JHSF

DIVULGAÇÃO DE RESULTADOS

3T26



CJ FASHION

3T26 foi mais um trimestre excelente para a Companhia



BOA VISTA ESTATES

Mais um trimestre de **resultado recorde**, refletindo a solidez do modelo de negócios e a capacidade de execução da Companhia

Evolução consistente em todas as verticais de atuação, com expansão das **receitas recorrentes** e manutenção de uma **estrutura de capital sólida**

Ciclo de crescimento apoiado por um **pipeline robusto de projetos e ativos**, que contribuirá para a **geração de valor nos próximos anos**

Desempenho de destaque no **3T26** e nos **9M26**

CONSOLIDADO

Receita Bruta

R$ 917,8 mm +63% vs 3T25

R$ 2,5 bi +61% vs 9M25

Resultado Bruto

R$ 555,8 mm +69% vs 3T25

R$ 1,5 bi +66% vs 9M25

EBITDA Ajustado

R$ 469,6 mm +79% vs 3T25

R$ 1,2 bi +73% vs 9M25

Lucro Líquido

R$ 391,5 mm +29% vs 3T25

R$ 1,2 bi +36% vs 9M25

Caixa Líquido

R$ 741,1 mm

RENDA RECORRENTE

Receita Bruta

R$ 481,8 mm +41% vs 3T25

R$ 1,3 bi +30% vs 9M25

EBITDA Ajustado

R$ 243,5 mm +59% vs 3T25

R$ 617,4 mm +37% vs 9M25

Consistência operacional e financeira refletida nos resultados

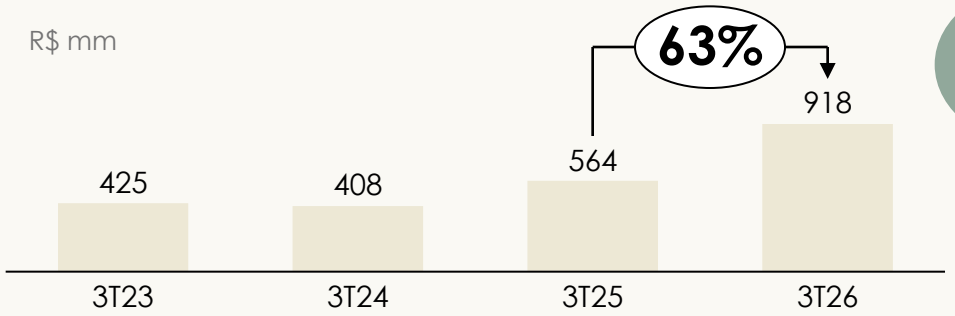
Diversificação estratégica da geração de resultados



RESULTADO CONSOLIDADO ROBUSTO: REFLETINDO A QUALIDADE E A RESILIÊNCIA DOS NEGÓCIOS

RECEITA BRUTA

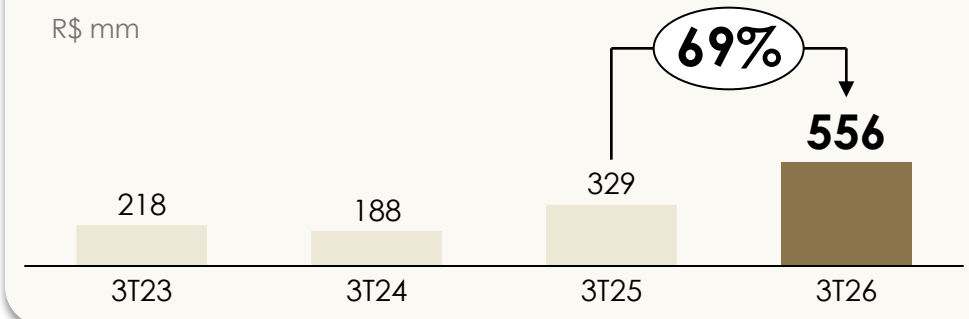
R$ mm



R$ 2,5 bi
+61%
vs 9M25

RESULTADO BRUTO

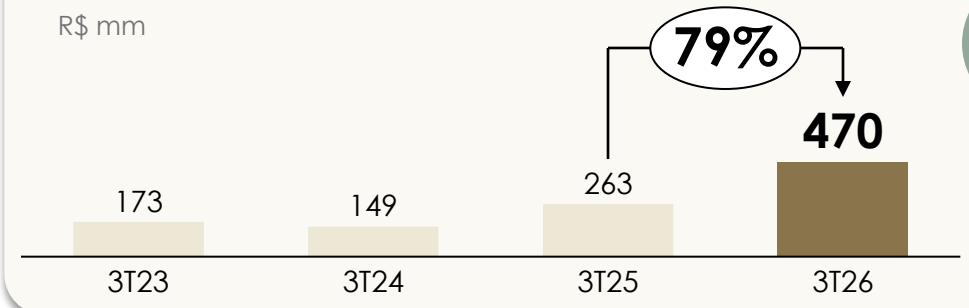
R$ mm



R$ 1,5 bi
+66%
vs 9M25

EBITDA AJUSTADO

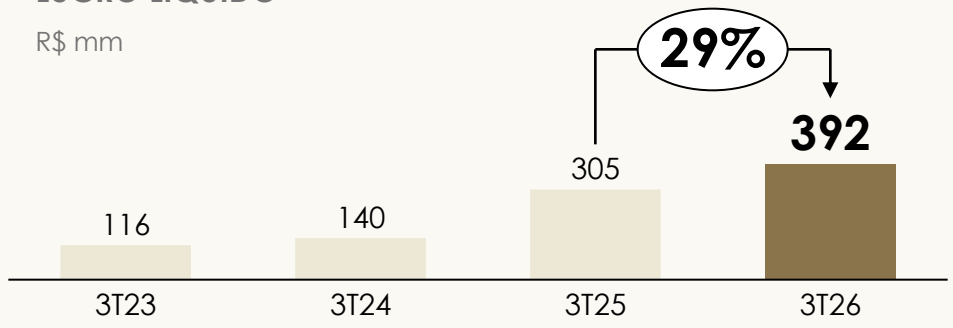
R$ mm



R$ 1,2 bi
+73%
vs 9M25

LUCRO LÍQUIDO

R$ mm



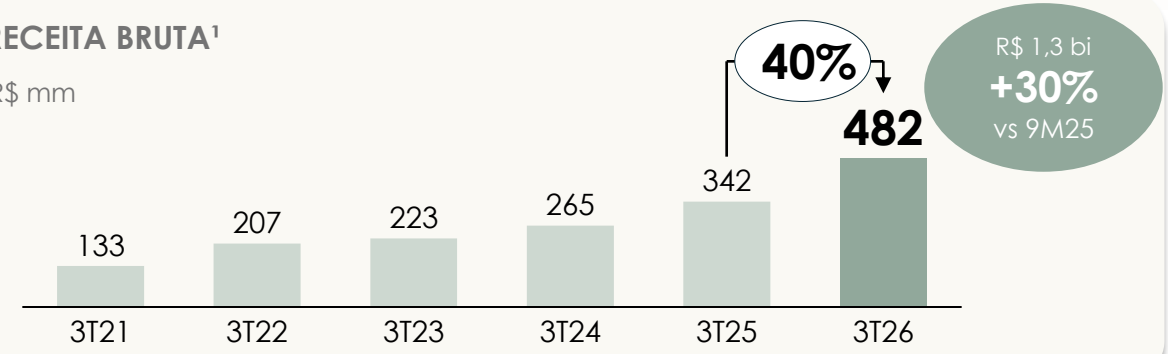
R$ 1,2 bi
+36%
vs 9M25



RESULTADO RENDA RECORRENTE: EVOLUÇÃO CONSISTENTE, COM NOVOS PATAMARES DE RESULTADO

RECEITA BRUTA[1]

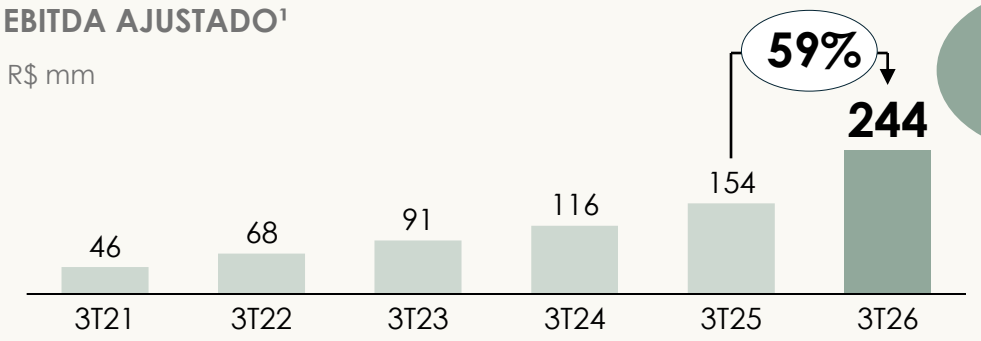
R$ mm



R$ 1,3 bi
+30%
vs 9M25

EBITDA AJUSTADO[1]

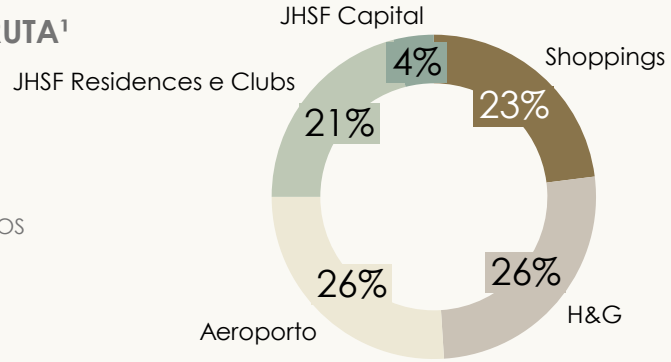
R$ mm



R$ 617 mm
+37%
vs 9M25

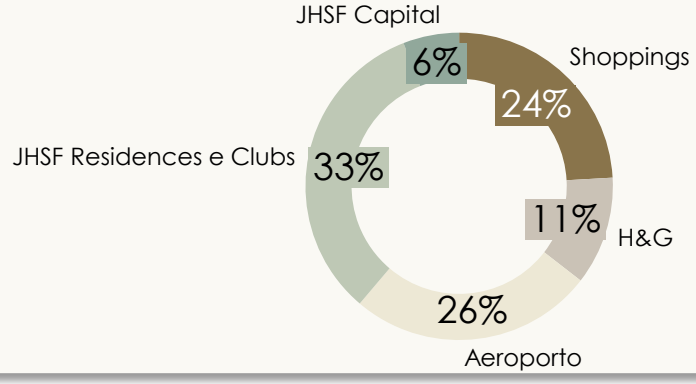
RECEITA BRUTA[1]

COMPOSIÇÃO ENTRE NEGÓCIOS



EBITDA AJUSTADO[1]

COMPOSIÇÃO ENTRE NEGÓCIOS



A complementaridade do ecossistema único da JHSF contribui para uma geração de resultados diversificada, equilibrada e resiliente.

[1]Considera todos os negócios com exceção do Varejo, Incorporação e a Holding.

