

Juntos por uma sociedade mais saudável

Raia Drogasil S.A.
Individual and Consolidated
Financial Statements
At March 31, 2026





(Convenience Translation into English from the Original Previously Issued in Portuguese)

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Comments on Company performance

São Paulo, May 05, 2026. RD Saúde (Raia Drogasil S.A. – B3: RADL3) announces its results for the 1st quarter of 2026 (1Q26). The Company's parent company and consolidated financial statements for the periods ended March 31, 2026 and 2025 have been prepared in accordance with the accounting practices adopted in Brazil, including the rules issued by the Brazilian Securities Commission (CVM), the Brazilian Accounting Standards – General Technical (NBC TG) and the pronouncements issued by the Brazilian Accounting Pronouncements Committee (CPC), and are in conformity with the International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB), and provide all the significant information related solely to the financial statements, which is consistent with the information used by management. The financial statements were prepared in Reais and all growth rates, unless otherwise stated, relate to the same period of the previous year.

IFRS 16: Our financial statements are prepared in accordance with IFRS 16. To better reflect the economic reality of the business, the figures presented in this report consider the pre-IFRS 16 standard with a reconciliation available in a dedicated section of this document.

HIGHLIGHTS:

- › **4BIO:** Closing on 05/04/26 for R\$ 792 MM + R\$ 67 MM in tax credits, **process effects disclosed as discontinued operations over Net Income** (detailed figures with and without 4Bio in a specific chapter);
- › **PHARMACIES:** **3.614 units in operation with 68 openings and 1 closure in the quarter;**
- › **GROSS REVENUE:** **R\$ 12.0 B, +20.4% growth and +12.8% MSSS in 4Q25, +9.7 pp greater than CMED;**
- › **MARKET SHARE:** **19.6% national share, a +1.5 pp increase with gains in every region;**
- › **DIGITAL:** **R\$ 3.6 B, an increase of 66.4% and retail penetration of 30.2% in the 1Q26;**
- › **ADJ. EBITDA:** **R\$ 821 MM, +31.7% growth & margin of 6.9% (+0.6 pp);**
- › **ADJ. NET INCOME (WITH 4BIO)*:** **R\$ 300 MM, +69.2% growth & margin of 2.5% (+0.7 pp);**
- › **CASH FLOW:** **R\$ 285 MM positive free cash flow, R\$ 136 MM total cash generation.**

* Includes the effects of taxation on investment subsidies, in accordance with the Law 14,789/2023.

RADL3
R\$ 21.50/share
Closing: May 04, 2026

MARKET CAP
R\$ 37,7 billion

NUMBER OF SHARES
1,752,367,344

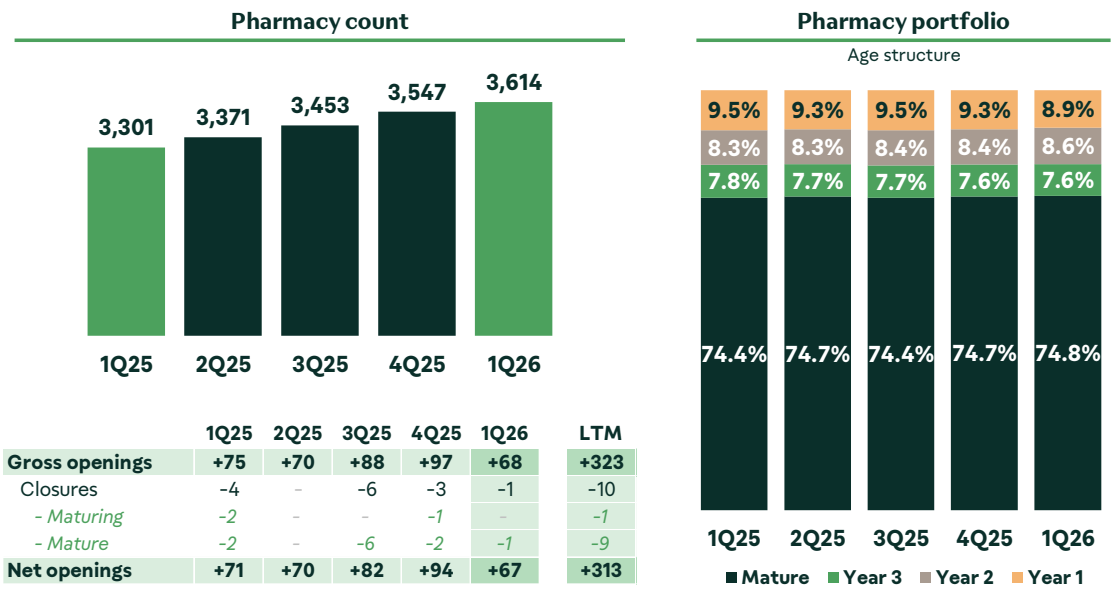
IR TEAM:
Flávio Correia
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New consolidated summary (ex-4Bio)

In R\$ thousands	1Q25	2Q25	3Q25	4Q25	1Q26
# of pharmacies	3,301	3,371	3,453	3,547	3,614
Organic openings	75	70	88	97	68
Closures	(4)	-	(6)	(3)	(1)
Headcount (EoP)	65,779	67,114	69,860	73,388	75,190
Pharmacist count (EoP)	13,462	13,734	13,981	14,377	14,965
# of tickets (thousands)	102,747	110,733	111,543	114,731	111,849
# of active customers (MM)	49.7	50.3	51.0	51.7	52.3
Gross revenue	9,947,886	10,803,986	11,347,942	12,186,767	11,979,521
Growth (YoY)	+10.7%	+13.1%	+15.5%	+22.3%	+20.4%
Gross profit	2,820,111	3,133,833	3,257,291	3,508,601	3,392,636
% of gross revenue	28.3%	29.0%	28.7%	28.8%	28.3%
Adjusted EBITDA	623,161	862,980	892,592	924,318	820,786
% of gross revenue	6.3%	8.0%	7.9%	7.6%	6.9%
Adj. net income (w/ 4Bio)	177,107	402,744	401,986	361,654	299,752
% of gross revenue	1.8%	3.7%	3.5%	3.0%	2.5%
Free cash flow	(106,237)	(60,837)	615,609	(466,520)	284,869

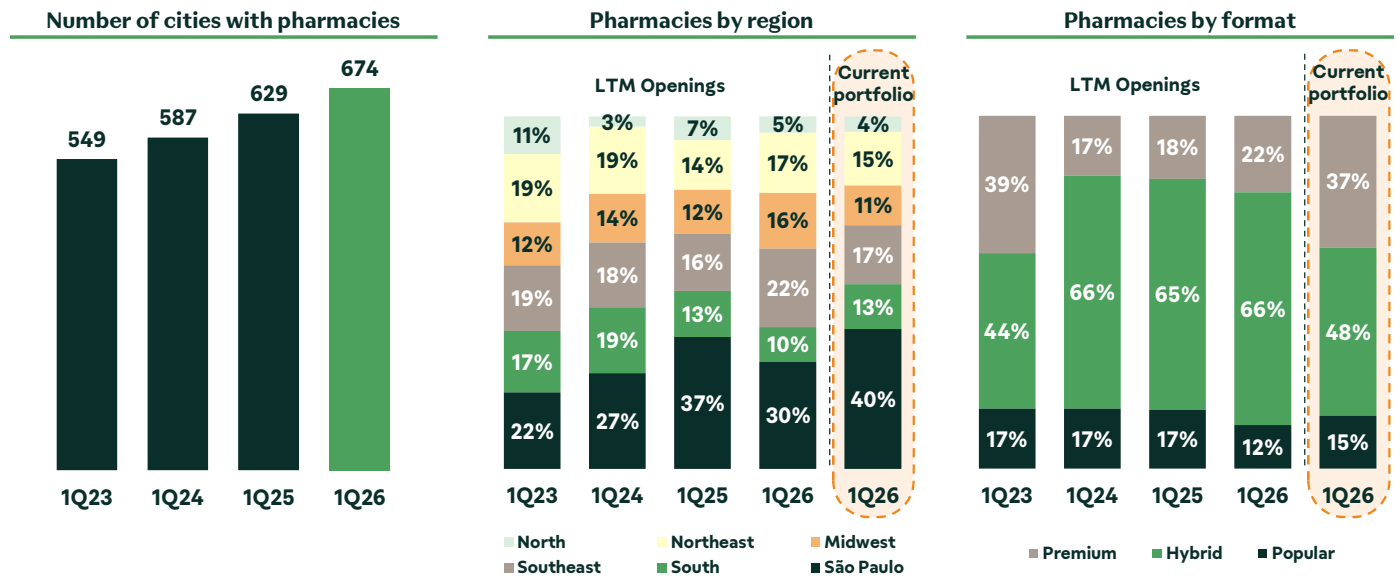
STORE DEVELOPMENT



We ended the 1Q26 with a total of 3,614 pharmacies in operation, opening 68 new units in 1Q26 and 323 LTM. We reiterate our guidance of 330-350 gross openings for 2026.

We closed 1 unit in 1Q26 totaling 10 in the LTM, with only 1 still in the maturation process. This equates to a low error ratio of 0.3% of the LTM openings, highlighting the precision of our expansion process. The remaining 9 closures were of mature units with an average of 15 years of operation, a result of the optimization of our portfolio, transferring revenues to our remaining nearby locations, releasing assets for efficient redeployment and eliminating fixed costs, thus increasing both the Company's EBITDA and ROIC.

At the end of 1Q26, a total of 25.2% of our pharmacies were still maturing and had not yet reached their full potential both in terms of revenue and profitability.

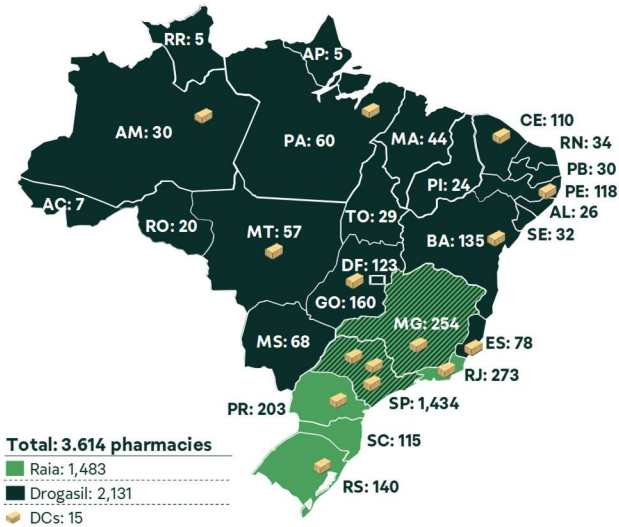


Our expansion continues to diversify our pharmacy network, both geographically and demographically. We have extended our presence to 674 cities in every state, +45 vs. 1Q25, a unique capillarity in Brazilian retail.

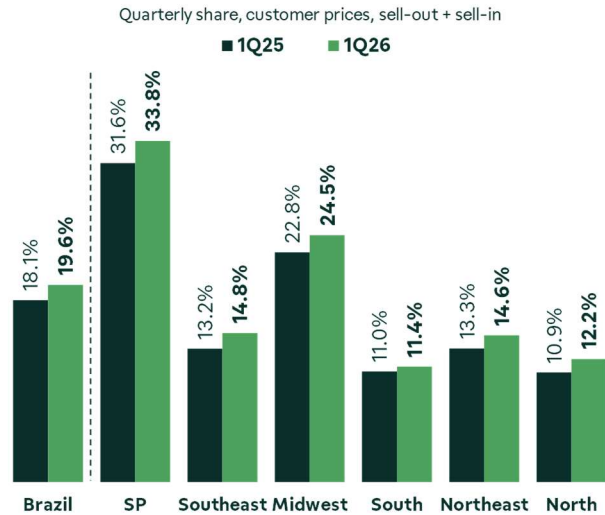
We maintained a consistent expansion pace in São Paulo, our largest market, sustaining 30% of last year's expansion plan. Even with our broad presence in the state, we continue to identify meaningful opportunities and see solid performance from newly opened stores, reinforcing the potential to grow profitably across the country.

Finally, the IRR of new stores has been increasing, reflecting greater accuracy in expansion decisions, supported by recent efficiency gains in operations, omnichannel, the growth of GLP-1 medicine, among other factors.

Geographic presence



Retail Market Share



Source: IQVIA. Southeast excludes SP.

Our more than 3.6 thousand pharmacies are present in every state in the country and supported by an integrated network of 15 distribution centers. This logistics grid allows us to serve more than 80% of our locations daily with lead times of up to 24 hours. As a result, we sustain high service levels, optimize working capital, and strengthen operational efficiency, establishing a significant competitive advantage.

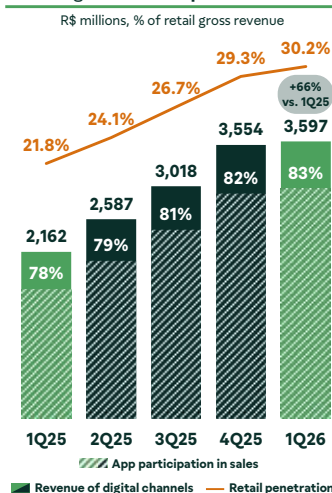
Additionally, in the beginning of April, we initiated operations of our 16th DC. Located in the city of Itupeva/SP, this facility will strengthen our logistics network to sustain robust inventory management and the continued pharmacy network expansion.

Our national market share reached 19.6% in 1Q26, a robust gain of +1.5 pp vs. the prior year. In addition, we recorded relevant gains across all regions, demonstrating our competitive strength in diverse contexts and markets. Market shares reached 33.8% in São Paulo (+2.2 pp), 14.8% in the Southeast (+1.6 pp), 24.5% in the Midwest (+1.7 pp), 11.4% in the South (+0.4 pp), 14.6% in the Northeast (+1.3 pp), and 12.2% in the North (+1.3 pp).

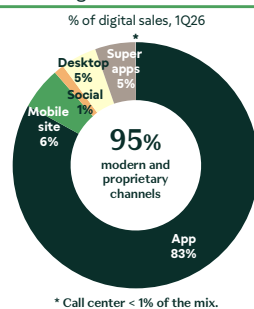
We emphasize that we also recorded significant market share gains across all regions when excluding GLP-1 items and their substantial influence from our figures, which have benefited sales and share.

DIGITAL, HEALTH AND CUSTOMER ENGAGEMENT

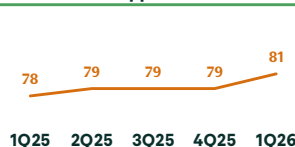
Digital sales and penetration



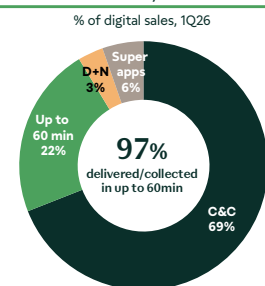
Digital channel mix



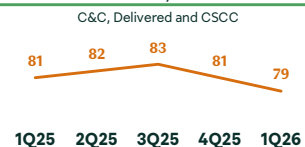
App NPS



Delivery mix



Delivery NPS



We continued to advance our digital strategy. In 1Q26, we recorded 267 million visits across our digital channels, an impactful audience that enhances our role in promoting health. In addition, digitalization increases spending per customer, with digitally engaged loyal customers spending 28% more than the average loyal customer.

As a result, our digital channels reached R\$ 3.6 billion in gross revenue in 1Q26, an absolute increase of R\$ 1.4 billion and growth of +66% compared to the 1Q25. The share of digital channels reached 30.2% of retail sales in 1Q26, an increase of +8.4 pp.

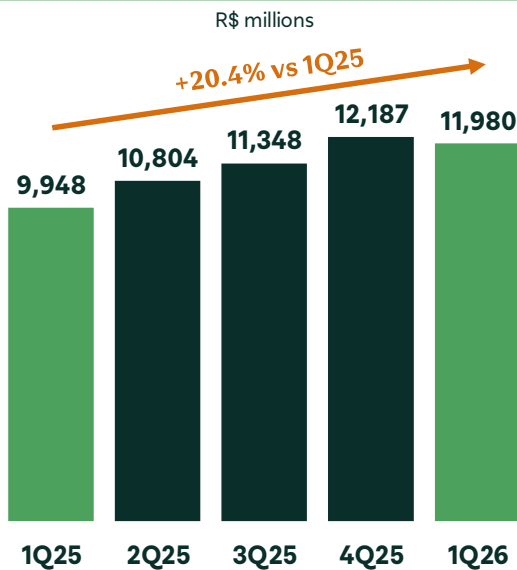
We highlight the growing use of our apps, ensuring that customers enjoy the best mobile experience specialized in omnichannel health and wellness journeys. Digital sales through this channel increased +77% vs. 1Q25, reaching an 83% share (+5 pp) of digital sales in the quarter.

This evolution in customer digitalization, leveraging our modern and proprietary channels, reflects the ongoing improvement of our mobile experience and a more complete, fully omnichannel health journey. It also capitalizes on the capillarity of our store network, which has 95% of the A-Class population within a 1.5 km radius. This growing proximity, strengthened by our profitable organic expansion, constitutes another important competitive advantage by enabling 97% of digital orders to be delivered or picked up in less than 60 minutes with high economic efficiency.

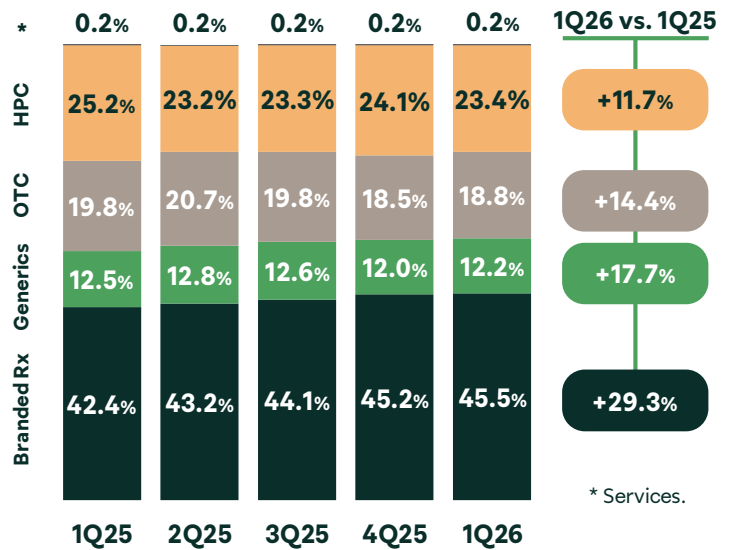
Finally, we continued to strengthen the role of our pharmacies in customers' integral health journey, positioning them as health hubs within the communities we serve and expanding engagement through pharmaceutical services. We now have 3.0 thousand units with *Mais Saúde* hubs and their expanded services portfolio, in addition to 430 units enabled for vaccination. In 1Q26, more than 1.4 million pharmaceutical services were performed, including CATs (clinical analysis tests), vaccinations, and other services, recording an NPS superior to the pharmacy average.

GROSS REVENUES

Consolidated gross revenues



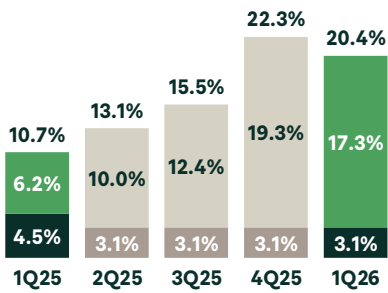
Retail sales mix



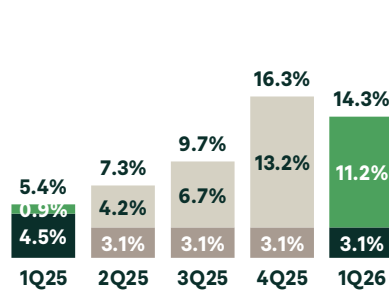
In a quarter without calendar effects, we ended 1Q26 with R\$ 11,980 million in gross revenue, a growth of 20.4% vs. 1Q25. The slight deceleration vs. 4Q25 was due to the peak of sales recorded on Black Friday in that quarter.

