly competitive and presents low barriers to entry for new competitors. Among the main factors influencing competition in this sector are price, product quality, design, brand image and prestige, as well as the ability to serve customers on a timely basis.

We compete with several domestic and international competitors, some of which have significant financial resources and own brands that are widely recognized by consumers. A highly successful marketing initiative, a large-scale promotional campaign, or a relevant technological innovation introduced by a competitor may negatively impact our market position. Under such circumstances, we cannot assure that we will be able to respond in a timely and satisfactory manner, nor that competitive pressures will not result in adverse effects on Grendene.

4.1 Description of risk factors

Unforeseen changes in consumer preferences, which are common in the footwear industry, may adversely affect Grendene.

The footwear industry is subject to rapid changes in consumer preferences. Consumer demand for our products is significantly influenced by brand image, consumer acceptance, and, at times, weather conditions. Our initiatives to strengthen our brands—including market research, the launch of new and innovative products, licensing partnerships, the use of accessories, and active marketing planning—may not be successful. We also cannot guarantee that consumers will continue to respond favorably to our products or that we will be able to react quickly enough to changes in consumer preferences. If we are unable to introduce products that achieve strong consumer acceptance, our sales may decline, which would have an adverse effect on Grendene.

Grendene has operated in the footwear sector for more than 55 years and has demonstrated extensive experience in the successful launch of products and brands. Nevertheless, from time to time certain product collections may not be successful, as we are unable to precisely anticipate consumer tastes, whether the fashion trends incorporated into our products will appeal to customers, the economic conditions that will prevail when new products reach the market, or which products competitors will launch to compete for the same customers. When our collections in a given season perform poorly relative to competitors, Grendene's results are negatively affected.

Inflation and government measures to combat inflation may contribute significantly to economic uncertainty in Brazil and adversely affect the Company's business.

Brazil has experienced periods of high inflation in the past. Since the implementation of the Plano Real in 1994, annual inflation, as measured by the Broad Consumer Price Index (Índice Nacional de Preços ao Consumidor Amplo – IPCA), has declined significantly.

If the country once again faces high inflation levels, economic growth may slow, resulting in lower demand for the Company's products in the domestic market. Inflation is also likely to increase certain costs and expenses, particularly labor-related costs linked to minimum wage adjustments, which may not be immediately passed on to consumers. This scenario may lead to reduced profit margins and net revenue. In addition, inflation reduces consumers' disposable income for discretionary consumption, negatively affecting demand for footwear, and is generally associated with higher domestic interest rates, which may further restrict such income in the current context of higher household indebtedness in Brazil.

Inflation may also negatively affect investor interest in capital markets, contributing to a decline in share prices in general, including those of Grendene. Furthermore, inflationary pressures may lead to the adoption of government policies aimed at controlling inflation, which may have adverse impacts on the Company's business.

Exchange rate fluctuations between the U.S. dollar and the Brazilian real may reduce Grendene's export capacity.

The Company's operating results are affected by fluctuations between the Brazilian real and the U.S. dollar, benefiting from a depreciation of the real against the dollar and being adversely affected by an appreciation of the real against the dollar. In general, an appreciation of the real reduces the competitiveness of our products in international markets and decreases our export margins. In recent years, approximately 20% of our revenues have been derived from exports.

h. Regulation of the sectors in which the issuer operates

Changes in environmental laws and regulations may adversely affect the footwear industry's business.

The consumer market has shown increasing attention to more responsible production practices in the footwear sector, which tends to intensify pressure for stricter environmental and regulatory requirements, both domestically and internationally. In this context, it becomes essential for companies to reconcile their growth strategies with the adoption of high standards of environmental and social responsibility, ensuring alignment with market expectations and emerging regulatory trends.

4.1 Description of risk factors

In Brazil, environmental legislation imposes specific rules regarding the management and proper disposal of solid waste, the treatment and disposal of industrial and sanitary effluents, as well as the control of atmospheric emissions and the use of chemical products. In addition, due to the international commercialization of its products, the Company must comply with environmental requirements imposed by foreign markets. In regions such as the European Union, requirements related to full product traceability, environmental certifications, evidence of good manufacturing practices, and compliance with regulations on restricted substances have become increasingly stringent.

In this scenario, environmental authorities may update regulations, create more stringent requirements, or adopt more restrictive interpretations of existing legislation, which may require additional investments for the Company to adapt to the new requirements. The sector requires authorizations and licenses from governmental bodies for the performance of certain activities, and failure to comply with these requirements may result in fines and administrative sanctions, suspension of activities, and even criminal penalties that may affect not only the Company but also its officers. In addition, companies may be required to bear the costs of corrective and compensatory measures.

To mitigate these risks, Grendene continuously maps the legal and regulatory requirements applicable to its operations and promotes systematic assessments of its processes to ensure compliance with domestic and international environmental standards. The Company has a legal-requirements management and monitoring system based on modular software, which enables real-time monitoring, process optimization, and greater reliability in compliance management.

This governance model reinforces the Company's commitment to sustainability, minimizing environmental risks and ensuring adherence to applicable standards, thereby reducing potential adverse impacts on its business.

Untimely filing of environmental license renewal requests and the absence of insurance coverage for environmental damages may have an adverse effect on Grendene.

All of the Company's operations are classified as having medium polluting potential, pursuant to CONAMA Resolution No. 237/1997, Law No. 10,165/2000, and COEMA Resolution No. 02/2019. However, its industrial plants require the obtainment and maintenance of environmental licenses to operate regularly. Failure to obtain or timely renew such licenses may result in administrative sanctions, including fines, operational restrictions, and, in extreme cases, the interdiction of activities until any nonconformities identified by the regulatory authorities are remedied.

The Company's management assesses that most of Grendene's industrial processes have environmental aspects of low significance and that the most relevant aspects are controlled through appropriate operational measures. In addition, the main raw material used in the production processes is 100% recyclable, and all manufacturing units maintain continuous monitoring of legal requirements, as well as practices for controlling atmospheric emissions, treating effluents, and managing solid waste.

In view of this context of structured processes, internal controls, and continuous monitoring, Grendene does not maintain specific insurance coverage for environmental damages that may, eventually, be caused by its industrial operations.

List of maintained licenses:

Unit	License or certificate number	Issuing authority	Type of License or Certificate	Validity
Fortaleza – CE	LO No. PD024/2022	SEUMA	Environmental Operating License	03/14/2027
Fortaleza – CE	Federal Technical Certificate – Reg. No. 339782	IBAMA	IBAMA Certificate of Regularity	05/18/2026
Sobral – CE	LO No. 450/2019	SEMACE	Environmental Operating License	08/14/2027
Sobral – CE	Federal Technical Certificate – Reg. No. 69684	IBAMA	IBAMA Certificate of Regularity	07/30/2026
Crato – CE	LO No. 008/2026	SEMMA	Environmental Operating License	02/13/2027
Crato – CE	Federal Technical Certificate – Reg. No. 339795	IBAMA	IBAMA Certificate of Regularity	08/07/2026
Farroupilha – RS	LO No. 04318/2025	FEPAM	Environmental Operating License	09/04/2030
Farroupilha – RS	Federal Technical Certificate – Reg. No. 71447	IBAMA	IBAMA Certificate of Regularity	05/18/2026

4.1 Description of risk factors

Materiality Matrix

Defining material topics is essential to ensure that Grendene S.A.'s practices are aligned with stakeholder expectations and global sustainability demands. The topics identified have strategic impact for the Company, guiding decision-making and influencing the economic, environmental, and social spheres. In addition, the matrix of priority topics guides the sustainability strategy for the coming years.

The methodology adopted to define materiality followed the GRI 3: Material Topics 2021 standard of the Global Reporting Initiative (GRI).

The stakeholder selection process and data collection followed the steps below, in accordance with the principles of Edward Freeman's Stakeholder Theory:

- **Mapping of the audiences** involved in stages of the Company's value chain.
- **Classification of each group's level of power and interest in the business**, based on Ann Qualman's Power vs. Interest methodology.
- **Stakeholder consultation** through an online questionnaire, which resulted in 1,013 responses, in addition to interviews with four Company executives and one commercial partner in the foreign market.

The prioritization of material topics was carried out based on the double materiality approach, considering two perspectives:

- **Financial materiality**: impact of topics on the Company.
- **Impact materiality**: impact of the Company on the economy, society, and the environment.

To determine financial topics, the following aspects were analyzed:

- Sustainability Accounting Standards Board (SASB) framework.
- Market ESG ratings, such as ISE B3, DJSI, FTSE, and MSCI.
- Online consultation with directors (board members), executives, and investors.
- Interviews with executives, which identified the topics with the greatest financial impact.

Impact materiality considered:

- Global Reporting Initiative (GRI) framework.
- Benchmarking with industry peers and ESG reference companies.
- Online consultation with stakeholders (except for directors, executives, and officers).

After the material topics were identified and validated, they were correlated with the United Nations (UN) Sustainable Development Goals (SDGs).

The consolidation of financial and impact topics resulted in the definition of 13 priority topics, which are monitored and integrated into the Company's sustainability strategy and whose risks and opportunities are continuously assessed:

1. Sustainable supply chain
2. Protection of Human Rights
3. Sustainable raw materials
4. Employees' health, safety, and well-being
5. Corporate risk management
6. People management
7. Circularity and product life cycle
8. Emissions, climate-related risks and opportunities
9. Water and effluent management

4.1 Description of risk factors

10. Ethics and transparency
11. Innovation in materials, products, and processes
12. Cybersecurity, privacy, and data protection
13. Diversity, inclusion, and non-discrimination

The Materiality Matrix presented was consolidated in 2024, with validity expected through the end of 2025. Accordingly, in the first quarter of 2026 we are updating the study, which will guide our actions over the subsequent two years.

Changes in tax laws may adversely affect the footwear industry's business.

The federal and state governments maintain tax incentive policies to encourage the industrialization of the region, and Grendene meets the requirements to receive such incentives and holds them, which are important to its results.

Changes in tax, labor, social security, and tax-incentive rules and legislation may negatively affect demand and costs in the footwear sector and Grendene's business.

i. Foreign countries in which the issuer operates

Restrictive measures imposed by importing countries to limit the footwear trade may affect the Company's business by increasing the cost of its products or reducing its export capacity.

The Company is a footwear manufacturer that supplies both the Brazilian domestic market and several international markets.

In 2025, Grendene accounted for 25.3% of the total number of pairs of footwear exported by Brazil, and its products are marketed in more than 100 countries across five continents.

The Company's exports face competition from other footwear producers and are subject to restrictions imposed by importing countries in the form of quotas, duties, tariffs, or increases in import tax rates. Any of these factors may increase product costs and make them less competitive or prevent the Company from selling them in such markets. There can be no assurance that importing countries will not impose quotas, duties, or tariffs, nor that they will not increase import tax rates.

In addition, growing global concerns regarding sustainability have led various countries to adopt stricter environmental regulations for imported products. In the footwear sector, such restrictions may become barriers to commercialization in foreign markets, especially for companies that do not comply with these requirements. Many international markets, such as the European Union and the United States, impose stringent standards related to the use of restricted chemical substances, raw material composition, the use of recycled materials, carbon emissions, and supply chain traceability. Third-party certifications are often required to ensure that footwear products meet sustainability criteria.

In this context, any significant changes in the restrictions imposed by these countries or regions may affect sales in such markets. Adapting to these requirements not only enables the maintenance of exports but also strengthens brand image, ensuring greater acceptance in demanding markets and continued access to international markets that prioritize traceability and environmental transparency.

Grendene complies with such requirements through responsible and ethical production certifications (social and environmental), including:

- **ABVTEX Program** (Brazilian Textile Retail Association): aimed at ensuring socio-environmental responsibility and dignified working conditions in the fashion retail supply chain. Grendene holds the Gold Seal (highest rating) – primarily focused on the domestic market.
- **SEDEX / SMETA 4-Pillar Program (Supplier Ethical Data Exchange):** a London-based membership organization that conducts social, environmental, and ethical responsibility audits – primarily focused on international markets.
- ***Origem Sustentável*:** the only sustainability certification in the world that covers the entire footwear production chain. The program was developed by Abicalçados and Assintecal to guide footwear and components companies toward high ESG performance. Grendene holds the Diamond level (highest rating).

4.1 Description of risk factors

- **Restricted Substances List (RSL):** Grendene is committed to operating its business sustainably to protect consumers, workers, and its brands, while enhancing product quality and safety and reducing environmental impacts. All Grendene suppliers are required to understand, accept, comply with, and certify that the materials supplied meet the prohibitions and limitations set forth in the Restricted Substances List. This list is developed and regularly updated based on national and international guidelines for footwear and accessories production, including REACH, AFIRM, California Proposition 65, as well as customer requirements in the countries where Grendene operates. It should be noted that the concentration limits specified in the RSL refer to the percentage (mass/mass) of each substance within footwear, accessories, and/or individual product packaging. Grendene also prohibits the intentional use of such chemical substances in raw material manufacturing and establishes impurity limits for these substances in chemical formulations supplied to it. The Company is committed to conducting life cycle assessments to evaluate the environmental impacts and risks of new materials, technologies, and products prior to their use;
- **Greenhouse Gas (GHG) Emissions Inventory:** Gold Seal certification under the Brazilian GHG Protocol Program, demonstrating completeness, transparency, and accuracy of disclosed information, validated by independent auditing.

j. Social issues

Grendene's purpose is to deliver accessible and sustainable fashion in a creative manner, valuing relationships. This purpose reflects a balance among business, innovation, sustainability, and social responsibility. Grendene emphasizes its organizational culture, which is grounded in maintaining strong relationships with employees, suppliers, customers, and the community.

At Grendene, people are at the center of the business; therefore, the Company prioritizes practices that ensure a fair, respectful, and safe environment across all stages of its operations. To ensure that these principles are upheld, the Company adopts human resources policies, establishes committees, and undergoes independent evaluations that help monitor and improve its practices.

Maintaining a vertically integrated production model is a competitive advantage for Grendene and is essential to ensuring the integrity and respect for Human Rights in its operations. Employees are formally hired in accordance with applicable labor laws, including the Brazilian Labor Code (*CLT*) and applicable collective bargaining agreements.

In addition, the Company's leadership is responsible for ensuring the protection of these rights, promoting fair wages, valuing its teams, and ensuring accountability throughout its value chain. In this context, Human Rights management at Grendene is supported by internal instruments that guide ethical and responsible practices.

To support Human Rights management, the Company relies on the following policies and guidelines:

- **Code of Conduct**, which establishes the prohibition of child labor and forced or analogous-to-slavery labor.
- **Sustainable Development Policy**, which includes a specific section on "Valuing and Respecting People".
- **Supplier Manual**, aimed at promoting ethical conduct throughout the supply chain.

Additional initiatives aimed at fostering a corporate environment where individuals feel safe and satisfied include:

- **Grendene Diversity Committee** and the **Grendene+ Program**, which aim to promote respect for diversity and combat all forms of discrimination.
- **Ethics Channel and Ethics Committee**, responsible for monitoring any violations of Human Rights and/or the Code of Conduct within the Company's operations, ensuring alignment with corporate ethical standards. The Ethics Channel receives reports from all stakeholders connected to the Company.

4.1 Description of risk factors

Socio-environmental audits and certifications carried out at manufacturing units and throughout the supply chain reinforce the Company's commitment to transparency, legal compliance, and fair and safe working conditions. In addition to meeting regulatory requirements, these certifications serve as diagnostic and learning tools, strengthening internal processes, mitigating social risks, and fostering an organizational culture based on respect, inclusion, and personal development. In this context, we highlight that:

- We are regularly audited by the Brazilian Textile Retail Association (ABVTEX), which certifies best practices throughout our production chain. We hold the ABVTEX Gold Seal (highest rating).
- We are also audited under SMETA (Sedex Members Ethical Trade Audit), one of the most recognized global audits for ethical and social responsibility, achieving excellent results.
- We hold the Diamond certification under *Origem Sustentável*, a sustainability and ESG certification program for companies in the footwear sector (highest rating).
- In addition to the audits mentioned above, our operations are also subject to periodic assessments conducted by our customers.

Other initiatives aimed at mitigating social risks include:

- **Occupational Health and Safety:** to safeguard the health and well-being of employees, the Company maintains an Occupational Health and Safety Policy and a Health and Safety Management System. Grendene operates an internal Occupational Health and Safety (OHS) management system aligned with regulatory standards, ensuring accident prevention and a safe environment for employees and contractors. All employees participate in onboarding programs focused on risk prevention and safety awareness and receive ongoing training to strengthen a culture of safety.

  The Company has a multidisciplinary team within its Specialized Service in Safety Engineering and Occupational Medicine (SESMT), responsible for ensuring compliance and effectiveness of health and safety practices. Employees also participate in risk identification and assessment through internal committees such as the Internal Commission for Accident Prevention (CIPA), Fire Brigade, and Ergonomics Committee, contributing to improvements in working conditions.
- **Information Security and Privacy:** through its Corporate Information Security Policy, the Company establishes guidelines to direct all business units and employees regarding the handling and protection of information. The policy covers principles such as Protection, Accountability, Compliance, Awareness, Continuous Improvement, and Ethics. In addition, the Company maintains a Corporate Personal Data Protection Policy to ensure high standards of information security and ethical handling of personal data.

Through these policies, instruments, and initiatives, Grendene consolidates its strategic pillars of People and Sustainability, reinforcing a long-term vision of integrating social responsibility into its business model.

k. Environmental issues

Grendene identifies environmental risks through the Survey of Environmental Aspects and Impacts (*Levantamento de Aspectos e Impactos Ambientais – LAIA*), in order to identify and mitigate environmental impacts resulting from its production activities and to optimize the use of natural resources. This process is conducted in accordance with ISO 14001:2015, which establishes the requirements for the implementation and maintenance of an Environmental Management System (EMS).

The first stage of the LAIA consists of identifying and assessing the environmental aspects and impacts of the Company's operations, taking into account:

- the environmental scope and the Company's activities.
- potential environmental aspects and impacts.
- qualitative and quantitative criticality criteria.
- the relevance and scope of impacts.
- the development of solutions and mitigation measures with an action plan; and

4.1 Description of risk factors

- compliance with applicable legal requirements.

Grendene maps and manages risks related to sustainability and climate. The Corporate Risk Matrix includes the following risks:

- non-compliance with market regulations related to the use of fossil-based raw materials and restricted substances.
- water scarcity in industrial operations.
- social and environmental vulnerabilities in the supply chain.
- greenhouse gas emissions exceeding regulatory thresholds; and
- extreme climate events affecting industrial operations and the supply chain.

To minimize and/or eliminate these risks, the Company implements strategic monitoring and control actions, focusing on reducing the consumption of natural resources, improving energy efficiency, and controlling greenhouse gas (GHG) emissions.

Main Environmental Initiatives

Water Resources Management

Grendene implements practices aimed at the efficient and responsible use of water across all of its manufacturing units. Through monitoring, effluent treatment, reuse, and loss reduction initiatives, it continuously seeks to minimize impacts on water resources. The Company continuously invests in water efficiency, notably through:

- Effluent Treatment Plants (ETPs) installed in all factories, enabling the treatment of 100% of effluents and their reuse in irrigation of green areas and sanitary flushing. In 2025, 133,266,000 liters of effluents were treated and 104,231,000 liters of water were reused.

Energy Efficiency and Renewable Energy

- Since 2021, 100% of the electricity consumed by the Company has been sourced from renewable energy, certified by Renewable Energy Certificates (I-REC).
- Grendene operates its own solar power plants, with more than 7,000 panels installed across the Sobral (CE), Crato (CE), and Farroupilha (RS) units, totaling installed capacity of 3.272 MWp.
- The Company invests in tracking and energy efficiency technologies, with the use of clean energy directly contributing to the reduction of greenhouse gas emissions.

Reverse Logistics and Circularity

Grendene incorporates circular economy principles throughout the lifecycle of its products, from design—prioritizing recyclable materials, mono-material solutions, and lower-impact alternatives—to final disposal.

The Company operates a reverse logistics program, created in 2017, Grendene Recicla+, which enables footwear that is no longer usable to be properly discarded, returned to factories, and reincorporated into the production process. Currently, there are more than 400 collection points, located in all Melissa stores, Galeria Melissa, and Rider Spaces Copan.

The program aims to expand material circularity, promote more responsible consumption practices, and strengthen the Company’s commitment to the circular economy.

In 2025, the program was updated with QR Code-enabled collection bins, allowing individual registration of each discarded pair. This innovation enhanced traceability and improved monitoring of collected products.

4.1 Description of risk factors

Solid Waste Management

Grendene adopts a Solid Waste Management Plan (SWMP) aimed at reducing, reusing, and recycling materials, ensuring environmentally appropriate disposal. In 2025, the Company generated 2,072,680 kg of waste, equivalent to 16.56 grams per pair produced. Grendene minimizes the disposal of hazardous waste in landfills, prioritizing reduction, reuse, recycling, energy recovery, and internal recycling of industrial solvents.

Innovation in Materials, Products, and Processes

Grendene invests in research and development of lower environmental impact materials, such as natural pigments, recycled materials, and EVA from renewable sources, promoting industrial innovation and more sustainable consumption. It also seeks to implement increasingly digitalized and eco-efficient processes, ensuring greater resource optimization, waste reduction, and continuous improvement.

PVC, currently one of the Company's main raw materials, is 100% recyclable and can be continuously reused. The Company invests in incorporating recycled materials and biomaterials, reducing dependence on virgin raw material extraction.

Sustainability is embedded at every stage of the creative process, combining innovative design with a commitment to reducing environmental impacts. The Company's portfolio includes materials such as:

- sugarcane-based EVA.
- pigments derived from rice husks and coconut fibers.
- fabrics and tapes made from recycled PET bottles.
- water-based adhesives, reducing the use of chemical solvents; and
- mono-material products, facilitating recycling by using a single type of material.

Initiatives to Expand Recycling

- PVC, the main input in footwear production, is 100% recyclable, with both internal recycling and partnerships with external recyclers.
- development of proprietary techniques for recycling and reincorporating molded EVA, as well as studies to enable recyclability of injected EVA.
- internal recycling of industrial solvents used in equipment cleaning and painting tools.
- reuse of screen-printing inks and sprays, reducing waste and obsolescence.
- reverse logistics for packaging with suppliers; and
- use of technologies to optimize materials, including:
    - automated cutting machines for laminates to reduce waste.
    - digital printing to minimize ink and input consumption; and
    - gravimetric dosing systems in injection processes, ensuring precise use of raw materials and eliminating waste.

Commitment to Sustainability

In addition to the initiatives described above, Grendene adopts a sustainable management model based on operational efficiency and innovation, aiming to reduce environmental impacts, enhance circularity, and promote a low-carbon economy.

4.1 Description of risk factors

I. Climate-related issues, including physical and transition risks

Grendene is prepared for climate challenges through a comprehensive approach involving emissions management, resource efficiency, and investment in sustainable innovation. The Company recognizes that sustainability is essential for business continuity and for the preservation of the planet, and adopts practices focused on water management, energy efficiency, carbon emissions, waste management, and circularity.

- Grendene conducts an annual Greenhouse Gas (GHG) emissions inventory, reported to the Brazilian GHG Protocol Program, and also participates in the Carbon Disclosure Project (CDP), demonstrating its commitment to climate transparency.
- In 2025, Grendene was recognized, for the fourth consecutive year, with the Gold Seal of the Brazilian GHG Protocol Program (PBGHG), the highest level of qualification for transparency in GHG emissions reporting.

Water Management and Water Security

Grendene operates a Water Efficiency Program aimed at reducing water consumption, promoting reuse, and harvesting rainwater. All Company units have treated effluent reuse systems, enabling the reuse of 100% of treated effluents. Reused water is applied in sanitary flushing, irrigation of green areas, supply of ornamental lakes, and industrial processes.

Mitigation of Transition Risks

To mitigate climate transition risks, Grendene invests in a more sustainable supply chain, prioritizing:

- safer and lower environmental impact raw materials.
- more efficient production processes; and
- enhanced product circularity across their lifecycle.

Commitment to Forest-Based Materials

At Grendene, paper packaging is certified by FSC®, ensuring that materials originate from responsibly managed forests, promoting environmental, social, and economic benefits.

m. other matters not covered under the previous items

All relevant information pertaining to this topic has been disclosed in the preceding items.

4.2 Indication of the five main risk factors

In the ordinary course of our business, we are exposed to various general risks inherent to our activities, which may affect our operating results, financial condition, or future prospects. Among the factors outlined in the preceding item, the main risk factors are:

1. Cyberattacks and data breaches.
2. Adverse economic conditions in Brazil and a decline in consumers' purchasing power.
3. Macroeconomic uncertainty and geopolitical adversities.
4. Unforeseen changes in consumer preferences.
5. Shortages or oversupply of raw materials and price increases.
6. Extreme climate events affecting industrial operations and the supply chain.
7. Non-compliance with market regulations related to the use of fossil-based raw materials and restricted substances; and
8. Adverse tax changes and/or loss of tax incentives.

These factors are subject to continuous monitoring, and the Company has implemented various mitigating actions.

4.3 Description of the main market risks

In the ordinary course of our business, we are exposed to several general risks inherent to our activities, which may affect our operating results, financial condition, or future prospects, as changes in Brazil's economic environment - such as fiscal, exchange rate, and monetary policies adopted by the current or future Federal Government - may adversely affect our activities, for example, through economic slowdown, increases in interest rates, inflationary pressure, and heightened perception of risk in other countries.

Grendene's business model involves operating in fashion-driven markets where, as a competitive advantage, the Company regularly introduces a large number of new models in each period. Each model offered forms part of a collection with an average lifecycle of approximately 90 to 180 days. Accordingly, each quarter Grendene launches new collections, presenting the market with a new pricing structure for each collection, which mitigates the effects of inflation. Within this business model, any cost changes are passed on to final prices whenever demand for such products and consumers' purchasing power allow. Therefore, inflation affects our results primarily by impacting the disposable income available for consumers to purchase our products. Our main inputs are commodities whose prices are referenced to the U.S. dollar in international markets.

Exchange rate fluctuations affect our costs to the extent that they influence the price of these commodities in Brazilian reais when translated from U.S. dollars. However, this relationship is not linear, as commodity prices in U.S. dollars fluctuate according to supply and demand in international markets (when the real appreciates, the price of commodities in reais decreases, although this effect is often partially offset by increases in dollar-denominated commodity prices). On the other hand, exchange rates also affect our exports, as the majority of our costs are denominated in reais.

Interest rates do not directly affect the Company's operating results, but rather its financial results. The Company maintains a substantial balance of cash, cash equivalents, and financial investments (short- and long-term), which amounted to approximately R$1.5 billion as of December 31, 2025. These resources are primarily invested in financial instruments yielding returns at rates close to the SELIC rate. Any changes in market interest rates will affect the returns on these investments.

The table below presents the variations of the items indicated:

Variations vs. previous year	2022	2023	2024
Variation % of net revenue	7.3%	(3.1%)	8.0%
Variation % of operating profit (EBIT)	(39.2%)	15.0%	102.8%
Variation % of net revenue	(5.5%)	(1.8%)	31.8%
Variation in gross revenue per pair on the domestic market	16.6%	4.4%	7.1%
Variation in gross revenue per pair on the domestic market (BRL)	4.9%	(4.7%)	10.3%
Variation in gross revenue per pair on the domestic market (USD)	9.6%	(1.4%)	2.2%
Variation in total gross revenue per pair (BRL)	13.9%	2.4%	7.7%
Variation of average total COGS per pair (BRL)	19.1%	(4.7%)	2.9%
Exchange rate variation (final rate on December 31)	(6.5%)	(7.2%)	27.9%
Exchange rate variation (average annual rate)	(4.3%)	(3.3%)	7.9%
IGP-M	5.5%	(3.2%)	6.5%
Broad IPCA	5.8%	4.6%	4.8%
Real GDP growth (Brazil)	2.9%	2.9%	3.4%
Total number of pairs sold	148,210	139,659	139,448
Variation on the total number of pairs sold	(3.8%)	(5.8%)	(0.2%)
Number of pairs sold on the domestic market	114,384	113,035	114,148
Variation of the number of pairs sold on the domestic market	(5.6%)	(1.2%)	1,0%
Number of exported pairs	33,826	26,624	25,300
Variation on the number of exported pairs	2.9%	(21.3%)	(5.0%)

Source: BACEN, FGV, IBGE and Grendene.