Investimentos em curso em novos projetos, contribuindo para o **fortalecimento do maior ecossistema de alta renda da América Latina**

Entregas em 2026



Embassair – FBO Miami

Aquisição em Abril



CJ Boa Vista Village

Entregue em Maio



Expansão SCJ

Expansão do Shopping em andamento



CJ Fashion

Entregue em Agosto



Fazenda Santa Helena

Apresentada em Agosto



Restaurante Leggero

Entregue em Setembro



Boa Vista Estates

Apresentado em Setembro



Hangar 17 + Pátio 3 mil m²

Entregue Setembro



Fasano Península – Punta Del Este

(Asset Light)



Novas JHSF Residences

Novas unidades: Boa Vista Village

Investimentos em curso em novos projetos, contribuindo para o **fortalecimento do maior ecossistema de alta renda da América Latina**

Futuras Entregas



Nova fase Usina SP



Novos hangares + pátios



Clínica e Escola
Complexo Boa Vista Village



3 Hotéis Nacionais
Faria Lima, Reserva Cidade Jardim e Grand Lodge



Hotéis Fasano
6 internacionais
(Asset Light)



CJ Faria Lima



Novos *clubs*



Novas JHSF Residences
Novas unidades: Reserva Cidade Jardim e Boa Vista Estates



Reserva Cidade Jardim



São Paulo Surf Residences (1ª Fase)



CJ FASHION| SHOPPING CIDADE JARDIM

Shoppings

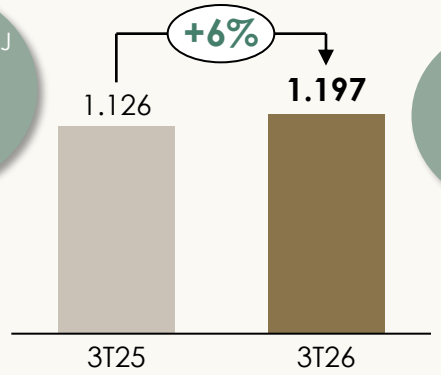
Líder em ocupação e indicadores trimestrais **acima da média do mercado**, mostrando resiliência e alta performance dos ativos

OPERACIONAIS

R$ mm

VENDAS CONSOLIDADAS LOJISTAS

Vendas do SCJ **+8%** vs 3T25



R$ 3,5 bi **+7%** vs 9M25

MELHORES INDICADORES DO SETOR

SSR +12% vs 3T25
Crescimento real **+6%**

SSR **+11%** vs 9M25

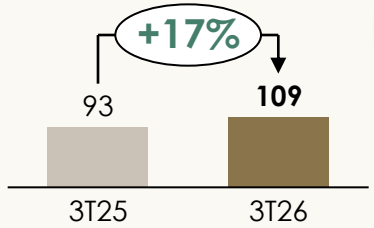
SSS +5%
Vendas mesmas lojas

Taxa de ocupação
Destaque para SCJ com 100%

RESULTADO

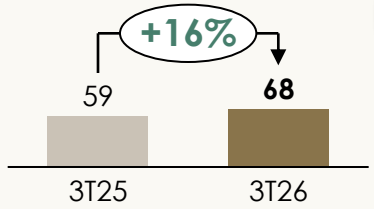
R$ mm

RECEITA BRUTA



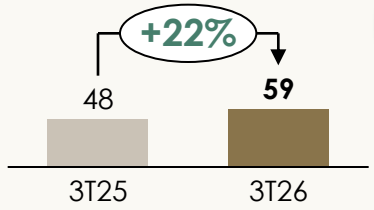
R$ 322 mm **+11%** vs 9M25

RESULTADO BRUTO



R$ 197 mm **+8%** vs 9M25

EBITDA AJUSTADO



R$ 175 mm **+16%** vs 9M25



CJ FASHION | SHOPPING CIDADE JARDIM

ABERTURA DO CJ FASHION
NO SHOPPING CIDADE JARDIM

Em setembro, ocorreu a abertura da **CJ Fashion**, novo conceito de *department store* no Shopping Cidade Jardim, com **4.000 m² de ABL**, distribuídos em três andares, combina curadoria especializada, atendimento dedicado, serviço de Private Shopper e o VIC Room.

Reúne cerca de **150 marcas nacionais e internacionais** e aproximadamente **60 operações únicas** em moda, joias, beleza, gastronomia, casa e lifestyle, com destaque para a **primeira livraria da Assouline no Brasil**, a **Tom Ford Beauty**, o único endereço da marca na América Latina, além de **Dolce & Gabbana, Fusalp, Paula Raia, Balmain, Oscar de la Renta, Victoria Beckham** e **Stella McCartney, Shoe Salon** e opções de gastronomia.





LORO PIANA| SHOPPING CIDADE JARDIM

ABERTURA DAS LOJAS LORO PIANA E ALAÏA
NO SHOPPING CIDADE JARDIM

LORO PIANA

Primeira loja da Loro Piana na América Latina, operada diretamente pela grife italiana, em uma parceria exclusiva com a JHSF. Com 304 m², o espaço reúne as linhas feminina e masculina, em operação exclusiva da JHSF.



ALAÏA

Primeira loja da Alaïa, *maison* francesa, na América Latina. Com mais de 200 m² e projeto arquitetônico assinado pelo estúdio sueco Halleroed, que homenageia o modernismo brasileiro, e conta com uma área exclusiva para VICs.





SHOPPING CIDADE JARDIM

SHOPPING CIDADE JARDIM: a escolha das grandes marcas globais para suas *flagships* na América Latina

LOUIS VUITTON	CHANEL	Dior	HERMÈS PARIS	PRADA
Global Store **~ 1.420 m²**	Flagship **exclusiva** **~ 1.200 m²** *Futura loja*	Flagship **exclusiva** nos shoppings JHSF **~ 1.000 m²**	Flagship **~ 1000 m²** *Futura loja*	Flagship **~ 780 m²** *Futura loja*
TIFFANY & CO.	GIORGIO ARMANI	Cartier	BVLGARI	Van Cleef & Arpels
Flagship **~ 480 m²** *Futura loja*	Flagship **exclusiva** **~ 440 m²**	Flagship **~ 376 m²**	Flagship **~ 296 m²**	Flagship **exclusiva** **~ 241 m²**
FENDI	Loro Piana	CELINE	ALAÏA	
Flagship **~ 420 m²**	Flagship **exclusiva** América Latina **~ 300 m²**	Flagship **exclusiva** América Latina **~ 270 m²**	Flagship **exclusiva** América Latina **~ 200 m²**	

MARCAS INTERNACIONAIS EXCLUSIVAS

PUCCI · ISABEL MARANT · BRUNELLO CUCINELLI · fusalp · RENE CAOVILLA · ASSOULINE

Chloé · AQUAZZURA FIRENZE · BALMAIN PARIS · FRATELLI ROSSETTI · Gianvito Rossi



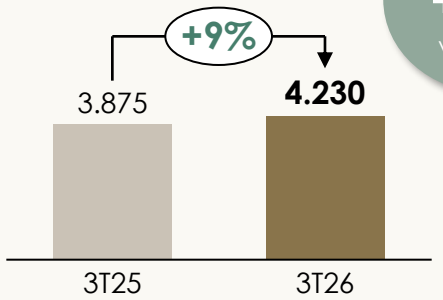
LEGGERO | SÃO PAULO

Hospitalidade e Gastronomia

Novo restaurante **Leggero**, do Grupo Fasano, inaugurado em São Paulo, com cozinha leve e sazonal, ao lado do Hotel Fasano São Paulo Itaim.

OPERACIONAIS

DIÁRIA MÉDIA (R$)



R$ 4.567
+7%
vs 9M25
vs 4T24

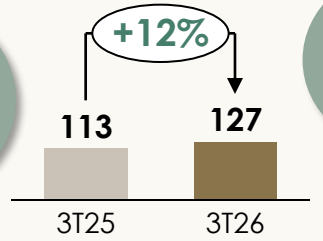
RevPAR (R$)
2.128
+7% vs 3T25
vs 4T24

Couvert Médio (R$)
342,9
+ 6% vs 3T25

RESULTADO

R$ mm

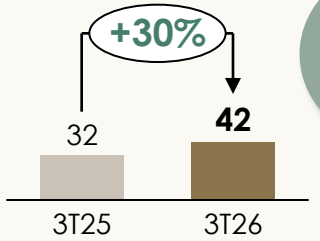
RECEITA BRUTA



Receita com *Fees*
+73%
vs 3T25

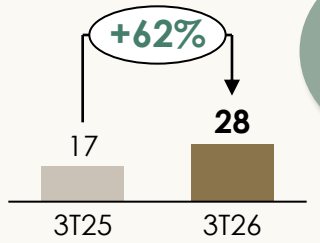
R$ 378 mm
+7%
vs 9M25

RESULTADO BRUTO



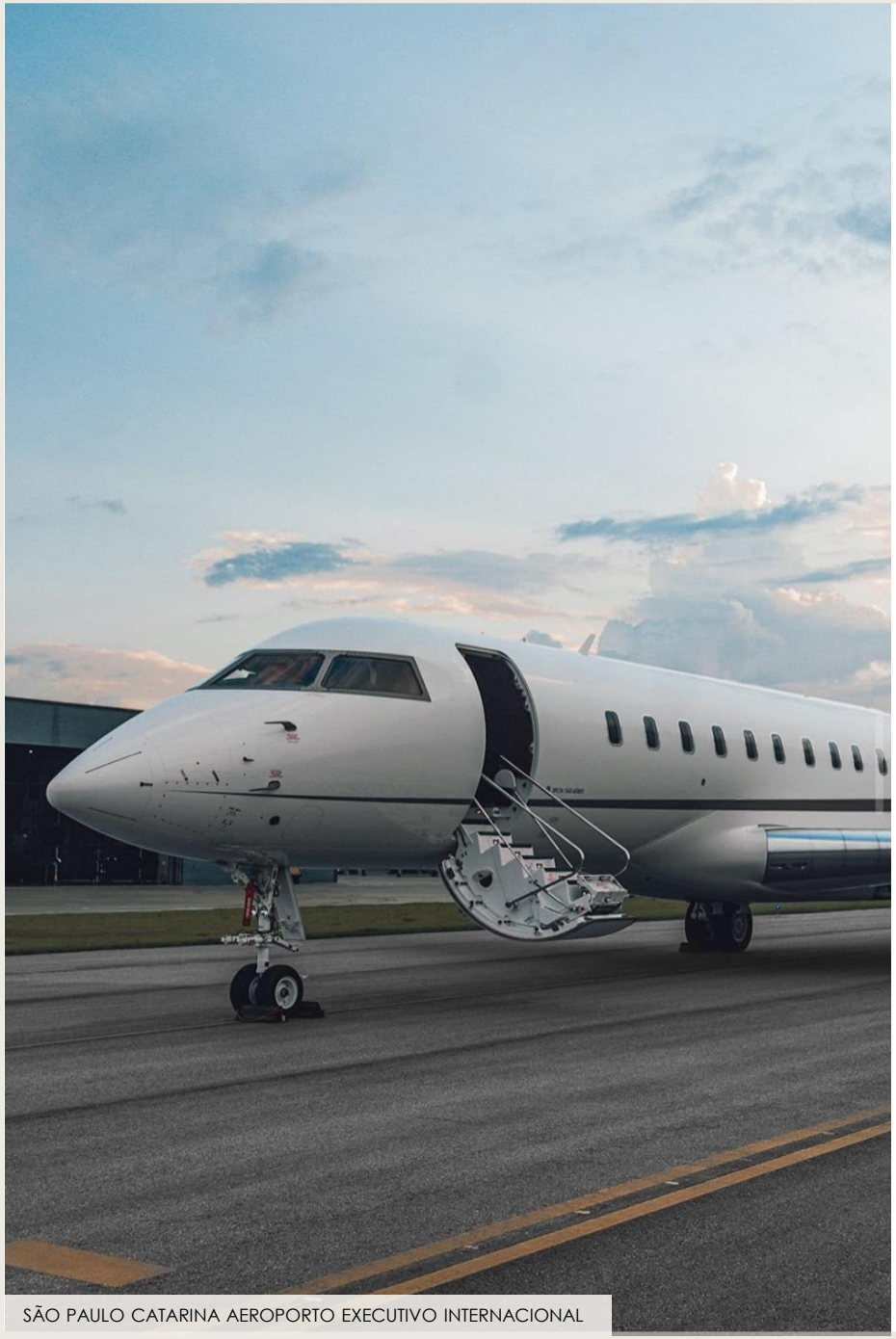
R$ 118 mm
+15%
vs 9M25

EBITDA AJUSTADO



R$ 73 mm
+20%
vs 9M25

Premiações: Fasano Las Piedras, em Punta Del Este, passa a integrar o Guia Michelin.