Across categories, Branded Rx was the highlight, growing +29.3% for the quarter and mainly driven by GLP-1 medication, sustaining a similar penetration as in 4Q25. Generics grew +17.7% due to the recent expiration of several patents and OTC advanced +14.4%, in line with expectations. Lastly, HPC recorded a healthy growth of +11.7%, despite seasonal items facing an atypically cool and rainy summer in the Southeast.

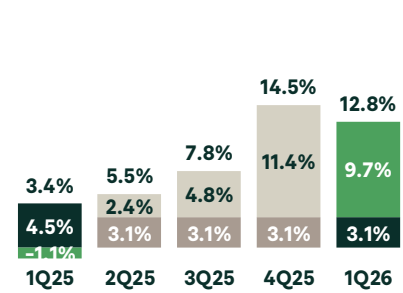
Consolidated revenue growth



Same-Store sales growth – Retail



Mature-Store sales growth – Retail



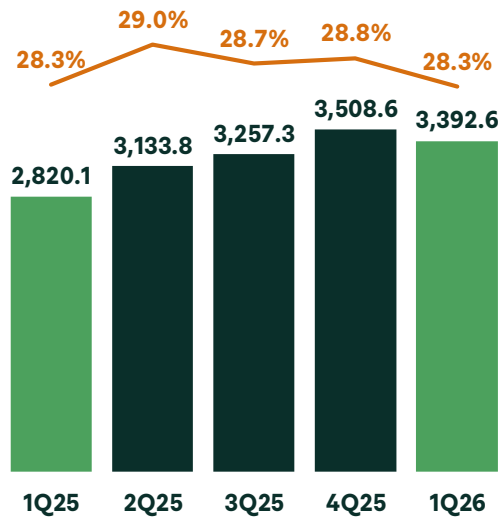
■ CMED price adjustment ■ Real growth

Finally, we recorded average same-store sales growth of +14.3% in 1Q26. Among mature stores, which completed the full 3-year ramp-up, we posted average growth of +12.8% in the 1Q26, a pace 9.7 pp above the 3.1% CMED price adjustment authorized in 2025 and 8.7 pp above the LTM CPI.

GROSS PROFIT

Gross profit*

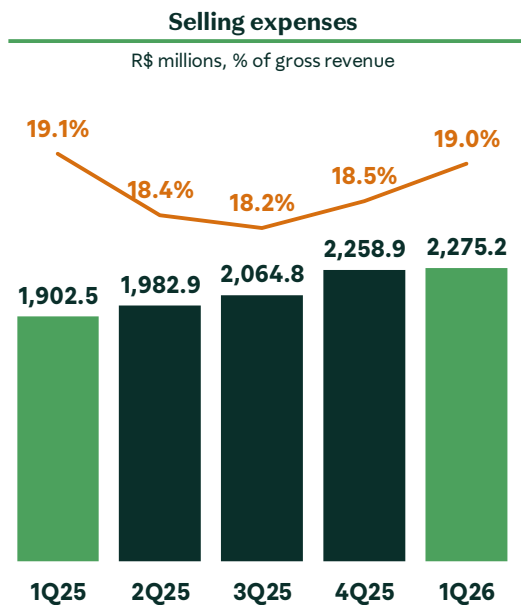
R\$ millions, % of gross revenue



* Includes the effects of taxation on investment subsidies, in accordance with the Law 14,789/2023.

Gross profit totaled R\$ 3,392.6 million in the quarter, equivalent to a gross margin of 28.3%. We recorded a 0.4 pp pressure vs. 1Q25 due to higher share of GLP-1 in the sales mix and 0.1 pp from the non-cash Net Present Value (NPV) adjustment, offset by 0.4 pp in commercial gains a 0.1 pp improvement in inventory losses.

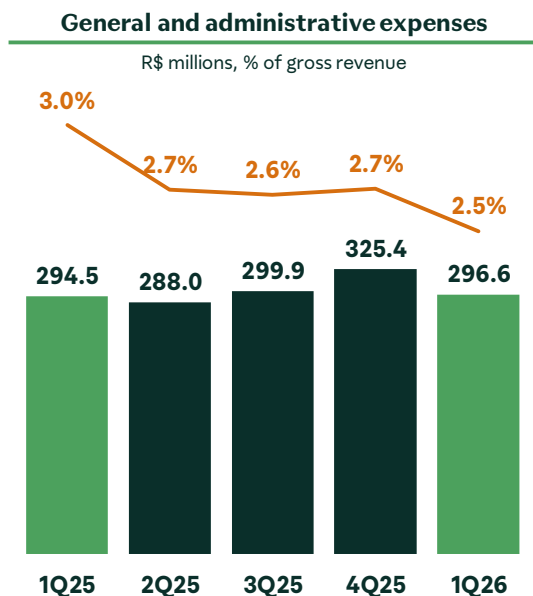
◆ **SELLING EXPENSES**



Selling expenses totaled R\$ 2,275.2 million in 1Q26, equivalent to 19.0% of gross revenue, a dilution of 0.1 pp vs. the prior year.

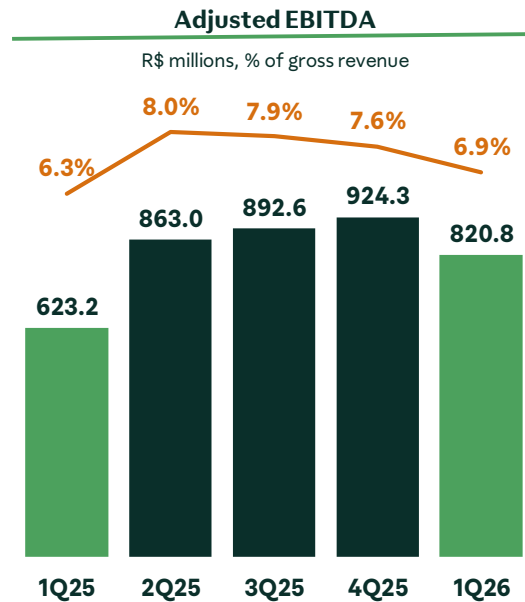
In the 4Q25, we performed a 0.5 pp investment into our employee value proposition (EVP) in order to strengthen team engagement and customer NPS. This structural investment was partially offset by strong mature-store growth above inflation and additional dilutions in expenses with rentals and payment methods.

◆ **GENERAL & ADMINISTRATIVE EXPENSES**



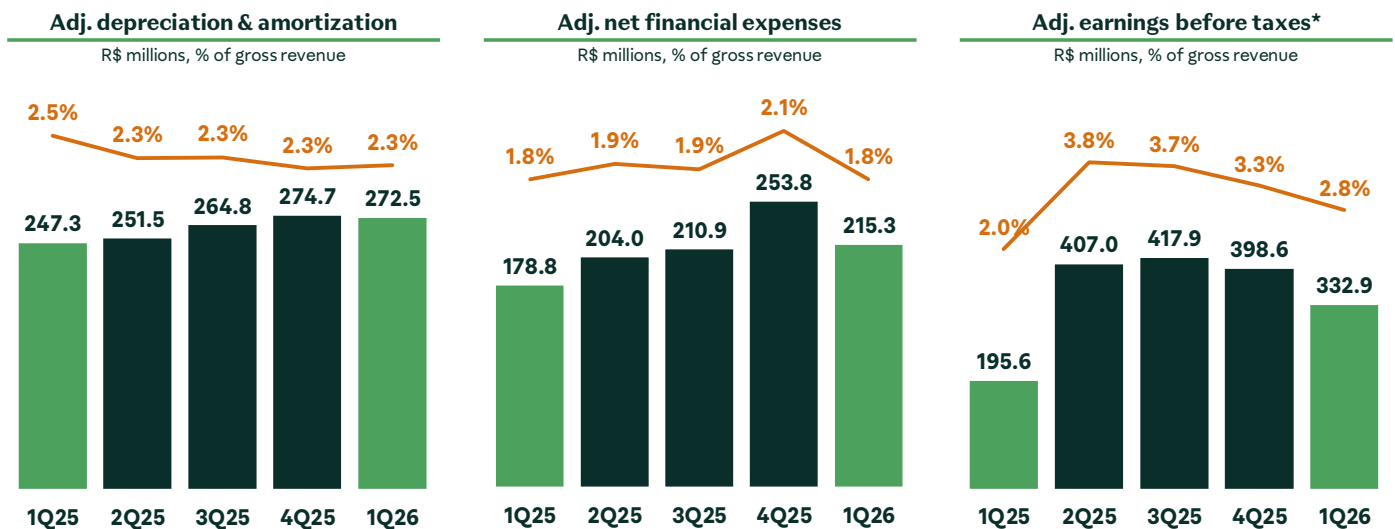
General and administrative expenses totaled R\$ 296.6 million in the quarter, nominally neutral in comparison to 1Q25 and corresponding to 2.5% of gross revenue, a dilution of 0.5 pp. This dilution reflects a 0.2 pp gain in personnel expenses, primarily due to the corporate restructuring carried out in the 2Q25 aimed at greater efficiency and agility in management, in addition to 0.3 pp in other expenses.

EBITDA



We recorded an adjusted EBITDA of R\$ 820.8 million in 1Q26, an increase of 31.7% compared to 1Q25. EBITDA margin reached 6.9%, an increase of 0.6 pp.

DEPRECIATION, NET FINANCIAL EXPENSES AND EBT



* Includes the effects of taxation on investment subsidies, in accordance with the Law 14,789/2023.

Adjusted depreciation expenses totaled R\$ 272.5 million in 1Q26, equivalent to 2.3% of gross revenue for the year, a dilution of 0.2 pp vs. 1Q25.

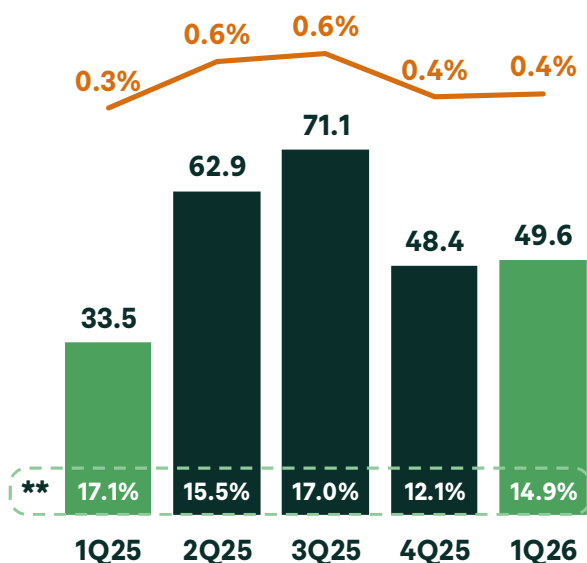
Adjusted net financial expenses totaled R\$ 215.3 million, representing 1.8% of gross revenue, stable vs. 1Q25. Of the total amount, R\$ 171.1 million refers to the actual financial interest accrued on financial liabilities, equivalent to 1.4% of gross revenue with a 0.3 pp increase, driven by a higher SELIC rate and a larger financial liability balance. Additionally, R\$ 44.2 million refers to the non-cash NPV adjustment, equivalent to 0.4% of gross revenue with a 0.3 pp decrease vs. 1Q25.

Lastly, we recorded an adjusted EBT of R\$ 332.9 million, a 70.2% increase. This was equivalent to a margin of 2.8% of gross revenue with a 0.8 pp increase vs. the same period of the previous year.

INCOME TAXES AND NET INCOME

Adj. income tax and effective tax rate*

R\$ millions, % of earnings before taxes

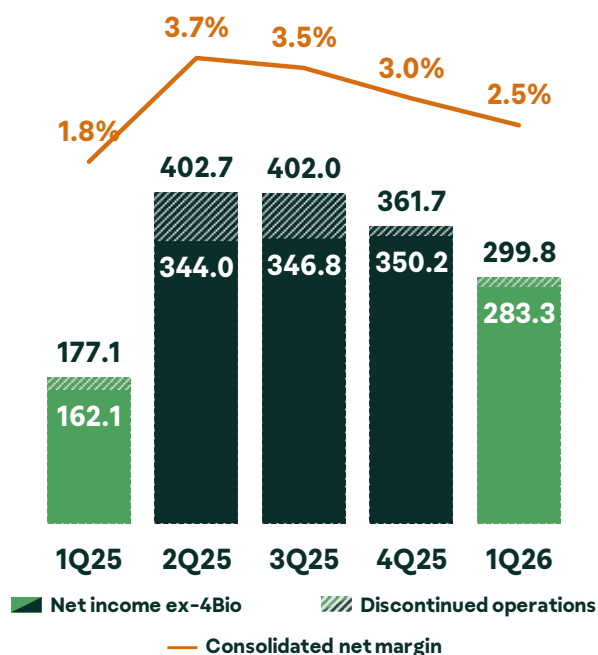


* Includes the effects of taxation on investment subsidies, in accordance with the Law 14,789/2023.

** Effective tax rate.

Adjusted net income*

R\$ millions, % of gross revenue



We provisioned a total of R\$ 49.6 million in adjusted income tax in 1Q26, equivalent to 0.4% of gross revenue, an increase of 0.1 pp vs. 1Q25. The effective tax rate for 1Q26 was 14.9% of EBT, a reduction of 2.2 pp compared to 1Q25.

On May 04th 2026 we concluded the sale of 4Bio, with its effects classified as discontinued operations. The consolidated adjusted net income for the period totaled R\$ 299.8 million (+69.2% vs. 1Q25) with a margin of 2.5% of gross revenue (+0.7 pp). Excluding the discontinued operations of 4Bio, we recorded an adjusted net income of R\$ 283.3 million, a 74.7% increase vs. 1Q25.

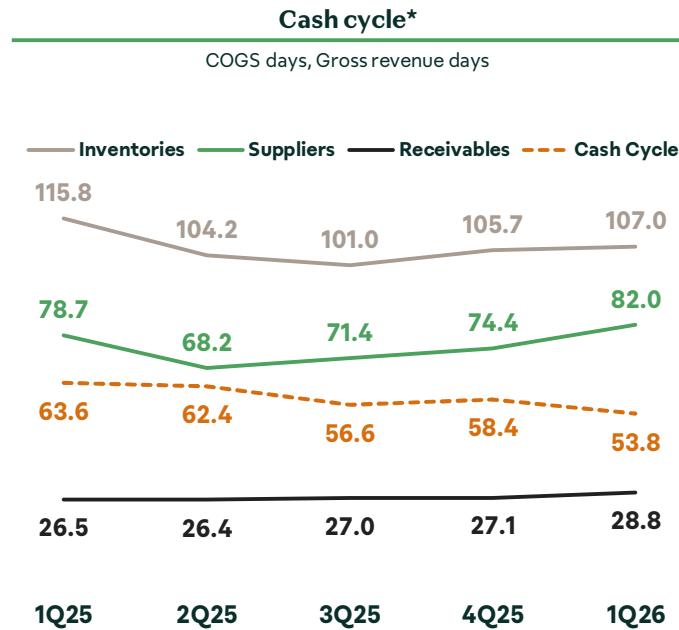
We highlight that the payment for the 4Bio's transaction will occur in 6 yearly installments or R\$ 100.0 MM each, adjusted by the DI rate and with the first payment in 2Q26, in addition to estimated payments of R\$ 65.1MM in working capital adjustments, R\$ 127.3 MM in superveniences related to DIFAL judicial recoveries and R\$ 66.7 MM in income tax credits. These resources will be part of our recurrent results for the next years and will strengthen our capital structure, reduce our financial leverage and increase our profitability.

EBITDA & NET INCOME RECONCILIATION AND NON-RECURRING RESULTS

Adjusted EBITDA & Net Income Reconciliation (R\$ millions)	1Q26	1Q25
Net income	173.2	181.1
Results of discontinued operations (4Bio)	(11.7)	(22.8)
Income tax	(13.1)	31.5
Equity equivalence	0.2	1.4
Financial result	203.2	178.8
EBIT (ex-4Bio)	351.8	370.1
Depreciation and amortization	272.5	247.3
EBITDA (ex-4Bio)	624.2	617.4
Asset write-offs, including 4Bio	196.8	2.0
Social investments and donations	4.1	3.6
Tax effects from previous years	(5.0)	(63.2)
Other non-recurring/non-operating effects	0.6	63.4
Adjusted EBITDA (ex-4Bio)	820.8	623.2
Net income	173.2	181.1
Net non-rec. effects of discount. operations (4Bio)	4.8	(7.8)
Non-recurring EBITDA effects	196.5	5.8
Non-recurring financial revenues	(12.0)	-
Non-rec. effects of cont. op. on income taxes (34%)	(62.7)	(2.0)
Adjusted net income	299.8	177.1

Within our EBITDA, we recorded R\$ 196.5 million in net non-recurring expenses in the 1Q26. This includes R\$ 196.8 million in asset write-offs, with R\$ 196.0 million stemming from the sale of 4Bio, R\$ 4.1 million in social investments & donations and R\$ 5.0 million in gains related to tax effects of previous years, as well as R\$ 0.6 million in other non-recurring effects. In net income, we recorded net non-recurring effects of R\$ 4.8 million in 4Bio, non-recurring gains of R\$ 12.0 million in financial revenues stemming from the monetary correction of tax credits from previous years, and a R\$ 62.7 million reduction in income taxes, of which R\$ 66.7 million are credits resulting from the sale of 4Bio.

↕ CASH CYCLE



* Adjusted for discounted receivables & advanced payments to suppliers.

We recorded a cash cycle of 53.8 days in 1Q26, a reduction of 9.8 days compared to the same period of last year, adjusted for discounted receivables and advanced payments to suppliers. This improvement was driven primarily by a reduction of 8.8 days in inventories and an increase of 3.3 days in suppliers, more than offsetting an increase of 2.3 days in receivables.

We highlight that we had the end of the ICMS-ST tax regime in the state of SP, with the charges now being upon gross revenue and removing its effects from COGS and from inventories within the state. The new tax regime resulted in a cash cycle reduction of approximately 3.0 days and in tax credits that are expected to be recovered over the next 12 months.

◆ CASH FLOW

Cash flow (R\$ millions)	1Q25	1Q26
	Ex-4Bio	
Adjusted EBIT	375.9	548.3
NPV adjustment	(64.8)	(63.3)
Non-recurring effects	(5.8)	(184.5)
Income tax (34%)	(103.8)	(102.2)
Depreciation	246.7	272.3
Impairment provision (4Bio)	-	196.1
Others	(8.4)	29.0
Resources from operations	439.8	695.8
Cash cycle*	(238.5)	800.8
Other assets (liabilities)**	(40.7)	(963.6)
Operating cash flow	160.6	533.0
Investments	(266.9)	(248.2)
Free cash flow	(106.2)	284.9
M&A and other investments	(53.3)	(86.9)
Interest on equity and dividends	(0.1)	(0.5)
Net financial expenses***	(113.3)	(171.1)
Tax benefit (fin. exp., IoE, dividends)	78.7	109.3
Total cash flow (ex-4Bio)	(194.3)	135.7
Effects from discontinued operations (4Bio)	(31.6)	23.6
Total cash flow (with 4Bio)	(162.6)	112.0

*Includes adjustments to discounted receivables.