4.3 Description of the main market risks

Financial Instruments

Financial instruments are recognized when the Company becomes a party to the contractual provisions of the instrument. They are measured at amortized cost or fair value and classified into three categories: (i) financial instruments at amortized cost; (ii) financial instruments at fair value through other comprehensive income; and (iii) financial instruments at fair value through profit or loss.

Subsequent measurement is carried out at each balance sheet date in accordance with the rules established for each classification of financial assets and liabilities.

The Company and its subsidiaries classify financial assets and liabilities either at amortized cost or at fair value through profit or loss, based on contractual characteristics and the purpose for which they were acquired or issued:

a. Financial assets at amortized cost: measured under a business model whose objective is to collect contractual cash flows that consist solely of payments of principal and interest.

b. Financial assets at fair value through profit or loss: any financial asset not classified above must be measured at fair value through profit or loss, including assets held for trading and managed on a fair value basis.

c. Financial liabilities: all financial liabilities are measured at amortized cost, except for those classified at fair value through profit or loss and other specific exceptions under applicable accounting standards.

Derivative Financial Instruments and Hedging Activities

The Company enters into derivative financial instruments for hedging purposes; however, it does not apply hedge accounting.

Derivatives are initially measured at fair value on the transaction date and subsequently remeasured at fair value, with gains or losses recognized in financial result.

The Company maintains financial instruments whose risks are managed through financial position strategies and exposure limits. All transactions are fully recognized in accounting records.

The table below presents the classification of the Company's and its subsidiaries' main financial assets and liabilities:

	Parent Company		Consolidated	
	2025	**2024**	**2025**	**2024**
Financial assets at amortized cost [(a)]				
Cash and cash equivalents	**47.819**	48.016	**70.158**	76.109
Financial investments and other financial assets	**1.205.191**	1.324.875	**1.205.191**	1.324.875
Trade receivables	**1.072.528**	1.274.282	**1.043.654**	1.210.309
Financial assets at fair value through profit or loss				
Other financial assets [(2)]	**192.180**	202.213	**192.180**	202.213
Derivatives [(1) (a)]	**3.329**	851	**3.329**	851
Financial liabilities at amortized cost [(a)]				
Loans and financing	**69.069**	68.939	**69.069**	68.939
Lease agréments	**-**	-	**1.498**	19.885
Suppliers	**47.585**	57.799	**56.927**	69.701
Commissions payable	**56.634**	59.497	**56.634**	58.912

(a) The carrying amounts as of December 31, 2025 and 2024 reflect the fair values of the financial instruments.
(1) Level 2: transactions for which observable inputs for assets and liabilities are available, other than quoted prices.
(2) Level 3: transactions for which unobservable inputs for assets and liabilities are used and which reflect pricing assumptions.

Derivative Financial Instruments

The Company and its subsidiaries engage in transactions involving the following derivative financial instruments:

Foreign exchange derivative transactions

The strategy for entering into such transactions is to hedge the Company's and its subsidiaries' sales revenues and financial assets exposed to foreign exchange fluctuations. These instruments are used exclusively for hedging purposes, with the portfolio consisting of forward sales of U.S. dollars through specific financial instruments, such as contracts traded on B3 and Export-Linked Foreign Exchange Advances (*Adiantamentos de Câmbio Entregues – ACE*).

4.3 Description of the main market risks

In transactions involving contracts traded on B3, the impact on the Company's and its subsidiaries' cash flow occurs as adjustments to the U.S. dollar exchange rate are determined up to the settlement date of the contracts.

To reduce the net foreign exchange exposure of its business, the Company's management establishes that traders may enter into USD forward sale contracts exclusively on B3, up to a maximum limit determined by the sum of the following items: (i) foreign currency bank balances held abroad; (ii) financial investments held abroad; (iii) accounts receivable balances denominated in U.S. dollars relating to foreign exchange transactions to be contracted; and (iv) up to 25% of projected annual exports, equivalent to approximately 90 days of expected exports (typically corresponding to orders in backlog and ongoing sales negotiations), less: (a) supplier balances denominated in foreign currency; (b) imports in progress; and (c) ACC (*Adiantamento de Contrato de Câmbio* – advances on exchange contracts).

Risks are monitored on a daily basis and managed through internal controls designed to demonstrate exposure limits and ensure compliance with the Company's risk management policy.

Foreign exchange hedge transactions conducted on B3 are carried out through specialized brokerage firms and require the posting of specific collateral. As of December 31, 2025, the amount of collateral totaled R$ 38,994 (R$ 52,477 in 2024), consisting of the Company's financial investments in government securities, in accordance with the exchange risk exposure limits established in the Company's risk management policy and by the counterparties involved.

The table below presents the positions as of December 31, 2025 and 2024, including notional and market values.

Type of contract	Notional value – USD		Notional value – R$		Amount receivable (payable)	
	2025	2024	2025	2024	2025	2024
Future contracts						
Sell commitment	**(37,500)**	(47,000)	**(206,084)**	(292,326)	**3,329**	851

These transactions are directly linked to export revenues and foreign currency-denominated financial assets, aiming to offset the effects of exchange rate fluctuations. The receivable balance of R$ 3,329 as of December 31, 2025 (R$ 851 in 2024) is classified under "Notes receivable."

Sensitivity Analysis

Income derived from financial investments, as well as financial expenses arising from the Company's financing activities, are affected by fluctuations in rates or indices such as CDI, IPCA, IGP-M, INCC, and TJLP. For these instruments, variations of 25% and 50% over the expected scenario are considered, decreasing for financial investments and increasing for financing.

The open positions as of December 31, 2025 are presented below, including sensitivity tests for rate or index variation scenarios. These tests consider a probable scenario, with decreasing impacts for financial investments and increasing impacts for financing, as follows:

		Sensitivity scenarios					
Risk fator	% y.y.	Balances at 2025	Remote - 50%	Possible - 25%	Probable	Possible + 25%	Remote + 50%
Fixed Income Financial Investments							
CDI (Interbank Certificate of Deposit)	14.9000%	938,526	10,731	15,915	20,988	26,848	31,718
IPCA (National Consumer Price Index)	4.6400%	38,995	2,532	2,876	3,219	3,562	3,903
INCC (National Construction Cost Index)	5.9400%	127,499	10,575	11,806	13,036	14,264	15,490
Financing Incentives							
TJLP (Long-Term Interest Rate)	9.0700%	(16,830)	521	781	1,041	1,301	1,561

Sensitivity Analysis of Exchange Rate Variations

i) Foreign currency derivatives

As of December 31, 2025, the Company holds hedge coverage for its exposure to foreign exchange fluctuations related to sales in international markets, with export contracts maturing in the amount of USD 9,495 (USD 8,804 in 2024).

The Company has projected the impact of these foreign exchange hedging transactions under three scenarios, considering the settlement of the positions maturing on January 31, 2026, as presented below:

4.3 Description of the main market risks

				Sensitivity scenarios				
Risk fator	Short position in US$	FX rate	Balances at 2025	Remote -50%	Possible -25%	Probable	Possible +25%	Remote +50%
Contracted Derivatives - Hedge								
Dollar	(37,250)	5.5324	(206,083)	103,042	51,521	3,329	(51,521)	(103,042)

ii) Foreign exchange exposure

The net foreign currency-denominated assets and liabilities are presented below:

				Sensitivity scenarios				
Risk factor	Portfolio position in USD	FX Rate	Balances at 2025	Remote -50%	Possible -25%	Probable	Possible +25%	Remote +50%
FX exposure								
Assets								
Current account	19	5,5018	102	(51)	(26)	-	26	51
Accounts receivable from clients	39.194	5,5018	215.639	(107.819)	(53.910)	-	53.910	107.819
Liabilities								
Advances from clients	(1.547)	5,5018	(8.513)	4.256	2.128	-	(2.128)	(4.256)
Accounts payable	(3.114)	5,5024	(17.133)	8.566	4.283	-	(4.283)	(8.566)
Post-shipping financing of exports (ACEs)	(9.495)	5,5018	(52.239)	26.119	13.060	-	(13.060)	(26.119)
Derivatives contracted – Hedge	(37.250)	5,5324	(206.083)	103.042	51.521	3.329	(51.521)	(103.042)
Net exposure	(12.193)		(68.226)	34.113	17.056	3.329	(17.056)	(34.113)

Sensitivity Analysis of Return Rate Variations for SCPs

The Company has projected the impact of its investments in *sociedades em conta de participação* (SCPs), based on the average expected return rate as of December 31, 2025, as presented below:

			Sensitivity scenarios				
Risk fator	Average rate of return	Balances at 2025	Remote -50%	Possible -25%	Probable	Possible +25%	Remote +50%
Other financial assets – SCPs							
Values of real estate properties	18.6136%	151,472	2,471	3,706	5,120	6,177	7,412

4.4 Relevant non-confidential cases

The Company is a party to judicial and administrative proceedings of a labor, civil, environmental, and tax nature, arising in the ordinary course of its activities, which are not under confidentiality and are considered relevant to the Company.

The Company periodically reviews its contingent liabilities, classifying them according to the likelihood of loss as probable, possible, or remote, based on assessments conducted by its legal department and external legal counsel.

The materiality criteria adopted by the Company for the disclosure of information regarding the proceedings described herein take into account: (i) the opinions of internal and external legal counsel, based on the analysis of the likelihood of success or loss of the claim, its complexity, and prevailing court precedents; (ii) the potential impacts of a favorable or unfavorable decision on its shareholders' equity; (iii) its financial capacity and business activities, as well as those of its subsidiaries; and (iv) potential risks to the reputation of the Company and its subsidiaries.

Provisions - Probable loss risks

For contingencies considered probable losses by the company's legal counsel, risk provisions in an amount sufficient to cover probable losses in adverse decisions were established.

The changes in provisions for labor, civil, and tax risks are shown below:

Consolidated	Labor	Tax	Civil	Total
Balances as of December 31, 2023	**4.076**	**2.110**	**481**	**6.667**
Additions	2.775	4.704	-	7.479
Realizations	(2.897)	(48)	(165)	(3.110)
Reversals	(395)	-	(285)	(680)
Monetary Correction	25	25	14	64
Balances as of December 31, 2024	**3.584**	**6.791**	**45**	**10.420**
Current	*325*	*5.494*	*39*	*5.858*
Non-Current	*3.259*	*1.297*	*6*	*4.562*
Balances as of December 31, 2024	**3.584**	**6.791**	**45**	**10.420**
Additions	3.397	16.162	1.443	21.002
Realizations	(3.385)	(14.641)	-	(18.026)
Reversals	(497)	-	-	(497)
Monetary Correction	(277)	(253)	29	(501)
Balances as of December 31, 2025	**2.822**	**8.059**	**1.517**	**12.398**
Current	*926*	*-*	*1.511*	*2.437*
Non-Current	*1.896*	*8.059*	*6*	*9.961*

Labor: These mainly refer to claims filed by former employees alleging non-compliance with labor regulations, relating to indemnity payments, hazardous conditions allowances, and amounts claimed as due under joint and several liability.

Tax: These refer to: (i) R$1,354 related to a claim concerning the levy of PIS/COFINS-Import on services acquired from abroad; and (ii) R$6,705 related to the disallowance of offsetting COFINS liabilities with tax credits recognized under the Reintegra program.

Civil: These refer to: (i) R$45 related to an annulment action of an administrative penalty issued by Procon/SP; (ii) R$6 related to an action to annul a trademark registration; and (iii) R$1,466 related to a tax enforcement proceeding brought by Procon/SP.

Contingent liabilities - Possible loss risk

Proceedings classified as having a possible risk of loss are so classified due to uncertainties regarding their outcome. They consist of administrative proceedings and legal claims of a labor, tax, civil, and environmental nature that still depend on further verification, factual analysis, the establishment of case law, or that do not present sufficient elements to determine the likelihood of loss.

No provision has been recognized for proceedings classified as possible loss.

The composition and estimate are presented below:

Consolidated	2023	2024	2025
Labor	2,486	2,669	2,875
Tax	43,451	46,385	43,674
Civil	38,753	29,124	22,368
Environmental	340	350	347
Total	**85,030**	**78,528**	**69,264**

4.4 Relevant non-confidential cases

Labor: Labor proceedings classified as possible loss mainly relate to claims filed by former employees of the Company and its subsidiaries, alleging non-compliance with labor regulations, involving indemnity payments and hazardous conditions allowances.

Tax: Tax proceedings classified as possible loss relate to tax assessments, as follows: (i) R$416 related to social security contributions on group life insurance provided to employees; (ii) R$9,767 related to enforcement proceedings arising from the disallowance of offsetting presumed IPI tax credits calculated as reimbursement of PIS and COFINS; (iii) R$1,982 related to enforcement proceedings arising from the disallowance of COFINS offsets; (iv) R$12,650 related to enforcement proceedings brought by the State of Rio Grande do Sul concerning the improper appropriation of ICMS tax credits; and (v) R$18,859 related to the payment of CIDE – remittances abroad.

Civil: Civil proceedings relate to: (i) R$9,477 in indemnity claims filed by former sales representatives; (ii) R$410 related to an indemnity claim filed by a former customer alleging the existence of a distribution agreement; (iii) R$12,461 related to an annulment action of a tax assessment for alleged non-compliance with consumer protection regulations; and (iv) R$20 related to other indemnity claims.

Environmental:
The environmental proceeding classified as possible loss refers to a notice of violation for the alleged failure to comply with conditions set forth in an environmental license.

In addition, as of December 31, 2025, the Company was a defendant in the following proceedings, considered material by its legal counsel:

Case No. 0312770-12.2015.8.05.0001	
a) Court	27th Court of Civil and Commercial Relations Matters of the District of Salvador
b) Instance	3rd Instance
c) Commencement Date	January 09, 2009
d) Parties in the case	Plaintiff: José dos Santos Gomes Barros, JS Comércio e Representações Ltda., and Sun Flower Comércio e Representações Ltda. Defendant: Grendene S/A
e) Amounts, assets, or rights involved:	R$9,000,000.00 (estimated as of December 31, 2025) GRENDENE S/A
f) Main facts	This is a labor lawsuit that was later transferred to the Civil Court on July 5, 2015. The plaintiff requests payment for Moral Damages, Difference in Commissions, Refund of Deducted Amounts, and Lost Profits. In a first-degree decision, the judge of the 16th Court of Consumer Relations in Salvador ruled in favor of the defendant, dismissing the plaintiff's claims. Both parties filed an appeal, which was examined by the Court of Justice of Bahia in February 2017. The Court partially overturned the initial ruling and partially upheld the plaintiff's claims. In May 2017, the Company submitted a Special Appeal to the Superior Court of Justice, which, upon examination, accepted Grendene's arguments and partially granted the appeal. The Superior Court directed that the case be sent back to the lower court for further proceedings, providing both parties with a new opportunity to present evidence. The plaintiff filed an Internal Appeal against the aforementioned decision, which was denied. Following this decision, the plaintiff filed a motion for Clarification, which was rejected. After the decision became final, the case was sent back to the original court with a new opportunity for the presentation of evidence. Questions were presented by both the plaintiff and the defendant. The process is awaiting the completion of technical expertise.
g) Summary of the decisions on the merits rendered.	
h) Stage of the process	
i) Likelihood of loss:	Possible loss
j) Reason why the process is considered relevant	
k) Analysis of the impact in case of process loss	In the event of the company losing the case, the impact will be limited to the value of the action in the judgment settlement and attorney fees.
l) Provisioned value	No provision made

4.4 Relevant non-confidential cases

Case No. 0801253-17.2021.4.05.8103	
a) Court	18th Federal Court of Sobral, Ceará, Brazil
b) Instance	1st Judicial Instance
c) Commencement Date	July 30, 2021
d) Parties in the case	Plaintiff: Grendene S/A Defendant: RFB
e) Amounts, assets, or rights involved:	R$ 11,749,233.89 on December 12, 2025
f) Main facts	This is an annulment action seeking to void tax liabilities, with the purpose of annulling the decisions issued in Tax Administrative Proceedings No.1331.0000181/2009-49, No.1331.0000182/2009-93, and No.13312.720939/2011-83, currently under dispute in Tax Enforcement Proceedings No.0801455-57.2022.4.05.8103 and No.0801545-65.2022.4.05.8103, through the recognition of the legality of the offsets carried out in the aforementioned proceedings. The request for preliminary injunction was granted. The Federal Government (Union) filed its statement of defense, and the Company submitted its reply specifying the evidence it intends to produce. The production of expert evidence has been ordered.
g) Summary of the decisions on the merits rendered.	
h) Stage of the process	
i) Likelihood of loss:	Possible loss
j) Reason why the process is considered relevant	
k) Analysis of the impact in case of process loss	In the event of the Company's loss, the impact will be limited to the updated amount of the tax assessments.
l) Provisioned value	No provision made

Additionally, the Company appears as plaintiff in the following material proceeding:

Case No. 0047158-80.2014.4.01.3400	
a) Court	3rd Federal Court of Brasília, Federal District, Brazil
b) Instance	2nd Instance
c) Commencement Date	July 16, 2014
d) Parties in the case	Plaintiff: Grendene S.A. Defendant: Federal Government
e) Amounts, assets, or rights involved:	R$ 8,499,000,00 (estimated in December 2025)
f) Main facts	This is a civil lawsuit aiming at the non-forceability of the social security contribution on the payroll proportional to the thirteenth salary paid in December 2011. Judgment in favor of the company Awaiting judgment on appeal from both parties.
g) Summary of the decisions on the merits rendered.	
h) Stage of the process	
i) Likelihood of loss:	Likely success
j) Reason why the process is considered relevant	
k) Analysis of the impact in case of process loss	In the event of the company's loss, there will be no impact on its results, as the contribution has been collected in accordance with legal requirements.
l) Provisioned value	No provision made

4.5 Total provisioned value of relevant non-confidential cases

See item 4.4.

4.6 Relevante confidential cases

There are no relevant confidential processes in which the Company or its subsidiaries are involved.

4.7 Other relevant contingencies

There are no other relevant contingencies of the Company or its subsidiaries.

5.1 Description Other relevant contingencies

a. whether the issuer has a formalized risk management policy, indicate the body that authorized it and the date it was approved. If the issuer does not have a formalized risk management policy, justify the reasons why.

The Company has a formal Corporate Risk Management policy approved by the Board of Directors on February 24, 2022, with a revision on February 29, 2024.

b. the objectives and strategies of the Corporate Risk Management policy, if any, including:

The purpose of this Policy is to establish guidelines to be observed in the Corporate Risk Management process of Grendene, in order to enable the identification, assessment, prioritization, and mitigation of risks that permeate the Company's processes and business activities.

The basic corporate risk management strategy set forth in this Policy is aimed at reducing uncertainties and the negative impacts that risks may have on the Company's strategic and operational objectives, as well as contributing to value preservation, strengthening corporate governance, and ensuring the sustainability and long-term viability of Grendene's business.

i. the risks for which protection is sought.

The Company seeks to ensure protection against all identified risks, prioritizing those classified as high and medium. The Corporate Risk Management Policy classifies risks into the following categories: Strategic; Operational; Compliance; Financial and Market; Information; Technological; and Social and Environmental.

ii. the instruments used for protection.

The Company continuously seeks to enhance its internal control environment, with the objective of mitigating identified, classified, and assessed risks. In addition to implementing and improving such controls, the Company also uses risk transfer instruments, such as the procurement of insurance, and develops specific initiatives and projects aimed at the prevention, mitigation, and treatment of mapped risks.

Following risk assessment and the review or implementation of internal controls, the process proceeds to regular monitoring cycles, with the purpose of verifying the effectiveness of such controls and, consequently, reassessing risk levels, as well as identifying opportunities for improvements and adjustments to the initiatives adopted.

The defined risks and internal controls are consolidated into Grendene's risk and internal control matrices, with the objective of facilitating monitoring, management, and the prioritization of mitigation actions and projects.

With respect to risks, the Company performs periodic reviews and may revise risk classifications, as well as include newly identified risks, including emerging risks. At this stage, potential changes in the internal and external environments are considered, enhancing event analysis and the assessment process.

Regarding internal controls, monitoring is carried out through testing based on the Company's internal control matrix, involving sampling and evidence gathering according to a pre-established schedule. This process also supports the continuous review of controls and the enhancement of projects and initiatives aimed at strengthening the governance, risk, and compliance environment.

iii. the risk management organizational structure

At the Board of Directors' Meeting held on May 27, 2019, Grendene approved the establishment of an Investment Committee, whose primary responsibility is to define the Company's investment modalities. It was also resolved that the Company may invest in other types of investments, including private credit financial instruments and financial real estate swaps, to be defined by the Investment Committee.

In December 2021, a Governance, Risk and Compliance (GRC) area was established, which reports to the Board of Directors through the Audit Committee and is administratively linked to the Investor Relations department, with the following responsibilities:

5.1 Description Other relevant contingencies

- to conduct Grendene's Corporate Risk Management process, identifying, classifying, assessing, and responding to risks, in conjunction with the business areas responsible for the processes within the scope of the analysis and taking into account the risk appetite defined by the Board of Directors;
- to consolidate and maintain an updated risk matrix, continuously monitoring the risk environment and reporting newly identified risks to the Audit Committee;
- to develop and maintain an updated internal control matrix, assessing controls and supporting business areas in strengthening Grendene's internal control environment;
- to develop and implement the corporate risk management methodology, based on market best practices and in compliance with applicable laws and regulations, as well as internal policies and procedures;
- to promote initiatives aimed at fostering a culture of transparency, accountability, and risk awareness within Grendene; and
- to periodically report on corporate risk management activities to Grendene's Audit Committee.

c. the adequacy of the operational structure and internal controls to confirm the adopted policy's efficacy.

The Company, with the objective of continuously improving its governance framework and corporate risk management practices, strongly adopts the principles recommended by the Committee of Sponsoring Organizations of the Treadway Commission (COSO), the Institute of Internal Auditors (IIA), and the Brazilian Institute of Corporate Governance (IBGC), as well as complies with the regulations issued by the Brazilian Securities and Exchange Commission (CVM) and B3 (Novo Mercado segment).

At the Board of Directors' Meeting held on February 24, 2022, the creation of the Audit Committee was approved, as an independent body in accordance with the Novo Mercado Regulation of B3, with, among other responsibilities:

- to oversee the activities, effectiveness, development, and structure of Grendene's corporate risk management, as well as to suggest improvements to the Board of Directors;
- to monitor and assess Grendene's risk exposure and, when necessary, recommend changes to the Company's risk matrix and/or risk appetite levels;
- to define and manage the communication and reporting process related to Grendene's corporate risk management; and
- to periodically review the corporate risk management policy and, if necessary, submit recommendations for amendment to the Board of Directors.

On an annual basis, Grendene's Audit Committee approves the annual work plan of the Governance, Risk and Compliance (GRC) area, including the internal audit function. Among the responsibilities of internal audit are:

- to independently, impartially, and timely assess the effectiveness and quality of Grendene's corporate risk management process, identifying weaknesses and providing recommendations for improvement and adjustments to such process;
- to evaluate the Company's internal control environment and internal control matrix, testing and assessing the effectiveness of existing controls and recommending improvements, considering the effectiveness of risk mitigation;
- through monitoring and evaluation of the risk management and internal control processes, to identify and point out potential risks not yet mapped by the organization;
- to monitor the implementation of recommendations identified during audit or evaluation processes related to risk management and internal controls; and
- to provide information and reports to senior management and the Audit Committee regarding the effectiveness of the Company's risk management and internal controls, as well as compliance with legal requirements and regulations.

5.2 Description of internal controls

a. the main internal control practices and the degree of efficiency of such controls, indicating any imperfections and the measures taken to correct them.

The Company has integrated management systems (enterprise management software) which, once configured, ensure a reasonable level of standardization in its transactions and their respective records. To ensure the integrity of its systems, the Company maintains controls over system access and the traceability of transactions.

The management process is complemented by periodic internal reports and the systematic monitoring of indicators and results by area managers, under the supervision of the Executive Board. This dynamic contributes to a robust control environment, ensuring effective monitoring of operations and a prompt response to any inconsistencies.

Management is responsible for establishing and maintaining adequate internal controls over the Company's financial reporting.

In Management's assessment, the internal controls currently in place are effective in ensuring the reliability of the Company's disclosed financial information. Nevertheless, Grendene maintains continuous processes of review, monitoring, and improvement of its control structure, with the objective of strengthening corporate governance and promoting the ongoing enhancement of internal controls.

b. the organizational structures involved.

The Company's management, composed of the Chief Executive Officer, the Vice President, and the Investor Relations and Chief Financial Officer, together with the non-statutory officers and the managers reporting to them, is responsible for monitoring the performance indicators and results of the Company's key business processes, ensuring alignment between operational execution and strategic objectives.

The South Controllership and the Northeast Controllership, both reporting to the Finance Department, are primarily responsible for the preparation of financial reports, as well as for the adoption of best practices in internal controls and compliance with applicable accounting standards.

The Audit Committee is responsible for reviewing and assessing the Company's policies and internal controls, as well as overseeing corporate risk management and monitoring the execution of the annual audit plan, including matters related to the preparation and review of the financial statements, reporting to the Board of Directors.

On an annual basis, Grendene's Audit Committee approves the annual plan of the Governance, Risk and Compliance (GRC) function, encompassing activities related to risk management, internal controls, compliance, and internal audit. Through this plan, the internal audit function seeks to assess the quality and effectiveness of the Company's internal control system.

c. whether and how the effectiveness of internal controls is supervised by the issuer's management, indicating the position of the persons responsible for such monitoring.

The systematic monitoring of business indicators and financial reports is carried out by the Executive Board. The officers participate in Board of Directors' meetings and are questioned by the Board regarding the Company's results.

Managers receive regular reports (daily, weekly, monthly, and quarterly) on business indicators and performance. On a monthly basis, results are analyzed, compared against expectations and against the results achieved in the same period of the previous year, and are presented at meetings held between managers and officers for discussion.

The results of all activities planned for each fiscal year are reported through reports submitted to the Board of Directors, officers, and the managers involved, and are monitored on a monthly basis.

At the Board of Directors' Meeting held on February 24, 2022, the creation of the Audit Committee was approved, as an independent body in accordance with the Novo Mercado Regulation of B3. Among its responsibilities are evaluating quarterly information, interim financial statements, and annual financial statements, as well as monitoring the activities of the internal audit function and assessing the effectiveness of the Company's internal controls.

5.2 Description of internal controls

d. inadequacies and recommendations regarding internal controls contained in the detailed report prepared and transmitted to the issuer by the independent auditor in accordance with the CVM regulations governing the registration and exercise of the independent audit activity.

The independent auditors performed audit procedures and evaluated the Company's accounting and internal control systems in connection with the audit of the financial statements for the fiscal year ended December 31, 2025. This assessment was conducted solely to determine the nature, timing, and extent of the audit procedures and was not intended to provide an opinion on the effectiveness of internal controls.

In their long-form report related to these procedures as of December 31, 2025, the auditors identified what they consider to be a significant deficiency in internal controls relating to Management's estimate used in revenue recognition for sales in both the domestic and international markets.

The Company recognizes revenue based on invoice issuance and performs a quarterly review to assess whether revenue has been recognized in the appropriate reporting period. This assessment considers both actual delivery dates and estimated delivery dates based on average delivery times observed in recent periods. Based on this analysis, the Company determines whether revenue associated with sales for which performance obligations have not yet been fully satisfied should be reversed.

However, as part of the audit procedures, it was identified that the Company uses the date "scheduled by the carrier at the time of shipment" as the basis for its estimate, rather than the actual date on which the goods are delivered to the customer. The latter corresponds to the point at which the Company fulfills its performance obligation, in accordance with CPC 47.

When the auditors performed an independent estimate based on actual delivery dates reported by carriers and compared it to the Company's estimates, differences were identified in the amounts of revenue reversals related to the non-fulfillment of performance obligations, as required under CPC 47.

Given the relevance of this estimate, and the fact that it involves significant assumptions and management judgment in determining cut-off amounts, the auditors consider it to be a critical accounting estimate and believe it should be disclosed as such in the Company's financial statements.

e. comments by the directors on the deficiencies pointed out in the detailed report prepared by the independent auditor and on the corrective measures adopted.