SÃO PAULO CATARINA AEROPORTO EXECUTIVO INTERNACIONAL

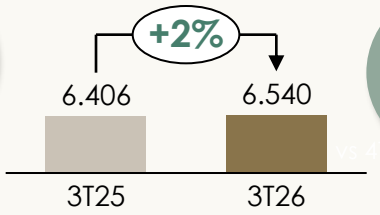
Aeroporto

Conclusão da **6ª expansão**, com a entrega do hangar 17, que foi projetado para **acomodar aeronaves de grande porte da aviação executiva.**

OPERACIONAIS

Movimentos internacionais **+18%** vs 3T25

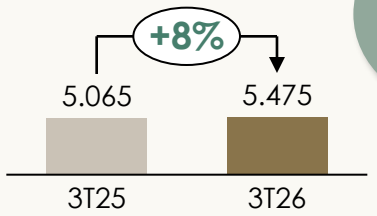
MOVIMENTOS (QTD)



19.813 **+7%** vs 9M25

Litros internacionais **+13%** vs 3T25

LITROS ABASTECIDOS (mil/litro)



16.443 **+9%** vs 9M25

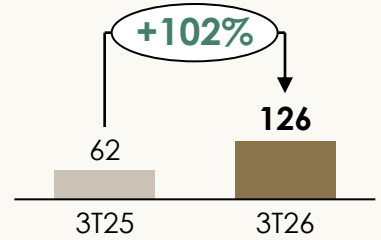
Líder em movimentações internacionais da aviação executiva no estado de São Paulo

Capacidade atual **100%** ocupada

RESULTADO

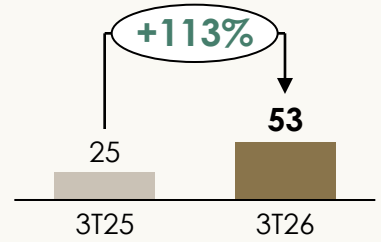
R$ mm

RECEITA BRUTA



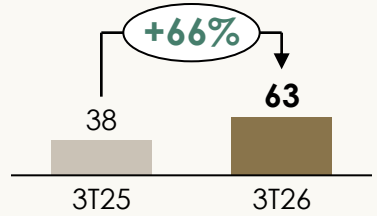
R$ 311 mm **+61%** vs 9M25

RESULTADO BRUTO



R$ 118 mm **+40%** vs 9M25

EBITDA AJUSTADO



R$ 157 mm **+36%** vs 9M25

Previsão de entrega de **mais 3 hangares** e de **uma nova área de pátios no próximo ano**, que irão acrescentar **9 mil m²**.

JHSF PRIVATE AVIATION TERMINAL

Aviação executiva, **hospitalidade** e **serviço** sob um único padrão de excelência: **4 terminais internacionais** em **3 destinos**.

JHSF
PRIVATE AVIATION TERMINAL
FBO CATARINA | SÃO PAULO

Combina **infraestrutura dedicada**, serviços de aviação executiva e fácil acesso à cidade de São Paulo.

JHSF
PRIVATE AVIATION TERMINAL
FBO GUARULHOS | SÃO PAULO

Único terminal dedicado à aviação executiva no Aeroporto Internacional de Guarulhos, com acesso direto ao pátio, *handling* próprio e hangar aberto de ~**15 mil m²**.

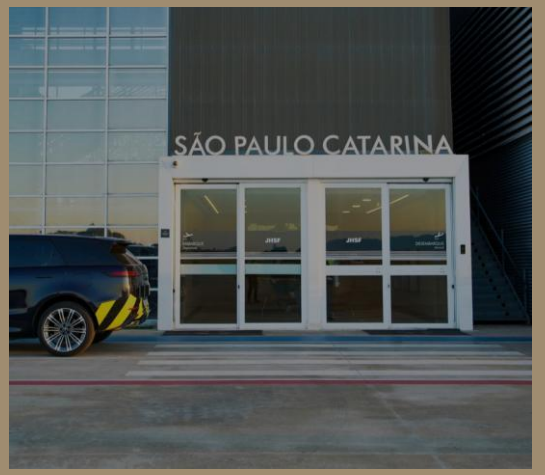
JHSF
PRIVATE AVIATION TERMINAL
FBO OPA-LOCKA | MIAMI

Terminal exclusivo para aviação executiva, com operação 24 horas por dia, acesso direto à pista e serviços de alfândega e imigração em suas próprias instalações.

JHSF
PRIVATE AVIATION TERMINAL
FBO LAS PIEDRAS | PUNTA DEL ESTE

A **nova localização** expande a presença internacional e leva o padrão JHSF de aviação executiva a um dos **destinos de lazer mais exclusivos da América do Sul**.

OS TERMINAIS



FBO CATARINA
SÃO PAULO



FBO GUARULHOS
SÃO PAULO



FBO OPA-LOCKA
MIAMI



FBO LAS PIEDRAS
PUNTA DEL ESTE

JHSF



FASANO RESIDENCES

JHSF Residences e Clubs

Unidades de locação **com alta ocupação** e **crescimento das vendas** de *memberships*

OPERACIONAIS

JHSF Residences

Taxa de ocupação próxima a **100%**

Em operação

72 unidades

Em desenvolvimento

54 unidades em obra final com entrega em 2026

2 unidades (Colégio e Clínica)

78 unidades futuras

Clubs

3 em operação

+ Novos em desenvolvimento

Portfólio Residences + *Clubs*

Em operação + unidades em fase final + colégio e clínica

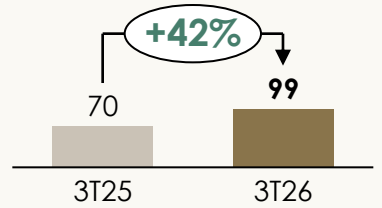
140 mil m²

área total

RESULTADO

R$ mm

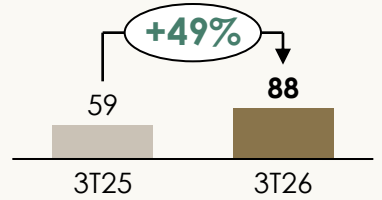
RECEITA BRUTA



R$ 257 mm
+56%
vs 9M25

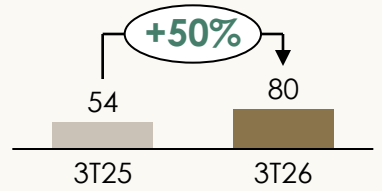
vs 4T24

RESULTADO BRUTO



R$ 223 mm
+57%
vs 9M25

EBITDA AJUSTADO



R$ 191 mm
+48%
vs 9M25


BOA VISTA ESTATES

JHSF Capital

Execução assertiva da estratégia de captações, apoiando a expansão da JHSF.

R$ 12,9 bilhões em AuM

23 fundos sob gestão
+11 fundos vs 3T25

11 M&A *advisory*

Captações Recentes:

R$ 400 mm

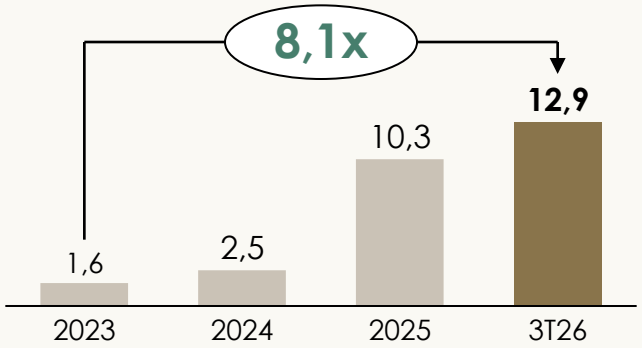
Fundo dedicado à aquisição de participação minoritária no Shopping Cidade Jardim **(Jul/26)**.

R$ 700 mm

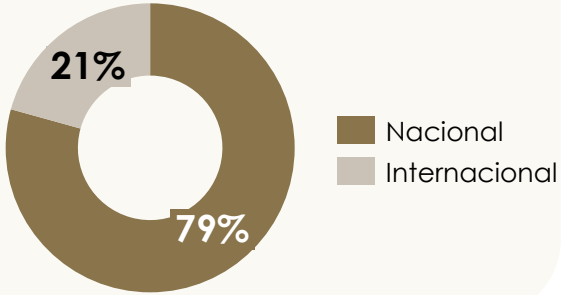
FIDC lastreado em recebíveis de ativos imobiliários desenvolvidos pela Companhia **(Set/26)**.