**Includes NPV adjustments.

***Excludes NPV adjustments.

We generated R\$ 695.8 million in resources from operations in 1Q26 (equivalent to 5.8% of gross revenue), operating cash flow totaled R\$ 533,0 million. During the period, CAPEX amounted to R\$ 248.2 million, of which R\$ 117.6 million were used for the opening of new pharmacies, R\$ 54.2 million to maintenance and renovation of existing units, R\$ 50.3 million for IT, R\$ 15.1 million in logistics, and R\$ 10.9 million in other projects.

Net financial expenses resulted in a cash outflow of R\$ 171.1 million in 1Q26. These expenses were partially offset by a tax deduction of R\$ 109.3 million related to financial expenses and interest on equity (IoE). Finally, we announced R\$150.4 million in interest on equity (IoE) in 1Q26, compared with R\$ 118.1 million in 1Q25.

◆ INDEBTEDNESS

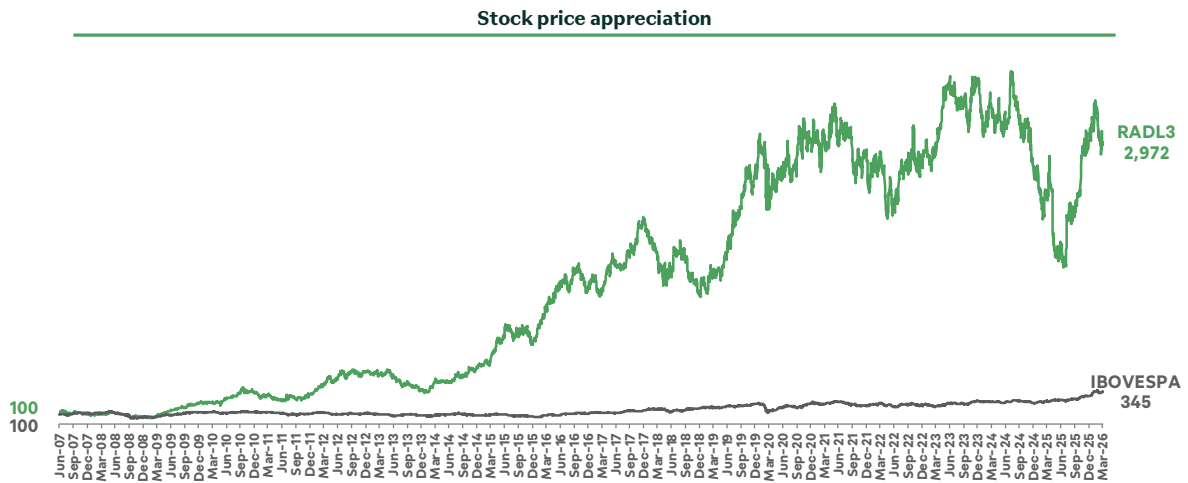
Net Debt (R\$ millions)	1Q25	2Q25	3Q25	4Q25	1Q26
Short-term Debt	672.2	849.7	522.5	508.1	425.5
Long-term Debt	2,408.5	2,758.6	2,760.1	3,359.6	3,236.1
Total Gross Debt	3,080.7	3,608.3	3,282.6	3,867.8	3,661.5
(-) Cash and Equivalents	352.3	376.3	339.6	358.6	441.8
Net Debt	2,728.4	3,232.0	2,943.0	3,509.1	3,219.7
Discounted Receivables	803.2	761.2	514.7	800.3	953.6
Advances to suppliers	(3.7)	(13.2)	(3.7)	-	-
Investment Put/Call options (estimated)	14.0	14.4	22.8	15.5	15.9
Adjusted Net Debt	3,541.8	3,994.4	3,476.7	4,324.9	4,189.2
LTM Adjusted EBITDA	2,935.8	2,974.4	3,056.3	3,303.1	3,500.7
Adjusted Net Debt / EBITDA	1.2x	1.3x	1.1x	1.3x	1.2x

We ended the 1Q26 with adjusted net debt of R\$ 4,189.2 million, corresponding to a financial leverage ratio of 1.2x adjusted EBITDA for the last 12 months, stable vs. 4Q24. Our adjusted net debt considers a balance of R\$ 953.6 million in discounted receivables and R\$ 15.9 million in obligations related to put/call options for remaining equity interests in investee companies.

Gross debt totaled R\$ 3,661.5 million, fully comprised by the issuance of Debentures and Real Estate Receivables Certificates (CRIs), all with a reaffirmed AAA.br rating from Moody's. Of total indebtedness, 88% is long-term and 12% is short-term. We ended the quarter with a total cash and equivalents position of R\$ 441.8 million.

It is important to mention that the sales growth above 20% over the past two quarters demanded a relevant investment in working capital temporarily limiting the reduction of our financial leverage, despite being partly offset by the significant reduction in our cash cycle. However, we expect a reduction in financial leverage over the course of the year due to the proceeds from the sale of 4Bio, the recovery of ICMS on inventories in São Paulo and the cash generation from operations.

↔ **TOTAL SHAREHOLDER RETURNS**



Our share price decreased 0.7% in 1Q26, while the IBOVESPA increased by 16.8%. During the period, the average daily trading volume (ADTV) was R\$ 243 million. Since the IPO of Drogasil in June 2007, we achieved a cumulative share appreciation of 2,872%, compared to only 245% for the IBOVESPA.

Including the payment of interest on equity and dividends, we generated an average annual total return to shareholders of 20.5%. Considering the IPO of Raia in December 2010, the cumulative return amounted to 757%, compared to 176% for the IBOVESPA. Including shareholder distributions, this equates to an average annual return of 15.8%.

4BIO SALE DEVELOPMENTS

We concluded on May 04th 2026 the sale of 4Bio. Starting in 1Q26, we will report resubmitted 2025 results treating 4Bio effects as Discontinued Operations. To allow for a transparent analysis, we present below the previous 2025 consolidated results (including 4Bio) and the new consolidated /continued operations results (ex-4Bio):

Consolidated adjusted income statement (R\$ thousands)	Previous consolidated					New consolidated / Continued Operations				
	1Q25	2Q25	3Q25	4Q25	2025	1Q25	2Q25	3Q25	4Q25	2025
Gross revenue	10,820,630	11,656,073	12,117,999	13,014,924	47,609,626	9,947,886	10,803,986	11,347,942	12,186,767	44,286,581
Taxes, deductions and returns	(769,620)	(825,030)	(853,084)	(911,443)	(3,359,177)	(674,904)	(729,303)	(767,440)	(817,575)	(2,989,221)
Net revenue	10,051,010	10,831,043	11,264,915	12,103,481	44,250,449	9,272,982	10,074,683	10,580,502	11,369,193	41,297,360
Cost of goods sold	(7,169,700)	(7,632,427)	(7,950,560)	(8,540,193)	(31,292,878)	(6,452,872)	(6,940,850)	(7,323,211)	(7,860,591)	(28,577,524)
Gross profit	2,881,310	3,198,617	3,314,356	3,563,288	12,957,571	2,820,111	3,133,833	3,257,291	3,508,601	12,719,836
Selling expenses	(1,933,963)	(2,015,209)	(2,094,934)	(2,290,200)	(8,334,306)	(1,902,460)	(1,982,851)	(2,064,781)	(2,258,851)	(8,208,943)
General and administrative expenses	(303,255)	(298,397)	(310,170)	(336,674)	(1,248,495)	(294,489)	(288,002)	(299,919)	(325,432)	(1,207,842)
Operational expenses	(2,237,218)	(2,313,605)	(2,405,104)	(2,626,874)	(9,582,801)	(2,196,949)	(2,270,853)	(2,364,700)	(2,584,283)	(9,416,785)
Adjusted EBITDA	644,092	885,011	909,252	936,414	3,374,770	623,161	862,980	892,592	924,318	3,303,051
Depreciation and amortization	(248,356)	(252,651)	(265,977)	(275,856)	(1,042,839)	(247,287)	(251,535)	(264,817)	(274,659)	(1,038,298)
Operational earnings before financial results	395,736	632,361	643,275	660,559	2,331,930	375,874	611,445	627,775	649,660	2,264,753
Financial expenses	(280,045)	(336,271)	(346,255)	(393,738)	(1,356,309)	(265,006)	(310,428)	(340,850)	(369,879)	(1,286,162)
Financial revenue	104,456	134,410	155,948	141,351	536,165	86,174	106,401	129,924	116,093	438,592
Financial results	(175,589)	(201,861)	(190,307)	(252,387)	(820,144)	(178,831)	(204,027)	(210,926)	(253,786)	(847,570)
Equity equivalence	(1,429)	(467)	1,034	2,701	1,839	(1,429)	(467)	1,034	2,701	1,839
Earnings before income tax and social charges	218,718	430,033	454,002	410,872	1,513,625	195,614	406,951	417,883	398,574	1,419,022
Income tax and social charges	(41,611)	(27,289)	(52,016)	(49,218)	(170,134)	(33,469)	(62,941)	(71,071)	(48,402)	(215,881)
Adjusted net income ex-4Bio						162,145	344,011	346,812	350,172	1,203,140
Results of discontinued operations						14,962	58,734	55,174	11,481	140,351
Adjusted net income	177,107	402,744	401,986	361,654	1,343,491	177,107	402,744	401,986	361,654	1,343,491

Assets (R\$ thousands)	Previous consolidated				New consolidated / Continued Operations			
	1Q25	2Q25	3Q25	4Q25	1Q25	2Q25	3Q25	4Q25
Cash and cash equivalents	404,382	527,020	436,340	509,619	352,269	376,334	339,615	358,636
Financial investments	65,795	78,278	102,050	19,120	65,795	78,278	102,050	19,120
Accounts receivable	2,826,909	3,026,697	3,408,229	3,400,587	2,090,777	2,373,076	2,848,274	2,833,401
Inventories	8,600,742	8,322,965	8,497,508	9,576,342	8,213,536	7,948,264	8,125,437	9,132,736
Taxes receivable	475,578	478,634	510,126	541,293	433,918	436,987	466,246	519,282
Anticipated expenses	145,736	154,378	117,793	116,027	145,122	151,808	115,993	115,064
Judicial deposits	3,017	4,060	6,825	4,970	3,017	4,060	6,825	4,970
Assets of investment for sale (4Bio)	-	-	-	-	1,641,850	1,658,025	1,504,998	1,626,652
Other accounts receivable	585,521	685,517	674,372	736,416	522,843	609,794	608,926	679,778
Current assets	13,107,679	13,277,550	13,753,242	14,904,373	13,469,126	13,636,626	14,118,364	15,289,638
Deposit in court	255,852	266,589	295,666	296,349	27,578	32,718	58,853	61,239
Taxes receivable	231,961	229,824	239,307	255,077	215,553	225,666	233,345	227,331
Income tax and social charges deferred	153,299	156,513	154,495	153,345	48,181	48,182	46,164	45,014
Other credits	19,864	14,928	9,951	7,589	19,864	14,928	9,951	7,589
Investments	13,663	13,447	16,660	19,603	13,663	13,447	16,660	19,603
Property, plant and equipment	2,698,393	2,744,191	2,830,643	2,942,880	2,693,141	2,737,578	2,822,576	2,934,657
Intangible	2,018,105	2,043,075	2,070,676	2,051,563	2,011,710	2,036,972	2,064,727	2,045,709
Non-current assets	5,391,137	5,468,568	5,617,397	5,726,407	5,029,690	5,109,491	5,252,276	5,341,142
TOTAL ASSETS	18,498,816	18,746,118	19,370,640	20,630,780	18,498,816	18,746,118	19,370,640	20,630,780

Liabilities and shareholder equity (R\$ thousands)	Previous consolidated				New consolidated / Continued Operations			
	1Q25	2Q25	3Q25	4Q25	1Q25	2Q25	3Q25	4Q25
Suppliers	6,061,553	5,657,667	6,122,839	6,922,978	5,577,390	5,192,141	5,739,195	6,429,186
Loans and financing	763,466	944,229	522,497	508,137	672,158	849,691	522,497	508,137
Salaries and social charges payable	659,892	793,421	911,664	772,590	646,954	777,866	895,260	757,550
Taxes payable	400,324	403,675	472,453	417,176	377,395	384,088	453,140	397,995
Dividends and interest on equity	343,003	217,181	338,196	2,566	343,003	217,181	338,196	2,566
Provision for lawsuits	86,280	77,279	48,336	58,221	86,280	77,279	48,336	58,221
Liabilities of investment for sale (4Bio)	-	-	-	-	839,141	796,567	551,325	662,887
Other accounts payable	475,445	433,872	459,044	495,507	457,459	415,224	442,815	478,667
Current liabilities	8,789,963	8,527,324	8,875,030	9,177,174	8,999,781	8,710,038	8,990,764	9,295,209
Loans and financing	2,408,492	2,758,638	2,760,116	3,359,618	2,408,492	2,758,638	2,760,116	3,359,618
Provision for lawsuits	293,523	284,626	255,049	248,853	84,145	102,133	143,283	135,298
Income tax and social charges deferred	38,276	25,503	2,356	8,609	38,276	25,503	2,356	8,609
Other accounts payable	101,215	77,846	68,917	86,971	100,774	77,625	64,948	82,491
Non-current liabilities	2,841,506	3,146,613	3,086,437	3,704,050	2,631,687	2,963,899	2,970,703	3,586,016
Common stock	4,000,000	4,000,000	4,000,000	4,750,000	4,000,000	4,000,000	4,000,000	4,750,000
Capital reserves	117,894	131,107	125,346	139,291	117,894	131,107	125,346	139,291
Revaluation reserve	11,054	11,022	10,991	10,960	11,054	11,022	10,991	10,960
Income reserves	2,529,320	2,529,320	2,529,320	2,489,084	2,529,320	2,529,320	2,529,320	2,489,084
Accrued income	62,099	322,824	666,109	-	62,099	322,824	666,109	-
Equity adjustments	62,969	62,969	62,969	62,969	62,969	62,969	62,969	62,969
Non controller interest	14,117	14,939	14,437	14,069	14,117	14,939	14,437	14,069
Additional dividend proposed	69,895	-	-	283,184	69,895	-	-	283,184
Shareholder equity	6,867,348	7,072,180	7,409,172	7,749,555	6,867,348	7,072,180	7,409,172	7,749,555
TOTAL LIABILITIES & SHAREHOLDER EQUITY	18,498,816	18,746,118	19,370,640	20,630,780	18,498,816	18,746,118	19,370,640	20,630,780

Cash flow (R\$ millions)	Previous consolidated				New consolidated / Continued Operations			
	1Q25	2Q25	3Q25	4Q25	1Q25	2Q25	3Q25	4Q25
					Ex-4Bio	Ex-4Bio	Ex-4Bio	Ex-4Bio
Adjusted EBIT	395.7	632.4	643.3	660.6	375.9	611.4	627.8	649.7
NPV adjustment	(64.3)	(63.2)	(69.8)	(78.8)	(64.8)	(65.5)	(71.1)	(78.2)
Non-recurring effects	6.1	(2.9)	112.3	(81.3)	(5.8)	(2.8)	56.2	(79.0)
Income tax (34%)	(114.8)	(192.6)	(233.1)	(170.1)	(103.8)	(184.7)	(208.4)	(167.4)
Depreciation	247.8	252.4	256.4	287.0	246.7	251.3	255.2	285.8
Others	41.4	(6.5)	60.8	24.2	(8.4)	(14.6)	125.2	18.0
Resources from operations	512.0	619.7	769.7	641.4	439.8	595.2	784.9	628.8
Cash cycle*	(276.6)	(264.1)	131.9	(563.6)	(238.5)	(333.5)	123.5	(588.8)
Other assets (liabilities)**	(42.3)	(3.0)	113.3	(81.3)	(40.7)	(6.9)	74.4	(96.8)
Operating cash flow	193.1	352.5	1,014.9	(3.5)	160.6	254.8	982.7	(56.8)
Investments	(266.9)	(315.6)	(367.1)	(409.8)	(266.9)	(315.6)	(367.1)	(409.8)
Free cash flow	(73.8)	36.9	647.8	(413.2)	(106.2)	(60.8)	615.6	(466.5)
M&A and other investments	(53.7)	(20.3)	(34.2)	61.8	(53.3)	(17.9)	(31.5)	63.1
Interest on equity and dividends	(0.1)	(308.3)	(0.1)	(344.3)	(0.1)	(308.3)	(0.1)	(344.3)
Income tax paid over interest on equity	-	(15.4)	(18.4)	(39.9)	-	(15.4)	(18.4)	(39.9)
Net financial expenses***	(113.9)	(143.9)	(128.4)	(163.2)	(113.3)	(143.8)	(145.1)	(166.5)
Tax benefit (fin. exp., IoE, dividends)	78.9	93.8	91.5	104.9	78.7	93.7	97.2	106.1
Total Cash Flow (ex-4Bio)					(194.3)	(452.6)	517.7	(848.2)
Effects from discontinued operations (4Bio)					(31.6)	(95.3)	(40.6)	(54.3)
Total Cash Flow (with 4Bio)	(162.6)	(357.2)	558.3	(793.9)	(162.6)	(357.2)	558.3	(793.9)

*Includes adjustments to discounted receivables.

**Includes NPV adjustments.

***Excludes NPV adjustments.

IFRS-16

Since 2019, the financial statements have been prepared in accordance with IFRS 16. However, for historical comparability purposes, the figures presented in this report exclude the effects of this standard, as we believe the previous accounting approach better reflects the economic reality of our business. On RD Saúde's Investor Relations website (ir.rdsaude.com.br), the financial statements can be found in the 'Results Spreadsheets' section.

Income Statement (R\$ millions)	1Q26		Change
	Pre IFRS 16	IFRS 16	Δ 1Q26
Gross Revenue	11,979.5	11,979.5	(0.0)
Gross Profit	3,392.6	3,394.3	1.7
Gross Margin	28.3%	28.3%	0.0 pp
Selling Expenses	(2,275.2)	(1,924.6)	350.6
G&A	(296.6)	(295.8)	0.8
Total Expenses	(2,571.8)	(2,220.4)	351.4
as % of Gross Revenue	21.5%	18.5%	(3.0 pp)
Adjusted EBITDA	820.8	1,173.9	353.1
as % of Gross Revenue	6.9%	9.8%	2.9 pp
Non-Recurring Expenses / Revenues	(196.5)	(195.4)	1.1
Depreciation and Amortization	(272.5)	(524.8)	(252.3)
Financial Results	(203.2)	(326.7)	(123.4)
Income Tax	13.1	20.5	7.3
Net income ex-4Bio	161.5	147.3	(14.2)
as % of Gross Revenue	1.3%	1.2%	(0.1 pp)
Net Income	173.2	159.0	(14.2)
as % of Gross Revenue	1.4%	1.3%	(0.1 pp)

Balance Sheet (R\$ millions)	1Q26		Change
	Pre IFRS 16	IFRS 16	Δ 1Q26
Assets	20,642.6	25,272.2	4,629.6
Current Assets	15,349.9	15,356.8	6.8
Assets of Investment for Sale (4Bio)	1,512.8	1,519.3	6.5
Other Accounts Receivable	819.0	819.4	0.4
Non-Current Assets	5,292.6	9,915.4	4,622.8
Income Tax and Social Charges deferred	44.3	288.1	243.9
Other Credits	9.3	8.9	(0.4)
Investments	21.5	21.3	(0.2)
Right of use	0.0	4,379.5	4,379.5
Liabilities and Shareholder's Equity	20,642.6	25,272.2	4,629.6
Current Liabilities	9,436.8	10,455.6	1,018.8
Financial Leases	0.0	1,017.0	1,017.0
Liabilities of Investment for Sale (4Bio)	720.1	726.9	6.8
Other Accounts Payable	469.6	464.5	(5.1)
Non-Current Liabilities	3,437.8	7,476.2	4,038.4
Financial Leases	0.0	4,014.7	4,014.7
Income Tax and Social Charges Deferred	(23.7)	0.0	23.7
Shareholder's Equity	7,768.0	7,340.4	(427.6)
Income Reserves	2,489.1	2,075.7	(413.4)
Accrued Income	22.8	8.6	(14.2)

Cash Flow (R\$ millions)	1Q26		Change
	Pre IFRS 16	IFRS 16	Δ 1Q26
Adjusted EBIT	548.3	649.1	100.8
Non-Recurring Effects	(184.5)	(195.4)	(10.9)
Income Tax (34%)	(102.2)	(132.7)	(30.6)
Depreciation	274.1	524.8	250.6
Rental Expenses	0.0	(352.6)	(352.6)
Others	30.0	268.7	238.7
Resources from Operations	698.6	894.7	196.1
Operating Cash Flow	536.3	536.3	0.0
Investments	(248.2)	(248.2)	0.0
Free Cash Flow	288.2	288.2	0.0
Total cash flow (ex-4Bio)	135.7	135.7	0.0
Total cash flow (with 4Bio)	112.0	112.0	0.0

*Includes adjustments to discounted receivables.