During the meeting held to assess the audit report, Management made the following observations:

1. All of the Company's production is carried out based on confirmed customer orders, meaning that the entire production system is planned according to orders received;
2. The Company manufactures and ships a significant volume of pre-ordered products on a daily basis, with shipments exceeding one million pairs of footwear in a single day;
3. These products are grouped according to customer orders and transported by hundreds of trucks operated by independent carriers, delivering to all regions of Brazil, serving approximately 72,000 customers across 142,500 points of sale;
4. There is no concentration of orders among customers and, as previously noted, no single customer accounts for more than 5% of the Company's revenue, with individual orders representing an even smaller proportion;
5. Individually, each order or truckload represents an insignificant portion of total revenue and, therefore, any potential incident or event that could prevent delivery would have an equally insignificant impact. In Management's assessment, the likelihood that a material portion of recognized revenue would not be realized is immaterial. In addition, all shipments are insured;
6. All orders existed at the time of shipment (as invoice issuance is system-linked to a corresponding order), and deliveries were performed without significant returns or refusal by customers;
7. Delivery scheduling and tracking are managed through digital information provided by logistics carriers, which report the status and movement of each shipment. In the event of changes in delivery schedules or customer requests, the Company analyzes and adjusts operations to avoid significant impacts;

5.2 Description of internal controls

8. The receivables corresponding to these orders were settled by customers within contractual due dates, with no material defaults or unusual delays;
9. The Company's ERP system performs automated validations to ensure the proper timing of transaction recognition. Additionally, managerial reviews and systematic reconciliations are carried out before financial closing;
10. All taxes related to these revenues have been duly recognized and paid; and
11. The Company continuously seeks to enhance this process, aligning it with the current business environment in order to provide timely information to stakeholders.

In light of these characteristics and the immaterial impact that such amounts would have on the Company's financial results, Management assessed the cost-benefit of implementing additional internal controls required to monitor such effects and concluded that such measures would not be beneficial and would not add value to the quality of financial reporting.

Based on Management's assessment, the other deficiencies reported by the auditors do not present a likelihood or magnitude of potential misstatements that would materially affect the Company's financial statements.

5.3 Integrity program

a. whether the issuer has rules, policies, procedures, or practices aimed at preventing, detecting, and remedying deviations, fraud, irregularities, and illicit acts against public administration, please identify:

The Company adopts a range of initiatives aimed at preventing, detecting, and addressing misconduct, fraud, irregularities, and unlawful acts, including its Code of Conduct, Anti-Fraud and Anti-Corruption Policy, Whistleblowing and Consequences Policy, Third-Party Engagement Policy, among other integrity policies. These practices are essential to ensuring transparency and compliance in the Company's operations.

i. the main integrity mechanisms and procedures adopted, and their adequacy to the profile and risks identified by the issuer, stating how often risks are reassessed and policies, procedures and practices are adapted.

Grendene is firmly committed to integrity in its operations, implementing a range of robust mechanisms and policies to ensure transparency and ethical business conduct. These mechanisms include the Corporate Risk Matrix, the Internal Controls Matrix, and key integrity-related policies, such as the Risk Management Policy, Anti-Fraud and Anti-Corruption Policy, Whistleblowing and Consequences Management Policy, Gifts, Beverages and Hospitality Policy, Donations and Sponsorships Policy, among others, which clearly define the Company's values and standards of conduct.

All documents are reviewed and approved by the Board of Directors and are made available for consultation both on the Company's internal platform (intranet) and on its Investor Relations website, with the objective of identifying, assessing and mitigating key business risks.

These documents are periodically reviewed by the Audit Committee, with the aim of mitigating key risks across various categories, including operational, compliance, environmental and social, technological risks, among others. In addition, Grendene monitors its business units and business partners, including suppliers and customers, in order to mitigate risks related to corruption, money laundering and conflicts of interest.

Furthermore, the Company maintains an Ethics Hotline through which stakeholders may, if they so choose, submit reports anonymously. This channel is operated by KPMG Assessores Ltda., an independent third-party firm specialized in this type of service, and can be accessed at:

- Website: www.linhaetica.com.br/etica/grendene
- Email: grendene@linhaetica.com.br
- Telephone: Toll Free Direct Dialing: 0800-208-0048
- Post Office Box: 79518 - CEP 04711-904, São Paulo, SP.

The Ethics Channel ensures the confidentiality of information, safeguarding the identity of the employees involved.

ii. the organizational structures involved in monitoring the functioning and effectiveness of internal integrity mechanisms and procedures, including their responsibilities, whether their formation has been formally approved, the issuer bodies to which they report, and, if applicable, the mechanisms to ensure the independence of their managers

As part of its commitment to governance and integrity, Grendene established, at a Board of Directors meeting held on April 29, 2021, the Ethics Committee and approved its Internal Charter. The Ethics Committee is responsible for promoting compliance with, and ensuring adherence to, the standards of conduct established by the Company, in accordance with its internal rules and with generally accepted ethical principles. It provides guidance for internal and external relationships, including those involving employees, third parties and Grendene's management.

The Committee is also responsible for overseeing the Ethics Channel, ensuring that all reports are properly investigated and that appropriate measures are taken.

5.3 Integrity program

In December 2021, the Governance, Risk and Compliance (GRC) area was established within the Investor Relations department, with responsibility, among other duties, for coordinating the Company's integrity (compliance) program. On February 24, 2022, the Audit Committee was established as a permanent, non-statutory internal body, with the duty to directly advise the Board of Directors and report on its activities on a quarterly basis. In addition to its other responsibilities, the Audit Committee oversees and assesses the effectiveness of the integrity (compliance) program, ensuring that it meets Grendene's high standards of compliance and transparency.

iii. whether the issuer has a code of ethics or conduct that has been duly approved, indicating:

- **if it applies to all directors, fiscal council members, board members, and employees, and if it also extends to third parties, such as suppliers, service providers, intermediaries, and affiliates.**

  Yes. Grendene has a formally approved Code of Conduct that applies to all of its stakeholders, including officers, members of the Fiscal Council, members of the Board of Directors, and employees, as well as extending to third parties, such as suppliers and service providers. The Code serves as a fundamental guideline to ensure that all parties adhere to the same principles of ethics and transparency in their actions and in their relationships with the Company.

- **a description of the sanctions applicable in the event of a violation of the code or other rules pertaining to the subject, as well as the document in which these sanctions are specified.**

  Any employee who violates a conduct, practice or policy of Grendene, as well as any legislation or regulation applicable to the Company, or who allows a subordinate to do so, will be subject to disciplinary action, which may include a warning, suspension, termination of employment, or termination of the contractual relationship with Grendene. Further details are available in the Whistleblowing and Consequences Management Policy on the Company's website.

- **the governing body that approved the code, the date of approval, and, if the issuer discloses the code of conduct, the web addresses where the document can be accessed.**

  Grendene has maintained a Code of Conduct since December 1, 2008, which was reviewed and approved by the Board of Directors on May 11, 2023. The document is available on the Company's website.

b. whether the issuer has a whistleblower channel, and if so, indicating:

Yes, Grendene has a channel for whistleblowers (Ethics Channel).

- Website: http://www.linhaetica.com.br/etica/grendene
- Email: grendene@linhaetica.com.br
- Telephone: Toll Free Direct Dialing: 0800-208-0048
- Post Office Box: 79518 - CEP 04711-904, São Paulo, SP.

The Ethics Channel ensures the confidentiality of information, safeguarding the identity of the employees involved.

i. whether the whistleblowing channel is internal or belongs to a third party

The Whistleblowing Channel (Ethics Channel) is managed by KPMG Assessores Ltda a third-party organization that specializes in this segment.

5.3 Integrity program

ii. whether the channel is open to receiving complaints from third parties or whether it receives complaints only from employees

Yes, it is open to receiving reports from third parties.

iii. whether there are anonymity and protection mechanisms for legitimate whistleblowers

Yes, there are mechanisms in place to ensure anonymity and protection. Further details are available in the Whistleblowing and Consequences Management Policy on the Company's website.

iv. responsible entity of the issuer for investigating complaints

The Ethics Committee is responsible for investigating reports submitted through the Ethics Channel and for deliberating on cases of confirmed violations.

c. number of confirmed cases of deviations, fraud, irregularities, and illegal acts committed against the public administration over the past three fiscal years, and the corrective measures taken.

We did not have any cases.

d. whether the issuer does not have rules, policies, procedures, or practices aimed at the prevention, detection and remediation of deviations, fraud, irregularities, and illegal acts practiced against the public administration, identify the reasons why the issuer has not adopted controls in this regard.

Not applicable.

5.4 Significant changes

In 2025, the Brazilian economic environment remained challenging, marked by a slowdown in consumption, rising household indebtedness, increased selectivity in the retail sector, and heightened competition within the industry—factors that contributed to a decline in Grendene's sales volumes. Against this backdrop, the Company conducted its operations with prudence, guided by operational discipline, active price management and a focus on higher value-added brands and sales channels. This approach supported an increase in the average price per pair, mitigated the impact of lower volumes and contributed to maintaining the quality of revenues. The Company's solid financial position, combined with efficient cost management and a commitment to sustainable and governance practices, helped offset the effects of lower fixed-cost dilution on margins and enabled the Company to close the period with consistent cash generation and financial discipline.

In international markets, the year was also marked by significant challenges, amid a slower global environment, elevated interest rates in key economies, logistical instability, increased international competition and protectionist measures adopted by other countries, including the United States—factors that negatively impacted demand for footwear exports. Nevertheless, the Company's strategy of value capture through product mix optimization and brand positioning allowed it to partially mitigate the effects of this adverse environment. Grendene continued to strengthen its international presence, focusing on higher value-added products, and maintained its financial discipline, preserving flexibility to navigate a volatile global environment and support its value creation trajectory in the medium and long term.

In addition, as part of its corporate governance framework, the Company maintained the activities of the Governance, Risk and Compliance (GRC) area, ensuring adherence to best practices and the effectiveness of control mechanisms. Throughout 2025, documents approved by the Board of Directors were continuously monitored, including the Strategic Risk Matrix, prepared and approved in 2025, as well as the Corporate Risk Matrix, the Internal Controls Matrix and key corporate policies, such as the Donations and Sponsorships Policy, the Gifts and Hospitality Policy, the Third-Party Engagement Policy, the Corporate Risk Management Policy and the Whistleblowing and Consequences Management Policy. This ongoing monitoring ensured effective responses to risk mitigation and the continuous alignment with the Company's strategic guidelines.

5.5 Other relevant information

All relevant and pertinent information on this topic has been disclosed in the previous items.

6.1/2 Shareholding position

CPF/CNPJ (Individual Taxpayer Registry / National Registry of Legal Entities)

CONTROLLER / INVESTOR					
SHAREHOLDER					
Shareholder's CPF/CNPJ	**Nationality-State**	**Participates in Shareholders' Agreement**	**Controlling Shareholder**	**Last Amendment**	
Foreign Shareholder	**Name of Legal or Mandated Representative**		**Type of Entity**	**CPF/CNPJ**	
Breakdown of shares					
Number of Common Shares	**Common Shares %**	**Number of Preferred Shares**	**Preferred Shares %**	**Total Number of Shares**	**Total Shares %**
Controller / Investor				**Shareholder's CPF/CNPJ**	**Composition share capital**
ANDRE DE CAMARGO BARTELLE					
354.047.748-94	Brazil	Yes	Yes	August 31, 2026	
No					
35,036,377	3.884	0	0.000	35,036,377	3.884
Class of shares	**Quantity of shares**	**Shares (%)**	**(%) of shares by species**	**Shares (%) of the share capital**	
Total	**0**	**0.000**			
FIF ACOES PGB – BTG					
15.912.237/0001-16	Brazil	No	No	August 31, 2026	
No	PEDRO GRENDENE BARTELLE		Individual		098.647.840-72
41,662,976	4.618	0	0.000	41,662,976	4.618
Class of shares	**Quantity of shares**	**Shares (%)**	**(%) of shares by species**	**Shares (%) of the share capital**	
Total	**0**	**0.000**			
GABRIELLA DE CAMARGO BARTELLE					
370.718.138-33	Brazil	Yes	Yes	August 31, 2026	
No					
34,747,777	3.852	0	0.000	34,747,777	3.852
Class of shares	**Quantity of shares**	**Shares (%)**	**(%) of shares by species**	**Shares (%) of the share capital**	
Total	**0**	**0.000**			

6.1/2 Shareholding position

CPF/CNPJ (Individual Taxpayer Registry / National Registry of Legal Entities)

CONTROLLER / INVESTOR					
SHAREHOLDER					
Shareholder's CPF/CNPJ	**Nationality-State**	**Participates in Shareholders' Agreement**	**Controlling Shareholder**	**Last Amendment**	
Foreign Shareholder	**Name of Legal or Mandated Representative**		**Type of Entity**	**CPF/CNPJ**	
		Breakdown of shares			
Number of Common Shares	**Common Shares %**	**Number of Preferred Shares**	**Preferred Shares %**	**Total Number of Shares**	**Total Shares %**
Controller / Investor				**Shareholder's CPF/CNPJ**	**Composition share capital**
GIOVANA BARTELLE					
685.957.780-00	Brazil	Yes	Yes	August 31, 2026	
No					
37,132,797	4.116	0	0.000	37,132,797	4.116
Class of shares	**Quantity of shares**	**Shares (%)**	**(%) of shares by species**	**Shares (%) of the share capital**	
Total	**0**	**0.000**			
PEDRO BARTELLE					
685.957.430-53	Brazil	Yes	Yes	August 31, 2026	
No					
34,557,397	3.831	0	0.000	34,557,397	3.831
Class of shares	**Quantity of shares**	**Shares (%)**	**(%) of shares by species**	**Shares (%) of the share capital**	
Total	**0**	**0.000**			
PEDRO GRENDENE BARTELLE					
098.647.840-72	Brazil	Yes	Yes	August 31, 2026	
No					
93,820,000	10.399	0	0.000	93,820,000	10.399
Class of shares	**Quantity of shares**	**Shares (%)**	**(%) of shares by species**	**Shares (%) of the share capital**	
Total	**0**	**0.000**			

6.1/2 Shareholding position

CPF/CNPJ (Individual Taxpayer Registry / National Registry of Legal Entities)

CONTROLLER / INVESTOR					
SHAREHOLDER					
Shareholder's CPF/CNPJ	**Nationality-State**	**Participates in Shareholders' Agreement**	**Controlling Shareholder**	**Last Amendment**	
Foreign Shareholder	**Name of Legal or Mandated Representative**		**Type of Entity**	**CPF/CNPJ**	
Breakdown of shares					
Number of Common Shares	**Common Shares %**	**Number of Preferred Shares**	**Preferred Shares %**	**Total Number of Shares**	**Total Shares %**
Controller / Investor				**Shareholder's CPF/CNPJ**	**Composition share capital**
UNION SUPER FUNDO DE INVESTIMENTO FINANCEIRO EM AÇÕES					
65.946.143/0001-36	Brazil	Yes	Yes	August 31, 2026	
Não	NOVA MILANO INVESTIMENTOS LTDA		Legal Entity		12.263.316/0001-55
391,443,700	43.390	0	0.000	391,443,700	43.390
Class of shares	**Quantity of shares**	**Shares (%)**	**(%) of shares by species**	**Shares (%) of the share capital**	
Total	**0**	**0.000**			
TREASURY SHARES					
0	0.000	0	0.000	0	0.000
OTHER					
233,758,976	25.911	0	0.000	233,758,976	25.911
TOTAL					
902,160,000	**100.000**	**0**	**0.000**	**902,160,000**	**100.000**

6.3 Capital distribution

Date of last meeting / Date of last amendment	April 23, 2026
Number of individual shareholders	91,687
Number of corporate shareholders	22
Number of institutional investors	457

Outstanding Shares

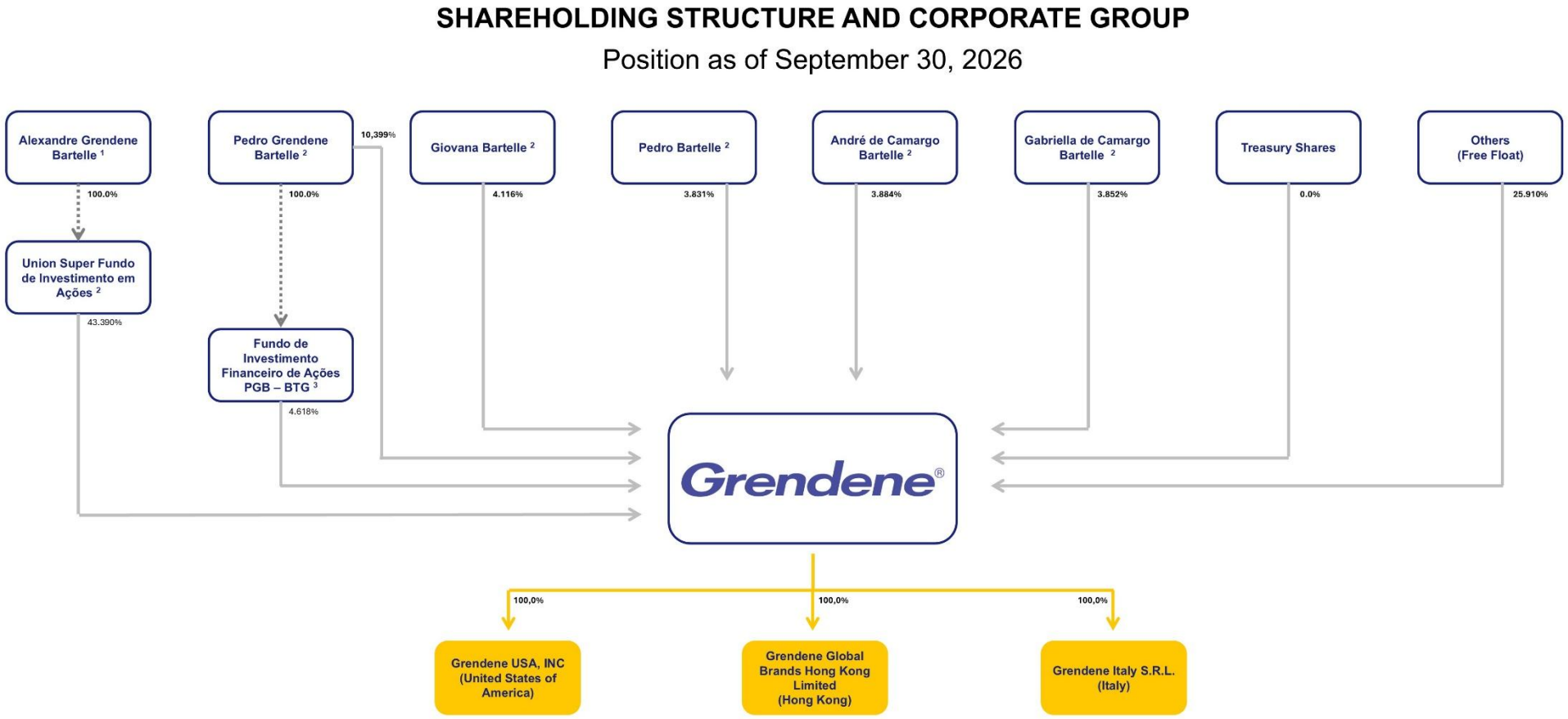
Outstanding shares in circulation correspond to all shares of the issuer except those owned by the controller, individuals related to them, the company's administrators, and shares held in treasury.

Quantity of common shares	230,873,273	25.591%
Quantity of preferred shares	0	0.000%
Total	230,873,273	25.591%

6.4 Stake in companies

Company Name	CNPJ (National Registry of Legal Entities)	Issuer's Participation (%)
GRENDENE USA, INC	00.000.000/0000-00	100
GRENDENE ITALY SRL	00.000.000/0000-00	100
GRENDENE GLOBAL BRANDS HONG KONG LIMITED	00.000.000/0000-00	100

6.5 Organizational chart of shareholders and economic group



Notes:
1) The shareholder Alexandre Grendene Bartelle holds an indirect equity interest in the Company's Share Capital through Union Super Fundo de Investimento Financeiro em Ações, of which he is the sole shareholder (unitholder).
2) The shareholders comprising the controlling block are bound by a shareholders' agreement that governs the joint exercise of the Company's controlling power.
3) Holder of freely traded shares, not a party to the shareholders' agreement and not a member of the controlling block.

6.6 Other relevant information

On July 6, 2023, the Executive Board of Grendene S.A. approved the dissolution and liquidation of its subsidiary Grendene UK Limited. As a result of its dissolution, Grendene Italy S.R.L. became a direct subsidiary of Grendene S.A. as of September 2023.

The indirect subsidiary Grendene New York LLC was dissolved in March 2024.

On November 29, 2024, Grendene S.A. acquired the remaining 50.1% of the share capital of Grendene Global Brands Limited, a company incorporated in the United Kingdom ("GGB"), thereby becoming the holder of all of its shares. As a result of this acquisition, GGB ceased to be a joint venture and became a wholly owned subsidiary of the Company.

On August 14, 2025, Grendene S.A. informed the market that it had received, on August 13, 2025, a notice from Radar Gestora de Recursos Ltda. reporting a reduction in its shareholding in the Company to 37,001,100 common shares issued by Grendene S.A. (GRND3), corresponding to approximately 4.10% of the total shares issued, and, therefore, that it no longer held an interest equal to or greater than 5% of the Company's share capital.

On November 6, 2025, the Board of Directors approved a corporate reorganization plan involving subsidiaries abroad, aimed at simplifying the group's corporate structure, reducing administrative costs, streamlining corporate processes and optimizing the governance of its foreign subsidiaries ("Corporate Reorganization").

As part of the Corporate Reorganization, the following were approved: (i) the acquisition by the Company of all membership interests in Grendene Global Brands USA LLC ("GGB USA"), which were then held by Grendene Global Brands Limited, resulting in GGB USA becoming a direct wholly owned subsidiary of the Company; and (ii) following completion of such acquisition, the commencement of the process for the dissolution, liquidation and termination of Grendene Global Brands Limited, to be conducted in accordance with the corporate laws of the United Kingdom.

On August 31, 2026, the winding-up process of Grendene Global Brands Limited was completed for corporate and accounting purposes. On October 14, 2026, the dissolution filing was duly registered with the competent authority, completing the applicable legal formalities.

On April 1, 2026, as part of the continuing reorganization of the Company's foreign subsidiaries, the equity interest in Grendene Global Brands Hong Kong Limited, previously held by Grendene Global Brands USA LLC, was transferred to Grendene S.A., and such company became a direct subsidiary of the Company.

On April 10, 2026, a corporate reorganization was carried out at the level of the Company's controlling shareholder, Mr. Alexandre Grendene Bartelle, consisting of the transfer of all shares issued by the Company previously held directly by him to Union Super Fundo de Investimento Financeiro em Ações, an investment fund exclusively owned by him. As a result of this transaction, such fund came to hold a significant direct interest in the Company's share capital, with no change in the Company's control or in the ultimate beneficial owner of such control.

On April 23, 2026, the Annual and Extraordinary Shareholders' Meeting of Grendene S.A. approved the merger of MHL Calçados Ltda., a wholly owned subsidiary of the Company, pursuant to the Merger Protocol and Justification entered into on March 5, 2026. The transaction was carried out based on the book value of MHL's shareholders' equity and did not result in any increase or reduction in the Company's share capital, nor in any dilution of its shareholders' interests.

On May 21, 2026, Mr. Pedro Grendene Bartelle, a shareholder belonging to the Company's controlling block, transferred common shares issued by the Company classified as free float shares, which he held, to an equity investment fund exclusively owned by him (FIF Ações PGB – BTG). As a result of the transaction, such fund came to directly hold the transferred free float shares, while the shareholder remained the indirect holder of such shares. The transaction did not result in any change in the Company's control, governance structure or the provisions of the shareholders' agreement.

On August 7, 2026, the Company entered into a Membership Interest Purchase Agreement (MIPA) with PAJAR USA Inc. ("Pajar"), as purchaser, MEL 63 CANADA INC., as guarantor, and Grendene Global Brands USA LLC ("GGB USA"), as intervening party, for the disposal to Pajar of the entirety of the Company's equity interest in GGB USA. The fixed purchase price was established at US$3,609,511.53, payable in accordance with the terms, conditions and deadlines set forth in the MIPA. Upon completion of the transaction, Pajar became the holder of all of the share capital of GGB USA, which will continue to commercialize the Company's brands in the United States through the commercial structure established between the parties.

There is no other material information to be disclosed.

7.1 Main characteristics of the management bodies and the fiscal council

Describe the main characteristics of the issuer's management bodies and supervisory board, identifying:

The Board of Directors is a collective decision-making body responsible for defining the Company's strategic guidelines and general business policies, as well as for overseeing the activities of the Executive Board, in accordance with the Bylaws.

The Fiscal Council is not a permanent body. When installed, in accordance with applicable legislation, it is composed of three sitting members and their respective alternates, elected in accordance with Law No. 6,404, dated December 15, 1976, for a term extending until the first Annual Shareholders' Meeting following its installation.

The Executive Board is the executive body responsible for the management of the Company and for the implementation of the policies and guidelines established by the Board of Directors. It is entrusted with conducting the Company's operations and representing the Company before third parties, subject to the limits set forth in the Bylaws and applicable law. The officers are elected by the Board of Directors for a term established in the Bylaws, and may be reelected.

a. the main characteristics of the policies for appointing and filling positions, if any, and, if disclosed by the issuer, the Internet addresses where the document can be accessed.

The nomination of members to the Board of Directors, its Advisory Committees and the Executive Board complies with the provisions set forth in the Policy for the Nomination of Members of the Board of Directors, its Advisory Committees and the Executive Board, the Company's Bylaws, the applicable internal regulations, the Novo Mercado Listing Rules of B3 S.A. – Brasil, Bolsa, Balcão, Law No. 6,404/1976, as well as other applicable legal and regulatory provisions.

The nomination process considers, among other factors, the candidates' technical qualifications, professional experience and the complementarity of their skills, with a view to ensuring the proper composition of the management bodies.

As of the date hereof, the Company does not have ESG-related requirements formally established in its Nomination Policy, including specific targets related to gender, race or ethnicity, age group, persons with disabilities or other diversity attributes.

The full text of the Policy for the Nomination of Members of the Board of Directors, its Advisory Committees and the Executive Board, approved on March 12, 2020, is available on the Company's Investor Relations website.

Link: https://ri.grendene.com.br/EN/Corporate-Governance/By-laws-Policies-and-Regulations

b. Whether performance evaluation mechanisms exist and, if so, what they are:

i. the frequency of evaluations and their scope

The Board of Directors conducts, at least once during each term of office, a qualitative assessment of the Board itself, the Executive Board and its Advisory Committees.

The Advisory Committees also conduct, at least once during the term of office of their members, a self-assessment of their performance, reporting the results to the respective Committee Chair and to the Board of Directors.

The assessments cover both the collective performance of these bodies and the individual contributions of their members.

ii. methodology adopted and the main criteria used in the evaluations.

The assessments are conducted through structured discussions held within the meetings of the respective bodies, led by the Chair of the Board of Directors or by the Committee Chairs, based on previously defined qualitative criteria. The Company does not adopt standardized questionnaires or a specific quantitative methodology for this purpose.

The main aspects considered include, among others:

- individual and collective contributions to the performance of the bodies;
- fulfillment of the assigned responsibilities;
- effectiveness of decision-making and oversight processes; and
- alignment with the Company's strategic direction.

7.1 Main characteristics of the management bodies and the fiscal council

iii. whether external consulting or advisory services have been hired

The Board of Directors may, at its discretion, engage specialized external advisors to support the evaluation process. As of the date of this Reference Form, such services had not been retained.

c. rules for identification and management of conflicts of interest

Shareholders and officers of the Company must refrain from participating in deliberations in which they have a particular interest that conflicts with the interests of the Company, in accordance with applicable corporate law, in particular the provisions set forth in Law No. 6,404/1976.

d. By body:

i. total number of members, grouped by self-declared gender identity.

ii. total number of members, grouped by self-declared racial or ethnic identity.

iii. iii. total number of persons with disabilities

Diversity data by governing body can be found in tables 7.1.D below.

iv. total number of members grouped by other diversity attributes that the issuer considers relevant.