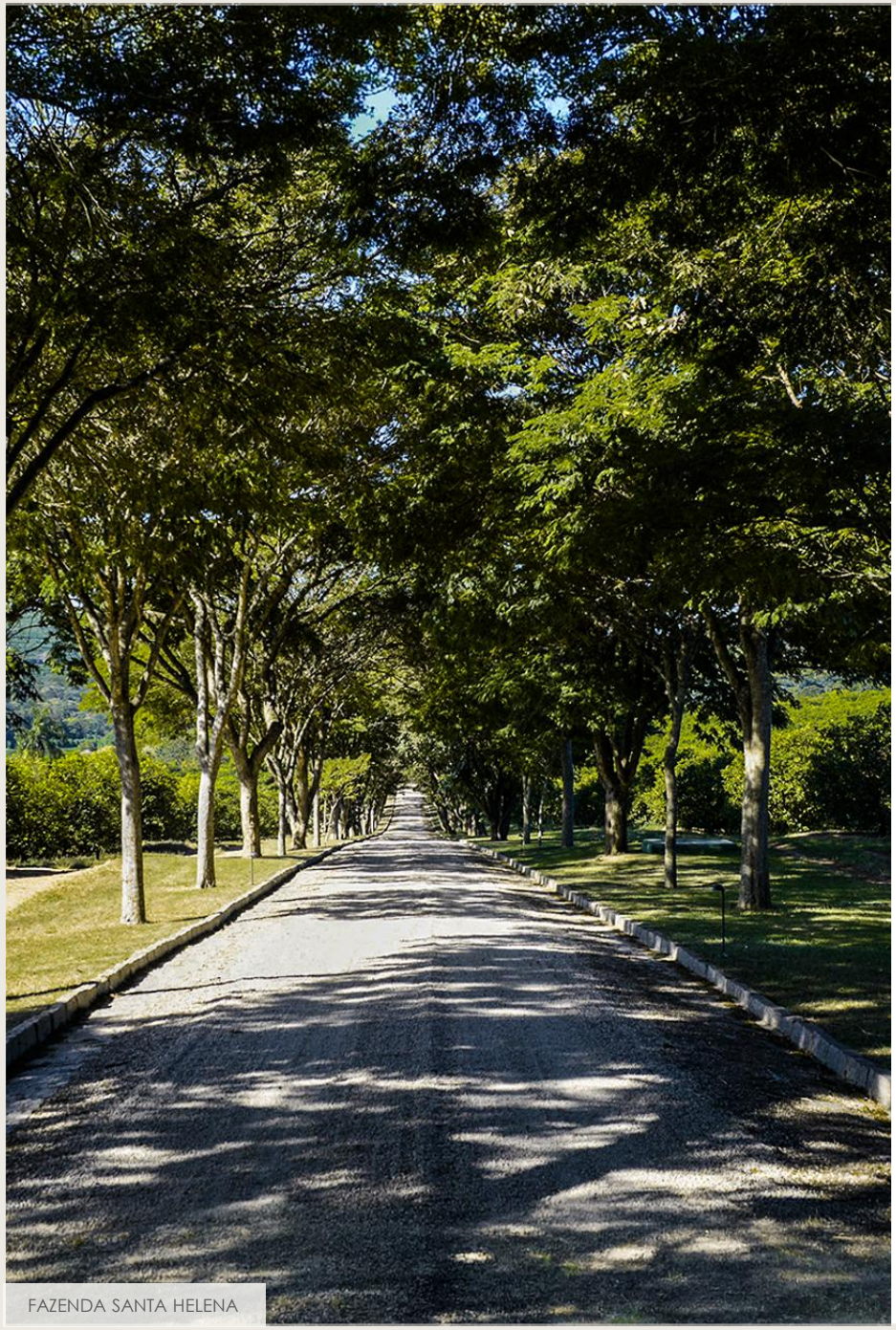
R$ bi

CRESCIMENTO AuM



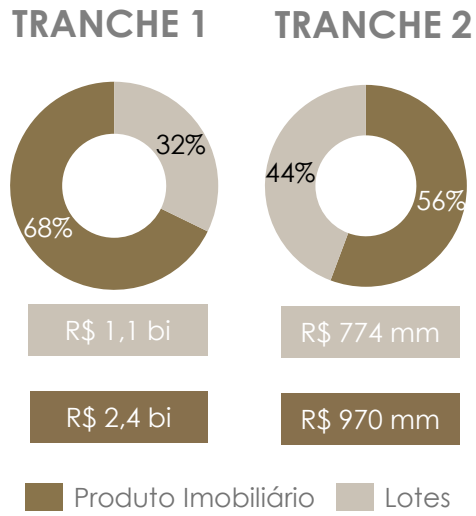
COMPOSIÇÃO DOS FUNDOS

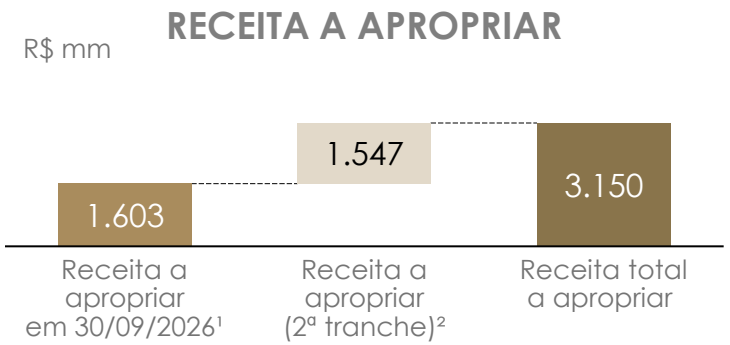


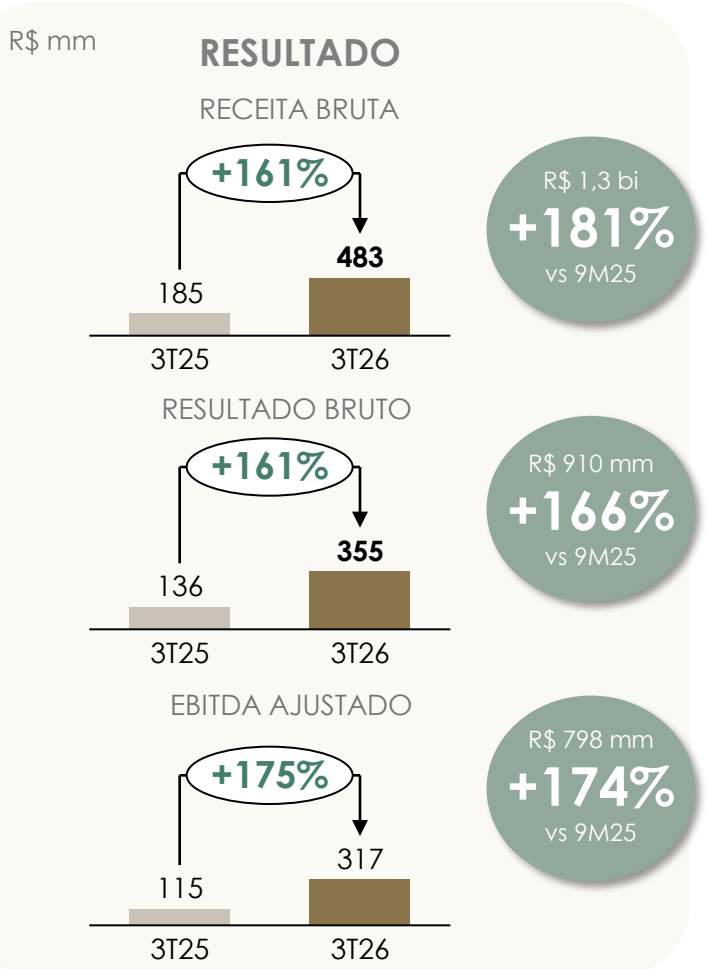

FAZENDA SANTA HELENA

Incorporação

Trimestre positivamente impactado pelo reconhecimento de parte da 2ª tranche (Fazenda Santa Helena) e evolução das obras







¹Conforme NE 28;
²Conforme NE 1.1.2;


RESERVA CIDADE JARDIM

Incorporação

Desenvolvimento de **projetos únicos** com as **maiores margens do mercado**

FAZENDA SANTA HELENA

Apresentada em agosto | Lotes, Estâncias e Villas

6 milhões m²
área total

450
unidades

R$ 7 bi
VGV potencial



BOA VISTA ESTATES

Apresentado em setembro | Lotes e Estâncias

7 milhões m²
área total

250
unidades

R$ 3 bi
VGV potencial



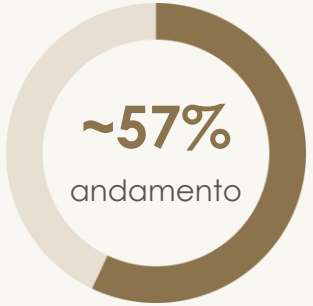
RESERVA CIDADE JARDIM

Obra em andamento

4
torres

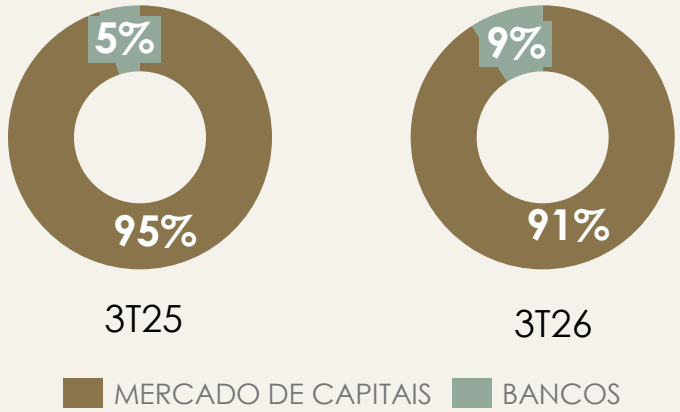
146
apartamentos

R$ 4,5 bi
VGV potencial

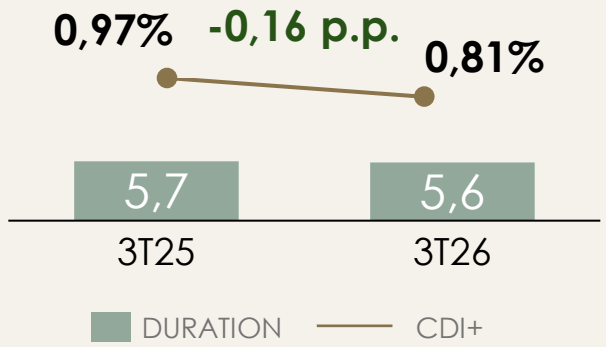


Estrutura de capital robusta e eficiente, atingindo **o menor *spread médio* e a maior cobertura da dívida da história da Companhia**

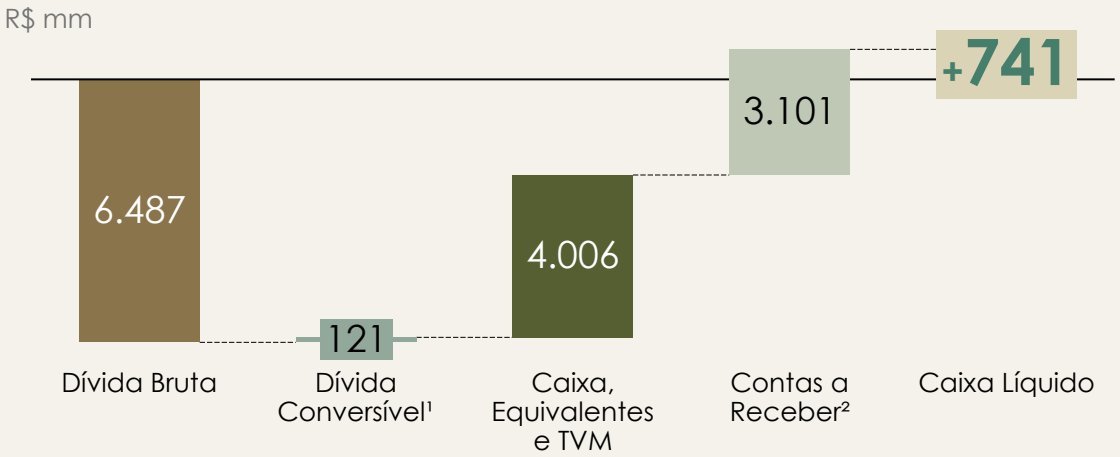
COMPOSIÇÃO DÍVIDA BRUTA



DURATION E CUSTO MÉDIO



COMPOSIÇÃO CAIXA LÍQUIDO



ALAVANCAGEM

Caixa Líquido/EBITDA Ajustado LTM: -0,31x

BALANÇO PATRIMONIAL

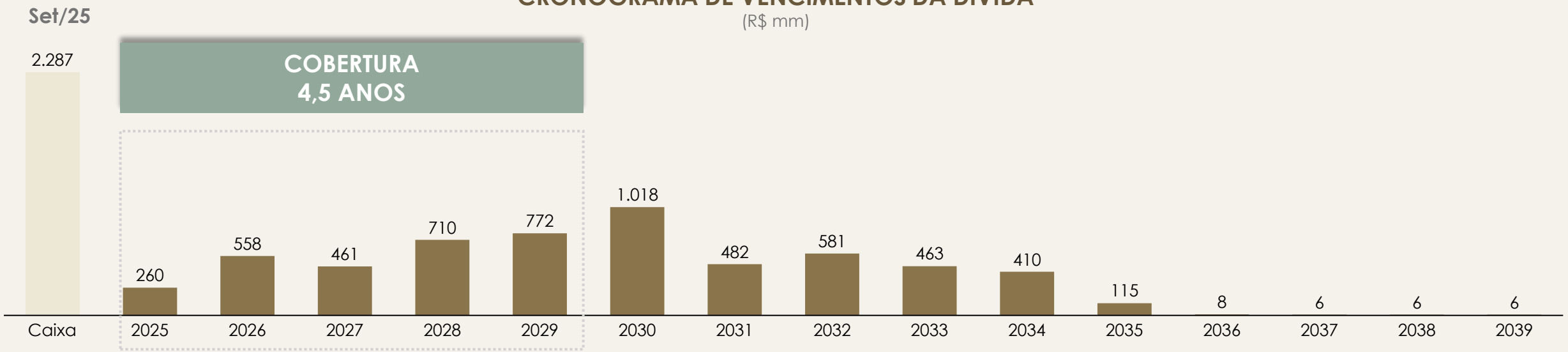
Ativo Total: R$ 19,6 bi
Patrimônio Líquido: R$ 8,3 bi

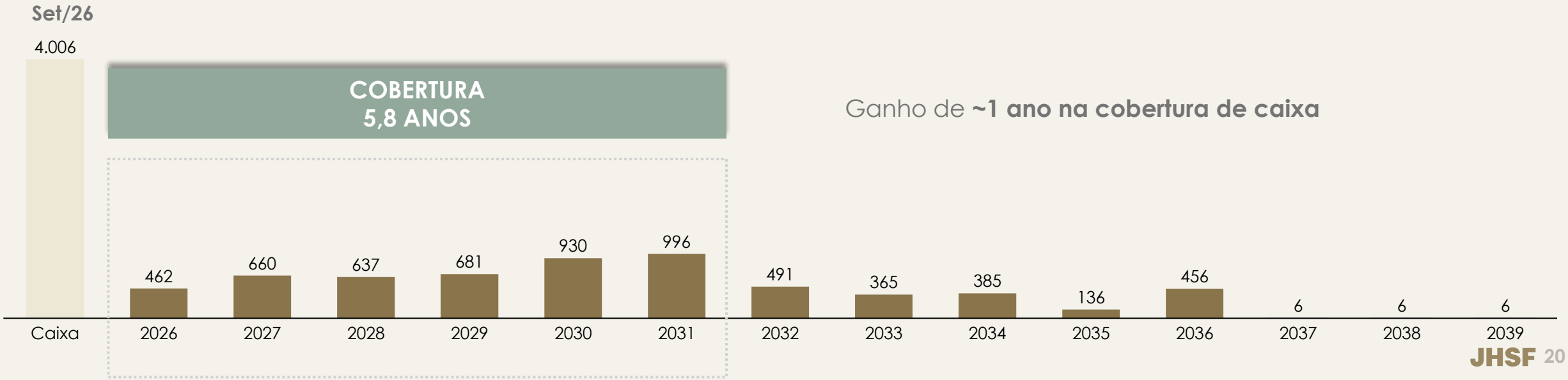
¹ Dívida mandatoriamente conversível em participação em projeto futuro.
² Considera (i) contas a receber da Companhia (NE 5); (ii) segunda tranche da venda dos estoques da Incorporação (NE 1.1.2); e (iii) valores das operações de swap registrados em Créditos Diversos (NE 10). Conforme ITR do 3T26.

Estrutura de capital mais **robusta e eficiente**, por meio de *liability management* ***executada com sucesso***

CRONOGRAMA DE VENCIMENTOS DA DÍVIDA

(R$ mm)





Ganho de **~1 ano na cobertura de caixa**

Sustentabilidade: Destaques do 3T26

RELATÓRIO IFRS S1 / S2

1º

Relatório de Informações Financeiras Relacionadas à Sustentabilidade

IFRS Sustainability

8 Companhias abertas com adoção antecipada do IFRS S1 e S2, **entre elas a JHSF**

65%

dos ativos elegíveis atendidos pela Sustenta em 2025 (meta de 100% até 2030)

85,6%

de redução na intensidade das emissões do Aeroporto (meta de 37,8% superada)

17,6%

de redução na intensidade de energia elétrica (meta de 10% superada)

Efeitos financeiros dos riscos climáticos abaixo da materialidade, mesmo nos cenários mais severos.

GREAT PLACE TO WORK®

5º

ano consecutivo recertificados

Great Place To Work. Certificada SET 2026-SET 2027 Brasil

100%

dos colaboradores diretos com metas de sustentabilidade na remuneração variável

Reconhecimento baseado na percepção e na experiência dos nossos colaboradores.