**Includes NPV adjustments

***Excludes NPV adjustments

RESULTS CONFERENCE CALL

**May 06th 2026, 10:00 AM (BRT),
With simultaneous translation to English.**

Access Link

<https://www.resultadosrdsau.de.com.br/>

For more information, please contact our Investor Relations department: ri@rdsau.de.com.br

Consolidated adjusted income statement	1Q25	1Q26
(R\$ thousands)	Resubmitted	
Gross revenue	9,947,886	11,979,521
Taxes, deductions and returns	(674,904)	(1,410,932)
Net revenue	9,272,982	10,568,589
Cost of goods sold	(6,452,872)	(7,175,953)
Gross profit	2,820,111	3,392,636
Selling expenses	(1,902,460)	(2,275,228)
General and administrative expenses	(294,489)	(296,622)
Operational expenses	(2,196,949)	(2,571,850)
Adjusted EBITDA	623,161	820,786
Depreciation and amortization	(247,287)	(272,450)
Operational earnings before financial results	375,874	548,335
Financial expenses	(265,006)	(349,769)
Financial revenue	86,174	134,488
Financial results	(178,831)	(215,281)
Equity equivalence	(1,429)	(201)
Earnings before income tax and social charges	195,614	332,853
Income tax and social charges	(33,469)	(49,599)
Adjusted net income ex-4Bio	162,145	283,254
Results of discontinued operations	14,962	16,498
Adjusted net income	177,107	299,752

Consolidated income statement	1Q25	1Q26
(R\$ thousands)	Resubmitted	
Gross revenue	9,947,886	11,979,521
Taxes, deductions and returns	(674,904)	(1,410,932)
Net revenue	9,272,982	10,568,589
Cost of goods sold	(6,452,872)	(7,175,953)
Gross profit	2,820,111	3,392,636
Selling expenses	(1,902,460)	(2,275,228)
General and administrative expenses	(294,489)	(296,622)
Other operational expenses, net	(5,762)	(196,549)
Operational expenses	(2,202,711)	(2,768,399)
EBITDA	617,399	624,237
Depreciation and amortization	(247,287)	(272,450)
Operational earnings before financial results	370,113	351,787
Financial expenses	(265,006)	(349,769)
Financial revenue	86,174	146,525
Financial results	(178,831)	(203,245)
Equity equivalence	(1,429)	(201)
Earnings before income tax and social charges	189,852	148,341
Income tax and social charges	(31,510)	13,135
Net income ex-4Bio	158,342	161,476
Results of discontinued operations	22,783	11,720
Net income	181,125	173,196

Statements of comprehensive income
Three-and nine-month periods ended March 31, 2026
All amounts in thousands of reais, except earnings per capital share

Assets (R\$ thousands)	1Q25	1Q26
Cash and cash equivalents	352,269	441,802
Financial investments	65,795	95,934
Accounts receivable	2,090,777	2,835,139
Inventories	8,213,536	8,440,464
Taxes receivable	433,918	1,041,065
Anticipated expenses	145,122	158,787
Judicial deposits	3,017	4,886
Assets of investment for sale (4Bio)	1,641,850	1,512,830
Other accounts receivable	522,843	819,031
Current assets	13,469,126	15,349,939
Deposit in court	27,578	64,630
Taxes receivable	215,553	218,626
Income tax and social charges deferred	48,181	44,253
Other credits	19,864	9,293
Investments	13,663	21,488
Property, plant and equipment	2,693,141	2,929,600
Intangible	2,011,710	2,004,756
Non-current assets	5,029,690	5,292,646
TOTAL ASSETS	18,498,816	20,642,585
Liabilities and shareholder equity (R\$ thousands)	1Q25	1Q26
Suppliers	5,577,390	6,469,285
Loans and financing	672,158	425,458
Salaries and social charges payable	646,954	745,744
Taxes payable	377,395	423,363
Dividends and interest on equity	343,003	131,419
Provision for lawsuits	86,280	51,833
Liabilities of investment for sale (4Bio)	839,141	720,061
Other accounts payable	457,459	469,632
Current liabilities	8,999,781	9,436,796
Loans and financing	2,408,492	3,236,090
Provision for lawsuits	84,145	144,588
Income tax and social charges deferred	38,276	(23,735)
Other accounts payable	100,774	80,848
Non-current liabilities	2,631,687	3,437,792
Common stock	4,000,000	4,750,000
Capital reserves	117,894	149,004
Revaluation reserve	11,054	10,928
Income reserves	2,529,320	2,489,084
Accrued income	62,099	22,828
Equity adjustments	62,969	62,969
Non controller interest	14,117	-
Additional dividend proposed	69,895	283,184
Shareholder equity	6,867,348	7,767,997
TOTAL LIABILITIES & SHAREHOLDER EQUITY	18,498,816	20,642,585

Cash Flow (with 4Bio)	1Q25	1Q26
(R\$ thousands)		
Earnings before Income Tax and Social Charges	224,806	148,341
Adjustments		
Depreciation and Amortization	247,811	274,127
Compensation plan with restricted shares, net	6,585	9,713
Interest over additional stock option	405	337
PP&E and Intangible Assets residual value	4,326	979
Provisioned Lawsuits	22,508	24,787
Provisioned Inventory Loss	12,435	(3,900)
Provision for Doubtful Accounts	(1,655)	814
Provisioned Store Closures	(2,608)	(147)
Interest Expenses	102,977	135,822
Debt Issuance Costs Amortization	2,384	2,216
Equity Equivalence Result	1,274	237
Provision for realization of recoverable investment	-	196,098
	621,248	789,424
Assets and Liabilities variation		
Clients and Other Accounts Receivable	(158,496)	(92,298)
Inventories	(205,748)	723,879
Other Short Term Assets	(142,954)	(513,710)
Suppliers	248,242	299,883
Salaries and Social Charges	(26,632)	(11,418)
Taxes Payable	101,935	(540,604)
Other Liabilities	(5,593)	8,735
Rents Payable	1,484	240
Cash from Operations	433,486	664,131
Interest Paid	(102,922)	(94,704)
Income Tax and Social Charges Paid	-	(30,354)
Paid lawsuits	(9,597)	(19,633)
Net Cash from (invested) Operational Activities	320,967	519,440
Investment Activities Cash Flow		
PP&E and Intangible Acquisitions	(270,528)	(259,952)
Restricted Investments	(50,089)	(76,814)
Net Cash from Investment Activities	(320,617)	(336,766)
Financing Activities Cash Flow		
Funding	90,000	(250,000)
Payments	(213,869)	-
Interest on Equity and Dividends Paid	(102)	(491)
Net Cash from Funding Activities	(123,971)	(250,491)
Cash and equivalents in the beginning of the period (with 4Bio)	528,002	509,618
Cash and equivalents net increase (with 4Bio)	(123,621)	(67,817)
Cash and equivalents in the end of the period (with 4Bio)	404,381	441,801

Balance sheets

March 31, 2026

All amounts in thousands of reais



Assets	Note	Parent Company		Consolidated		Liabilities and equity	Note	Parent Company		Consolidated	
		Mar/26	Dec/25	Mar/26	Dec/25			Mar/26	Dec/25	Mar/26	Dec/25
Current assets											
Cash and cash equivalents	5	369,830	296,965	441,802	509,619	Suppliers	14	6,401,468	6,425,749	6,224,681	6,680,650
Financial investments	6	28,423	28,112	95,934	19,120	Liabilities with senior quotaholders - FIDC	15	-	-	235,385	228,549
Trade receivables	7	2,800,979	2,757,988	2,835,139	3,400,585	Borrowings	16	425,458	508,137	425,458	508,137
Inventories	8	8,435,606	9,127,427	8,440,465	9,576,343	Leases payable	17	1,017,045	1,019,344	1,017,045	1,021,147
Recoverable taxes	9	1,036,536	509,584	1,041,065	541,373	Salaries and social charges	-	724,991	737,699	745,744	772,590
Other current assets	-	729,718	585,693	734,932	647,316	Taxes and contributions	-	402,163	351,343	406,088	373,913
Prepaid expenses	-	154,697	112,816	158,787	116,027	Dividends and interest on capital	-	131,419	2,566	131,419	2,566
Related parties	27	94,361	96,371	84,466	89,095	Income tax and social contribution	-	16,009	35,632	17,276	43,262
Judicial deposits	18	4,885	4,970	4,885	4,970	Provision for legal claims	18	51,833	58,220	51,833	58,220
Non-current assets held for sale	30	792,399	-	1,519,282	-	Related parties	27	19,740	22,366	19,740	22,366
						Other current liabilities	-	445,815	428,137	453,999	482,500
						Non-current liabilities held for sale	30	-	-	726,883	-
		14,447,434	13,519,926	15,356,757	14,904,448			9,635,941	9,589,193	10,455,551	10,193,900
Non-current assets											
Long-term receivables						Non-current liabilities					
Judicial deposits	18	64,607	61,226	64,629	296,349	Borrowings	16	3,236,090	3,359,618	3,236,090	3,359,618
Recoverable taxes	9	218,626	227,331	218,626	255,077	Leases payable	17	4,014,690	3,939,887	4,014,690	3,945,165
Deferred income tax and social contribution	19.2	243,854	204,880	288,107	357,487	Provision for legal claims	18	144,588	135,298	144,588	248,853
Prepaid expenses	-	6,070	6,824	6,070	6,824	Payables for acquisition of subsidiaries	-	15,855	15,518	15,855	15,518
Other non-current assets	-	2,657	156	2,793	336	Provisions for losses on investments	10	-	-	629	-
		535,814	500,417	580,225	916,073	Other non-current liabilities	-	25,307	31,738	64,366	71,453
Investments	10	420,712	1,390,158	21,311	19,463			7,436,530	7,482,059	7,476,218	7,640,607
Property, plant and equipment	11	2,887,482	2,891,356	2,929,601	2,942,880	Total liabilities		17,072,471	17,071,252	17,931,769	17,834,507
Intangible assets	12	1,741,910	1,762,278	2,004,756	2,051,563	Equity	21				
Right-of-use assets	17	4,379,516	4,329,246	4,379,516	4,336,048	Attributable to owners of the Company					
		9,429,620	10,373,038	9,335,184	9,349,954	Share capital	-	4,750,000	4,750,000	4,750,000	4,750,000
		9,965,434	10,873,455	9,915,409	10,266,027	Capital reserves	-	149,004	139,291	149,004	139,291
						Revenue reserves	-	2,075,725	2,075,725	2,075,725	2,075,725
						Proposed additional dividend	-	283,184	283,184	283,184	283,184
						Carrying value adjustments	-	73,897	73,929	73,897	73,929
						Retained earnings	-	8,587	-	8,587	-
								7,340,397	7,322,129	7,340,397	7,322,129
						Noncontrolling interests	-	-	-	-	13,839
						Total equity		7,340,397	7,322,129	7,340,397	7,335,968
Total assets		24,412,868	24,393,381	25,272,166	25,170,475	Total liabilities and equity		24,412,868	24,393,381	25,272,166	25,170,475



Statements of income

Three-month period ended March 31, 2026

All amounts in thousands of reais, except earnings per capital share

Statements of income

	Note	Parent Company		Consolidated	
		Mar/26	Mar/25	Mar/26	Mar/25
Net sales revenue	22	10,522,476	9,231,014	10,568,589	9,272,963
Cost of sales and services	23	(7,151,407)	(6,428,218)	(7,174,289)	(6,450,916)
Gross profit		3,371,069	2,802,796	3,394,300	2,822,047
Operating (expenses) income					Restated
Selling	23	(2,363,616)	(1,993,575)	(2,369,502)	(1,999,292)
General and administrative	23	(357,275)	(350,334)	(375,667)	(368,178)
Other operating income/(expenses)	24	(195,413)	(4,091)	(195,425)	(5,234)
Equity in the results of subsidiaries	10	11,450	14,727	(237)	(1,274)
		(2,904,854)	(2,333,273)	(2,940,831)	(2,373,978)
Operating profit before finance results		466,215	469,523	453,469	448,069
Finance income (costs)					
Finance income	25	143,664	84,764	146,560	86,174
Finance costs	25	(473,027)	(368,601)	(473,230)	(368,771)
		(329,363)	(283,837)	(326,670)	(282,597)
Profit before income tax and social contribution		136,852	185,686	126,799	165,472
Income tax and social contribution	19	-	-	-	-
Current	-	(16,854)	(32,065)	(18,122)	(33,558)
Deferred	-	38,958	10,346	38,593	10,395
		22,104	(21,719)	20,471	(23,163)
Profit before discontinued operations		158,956	163,967	147,270	142,309
Profit from discontinued operations		-	-	11,686	22,770
Profit for the period		158,956	163,967	158,956	165,079
Attributable to:					
Owners of the Company		158,956	163,967	158,956	163,967
Noncontrolling interests		-	-	-	1,112
		158,956	163,967	158,956	165,079
Basic earnings per share	20	0.09649	0.09960	0.09649	0.09960
Diluted earnings per share	20	0.09389	0.09912	0.09389	0.09912

Statements of comprehensive income
Three-and nine-month periods ended March 31, 2026
All amounts in thousands of reais, except earnings per capital share



Statements of comprehensive income

	Note	Parent Company		Consolidated	
		Mar/26	Mar/25	Mar/26	Mar/25
Profit for the period		158,956	163,967	158,956	165,079
Components of comprehensive income					
Other comprehensive income that will affect the result in a subsequent period	-	-	-	-	-
Total comprehensive income for the period		158,956	163,967	158,956	165,079
Attributable to:					
Owners of the Company	-	158,956	163,967	158,956	163,967
Noncontrolling interests	-	-	-	-	1,112
Total		158,956	163,967	158,956	165,079

Statements of changes in equity
Three-month period ended March 31, 2026
All amounts in thousands of reais



	Attributable to owners of the Company													Noncontrolling Interests	Total equity	
	Capital reserves					Revenue reserves				Carrying value adjustments						
	Share capital	Special monetary adjustment	Goodwill on issue / sale of shares	Treasury shares	Restricted shares and other	Legal	Statutory	Tax incentives	Retained earnings	Proposed additional dividend	Revaluation reserve	Transactions with noncontrolling interests	Other comprehensive income			Total
At December 31, 2024	4,000,000	10,191	135,872	(124,991)	90,237	378,498	983,106	816,597	-	69,895	11,087	3,262	59,706	6,433,460	13,427	6,446,887
Realization of revaluation reserve, net of income tax and social contribution	-	-	-	-	-	-	-	32	-	-	(32)	-	-	-	-	-
Restricted share plan - vesting period	-	-	-	-	7,102	-	-	-	-	-	-	-	-	7,102	-	7,102
Restricted share plan - delivery	-	-	7,003	19,810	(27,896)	-	-	-	-	-	-	-	-	(1,083)	-	(1,083)
Restricted shares - delivery of restricted shares	-	-	-	1,083	(517)	-	-	-	-	-	-	-	-	566	-	566
Acquisition of shares from noncontrolling interests through exercise of call option - 4Bio	-	-	-	-	-	-	-	-	-	-	-	-	-	-	120	120
Profit for the period	-	-	-	-	-	-	-	163,967	-	-	-	-	-	163,967	1,112	165,079
Interest on capital proposed	-	-	-	-	-	-	-	(118,100)	-	-	-	-	-	(118,100)	-	(118,100)
At March 31, 2025	4,000,000	10,191	142,875	(104,098)	68,926	378,498	983,106	816,597	45,899	69,895	11,055	3,262	59,706	6,485,912	14,659	6,500,571
Capital Increase approved at the Board of Directors' Meeting on December 22, 2025	750,000	-	-	-	-	-	(750,000)	-	-	-	-	-	-	-	-	-
Interest on capital expired	-	-	-	-	-	-	-	738	-	-	-	-	-	738	-	738
Interest on capital for 2024 approved at the AGEM of April 22, 2025	-	-	-	-	-	-	-	-	(69,895)	-	-	-	-	(69,895)	-	(69,895)
Realization of revaluation reserve, net of income tax and social contribution	-	-	-	-	-	-	-	94	-	-	(94)	-	-	-	-	-
Restricted share plan - vesting period	-	-	-	-	20,778	-	-	15,799	-	-	-	-	-	36,577	-	36,577
Restricted share plan - delivery	-	-	603	-	-	-	-	-	-	-	-	-	-	603	-	603
Restricted shares - delivery of restricted shares	-	-	-	16	-	-	-	-	-	-	-	-	-	16	-	16
Acquisition of shares from noncontrolling interests through exercise of call option - 4Bio	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(3,090)	(3,090)
Profit for the period	-	-	-	-	-	-	-	1,132,894	-	-	-	-	-	1,132,894	2,270	1,135,164
Interest on capital proposed	-	-	-	-	-	-	-	(417,900)	536,000	-	-	-	-	118,100	-	118,100
Legal reserve	-	-	-	-	-	64,842	-	(64,842)	-	-	-	-	-	-	-	-
Proposed dividends - R\$ 0.075890 per share (Note 21)	-	-	-	-	-	-	-	(130,000)	130,000	-	-	-	-	-	-	-
Statutory reserve	-	-	-	-	-	-	582,682	(582,682)	-	-	-	-	-	-	-	-
Withholding tax on IOC (Note 21)	-	-	-	-	-	-	-	-	(74,780)	-	-	-	-	(74,780)	-	(74,780)
Reclassification of minimum mandatory dividends to current liabilities	-	-	-	-	-	-	-	-	(308,036)	-	-	-	-	(308,036)	-	(308,036)
At December 31, 2025	4,750,000	10,191	143,478	(104,082)	89,704	443,340	815,788	816,597	-	283,184	10,961	3,262	59,706	7,322,129	13,839	7,335,968
Realization of revaluation reserve, net of income tax and social contribution	-	-	-	-	-	-	-	32	-	-	(32)	-	-	-	-	-
Restricted share plan - vesting period	-	-	-	-	4,315	-	-	-	-	-	-	-	-	4,315	-	4,315
Restricted share plan - delivery	-	-	4,391	24,316	(29,283)	-	-	-	-	-	-	-	-	(576)	-	(576)
Restricted shares - delivery of restricted shares	-	-	-	576	5,398	-	-	-	-	-	-	-	-	5,974	-	5,974
Acquisition of shares from noncontrolling interests through exercise of call option - 4Bio	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(13,839)	(13,839)
Profit for the period	-	-	-	-	-	-	-	158,955	-	-	-	-	-	158,955	-	158,955
Interest on capital proposed	-	-	-	-	-	-	-	(150,400)	-	-	-	-	-	(150,400)	-	(150,400)
At March 31, 2026	4,750,000	10,191	147,869	(79,190)	70,134	443,340	815,788	816,597	8,587	283,184	10,929	3,262	59,706	7,340,397	-	7,340,397