Not applicable.

e. whether there are specific objectives of the issuer regarding gender, race, or other diversity attributes among the members of its administration bodies and its fiscal council.

The Company does not, as of the date hereof, have formally established specific objectives related to gender diversity, race or ethnicity, or other attributes among the members of its management bodies and its Fiscal Council.

The composition of these bodies results from a nomination process based on criteria of merit, technical qualifications, professional experience, unblemished reputation and alignment with the Company's strategic direction, in accordance with the Nomination Policy, the Company's Bylaws and applicable law.

Grendene monitors the evolution of corporate governance practices and will continue to assess opportunities to enhance its nomination policies, seeking to reconcile the adoption of market best practices with the preservation of technical and merit-based criteria in the composition of its management bodies.

f. the role of the administration bodies in the assessment, management, and oversight of climate-related risks and opportunities.

The Board of Directors is responsible for reviewing and approving corporate policies related to sustainability, including those addressing the assessment, management and oversight of climate-related risks and opportunities.

The Executive Board is responsible for overseeing the implementation, monitoring and execution of actions related to such risks and opportunities, in line with the Company's strategic direction and policies approved by the Board of Directors, within the scope of the Company's Sustainable Development Policy.

Initiatives, practices, metrics and operational information related to the management of climate-related risks and opportunities are detailed in item 1.9 of this Reference Form and in the Company's Sustainability Report.

7.1D Description of the main characteristics of the management bodies and the fiscal council

Number of employees by gender declaration

	Female	Male	Non-binary	Other	Prefers not to answer
Executive Board	0	3	0	0	0
Board of Directors - Effective Members	0	7	0	0	0
Board of Directors - Alternate Members	N.A.	N.A.	N.A.	N.A.	N.A.
Fiscal Council - Effective Members	N.A.	N.A.	N.A.	N.A.	N.A.
Fiscal Council - Alternate Members	N.A.	N.A.	N.A.	N.A.	N.A.
TOTAL= 10	**0**	**10**	**0**	**0**	**0**

N.A. – Not applicable

Number of members by declaration of color or race

	Yellow	White	Black	Brown	Indigenous	Other	Prefers not to answer
Executive Board	0	3	0	0	0	0	0
Board of Directors - Effective Members	0	7	0	0	0	0	0
Board of Directors - Alternate Members	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
Fiscal Council - Effective Members	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
Fiscal Council - Alternate Members	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
TOTAL= 10	**0**	**10**	**0**	**0**	**0**	**0**	**0**

N.A. – Not applicable

Number of Members – Persons with Disabilities

	Persons with Disabilities	Persons without Disabilities	Prefer not to disclose
Executive Board	0	3	0
Board of Directors - Effective Members	0	7	0
Board of Directors - Alternate Members	N.A.	N.A.	N.A.
Fiscal Council - Effective Members	N.A.	N.A.	N.A.
Fiscal Council - Alternate Members	N.A.	N.A.	N.A.
TOTAL= 10	**0**	**10**	**0**

N.A. – Not applicable

7.2 Information related to the Board of Directors

a. permanent bodies and committees reporting to the Board of Directors

The Board of Directors is a collective decision-making body responsible for defining the Company's strategic direction and overseeing its management. In performing its duties, the Board of Directors is supported by permanent, non-statutory committees that provide technical and specialized advice. In addition, the Company maintains permanent advisory committees linked to the Executive Board, in accordance with its governance structure.

Stock Option Plan Management Committee (established on February 12, 2015)

The Stock Option Plan Management Committee is a permanent, non-statutory advisory body to the Board of Directors, responsible for administering the Company's Share Option Grant Plan, in accordance with the respective regulations approved by the Board of Directors, with the objective of aligning the interests of executives with those of shareholders. The Committee operates in accordance with regulations approved by the Board of Directors and any amendments thereto, which are available on the Company's Investor Relations website, as well as on the websites of the CVM and B3.

Investment Committee (established on May 27, 2019)

The Investment Committee is a permanent, non-statutory advisory body to the Chief Executive Officer, responsible for assessing financial investment proposals and issuing recommendations within the scope of executive management, in compliance with the guidelines and limits established by the Board of Directors and the Company's Bylaws. The Committee has internal rules approved by the Board of Directors, available on the Company's Investor Relations website, as well as on the websites of the CVM and B3.

Related Parties Committee (established on August 13, 2020)

The Related Parties Committee is a permanent, non-statutory advisory body to the Board of Directors, responsible for reviewing related-party transactions and situations involving potential conflicts of interest, in accordance with the Company's Related Party Transactions Policy, with the objective of ensuring transparency, fairness and adherence to best corporate governance practices. The Committee has internal rules approved by the Board of Directors and available for public consultation.

Ethics Committee (established on April 29, 2021)

The Ethics Committee is a permanent, non-statutory advisory body to the Board of Directors, responsible for ensuring compliance with the Code of Conduct and other internal rules of the Company, as well as for monitoring and handling reports received through the Ethics Channel, reporting to the Board of Directors on relevant matters related to compliance, ethics and potential reputational risks. The Committee operates in accordance with internal rules approved by the Board of Directors.

Audit Committee (established on February 24, 2022)

The Audit Committee is a permanent, non-statutory internal body that reports directly to the Board of Directors and is responsible for overseeing and assessing: (i) the quality and integrity of the financial statements; (ii) the performance, independence and engagement of the independent auditor; (iii) internal control, risk management and compliance systems; and (iv) the operation of channels for reporting irregularities. The Committee has internal rules approved by the Board of Directors, available on the Company's Investor Relations website and on the websites of the CVM and B3.

b. how the Board of Directors evaluates the work of the independent auditor, indicating whether the Company has a policy for the engagement of non-audit services by the independent auditor and, if so, where such policy can be accessed on the internet

The Board of Directors, with the support of the Audit Committee, is responsible for evaluating the work of the independent auditor, taking into account, among other aspects, the quality of the services provided, compliance with applicable professional standards and the auditor's independence in relation to the Company.

The Company does not have a specific formal policy governing the engagement of non-audit services with the independent auditor. Any such engagements are reviewed on a case-by-case basis by the Board of Directors, with the support of the Audit Committee, in order to preserve the auditor's independence.

7.2 Information related to the Board of Directors

c. whether there are established channels through which critical issues related to ESG matters and compliance practices are brought to the attention of the Board of Directors

The Company maintains an Ethics Channel, available 24 hours a day, seven days a week, for receiving reports and complaints related to violations of laws, regulations, the Code of Conduct and other internal policies, including matters related to ESG issues and compliance practices.

The Ethics Channel is operated by an independent third-party firm specialized in this type of service, responsible for receiving reports and forwarding them to the Company, ensuring confidentiality, equal treatment of all reports and preservation of the whistleblower's identity, when requested.

Reports may be submitted through the following channels:

- **Website:** http://www.linhaetica.com.br/etica/grendene
- **E-mail:** grendene@linhaetica.com.br
- **Telephone:** 0800 208 0048
- **P.O. Box:** 79518 – ZIP Code 04711-904 – São Paulo/SP

The Ethics Committee is responsible for reviewing the reports received and reporting to the Board of Directors any cases or situations that may represent relevant risks to the Company's image, reputation, assets or compliance.

7.3 Composition and professional experience of the management and the fiscal council

Functioning of the Fiscal Council: Not permanent and not installed.

Name: ALCEU DEMARTINI DE ALBUQUERQUE **CPF:** 955.578.490-68 Passport: Nationality: Brazil **Occupation:** Business Administrator **Date of birth:** Apr. 24, 1979

Professional Experience: Education: Master of Business Administration, University of Illinois, completion in July 2019. Postgraduate in International Relations. FGV, completion in 2004. Graduated in Accounting Sciences. Unip, completion in 2016. Graduated in Financial Administration and Foreign Trade. University of South Carolina, honorable mention, completion in 2002. Business Management in the Digital Era at Fundação Dom Cabral, 2018. In his previous experience, Mr. Alceu Albuquerque held the position of Corporate Finance Manager at Sicredi Cooperative Bank (2010 to 2019) and subsequently as Director of Banco Mercantil do Brasil S.A. (2019 to 2020). In April 2020, he took on the role of Investor Relations Director at Grendene S.A., and in March 2023, he also assumed the position of Chief Financial Officer. Mr. Alceu Demartini Albuquerque declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Administration bodies:

Administration body	Election date	Mandate term	Elected position held	Description of other position/function	Inauguration date	Elected by the Controller	Start Date of First Term
Executive board	Feb. 27, 2025	3 years	Investor Relations Officer		Feb. 27, 2025		Apr. 14, 2020
Executive board	Feb. 27, 2025	3 years	Other Executive Officers	Chief Administrative and Financial Officer	Feb. 27, 2025		Mar. 2, 2023

Convictions:

Type of conviction	Description of conviction
N/A	

7.3 Composition and professional experience of the management and the fiscal council

Name: ALEXANDRE GRENDENE BARTELLE **CPF:** 098.675.970-87 Passport: Nationality: Brazil **Occupation:** Industrial **Date of birth:** Jan. 23, 1950

Professional Experience: Founder of the Company and Chairman of the Board of Directors since August 18, 2004. Education: Bachelor of Laws, University of Caxias do Sul/RS. Mr. Alexandre Grendene Bartelle was one of those responsible for the growth of the company through the development of innovative concepts, technology, products, and design. He held the position of CEO until April 25, 2013. Mr. Alexandre Grendene Bartelle declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Administration bodies:

Administration body	Election date	Mandate term	Elected position held	Description of other position/function	Inauguration date	Elected by the Controller	Start Date of First Term
Board of Directors	Apr. 23, 2026	2 years	Chairman of the Board of Directors		Apr. 23, 2026	Yes	Aug. 18, 2004

Convictions:

Type of conviction	Description of conviction
N/A	

7.3 Composition and professional experience of the management and the fiscal council

Name: BRUNO ALEXANDRE LICARIÃO ROCHA **CPF:** 278.107.688-08 Passport: Nationality: Brazil **Occupation:** Professional Board Member **Date of birth:** Feb. 18, 1979

Professional Experience: Attorney, graduated from the Law School of the University of São Paulo (USP) in 2002. – Independent member of the Too Seguros S.A. Board of Directors and founding partner of the Exes Group, which specializes in the administration of third-party resources as well as the planning and implementation of financial and capital market transactions. A trained attorney, he served as co-head of the BTG Pactual Group's Latin America Legal Department until June 2014. He joined the BTG Pactual Group in 1999 and was promoted to partner in 2009. In 2007 and 2008 he left BTG Pactual and worked as a Foreing Associate at the New York law firm Skadden, Arps, Slate, Meagher; Flom LLP. He is a member of the Brazilian Bar Association and authorized by the Brazilian Securities and Exchange Commission (CVM) to provide services as a Portfolio Manager for Securities. He is an independent director as per the criteria established in Article 16 of the New Market Regulation of B3 S.A. - Brasil, Bolsa, Balcão. – Mr. Bruno Alexandre Licarião Rocha declares that he is not guilty of any offense that prevents him from performing the activities of the position to which he has been appointed and that he does not hold positions in companies that may be considered competitors in the market with the Company and that it has no conflicting interests with the Company.

Administration bodies:

Administration body	Election date	Mandate term	Elected position held	Description of other position/function	Inauguration date	Elected by the Controller	Start Date of First Term
Board of Directors	Apr. 23, 2026	2 years	Independent member of the Board of Directors (Effective member)		Apr. 23, 2026	Yes	Jul. 6, 2020

Convictions:

Type of conviction	Description of conviction
N/A	

7.3 Composition and professional experience of the management and the fiscal council

Name: GELSON LUIS ROSTIROLLA **CPF:** 148.411.429-91 Passport: Nationality: Brazil **Occupation:** Business administrator **Date of birth:** Feb. 14, 1953

Professional Experience: Education: He has degrees in Business Administration and Accounting from Universidade do Oeste Catarinense (UNOESC). He began his career as a business executive in 1972. He joined Grendene S.A. in 1980 and held the positions of Chief Financial and Investor Relations Officer and Chief Administrative and Controllership Officer. In 2013, he was elected Deputy CEO. Gelson Luis Rostirolla declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Administration bodies:

Administration body	Election date	Mandate term	Elected position held	Description of other position/function	Inauguration date	Elected by the Controller	Start Date of First Term
Executive Board	Feb. 27, 2025	3 years	Deputy Chief Executive Officer / Superintendent		Feb. 27, 2025		Aug. 18, 2004

Convictions:

Type of conviction	Description of conviction
N/A	

7.3 Composition and professional experience of the management and the fiscal council

Name: MAÍLSON FERREIRA DA NÓBREGA **CPF:** 043.025.837-20 Passport: Nationality: Brazil **Occupation:** Economist **Date of birth:** May 14, 1942

Professional Experience: Member of the Board of Directors since August 18, 2004. Education: Economics by the University Center of Brasilia (CEUB). Mr. Maílson Ferreira da Nóbrega began his career at Banco do Brasil S.A., where he headed the rural and industrial credit area of a branch in the state of Paraíba. After fourteen years at Banco do Brasil, he became head of the Coordination of Economic Affairs of the Ministry of Industry and Trade (1977) and later of the Coordination of Economic Affairs of the Ministry of Finance (1979). He served twice as Secretary-General of the Ministry of Finance and was Minister of Finance from 1988 to 1990, during which time he presided over a number of organizations, including the National Monetary Council (CMN), the National Private Insurance Council (CNSP), and the Finance Policy Council (Confaz). He is a member of the Board of Directors of a number of Brazilian companies and is involved in numerous social and business organizations. He also acted as a representative of the Brazilian government at various international events and bodies. He is the author of several books and articles on the Brazilian economy, published in Brazil and abroad. Mr. Maílson Ferreira da Nóbrega declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Administration bodies:

Administration body	Election date	Mandate term	Elected position held	Description of other position/function	Inauguration date	Elected by the Controller	Start Date of First Term
Board of Directors	Apr. 23, 2026	2 years	Board of Directors (Effective member)		Apr. 23, 2026	Yes	Aug. 18, 2004

Convictions:

Type of conviction	Description of conviction
N/A	

7.3 Composition and professional experience of the management and the fiscal council

Name: OSWALDO DE ASSIS FILHO **CPF:** 761.798.778-15 Passport: Nationality: Brazil **Occupation:** Business Administrator and Economist **Date of birth:** Feb. 11, 1950

Professional Experience: Member of the Board of Directors since August 18, 2004. Education: Electronic Engineering from Technological Institute of Aeronautics (ITA) (1973). He holds a master's degree in economics from the School of Economics and Administration of the University of São Paulo. He was the director of Banco Mercantil de So Paulo from 1978 to 1983. He was a partner at Planibanc Corretora de Valores from 1984 to 1991, and then at Convenção Corretora de Valores from 1992 to 1994. In 1994, he became Vice-President of Banco Itamarati, a position he held until 1996. From 1996 to 1997, he served as vice president of Banco de Crédito Nacional (BCN), and from 1998 to 2006, he was a partner at Banco Pactual S.A. He held the position of Vice Chairman at UBS Pactual from 2006 to 2009. He is currently Partner and Executive Director of the BTG Pactual bank. Currently holds the position of Executive Director of FEBRABAN and Member of the Advisory Board of the Credit Guarantee Fund (FGC). Mr. Oswaldo de Assis Filho declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Administration bodies:

Administration body	Election date	Mandate term	Elected position held	Description of other position/function	Inauguration date	Elected by the Controller	Start Date of First Term
Board of Directors	Apr. 23, 2026	2 years	Board of Directors (Effective member)		Apr. 23, 2026	Yes	Aug. 18, 2004

Convictions:

Type of conviction	Description of conviction
N/A	

7.3 Composition and professional experience of the management and the fiscal council

Name: PEDRO GRENDENE BARTELLE **CPF:** 098.647.840-72 Passport: Nationality: Brazil **Occupation:** Industrial **Date of birth:** Jan. 23, 1950

Professional Experience: Founder of the Company Vice Chairman of the Board of Directors since August 18, 2004. Education: Bachelor of Laws, University of Caxias do Sul/RS. Mr. Pedro Grendene Bartelle was one of those responsible for the growth of the company through the development of innovative concepts, technology, products, and design. He held the position of Vice-President until April 25, 2013. Mr. Pedro Grendene Bartelle declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Administration bodies:

Administration body	Election date	Mandate term	Elected position held	Description of other position/function	Inauguration date	Elected by the Controller	Start Date of First Term
Board of Directors	Apr. 23, 2026	2 years	Vice Chairman of the Board of Directors		Apr. 23, 2026	Yes	Aug. 18, 2004

Convictions:

Type of conviction	Description of conviction
N/A	

7.3 Composition and professional experience of the management and the fiscal council

Name: RENATO OCHMAN **CPF:** 375.739.690-15 Passport: Nationality: Brazil **Occupation:** Attorney **Date of birth:** Feb. 21, 1960

Professional Experience: Member of the Board of Directors since August 18, 2004. Education: Attorney, Bachelor of Laws from PUC/RS. Master's degree in Commercial Law from PUC/SP; Postgraduate degree in Commercial Law from PUC/SP; Partner of the law firm Ochman, Real Amadeo Advogados Associados with offices in São Paulo/SP and Porto Alegre/RS, a firm specialized in Corporate Law and Capital Markets; in the advisory area, corporate and civil litigation; IPO of companies; securities issues; structuring of family succession, among others. Guest professor of courses at GVLaw/Fundação Getúlio Vargas/SP. Member of the Board of the São Paulo Graded School and member of the Brazilian Bar Association - São Paulo and Rio Grande do Sul Section. Mr. Renato Ochman declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Administration bodies:

Administration body	Election date	Mandate term	Elected position held	Description of other position/function	Inauguration date	Elected by the Controller	Start Date of First Term
Board of Directors	Apr. 23, 2026	2 years	Board of Directors (Effective member)		Apr. 23, 2026	Yes	Aug. 18, 2004

Convictions:

Type of conviction	Description of conviction
N/A	

7.3 Composition and professional experience of the management and the fiscal council

Name: RUDIMAR DALL ONDER **CPF:** 254.626.870-87 Passport: Nationality: Brazil **Occupation:** Mechanical Engineer **Date of birth:** Aug. 14, 1956

Professional Experience: Education: Mechanical Engineering (1981) from the University of Caxias do Sul (UCS). He joined the Company in 1979, Education: Mechanical Engineering (1981) from the University of Caxias do Sul (UCS). He joined the Company in 1979 and held various positions until becoming Industrial and Commercial Director in 1987. On August 18, 2004, he was elected statutory Industrial and Commercial Director, and on April 25, 2013, he was elected Chief Executive Officer. He accumulated the function of Industrial and Commercial Director until April 7, 2014, when there was a reform of the Bylaws and the statutory position of Industrial and Commercial Director ceased to exist. In April 2020, in addition to being Chief Executive Officer, he held the position of Chief Financial Officer until March 2023. Mr. Rudimar Dall Onder declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Administration bodies:

Administration body	Election date	Mandate term	Elected position held	Description of other position/function	Inauguration date	Elected by the Controller	Start Date of First Term
Executive Board	Feb. 27, 2025	3 years	Chief Executive Officer / Superintendent		Feb. 27, 2025	Yes	Aug. 18, 2004

Convictions:

Type of conviction	Description of conviction
N/A	

7.3 Composition and professional experience of the management and the fiscal council

Name: WALTER JANSSEN NETO **CPF:** 248.808.509-00 Passport: Nationality: Brazil **Occupation:** Professional Board Member **Date of birth:** Apr. 4, 1956

Professional Experience: Member of the Board of Directors since December 18, 2006. Education: Economics and Accounting; Postgraduate Degree in Industrial Economics from the Federal University of Santa Catarina (UFSC); and an Executive MBA from the Wharton School of the University of Pennsylvania. He is certified as a Professional Counselor by the National Association of Corporate Directors (NACD) of the USA; he has a specialization in Corporate Governance from the Universities of Stanford Law School, Chicago Business School, and Wharton School; and he is a member of the Brazilian Institute of Corporate Governance (IBGC). He was an executive at WEG Group in Santa Catarina for 31 years, where he had the opportunity to hold several executive positions in the areas of Supplies, Finance, and Sales. He was Superintendent Director of a Business Unit, Director of HR, and Corporate Marketing, and more recently President of the WEG Group's operations in the USA, in addition to being a member of the Board of Directors of several Brazilian companies. Independent director according to the criteria established by Art. 16 of the *Novo Mercado* Regulation of B3 S.A. - Brasil, Bolsa, Balcão. – Mr. Walter Janssen Neto declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Administration bodies:

Administration body	Election date	Mandate term	Elected position held	Description of other position/function	Inauguration date	Elected by the Controller	Start Date of First Term
Board of Directors	Apr. 23, 2026	2 years	Independent member of the Board of Directors (Effective member)		Apr. 23, 2026	Yes	Dec. 18, 2006

Convictions:

Type of conviction	Description of conviction
N/A	

7.4 Composition of the committees

Name: ALCEU DEMARTINI DE ALBUQUERQUE **CPF:** 955.578.490-68 Passport: Nationality: Brazil **Occupation:** Business Administrator **Date of birth:** Apr. 24, 1979

Professional Experience: Education: Master of Business Administration, University of Illinois, completion in July 2019. Postgraduate in International Relations. FGV, completion in 2004. Graduated in Accounting Sciences. Unip, completion in 2016. Graduated in Financial Administration and Foreign Trade. University of South Carolina, honorable mention, completion in 2002. Business Management in the Digital Era at Fundação Dom Cabral, 2018. In his previous experience, Mr. Alceu Albuquerque held the position of Corporate Finance Manager at Sicredi Cooperative Bank (2010 to 2019) and subsequently as Director of Banco Mercantil do Brasil S.A. (2019 to 2020). In April 2020, he took on the role of Investor Relations Director at Grendene S.A., and in March 2023, he also assumed the position of Chief Financial Officer. Mr. Alceu Demartini Albuquerque declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Committees:

Committee type	Audit committee type	Occupied position	Inauguration date	Term of mandate	Description of Other committees	Description of another position / function	Election date	Start date of first term
Other Committees		Others	May 7, 2026	2 years	Related Parties Committe	Chair of the Related Parties Committee	May 7, 2026	Aug. 13, 2020
Other Committees		Member of the Committee (Effective member)	May 8, 2025	3 years	Investment Committee		May 8, 2025	Aug. 13, 2020
Other Committees		Member of the Committee (Effective member)	Apr. 29, 2021	Undetermined	Ethics Committee		Apr. 29, 2021	Apr. 29, 2021

Convictions

Type of conviction	Description of conviction
N/A	

7.4 Composition of the committees

Name: ALEXANDRE GRENDENE BARTELLE **CPF:** 098.675.970-87 Passport: Nationality: Brazil **Occupation:** Industrial **Date of birth:** Jan. 23, 1950

Professional Experience: Founder of the Company and Chairman of the Board of Directors since August 18, 2004. Education: Bachelor of Laws, University of Caxias do Sul/RS. Mr. Alexandre Grendene Bartelle was one of those responsible for the growth of the company through the development of innovative concepts, technology, products, and design. He held the position of CEO until April 25, 2013. Mr. Alexandre Grendene Bartelle declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Committees:

Committee type	Audit committee type	Occupied position	Inauguration date	Term of mandate	Description of Other committees	Description of another position / function	Election date	Start date of first term
Other Committees		Chairman of the Committee	Feb. 12, 2015	Undetermined	Stock Option Program Management Committee		May 7, 2026	Aug. 13, 2020
Other Committees		Member of the Committee (Effective member)	May 8, 2025	3 years	Investment Committee		May 8, 2025	May 27, 2019

Convictions

Type of conviction	Description of conviction
N/A	

7.4 Composition of the committees

Name: ANDRÉ DE CAMARGO BARTELLE **CPF:** 354.047.748-94 Passport: Nationality: Brazil **Occupation:** Engineer **Date of birth:** Nov. 4, 1987

Professional Experience: Mr. André de Camargo Bartelle graduated in Production Engineering from Escola Politécnica da USP in 2010. He began his career in the credit area of BTG Pactual. He is a member of the control block of Grendene S.A. and holds the position of 1st Vice President of the Board of Directors of Vulcabras|Azaleia S.A. (Since 2017).