LEED O+M PLATINUM

Platinum

Catarina Fashion Outlet é o 1º do mundo



98,6%

dos resíduos destinados para reciclagem, compostagem e recuperação energética

100%

dos efluentes tratados, com redução no consumo de água potável

R$ 1,2 mi

de economia estimada com iniciativas de ecoeficiência em 2025

Evolução do nível Gold (2023) para Platinum (2026).

Melhor **3T** e **9M** da história da Companhia

CONSOLIDADO

Receita Bruta

R$ 917,8 mm
crescimento de **+63%** vs 3T25

R$ 2,5 bi
crescimento de **+61%** vs 9M25

Resultado Bruto

R$ 555,8 mm
crescimento de **+69%** vs 3T25

R$ 1,5 bi
crescimento de **+66%** vs 9M25

EBITDA Ajustado

R$ 469,6 mm
crescimento de **+79%** vs 3T25

R$ 1,2 bi
crescimento de **+73%** vs 9M25

Lucro Líquido

R$ 391,5 mm
crescimento de **+29%** vs 3T25

R$ 1,2 bi
crescimento de **+36%** vs 9M25

RENDA RECORRENTE

Receita Bruta

R$ 481,8 mm
crescimento de **+41%** vs 3T25

R$ 1,3 bi
crescimento de **+30%** vs 9M25

EBITDA Ajustado

R$ 243,5 mm
crescimento de **+59%** vs 3T25

R$ 617,4 mm
crescimento de **+37%** vs 9M25

Sólidos indicadores

operacionais e financeiros, demonstrando

a resiliência do segmento de alta renda

JHSF

Q&A
3T26

AUGUSTO MARTINS
CEO

BRENO PEREZ VICENTE
CFO

MARA BOAVENTURA DIAS
RI

RELAÇÃO COM INVESTIDORES

+55 11 3702-5473

ri@jhsf.com.br

JHSF

EARNINGS PRESENTATION

3Q26



CJ FASHION

3Q26 was another remarkable quarter for the Company



BOA VISTA ESTATES

Another quarter of **record results**, reflecting the strength of the business model and the Company's execution capability

Consistent progress across all business verticals, with expansion of **recurring revenues** and maintenance of a **solid capital structure**

Growth cycle supported by a **robust pipeline of projects and assets**, which should sustain **value creation in the coming years**

Standout performance in **3Q26** and **9M26**

CONSOLIDATED

Gross Revenue

R$ 917.8 m +63% vs 3Q25

R$ 2.5 bn +61% vs 9M25

Gross Profit

R$ 555.8 m +69% vs 3Q25

R$ 1.5 bn +66% vs 9M25

Adjusted EBITDA

R$ 469.6 m +79% vs 3Q25

R$ 1.2 bn +73% vs 9M25

Net Profit

R$ 391.5 m +29% vs 3Q25

R$ 1.2 bn +36% vs 9M25

Net Cash

R$ 741.1 m

RECURRING INCOME

Gross Revenue

R$ 481.8 m +41% vs 3Q25

R$ 1.3 bn +30% vs 9M25

Adjusted EBITDA

R$ 243.5 m +59% vs 3Q25

R$ 617.4 m +37% vs 9M25

Operational and financial consistency reflected in the results

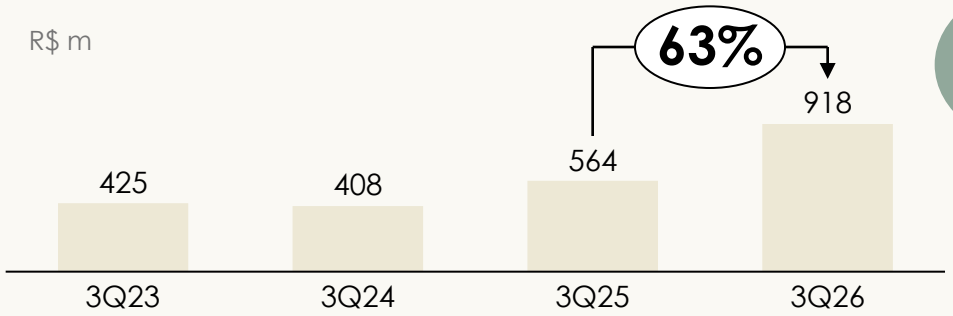
Strategic diversification of earnings generation



ROBUST CONSOLIDATED RESULT: REFLECTING THE QUALITY AND RESILIENCE OF THE BUSINESSES

GROSS REVENUE

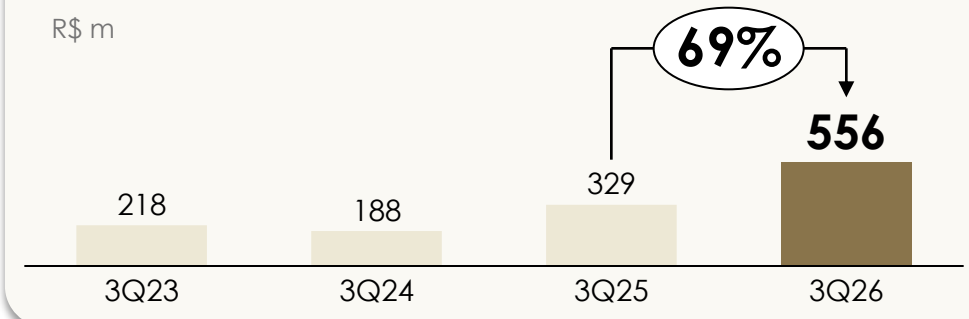
R$ m



R$ 2.5 bn
+61%
vs 9M25

GROSS PROFIT

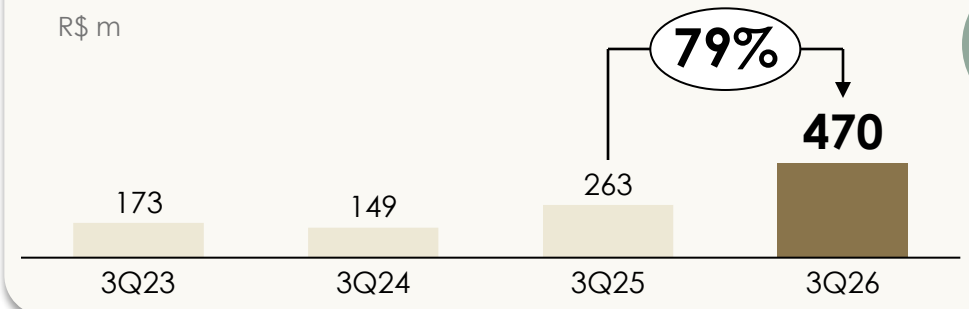
R$ m



R$ 1.5 bn
+66%
vs 9M25

ADJUSTED EBITDA

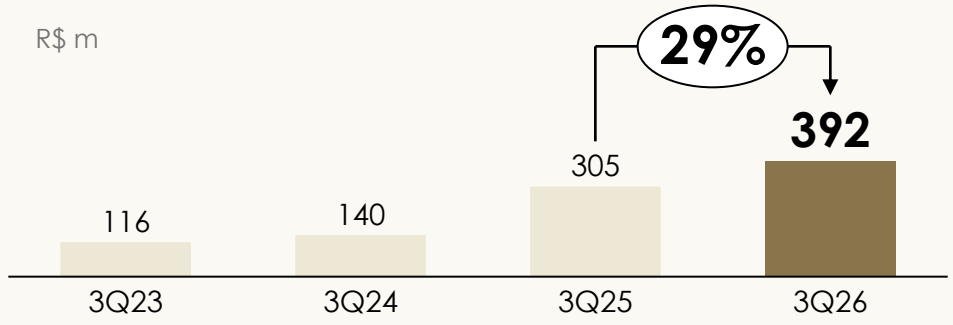
R$ m



R$ 1.2 bn
+73%
vs 9M25

NET PROFIT

R$ m

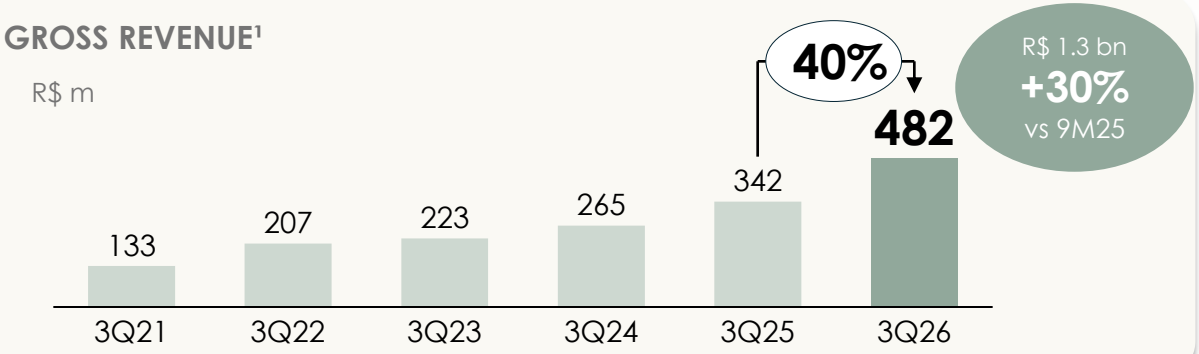


R$ 1.2 bn
+36%
vs 9M25



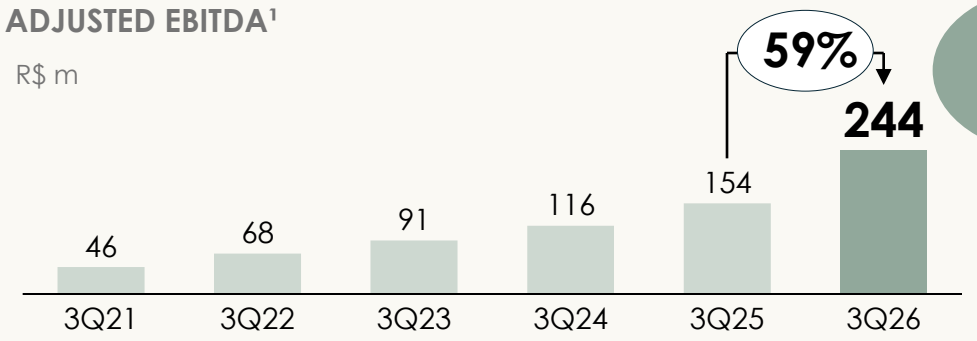
RECURRING INCOME RESULT: CONSISTENT PROGRESS, WITH NEW LEVELS OF RESULTS

GROSS REVENUE[1]



R$ 1.3 bn
+30%
vs 9M25

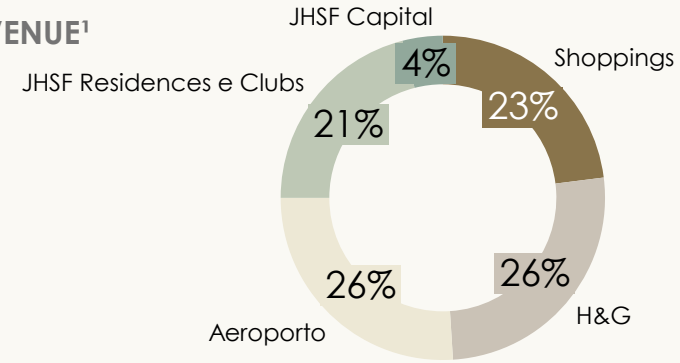
ADJUSTED EBITDA[1]



R$ 617 m
+37%
vs 9M25

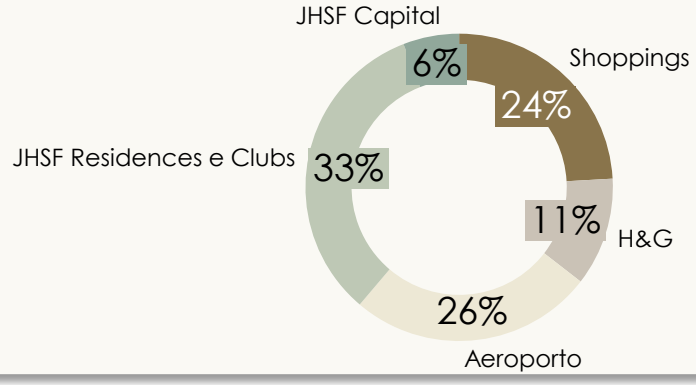
GROSS REVENUE[1]

BUSINESS MIX



ADJUSTED EBITDA[1]

BUSINESS MIX



The complementarity of the JHSF ecosystem contributes to a diversified, balanced and resilient generation of results.