Statements of cash flows

Three-month period ended March 31, 2026

All amounts in thousands of reais

	Parent Company		Consolidated		
	Note	Mar/26	Mar/25	Mar/26	Mar/25 Restated
Cash flows from operating activities					
Profit before income tax and social contribution	-	136,852	185,686	126,799	165,472
Adjustments					
Depreciation and amortization	23	556,938	493,393	562,906	497,164
Compensation plan with restricted shares, net	-	9,713	6,585	9,713	6,585
Interest on additional stock option	-	337	405	337	405
Profit on sale/write-off of fixed assets and intangible assets	-	575	4,326	979	4,326
Provision for legal claims	18	22,536	11,513	24,789	22,508
(Reversal of) provision for inventory losses	8	(3,900)	12,435	(3,900)	12,435
(Reversal of) provision for impairment of trade receivables	7	814	2,777	814	(1,655)
(Reversal of) provision for pharmacies closure	11 and 12	(148)	(2,608)	(148)	(2,608)
Expenses net of interest on borrowings	16	135,821	100,227	135,822	102,977
Amortization of transaction costs of debentures	16	2,217	2,384	2,217	2,384
Equity in the results of subsidiaries	10	(11,450)	(14,727)	237	1,274
Interest expenses – leases	17	131,305	109,772	131,499	109,928
Discontinued operation	-	-	-	-	34,926
Provision for impairment of investment	30	196,098	-	196,098	-
		1,177,708	912,168	1,188,162	956,121
Changes in assets and liabilities					
Trade and other receivables	-	(43,805)	(119,850)	(219,644)	(158,496)
Inventories	-	695,721	(248,406)	723,880	(205,748)
Other assets	-	(189,251)	(113,900)	(174,403)	(143,636)
Suppliers	-	(25,552)	235,148	93,510	248,242
Salaries and social charges	-	(12,708)	(24,184)	(11,418)	(26,632)
Taxes and contributions	-	(487,050)	102,118	(547,989)	95,607
Other obligations	-	(15,602)	(15,942)	(5,854)	(22,733)
Rentals payable	-	(452)	997	(452)	1,032
Other					
Interest paid	16	(94,704)	(100,766)	(94,704)	(102,922)
Income tax and social contribution paid	-	(30,354)	-	(30,354)	-
Interest paid – leases	17	(131,305)	(109,772)	(131,499)	(109,928)
Legal claims – paid	18	(19,633)	(9,597)	(19,633)	(9,597)
Net cash provided by operating activities		823,013	508,014	769,602	521,310
Cash flows from investing activities					
Acquisition and capital contribution in investees	-	(7,600)	(70,069)	-	-
Purchases of fixed assets and intangible assets	11 and 12	(248,167)	(266,876)	(259,952)	(270,528)
Proceeds from sale of fixed assets	-	-	-	-	-
Financial investments	-	-	-	(76,814)	(50,089)
Net cash used in investing activities		(255,767)	(336,945)	(336,766)	(320,617)
Cash flows from financing activities					
Borrowings taken	16	-	-	-	90,000
Repayment of borrowings	16	(250,000)	(125,000)	(250,000)	(213,869)
Leases paid	-	(243,890)	(199,792)	(244,699)	(200,343)
Interest on capital and dividends paid	-	(491)	(102)	(491)	(102)
Redemptions – Senior quotaholders FIDC	-	-	-	(5,463)	-
Net cash used in financing activities		(494,381)	(324,894)	(500,653)	(324,314)
Increase (decrease) in cash and cash equivalents		72,865	(153,825)	(67,817)	(123,621)
Cash and cash equivalents at January 1	5	296,965	460,292	509,619	528,002
Cash and cash equivalents at March 31	5	369,830	306,467	441,802	404,381

The accompanying notes are an integral part of this interim financial information.



Statements of value added
Three-month period ended March 31, 2026
All amounts in thousands of reais

	Parent Company		Consolidated	
	Mar/26	Mar/25	Mar/26	Mar/25
Revenue	11,741,425	9,722,639	11,790,582	9,763,627
Gross sales and services	11,738,907	9,766,507	11,788,044	9,807,495
Other income	2,695	3,046	2,715	3,046
Provision for (reversal of) impairment of trade receivables	(177)	(46,914)	(177)	(46,914)
Inputs acquired from third parties	(8,159,617)	(6,514,165)	(8,183,433)	(6,539,561)
Cost of sales and services	(7,154,643)	(5,890,317)	(7,175,666)	(5,911,037)
Materials, energy, outsourced services and other	(808,933)	(623,848)	(811,726)	(628,524)
(Loss) and recovery of asset values (Note 30)	(196,041)	-	(196,041)	-
Gross value added	3,581,808	3,208,474	3,607,149	3,224,066
Depreciation and amortization	(521,007)	(479,839)	(524,769)	(482,429)
Net value added generated by the entity	3,060,801	2,728,635	3,082,380	2,741,637
Value added received through transfer	162,938	104,645	153,243	89,640
Equity in the results of subsidiaries	11,450	14,727	(237)	(1,274)
Finance income	144,487	85,092	146,479	86,088
Other	7,001	4,826	7,001	4,826
Total value added to distribute – Continuing operations	3,223,739	2,833,280	3,235,623	2,831,277
Total value added to distribute - Discontinued operation	-	-	124,806	145,381
Total value added to distribute	3,223,739	2,833,280	3,360,429	2,976,658
Total distribution of value added	3,223,739	2,833,280	3,360,429	2,976,658
Total distribution of value added – Discontinued operations	-	-	124,806	145,381
Value added distributed and retained– Continuing operations	3,223,739	2,833,280	3,235,623	2,831,277
Personnel	1,153,795	990,647	1,165,855	1,000,850
Direct remuneration	882,707	788,135	891,803	796,278
Benefits	192,329	135,751	194,651	137,275
Unemployment compensation fund	78,759	66,761	79,401	67,297
Taxes and contributions	1,364,407	1,235,931	1,375,853	1,245,096
Federal	252,427	257,786	260,043	265,121
State	1,096,081	964,524	1,097,485	964,708
Municipal	15,899	13,621	18,325	15,267
Providers of capital	546,581	442,735	546,832	443,022
Interest	472,583	368,509	472,641	368,544
Rentals	73,998	74,226	74,191	74,478
Interest on capital and dividends	158,956	163,967	147,083	142,309
Interest on capital	150,400	118,100	150,400	118,100
Retained earnings for the year	8,556	45,867	(3,317)	23,097
Noncontrolling interests in retained earnings	-	-	-	1,112

The accompanying notes are an integral part of this interim financial information.

**Notes to the
Individual and Consolidated Interim Financial Information
March 31, 2026**
(All amounts in thousands of reais unless otherwise stated)



1. Operations

Raia Drogasil S.A. ("Company" or "RD Saúde" or "Parent Company") is a publicly-held company with its headquarters at Av. Corifeu de Azevedo Marques, 3.097, São Paulo – SP, listed on the Novo Mercado ("New Market" listing segment of B3 S.A. - Brasil, Bolsa, Balcão, under ticker RADL3. RD Saúde was created in November 2011 from the merger between Droga Raia and Drogasil chains that, together, combine more than 200 years of history. Droga Raia was founded in 1905 and Drogasil in 1935 and today form the leading chain, both in number of pharmacies and in revenues.

On March 18, 2024, the Company changed its brand to "RD Saúde", reflecting its goal to lead health promotion in Brazil. In addition to the pharmaceutical retail segment, RD Saúde focuses on comprehensive health, seeking the well-being of the community and offering high-quality services and products.

RD Saúde and its subsidiaries (together "Group" or "Consolidated") are mainly engaged in the retail sale of medicines, perfumery, personal care and beauty products, cosmetics and dermocosmetics and specialty medicines. The Group conducts its sales through 3,614 pharmacies (3,547 pharmacies – Dec/23), present in all 26 Brazilian states and the Federal District (26 states and the Federal District – Dec/23), as presented below:

State	Consolidated	
	Mar/26	Dec/25
Southeast region	2,039	2,004
São Paulo	1,434	1,415
Rio de Janeiro	273	263
Minas Gerais	254	249
Espírito Santo	78	77
Northeast region	553	542
Bahia	133	126
Pernambuco	118	117
Ceará	110	108
Maranhão	44	44
Sergipe	34	34
Rio Grande do Norte	34	33
Paraíba	30	30
Alagoas	26	26
Piauí	24	24
South region	458	450
Paraná	203	201
Rio Grande do Sul	140	137
Santa Catarina	115	112
Midwest region	408	396
Goiás	159	155
Federal District	124	117
Mato Grosso do Sul	68	68
Mato Grosso	57	56
North region	156	155
Pará	60	59
Amazonas	30	30
Tocantins	29	29
Rondônia	20	20
Acre	7	7
Amapá	5	5
Roraima	5	5
Total	3,614	3,547

During the first quarter of 2026, 68 pharmacies were opened and 1 pharmacy was closed (until the first quarter of 2025, 75 pharmacies were opened and 4 were closed). All pharmacies closures were carried out to optimize our pharmacies portfolio, with positive expectations of return. RD Saúde's pharmacies, as well as the Group's e-commerce demands, are supplied by sixteen distribution centers located in thirteen states: São Paulo, Rio de Janeiro, Minas Gerais, Espírito Santo, Paraná, Goiás, Pernambuco, Bahia, Ceará, Rio Grande do Sul, Mato Grosso, Amazonas and Pará.

4Bio Medicamentos S.A. ("4Bio") markets special medicines through telesales and the delivery is made directly to the customer's location or through its six call centers in the states of São Paulo, Tocantins, Pernambuco, Paraná, Rio de Janeiro and Bahia.

RD Ventures Fundo de Investimento em Participações – Multiestratégia ("FIP RD Ventures") is an exclusive fund created as a platform that seeks to invest in businesses that contribute to the Company's growth strategy and accelerate the journey of digitalization in health.

Dr. Cuco Desenvolvimento de Software Ltda. ("Dr. Cuco") is a digital care platform focused on adherence to treatment.

Impulso Soluções de Mídia Ltda. ("Impulso") is RD's Retail Media solution, a platform that offers a high reach potential through personalized audiences with retail data and high accuracy of results. This allows advertisers to analyze the performance of online and offline campaigns and to be present at all times of the consumer journey.

SafePill Comércio Varejista de Medicamentos Manipulados Ltda. ("Dose Certa + Cuidado") is focused on adherence to treatments and offers services for Management of Self-Care Home Treatments.

ZTO Tecnologia e Serviços de Informação na Internet Ltda. ("Manipulação Raia Drogasil") is the first startup of the Brazilian compounding pharmacies market, operating as a marketplace platform that provides customers with immediate online access to compounding pharmacies.

Kymborg Farmacêutica do Brasil Ltda. ("Kymborg") is a pharmaceutical company specialized in the production of medicines.

RD Saúde holds all the subordinated quotas of RD Fundo de Investimento em Direitos Creditórios Crédito Corporativo ("RD FIDC"). The Company consolidates RD FIDC's financial information because it believes that a significant portion of the risks and rewards related to profitability is linked to the subordinated quotas held by RD Saúde.

Hereinafter, the entities mentioned above will be collectively referred to as "Subsidiaries".

1.1. Sale of subsidiary 4Bio

On March 3, 2026, the Company entered into a Share Purchase and Sale Agreement and Other Covenants for the sale of its entire equity interest in its subsidiary 4Bio Medicamentos S.A. "4Bio" to Health Ventures S.A., a direct subsidiary of Profarma Distribuidora de Produtos Farmacêuticos S.A.

The base value of the transaction is R\$ 600 million, including the maintenance, at 4Bio, as of the closing date of the transaction, of net cash of R\$ 80 million, in addition to other customary adjustments to working capital and net debt, typical of transactions of this nature. The amount will be paid in six (6) installments, as follows: (i) R\$ 100 million on the closing date of the transaction; and (ii) five (5) annual installments of R\$ 100 million, adjusted by the CDI.

In addition, the contract provides for the right to recognition of an estimated gain from assets of R\$ 127 million, related to the ICMS tax rate differential (DIFAL), for which a favorable ruling has already been issued by the Federal Supreme Court (STF), including a final and unappealable decision for an amount equivalent to R\$ 12 million. The funds will be released upon the withdrawal of the judicial deposits, once the decision becomes final.

The sale was completed on April 4, 2026, as described in Note 31

Further details regarding this transaction, as well as the results of discontinued operations for the quarter ended March 31, 2026 and 2025, are provided in Note 30.

2. Presentation of quarterly information

In conformity with NBC TG 24(R2), authorization to issue these financial statements was granted by the Company's Board of Directors on May 5, 2026.

The individual and consolidated interim financial information for the period ended March 31, 2026, included in the Quarterly Information Form (ITR), was prepared in accordance with Technical Pronouncement CPC 21(R1) – Interim Financial Reporting, issued by the Brazilian Accounting Pronouncements Committee (CPC), and in conformity with International Accounting Standard IAS 34 – Interim Financial Reporting, issued by the International Accounting Standards Board (IASB), and discloses all (and only) the applicable significant information related to the financial statements, which is consistent with the information utilized by management in the performance of its duties. The Group adopted all standards, revised standards and interpretations issued by the IFRS and CPC that were effective as of January 1, 2026.

The statement of income, statement of value added, statement of cash flows, and notes to the interim financial information for the three-month period ended March 31, 2025 are being restated due to the sale of the subsidiary 4Bio (Note 1.2), considering the effects of such transactions in accordance with Technical Pronouncement CPC 31 / IFRS 5 – Non-current Assets Held for Sale and Discontinued Operations.

The statements of cash flows include continuing and discontinued operations in accordance with Technical Pronouncement CPC 31/IFRS 5.

The individual interim financial information is disclosed together with the consolidated interim financial information, which includes the interim financial information of the Company and its subsidiaries 4Bio, Dr. Cuco, Manipulação Raia Drogasil, Dose Certa + Cuidado, Impulso, Kymberg, FIP RD Ventures, RD FIDC and RD Log, and have been prepared in accordance with consolidation practices and applicable legal provisions.

The accounting practices adopted by the Subsidiaries were applied uniformly and consistently with those adopted by the Company. Where applicable, all transactions, balances, income and expenses between the Subsidiary and the Company are fully eliminated in the consolidated interim financial information.

This interim financial information was prepared on the historical cost basis, except for: (i) certain financial instruments; and (ii) assets and liabilities arising from business combinations measured at their fair values, when applicable. Historical cost is generally based on the fair value of the consideration paid for goods or services.

The interim financial information includes accounting estimates and requires management to exercise its judgment in the process of applying the Company's accounting policies regarding provision for inventory losses, provision for expected credit losses, appreciation of financial instruments, realization periods of recoverable taxes, the amortization and depreciation periods for fixed and intangible assets, estimate of impairment of intangible assets with indefinite useful life, provision for legal claims, fair value measurement of financial liabilities, determination of provision for taxes, recognition of revenues from commercial agreements, among others. The significant estimates and judgments are disclosed in Note 4(f).

The presentation of the individual and consolidated statements of value added is required by the Brazilian corporate legislation and the accounting practices adopted in Brazil for listed companies, while it is not required by IFRS. Therefore, under the IFRS, the presentation of such statements is considered supplementary information, and not part of the set of the interim financial information.

The interim financial information is presented in thousands of Brazilian reais (R\$), which is the Group's functional and presentation currency.

3. New accounting procedures, amendments to and interpretations of standards

Standards issued but not yet effective

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

<p>CBPS 1 / IFRS S1 - General Requirements for Disclosure of Sustainability-related Financial Information;</p>	<p>CBPS 1 / IFRS S1 - General Requirements for Disclosure of Sustainability-related Financial Information; This standard is to require an entity to disclose information about its sustainability-related risks and opportunities that is useful to primary users of general purpose financial reports in making decisions relating to providing resources to the entity. The Company is assessing the impact of this standard for early adoption or compliance with the term defined therein.</p>
<p>CBPS 2 / IFRS S2 - Climate-related Disclosures</p>	<p>CBPS 2 / IFRS S2 - Climate-related Disclosures The objective of this standard is to establish the requirements to identify, measure and disclose information about climate-related risks and opportunities that is useful to primary users of general purpose financial reports in making decisions relating to providing resources to the entity.</p>
<p>Both pronouncements apply to fiscal years beginning on or after January 1, 2026, with voluntary early adoption as from January 1, 2025. The Company is assessing the possible impacts from this implementation on the presentation and disclosure of the interim financial information and has not implemented it early.</p>	
<p>IFRS 18 - Presentation and Disclosures in Financial Statements</p>	<p>IFRS 18 - Presentation and Disclosures in Financial Statements replaces IAS 1 – Presentation of Financial Statements in the preparation of financial statements beginning or after January 1, 2027. IFRS 18 (i) introduces new requirements for the presentation of the statement of income, with the inclusion of three new categories of income and expenses - operating, investments and financing - two mandatory subtotals, and changes in the grouping of balances; (ii) requires the disclosure in the explanatory notes of the performance measures defined by Management; and (iii) includes changes in the statement of cash flows and new requirements for the presentation of expenses by nature or function. The Company is assessing the possible impacts from this standard on the presentation and disclosure of the interim financial information.</p>
<p>IFRS 19: Subsidiaries without Public Accountability: Disclosures</p>	<p>In May 2024, the IASB issued IFRS 19, which allows eligible entities to opt to apply reduced disclosure requirements while still applying the recognition, measurement and presentation requirements in other IFRS accounting standards. To be eligible, at the end of the reporting period, an entity must be a subsidiary as defined in IFRS 10 (CPC - 36 (R3) - Consolidated Financial Statements), cannot have public accountability and must have a parent (ultimate or intermediate) that prepares interim financial information, available for public use, that complies with the IFRS Accounting Standards. IFRS 19 will be effective for reporting periods beginning on or after January 1, 2027. The Company is assessing the possible impacts from this standard on the presentation and disclosure of the interim financial information.</p>

Additionally, other accounting standards, amendments and interpretations have been issued recently, however they are not yet effective or did not have a material impact on this interim financial information. For the period ended March 31, 2026, the Company did not early adopt any standard and did not identify a significant impact on the interim financial information.

4. Significant accounting practices

The accounting practices adopted in the preparation of this interim financial information were consistently applied in the current period and are consistent with those disclosed in Note 4 and, when related to significant accounting balances, are detailed in the notes to the financial statements for the year ended December 31, 2025, disclosed on March 3, 2026.

5. Cash and cash equivalents

Cash and cash equivalents items	Parent Company		Consolidated	
	Mar/26	Dec/25	Mar/26	Dec/25
Cash and banks	198,430	209,843	210,405	222,229
Repurchase agreements (i)	125,463	-	125,463	55,637
Automatic investments(ii)	45,937	87,122	46,757	104,596
Bank Deposit Certificates - CDB(iii)	-	-	59,177	127,157
Total	369,830	296,965	441,802	509,619

(i) Fixed-income investment with income linked to the variation of the Interbank Deposit Certificate - CDI, with immediate liquidity and without loss of income.