Committees:

Committee type	Audit committee type	Occupied position	Inauguration date	Term of mandate	Description of Other committees	Description of another position / function	Election date	Start date of first term
Other Committees		Member of the Committee (Effective member)	May 8, 2025	3 years	Investment Committee		May 8, 2025	May 27, 2019

Convictions

Type of conviction	Description of conviction
N/A	

7.4 Composition of the committees

Name: ANDRE LUIS PINTO **CPF:** 143.881.928-56 Passport: Nationality: Brazil **Occupation:** Business Administrator **Date of birth:** Dec. 5, 1971

Professional Experience: Graduation in Business Administration from the University Center of the Social Institute of Bahia (FSBA), completion in 2009. His professional performance in recent years has been as Manager of the Human Resources Department from 2016 to 2018. Human Resources Director from 2018 to 2020 and Human Resources Division Manager from 2018 to 2020. Mr. Andre Luis Pinto declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Committees:

Committee type	Audit committee type	Occupied position	Inauguration date	Term of mandate	Description of Other committees	Description of another position / function	Election date	Start date of first term
Other Committees		Member of the Committee (Effective member)	Apr. 29, 2021	Undetermined	Ethics Committee		Apr. 29, 2021	Apr. 29, 2021

Convictions

Type of conviction	Description of conviction
N/A	

7.4 Composition of the committees

Name: BRUNO ALEXANDRE LICARIÃO ROCHA **CPF:** 278.107.688-08 Passport: Nationality: Brazil **Occupation:** Professional Board Member **Date of birth:** Feb. 18, 1979

Professional Experience: Attorney graduated from the Law School of the University of São Paulo (USP) in 2002. – Independent member of the Too Seguros S.A. Board of Directors and founding partner of the Exes Group, which specializes in the administration of third-party resources as well as the planning and implementation of financial and capital market transactions. A trained attorney, he served as co-head of the BTG Pactual Group's Latin America Legal Department until June 2014. He joined the BTG Pactual Group in 1999 and was promoted to partner in 2009. In 2007 and 2008 he left BTG Pactual and worked as a Foreing Associate at the New York law firm Skadden, Arps, Slate, Meagher; Flom LLP. He is a member of the Brazilian Bar Association and authorized by the Brazilian Securities and Exchange Commission (CVM) to provide services as a Portfolio Manager for Securities. He is an independent director as per the criteria established in Article 16 of the New Market Regulation of B3 S.A. - Brasil, Bolsa, Balcão. – Mr. Bruno Alexandre Licarião Rocha declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Committees:

Committee type	Audit committee type	Occupied position	Inauguration date	Term of mandate	Description of Other committees	Description of another position / function	Election date	Start date of first term
Audit Committee	Audit Committee Non-statutory	Member of the Committee (Effective member)	May 7, 2026	2 years			May 7, 2026	Feb. 24, 2022

Convictions

Type of conviction	Description of conviction
N/A	

7.4 Composition of the committees

Name: HERCULANO ANÍBAL ALVES **CPF:** 463.463.178-49 Passport: Nationality: Brazil **Occupation:** Economist **Date of birth:** Feb. 27, 1953

Professional Experience: Education: Bachelor of Economics from Pontifical Catholic University of São Paulo, Postgraduate degree in Financial Administration from São Paulo School of Business Administration of the Getúlio Vargas Foundation (EAESP/FGV), and Master of Finance and Investments from EAESP/FGV. Certifications: Financial Seminary Analyst (CFA), Anbima (CGA) and Portfolio Manager accredited by CVM. He is a variable income consultant at BRAM - Bradesco Asset Management S.A. DTVM, since May 2014 and director of BRAM US, since September 2011. He also served as Director of Variable Income at BRAM - Bradesco Asset Management S.A. DTVM (Jul/2001 to Apr/2014), Variable Income Manager at Bradesco Templeton Ltda (Jun/1998 to Jun/2001), Director of Variable Income at Banco ABN AMRO S.A. (Feb/1995 to Jun/1998) and Portfolio Manager at Banco Unibanco S.A. (Oct/92 to Jan/95). Mr. Herculano Aníbal Alves declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Committees:

Committee type	Audit committee type	Occupied position	Inauguration date	Term of mandate	Description of Other committees	Description of another position / function	Election date	Start date of first term
Audit Committee	Audit Committee Non-statutory	Member of the Committee (Effective member)	May 7, 2026	2 years			May 7, 2026	Feb. 24, 2022
Other Committees		Member of the Committee (Effective member)	May 8, 2025	3 years	Investment Committee		May 8, 2025	Apr. 28, 2022

Convictions

Type of conviction	Description of conviction
N/A	

7.4 Composition of the committees

Name: JOÃO CARLOS SFREDDO **CPF:** 008.936.920-34 Passport: Nationality: Brazil **Occupation:** Accountant **Date of birth:** Sep. 23, 1946

Professional Experience: Education: Bachelor of Science in Accounting Sciences from the Pontifical Catholic University of Rio Grande do Sul with post-graduation, extension, and enhancement (external audit) from the Federal University of Rio Grande do Sul, in accordance with IAIB and IBMEC. Mr. João Carlos Sfreddo was elected Coordinator of the Audit Committee, at the Board of Directors Meeting on April 28, 2022. Professional with recognized experience in corporate accounting matters and more than 30 years of experience in the tax and audit areas, with clients in the retail, chemical and petrochemical, electricity, financial institutions, and manufacturing sectors. From 1982 to 2009, he worked as a Tax Partner at Ernst & Young (Tax Consulting). Mr. João Carlos is a member of the Junior Chamber, a founding member of the Brazilian Institute of Finance Executives (IBEF), and he was the Vice-President of the Association of Sales Managers of Brazil (ADVB) for two terms. Mr. João Carlos Sfreddo declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Committees:

Committee type	Audit committee type	Occupied position	Inauguration date	Term of mandate	Description of Other committees	Description of another position / function	Election date	Start date of first term
Audit Committee	Audit Committee Non-statutory	Others	May 7, 2026	2 years		Chair of the Audit Committee	May 7, 2026	Feb. 24, 2022

Convictions

Type of conviction	Description of conviction
N/A	

7.4 Composition of the committees

Name: LUIZ CARLOS SCHNEIDER **CPF:** 429.255.920-15 Passport: Nationality: Brazil **Occupation:** Accountant **Date of birth:** Nov. 3, 1966

Professional Experience: Master's in accounting sciences with emphasis in Controllership and Finance by Unisinos, completion in 2012. Specialization in Strategic Cost Management from the University of Caxias do Sul (UCS), completion in 2006. Graduation in Strategic Cost Management from the University of Caxias do Sul (UCS), completion in 2003. From 2006 to 2015, his professional performance was as an Accountant, and he currently occupies the position of Controller Division Manager. Mr. Luiz Carlos Schneider declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Committees:

Committee type	Audit committee type	Occupied position	Inauguration date	Term of mandate	Description of Other committees	Description of another position / function	Election date	Start date of first term
Other Committees		Member of the Committee (Effective member)	Apr. 29, 2021	Undetermined	Ethics Committee		Apr. 29, 2021	Apr. 29, 2021

Convictions

Type of conviction	Description of conviction
N/A	

7.4 Composition of the committees

Name: PEDRO GRENDENE BARTELLE **CPF:** 098.647.840-72 Passport: Nationality: Brazil **Occupation:** Industrial **Date of birth:** Jan. 23, 1950

Professional Experience: Founder of the Company Vice Chairman of the Board of Directors since August 18, 2004. Education: Bachelor of Laws, University of Caxias do Sul/RS. Mr. Pedro Grendene Bartelle was one of those responsible for the growth of the company through the development of innovative concepts, technology, products, and design. He held the position of Vice-President until April 25, 2013. Mr. Pedro Grendene Bartelle declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Committees:

Committee type	Audit committee type	Occupied position	Inauguration date	Term of mandate	Description of Other committees	Description of another position / function	Election date	Start date of first term
Other Committees		Member of the Committee (Effective member)	May 8, 2025	3 years	Investment Committee		May 8, 2025	May 27, 2019
Other Committees		Member of the Committee (Effective member)	Feb. 12, 2015	Undetermined	Stock Option Program Management Committee		Feb. 12, 2015	Feb. 12, 2015

Convictions

Type of conviction	Description of conviction
N/A	

7.4 Composition of the committees

Name: RAFAEL VIEIRA GRAZZIOTIN **CPF:** 699.623.670-34 Passport: Nationality: Brazil **Occupation:** Industrial **Date of birth:** Mar. 3, 1975

Professional Experience: Mr. Rafael Vieira Grazziotin is an attorney who graduated from the University of Caxias do Sul, he also holds a postgraduate degree in Public Law from the same University. University Professor of Business Law for over ten years. Practicing lawyer in the area of corporate law. Partner responsible for the corporate area of Casali, Grazziotin e Missaglia Advogados Associados since 1998. Member of the Special Committee on Corporate Advocacy of the Bar Association of the state of Rio Grande do Sul (OAB/RS). Mr. Luiz Carlos Schneider declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Committees:

Committee type	Audit committee type	Occupied position	Inauguration date	Term of mandate	Description of Other committees	Description of another position / function	Election date	Start date of first term
Other Committees		Member of the Committee (Effective member)	May 7, 2026	2 years	Related Parties Committe		May 7, 2026	May 7, 2026

Convictions

Type of conviction	Description of conviction
N/A	

7.4 Composition of the committees

Name: RALPH FONSECA MUNIZ DE MELO **CPF:** 836.259.093-91 Passport: Nationality: Brazil **Occupation:** Business Administrator **Date of birth:** Dec. 3, 1979

Professional Experience: Education: Graduated in Business Administration from the State University of Ceará (UECE), holds an MBA in Controllership and Finance from the Brazilian Institute of Capital Markets (IBMEC), and a Professional master's in administration from the University of Fortaleza (UNIFOR) focused in the area of Corporate Risk Management. Mr. Ralph Fonseca Muniz de Melo declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Committees:

Committee type	Audit committee type	Occupied position	Inauguration date	Term of mandate	Description of Other committees	Description of another position / function	Election date	Start date of first term
Other Committees		Member of the Committee (Effective member)	Apr. 29, 2021	Undetermined	Ethics Committee		Apr. 29, 2021	Apr. 29, 2021

Convictions

Type of conviction	Description of conviction
N/A	

7.4 Composition of the committees

Name: RENATO OCHMAN **CPF:** 375.739.690-15 Passport: Nationality: Brazil **Occupation:** Attorney **Date of birth:** Feb. 21,1960

Professional Experience: Member of the Board of Directors since August 18, 2004. Education: Attorney, Bachelor of Laws from PUC/RS. Master's degree in Commercial Law from PUC/SP; Postgraduate degree in Commercial Law from PUC/SP; Partner of the law firm Ochman, Real Amadeo Advogados Associados with offices in São Paulo/SP and Porto Alegre/RS, a firm specialized in Corporate Law and Capital Markets; in the advisory area, corporate and civil litigation; IPO of companies; securities issues; structuring of family succession, among others. Guest professor of courses at GVLaw/Fundação Getúlio Vargas/SP. Member of the Board of the São Paulo Graded School and member of the Brazilian Bar Association - São Paulo and Rio Grande do Sul Section. Mr. Renato Ochman declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Committees:

Committee type	Audit committee type	Occupied position	Inauguration date	Term of mandate	Description of Other committees	Description of another position / function	Election date	Start date of first term
Other Committees		Member of the Committee (Effective member)	Feb. 12, 2015	Undetermined	Stock Option Program Management Committee		Feb. 12, 2015	Feb. 12, 2015

Convictions

Type of conviction	Description of conviction
N/A	

7.4 Composition of the committees

Name: RODRIGO GERALDI ARRUY **CPF:** 250.333.968-97 Passport: Nationality: Brazil **Occupation:** Civil Engineer **Date of birth:** Jun. 10, 1978

Professional Experience: Mr. Rodrigo Geraldi Arruy, director responsible for the administration of securities portfolios at Nova Milano, graduated in Civil Engineering from Fundação Álvares Penteado (FAAP) in December 2001 and completed an MBA in business management from Fundação Getúlio Vargas (FGVSP) in July 2008. He holds the ANBIMA Manager Certification (CGA), valid indefinitely. Mr. Rodrigo Geraldi Arruy was authorized by the CVM (Brazilian Securities and Exchange Commission) to provide services as a securities portfolio manager in March 2012, according to CVM Declaratory Act No. 12,191 dated March 2, 2012. Mr. Rodrigo Geraldi Arruy has been with Nova Milano since its inception in 2010, serving as its director responsible for securities portfolio management since March 2012. Furthermore, he participates in the investment committees of various funds managed by Nova Milano, as well as in the companies invested by these funds, such as Even Construtora e Incorporadora S.A. (Even), where he serves as a member of the Board of Directors since 2015, having been elected as a member of Even's Board of Directors on April 29, 2019, with a mandate until the Annual General Meeting of 2021.

Committees:

Committee type	Audit committee type	Occupied position	Inauguration date	Term of mandate	Description of Other committees	Description of another position / function	Election date	Start date of first term
Other Committees		Member of the Committee (Effective member)	May 8, 2025	3 years	Investment Committee		May 8, 2025	May 27, 2019

Convictions

Type of conviction	Description of conviction
N/A	

7.4 Composition of the committees

Name: RUDIMAR DALL ONDER **CPF:** 254.626.870-87 Passport: Nationality: Brazil **Occupation:** Mechanical Engineer **Date of birth:** Aug. 14, 1956

Professional Experience: Education: Mechanical Engineering (1981) from the University of Caxias do Sul (UCS). He joined the Company in 1979. Education: Mechanical Engineering (1981) from the University of Caxias do Sul (UCS). He joined the Company in 1979 and held various positions until becoming Industrial and Commercial Director in 1987. On August 18, 2004, he was elected statutory Industrial and Commercial Director, and on April 25, 2013, he was elected Chief Executive Officer. He accumulated the function of Industrial and Commercial Director until April 7, 2014, when there was a reform of the Bylaws and the statutory position of Industrial and Commercial Director ceased to exist. In April 2020, in addition to being Chief Executive Officer, he held the position of Chief Financial Officer until March 2023. Mr. Rudimar Dall Onder declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Committees:

Committee type	Audit committee type	Occupied position	Inauguration date	Term of mandate	Description of Other committees	Description of another position / function	Election date	Elected by the Controller	Start date of first term
Other Committees		Member of the Committee (Effective member)	May 7, 2026	2 years	Related Parties Committe		May 7, 2026	Yes	Aug. 13, 2020
Other Committees		Chairman of the Committee	May 8, 2025	3 years	Investment Committee		May 8, 2025	Yes	May 27, 2019

Convictions

Type of conviction	Description of conviction
N/A	

7.4 Composition of the committees

Name: SANDRO ALBERTO DOS SANTOS BRAIDO **CPF:** 583.026.110-34 Passport: Nationality: Brazil **Occupation:** Administrator - Systems Analysis **Date of birth:** Nov. 1, 1969

Professional Experience: Master of Business Administration in People Management and Leadership by Unisinos, completion in 2016. Master of Business Administration in Information Technology by Unisinos, completion 2012. Postgraduate degree in Business Management from CESF, completion in 2010. Graduation in Administration - Systems Analysis by CESF, completion in 2007. In recent years, he has held the positions of IT Systems Coordinator from 2003 to 2018, IT Coordinator from 2018 to 2019, IT Department Manager from 2019 to 2020, and IT Division Manager at the present time. Mr. Sandro Alberto Dos Santos Braido declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Committees:

Committee type	Audit committee type	Occupied position	Inauguration date	Term of mandate	Description of Other committees	Description of another position / function	Election date	Elected by the Controller	Start date of first term
Other Committees		Member of the Committee (Effective member)	Apr. 29, 2021	Undetermined	Ethics Committee		Apr. 29, 2021	Yes	Apr. 29, 2021

Convictions

Type of conviction	Description of conviction
N/A	

7.4 Composition of the committees

Name: TAISA SANDOLI ROSSETTO **CPF:** 048.484.099-18 Passport: Nationality: Brazil **Occupation:** Environmental Engineer **Date of birth:** Sep. 21, 1984

Professional Experience: Graduation in Environmental Engineering from the Federal University of Santa Catarina (UFSC), completion in 2012. In recent years, she has held the positions of Environment Specialist I from 2012 to 2014, Environment Specialist II from 2015 to 2020, and Sustainable Development Coordinator at the present time. Ms. Taisa Sandoli Rossetto declares that he is not involved in any offenses that would prevent him from performing the duties of the appointed position, that he does not hold positions in companies that could be deemed competitors in the market, and that he has no conflicting interests with the Company.

Committees:

Committee type	Audit committee type	Occupied position	Inauguration date	Term of mandate	Description of Other committees	Description of another position / function	Election date	Elected by the Controller	Start date of first term
Other Committees		Member of the Committee (Effective member)	Apr. 29, 2021	Undetermined	Ethics Committee		Apr. 29, 2021	Yes	Apr. 29, 2021

Convictions

Type of conviction	Description of conviction
N/A	

7.5 Family relations

Name Position	CPF Passport	Corporate name of the issuer or subsidiary	CNPJ Nationality	Type of relationship with the issuer's administrator or subsidiary
Administrator of the issuer or subsdiary				
PEDRO GRENDENE BARTELLE	098.647.840-72	GRENDENE S.A.	89.850.341/0001-60	
Vice Chairman of the Board of Directors	N/A		Brazilian	
Related party				
ALEXANDRE GRENDENE BARTELLE	098.675.970-87	GRENDENE S.A.	89.850.341/0001-60	Brother or sister (1st degree by consanguinity)
Chairman of the Board of Directors	N/A		Brazilian	
Note				

Name Position	CPF Passport	Corporate name of the issuer or subsidiary	CNPJ Nationality	Type of relationship with the issuer's administrator or subsidiary
Administrator of the issuer or subsdiary				
PEDRO GRENDENE BARTELLE	098.647.840-72	GRENDENE S.A.	89.850.341/0001-60	
Vice Chairman of the Board of Directors	N/A		Brazilian	
Related party				
PEDRO BARTELLE	685.957.430-53	GRENDENE S.A.	89.850.341/0001-60	Son or daughter (1st degree by consanguinity)
Shareholder	N/A		Brazilian	
Note				

Name Position	CPF Passport	Corporate name of the issuer or subsidiary	CNPJ Nationality	Type of relationship with the issuer's administrator or subsidiary
Administrator of the issuer or subsdiary				
PEDRO GRENDENE BARTELLE	098.647.840-72	GRENDENE S.A.	89.850.341/0001-60	
Vice Chairman of the Board of Directors	N/A		Brazilian	
Related party				
GIOVANA BARTELLE VELLOSO	685.957.780-00	GRENDENE S.A.	89.850.341/0001-60	Son or daughter (1st degree by consanguinity)
Shareholder	N/A		Brazilian	
Note				

7.5 Family relations

Name Position	CPF Passport	Corporate name of the issuer or subsidiary	CNPJ Nationality	Type of relationship with the issuer's administrator or subsidiary
Administrator of the issuer or subsdiary				
PEDRO GRENDENE BARTELLE	098.647.840-72	GRENDENE S.A.	89.850.341/0001-60	
Vice Chairman of the Board of Directors	N/A		Brazilian	
Related party				
ANDRÉ DE CAMARGO BARTELLE	354.047.748-94	GRENDENE S.A.	89.850.341/0001-60	Son or daughter (1st degree by consanguinity)
Shareholder	N/A		Brazilian	
Note				
Administrator of the issuer or subsdiary				
PEDRO GRENDENE BARTELLE	098.647.840-72	GRENDENE S.A.	89.850.341/0001-60	
Vice Chairman of the Board of Directors	N/A		Brazilian	
Related party				
GABRIELLA DE CAMARGO BARTELLE	370.718.138-33	GRENDENE S.A.	89.850.341/0001-60	Son or daughter (1st degree by consanguinity)
Shareholder	N/A		Brazilian	
Note				
Administrator of the issuer or subsdiary				
ALEXANDRE GRENDENE BARTELLE	098.675.970-87	GRENDENE S.A.	89.850.341/0001-60	
Chairman of the Board of Directors	N/A		Brazilian	
Related party				
PEDRO GRENDENE BARTELLE	098.647.840-72	GRENDENE S.A.	89.850.341/0001-60	Brother or sister (1st degree by consanguinity)
Vice Chairman of the Board of Directors	N/A		Brazilian	
Note				

7.6 Relations of subordination, provision of services or control

Identification	CPF / CNPJ	Type of relationship between the administrator and the related party	Type of related party
Position / Function	Passport	Nationality	
Fiscal year ending December 31, 2023			
Administrator of the issuer			
MAÍLSON FERREIRA DA NÓBREGA	043.025.837-20	Control	Supplier
Member of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
MAÍLSON DA NÓBREGA CONSULTORIA S/C LTDA	01.579.701/0001-90		
Owner partner	N/A	Brazilian - Brazil	
Note			
Administrator of the issuer			
ALEXANDRE GRENDENE BARTELLE	098.675.970-87	Control	Indirect Controlling Shareholder
Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
EVEN CONSTRUTORA E INCORPORADORA S.A.	43.470.988/0001-65		
Shareholder	N/A	Brazilian - Brazil	
Note			
Administrator of the issuer			
ALEXANDRE GRENDENE BARTELLE	098.675.970-87	Control	Direct controller
Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
VENEZA NEGÓCIOS E PARTICIPAÇÕES S.A.	11.408.973/0001-80		
Shareholder	N/A	Brazilian - Brazil	
Note			

7.6 Relations of subordination, provision of services or control

Identification Position / Function	CPF / CNPJ Passport	Type of relationship between the administrator and the related party Nationality	Type of related party
Administrator of the issuer			
ALEXANDRE GRENDENE BARTELLE	098.675.970-87	Control	Direct controller
Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
UNICASA INDÚSTRIA DE MÓVEIS S.A.	90.441.460/0001-48		
Vice Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Note			

Identification Position / Function	CPF / CNPJ Passport	Type of relationship between the administrator and the related party Nationality	Type of related party
Administrator of the issuer			
ALEXANDRE GRENDENE BARTELLE	098.675.970-87	Control	Direct controller
Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
NOVA MILANO INVESTIMENTOS LTDA	12.263.316/0001-55		
Shareholder	N/A	Brazilian - Brazil	
Note			

Identification Position / Function	CPF / CNPJ Passport	Type of relationship between the administrator and the related party Nationality	Type of related party
Administrator of the issuer			
PEDRO GRENDENE BARTELLE	098.647.840-72	Control	Direct controller
Vice Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
NOVA MILANO INVESTIMENTOS LTDA	12.263.316/0001-55		
Chief Executive Officer	N/A	Brazilian - Brazil	
Note			

7.6 Relations of subordination, provision of services or control

Identification	CPF / CNPJ	Type of relationship between the administrator and the related party	Type of related party
Position / Function	**Passport**	**Nationality**	
Administrator of the issuer			
PEDRO GRENDENE BARTELLE	098.647.840-72	Control	Direct controller
Vice Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
VENEZA NEGÓCIOS E PARTICIPAÇÕES S.A.	11.408.973/0001-80		
Chief Executive Officer	N/A	Brazilian - Brazil	
Note			
Administrator of the issuer			
PEDRO GRENDENE BARTELLE	098.647.840-72	Control	Indirect Controlling Shareholder
Vice Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
VULCABRAS – BA, CALÇADOS E ARTIGOS ESPORTIVOS S.A.	00.733.658/0001-02		
Shareholder	N/A	Brazilian - Brazil	
Note			
Administrator of the issuer			
PEDRO GRENDENE BARTELLE	098.647.840-72	Control	Indirect Controlling Shareholder
Vice Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
VULCABRAS – CE, CALÇADOS E ARTIGOS ESPORTIVOS S.A.	00.954.394/0001-17		
Shareholder	N/A	Brazilian - Brazil	
Note			

7.6 Relations of subordination, provision of services or control

Identification	CPF / CNPJ	Type of relationship between the administrator and the related party	Type of related party
Position / Function	Passport	Nationality	
Administrator of the issuer			
PEDRO GRENDENE BARTELLE	098.647.840-72	Control	Indirect Controlling Shareholder
Vice Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
CALZADOS AZALEIA PERU S.A.	00.000.000/0000-00		
Shareholder	N/A	Foreigner - Peru	
Note			

Identification	CPF / CNPJ	Type of relationship between the administrator and the related party	Type of related party
Position / Function	Passport	Nationality	
Administrator of the issuer			
PEDRO GRENDENE BARTELLE	098.647.840-72	Control	Indirect Controlling Shareholder
Vice Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
EVEN CONSTRUTORA E INCORPORADORA S.A.	43.470.988/0001-65		
Shareholder	N/A	Brazilian - Brazil	
Note			

Identification	CPF / CNPJ	Type of relationship between the administrator and the related party	Type of related party
Position / Function	Passport	Nationality	
Administrator of the issuer			
RENATO OCHMAN	375.739.690-15	Control	Supplier
Member of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
OCHMAN ADVOGADOS ASSOCIADOS	62.447.131/0001-79		
Owner partner	N/A	Brazilian - Brazil	
Note			

7.6 Relations of subordination, provision of services or control

Identification	CPF / CNPJ	Type of relationship between the administrator and the related party	Type of related party
Position / Function	Passport	Nationality	
Fiscal year ending December 31, 2024			
Administrator of the issuer			
MAÍLSON FERREIRA DA NÓBREGA	043.025.837-20	Control	Supplier
Member of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
MAÍLSON DA NÓBREGA CONSULTORIA S/C LTDA	01.579.701/0001-90		
Owner partner	N/A	Brazilian - Brazil	
Note			
Administrator of the issuer			
RENATO OCHMAN	375.739.690-15	Control	Supplier
Member of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
OCHMAN ADVOGADOS ASSOCIADOS	62.447.131/0001-79		
Owner partner	N/A	Brazilian - Brazil	
Note			
Administrator of the issuer			
PEDRO GRENDENE BARTELLE	098.647.840-72	Control	Direct controller
Vice Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
NOVA MILANO INVESTIMENTOS LTDA	12.263.316/0001-55		
Chief Executive Officer	N/A	Brazilian - Brazil	
Note			

7.6 Relations of subordination, provision of services or control

Identification	CPF / CNPJ	Type of relationship between the administrator and the related party	Type of related party
Position / Function	Passport	Nationality	
Administrator of the issuer			
PEDRO GRENDENE BARTELLE	098.647.840-72	Control	Direct controller
Vice Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
VENEZA NEGÓCIOS E PARTICIPAÇÕES S.A.	11.408.973/0001-80		
Chief Executive Officer	N/A	Brazilian - Brazil	
Note			
Administrator of the issuer			
PEDRO GRENDENE BARTELLE	098.647.840-72	Control	Indirect Controlling Shareholder
Vice Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
VULCABRAS – BA, CALÇADOS E ARTIGOS ESPORTIVOS S.A.	00.733.658/0001-02		
Shareholder	N/A	Brazilian - Brazil	
Note			
Administrator of the issuer			
PEDRO GRENDENE BARTELLE	098.647.840-72	Control	Indirect Controlling Shareholder
Vice Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
VULCABRAS – CE, CALÇADOS E ARTIGOS ESPORTIVOS S.A.	00.954.394/0001-17		
Shareholder	N/A	Brazilian - Brazil	
Note			

7.6 Relations of subordination, provision of services or control

Identification	CPF / CNPJ	Type of relationship between the administrator and the related party	Type of related party
Position / Function	Passport	Nationality	
Administrator of the issuer			
PEDRO GRENDENE BARTELLE	098.647.840-72	Control	Indirect Controlling Shareholder
Vice Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
CALZADOS AZALEIA PERU S.A.	00.000.000/0000-00		
Shareholder	N/A	Foreigner - Peru	
Note			
Administrator of the issuer			
PEDRO GRENDENE BARTELLE	098.647.840-72	Control	Indirect Controlling Shareholder
Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
EVEN CONSTRUTORA E INCORPORADORA S.A.	43.470.988/0001-65		
Shareholder	N/A	Brazilian - Brazil	
Note			
Administrator of the issuer			
ALEXANDRE GRENDENE BARTELLE	098.675.970-87	Control	Direct controller
Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
NOVA MILANO INVESTIMENTOS LTDA	12.263.316/0001-55		
Shareholder	N/A	Brazilian - Brazil	
Note			

7.6 Relations of subordination, provision of services or control

Identification Position / Function	CPF / CNPJ Passport	Type of relationship between the administrator and the related party Nationality	Type of related party
Administrator of the issuer			
ALEXANDRE GRENDENE BARTELLE	098.675.970-87	Control	Indirect Controlling Shareholder
Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
EVEN CONSTRUTORA E INCORPORADORA S.A.	43.470.988/0001-65		
Shareholder	N/A	Brazilian - Brazil	
Note			

Identification Position / Function	CPF / CNPJ Passport	Type of relationship between the administrator and the related party Nationality	Type of related party
Administrator of the issuer			
ALEXANDRE GRENDENE BARTELLE	098.675.970-87	Control	Direct controller
Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
VENEZA NEGÓCIOS E PARTICIPAÇÕES S.A.	11.408.973/0001-80		
Shareholder	N/A	Brazilian - Brazil	
Note			

Identification Position / Function	CPF / CNPJ Passport	Type of relationship between the administrator and the related party Nationality	Type of related party
Administrator of the issuer			
ALEXANDRE GRENDENE BARTELLE	098.675.970-87	Control	Direct controller
Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
UNICASA INDÚSTRIA DE MÓVEIS S.A.	90.441.460/0001-48		
Vice Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Note			

7.6 Relations of subordination, provision of services or control

Identification	CPF / CNPJ	Type of relationship between the administrator and the related party	Type of related party
Position / Function	Passport	Nationality	
Fiscal year ending December 31, 2025			
Administrator of the issuer			
MAÍLSON FERREIRA DA NÓBREGA	043.025.837-20	Control	Supplier
Member of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
MAÍLSON DA NÓBREGA CONSULTORIA S/C LTDA	01.579.701/0001-90		
Owner partner	N/A	Brazilian - Brazil	
Note			
Administrator of the issuer			
RENATO OCHMAN	375.739.690-15	Control	Supplier
Member of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
OCHMAN, REAL AMADEO ADVOGADOS ASSOCIADOS	62.447.131/0001-79		
Owner partner	N/A	Brazilian - Brazil	
Note			
Administrator of the issuer			
PEDRO GRENDENE BARTELLE	098.647.840-72	Control	Direct controller
Vice Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
NOVA MILANO INVESTIMENTOS LTDA	12.263.316/0001-55		
Chief Executive Officer	N/A	Brazilian - Brazil	
Note			

7.6 Relations of subordination, provision of services or control

Identification	CPF / CNPJ	Type of relationship between the administrator and the related party	Type of related party
Position / Function	**Passport**	**Nationality**	
Administrator of the issuer			
PEDRO GRENDENE BARTELLE	098.647.840-72	Control	Direct controller
Vice Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
VENEZA NEGÓCIOS E PARTICIPAÇÕES S.A.	11.408.973/0001-80		
Chief Executive Officer	N/A	Brazilian - Brazil	
Note			
Administrator of the issuer			
PEDRO GRENDENE BARTELLE	098.647.840-72	Control	Indirect Controlling Shareholder
Vice Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
VULCABRAS – BA, CALÇADOS E ARTIGOS ESPORTIVOS S.A.	00.733.658/0001-02		
Shareholder	N/A	Brazilian - Brazil	
Note			
Administrator of the issuer			
PEDRO GRENDENE BARTELLE	098.647.840-72	Control	Indirect Controlling Shareholder
Vice Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
VULCABRAS – CE, CALÇADOS E ARTIGOS ESPORTIVOS S.A.	00.954.394/0001-17		
Shareholder	N/A	Brazilian - Brazil	
Note			

7.6 Relations of subordination, provision of services or control

Identification	CPF / CNPJ	Type of relationship between the administrator and the related party	Type of related party
Position / Function	**Passport**	**Nationality**	
Administrator of the issuer			
PEDRO GRENDENE BARTELLE	098.647.840-72	Control	Indirect Controlling Shareholder
Vice Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
CALZADOS AZALEIA PERU S.A.	00.000.000/0000-00		
Shareholder	N/A	Foreigner - Peru	
Note			
Administrator of the issuer			
PEDRO GRENDENE BARTELLE	098.647.840-72	Control	Indirect Controlling Shareholder
Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
EVEN CONSTRUTORA E INCORPORADORA S.A.	43.470.988/0001-65		
Shareholder	N/A	Brazilian - Brazil	
Note			
Administrator of the issuer			
ALEXANDRE GRENDENE BARTELLE	098.675.970-87	Control	Indirect Controlling Shareholder
Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
EVEN CONSTRUTORA E INCORPORADORA S.A.	43.470.988/0001-65		
Shareholder	N/A	Brazilian - Brazil	
Note			

7.6 Relations of subordination, provision of services or control

Identification	CPF / CNPJ	Type of relationship between the administrator and the related party	Type of related party
Position / Function	Passport	Nationality	
Administrator of the issuer			
ALEXANDRE GRENDENE BARTELLE	098.675.970-87	Control	Direct controller
Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
VENEZA NEGÓCIOS E PARTICIPAÇÕES S.A.	11.408.973/0001-80		
Shareholder	N/A	Brazilian - Brazil	
Note			
Administrator of the issuer			
ALEXANDRE GRENDENE BARTELLE	098.675.970-87	Control	Direct controller
Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
UNICASA INDÚSTRIA DE MÓVEIS S.A.	90.441.460/0001-48		
Vice Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Note			
Administrator of the issuer			
ALEXANDRE GRENDENE BARTELLE	098.675.970-87	Control	Direct controller
Chairman of the Board of Directors	N/A	Brazilian - Brazil	
Related party			
NOVA MILANO INVESTIMENTOS LTDA	12.263.316/0001-55		
Chief Executive Officer	N/A	Brazilian - Brazil	
Note			

7.7 Administrator's agreements / insurance

There are no agreements, including insurance policies, that provide for the payment or reimbursement of expenses incurred by administrators as a result of the compensation of damages caused to third parties or the Company, penalties imposed by state agents, or agreements aimed at closing administrative or judicial proceedings as a result of the performance of their duties.