[1]Includes all businesses, excluding Retail, Real Estate Development and the Holding.

Ongoing investments in new projects, **strengthening the largest high-end ecosystem in Latin America**

Deliveries in 2026



Embassair – FBO Miami

Acquisition in April



CJ Boa Vista Village

Delivered in May



SCJ Expansion

Mall expansion in progress



CJ Fashion

Delivered in August



Fazenda Santa Helena

Presented in August



Leggero Restaurant

Delivered in September



Boa Vista Estates

Presented in September



Hangar 17 + 3,000 sqm Apron

Delivered in September



Fasano Peninsula – Punta Del Este

(Asset Light)



New JHSF Residences

New units: Boa Vista Village

Ongoing investments in new projects, **strengthening the largest high-end ecosystem in Latin America**

Future Deliveries



New phase Usina SP



New hangars + aprons



Clinic and School

Boa Vista Village Complex



3 National Hotels

Faria Lima, Reserva Cidade Jardim and Grand Lodge



Fasano Hotels
6 international

(Asset Light)



CJ Faria Lima



New *clubs*



New JHSF Residences

New units: Reserva Cidade Jardim and Boa Vista Estates



Reserva Cidade Jardim



São Paulo Surf Residences (1st Phase)



CJ FASHION| CIDADE JARDIM MALL

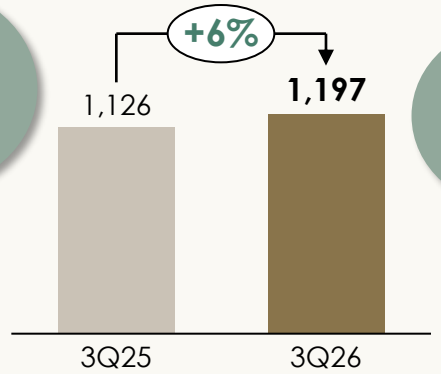
Malls

Leader in occupancy and quarterly indicators **above market average**, demonstrating the resilience and high performance of our assets

OPERATIONAL

R$ m

TENANT SALES (CONSOLIDATED)



SCJ Sales **+8%** vs 3Q25

R$ 3.5 bn **+7%** vs 9M25

BEST INDICATORS IN THE SECTOR

SSR +12% vs 3Q25
Real growth **+6%**

SSR **+11%** vs 9M25

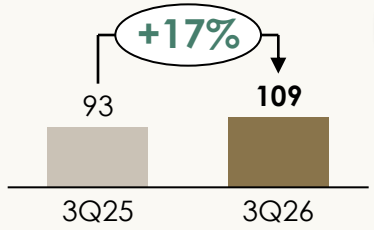
SSS +5%
Same Store Sales

Occupancy rate
Highlight for SCJ at 100%

RESULTS

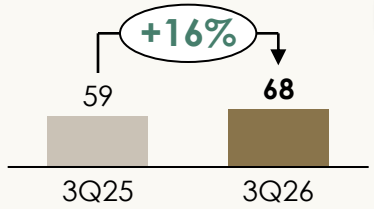
R$ m

GROSS REVENUE



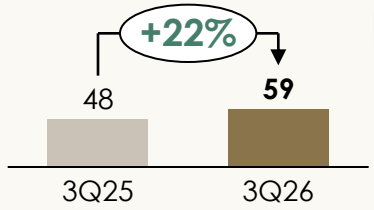
R$ 322 m **+11%** vs 9M25

GROSS PROFIT



R$ 197 m **+8%** vs 9M25

ADJUSTED EBITDA



R$ 175 m **+16%** vs 9M25



CJ FASHION | CIDADE JARDIM MALL

OPENING OF CJ FASHION
AT CIDADE JARDIM MALL

In September, opening of **CJ Fashion**, a new concept of *department store* at Cidade Jardim Mall, with **4,000 sqm of GLA**, spread across three floors, combining specialized curation, dedicated service, Private Shopper service and the VIC Room.

Brings together about **150 national and international brands** and approximately **60 unique operations** across fashion, jewelry, beauty, gastronomy, home and lifestyle, highlighting **the first Assouline bookstore in Brazil**, **Tom Ford Beauty**, the brand's only address in Latin America, as well as **Dolce & Gabbana, Fusalp, Paula Raia, Balmain, Oscar de la Renta, Victoria Beckham** and **Stella McCartney, Shoe Salon** and dining options.





LORO PIANA| CIDADE JARDIM MALL

OPENING OF LORO PIANA AND ALAÏA STORES
AT CIDADE JARDIM MALL

LORO PIANA

First Loro Piana store in Latin America, directly operated by the Italian fashion house, in an exclusive partnership with JHSF. With 304 sqm, the space brings together women's and men's lines, in an exclusive JHSF operation.



ALAÏA

First store of Alaïa, the French *maison*, in Latin America. With more than 200 sqm and an architectural design by Swedish studio Halleroed, paying tribute to Brazilian modernism, and featuring an exclusive area for VICs.





CIDADE JARDIM MALL

CIDADE JARDIM MALL: the choice of major global brands for their *flagships* in Latin America

LOUIS VUITTON	CHANEL	Dior	HERMÈS PARIS	PRADA
Global Store **~ 1,420 sqm**	**Exclusive** flagship **~ 1,200 sqm** *Future store*	Flagship **exclusive** in JHSF malls **~ 1,000 sqm**	Flagship **~ 1,000 sqm** *Future store*	Flagship **~ 780 sqm** *Future store*
TIFFANY & CO.	GIORGIO ARMANI	Cartier	BVLGARI	Van Cleef & Arpels
Flagship **~ 480 sqm** *Future store*	**Exclusive** flagship **~ 440 sqm**	Flagship **~ 376 sqm**	Flagship **~ 296 sqm**	**Exclusive** flagship **~ 241 sqm**
FENDI	Loro Piana	CELINE	ALAÏA	
Flagship **~ 420 sqm**	**Exclusive** flagship Latin America **~ 300 sqm**	**Exclusive** flagship Latin America **~ 270 sqm**	**Exclusive** flagship Latin America **~ 200 sqm**	

EXCLUSIVE INTERNATIONAL BRANDS

PUCCI · ISABEL MARANT · BRUNELLO CUCINELLI · fusalp · RENE CAOVILLA · ASSOULINE

Chloé · AQUAZZURA FIRENZE · BALMAIN PARIS · FRATELLI ROSSETTI · Gianvito Rossi



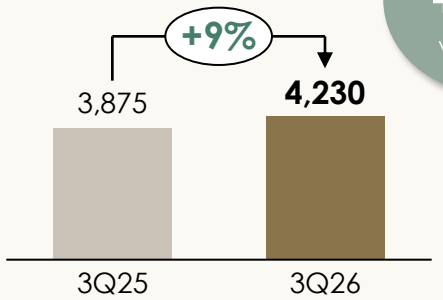
LEGGERO – SÃO PAULO

Hospitality & Gastronomy

New restaurant **Leggero**, from the Fasano Group, opened in São Paulo, with light, seasonal cuisine, next to Hotel Fasano São Paulo Itaim.

OPERATIONAL

AVERAGE DAILY RATE (R$)



R$ 4,567
+7%
vs 9M25
vs 4Q24

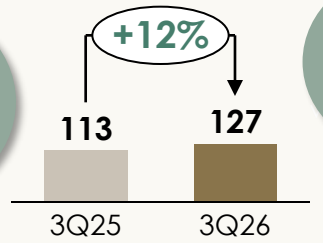
RevPAR (R$)
2,128
+7% vs 3Q25

Average Couvert (R$)
342.9
+ 6% vs 3Q25
vs 4Q24

RESULTS

R$ m

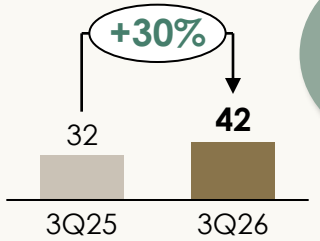
GROSS REVENUE



Revenue with *Fees*
+73%
vs 3Q25

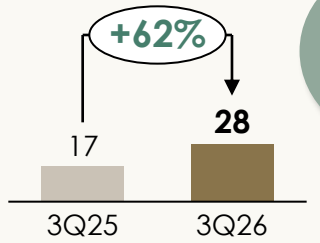
R$ 378 m
+7%
vs 9M25

GROSS PROFIT



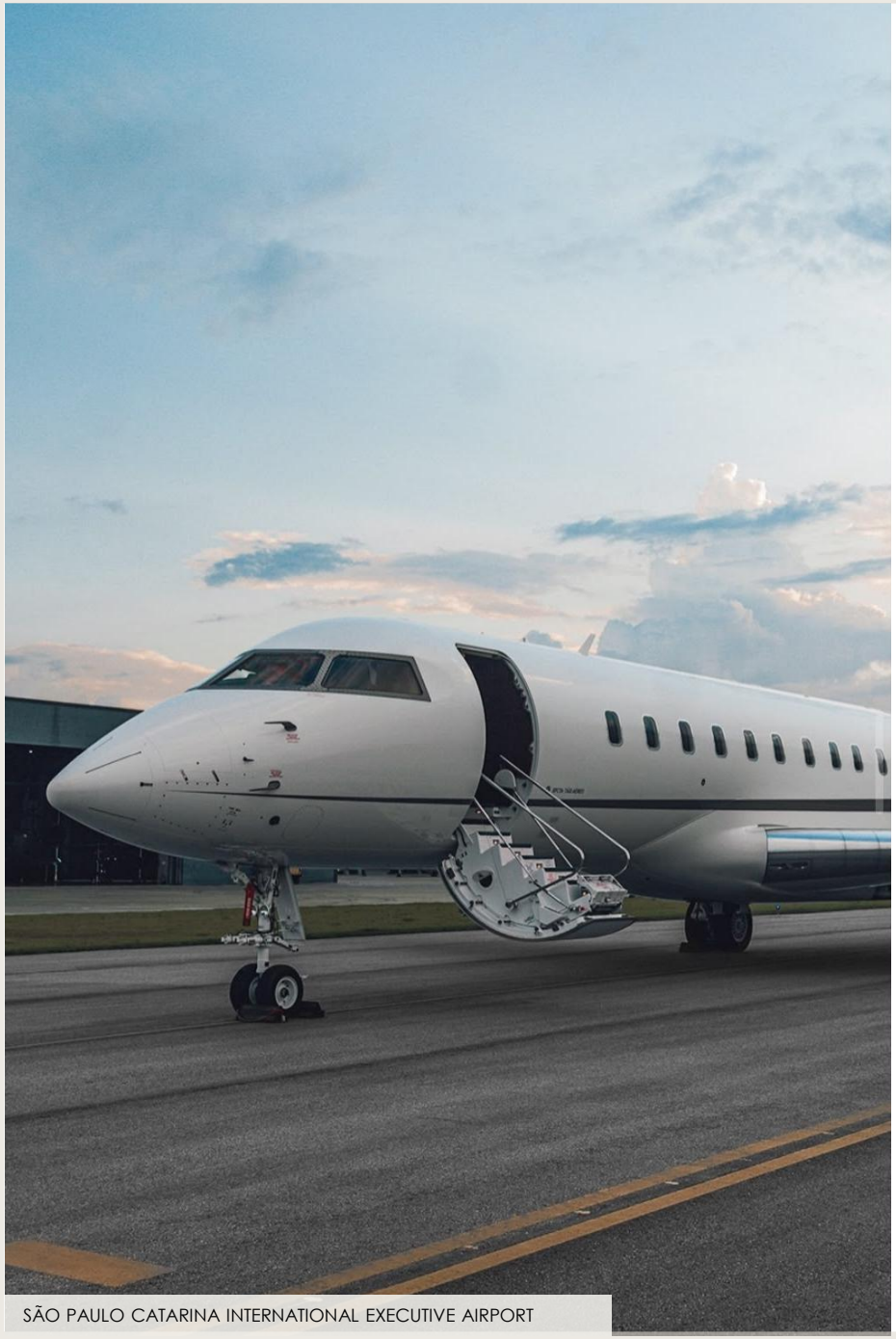
R$ 118 m
+15%
vs 9M25

ADJUSTED EBITDA



R$ 73 m
+20%
vs 9M25

Awards: Fasano Las Piedras, in Punta Del Este, joins the Michelin Guide.