(ii) Short-term fixed income fund with short-term investments and automatic redemptions.

(iii) Investments in bank deposit certificate have daily liquidity and grace period of 30 days.

6. Held-to maturity investments

Cash and cash equivalents items	Parent Company		Consolidated	
	Mar/26	Dec/25	Mar/26	Dec/25
RD Fundo de Investimento em Direitos Creditórios Corporativos Investment fund	28,423	28,112	-	-
	-	-	95,934	19,120
Total	28,423	28,112	95,934	19,120

RD Fundo de Investimento em Direitos Creditórios Corporativos ("RD FIDC")

The balance of R\$ 28,423 in the Parent Company at March 31, 2026 refers to the investment in RD Fundo de Investimento em Direitos Creditórios Corporativos ("RD FIDC").

RD FIDC began its activities on February 16, 2023, established as a special fund, as provided for by CMN Resolution 2,907, of November 29, 2001, and by CVM Instruction 175/22, of December 23, 2022. On March 28, 2023, the Company made the first contribution to RD FIDC.

RD FIDC's capital structure at March 31, 2026 comprised 169,254 senior quotas held by third parties in the amount of R\$ 235,385, representing 92.26% of the fund's equity, and 26,216 subordinated quotas held by RD in the amount of R\$ 28,423, representing 7.74% of the fund's equity.

The purpose of RD FIDC is to provide to its quotaholders the valuation of their quotas through the investment of their funds exclusively in credit rights arising from payment transactions carried out by the Company, with the use of payment instruments for the acquisition of goods and services. The earnings of the senior quotas are paid monthly and are subject to a minimum remuneration of CDI plus 1.66% p.a.

Subordinated quotas were attributed to the Company and were recorded in current assets as interest in the securitization fund, with a balance of R\$ 28,423 (R\$ 28,112 – Dec/25). The subordinated quotas represent the Company's maximum exposure to the credit risks of the structure; RD Saúde has no additional liability to the senior shareholders, nor is it required to make up for the Fund's losses.

Obligations related to senior quotas constitute liabilities solely of the Fund itself, and not of RD Saúde. The FIDC, as provided for in CVM Resolution 175, operates with segregated assets and asset autonomy (CVM 175 – Art. 4; §2 of Art. 5), and its obligations are strictly limited to its net assets.

Investment Fund

Balance held by FIP RD Ventures and by RD FIDC in short-term investment funds which aim to provide to its quotaholders the valuation of their quotas through the investment of their funds in a portfolio fully comprised of federal government

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securities. The investment has no grace period for redemption and convertibility of the quotas, the amount may be readily invested or redeemed and the financial settlement occurs on the same day.

7. Trade receivables

Trade receivables items	Parent Company		Consolidated	
	Mar/26	Dec/25	Mar/26	Dec/25
Trade receivables	2,835,302	2,799,770	2,869,653	3,462,493
(-) Expected credit losses	(1,343)	(1,745)	(1,534)	(11,900)
(-) Adjustment to present value	(32,980)	(40,037)	(32,980)	(50,008)
Total	2,800,979	2,757,988	2,835,139	3,400,585

The detailed aging of trade receivables is presented below:

Maturities	Parent Company		Consolidated	
	Mar/26	Dec/25	Mar/26	Dec/25
Not yet due	2,831,308	2,794,649	2,865,659	3,409,849
Overdue:				
Between 1 and 30 days	1,458	1,470	1,458	21,301
Between 31 and 60 days	1,486	1,515	1,486	6,600
Between 61 and 90 days	328	1,313	328	5,306
Between 91 and 180 days	722	823	722	6,322
Between 181 and 360 days	-	-	-	13,115
(-) Expected credit losses	(1,343)	(1,745)	(1,534)	(11,900)
(-) Adjustment to present value	(32,980)	(40,037)	(32,980)	(50,008)
Total	2,800,979	2,757,988	2,835,139	3,400,585

Days sales outstanding, represented by credit and debit cards and partnerships with companies and the Government, are approximately 44 days (45 days – Dec/2025), term that is considered part of the normal conditions inherent in the Group's operations. A substantial portion of the amounts overdue for more than 31 days is represented by collection through special plans, Medicine Benefit Program (PBM), and Popular Pharmacy Program.

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The changes in expected credit losses are presented below:

Changes in expected losses	Parent Company	Consolidated
At January 1, 2025	(978)	(19,169)
Additions	(8,558)	(8,558)
Reversals	5,781	5,781
Losses	602	1,277
At March 31, 2025	(3,153)	(20,669)
Additions	(19,303)	(43,364)
Reversals	12,751	25,744
Losses	7,960	26,389
At December 31, 2025	(1,745)	(11,900)
Write-off due to the sale of subsidiaries	-	9,964
Additions	(2,832)	(2,832)
Reversals	2,018	2,018
Losses	1,216	1,216
At March 31, 2026	(1,343)	(1,534)

Trade receivables are classified as financial assets at amortized cost and are therefore measured as described in Note 26.1 – Impairment to the interim financial information for the period ended March 31, 2026.

8. Inventories

Inventory items	Parent Company		Consolidated	
	Mar/26	Dec/25	Mar/26	Dec/25
Goods for resale	8,585,427	9,301,674	8,590,029	9,748,264
Consumables	2,383	2,579	2,640	2,840
(-) Adjustment to present value	(80,740)	(101,462)	(80,740)	(99,397)
(-) Provision for inventory losses	(71,464)	(75,364)	(71,464)	(75,364)
Total inventories	8,435,606	9,127,427	8,440,465	9,576,343

Changes in the provision for expected losses on goods are as follows:

Changes in expected losses on goods	Parent Company	Consolidated
At January 1, 2025	(83,413)	(83,413)
Additions	(13,237)	(13,237)
Write-offs	802	802
At March 31, 2025	(95,848)	(95,848)
Additions	(27,820)	(27,820)
Write-offs	48,304	48,304
At December 31, 2025	(75,364)	(75,364)
Additions	(5,196)	(5,196)
Write-offs	9,096	9,096
At March 31, 2026	(71,464)	(71,464)

For the three-month period ended March 31, 2026, the cost of sales recognized in the statement of income was R\$ 7,152,981 (6,428,704 Mar/2025) for the Parent Company and R\$ 7,158,816 (R\$ 6,433,506 – Mar/2025) for the Consolidated accounts (Note 23), including the amount of write-offs of inventories recognized as losses for the period, amounting to R\$ 119,632 (R\$ 111,728 – Mar/2025) for the Parent Company and R\$ 119,632 (R\$ 111,728 – Mar/2025) for the Consolidated accounts.

The effect of the recognition, reversal or write-off of the provision for inventory losses is included in cost of sales in the statement of income.

9. Recoverable taxes

Recoverable taxes items	Parent Company		Consolidated	
	Mar/26	Dec/25	Mar/26	Dec/25
Taxes on profit recoverable				
Withholding Income Tax (IRRF)	625	3,798	3,421	7,203
Corporate Income Tax (IRPJ)	34,458	36,215	35,235	43,228
Social Contribution on Net Profit (CSLL)	14,958	14,942	15,576	17,070
Subtotal	50,041	54,955	54,232	67,501
Other recoverable taxes				
Value Added Tax on Sales and Services (ICMS) – credit balance ⁽ⁱ⁾	278,874	183,841	278,873	198,961
ICMS – Refund of ICMS withheld in advance ⁽ⁱ⁾	671,279	245,879	671,279	274,626
ICMS on acquisitions of property, plant and equipment items	135,258	137,962	135,258	137,962
Service Tax (ISS)	610	610	610	612
Social Integration Program (PIS)	22,293	20,746	22,318	21,286
Social Contribution on Revenue (COFINS)	96,807	92,922	96,915	95,298
National Institute of Social Security (INSS)	-	-	206	204
Subtotal	1,205,121	681,960	1,205,459	728,949
Total	1,255,162	736,915	1,259,691	796,450
Current assets	1,036,536	509,584	1,041,065	541,373
Non-current assets	218,626	227,331	218,626	255,077

(i) The ICMS credits amounting to R\$ 278,874 and R\$ 671,279 (R\$ 183,841 and R\$ 245,879 - Dec/25) for the Parent Company and R\$ 278,874 and R\$ 671,279 (R\$ 198,961 and R\$ 274,626 - Dec/25) for the Consolidated accounts are the result of applying different ICMS rates and of refunds of ICMS-ST (the Substitute Taxpayer Regime). The respective tax credits have been progressively consumed. As of January 1, 2026, pharmaceutical products in the state of São Paulo are no longer subject to tax substitution, in accordance with SRE Ordinances 064/2025 and 065/2025 (DOE 02/10/2025)

Expected realization of credits

The expected realization of amounts classified in current and non-current assets is as follows:

Expected realization	Parent Company		Consolidated	
	Mar/26	Dec/25	Mar/26	Dec/25
In the next 12 months	1,036,536	509,584	1,041,065	541,373
Between 13 and 24 months	33,339	42,535	33,339	70,281
Between 25 and 36 months	41,620	58,571	41,620	58,571
Between 37 and 48 months	40,378	56,165	40,378	56,165
Over 48 months	103,289	70,060	103,289	70,060
Total	1,255,162	736,915	1,259,691	796,450

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10. Investments

At March 31, 2026, the Company's investment balances are presented below:

Investee	Main activity	Interest (%)	Mar/26		Dec/25		
			Parent Company	Consolidated	Interest (%)	Parent Company	Consolidated
Direct interest							
4Bio	Retail of special medicines ⁽ⁱ⁾	100.00%	-	-	100.00%	976,676	-
RD Ventures FIP	Private equity investment fund	100.00%	157,967	-	100.00%	155,086	-
Stix Fidelidade	Platform of products and services for the accumulation and redemption of points	33.33%	19,855	19,855	33.33%	18,425	18,425
Impulso	Advisory and consultancy in advertising and marketing	100.00%	146,058	-	100.00%	143,523	-
Dr. Cuco	Digital care platform focused on adherence to treatment	100.00%	11,451	-	100.00%	11,581	-
Dose Certa + Cuidado	Management of Self-Care Home Treatments	100.00%	44,799	-	100.00%	44,688	-
Manipulação Raia	Marketplace of Compounding Pharmacies	100.00%	24,464	-	100.00%	23,828	-
Drogasil	Pharmaceutical company specialized in the production of medicines	100.00%	16,118	-	100.00%	16,351	-
Kymberg							
Indirect interest							
Labi	Healthtech focused on laboratory tests, tests, check-ups and vaccines.	24.67%	-	1,456	24.96%	-	1,038
Total			420,712	21,311		1,390,158	19,463

(i) The equity interest held in the investee was classified as asset held for sale due to the transaction described in Note 1.1, which relates to the disposal of that investee. This classification reflects management's decision to sell such investment, with the transaction currently in an advanced stage of negotiation.

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Changes in investment balances presented in the interim financial information are shown below:

Changes in investments	4BIO	stix	RD VENTURES	impulso	CUCO HEALTH	dose certa	DROGASIL Raia	Kymberg	RD LOG	Total
	Subsidiary	Associate	Subsidiary	Subsidiary	Subsidiary	Subsidiary	Subsidiary	Subsidiary	Subsidiary	
At January 1, 2025	733,451	9,475	169,200	123,132	15,061	40,493	20,285	17,930	16	1,129,043
Capital contribution	60,000	-	-	-	-	4,500	4,200	-	-	68,700
Equity in the results of subsidiaries	22,719	747	(5,050)	3,674	(1,103)	(2,202)	(3,076)	(978)	(4)	14,727
Restricted share compensation plan	(331)	-	-	(9)	-	-	-	-	-	(340)
At March 31, 2025	815,839	10,222	164,150	126,797	13,958	42,791	21,409	16,952	12	1,212,130
Capital contribution	-	-	24,450	-	120	9,000	8,500	1,500	-	43,570
Write-off of investment	-	-	-	-	-	-	-	-	(6)	(6)
Equity in the results of subsidiaries	160,837	8,203	(33,514)	16,726	(2,497)	(7,103)	(6,081)	(2,101)	(6)	134,464
At December 31, 2025	976,676	18,425	155,086	143,523	11,581	44,688	23,828	16,351	-	1,390,158
Capital contribution	-	-	3,500	-	100	2,000	2,000	-	-	7,600
Equity in the results of subsidiaries	11,821	1,430	(619)	2,533	(230)	(1,889)	(1,364)	(232)	-	11,450
Transfer to assets held for sale	(988,497)	-	-	-	-	-	-	-	-	(988,497)
At March 31, 2026	-	19,855	157,967	146,056	11,451	44,799	24,464	16,119	-	420,711

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For the purpose of calculating the equity in subsidiaries and associates, the Company adjusts the assets, liabilities and the respective changes in the result. At 4Bio they are adjusted based on the purchase price allocation determined at the acquisition date. The table below shows the effects on profit (loss) for the period of subsidiaries and associate for the purposes of determining the equity in the results of subsidiaries for the periods ended March 31, 2026 and 2025:

										Total
Changes in equity in the results of subsidiaries										
Profit (loss) for the period	183,762	8,950	(38,564)	20,400	(2,761)	(9,305)	(7,998)	(3,079)	(10)	151,395
Amortization of surplus value arising from business combination	(206)	-	-	-	(839)	-	(1,159)	-	-	(2,204)
Equity in the results of subsidiaries at 12/31/2025	183,556	8,950	(38,564)	20,400	(3,600)	(9,305)	(9,157)	(3,079)	(10)	149,191
Profit (loss) for the period	11,872	1,430	(619)	2,533	(20)	(1,889)	(1,074)	(232)	-	12,001
Amortization of surplus value arising from business combination	(51)	-	-	-	(210)	-	(290)	-	-	(551)
Equity in the results of subsidiaries at 3/31/2026	11,821	1,430	(619)	2,533	(230)	(1,889)	(1,364)	(232)	-	11,450

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										Mar/26
Adjusted equity										
Investment at book value	974,729	19,855	157,967	146,192	(1,366)	10,817	6,224	3,422		1,317,840
Purchase price allocation (surplus value of assets)	2,167	-	-	-	2,321	-	5,844	-	-	10,332
Deferred income tax liability on allocation adjustments	(821)	-	-	-	-	-	-	-	-	(821)
Restricted share compensation plan	(543)	-	-	(136)	-	-	-	-	-	(679)
Transfer to assets held for sale	(988,439)	-	-	-	-	-	-	-	-	(988,439)
Total adjusted equity	(12,907)	19,855	157,967	146,056	955	10,817	12,068	3,422		338,233
Goodwill based on expected future profitability	12,907	-	-	-	10,496	33,982	12,396	12,698		82,479
Investment balance	-	19,855	157,967	146,056	11,451	44,799	24,464	16,120		420,712

										Dec/25
Adjusted equity										
Investment at book value	962,908	18,425	155,086	143,659	(1,236)	10,706	5,588	3,653		1,298,789
Purchase price allocation (surplus value of assets)	2,167	-	-	-	2,321	-	5,844	-	-	10,332
Deferred income tax liability on allocation adjustments	(821)	-	-	-	-	-	-	-	-	(821)
Restricted share compensation plan	(485)	-	-	(136)	-	-	-	-	-	(621)
Total adjusted equity	963,769	18,425	155,086	143,523	1,085	10,706	11,432	3,653		1,307,679
Goodwill based on expected future profitability	12,907	-	-	-	10,496	33,982	12,396	12,698		82,479
Investment balance	976,676	18,425	155,086	143,523	11,581	44,688	23,828	16,351		1,390,158

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11. Property, plant and equipment

11.1. Breakdown and changes

Fixed assets are broken down as follows:

	Average annual depreciation rates (%)	Parent Company					
		Mar/26			Dec/25		
		Cost	Accumulated depreciation	Net book value	Cost	Accumulated depreciation	Net book value
Land	-	32,124	-	32,124	32,124	-	32,124
Buildings	2.5 - 2.7	69,837	(36,235)	33,602	69,837	(35,800)	34,037
Furniture, fittings and facilities	7.4 - 10	1,967,632	(893,544)	1,074,088	2,106,499	(1,037,949)	1,068,550
Machinery and equipment	7.1 - 15.8	1,213,634	(768,774)	444,860	1,240,407	(790,440)	449,967
Vehicles	20 - 23.7	219,376	(133,726)	85,650	219,295	(125,658)	93,637
Property improvements	13 - 20	3,565,114	(2,347,956)	1,217,158	3,454,570	(2,241,529)	1,213,041
Total		7,067,717	(4,180,235)	2,887,482	7,122,732	(4,231,376)	2,891,356

	Average annual depreciation rates (%)	Consolidated					
		Mar/26			Dec/25		
		Cost	Accumulated depreciation	Net book value	Cost	Accumulated depreciation	Net book value
Land	-	32,124	-	32,124	32,124	-	32,124
Buildings	2.5 - 2.7	69,837	(36,235)	33,602	69,837	(35,800)	34,037
Furniture, fittings and facilities	7.4 - 10	1,977,462	(894,697)	1,082,765	2,118,609	(1,040,619)	1,077,990
Machinery and equipment	7.1 - 15.8	1,260,382	(787,164)	473,218	1,295,267	(812,391)	482,876
Vehicles	20 - 23.7	219,377	(133,727)	85,650	219,296	(125,659)	93,637
Property improvements	13 - 20	3,571,968	(2,349,726)	1,222,242	3,469,561	(2,247,345)	1,222,216
Total		7,131,150	(4,201,549)	2,929,601	7,204,694	(4,261,814)	2,942,880

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Changes in the Parent Company's fixed assets are as follows:

	Jan 1/2025	Additions	Disposals and write-offs	(Provision for) / Reversal of pharmacies closure	Mar/25	Additions	Disposals and write-offs	(Provision for) / Reversal of pharmacies closure	Dec/25	Additions	Disposals and write-offs	(Provision for) / Reversal of pharmacies closure	Mar/26
Changes in cost													
Land	32,124	-	-	-	32,124	-	-	-	32,124	-	-	-	32,124
Buildings	69,837	-	-	-	69,837	-	-	-	69,837	-	-	-	69,837
Furniture, fittings and facilities	1,893,280	45,343	(1,463)	627	1,937,787	247,821	(78,574)	(535)	2,106,499	52,869	(191,942)	206	1,967,632
Machinery and equipment	1,127,256	36,747	(3,120)	-	1,160,883	125,888	(46,364)	-	1,240,407	24,983	(51,756)	-	1,213,634
Vehicles	213,150	192	(1,428)	-	211,914	8,077	(696)	-	219,295	226	(145)	-	219,376
Property improvements	2,917,284	116,171	(5,279)	2,993	3,031,169	431,529	(6,075)	(2,053)	3,454,570	117,157	(6,910)	297	3,565,114
Total	6,252,931	198,453	(11,290)	3,620	6,443,714	813,315	(131,709)	(2,588)	7,122,732	195,235	(250,753)	503	7,067,717
Changes in accumulated depreciation													
Land	-	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	(34,056)	(436)	-	-	(34,492)	(1,308)	-	-	(35,800)	(435)	-	-	(36,235)
Furniture, fittings and facilities	(939,408)	(42,229)	700	(94)	(981,031)	(133,680)	76,378	384	(1,037,949)	(47,088)	191,653	(160)	(893,544)
Machinery and equipment	(719,864)	(29,266)	2,887	-	(746,243)	(88,964)	44,767	-	(790,440)	(29,910)	51,575	-	(768,775)
Vehicles	(94,344)	(8,462)	1,415	-	(101,391)	(24,962)	695	-	(125,658)	(8,212)	144	-	(133,726)
Property improvements	(1,825,804)	(100,228)	1,973	(929)	(1,924,988)	(322,007)	3,828	1,638	(2,241,529)	(113,036)	6,805	(195)	(2,347,955)
Total	(3,613,476)	(180,621)	6,975	(1,023)	(3,788,145)	(570,921)	125,668	2,022	(4,231,376)	(198,681)	250,177	(355)	(4,180,235)