7.8 Other relevant information

All relevant and pertinent information on this topic has been disclosed in the previous items.

8.1 Remuneration policy or practice

a. objectives of the remuneration policy or practice, indicating whether the remuneration policy has been formally approved, the body responsible for its approval, the date of approval and, if the issuer discloses the policy, the locations on the internet where the document can be accessed

The Remuneration Policy, approved at the meeting of the Board of Directors held on February 24, 2022, and ratified at the meeting of the Board of Directors held on March 5, 2026, consolidates the Company's main remuneration practices and principles and is designed to attract, retain and reward executives based on merit and performance.

The policy establishes guidelines and rules for determining the remuneration and benefits granted to members of the Executive Board, the Board of Directors and the Fiscal Council, when installed, as well as to members of the Company's committees.

The primary objectives of the Remuneration Policy are: (i) to attract, reward, retain and encourage executives to conduct business in a sustainable manner, within appropriate risk limits and in alignment with shareholders' interests; (ii) to provide remuneration based on criteria that differentiate performance and allow for the recognition of individual contributions; and (iii) to ensure that remuneration standards are consistent with the responsibilities of each position and competitive with the relevant labor market, as well as to establish guidelines for determining the remuneration and benefits granted to executives.

The Management Remuneration Policy is available for consultation on the CVM (https://www.cvm.gov.br), B3 (https://www.b3.com.br) and IR (https://ri.grendene.com.br), websites.

b. practices and procedures adopted by the board of directors to define the individual remuneration of the board of directors and the executive management, indicating:

i. the issuer's bodies and committees that participate in the decision-making process, identifying how they participate.

ii. criteria and methodology used for setting the individual remuneration, indicating whether studies are used to verify market practices and, if so, the comparison criteria and scope of such studies

iii. how frequently and precisely the board of directors analyzes the issuer's remuneration policy.

The Board of Directors is the body that defines the individual remuneration of the members of the Board of Directors and the Statutory Officers. The criteria and methodology for determining remuneration take into account the experience required for the position and use market values as a point of reference. These market values are derived from research, articles in business-oriented newspapers and magazines on executive remuneration, and the economic and financial situation of the Company.

Annually, the Board of Directors shall examine the Remuneration Policy to ensure that it is aligned with the responsibilities of each Executive, the workload of the job, the business established by the Company, and its economic and financial state during the relevant fiscal year.

c. Composition of remuneration, indicating:

i. description of the various elements making up the remuneration, including, for each one of them:

- **its objectives and alignment with the issuer's short, medium, and long-term interests**
- **its total remuneration proportion in the last three fiscal years**
- **its calculation and adjustment methodology**
- **its main performance indicators considered, including, if applicable, indicators linked to ESG issues**

The compensation of the Company's management may consist of the following components:

8.1 Remuneration policy or practice

Board of Directors

Members of the Board of Directors receive exclusively fixed monthly compensation for the performance of their duties. The aggregate amount of fixed compensation is approved annually by the Annual Shareholders' Meeting, based on market benchmarks and the Company's financial position. No other forms of compensation apply to members of the Board of Directors.

Fiscal Council

Members of the Fiscal Council, when installed, receive exclusively fixed monthly compensation approved by the Annual Shareholders' Meeting, in accordance with the limits set forth in Article 162, paragraph 3, of Law No. 6,404/1976. No other forms of compensation apply.

Advisory Committees

Members of the Audit Committee may receive fixed monthly compensation, as determined by the Board of Directors. Members of the other committees, as provided in their respective internal rules, do not receive compensation for the performance of their duties.

Statutory and Non-Statutory Officers

The compensation of officers consists of fixed compensation and share-based variable compensation.

- **Fixed compensation:** fixed monthly salary intended to compensate executives competitively in relation to the market, taking into account experience, responsibilities and duties associated with the position. Fixed compensation is defined annually by the Board of Directors.
- **Share-based variable compensation:** granted in accordance with the terms and limits set forth in the regulations of the Share Option Grant Plan, approved by the Shareholders' Meeting. Eligible officers may allocate up to 100% of their variable compensation to the acquisition of Company shares, subject to the eligibility conditions, pricing and vesting periods established in the regulations. The Plan aims to align the medium- and long-term interests of executives with those of shareholders, fostering sustainable value creation.

In addition to the components described above, the members of the Executive Board do not receive any other forms of compensation.

The proportion of each component within total compensation, by management body, for the last three fiscal years, is as follows:

Period	2023		2024		2025	
Management Body	Fixed Remuneration	Share-based remuneration	Fixed Remuneration	Share-based remuneration	Fixed Remuneration	Share-based remuneration
Board of Directors	100%	-	100%	-	100%	-
Fiscal Council	100%	-	100%	-	100%	-
Statutory Board of Executive Officers	92%	8%	87%	13%	72%	28%
Audit Committee	100%	-	100%	-	100%	-
Ethics Committee	-	-	-	-	-	-
Stock Option Program Management Committee	-	-	-	-	-	-
Investment Committee	-	-	-	-	-	-
Related Parties Committee	-	-	-	-	-	-

The Company's variable compensation is not linked to specific quantitative targets or formally established, publicly disclosed indicators related to sustainability or climate. Performance evaluation considers, in a holistic and qualitative manner, factors related to the responsible conduct of business, risk management, adherence to ethical principles and the sustainability of decisions across the short, medium and long term.

8.1 Remuneration policy or practice

ii. justifications for the remuneration's composition

The fixed compensation structure is designed to ensure competitiveness relative to the market and alignment with the responsibilities of each role. Share-based variable compensation aims to align the interests of executives with those of shareholders, encouraging decision-making focused on value creation and the long-term sustainability of the Company's business.

iii. the existence of members not remunerated by the issuer and the reason for that.

With the exception of the members of the Audit Committee, who receive compensation as determined by the Board of Directors, the members of the other committees do not receive compensation for the performance of their duties, as provided for in their respective internal rules.

d. Existence of remuneration supported by subsidiaries, controlled companies or direct or indirect controlling shareholders.

There is no form of remuneration for members of the Board of Directors or Officers supported by subsidiaries, controlled companies or direct or indirect controlling shareholders.

e. Existence of any remuneration or benefit linked to the occurrence of a certain corporate event, such as the sale of the issuer's corporate control.

There is no remuneration or benefit linked to the occurrence of corporate events, however, in the event of dissolution, merger, incorporation, spin-off or liquidation of the Company, the Beneficiaries of the Stock Option or Subscription Plan may exercise their Options that may already be exercised (i.e., with the vesting period already elapsed) in the period between the date of convening the general meeting of shareholders whose purpose is to resolve on the dissolution, merger, incorporation, spin-off or liquidation of the Company and the date of the same. Otherwise, the Options will be terminated, in the same way as the Grant Plan Regulation and the respective Adhesion Agreements.

8.2 Total remuneration by body

Total remuneration expected for the current fiscal year of December 31, 2026 - Annual Values				
	Board of Directors	Statutory Board of Executive Officers	Fiscal Council	Total
Total number of members	7.00	3.00	0.00	10.00
Number of remunerated members	7.00	3.00	0.00	10.00
Clarification			Non-permanent Fiscal Council. There was no request for the installation of the Fiscal Council.	
Annual fixed remuneration				
Salary or pro-labore	2,200,000.00	6,900,000.00	0.00	9,100,000.00
Direct and indirect benefits	0.00	0.00	0.00	0.00
Committee Memberships	300,000.00	0.00	0.00	300,000.00
Other	0.00	0.00	0.00	0.00
Description of other fixed remuneration	Not applicable	Not applicable	Not applicable	
Variable Remuneration				
Bonus	0.00	0.00	0.00	0.00
Profit sharing	0.00	0.00	0.00	0.00
Participation in meetings	0.00	0.00	0.00	0.00
Commissions	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Description of other variable remuneration	Not applicable	Not applicable	Not applicable	
Post-employment	0.00	0.00	0.00	0.00
End of position	0.00	0.00	0.00	0.00
Share-based (including options)	0.00	2,400,000.00	0.00	2,400,000.00
Note	Not applicable	Not applicable	Not applicable	
Total remuneration	2,500,000.00	9,300,000.00	0.00	11,800,000.00

8.2 Total remuneration by body

Total remuneration of the fiscal year ending on December 31, 2025 - Annual Values				
	Board of Directors	Statutory Board of Executive Officers	Fiscal Council	Total
Total number of members	7.00	3.00	0.00	10.00
Number of remunerated members	7.00	3.00	0.00	10.00
Clarification			Non-permanent Fiscal Council. There was no request for the installation of the Fiscal Council.	
Annual fixed remuneration				
Salary or pro-labore	1,939,840.00	6,490,200.00	0.00	8,430,040.00
Direct and indirect benefits	0.00	0.00	0.00	0.00
Committee Memberships	196,160.00	0.00	0.00	196,160.00
Other	0.00	0.00	0.00	0.00
Description of other fixed remuneration	Not applicable	Not applicable	Not applicable	
Variable Remuneration				
Bonus	0.00	0.00	0.00	0.00
Profit sharing	0.00	0.00	0.00	0.00
Participation in meetings	0.00	0.00	0.00	0.00
Commissions	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Description of other variable remuneration	Not applicable	Not applicable	Not applicable	
Post-employment	0.00	0.00	0.00	0.00
End of position	0.00	0.00	0.00	0.00
Share-based (including options)	0.00	2,497,348.50	0.00	2,497,348.50
Note	Not applicable	Not applicable	Not applicable	
Total remuneration	2,136,000.00	8,987,548.50	0.00	11,123,548.50

8.2 Total remuneration by body

Total remuneration of the fiscal year ending on December 31, 2024 - Annual Values				
	Board of Directors	Statutory Board of Executive Officers	Fiscal Council	Total
Total number of members	7.00	3.00	0.00	10.00
Number of remunerated members	7.00	3.00	0.00	10.00
Clarification			Non-permanent Fiscal Council. There was no request for the installation of the Fiscal Council.	
Annual fixed remuneration				
Salary or pro-labore	1,854,160.00	6,107,440.00	0.00	7.961,600.00
Direct and indirect benefits	0.00	0.00	0.00	0.00
Committee Memberships	187,520.00	0.00	0.00	187,520.00
Other	0.00	0.00	0.00	0.00
Description of other fixed remuneration	Not applicable	Not applicable	Not applicable	
Variable Remuneration				
Bonus	0.00	0.00	0.00	0.00
Profit sharing	0.00	0.00	0.00	0.00
Participation in meetings	0.00	0.00	0.00	0.00
Commissions	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Description of other variable remuneration	Not applicable	Not applicable	Not applicable	
Post-employment	0.00	0.00	0.00	0.00
End of position	0.00	0.00	0.00	0.00
Share-based (including options)	0.00	896,241.58	0.00	896,241.58
Note	Not applicable	Not applicable	Not applicable	
Total remuneration	2,041,680.00	7,003,681.58	0.00	9,045,361.58

8.2 Total remuneration by body

Total remuneration of the fiscal year ending on December 31, 2023 - Annual Values				
	Board of Directors	Statutory Board of Executive Officers	Fiscal Council	Total
Total number of members	7.00	3.00	3.00	13.00
Number of remunerated members	7.00	3.00	3.00	13.00
Clarification			Non-permanent Fiscal Council. There was no request for the installation of the Fiscal Council.	
Annual fixed remuneration				
Salary or pro-labore	1,787,240.00	5,652,060.00	0.00	7,439,300.00
Direct and indirect benefits	0.00	0.00	0.00	0.00
Committee Memberships	180,800.00	0.00	0.00	180,800.00
Other	0.00	0.00	0.00	0.00
Description of other fixed remuneration	Not applicable	Not applicable	Not applicable	
Variable Remuneration				
Bonus	0.00	0.00	0.00	0.00
Profit sharing	0.00	0.00	0.00	0.00
Participation in meetings	0.00	0.00	0.00	0.00
Commissions	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Description of other variable remuneration	Not applicable	Not applicable	Not applicable	
Post-employment	0.00	0.00	0.00	0.00
End of position	0.00	0.00	0.00	0.00
Share-based (including options)	0.00	524,368.00	0.00	524,368.00
Note	Not applicable	Not applicable	Not applicable	
Total remuneration	1,968,040.00	6,176,428.00	0.00	8,144,468.00

8.3 Variable remuneration

Justification for not filling out the chart:

The Compensation Policy of Grendene S.A. does not provide for variable compensation programs for members of the Board of Directors or the Fiscal Council. Members of the Executive Board participate in a share-based variable compensation program, in accordance with the terms and conditions set forth in the regulations of the Company's Share Option Grant Plan.

8.4 Share-based remuneration plan

a. general terms and conditions:

The Company maintains a Share Option Grant Plan applicable to certain eligible officers and executives of the Company and its subsidiaries, under the terms and conditions set forth in specific regulations (the "Plan").

The Plan aims to align the medium- and long-term interests of its beneficiaries with those of the Company and its shareholders, fostering sustainable value creation. Participation in the Plan is subject to compliance with the eligibility criteria defined in its regulations and the execution of an individual Adhesion Agreement.

The full text of the Plan regulations is available for consultation on the websites of the CVM (https://www.cvm.gov.br) and B3 (https://www.b3.com.br), as well as on the Company's Investor Relations website (https://ri.grendene.com.br).

b. approval date and responsible body

The Share Option Grant Plan was approved by the Extraordinary Shareholders' Meeting of the Company held on April 14, 2008, upon recommendation of the Board of Directors at its meeting held on March 13, 2008.

The Plan regulations were subsequently amended by resolutions of the Board of Directors adopted on March 1, 2012, February 12, 2015 and August 1, 2019, and remain in effect in their currently applicable form.

c. Maximum number of shares covered.

The Plan establishes that the maximum aggregate number of shares underlying the options granted may not exceed 5% (five percent) of the Company's share capital. Shares resulting from the exercise of options may be issued through a capital increase, within the limits of authorized capital, or through the sale of shares held in treasury, subject to applicable legal limits.

In the event of corporate actions resulting in changes to the number, type or class of the Company's shares, the Plan provides for proportional adjustments to the options granted, as determined by the Board of Directors.

d. Maximum number of options to be granted.

The maximum number of options to be granted under the Plan is limited to the same number established for the underlying shares, subject to the overall cap of up to 5% (five percent) of the Company's share capital. Each option entitles the beneficiary to acquire or subscribe for one common share issued by the Company, in accordance with the terms of the Plan regulations.

e. Share acquisition conditions

The exercise of the options is subject to the fulfillment of a vesting period and to the maintenance of the beneficiary's relationship with the Company or its subsidiaries until the exercise date, subject to the exceptions set forth in the Plan regulations.

f. Criteria for fixing the acquisition or exercise price.

The exercise price of the options is determined based on the volume-weighted average trading price of the Company's shares over a period preceding the grant date, adjusted by the variation of the IPCA (Brazilian Consumer Price Index) up to the exercise date, in accordance with Article 170, paragraph 1, item III, of Law No. 6,404/1976.

The Plan regulations allow the Board of Directors, within the applicable legal limits, to apply a discount to the determined price, in accordance with the criteria set forth therein.

8.4 Share-based remuneration plan

g. Criteria for fixing the term of acquisition or exercise.

The options granted are subject to a total vesting period of three years, with gradual vesting of rights, and a maximum term of six years from the grant date, as established in the Plan regulations.

h. Option Exercise payment

The exercise of the options occurs upon payment, in local currency, of the respective exercise price, under the terms, timeframes and payment conditions defined by the Company, in accordance with the Plan regulations and the Adhesion Agreement.

i. Restrictions on the transfer of shares

The shares acquired under the Plan are not, as a rule, subject to legal restrictions on transfer. The Plan regulations and the Adhesion Agreements may, however, provide for specific conditions, including pre-emptive rights or call options in favor of the Company, as applicable.

j. Criteria and events that, when verified, will cause the suspension, change or termination of the plan.

The Plan may be amended or terminated by resolution of the Shareholders' Meeting, subject to vested rights. The Plan regulations also provide for specific circumstances involving the suspension, modification or termination of the options, as well as their effects in situations such as corporate reorganizations, subject to principles of fairness as determined by the Board of Directors.

k. Effects of the administrator's departure from the issuer's bodies on his rights provided for in the share-based compensation plan.

The effects of the termination of the beneficiary's relationship on their rights under the Plan vary depending on the nature of the termination and are set forth in detail in the Plan regulations and the respective Adhesion Agreements.

8.5 Share-based remuneration (Stock options)

Fiscal Year: December 31, 2026

	Board of Directors	Statutory Board of Executive Officers	Fiscal Council	Total
Total number of members		3.00		3.00
Number of remunerated members		3.00		3.00
Potential dilution in the event of the exercise of all options granted		0.230%		0.00
Clarification				----
WEIGHTED AVERAGE EXERCISE PRICE OF EACH OF THE FOLLOWING OPTION GROUPS				
Outstanding at the beginning of the fiscal year		3.17		3.17
Options lost or expired during the fiscal year		0.00		0.00
Exercised during the fiscal year		3.20		3.20

Fiscal Year: December 31, 2025

	Board of Directors	Statutory Board of Executive Officers	Fiscal Council	Total
Total number of members		3.00		3.00
Number of remunerated members		3.00		3.00
Potential dilution in the event of the exercise of all options granted		0.210%		0.00
Clarification				----
WEIGHTED AVERAGE EXERCISE PRICE OF EACH OF THE FOLLOWING OPTION GROUPS				
Outstanding at the beginning of the fiscal year		3.90		3.90
Options lost or expired during the fiscal year		0.00		0.00
Exercised during the fiscal year		4.10		4.10

Fiscal Year: December 31, 2024

	Board of Directors	Statutory Board of Executive Officers	Fiscal Council	Total
Total number of members		3.00		3.00
Number of remunerated members		3.00		3.00
Potential dilution in the event of the exercise of all options granted		0.070%		0.00
Clarification				----
WEIGHTED AVERAGE EXERCISE PRICE OF EACH OF THE FOLLOWING OPTION GROUPS				
Outstanding at the beginning of the fiscal year		4.50		4.50
Options lost or expired during the fiscal year		0.00		0.00
Exercised during the fiscal year		4.50		4.50

Fiscal Year: December 31, 2023

	Board of Directors	Statutory Board of Executive Officers	Fiscal Council	Total
Total number of members		3.00		3.00
Number of remunerated members		3.00		3.00
Potential dilution in the event of the exercise of all options granted		0.030%		0.00
Clarification				----
WEIGHTED AVERAGE EXERCISE PRICE OF EACH OF THE FOLLOWING OPTION GROUPS				
Outstanding at the beginning of the fiscal year		4.50		4.50
Options lost or expired during the fiscal year		0.00		0.00
Exercised during the fiscal year		4.50		4.50

8.6 Granting of Stock options

Grants planned for the current fiscal year	Board of Directors	Statutory Board of Executive Officers
Stock option grants	Not Applicable	19th Plan
Total number of members	-	3.00
Number of remunerated members	-	3.00
Grant date	-	March 5, 2026
Number of options granted	-	793,359
Term for options to become exercisable	-	As foreseen in the Plan: The Options will have a total grace period of three years and may be exercised as follows: up to 1/3 after one (1) year from the date of grant; an additional 1/3 after two (2) years from the date of grant, totaling a maximum of 2/3; and the remaining 1/3 after three (3) years from the date of grant.
Deadline for exercising the options	-	March 4, 2032
Restriction period for the transfer of shares	-	There is no restriction
Fair value of options on the grant date	-	R$2.68
Multiplication of the number of shares granted by the fair value of the options on the grant date	-	R$2,126,202.12

Grants planned for the current fiscal year	Board of Directors	Statutory Board of Executive Officers
Stock option grants	Not Applicable	18th Plan
Total number of members	-	3.00
Number of remunerated members	-	3.00
Grant date	-	February 27, 2025
Number of options granted	-	1,639,119
Term for options to become exercisable	-	As foreseen in the Plan: The Options will have a total grace period of three years and may be exercised as follows: up to 1/3 after one (1) year from the date of grant; an additional 1/3 after two (2) years from the date of grant, totaling a maximum of 2/3; and the remaining 1/3 after three (3) years from the date of grant.
Deadline for exercising the options	-	February 26, 2031
Restriction period for the transfer of shares	-	There is no restriction
Fair value of options on the grant date	-	R$2.28
Multiplication of the number of shares granted by the fair value of the options on the grant date	-	R$3,737,191.32

Grants planned for the current fiscal year	Board of Directors	Statutory Board of Executive Officers
Stock option grants	Not Applicable	17th Plan
Total number of members	-	3.00
Number of remunerated members	-	3.00
Grant date	-	February 29, 2024
Number of options granted	-	441,153
Term for options to become exercisable	-	As foreseen in the Plan: The Options will have a total grace period of three years and may be exercised as follows: up to 1/3 after one (1) year from the date of grant; an additional 1/3 after two (2) years from the date of grant, totaling a maximum of 2/3; and the remaining 1/3 after three (3) years from the date of grant.
Deadline for exercising the options	-	February 28, 2030
Restriction period for the transfer of shares	-	There is no restriction
Fair value of options on the grant date	-	R$2.75
Multiplication of the number of shares granted by the fair value of the options on the grant date	-	R$1,213,170.75

8.6 Granting of Stock options

Grants made in the year ending December 31, 2022	Board of Directors	Statutory Board of Executive Officers
Stock option grants	Not Applicable	15th Plan
Total number of members	-	3.00
Number of remunerated members	-	3.00
Grant date	-	February 24, 2022
Number of options granted	-	449,994
Term for options to become exercisable	-	As foreseen in the Plan: The Options will have a total grace period of three years and may be exercised as follows: up to 1/3 after one (1) year from the date of grant; an additional 1/3 after two (2) years from the date of grant, totaling a maximum of 2/3; and the remaining 1/3 after three (3) years from the date of grant.
Deadline for exercising the options	-	February 23, 2028
Restriction period for the transfer of shares	-	There is no restriction
Fair value of options on the grant date	-	R$3.79
Multiplication of the number of shares granted by the fair value of the options on the grant date	-	R$1,705,477.26

No stock options were granted in the fiscal year ended December 31, 2023.

8.7 Options outstanding at the end of the fiscal year

Options outstanding at the end of the fiscal year ending December 31, 2025

Body	Board of Directors	Statutory Board of Executive Officers	
Total number of members	7.00	3.00	
Number of remunerated members	-	3.00	
Options not yet exercisable	-	17th Plan (2024)	18th Plan (2025)
i. Quantity	-	294,102	1,639,119
ii. Date on which they will become exercisable	-	Feb. 28, 2026 – 147,051 Feb. 28, 2027 – 147,051	Feb. 28, 2026 – 546,373 Feb. 28, 2027 – 546,373 Feb. 28, 2028 – 546,373
iii. Deadline for exercising the options	-	Feb. 28, 2030	Feb. 27, 2031
v. Restriction period for the transfer of shares	-	There is no restriction	
v. Weighted average fiscal year price	-	R$3.70	R$3.07
vi. Fair value of options on the grant date	-	R$3.72	R$2.76
Exercisable options	-	There were no exercisable options on December 31, 2025	
i. Quantity	-	-	
ii. Deadline for exercising the options	-	-	
iii. Restriction period for the transfer of shares	-	-	
iv. Weighted average fiscal year price	-	-	
v. Fair value of options on the grant date	-	-	
Fair value of options on the last day of the fiscal year	-	R$1,094,059.44	R$4,523,968.44

8.8 Options exercised and share surrendered

Options exercised in the year ending December 31, 2025		
Body	**Board of Directors**	**Statutory Board of Executive Officers**
Total number of members	7.00	3.00
Number of remunerated members	-	3.00
Number of shares	-	297,049
Weighted average fiscal year price	-	R$4.22
Average market price of shares related to options exercised	-	R$5.52
Total amount of the difference between the weighted average exercise price and the weighted average market price of the shares related to the options exercised	-	(R$386,080.22)

Options exercised in the year ending December 31, 2024		
Body	**Board of Directors**	**Statutory Board of Executive Officers**
Total number of members	7.00	3.00
Number of remunerated members	-	3.00
Number of shares	-	149,998
Weighted average fiscal year price	-	R$4.56
Average market price of shares related to options exercised	-	R$7.05
Total amount of the difference between the weighted average exercise price and the weighted average market price of the shares related to the options exercised	-	(R$373,234.12)

Options exercised in the year ending December 31, 2023		
Body	**Board of Directors**	**Statutory Board of Executive Officers**
Total number of members	7.00	3.00
Number of remunerated members	-	3.00
Number of shares	-	149,998
Weighted average fiscal year price	-	R$4.36
Average market price of shares related to options exercised	-	R$7.39
Total amount of the difference between the weighted average exercise price and the weighted average market price of the shares related to the options exercised	-	(R$455,236.10)

8.9 Potential dilution from granting of shares

Share-based remuneration expected for the current fiscal year (2026)

Body	Board of Directors	Statutory Board of Executive Officers
Total number of members	7.00	3.00
Number of remunerated members	-	3.00
Potential dilution in case all shares are granted to beneficiaries	-	0.23%

Share-based remuneration expected for the current fiscal year (2025)

Body	Board of Directors	Statutory Board of Executive Officers
Total number of members	7.00	3.00
Number of remunerated members	-	3.00
Potential dilution in case all shares are granted to beneficiaries	-	0.21%

Share-based remuneration for the fiscal year ending on December 31, 2024

Body	Board of Directors	Statutory Board of Executive Officers
Total number of members	7.00	3.00
Number of remunerated members	-	3.00
Potential dilution in case all shares are granted to beneficiaries	-	0.07%

Share-based remuneration for the fiscal year ending on December 31, 2023

Body	Board of Directors	Statutory Board of Executive Officers
Total number of members	7.00	3.00
Number of remunerated members	-	3.00
Potential dilution in case all shares are granted to beneficiaries	-	0.03%

8.10 Granting of shares

Grants planned for the current fiscal year (2026)	Board of Directors	Statutory Board of Executive Officers
Total number of members	7.00	3.00
Number of remunerated members	7.00	3.00
Grant date	-	March 5, 2026
Number of options granted	-	793,359
Deadline for delivery of shares	-	6 years
Restriction period for the transfer of shares	-	Not Applicable
Fair value of options on the grant date	-	R$2.68
Multiplication of the number of shares granted by the fair value of the options on the grant date	-	R$2,126,202.12

Grants made in the year ending December 31, 2025	Board of Directors	Statutory Board of Executive Officers
Total number of members	7.00	3.00
Number of remunerated members	7.00	3.00
Grant date	-	February 27, 2025
Number of options granted	-	1,639,119
Deadline for delivery of shares	-	6 years
Restriction period for the transfer of shares	-	Not Applicable
Fair value of options on the grant date	-	R$2.28
Multiplication of the number of shares granted by the fair value of the options on the grant date	-	R$3,737,191.32

Grants made in the year ending December 31, 2024	Board of Directors	Statutory Board of Executive Officers
Total number of members	7.00	3.00
Number of remunerated members	7.00	3.00
Grant date	-	February 29, 2024
Number of options granted	-	441,153
Deadline for delivery of shares	-	6 years
Restriction period for the transfer of shares	-	Not Applicable
Fair value of options on the grant date	-	R$2.75
Multiplication of the number of shares granted by the fair value of the options on the grant date	-	R$1,213,170.75

No stock options were granted in the fiscal year ended December 31, 2023.