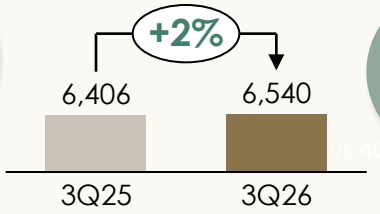
SÃO PAULO CATARINA INTERNATIONAL EXECUTIVE AIRPORT

Airport

Completion of the **6th expansion**, with the delivery of hangar 17, which was designed to **accommodate large executive aviation aircraft.**

OPERATIONAL

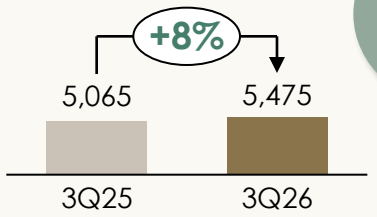
MOVEMENTS (QTY)



International movements **+18%** vs 3Q25

19,813 **+7%** vs 9M25

FUEL VOLUME (thousand liters)



International liters **+13%** vs 3Q25

16,443 **+9%** vs 9M25

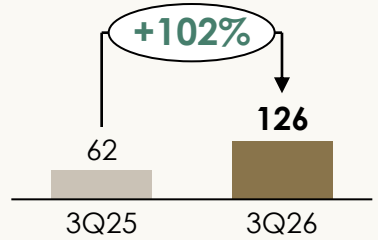
Leader in international movements in executive aviation in the state of São Paulo

Current capacity **100%** occupied

RESULTS

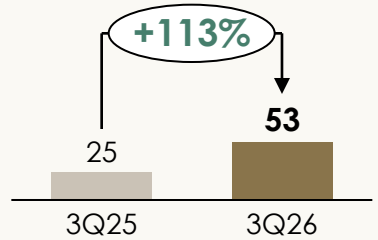
R$ m

GROSS REVENUE



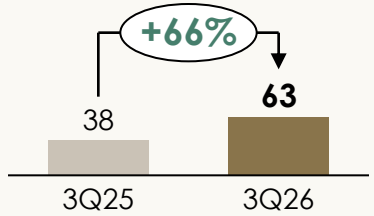
R$ 311 m **+61%** vs 9M25

GROSS PROFIT



R$ 118 m **+40%** vs 9M25

ADJUSTED EBITDA



R$ 157 m **+36%** vs 9M25

Expected delivery of **3 more hangars** and **a new apron area next year**, which will add **9,000 sqm.**

JHSF PRIVATE AVIATION TERMINAL

Executive aviation, **hospitality** and **service** under a single standard of excellence: **4 international terminals** in **3 destinations**.

JHSF
PRIVATE AVIATION TERMINAL
FBO CATARINA | SÃO PAULO

Combines **dedicated infrastructure**, executive aviation services and easy access to the city of São Paulo.

JHSF
PRIVATE AVIATION TERMINAL
FBO GUARULHOS | SÃO PAULO

The only terminal dedicated to executive aviation at Guarulhos International Airport, with direct apron access and in-house *handling*, plus an open hangar of ~**15,000 sqm**.

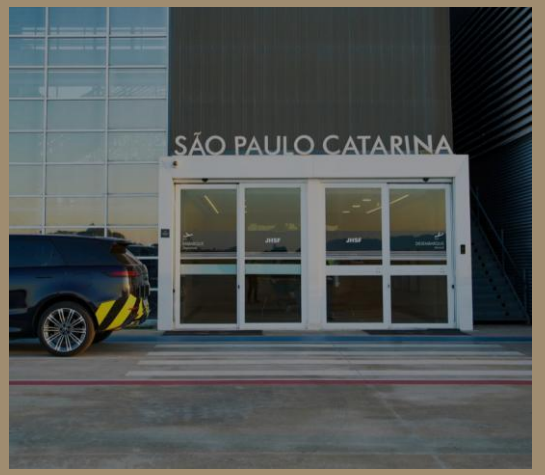
JHSF
PRIVATE AVIATION TERMINAL
FBO OPA-LOCKA | MIAMI

Exclusive executive aviation terminal, operating 24/7, with direct access via Taxiway K and on-site CBP.

JHSF
PRIVATE AVIATION TERMINAL
FBO LAS PIEDRAS | PUNTA DEL ESTE

The **new location** expands the international presence and takes the JHSF executive aviation standard to one of the **most exclusive leisure destinations in South America**.

THE TERMINALS



FBO CATARINA
SÃO PAULO



FBO GUARULHOS
SÃO PAULO



FBO OPA-LOCKA
MIAMI



FBO LAS PIEDRAS
PUNTA DEL ESTE

JHSF



FASANO RESIDENCES

JHSF Residences and Clubs

Rental units with high occupancy and growth in membership sales

OPERATIONAL

JHSF Residences

Occupancy rate close to **100%**

In operation	Under development
72 units	**54** units in final construction phase, to be delivered in 2026
	2 units (School and Clinic)
	78 future units

Clubs

3 in operation

+ New clubs under development

Residences Portfolio + *Clubs*

In operation + units in final phase + school and clinic

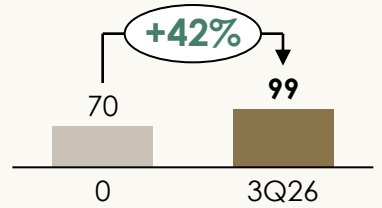
140,000 sqm

total area

RESULTS

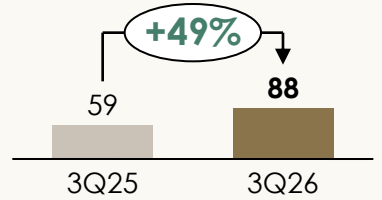
R$ m

GROSS REVENUE



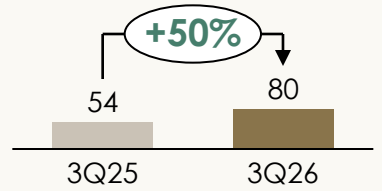
R$ 257 m
+56%
vs 9M25

GROSS PROFIT



R$ 223 m
+57%
vs 9M25

ADJUSTED EBITDA



R$ 191 m
+48%
vs 9M25


BOA VISTA ESTATES

JHSF Capital

Strong execution of the fundraising strategy, supporting JHSF's international expansion.

R$ 12.9 billion in AuM

23 funds under management
+11 funds vs 3Q25
11 M&A *advisory*

Recent Fundraisings:

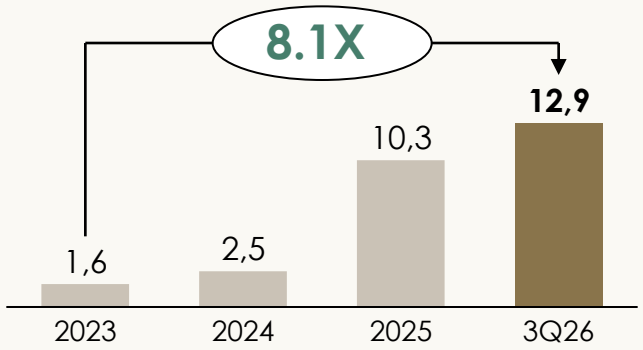
R$ 400 m

Fund dedicated to the acquisition of a minority interest in Cidade Jardim Mall **(Jul/26)**.

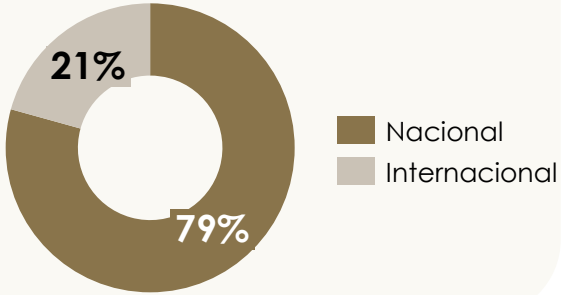
R$ 700 m

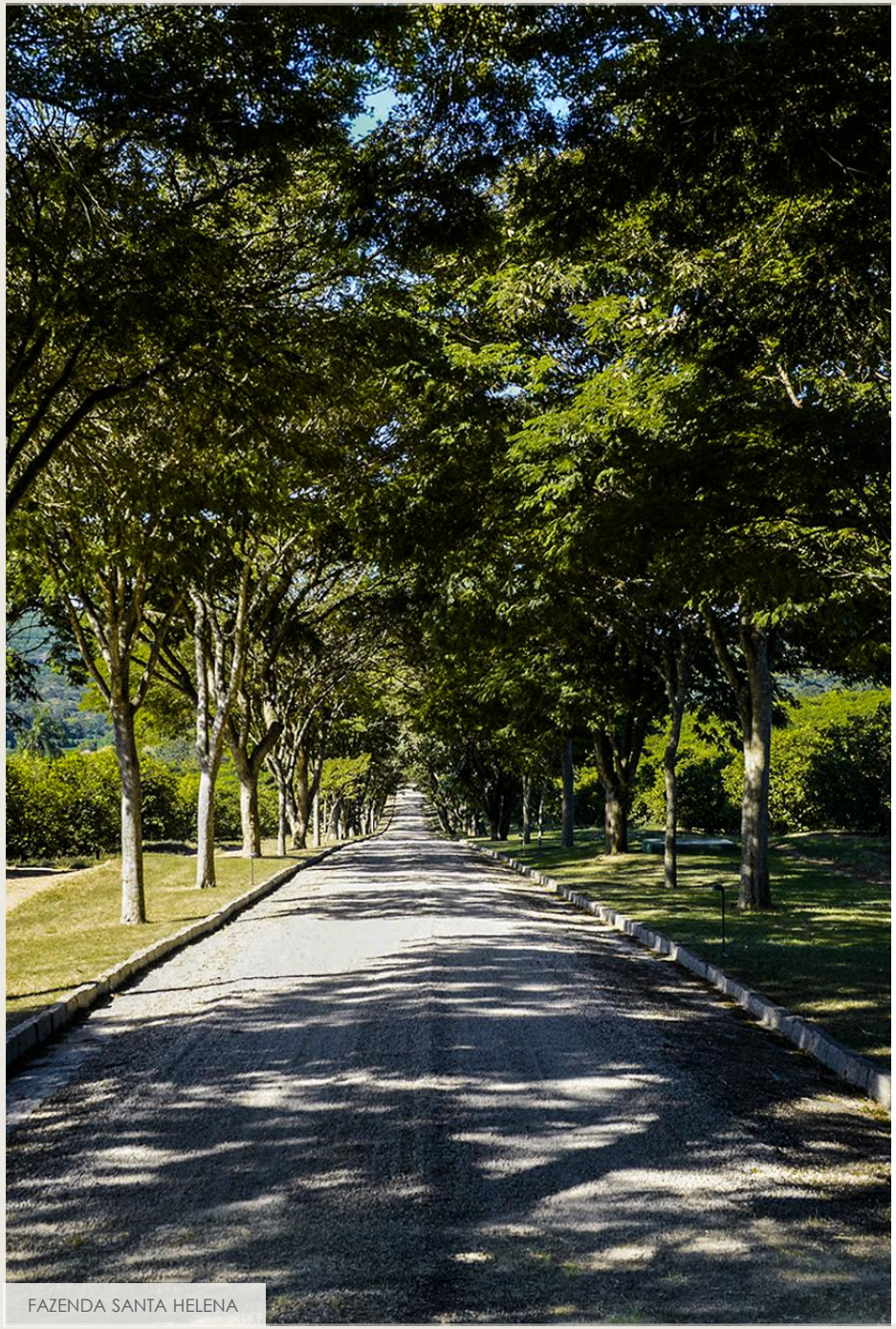
FIDC backed by receivables from real estate assets developed by the Company **(Sep/26)**.