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Changes in the Consolidated fixed assets are as follows:

	Jan 1, 2025	Additions	Disposals and write-offs	(Provision for) / Reversal of pharmacies closure	Mar/25	Additions	Disposals and write-offs	(Provision for) / Reversal of pharmacies closure	Dec/25	Additions	Transfer to assets held for sale	Disposals and write-offs	(Provision for) / Reversal of pharmacies closure	Mar/26
Changes in cost														
Land	32,124	-	-	-	32,124	-	-	-	32,124	-	-	-	-	32,124
Buildings	69,837	-	-	-	69,837	-	-	-	69,837	-	-	-	-	69,837
Furniture, fittings and facilities	1,903,450	45,634	(1,463)	627	1,948,248	249,607	(78,711)	(535)	2,118,609	53,287	(2,675)	(191,963)	204	1,977,462
Machinery and equipment	1,171,390	38,350	(3,120)	-	1,206,620	137,127	(48,480)	-	1,295,267	26,724	(9,513)	(52,096)	-	1,260,382
Vehicles	213,151	192	(1,428)	-	211,915	8,077	(696)	-	219,296	226	-	(145)	-	219,377
Property improvements	2,925,729	116,334	(5,279)	2,993	3,039,777	438,229	(6,392)	(2,053)	3,469,561	118,039	(9,021)	(6,910)	299	3,571,968
Total	6,315,681	200,510	(11,290)	3,620	6,508,521	833,040	(134,279)	(2,588)	7,204,694	198,276	(21,209)	(251,114)	503	7,131,150
Changes in accumulated depreciation														
Land	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	(34,056)	(436)	-	-	(34,492)	(1,308)	-	-	(35,800)	(435)	-	-	-	(36,235)
Furniture, fittings and facilities	(941,315)	(42,414)	700	(94)	(983,123)	(134,305)	76,425	384	(1,040,619)	(47,319)	1,736	191,664	(160)	(894,698)
Machinery and equipment	(733,166)	(31,268)	2,887	-	(761,547)	(95,709)	44,865	-	(812,391)	(32,469)	6,121	51,575	-	(787,164)
Vehicles	(94,345)	(8,466)	1,415	-	(101,396)	(24,958)	695	-	(125,659)	(8,212)	-	144	-	(133,727)
Property improvements	(1,830,127)	(100,487)	1,973	(929)	(1,929,570)	(323,463)	4,050	1,638	(2,247,345)	(113,708)	4,717	6,806	(195)	(2,349,725)
Total	(3,633,009)	(183,071)	6,975	(1,023)	(3,810,128)	(579,743)	126,035	2,022	(4,261,814)	(202,143)	12,574	250,189	(355)	(4,201,549)

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11.2. Changes in the provision for pharmacies closure

The changes in the Parent Company's provision for pharmacies closure are shown below:

	Provision	Depreciation	Total properties
At January 1, 2025	(4,672)	1,444	(3,228)
Additions	-	-	-
Reversals	3,620	(1,022)	2,598
At March 31, 2025	(1,052)	422	(630)
Additions	(5,082)	3,556	(1,526)
Reversals	2,494	(1,535)	959
At December 31, 2025	(3,640)	2,443	(1,197)
Additions	-	-	-
Reversals	503	(355)	148
Changes, net	503	(355)	148
At March 31, 2026	(3,137)	2,088	(1,049)

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12. Intangible assets

12.1. Breakdown and changes

	Average annual amortization rates (%)	Parent Company					
		Mar/26			Dec/25		
		Cost	Accumulated amortization	Net book value	Cost	Accumulated amortization	Net book value
Key money	17 - 23.4	310,315	(273,876)	36,439	310,069	(273,566)	36,503
Software license	20	1,605,721	(859,266)	746,455	1,560,057	(793,471)	766,586
Goodwill on business acquisition – Vison	(i)	22,275	(2,387)	19,888	22,275	(2,387)	19,888
Goodwill on business acquisition – Raia	(i)	780,084	-	780,084	780,084	-	780,084
Trademarks with finite useful life	20	9,311	(1,535)	7,776	18,453	(10,619)	7,834
Trademarks with indefinite useful life	(i)	151,000	-	151,000	151,000	-	151,000
Customers portfolio (Raia S.A.)	6.7 - 25	41,700	(41,432)	268	41,700	(41,317)	383
Total		2,920,406	(1,178,496)	1,741,910	2,883,638	(1,121,360)	1,762,278

	Average annual amortization rates (%)	Consolidated					
		Mar/26			Dec/25		
		Cost	Accumulated amortization	Net book value	Cost	Accumulated amortization	Net book value
Key money	17 - 23.4	312,212	(273,873)	38,339	311,966	(273,563)	38,403
Software license	20	1,629,652	(857,796)	771,856	1,605,236	(812,643)	792,593
Goodwill on acquisitions of investees	(i)	1,025,030	(2,387)	1,022,643	1,050,593	(2,387)	1,048,206
Platform	20	8,886	(2,145)	6,741	8,886	(2,045)	6,841
Non-compete agreement	20	833	(345)	488	833	(345)	488
Trademarks with finite useful life	20	20,202	(10,954)	9,248	29,344	(19,868)	9,476
Trademarks with indefinite useful life	(i)	151,000	-	151,000	151,000	-	151,000
Customers portfolio (Raia S.A.)	6.7 - 25	41,700	(41,432)	268	41,700	(41,317)	383
Customer relationship	20	9,395	(5,222)	4,173	9,395	(5,222)	4,173
Total		3,198,910	(1,194,154)	2,004,756	3,208,953	(1,157,390)	2,051,563

(i) Assets with indefinite useful lives

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Changes in the Company's intangible assets are as follows:

Changes in cost	Jan 1, 2025	Additions	Disposals and write-offs	(Provision for / Reversal of pharmacies closure)	Mar/25	Additions	Disposals and write-offs	(Provision for / Reversal of pharmacies closure)	Dec/25	Additions	Disposals and write-offs	(Provision for / Reversal of pharmacies closure)	Mar/26
Key money	296,437	3,112	(18)	18	299,549	10,573	(35)	(18)	310,069	3,976	(3,730)	-	310,315
Software license and systems implementation	1,322,318	53,240	-	-	1,375,558	279,939	(95,440)	-	1,560,057	45,664	-	-	1,605,721
Goodwill on business acquisition – Vison	22,275	-	-	-	22,275	-	-	-	22,275	-	-	-	22,275
Goodwill on business acquisition – Raia	780,084	-	-	-	780,084	-	-	-	780,084	-	-	-	780,084
Trademarks with finite useful life	22,232	-	-	-	22,232	-	(3,779)	-	18,453	-	(9,142)	-	9,311
Trademarks with indefinite useful life	151,000	-	-	-	151,000	-	-	-	151,000	-	-	-	151,000
Customers portfolio	41,700	-	-	-	41,700	-	-	-	41,700	-	-	-	41,700
Total	2,636,046	56,352	(18)	18	2,692,398	290,512	(99,254)	(18)	2,883,638	49,640	(12,872)	-	2,920,406

Changes in accumulated amortization	Jan 1, 2025	Additions	Disposals and write-offs	(Provision for / Reversal of pharmacies closure)	Mar/25	Additions	Disposals and write-offs	Provision for / (Reversal of) pharmacies closure	Dec/25	Additions	Disposals and write-offs	Provision for / (Reversal of) pharmacies closure	Mar/26
Key money	(256,434)	(4,545)	7	(7)	(260,979)	(12,621)	15	19	(273,566)	(4,040)	3,730	-	(273,876)
Software license	(592,881)	(58,941)	-	-	(651,822)	(195,985)	54,336	-	(793,471)	(65,795)	-	-	(859,266)
Goodwill on business acquisition – Vison	(2,387)	-	-	-	(2,387)	-	-	-	(2,387)	-	-	-	(2,387)
Trademarks with finite useful life	(14,163)	(417)	-	-	(14,580)	168	3,793	-	(10,619)	(58)	9,142	-	(1,535)
Customers portfolio	(40,857)	(115)	-	-	(40,972)	(345)	-	-	(41,317)	(115)	-	-	(41,432)
Total	(906,722)	(64,018)	7	(7)	(970,740)	(208,783)	58,144	19	(1,121,360)	(70,008)	12,872	-	(1,178,496)

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Changes in the Consolidated intangible assets are as follows:

Changes in cost	Jan 1, 2025	Additions	Transfer	Disposals and write-offs	(Provision for) / Reversal of pharmacies closure	Mar/25	Additions	Disposals and write-offs	(Provision for) / Reversal of pharmacies closure	Dec/25	Additions	Transfer to assets held for sale	Disposals and write-offs	(Provision for) / Reversal of pharmacies closure	Mar/26
Key money	298,334	3,112	-	(18)	18	301,446	10,573	(35)	(18)	311,966	3,976	-	(3,730)	-	312,212
Software license	1,354,161	54,835	8,422	-	-	1,417,418	299,504	(111,686)	-	1,605,236	54,408	(29,938)	(54)	-	1,629,652
Goodwill on acquisitions of investees	1,059,015	-	(8,422)	-	-	1,050,593	-	-	-	1,050,593	-	(25,563)	-	-	1,025,030
- Surplus value - Platform	8,886	-	-	-	-	8,886	-	-	-	8,886	-	-	-	-	8,886
Non-compete agreement	833	-	-	-	-	833	-	-	-	833	-	-	-	-	833
Trademarks with finite useful life	33,123	-	-	-	-	33,123	-	(3,779)	-	29,344	-	-	(9,142)	-	20,202
Trademarks with indefinite useful life	151,000	-	-	-	-	151,000	-	-	-	151,000	-	-	-	-	151,000
Customers portfolio - Raia	41,700	-	-	-	-	41,700	-	-	-	41,700	-	-	-	-	41,700
Customer relationship	9,395	-	-	-	-	9,395	-	-	-	9,395	-	-	-	-	9,395
Total	2,956,447	57,947	-	(18)	18	3,014,394	310,077	(115,500)	(18)	3,208,953	58,384	(55,501)	(12,926)	-	3,198,910
Changes in accumulated amortization	Jan 1, 2025	Additions	Transfer	Disposals and write-offs	(Provision for) / Reversal of pharmacies closure	Mar/25	Additions	Disposals and write-offs	Provision for / (Reversal of) pharmacies closure	Dec/25	Additions	Transfer to assets held for sale	Disposals and write-offs	Provision for / (Reversal of) pharmacies closure	Mar/26
Key money	(256,431)	(4,544)	-	7	(7)	(260,975)	(12,622)	15	19	(273,563)	(4,040)	-	3,730	-	(273,873)
Software license	(602,995)	(59,910)	-	-	-	(662,905)	(205,479)	55,741	-	(812,643)	(67,501)	22,349	-	-	(857,795)
Goodwill on acquisitions of investees	(2,387)	-	-	-	-	(2,387)	-	-	-	(2,387)	-	-	-	-	(2,387)
Surplus value - Platform	(1,647)	(100)	-	-	-	(1,747)	(298)	-	-	(2,045)	(100)	-	-	-	(2,145)
Non-compete agreement	-	-	-	-	-	-	(345)	-	-	(345)	-	-	-	-	(345)
Trademarks with finite useful life	(22,334)	(588)	-	-	-	(22,922)	(739)	3,793	-	(19,868)	(229)	-	9,142	-	(10,955)
Customers portfolio - Raia	(40,857)	(115)	-	-	-	(40,972)	(345)	-	-	(41,317)	(115)	-	-	-	(41,432)
Customer relationship	(4,192)	519	-	-	-	(3,673)	(1,549)	-	-	(5,222)	-	-	-	-	(5,222)
Total	(930,843)	(64,738)	-	7	(7)	(995,581)	(221,377)	59,549	19	(1,157,390)	(71,985)	22,349	12,872	-	(1,194,154)

12.2. Goodwill on the acquisition of companies

Goodwill on the acquisition of companies is subject to annual impairment testing.

Company	Goodwill amount	Acquisition
Drogaria Vison Ltda.	19,888	2/13/2008
Raia S.A.	780,084	11/10/2011
Dr. Cuco Desenvolvimento de Software Ltda.	10,496	11/19/2021
Healthbit Performasys Tecnologia Inteligência S.A.	17,505	3/09/2021
Amplisoftware Tecnologia Ltda.	82,895	12/22/2021
Labi Exames S.A.	52,328	8/05/2022
SafePill Comércio Varejista de Medicamentos Manipulados Ltda.	33,982	11/23/2022
ZTO Tecnologia e Serviços de Informação na Internet Ltda.	12,396	11/28/2022
Healthbit Serviços Médicos Ltda.	98	2/27/2023
Raia Drogasil Farmácia e Manipulação Ltda	275	2/28/2023
Kymberg Farmacêutica do Brasil Ltda	12,698	10/02/2023

The Company reviewed the criteria used to assess the impairment test as of December 31, 2025, and concluded that no events had occurred that would indicate impairment or the need for a new assessment as of March 31, 2026.

12.3. Changes in the provision for pharmacies closure

The changes in the Parent Company's provision for pharmacies closure are shown below:

	Provision	Amortization	Total intangible assets
At January 1, 2025	(35)	15	(20)
Additions	-	(1)	(1)
Reversals	18	(6)	12
At March 31, 2025	(17)	8	(9)
Additions	(35)	27	(8)
Reversals	17	(8)	9
At December 31, 2025	(35)	27	(8)
Additions	-	-	-
Reversals	-	-	-
Changes, net	-	-	-
At March 31, 2026	(35)	27	(8)

13. Employee benefits

(a) Profit sharing program

The Group has a profit sharing and bonus program intended mainly to measure the performance of employees during the year. Both programs have a formal plan and the amounts payable may be reasonably estimated before the information preparation period, and settled in the short term. On a monthly basis, a liability and an expense for profit sharing are recognized in the statement of income based on estimates of achievement of operating targets and specific objectives established and approved by Management. The recognition as liabilities is made in the account of salaries and social charges and in the statement of income the recognition is made in the accounts of selling expenses and general and administrative expenses (Note 23).

(b) Other benefits

Other short-term benefits are also granted to employees, such as life insurance, health and dental care, housing allowance, funeral assistance, maternity leave and scholarship, which are recognized on an accrual basis and whose right is extinguished at the end of the employment relationship with the Group. The Group does not grant post-employment benefits such as "Plano Gerador de Benefício Livre" (PGBL), "Vida Gerador de Benefício Livre" (VGBL), defined benefit pension plan and/or any retirement or post-employment assistance plan, severance pay benefits or other long-term benefits. Part of the benefits granted to the officers include a restricted share plan, classified as an equity instrument. The fair value of share-based payments is recognized in profit or loss in accordance with the granting period, against equity (see Note 21 d).

14. Suppliers

14.1. Balance breakdown

Supplier items	Parent Company		Consolidated	
	Mar/26	Dec/25	Mar/26	Dec/25
Goods suppliers	6,091,369	6,033,798	5,912,165	6,291,086
Service providers	340,800	419,854	343,217	424,334
Materials suppliers	41,569	51,031	41,569	51,255
Assets suppliers	22,284	25,576	22,284	26,002
Adjustment to present value	(94,554)	(104,510)	(94,554)	(112,027)
Total	6,401,468	6,425,749	6,224,681	6,680,650

14.2. Suppliers

The Company maintains an arrangement with RD FIDC that allows suppliers to discount their receivables from RD directly with RD FIDC and obtain early liquidity, while RD Saúde remains responsible for settling the notes on the date originally agreed upon with each supplier. In the parent company, the amount of R\$ 184,215 (R\$ 245,561 in 2025) remained recorded under "Goods suppliers" at March 31, 2026.

At March 31, 2026, the Company had not entered into any forfeit transactions with financial institutions. The Company's Management, based on NBC TG 03 (R3) - Statement of Cash Flows and NBC TG 40 (R2) - Financial Instruments: Disclosures, considered the qualitative aspects on the issue and concluded that there are no significant impacts since the economic substance of the transaction is maintained as an operating activity and there are no changes in the conditions originally agreed with suppliers, such as in the original maturities and amounts.

In the consolidated interim financial information, these amounts are classified as "Liabilities with senior quotaholders - FIDC," as they represent financial obligations to the holders of senior quotas in RD FIDC, as described in Note 15.

15. Liabilities with senior shareholders

The RD FIDC was established on August 31, 2023, for an indefinite term, with the objective of facilitating the advance of receivables from the Company's suppliers through the assignment of receivable rights directly to the fund. The transaction allows suppliers to obtain early liquidity, while RD Saúde remains responsible for settling the notes on the date originally agreed upon with each supplier. The Company, in turn, receives a portion of the discount from the transaction. This revenue totaled R\$ 4,129 for the three-month period ended March 31, 2026 (R\$ 4,813 in Mar/2025) and is recorded under general and administrative expenses, in accordance with the supplier's classification. Senior quotas rose by R\$ 8,667 during the period (R\$ 8,758 in Mar/2025).

In the operational structure of advance of receivables:

The credit risk considered is that of the Company itself;

The terms and conditions originally agreed upon with the suppliers remain unchanged following the assignment to the FIDC;

There are no additional obligations or financial costs for the Company arising from this transaction.

At March 31, 2026, the balance of senior quotas totaled R\$ 235,385 (R\$ 228,549 - Dec/2025).

These amounts are classified as "Liabilities with senior quotaholders - FIDC," as they represent financial obligations to the holders of senior quotas in RD FIDC. Cash flows related to contributions and redemptions of quotas, as well as the payment of remuneration to senior quotaholders, are presented as financing activities in the Statement of Cash Flows. The Company reviewed the covenants in its existing loan and financing agreements and concluded that the outstanding balance of liabilities with senior quotaholders is not included in the Company's net debt at March 31, 2026.