8.11 Shares delivered

Fiscal Year: December 31, 2026

	Board of Directors	Statutory Board	Fiscal Council
Total number of members		3.00	
Number of remunerated members		3.00	
Number of shares		693,424	
Weighted average of acquisition price		R$2.99	
Weighted average market price of the acquired shares		R$4.70	
Multiplication of the total shares acquired by the difference between the weighted average acquisition price and the weighted average market price of the shares acquired		(R$1,185,755.04)	
Clarification			

Fiscal Year: December 31, 2025

	Board of Directors	Statutory Board	Fiscal Council
Total number of members		3.00	
Number of remunerated members		3.00	
Number of shares		297,049	
Weighted average of acquisition price		R$4.22	
Weighted average market price of the acquired shares		R$5.52	
Multiplication of the total shares acquired by the difference between the weighted average acquisition price and the weighted average market price of the shares acquired		(R$386,163.70)	
Clarification			

Fiscal Year: December 31, 2024

	Board of Directors	Statutory Board	Fiscal Council
Total number of members		3.00	
Number of remunerated members		3.00	
Number of shares		149,998	
Weighted average of acquisition price		R$4.56	
Weighted average market price of the acquired shares		R$7.05	
Multiplication of the total shares acquired by the difference between the weighted average acquisition price and the weighted average market price of the shares acquired		(R$373,495.02)	
Clarification			

Fiscal Year: December 31, 2023

	Board of Directors	Statutory Board	Fiscal Council
Total number of members		3.00	
Number of remunerated members		3.00	
Number of shares		149,998	
Weighted average of acquisition price		R$4.36	
Weighted average market price of the acquired shares		R$7.39	
Multiplication of the total shares acquired by the difference between the weighted average acquisition price and the weighted average market price of the shares acquired		(R$454,493.94)	
Clarification			

8.12 Pricing of shares / options

a. Pricing Model

	15th Plan (2022)	17th Plan (2024)	18th Plan (2025)	19th Plan (2026)
Pricing Model	Black and Scholes			

b. Data and assumptions used in the pricing model, including the weighted average share price, strike price, expected volatility, option life, expected dividends, and the risk-free interest rate.

	15th Plan (2022)	17th Plan (2024)	18th Plan (2025)	19th Plan (2026)
Grant date	February 24, 2022	February 29, 2024	February 27, 2025	March 5, 2026
Total purchase options granted	449,994	441,153	1,639,119	793,359
Exercise price	R$4.50	R$3.70	R$3.07	R$2.36
Expected volatility	25.95%	17.05%	24.43%	78.89%
Expected dividend on shares (*)	5%	5%	9%	9%
Weighted average risk-free interest rate (**)	12,25%	9.00%	15.00%	12.00%
Maximum Maturity	6 years	6 years	6 years	6 years
Average Maturity	2.5 years	2.5 years	2.5 years	2.5 years
Fair value at grant date	R$3.79	R$2.75	R$2.28	R$2.68

* Expected dividends were obtained based on the average dividend payments per share in relation to the market value of the shares in the last 12 months.

** The Company uses the projected average Selic rate, published by the Central Bank (BACEN) as a risk-free interest rate.

c. Method used and assumptions made to incorporate the expected effects of early exercise.

	15th Plan (2022)	17th Plan (2024)	18th Plan (2025)	19th Plan (2026)
Method and assumptions	For the calculation of the fair value of the options, we use the expected life value of the options. We do not consider turnover as it is considered negligible at the level of the board of Grendene S.A. The average maturity until the exercise of each option was estimated at 2.5 years according to the history observed by the company.			

d. Method of determining expected volatility

	15th Plan (2022)	17th Plan (2024)	18th Plan (2025)	19th Plan (2026)
Expected Volatility	Volatility was calculated based on the historical average fluctuation of the share price in the last 18 months prior to the grant date.			

e. If any other feature of the option was incorporated in the measurement of its fair value.

	15th Plan (2022)	17th Plan (2024)	18th Plan (2025)	19th Plan (2026)
Whether any other feature of the option was incorporated in the measurement of its fair value:	No			

8.13 Holdings by organization / body

Shares or quotas directly or indirectly held, in Brazil or abroad, and other securities convertible into shares or quotas, issued by the Company, its direct or indirect controllers, companies controlled or under common control, by members of the board of directors, the executive board statutory or audit committee, grouped by body, on the closing date of the last fiscal year.

Notes:

(*) The controlling shareholders and other shareholders bound by the Company's shareholders' agreement are included.

(**) Fiscal Council is not installed.

Shareholders	December 31, 2025	
	Number of shares	% of participation in total share capital
Members of the Board of Directors (*)	673,012,412	74.600116%
Members of the Statutory Executive Board	2,676,421	0.296668%
Members of the Fiscal Council	0	0.000000%
Total of shares	**675,688,833**	**74.896785%**

Shareholders	December 31, 2024	
	Number of shares	% of participation in total share capital
Members of the Board of Directors (*)	631,454,212	69.993593%
Members of the Statutory Executive Board	2,687,702	0.297918%
Members of the Fiscal Council	0	0.000000%
Total of shares	**634,141,914**	**70.291511%**

Shareholders	December 31, 2023	
	Number of shares	% of participation in total share capital
Members of the Board of Directors (*)	631.470.212	69,995368%
Members of the Statutory Executive Board	2.551.308	0,282800%
Members of the Fiscal Council	0	0,000000%
Total of shares	**634.021.520**	**70,278168%**

Shareholders	December 31, 2022	
	Number of shares	% of participation in total share capital
Members of the Board of Directors (*)	631.454.212	69,993594%
Members of the Statutory Executive Board	2.614.506	0,289805%
Members of the Fiscal Council (**)	0	0,000000%
Total of shares	**634.068.718**	**70,283399%**

8.14 Pensions plans

The Company does not maintain Pension Plans for its management.

8.15 Minimum, average, and maximus remuneration

Annual Values

	Statutory Board of Executive Officers			Board of Directors			Fiscal Council		
	December 31, 2025	December 31, 2024	December 31, 2023	December 31, 2025	December 31, 2024	December 31, 2023	December 31, 2025	December 31, 2024	December 31, 2023
Number of members	3.00	3.00	3.00	7.00	7.00	7.00	0.00	0.00	3.00
Number of remunerated members	3.00	3.00	3.00	7.00	7.00	7.00	0.00	0.00	3.00
Value of the highest remuneration BRL	3,884,553.88	2,820,195.30	2,468,117.68	473,280.00	452,400.00	436,120.00	0.00	0.00	0.00
Value of the lowest remuneration BRL	2,218,099.62	1,886,368.63	1,646,851.48	277,120.00	264,880.00	255,320.00	0.00	0.00	0.00
Average value of the remuneration BRL	2,995,849.50	2,334,560.53	2,058,809.34	305,142.86	291,668.57	281,148.57	0.00	0.00	0.00

Note

Statutory Executive Board		
	Note	Clarification

Board of Directors		
	Note	Clarification

Fiscal council		
	Note	Clarification
December 31, 2025		There was no request for the installation of Fiscal Council at the AGM / EGM of April 17, 2025.
December 31, 2024		There was no request for the installation of Fiscal Council at the AGM / EGM of April 22, 2024.
December 31, 2023		There was no request for the installation of Fiscal Council at the AGM / EGM of April 17, 2023.

8.16 Remuneration / indemnification mechanisms

There are no contractual arrangements, insurance policies or other instruments that structure remuneration or indemnification mechanisms for managers in the event of removal from office or retirement.

8.17 Percentage of related parties in remuneration

Financial year ended:	Board of Directors	Fiscal Council	Statutory Board of Executive Officers
December 31, 2023	24.2%	0.0%	75.8%
December 31, 2024	22.6%	0.0%	77.4%
December 31, 2025	19.2%	0.0%	80.8%
December 31, 2026	21.2%	0.0%	78.8%

8.18 Remuneration – Other functions

There are no amounts recognized in the Company's results as remuneration for members of the Board of Directors, the Statutory Executive Board, or the Fiscal Council for any reason other than their function.

8.19 Compensation received from controlling shareholder / subsidiary (structured)

December 31, 2026

The Company has stated that it does not have any compensation for this fiscal year.

December 31, 2025

The Company has stated that it does not have any compensation for this fiscal year.

December 31, 2024

The Company has stated that it does not have any compensation for this fiscal year.

December 31, 2023

The Company has stated that it does not have any compensation for this fiscal year.

8.20 Other relevant information

The full text of the Share Option Grant Plan regulations, approved by the Extraordinary Shareholders' Meeting held on April 14, 2008 and subsequently amended by resolutions of the Board of Directors adopted on March 1, 2012, February 12, 2015 and August 1, 2019, is available for consultation at the following websites:

- Brazilian Securities and Exchange Commission – CVM: https://www.cvm.gov.br

- B3 S.A. – Brasil, Bolsa, Balcão: https://www.b3.com.br

- Grendene – Investor Relations: https://ri.grendene.com.br/EN/Corporate-Governance/Stock-options

The Share Option Grant Plan may, in accordance with its regulations, apply not only to officers but also to other eligible executives of the Company. However, the information presented in this Reference Form is limited to grants awarded to members of the Statutory Executive Board of Grendene S.A., in accordance with the scope defined by the applicable regulations.

9.1 / 9.2 Identification and Remuneration

Auditor's CVM Code	002879	
Company name	**Type of Auditor**	**CPF/CNPJ (Individual Taxpayer Registry / National Registry of Legal Entities)**
PRICEWATERHOUSECOOPERS AUDITORES INDEPENDENTES	Legal	61.562.112/0006-35
Date of contracting the service	**Date of commencement of service provision**	
January 01, 2022	January 01, 2022	

Description of services provided

Pricewaterhousecoopers Auditores Independentes (PWC) provided independent audit services for the special review of the quarterly financial information and the audit of the annual financial statements. PWC has also carried out services relating to other advisory services.

Total compensation paid to independent auditors in the most recent fiscal year, broken down by services.

For the fiscal year ended December 31, 2025, a total of R$712,171.35 was paid exclusively for the provision of independent audit services, with no payments made for other services.

For the fiscal year ended December 31, 2024, a total of R$543,238.38 was paid exclusively for the provision of independent audit services, with no payments related to other services.

For the fiscal year ended December 31, 2023, a total of R$519,428.13 was paid for the provision of independent audit services and R$37,400.00 for the provision of other services.

Justification for replacement

Not applicable

Reason given by the auditor in case of disagreement with the justification

Not applicable

9.3 Auditor independence and conflicts of interest

In contracting with the independent auditor for services unrelated to the external audit, the Company adheres to the following principles to safeguard the auditor's independence: (a) the auditor must not audit their own work; (b) the auditor must not exercise managerial functions for their client; and (c) the auditor must not promote the interests of their client.

9.4 Other relevant information

There is no other information considered relevant.

10.1A Description of human resources

Number of employees by gender declaration

	Female	Male	Non-binary	Other	Prefers not to answer
Leadership	141	405	1	44	5
Non-leadership	5,454	8,023	30	1,290	985
Total = 16,378	5,595	8,428	31	1,334	990

Number of employees by declaration of color or race

	Yellow	White	Black	Brown	Indigenous	Other	Prefers not to answer
Leadership	15	366	30	183	2	0	0
Non-leadership	358	3,379	1,698	10,265	70	12	0
Total = 16,378	373	3,745	1,728	10,448	72	12	0

Number of employees by position and age group

	Under 30 years old	From 30 to 50 years old	Above 50 years old
Leadership	32	476	88
Non-leadership	6,416	7,965	1,401
Total = 16,378	6,448	8,441	1,489

Number of Employees – Persons with Disabilities

	Persons with Disabilities	Persons without Disabilities	Prefer not to disclose
Leadership	11	585	0
Non-leadership	806	14,976	0
Total = 16,378	817	15,561	0

Number of employees by position and geographical location

	North	Northeast	Center-West	Southeast	South	Overseas
Leadership	0	286	0	4	306	0
Non-leadership	0	14,065	0	40	1,677	0
Total = 16,378	0	14,351	0	44	1,983	0

Number of employees by geographical location and gender

	Female	Male	Non binary	Other	Prefers not to answer
North	0	0	0	0	0
Northeast	4,778	7,526	26	1,109	912
Center-West	0	0	0	0	0
Southeast	18	10	2	13	1
South	799	892	3	212	77
Overseas	0	0	0	0	0
Total = 16,378	5,595	8,428	31	1,334	990

10.1A Description of human resources

Number of employees by geographical location, color, or race

	Yellow	White	Black	Brown	Indigenous	Other	Prefers not to answer
North	0	0	0	0	0	0	0
Northeast	354	2,214	1,629	10,079	69	6	0
Center-West	0	0	0	0	0	0	0
Southeast	0	16	14	13	0	1	1
South	19	1,515	85	356	3	5	0
Overseas	0	0	0	0	0	0	0
Total = 16,378	373	3,745	1,728	10,448	72	12	0

Number of employees by geographical location and age

	Under 30 years old	From 30 to 50 years old	Above 50 years old
North	0	0	0
Northeast	5,813	7,321	1,217
Center-West	0	0	0
Southeast	23	21	0
South	612	1,099	272
Overseas	0	0	0
Total = 16,378	6,448	8,441	1,489

10.1 Description of human resources

a. Number of outsourced employees (total and by groups, based on activity and geographical location)

We report below the number of outsourced employees of the Company, by group of activities performed and by geographical location:

	December 31, 2025					
Activity	**North**	**Northeast**	**Center-West**	**Southeast**	**South**	**Total**
Provision of services	0	304	0	0	36	340
Self-employed payment slip	0	0	0	0	0	0
Total	**0**	**304**	**0**	**0**	**36**	**340**

b. turnover rate

December 31, 2025
2%

10.2 Significant changes

There were no relevant changes.

10.3 Employee remuneration policies and practices

Grendene maintains career development and compensation policies aligned with recognized market practices. The Company's People Management model is based on the principles of Results-Oriented Management, supported by a competency-based framework. In addition to career development and compensation, this model integrates initiatives related to organizational development and corporate education.

a. salary policy and variable remuneration

Remuneration policy

The Company's compensation policy aims to ensure competitiveness in relation to market conditions and alignment with the responsibilities of each role. It is based on the Company's business needs, individual performance and its impact on overall results, as well as prevailing economic and market conditions, in compliance with applicable labor legislation.

The compensation policy applies to all areas and business units of Grendene and is implemented in accordance with the following guidelines:

Career and development

The career of each employee is an individual responsibility, while the Company is responsible for providing visibility into growth opportunities and outlining pathways for development and self-development. Professional advancement may occur in two ways:

- **Vertical growth** – the employee transitions to another role with greater responsibilities and a higher compensation level;
- **Horizontal growth** – an increase in the employee's compensation within the same role, according to the maturity of their performance and deliverables.

Evaluating people

Performance Management at Grendene is carried out using management tools: Experience Evaluation and Competencies + Results Evaluation.

Experience Evaluation:

The Experience Evaluation assesses the level of adherence of the employee to the company's culture and provides a moment of feedback between the employee and the evaluator to identify possible development actions.

Skills Assessment + Results

Its purpose is to steer organizational objectives by measuring individual employee performance and fostering continuous and timely feedback. Provide inputs for decision-making in training and development processes, internal selection, remuneration potential identification, career, and succession. As well as stipulating goals, measuring results, to identify the delivery of each employee.

Wages

Grendene's wage policy is in line with market practices. To accomplish this, the company conducts a survey every two years to compare its wages to that of representative and significant regional companies.

The company's wage system consists of six levels (A to F), and the average market compensation falls between levels C and D of Grendene's matrix.

Salaries are annually adjusted based on collective agreements for each location, using the National Consumer Price Index (INPC) as the indicator.

General or collective adjustments

These adjustments affect the salaries of all employees without distinction.

- **Conventions, Agreements, Collective Agreements**: On the base dates of collective bargaining agreements, wages are adjusted based on local negotiations.
- **Compulsory advances**: are granted in accordance with current legislation, conventions, agreements, and collective bargaining agreements, and are compensated on the category's base date and/or as mandated by law.

10.3 Employee remuneration policies and practices

Individual wage adjustments

They are adjustments made to the salaries of employees upon promotion to a higher-paying position (vertical growth), based on merit (horizontal growth), or by redefining the position based on market values. For the granting of individual adjustments, the dates specified in the policy and the limits of the job categories in the salary scale are considered.

Share-based remuneration policy

On April 14, 2008, the Stock Option Granting Plan or Subscription of Shares was approved for the Company, benefiting eligible executives based on the recommendations of the Committee to the Company's Board of Directors for approval. (See item 8.4 - Stock Option Granting Plan Regulation).

Reward Policy

This policy aims to strengthen the relationship between the manager and the company and reward them based on the goals achieved by the company. The implementation of the Performance Bonus program for management positions is supported by the rule established by law 13.467 of 2017, in paragraphs 2 and 4 of Article 457 of the Consolidation of Labor Laws.

b. benefits policy

Grendene provides its employees with a benefits package designed to satisfy their fundamental needs and promote their physical and social well-being, thereby contributing to the maintenance of healthy and productive professionals. The benefits offered include:

- Subsidized food
- Agreements with pharmacies and opticians
- In-house medical, dental, and social assistance
- Monthly food basket distribution
- Life insurance
- Basket of chocolates at Easter and a bird at Christmas.
- Christmas party and toy distribution for employees' children aged up to 11 years and 11 months.
- Access to the Company's products in an easy and affordable manner.

In addition, Grendene participates in a variety of social initiatives, including assistance programs, blood donation campaigns, programs to combat drugs and violence, and programs to support sports associations.

c. characteristics of share-based compensation plans for non-administrator employees, identifying:

i. beneficiary groups
Eligible executives of the Company, including officers, directors and managers, in accordance with the criteria defined in the Plan regulations.

ii. Conditions for exercise
Subject to the fulfillment of a vesting period and the maintenance of the beneficiary's relationship with the Company, in accordance with the conditions set forth in the Plan regulations.

iii. Exercise price
Determined based on market criteria, in accordance with the Plan regulations, including applicable monetary adjustment.

iv. Exercise periods
Established in the Plan regulations, including both the vesting period and the maximum term for the exercise of options.

v. Number of shares committed by the plan.
Limited to an overall maximum percentage of up to 5% (five percent) of the Company's share capital, as provided for in the Share Option Grant Plan.

Additional information about the Plan is provided in items 8.4 and 8.20 of this Reference Form.

The full text of the Share Option Grant Plan is available for consultation on the websites of the Brazilian Securities and Exchange Commission (CVM) (https://www.cvm.gov.br), B3 S.A. – Brasil, Bolsa, Balcão (https://www.b3.com.br), and on the Company's Investor Relations website (https://ri.grendene.com.br/EN/Corporate-Governance/Stock-options).

10.3 (d) Employee Compensation Policies and Practices

Highest Individual Compensation	Median Individual Compensation	Compensation Ratio
3,884,553.89	35,252.65	110.19
Clarification		

10.4 Relations between issuer and trade

Grendene respects freedom of association, strengthening the legitimate representation of employees through their trade unions. A significant number of the Company's employees are affiliated with these entities.

The Company participates in employers' associations in the regions where it operates, encouraging collective bargaining in a responsible manner, fully complying with all provisions set forth in collective agreements and maintaining a cordial and respectful relationship with union leadership.

At all operating units, space (notice boards) is provided for trade unions to communicate their activities. In addition, key provisions of collective agreements are disseminated through internal communication channels (notice boards and e-mails), with the aim of reaching all employees.

There were no work stoppages or strikes in the last three fiscal years.

10.5 Other relevant information

There is no other information considered relevant.

11.1 Rules, policies and practices

The Related Party Transactions Policy of Grendene S.A., implemented on August 13, 2020 and revised on February 29, 2024, establishes guidelines to ensure that transactions involving related parties are conducted on an arm's length basis and in a transparent manner, under market conditions.

The policy applies to the Company, its officers and employees, and establishes, among other aspects, criteria for identifying related parties, the requirement that transactions be carried out on an arm's length basis and under market conditions, as well as approval and monitoring procedures, including the involvement of the Related Parties Committee, when applicable.

In addition, the policy provides for disclosure mechanisms for such transactions and establishes rules to mitigate conflicts of interest, in line with best corporate governance practices.

The full text of the Policy is available on the Company's Investor Relations website, as well as on the websites of the CVM and B3:

- https://ri.grendene.com.br/EN/Corporate-Governance/By-laws-Policies-and-Regulations)
- https://www.cvm.gov.br
- https://www.b3.com.br

11.2 Transactions with related parties

Related party	Transaction date	Amount involved in the BRL business	Existing balance	Amount involved (BRL)	Duration	Interest rate charged
Dall'Onder Viagens & Turismo Ltda	Dec. 31, 2025	R$ 570,000.00	R$ 0.00	R$ 0.00	Indefinite term	0.000000
Relationship with the issuer	Company owned by the family of one of the administrators					
Object of contract	Air travel advisory and agency services					
Warranty and insurance	Not applicable					
Termination or extinction	Termination of activities					
Nature and reason for the operation	Transactions carried out with related parties are made under commutative conditions and in accordance with the criteria for the evaluation and selection of suppliers and Customers					
Issuer's contractual position	Debtor					

11.2 Transactions with related parties

Related party	Transaction date	Amount involved in the BRL business	Existing balance	Amount involved (BRL)	Duration	Interest rate charged
Even Construtora e Incorporadora S.A.	Apr. 7, 2020	R$ 21,190,000.00	R$ 16,492,000.00	R$ 0.00	Up to 4 years	0,000000
Relationship with the issuer	Even Construtora e Incorporadora S.A. is an investee of Nova Milano Investimentos (Melpar), in which it holds a 46.88% equity interest. Alexandre Grendene Bartelle, a related party, holds a 31.63% interest in this fund.					
Object of contract	Guarantor and joint obligor of the obligations of the SCP Mairinque project, whose managing partner (sócia ostensiva) is Icatu Empreendimentos Imobiliários Ltda., which is an investee of Even Construtora e Incorporadora S.A.					
Warranty and insurance	Not applicable					
Termination or extinction	Termination of activities					
Nature and reason for the operation	The Company's administration believes that the transactions were in the best interest of the Company, complied with the commutative conditions, provided for adequate remuneration payment, were made under normal market conditions and within the scope of the Company's Financial Investments Policy, as well as in accordance with the Company's Related Party Transactions Policy, and that there was effective negotiation of the terms and conditions without the involvement of counterparties in the negotiation and decision-making process.					
Issuer's contractual position	Creditor					

11.2 Transactions with related parties

Related party	Transaction date	Amount involved in the BRL business	Existing balance	Amount involved (BRL)	Duration	Interest rate charged
Maílson da Nóbrega Consultoria S/C Ltda	Dec. 31, 2025	R$ 72,000.00	R$ 0.00	R$ 0.00	Indefinite term	0.000000
Relationship with the issuer	Company owned by a member of the Board of Directors					
Object of contract	Financial economic consultancy					
Warranty and insurance	Not applicable					
Termination or extinction	Termination of activities					
Nature and reason for the operation	Transactions carried out with related parties are made under commutative conditions and in accordance with the criteria for the evaluation and selection of suppliers and Customers					
Issuer's contractual position	Debtor					

11.2 Transactions with related parties

Related party	Transaction date	Amount involved in the BRL business	Existing balance	Amount involved (BRL)	Duration	Interest rate charged
Ochman Advogados Associados	Dec. 31, 2025	R$ 120,000.00	R$ 0.00	R$ 0.00	Indefinite term	0.000000
Relationship with the issuer	Company owned by a member of the Board of Directors					
Object of contract	Legal advice					
Warranty and insurance	Not applicable					
Termination or extinction	Termination of activities					
Nature and reason for the operation	Transactions carried out with related parties are made under commutative conditions and in accordance with the criteria for the evaluation and selection of suppliers and Customers					
Issuer's contractual position	Debtor					

11.2 Transactions with related parties

Related party	Transaction date	Amount involved in the BRL business	Existing balance	Amount involved (BRL)	Duration	Interest rate charged
Calzados Azaleia Peru S.A.	Dec. 31, 2025	R$ 4,577,000.00	R$ 982,000.00	R$ 0.00	Indefinite term	0,000000
Relationship with the issuer	Calçados Azaleia Peru S.A. and the Company are interconnected companies, as Vulcabras CE controls Calçados Azaleia Peru S.A., and Vulcabras CE is controlled by Vulcabras S.A. The controlling shareholder of Vulcabras S.A., and therefore the indirect controlling shareholder of its Subsidiaries, is part of the controlling block of Grendene. Therefore, Grendene and Vulcabras, along with their Subsidiaries, are interconnected companies. Vulcabras - CE Calçados e Artigos Esportivos S.A. is a direct subsidiary of Vulcabras S.A., and Calçados Azaleia Peru S.A. is an indirect subsidiary of Vulcabras S.A.					
Object of contract	Sale of footwear to supply the market where it is based.					
Warranty and insurance	Not applicable					
Termination or extinction	Termination of activities					
Nature and reason for the operation	Transactions carried out with related parties are made under commutative conditions and in accordance with the criteria for the evaluation and selection of suppliers and Customers.					
Issuer's contractual position	Creditor					

11.2 Transactions with related parties

Related party	Transaction date	Amount involved in the BRL business	Existing balance	Amount involved (BRL)	Duration	Interest rate charged
Calzados Azaleia Peru S.A.	Dec. 31, 2025	R$ 57,000.00	R$ 0.00	R$ 0.00	Indefinite term	0,000000
Relationship with the issuer	Calçados Azaleia Peru S.A. and the Company are interconnected companies, as Vulcabras CE controls Calçados Azaleia Peru S.A., and Vulcabras CE is controlled by Vulcabras S.A. The controlling shareholder of Vulcabras S.A., and therefore the indirect controlling shareholder of its Subsidiaries, is part of the controlling block of Grendene. Therefore, Grendene and Vulcabras, along with their Subsidiaries, are interconnected companies. Vulcabras - CE Calçados e Artigos Esportivos S.A. is a direct subsidiary of Vulcabras S.A., and Calçados Azaleia Peru S.A. is an indirect subsidiary of Vulcabras S.A.					
Object of contract	Footwear samples and advertising and marketing expenses related to product shipments to influencers and point-of-sale materials.					
Warranty and insurance	Not applicable					
Termination or extinction	Termination of activities					
Nature and reason for the operation	Transactions carried out with related parties are made under commutative conditions and in accordance with the criteria for the evaluation and selection of suppliers and Customers.					
Issuer's contractual position	Debtor					