R$ bn **AUM GROWTH**



FUNDS COMPOSITION

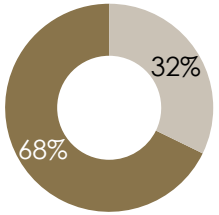



FAZENDA SANTA HELENA

Real Estate Development

Quarter positively impacted by the recognition of part of the 2nd tranche (Fazenda Santa Helena) and progress of construction works

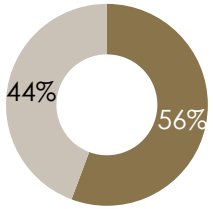
TRANCHE 1



R$ 1.1 bn

R$ 2.4 bn

TRANCHE 2



R$ 774 m

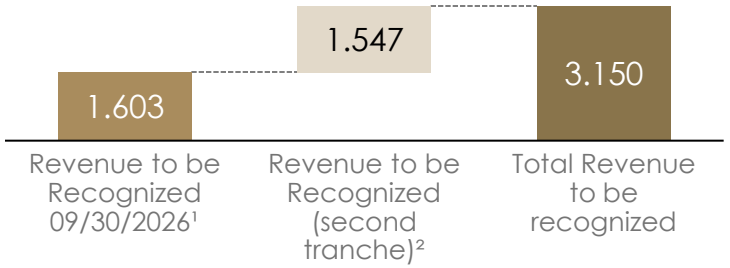
R$ 970 m

RE Product

Land Plots

REVENUE TO BE RECOGNIZED

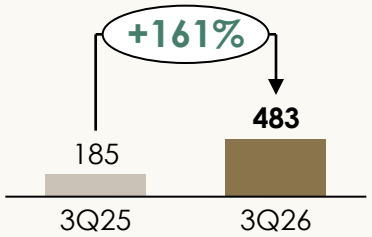
R$ m



RESULTS

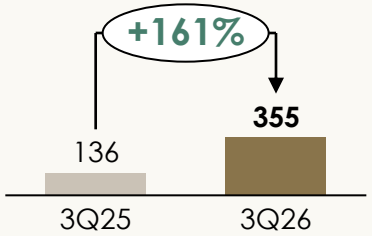
R$ m

GROSS REVENUE



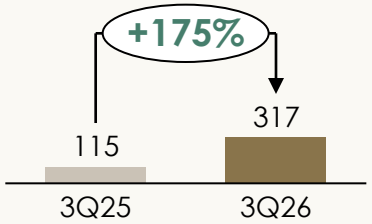
R$ 1.3 bn
+181%
vs 9M25

GROSS PROFIT



R$ 910 m
+166%
vs 9M25

ADJUSTED EBITDA



R$ 798 m
+174%
vs 9M25

¹According to Note 28;
²According to Note 1.1.2;



RESERVA CIDADE JARDIM

Real Estate Development

Development of **unique projects** with the **highest margins in the market**

FAZENDA SANTA HELENA

Launched in August | Lots, Estâncias and Villas

6 mn sqm
total area

450
units

R$ 7 bn
potential PSV



BOA VISTA ESTATES

Launched in September | Lots and Estâncias

7 mn sqm
total area

250
units

R$ 3 bn
potential PSV



RESERVA CIDADE JARDIM

Construction in progress

4
towers

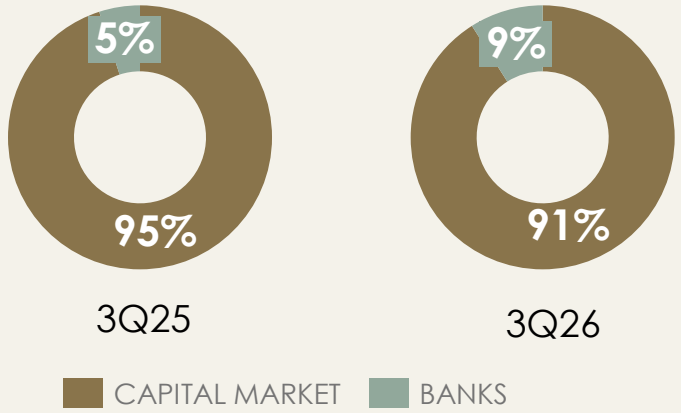
146
apartments

R$ 4.5 bn
potential PSV

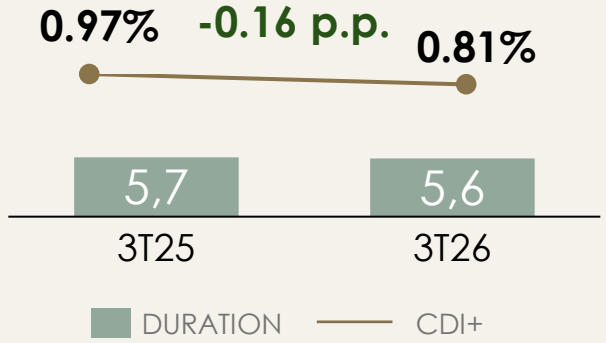


Robust and efficient capital structure, reaching
the lowest *average spread* and the highest debt coverage in the Company's history

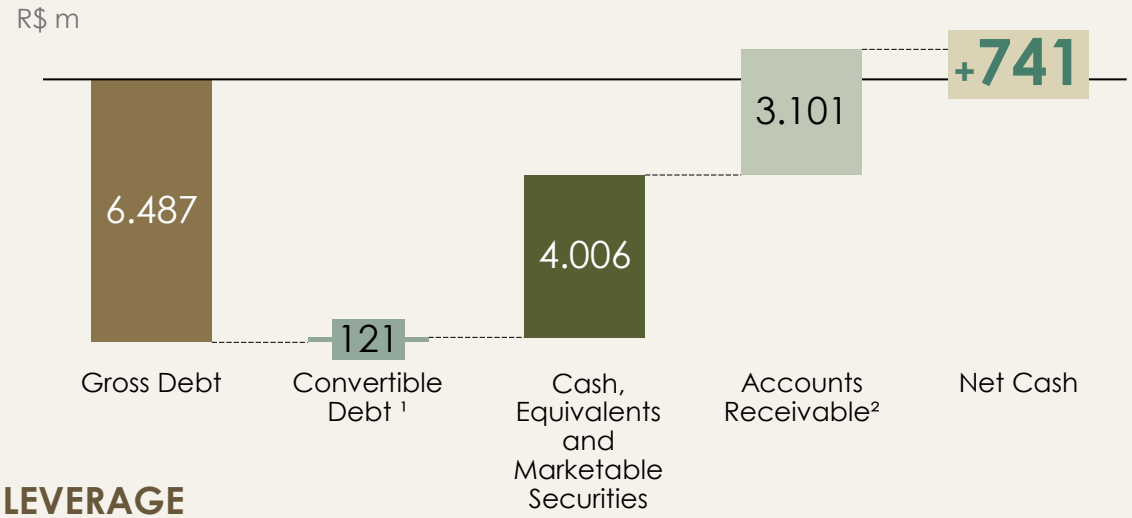
GROSS DEBT COMPOSITION



DURATION AND AVERAGE COST



NET CASH COMPOSITION



LEVERAGE

Net Cash/Adjusted EBITDA LTM: -0.31x

BALANCE SHEET

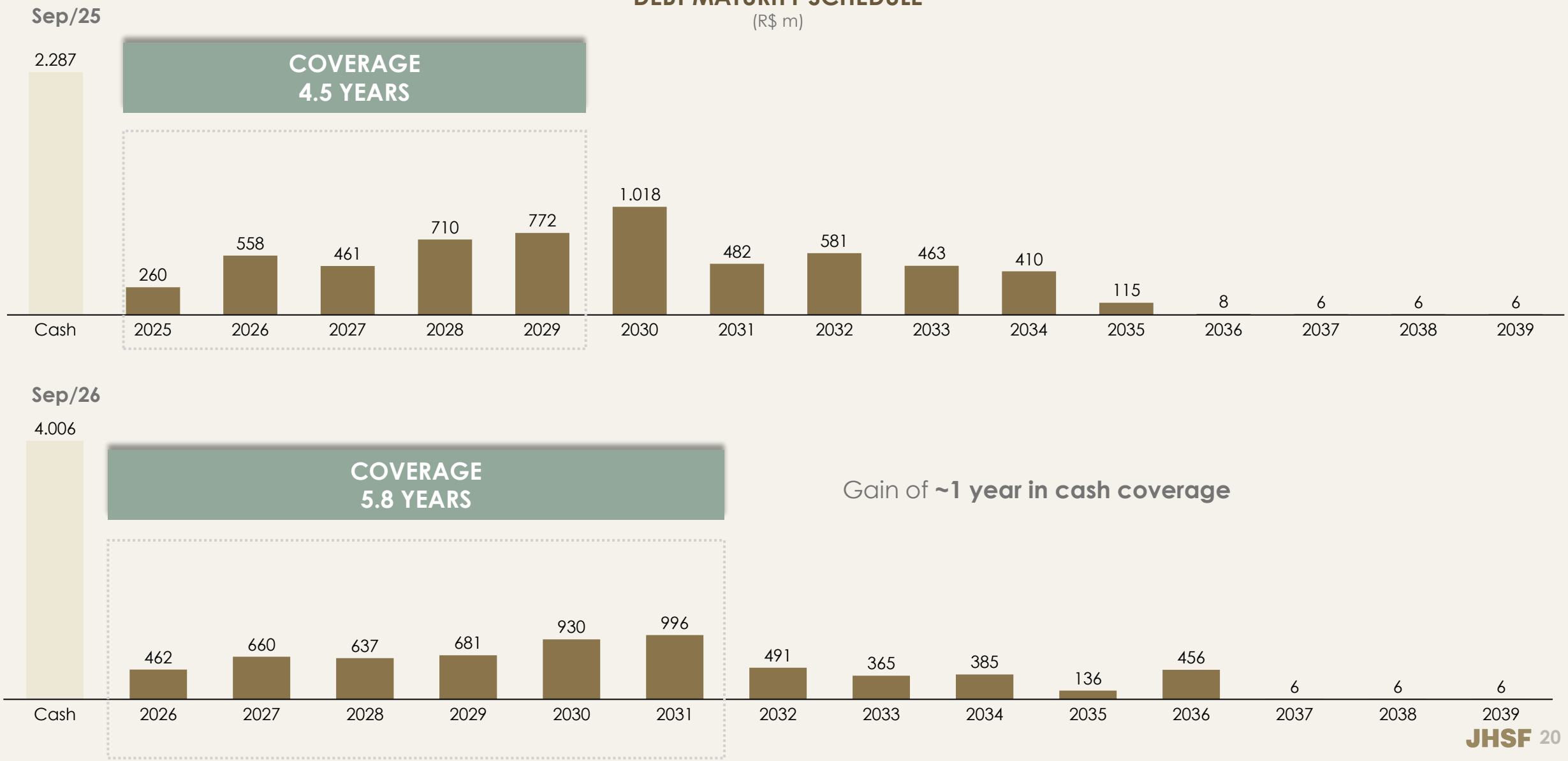
Total Assets: R$ 19.6 bn
Equity: R$ 8.3 bn

¹ Debt mandatorily convertible into an interest in a future project.
² Considers (i) the Company's accounts receivable (Note 5); (ii) the second tranche of the Real Estate Development inventory sale (Note 1.1.2); and (iii) swap transaction amounts recorded in Other Receivables (Note 10). Per the 3Q26 ITR.

More **robust and efficient capital structure** through successful *liability management*

DEBT MATURITY SCHEDULE

(R$ m)



Gain of **~1 year in cash coverage**

Sustainability: 3Q26 Highlights

IFRS S1 / S2 REPORT

1st

Report on Sustainability-related Financial Information

IFRS Sustainability

8 Listed companies with early adoption of IFRS S1 and S2, including JHSF

65%

of eligible assets served by Sustenta in 2025 (target of 100% by 2030)

85.6%

reduction in Airport emissions intensity (target of 37.8% exceeded)

17.6%

reduction in electricity intensity (target of 10% exceeded)

Financial effects of climate risks below materiality, even under the most severe scenarios.

GREAT PLACE TO WORK®

5th

consecutive year recertified

Great Place To Work. Certificada SET 2026-SET 2027 Brasil

100%

of direct employees with sustainability targets in variable compensation

Recognition based on our employees' perception and experience.

LEED O+M PLATINUM

Platinum

Catarina Fashion Outlet is the 1st in the world



98.6%

of waste sent to recycling, composting and energy recovery

100%

of effluents treated, with a reduction in potable water consumption

R$ 1.2 m

estimated savings from eco-efficiency initiatives in 2025

Upgrade from Gold level (2023) to Platinum (2026).

Best **3Q** and **9M** in the Company's history

CONSOLIDATED

Gross Revenue

R$ 917.8 m
growth of **+63%** vs 3Q25

R$ 2.5 bn
growth of **+61%** vs 9M25

Gross Profit

R$ 555.8 m
growth of **+69%** vs 3Q25

R$ 1.5 bn
growth of **+66%** vs 9M25

Adjusted EBITDA

R$ 469.6 m
growth of **+79%** vs 3Q25

R$ 1.2 bn
growth of **+73%** vs 9M25

Net Profit

R$ 391.5 m
growth of **+29%** vs 3Q25

R$ 1.2 bn
growth of **+36%** vs 9M25

RECURRING INCOME

Gross Revenue

R$ 481.8 m
growth of **+41%** vs 3Q25

R$ 1.3 bn
growth of **+30%** vs 9M25

Adjusted EBITDA

R$ 243.5 m
growth of **+59%** vs 3Q25

R$ 617.4 m
growth of **+37%** vs 9M25

Solid operational and financial indicators, demonstrating the resilience of the high-end segment

JHSF

Q&A
3Q26

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CEO

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CFO

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IRO

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