11.2 Transactions with related parties

Related party	Transaction date	Amount involved in the BRL business	Existing balance	Amount involved (BRL)	Duration	Interest rate charged
Vulcabras – CE, Calçados e Artigos Esportivos S.A.	Sep. 24, 2020	R$ 3,364,000.00	R$ 778,000.00	R$ 0.00	3 years	0.000000
Relationship with the issuer	Vulcabras - CE, Calçados e Artigos Esportivos S.A. and the Company are interconnected companies, as Vulcabras CE is controlled by Vulcabras S.A., and the controlling shareholder of Vulcabras S.A., and thus the indirect controlling shareholder of its Subsidiaries, is part of the Grendene controlling block. Therefore, Grendene and Vulcabras, along with their Subsidiaries, are interconnected companies. Vulcabras - CE Calçados e Artigos Esportivos S.A. is a direct subsidiary of Vulcabras S.A., and Vulcabras - BA Calçados e Artigos Esportivos S.A. is an indirect subsidiary of Vulcabras S.A.					
Object of contract	License Agreement for the "Azaleia" Brand by Vulcabras CE, Calçados e Artigos Esportivos S.A., in favor of the Company, for the production and marketing of women's footwear in general in Brazil and any other country worldwide, except Peru, Chile, and Colombia. The agreement was initially entered into for a term of 3 years, with the possibility of renewal for an additional period of another 3 years. In return for the licensing, Grendene S.A. will make monthly royalty payments to the Company, corresponding to certain percentages of the net operating revenue of the licensed products, under equitable conditions and in accordance with the standards practiced by the Company. Since the licensing agreement has variable compensation, the amount stated in the "value involved on business" field pertains to the total compensation incurred between the date of contract execution and December 31, 2025.					
Warranty and insurance	Not applicable					
Termination or extinction	The contract may be terminated in advance, by either party, through written extrajudicial notification, without prejudice to any sanctions provided for herein or by law, exclusively in the following cases: (i) in the event of a material breach by either party of any obligation assumed under this agreement, provided that such breach is not remedied within 30 (thirty) days from the date of receipt of the notification by the other party. (ii) by mutual agreement between the parties.					
Nature and reason for the operation	The licensing of the "Azaleia" brand by the Company, aimed at the production and marketing of women's footwear, brings mutual benefits. This strategy expands the range of brands available to Grendene's customers, enriching the company's portfolio. Furthermore, it allows for the utilization of the knowledge and experience of the companies involved in this specific niche. The resulting synergy will drive the quality and diversity of the products offered, enhancing competitiveness in the market. Customers benefit from more choices, while companies expand their presence and reach new audiences. This licensing represents a strategic partnership with the potential for shared growth and success.					
Issuer's contractual position	Debtor					

11.2 Transactions with related parties

Related party	Transaction date	Amount involved in the BRL business	Existing balance	Amount involved (BRL)	Duration	Interest rate charged
Vulcabras – CE, Calçados e Artigos Esportivos S.A.	Dec. 31, 2025	R$ 373,000.00	R$ 0.00	R$ 0.00	Indefinite term	0.000000
Relationship with the issuer	Vulcabras - CE, Calçados e Artigos Esportivos S.A. and the Company are interconnected companies, as Vulcabras CE is controlled by Vulcabras S.A., and the controlling shareholder of Vulcabras S.A., and thus the indirect controlling shareholder of its Subsidiaries, is part of the Grendene controlling block. Therefore, Grendene and Vulcabras, along with their Subsidiaries, are interconnected companies. Vulcabras - CE Calçados e Artigos Esportivos S.A. is a direct subsidiary of Vulcabras S.A., and Vulcabras - BA Calçados e Artigos Esportivos S.A. is an indirect subsidiary of Vulcabras S.A.					
Object of contract	Purchase of footwear, molds, tooling, and raw materials for footwear manufacturing.					
Warranty and insurance	Not applicable					
Termination or extinction	Termination of activities					
Nature and reason for the operation	Transactions carried out with related parties are made under commutative conditions and in accordance with the criteria for the evaluation and selection of suppliers and Customers					
Issuer's contractual position	Debtor					

11.2 Transactions with related parties

Related party	Transaction date	Amount involved in the BRL business	Existing balance	Amount involved (BRL)	Duration	Interest rate charged
Youpe Participações S.A.	Sep. 30, 2020	R$ 13,703,000.00	R$ 2,749,000.00	R$ 0.00	Indefinite term	0.000000
Relationship with the issuer	The business activities of Youpe Participações S.A. are conducted by Nova Milano Investimentos Ltda., a company owned by Mr. Alexandre Grendene Bartelle, the controlling shareholder of Grendene S.A., and managed by Vice President Gelson Luis Rostirolla.					
Object of contract	Management of own assets and participation, directly or through subsidiaries, in the capital stock of other companies, in Brazil or abroad, including the formation of silent partnerships (sociedades em conta de participação).					
Warranty and insurance	Not applicable					
Termination or extinction	Termination of activities					
Nature and reason for the operation	The amount mentioned refers to amounts receivable arising from a capital reduction of the associate. The Company's management believes that the transactions were carried out in the best interests of the Company, in accordance with commutative conditions and providing for adequate remuneration. Furthermore, the transactions were conducted in accordance with usual market practices and in compliance with the Company's Financial Investment Policy and Related Party Transactions Policy. The terms and conditions were appropriately negotiated without the involvement of the counterparties in the negotiation or decision-making processes.					
Issuer's contractual position	Other					

11.2 Transactions with related parties

Related party	Transaction date	Amount involved in the BRL business	Existing balance	Amount involved (BRL)	Duration	Interest rate charged
Youpe Participações S.A.	Sep. 30, 2020	R$ 13,703,000.00	R$ 1,098,000.00	R$ 0.00	Indefinite term	0.000000
Relationship with the issuer	The business activities of Youpe Participações S.A. are conducted by Nova Milano Investimentos Ltda., a company owned by Mr. Alexandre Grendene Bartelle, the controlling shareholder of Grendene S.A., and managed by Vice President Gelson Luis Rostirolla.					
Object of contract	Management of own assets and participation, directly or through subsidiaries, in the capital stock of other companies, in Brazil or abroad, including the formation of silent partnerships (sociedades em conta de participação).					
Warranty and insurance	Not applicable					
Termination or extinction	Termination of activities					
Nature and reason for the operation	The Company’s management believes that the investment is advantageous for the business and for its shareholders, generating positive corporate, operational, and financial effects. The transaction was considered aligned with the Company’s resource allocation strategy, with a compatible return potential, and was carried out in compliance with the Company’s Financial Investment Policy and Related Party Transactions Policy, under fair market conditions.					
Issuer's contractual position	Other					

11.2 Transactions with related parties

Related party	Transaction date	Amount involved in the BRL business	Existing balance	Amount involved (BRL)	Duration	Interest rate charged
NM GAP II Participações S.A.	Dec. 1, 2021	R$ 54,700,000.00	R$ 1,000.00	R$ 0.00	Indefinite term	0.000000
Relationship with the issuer	The management of NM Gap II Participações S.A. is under the responsibility of Nova Milano Investimentos Ltda, a company owned by the controlling shareholder of Grendene S.A., Mr. Alexandre Grendene Bartelle, and managed by Vice President Gelson Luis Rostirolla.					
Object of contract	Management of own assets and participation, directly or through subsidiaries, as quotaholder or shareholder, in the capital stock of other companies, in Brazil or abroad, and/or in investment funds as quotaholder, including the formation of silent partnerships (sociedades em conta de participação).					
Warranty and insurance	Not applicable					
Termination or extinction	Termination of activities					
Nature and reason for the operation	The amount mentioned refers to amounts receivable arising from a capital reduction of the associate. The Company's management believes that the transactions were carried out in the best interests of the Company, in accordance with commutative conditions and providing for adequate remuneration. Furthermore, the transactions were conducted in accordance with usual market practices and in compliance with the Company's Financial Investment Policy and Related Party Transactions Policy. The terms and conditions were appropriately negotiated without the involvement of the counterparties in the negotiation or decision-making processes.					
Issuer's contractual position	Other.					

11.2 Transactions with related parties

Related party	Transaction date	Amount involved in the BRL business	Existing balance	Amount involved (BRL)	Duration	Interest rate charged
NM GAP II Participações S.A.	Dec. 1, 2021	R$ 54,700,000.00	R$ 36,706,000.00	R$ 0.00	Indefinite term	0.000000
Relationship with the issuer	The management of NM Gap II Participações S.A. is under the responsibility of Nova Milano Investimentos Ltda, a company owned by the controlling shareholder of Grendene S.A., Mr. Alexandre Grendene Bartelle, and managed by Vice President Gelson Luis Rostirolla.					
Object of contract	Management of own assets and participation, directly or through subsidiaries, as quotaholder or shareholder, in the capital stock of other companies, in Brazil or abroad, and/or in investment funds as quotaholder, including the formation of silent partnerships (sociedades em conta de participação).					
Warranty and insurance	Not applicable					
Termination or extinction	Termination of activities					
Nature and reason for the operation	The Company’s management believes that the investment is advantageous for the business and for its shareholders, generating positive corporate, operational, and financial effects. The transaction was considered aligned with the Company’s resource allocation strategy, with a compatible return potential, and was carried out in compliance with the Company’s Financial Investment Policy and Related Party Transactions Policy, under fair market conditions.					
Issuer's contractual position	Other.					

11.2 Transactions with related parties

Related party	Transaction date	Amount involved in the BRL business	Existing balance	Amount involved (BRL)	Duration	Interest rate charged
HIPE ParticipaçõesS.A.	Mar. 12, 2021	R$ 137,500,000.00	R$ 489,000.00	R$ 0.00	Indefinite term	0.000000
Relationship with the issuer	The business activities of HIPE Participações S.A. are conducted by Nova Milano Investimentos Ltda., a company owned by Mr. Alexandre Grendene Bartelle, the controlling shareholder of Grendene S.A., and managed by Vice President Gelson Luis Rostirolla.					
Object of contract	Management of own assets and the direct or indirect holding of equity interests, either directly or through subsidiaries, as quotaholder or shareholder, in the capital of other companies in Brazil or abroad, and/or in investment funds as quotaholder, including the formation of silent partnerships (sociedades em conta de participação).					
Warranty and insurance	Not applicable					
Termination or extinction	Termination of activities					
Nature and reason for the operation	The amount mentioned refers to amounts receivable resulting from a capital reduction of the associate. The Company's management believes that the transactions were carried out in the Company's best interest, in accordance with commutative conditions and providing for adequate remuneration. Furthermore, the transactions were conducted in line with usual market practices and in compliance with the Company's Financial Investment Policy and Related Party Transactions Policy. The terms and conditions were appropriately negotiated without the involvement of the counterparties in the negotiation or decision-making processes.					
Issuer's contractual position	Creditor					

11.2 Transactions with related parties

Related party	Transaction date	Amount involved in the BRL business	Existing balance	Amount involved (BRL)	Duration	Interest rate charged
HIPE ParticipaçõesS.A.	Mar. 12, 2021	R$ 137,500,000.00	R$ 489,000.00	R$ 0.00	Indefinite term	0.000000
Relationship with the issuer	The business activities of HIPE Participações S.A. are conducted by Nova Milano Investimentos Ltda., a company owned by Mr. Alexandre Grendene Bartelle, the controlling shareholder of Grendene S.A., and managed by Vice President Gelson Luis Rostirolla.					
Object of contract	Management of own assets and the direct or indirect holding of equity interests, either directly or through subsidiaries, as quotaholder or shareholder, in the capital of other companies in Brazil or abroad, and/or in investment funds as quotaholder, including the formation of silent partnerships (sociedades em conta de participação).					
Warranty and insurance	Not applicable					
Termination or extinction	Termination of activities					
Nature and reason for the operation	The amount mentioned refers to a deposit received, which may, in the future, be allocated as a capital reduction and/or dividends, depending on the future corporate movements of the associate. The Company's management believes that the transactions were carried out in the Company's best interest, observed commutative conditions, and provided for adequate remuneration. Furthermore, the transactions were conducted in accordance with market practices and in compliance with the Company's Financial Investment Policy and Related Party Transactions Policy. The terms and conditions were duly negotiated without the involvement of the counterparties in the negotiation or decision-making processes.					
Issuer's contractual position	Creditor					

11.2 Transactions with related parties

Related party	Transaction date	Amount involved in the BRL business	Existing balance	Amount involved (BRL)	Duration	Interest rate charged
HIPE ParticipaçõesS.A.	Mar. 12, 2021	R$ 137,500,000.00	R$ 278,153,000.00	R$ 0.00	Indefinite term	0.000000
Relationship with the issuer	The business activities of HIPE Participações S.A. are conducted by Nova Milano Investimentos Ltda., a company owned by Mr. Alexandre Grendene Bartelle, the controlling shareholder of Grendene S.A., and managed by Vice President Gelson Luis Rostirolla.					
Object of contract	Management of own assets and the direct or indirect holding of equity interests, either directly or through subsidiaries, as quotaholder or shareholder, in the capital of other companies in Brazil or abroad, and/or in investment funds as quotaholder, including the formation of silent partnerships (sociedades em conta de participação).					
Warranty and insurance	Not applicable					
Termination or extinction	Termination of activities					
Nature and reason for the operation	The Company’s management believes that the investment is advantageous for the business and for its shareholders, generating positive corporate, operational, and financial effects. The transaction was considered aligned with the Company’s resource allocation strategy, with a compatible return potential, and was carried out in compliance with the Company’s Financial Investment Policy and Related Party Transactions Policy, under fair market conditions.					
Issuer's contractual position	Creditor					

11.2 Transactions with related parties

Related party	Transaction date	Amount involved in the BRL business	Existing balance	Amount involved (BRL)	Duration	Interest rate charged
NM Ibira Participações S.A.	May 25, 2022	R$ 63.350,000	R$ 395,000.00	R$ 0.00	Indefinite term	0.000000
Relationship with the issuer	The management of NM Ibira Participações S.A. is under the responsibility of Nova Milano Investimentos Ltda, a company owned by the controlling shareholder of Grendene S.A., Mr. Alexandre Grendene Bartelle, and managed by Vice President Gelson Luis Rostirolla.					
Object of contract	Management of own assets and participation, directly or through subsidiaries, as quotaholder or shareholder, in the capital stock of other companies, in Brazil or abroad, and/or in investment funds as quotaholder, including the formation of silent partnerships (sociedades em conta de participação).					
Warranty and insurance	Not applicable					
Termination or extinction	Termination of activities					
Nature and reason for the operation	The amount mentioned refers to amounts receivable arising from a capital reduction of the associate. The Company's management believes that the transactions were carried out in the best interests of the Company, in accordance with commutative conditions and providing for adequate remuneration. Furthermore, the transactions were conducted in accordance with usual market practices and in compliance with the Company's Financial Investment Policy and Related Party Transactions Policy. The terms and conditions were appropriately negotiated without the involvement of the counterparties in the negotiation or decision-making processes.					
Issuer's contractual position	Other.					

11.2 Transactions with related parties

Related party	Transaction date	Amount involved in the BRL business	Existing balance	Amount involved (BRL)	Duration	Interest rate charged
NM Ibira Participações S.A.	May 25, 2022	R$ 63,350,000.00	R$ 394,000.00	R$ 0.00	Indefinite term	0.000000
Relationship with the issuer	The management of NM Ibira Participações S.A. is under the responsibility of Nova Milano Investimentos Ltda, a company owned by the controlling shareholder of Grendene S.A., Mr. Alexandre Grendene Bartelle, and managed by Vice President Gelson Luis Rostirolla.					
Object of contract	Management of own assets and participation, directly or through subsidiaries, as quotaholder or shareholder, in the capital stock of other companies, in Brazil or abroad, and/or in investment funds as quotaholder, including the formation of silent partnerships (sociedades em conta de participação).					
Warranty and insurance	Not applicable					
Termination or extinction	Termination of activities					
Nature and reason for the operation	The mentioned amount refers to a deposit received, which may eventually be allocated as a capital reduction and/or dividends, depending on the affiliate's future corporate developments. The company’s management believes that these transactions were conducted in the company’s best interest, adhering to commutative conditions and ensuring appropriate remuneration. Furthermore, the transactions were carried out in accordance with market practices and in compliance with the company’s financial investment policy and related-party transactions policy. Terms and conditions were duly negotiated without the involvement of counterparties in the negotiation process or decision-making.					
Issuer's contractual position	Other.					

11.2 Transactions with related parties

Related party	Transaction date	Amount involved in the BRL business	Existing balance	Amount involved (BRL)	Duration	Interest rate charged
NM Ibira Participações S.A.	May 25, 2022	R$ 63,350,000.00	R$ 85,616,000.00	R$ 0.00	Indefinite term	0.000000
Relationship with the issuer	The management of NM Ibira Participações S.A. is under the responsibility of Nova Milano Investimentos Ltda, a company owned by the controlling shareholder of Grendene S.A., Mr. Alexandre Grendene Bartelle, and managed by Vice President Gelson Luis Rostirolla.					
Object of contract	Management of own assets and participation, directly or through subsidiaries, as quotaholder or shareholder, in the capital stock of other companies, in Brazil or abroad, and/or in investment funds as quotaholder, including the formation of silent partnerships (sociedades em conta de participação).					
Warranty and insurance	Not applicable					
Termination or extinction	Termination of activities					
Nature and reason for the operation	The Company’s management believes that the investment is advantageous for the business and for its shareholders, generating positive corporate, operational, and financial effects. The transaction was considered aligned with the Company’s resource allocation strategy, with a compatible return potential, and was carried out in compliance with the Company’s Financial Investment Policy and Related Party Transactions Policy, under fair market conditions.					
Issuer's contractual position	Other.					

11.2 Transactions with related parties

Related party	Transaction date	Amount involved in the BRL business	Existing balance	Amount involved (BRL)	Duration	Interest rate charged
NM GAP Participações S.A.	Jan. 16, 2023	R$ 5,652,000.00	R$ 5,652,000.00	R$ 0.00	Indefinite term	0.000000
Relationship with the issuer	The management of NM Gap Participações S.A. is under the responsibility of Nova Milano Investimentos Ltda, a company owned by the controlling shareholder of Grendene S.A., Mr. Alexandre Grendene Bartelle, and managed by Vice President Gelson Luis Rostirolla.					
Object of contract	Management of own assets and participation, directly or through subsidiaries, as quotaholder or shareholder, in the capital stock of other companies, in Brazil or abroad, and/or in investment funds as quotaholder, including the formation of silent partnerships (sociedades em conta de participação).					
Warranty and insurance	Not applicable					
Termination or extinction	Termination of activities					
Nature and reason for the operation	The Company’s management believes that the investment is advantageous for the business and for its shareholders, generating positive corporate, operational, and financial effects. The transaction was considered aligned with the Company’s resource allocation strategy, with a compatible return potential, and was carried out in compliance with the Company’s Financial Investment Policy and Related Party Transactions Policy, under fair market conditions.					
Issuer's contractual position	Other.					

11.2 Transactions with related parties

Related party	Transaction date	Amount involved in the BRL business	Existing balance	Amount involved (BRL)	Duration	Interest rate charged
NM GAP Participações S.A.	Jan. 16, 2023	R$ 5,652,000.00	R$ 1,721,000.00	R$ 0.00	Indefinite term	0.000000
Relationship with the issuer	The management of NM Gap Participações S.A. is under the responsibility of Nova Milano Investimentos Ltda, a company owned by the controlling shareholder of Grendene S.A., Mr. Alexandre Grendene Bartelle, and managed by Vice President Gelson Luis Rostirolla.					
Object of contract	Management of own assets and participation, directly or through subsidiaries, as quotaholder or shareholder, in the capital stock of other companies, in Brazil or abroad, and/or in investment funds as quotaholder, including the formation of silent partnerships (sociedades em conta de participação).					
Warranty and insurance	Not applicable					
Termination or extinction	Termination of activities					
Nature and reason for the operation	The mentioned amount refers to a deposit received, which may eventually be allocated as a capital reduction and/or dividends, depending on the affiliate's future corporate developments. The company’s management believes that these transactions were conducted in the company’s best interest, adhering to commutative conditions and ensuring appropriate remuneration. Furthermore, the transactions were carried out in accordance with market practices and in compliance with the company’s financial investment policy and related-party transactions policy. Terms and conditions were duly negotiated without the involvement of counterparties in the negotiation process or decision-making.					
Issuer's contractual position	Other.					

11.2 Transactions with related parties

Related party	Transaction date	Amount involved in the BRL business	Existing balance	Amount involved (BRL)	Duration	Interest rate charged
NM Vila Participações S.A.	Nov. 11, 2024	R$ 500,000,000.00	R$ 272,609,000.00	R$ 0.00	Indefinite term	0.000000
Relationship with the issuer	The management of NM Vila Participações S.A. is under the responsibility of Nova Milano Investimentos Ltda, a company owned by the controlling shareholder of Grendene S.A., Mr. Alexandre Grendene Bartelle, and managed by Vice President Gelson Luis Rostirolla.					
Object of contract	Direct or indirect equity interest, either directly or through subsidiaries, as quotaholder or shareholder, in Brazil or abroad; and/or in investment funds as quotaholder.					
Warranty and insurance	Not applicable					
Termination or extinction	Termination of activities					
Nature and reason for the operation	The Company's management believes that the investment is advantageous for the business and for its shareholders, generating positive corporate, operational, and financial effects. The transaction was considered aligned with the Company's resource allocation strategy, with a compatible return potential, and was carried out in compliance with the Company's Financial Investment Policy and Related Party Transactions Policy, under fair market conditions. The investment initially approved amounted to R$200,000,000.00, with disbursements scheduled through January 2027. Subsequently, as approved in August 2025, an additional capital increase in NM Vila was carried out in the amount of R$300,000,000.00, and the Second Amendment to the NM Vila Shareholders' Agreement was executed, increasing the Company's total investment to R$500,000,000.00, with contributions to be made in accordance with the investee's capital calls.					
Issuer's contractual position	Other.					

11.2 Items “n” and “o”

With the exception of transactions that fall within the hypotheses of article 3, II, "a", "b", and "c" of annex 30-XXXIII, provide information regarding transactions with related parties that, according to accounting standards, must be disclosed in the individual or consolidated financial statements of the issuer and that were entered into in the preceding fiscal year or are in effect in the current fiscal year (ITEMS N/O).

(n) measures taken to manage conflicts of interest.

The Company adopts governance mechanisms to address potential conflicts of interest in related-party transactions, including the submission of such transactions to the appropriate governing bodies, in accordance with the Company’s Bylaws and the Related Party Transactions Policy, approved on August 13, 2020 and revised on February 29, 2024.

In accordance with applicable legislation, officers with a conflicting interest must refrain from participating in the relevant deliberations. In addition, such transactions are subject to prior review as to their advisability and alignment with the Company’s interests, and may involve the participation of the Related Parties Committee, when applicable.

(o) demonstration of the strictly commutative nature of the conditions agreed or adequate compensatory payment.

The Company’s related-party transactions are conducted on an arm’s length basis and under market-equivalent terms, having been previously assessed as to their terms and conditions to ensure that they reflect customary practices in similar transactions.

Such transactions are submitted for review and approval in accordance with the Related Party Transactions Policy and the Company’s Bylaws, and may involve the participation of the Related Parties Committee, when applicable, in order to ensure appropriate value exchange and the absence of undue advantage.

11.3 Other relevant information

The Internal Rules of the Related Parties Committee of Grendene S.A., approved by the Board of Directors on August 13, 2020, establish the guidelines for the Committee's activities in the analysis and oversight of related-party transactions.

The Committee's primary role is to assist the Board of Directors in evaluating such transactions, through the prior assessment of their terms and any potential conflicts of interest, in accordance with the Company's Related Party Transactions Policy.

The Committee's functioning, composition and responsibilities are set forth in its internal rules, which govern the procedures for the evaluation of such transactions and their reporting to the appropriate governing bodies.

The full text of the Internal Rules of the Related Parties Committee is available for consultation on the Company's Investor Relations website, as well as on the websites of the CVM and B3:

- https://ri.grendene.com.br/EN/Corporate-Governance/By-laws-Policies-and-Regulations)
- https://www.cvm.gov.br
- https://www.b3.com.br

12.1 Information on share capital

Capital Type	Paid-up Capital	
Date of authorization or approval	**Capital Contribution Deadline**	**Capital Amount**
Dec. 24, 2025		2,882,488,291.17
Number of common shares	**Number of Preferred Shares**	**Total Number of Shares**
902,160,000	0	902,160,000

Capital Type	Authorized Capital	
Date of authorization or approval	**Capital Contribution Deadline**	**Capital Amount**
April 22, 2024		0.00
Number of common shares	**Number of Preferred Shares**	**Total Number of Shares**
900,000,000	0	900,000,000

12.2 Foreign issuers – rights and rules

Not applicable. The Company is not a foreign issuer.

12.3 Other securities issued in Brazil

Justification for not filling out the chart:

The Company has no other securities issued.

12.4 Number of security holders

Justification for not filling out the chart:

Not applicable The Company has no other securities issued.

12.5 Trading markets in Brazil

The Company's shares are traded on B3 S.A. – Brasil, Bolsa, Balcão under the ticker “**GRND3**”.

12.6 Trading in foreign markets

Justification for not filling out the chart:

The Company does not have bonds issued abroad.

12.7 Securities issued abroad

Justification for not filling out the chart:

The Company does not have bonds issued abroad.

12.8 Allocation of funds from public offerings

The Company did not conduct any public offering of distribution in the last three fiscal years.

12.9 Other relevant information

On December 24, 2025, the Extraordinary General Meeting resolved and approved the increase of the Company's capital stock, which changed from R$ 2,256,130,057.56 (two billion, two hundred fifty-six million, one hundred thirty thousand, fifty-seven reais and fifty-six centavos) to R$ 2,882,488,291.17 (two billion, eight hundred eighty-two million, four hundred eighty-eight thousand, two hundred ninety-one reais and seventeen centavos), without issuing new shares, pursuant to paragraph 1 of Article 169 of Law No. 6,404/76 ("Brazilian Corporate Law").

As a result of the aforementioned capital increase, the *caput* of Article 5 of the Company's Bylaws was amended to reflect the new amount of capital stock, and shall henceforth read as follows:

"Article 5. The subscribed and fully paid-in capital stock is R$ 2,882,488,291.17 (two billion, eight hundred eighty-two million, four hundred eighty-eight thousand, two hundred ninety-one reais and seventeen centavos), divided into 902,160,000 (nine hundred two million, one hundred sixty thousand) registered, book-entry common shares with no par value."

There is no other information considered relevant.

13.0 Identification

Name of the person responsible for the content of the form	Position of the responsible person
Rudimar Dall'Onder	Chief Executive Officer
Alceu Demartini de Albuquerque	Investor Relations Officer

13.1 Statement by the Chief Executive Officer (CEO)

DECLARATION

By this instrument, Mr. **Rudimar Dall'Onder**, Brazilian, married, mechanical engineer, holder of identity card RG No. 8000789142-SSP/RS, registered with CPF/MF under No. 254.626.870-87, with a business address at Avenida Pedro Grendene, No. 131, Bairro Volta Grande, CEP 95180-052, in the City of Farroupilha, State of Rio Grande do Sul, in the capacity of **Chief Executive Officer** of Grendene S.A., headquartered at Avenida Pimentel Gomes, 214, Bairro Expectativa, CEP 62040-125, in the City of Sobral, State of Ceará, registered with CNPJ under No. 89.850.341/0001-60, declares, for the purpose of complying with item 13 of the Company's Reference Form, that:

I. He has reviewed the reference form.

II. All information contained in the Company's Reference Form complies with the provisions of CVM Resolution No. 80/22, of March 29, 2022, and its amendments, especially articles 15 to 20; and

III. The information contained in the Company's Reference Form truly, accurately, and completely reflects the Company's activities and the risks inherent in its activities.

And, being true, he signs this present declaration.



Rudimar Dall'Onder

13.1 Statement by the Investor Relations Officer

DECLARATION

By this instrument, Mr. **Alceu Demartini de Albuquerque**, Brazilian, married, business administrator, holder of identity card RG No. 1.067.299.758/SSP-RS, registered with CPF/MF under No. 955.578.490-68, with a business address at Avenida Pedro Grendene, No. 131, Bairro Volta Grande, CEP 95180-052, in the City of Farroupilha, State of Rio Grande do Sul, in the capacity of **Investor Relations Officer** of Grendene S.A., headquartered at Avenida Pimental Gomes, 214, Bairro Expectativa, CEP 62040-125, in the City of Sobral, State of Ceará, registered with CNPJ under No. 89.850.341/0001-60, declares, for the purpose of complying with item 13 of the Company's Reference Form, that:

I. He has reviewed the reference form.

II. All information contained in the Company's Reference Form complies with the provisions of CVM Resolution No. 80/22, of March 29, 2022, and its amendments, especially articles 15 to 20; and

III. The information contained in the Company's Reference Form truly, accurately, and completely reflects the Company's activities and the risks inherent in its activities.

And, being true, he signs this present declaration.



Alceu Demartini de Albuquerque

13.2 Identification of Those Responsible for the Content of the Reference Form, in Case of Change of Responsible Parties after the Annual Submission

Document without changes.