16. Borrowings and debentures

(a) Breakdown

Borrowings items	Average annual long-term interest rate	Parent Company		Consolidated	
		Mar/26	Dec/25	Mar/26	Dec/25
Debentures					
3 rd issue of debentures - CRIs	98.50% of CDI	-	129,940	-	129,940
4 th issue of debentures	106.99% of CDI	312,540	301,501	312,540	301,501
5 th issue of debentures	100.00% of CDI + 1.49% p.a.	512,768	534,153	512,768	534,153
6 th issue of debentures - CRIs	100.00% of CDI + 0.70% p.a.	125,131	260,579	125,131	260,579
7 th issue of debentures - CRIs	100.00% of CDI + 0.75% p.a.	564,100	543,732	564,100	543,732
8 th issue of debentures - CRIs – 2 nd series	100.00% of CDI + 0.65% p.a.	149,980	155,494	149,980	155,494
8 th issue of debentures - CRIs – 3 rd series	100.00% of CDI + 1.10% p.a.	195,674	203,173	195,674	203,173
9 th issue of debentures	100.00% of CDI + 0.65% p.a.	637,487	615,366	637,487	615,366
10 th issue of debentures	100.00% of CDI + 0.60% p.a.	532,487	514,080	532,487	514,080
11 th issue of debentures	100.00% of CDI + 0.44% p.a.	631,381	609,737	631,381	609,737
Total debentures		3,661,548	3,867,755	3,661,548	3,867,755
Current liabilities		425,458	508,137	425,458	508,137
Non-current liabilities		3,236,090	3,359,618	3,236,090	3,359,618

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The amounts above have the following payment flow forecast:

Payment forecast	Parent Company		Consolidated	
	Mar/26	Dec/25	Mar/26	Dec/25
2026	301,938	508,137	301,938	508,137
2027	419,890	419,898	419,890	419,898
2028	520,559	520,559	520,559	520,559
2029 and thereafter	2,419,161	2,419,161	2,419,161	2,419,161
Total	3,661,548	3,867,755	3,661,548	3,867,755

(b) Characteristics of the debentures

Debentures

Type of issue	Issue amount	Quantity outstanding	Issue	Maturity	Annual charges	Unit price
3 rd issue – Single Series	R\$ 250,000	250,000	3/15/2019	Mar/2026	98.50% of CDI	R\$ 1
4 th issue – Single Series	R\$ 300,000	300,000	6/17/2019	Jun/2027	106.99% of CDI	R\$ 1
5 th issue – Single Series	R\$ 500,000	500,000	1/25/2022	Jan/2029	100% of CDI + 1.49% p.a.	R\$ 1
6 th issue – Single Series	R\$ 250,000	250,000	3/07/2022	Mar/2027	100% of CDI + 0.70% p.a.	R\$ 1
7 th issue – Single Series	R\$ 550,000	550,000	6/26/2022	Jun/2029	100% of CDI + 0.75% p.a.	R\$ 1
8 th issue – 2 nd series	R\$ 150,000	150,000	9/15/2023	Sept/2027	100% of CDI + 0.65% p.a.	R\$ 1
8 th issue – 3 rd series	R\$ 200,000	200,000	9/15/2023	Sept/2030	100% of CDI + 1.10% p.a.	R\$ 1
9 th issue – Single Series	R\$ 600,000	600,000	4/22/2024	Apr/2031	100% of CDI + 0.65% p.a.	R\$ 1
10 th issue – Single Series	R\$ 500,000	500,000	4/15/2025	Apr/2032	100% of CDI + 0.60% p.a.	R\$ 1
11 th issue – Single Series	R\$ 600,000	600,000	11/10/2025	Nov/2032	100% of CDI + 0.44% p.a.	R\$ 1

(*) Weighted average rate of series.

On February 1, 2019, the Company approved, through the Extraordinary Meeting of the Board of Directors, the 3rd issue of non-convertible, simple unsecured debentures, in a single series, in the total amount of R\$ 250,000, with remuneration of 98.5% of CDI and payment term of seven years. Interest payments will be semi-annual, and principal will be amortized in two equal annual and consecutive installments, the first paid in March 2025 and the last installment to be paid on March 13, 2026. The funds raised were used for the construction, expansion, development and renovation of certain properties indicated by the Company. This operation is linked to the real estate receivables certificates issued by Vert Companhia Securitizadora, which were issued with guarantee in the "CRI" debentures, object of a public offering for distribution under CVM Instruction 400. The contract was fully settled on the due date, in March 2026.

On June 17, 2019, the Company carried out the 4th issue of non-convertible, simple unsecured debentures, in a single series, for public distribution with restricted efforts (CVM 476), with settlement on July 12, 2019, in the amount of R\$ 300,000, with remuneration of 106.99% of CDI and payment term of eight years. Interest payments will be semi-annual, and principal will be amortized in two equal annual and consecutive installments, the last installment to be paid on June 17, 2027. The funds were used to improve the working capital.

On January 25, 2022, the Company carried out the 5th issue of non-convertible, simple unsecured debentures, in a single series, for public distribution with restricted efforts (CVM 476), with settlement on February 16, 2022, in the amount of R\$ 500,000, with remuneration of 100% of CDI, plus a surcharge of 1.49% per year, and payment term of seven years. Interest payments will be semi-annual, and principal will be amortized in two equal annual and consecutive installments, the last installment to be paid on January 25, 2029. The funds were used to improve the working capital.

On March 7, 2022, the Company carried out the 6th issue of non-convertible, simple unsecured debentures, in a single series, for public distribution with restricted efforts (CVM 476), with settlement on March 17, 2022, in the amount of R\$ 250,000, with remuneration of 100% of CDI, plus a surcharge of 0.70% per year, and payment term of five years. Interest payments will be semi-annual, and principal will be amortized in two equal annual and consecutive installments, the last installment to be paid on March 8, 2027. The funds raised were used for the construction, expansion, development and renovation of certain properties indicated by the Company. This operation is linked to the real estate receivables

certificates, which were issued with guarantee in the "CRI" debentures, object of a public offering for distribution under CVM Instruction 476.

On June 26, 2022, the Company carried out the 7th issue of non-convertible, simple unsecured debentures, in a single series, for public distribution with restricted efforts (CVM 476), with settlement on June 29, 2022, in the amount of R\$ 550,000, with remuneration of 100% of the cumulative variation of the average daily rates of the DI, plus a surcharge of 0.75% per year, and payment term of five years. Interest payments will be semi-annual, and principal will be amortized in two equal annual and consecutive installments, the last installment to be paid on June 25, 2029. The funds raised will be used for the construction, expansion, development and renovation of certain properties indicated by the Company. This operation is linked to the real estate receivables certificates, which were issued with guarantee in the "CRI" debentures, object of a public offering for distribution under CVM Instruction 476.

On September 15, 2023, the Company carried out the 8th issue of non-convertible, simple unsecured debentures, in three series, for public distribution with firm placement guarantee, pursuant to CVM Resolutions No. 160 and No. 60, as well as other applicable legal and regulatory provisions, with settlement on September 15, 2023, in the amounts of R\$ 350,000 for the 1st series, R\$ 150,000 for the 2nd series and R\$ 200,000 for the 3rd series, with remuneration of 100% of the cumulative variation of the average daily rates of the DI, plus a surcharge of 0.30% p.a. for the 1st series, 0.65% p.a. for the 2nd series, and 1.10% p.a. for the 3rd series, with payment term of two, four and seven years, respectively. Interest payments will be semi-annual, and principal will be amortized for the 1st series on September 11, 2025, for the 2nd series on September 13, 2027, and for the 3rd series in two equal annual and consecutive installments, the last installment to be paid on September 12, 2030. The funds raised were used for real estate costs and expenses referring to the payment of rentals of certain properties indicated by the Company. This operation is linked to the real estate receivables certificates, which were issued with guarantee in the "CRI" debentures, object of a public offering for distribution under CVM Resolutions 160 and 60.

On April 22, 2024, the Company carried out the 9th issue of non-convertible, simple unsecured debentures, in a single series, for public distribution with restricted efforts (CVM 160), with settlement on May 3, 2024, in the amount of R\$ 600,000, with remuneration of 100% of the cumulative variation of the average daily rates of the DI, plus a surcharge of 0.65% per year, and payment term of seven years. Interest payments will be semi-annual, and principal will be amortized in two equal annual and consecutive installments, the last installment to be paid on April 22, 2031. The funds were used to strengthen cash.

On April 15, 2025, the Company carried out the 6th issue of non-convertible, simple unsecured debentures, in a single series, for public distribution with restricted efforts (CVM 160), with settlement on April 17, 2025, in the amount of R\$ 500,000, with remuneration of 100% of DI, plus a surcharge of 0.60% per year, and payment term of seven years. Interest payments will be semi-annual, and principal will be amortized in two equal annual and consecutive installments, the last installment to be paid on April 15, 2032. The funds were used to strengthen cash.

On November 10, 2025, the Company carried out the 6th issue of non-convertible, simple unsecured debentures, in a single series, for public distribution with restricted efforts (CVM 160), with settlement on November 10, 2025, in the amount of R\$ 600,000, with remuneration of 100% of DI, plus a surcharge of 0.44% per year, and payment term of seven years. Interest payments will be semi-annual, and principal will be amortized in two equal annual and consecutive installments, the last installment to be paid on November 10, 2032. The funds were used to strengthen cash.

The costs incurred on the issues of the Company's debentures (2019 - 3rd and 4th issues, 2022 - 5th, 6th and 7th issues, 2023 - 8th issue, 2024 - 9th issue and 2025 - 10th and 11th issues), including fees, commissions and other costs are classified in the line item of the respective debentures, and will be recognized over the total period of the debt. At March 31, 2026, the amount to be recognized was R\$ 20,182 (R\$ 21,991 – Dec/2025), and is presented net in debentures balance.

The Company's debentures are conditioned to the compliance with the following covenants:

- (i) Net Debt / EBTIDA: cannot exceed 3 times.

The calculation of net debt, the basis for determining the covenants calculation of Company's debentures, considers the balances of borrowings. As described in Note 26 (b), the lease obligations are being presented in a separate line item in the Interim Financial Information, and therefore are not included in the net debt calculation.

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Covenants are measured quarterly and, at March 31, 2026, the Company was in compliance with such requirements.

The non-compliance with the covenants for two consecutive quarters can be considered as a default event and consequently result in early maturity.

The Group monitors clauses subject to compliance with financial and non-financial covenants, in order to ensure that they are being complied with. At March 31, 2026, the Company was in compliance with these covenants.

(C) Reconciliation of net debt

The analysis of and the changes in net debt are presented below:

Composition and changes in net debt	Parent Company		Consolidated	
	Mar/26	Dec/25	Mar/26	Dec/25
Short-term borrowings	425,458	508,137	425,458	508,137
Long-term borrowings	3,236,090	3,359,618	3,236,090	3,359,618
Total debt	3,661,548	3,867,755	3,661,548	3,867,755
(-) Cash and cash equivalents (Note 5)	(369,830)	(296,965)	(441,802)	(509,619)
Net debt	3,291,718	3,570,790	3,219,746	3,358,136

Changes in net debt	Parent Company		
	Borrowings	Cash and cash equivalents	Net debt
Net debt at January 1, 2025	3,204,348	(460,292)	2,744,056
Accrued interest	100,227	-	100,227
Payment of interest	(100,766)	-	(100,766)
Amortization of principal	(125,000)	-	(125,000)
Transaction cost – inflows (-)	(543)	-	(543)
Transaction cost - amortizations	2,384	-	2,384
Decrease in cash and cash equivalents	-	153,825	153,825
Net debt at March 31, 2025	3,080,650	(306,467)	2,774,183
Funding	1,100,000	-	1,100,000
Accrued interest	395,328	-	395,328
Payment of interest	(360,417)	-	(360,417)
Amortization of principal	(350,000)	-	(350,000)
Transaction cost – inflows (-)	4,578	-	4,578
Transaction cost - amortizations	(2,384)	-	(2,384)
Decrease in cash and cash equivalents	-	9,502	9,502
Net debt at December 31, 2025	3,867,755	(296,965)	3,570,790
Accrued interest	136,687	-	136,687
Payment of interest	(94,704)	-	(94,704)
Amortization of principal	(250,000)	-	(250,000)
Transaction cost – inflows (-)	(407)	-	(407)
Transaction cost - amortizations	2,217	-	2,217
Increase in cash and cash equivalents	-	(72,865)	(72,865)
Net debt at March 31, 2026	3,661,548	(369,830)	3,291,718

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Changes in net debt	Consolidated		
	Borrowings	Cash and cash equivalents	Net debt
Net debt at January 1, 2025	3,293,930	(528,002)	2,765,928
Funding	90,000	-	90,000
Accrued interest	100,763	-	100,763
Charges on borrowings	2,214	-	2,214
Payment of interest	(102,922)	-	(102,922)
Amortization of principal	(213,869)	-	(213,869)
Transaction cost – inflows (-)	(543)	-	(543)
Transaction cost - amortizations	2,384	-	2,384
Decrease in cash and cash equivalents	-	123,621	123,621
Net debt at March 31, 2025	3,171,957	(404,381)	2,767,576
Funding	1,100,000	-	1,100,000
Accrued interest	395,329	-	395,329
Charges on borrowings	5,186	-	5,186
Payment of interest	(366,911)	-	(366,911)
Amortization of principal	(440,000)	-	(440,000)
Transaction cost – inflows (-)	4,578	-	4,578
Transaction cost - amortizations	(2,384)	-	(2,384)
Increase in cash and cash equivalents	-	(105,238)	(105,238)
Net debt at December 31, 2025	3,867,755	(509,619)	3,358,136
Accrued interest	136,688	-	136,688
Payment of interest	(94,704)	-	(94,704)
Amortization of principal	(250,000)	-	(250,000)
Transaction cost – inflows (-)	(407)	-	(407)
Transaction cost - amortizations	2,216	-	2,216
Decrease in cash and cash equivalents	-	67,817	67,817
Net debt at March 31, 2026	3,661,548	(441,802)	3,219,746

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Lease liabilities

The changes in the Parent Company and Consolidated lease liabilities are as follows:

	Parent Company	Consolidated
At 01/01/2025	4,418,993	4,424,537
New agreements	157,066	158,580
Remeasurements ⁽ⁱ⁾	195,545	195,937
Termination of agreements	(32,679)	(32,698)
Interest	109,772	109,928
Payments / compensations	(309,564)	(310,271)
At 03/31/2025	4,539,133	4,546,013
New agreements	429,198	431,245
Remeasurements ⁽ⁱ⁾	720,565	720,813
Termination of agreements	(10,395)	(10,919)
Interest	368,278	368,688
Payments / compensations	(1,087,548)	(1,089,528)
At 12/31/2025	4,959,231	4,966,312
New agreements	155,087	155,087
Remeasurements ⁽ⁱ⁾	192,948	193,164
Termination of agreements	(31,640)	(31,640)
Interest	131,305	131,499
Payments / compensations	(375,196)	(375,865)
Transfer to liabilities held for sale	-	(6,822)
At 03/31/2026	5,031,735	5,031,735

(i) The Company remeasures the lease liabilities in order to reflect changes in future payments; changes in terms initially determined for the implementation of NBC TG 06 (R3) / IFRS 16 - Leases and contracts recognized as operating leases (NBC TG 06 (R3) / IAS 17 - Leases).

The maturities of lease liabilities are classified according to the following schedule:

Analysis of maturities - Lease liabilities	Parent Company		Consolidated	
	Mar/26	Dec/25	Mar/26	Dec/25
Less than 1 year	1,017,045	1,019,344	1,017,045	1,021,147
Current	1,017,045	1,019,344	1,017,045	1,021,147
1 to 5 years	2,929,036	2,971,403	2,929,036	2,976,681
Over 5 years	1,085,654	968,484	1,085,654	968,484
Non-current	4,014,690	3,939,887	4,014,690	3,945,165
Total	5,031,735	4,959,231	5,031,735	4,966,312

Future payments to be made to the lessor may give the Group the right to be credited with PIS and COFINS. Therefore, the recorded amount of the right-of-use asset against the lease liability already includes potential future credit.

The potential right to PIS and COFINS recoverable embedded in future lease payments is presented below:

Future considerations	Parent Company	Potential PIS / COFINS (9.25%)
Less than 1 year	1,498,373	138,600
1 to 2 years	1,299,902	120,241
2 to 3 years	1,040,383	96,235
3 to 4 years	838,012	77,516
4 to 5 years	658,760	60,935
Over 5 years	1,761,229	162,914
Total	7,096,659	656,441

The right to use PIS and COFINS credits comprises only contracts whose lessor is a legal entity. The Company has lease contracts for both lessors, corporate and individual.

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In compliance with CVM Circular Letter 02/2019 and NBC TG 06 (R3) / IFRS 16, justified by the fact that the Group has not applied the methodology of nominal flows due to the prohibition imposed by NBC TG 06 (R3) of future inflation projection and in order to provide additional information to the users of the Group's financial statements, the analysis of contract maturities and installments not yet discounted at March 31, 2026 is presented below:

Year	Parent Company			Consolidated		
	Amounts of installments not yet discounted	Estimated interest (future) ⁽ⁱ⁾	Net present value	Amounts of installments not yet discounted	Estimated interest (future) ⁽ⁱ⁾	Net present value
2026	1,135,392	(368,197)	767,195	1,135,391	(368,197)	767,194
2027	1,372,752	(412,126)	960,626	1,372,752	(412,126)	960,626
2028	1,092,369	(329,225)	763,144	1,092,369	(329,225)	763,144
2029	882,251	(257,377)	624,874	882,251	(257,377)	624,874
2030	705,393	(197,475)	507,918	705,393	(197,475)	507,918
2031 and thereafter	1,795,537	(387,559)	1,407,978	1,795,538	(387,559)	1,407,979
Total	6,983,694	(1,951,959)	5,031,735	6,983,694	(1,951,959)	5,031,735

(i) The present value of the leases payable was calculated considering the projection of future fixed payments, discounted at the rate of 15.76% p.a. (15.77% p.a. – Dec/25), which was built from the basic interest rate released by the Central Bank of Brazil (BACEN).

Amount recognized in the statement of income

Amount recognized in the statement of income	Parent Company		Consolidated	
	Mar/26	Mar/25	Mar/26	Mar/25
Depreciation of right-of-use assets	288,248	248,754	288,779	248,152
Interest on lease liabilities	131,305	109,772	131,499	109,928
Adjustment for lease write-off (contracts terminated)	(6,028)	(13,180)	(6,028)	(13,180)
Variable payments not included in the measurement of lease liabilities	17,023	15,165	17,346	15,526
Revenue on subleases of right-of-use assets	1,242	3,937	1,242	3,937
Expenses related to short-term and/or low-value leases	4,772	7,598	4,772	7,598

(i) Payment of variable leases based on sales

Some operating real estate leases contain variable lease payments based on a percentage of 2% to 12% of the sales made during the period in the leased operating real estate. These payment conditions are common for stores in the country where the Group operates. Variable lease payments for the period ended March 31, 2026 amounted to R\$ 11,582 (R\$ 7,651 in Dec/25) for Parent Company and consolidated accounts.

(ii) Leases fitting into exceptions and practical expedients

The lease agreements identified and that fall within the scope of exemption mainly refer to lease of printers, forklifts, scales, power generators, electron aligners and photovoltaic plates.

The Group also leases equipment with contracts of up to one year. These leases are short-term and/or low-value leases. The Group opted not to recognize the right-of-use assets and the lease liabilities of such items.

As a lessor

The Group subleases some of the properties to third parties. The Group has classified these leases as operating leases because they do not transfer substantially all the risks and rewards of ownership of assets.

The table below presents an analysis of maturities of lease payments, showing undiscounted lease payments to be received after the reporting date:

Undiscounted lease payments	Parent Company and Consolidated	
	Mar/26	Dec/25
Less than 1 year	1,439	1,401
1 to 2 years	1,439	1,438
2 to 3 years	1,439	1,438
3 to 4 years	1,058	1,375
4 to 5 years	29	61
Over 5 years	124	127
Total	5,528	5,840

18. Provision for contingencies and judicial deposits

Breakdown of balances and changes in provisions

At March 31, 2026, the Group had the following provisions and corresponding judicial deposits relating to legal proceedings:

Judicial deposit items	Parent Company		Consolidated	
	Mar/26	Dec/25	Mar/26	Dec/25
Labor and social security	156,730	153,897	156,730	154,359
Tax ⁽ⁱ⁾	19,680	21,675	19,680	134,768
Civil	20,011	17,946	20,011	17,946
Total	196,421	193,518	196,421	307,073
Current liabilities	51,833	58,220	51,833	58,220
Non-current liabilities	144,588	135,298	144,588	248,853

(i) One of the Company's subsidiaries is a party to lawsuits challenging the payment of the differences in ICMS rates in certain states, recording judicial deposits for the amounts in dispute. In this context, up to the first quarter of 2022, the subsidiary adopted the practice of recording a provision for the judicial deposits. Considering the lawsuits with final and unappealable decisions favorable to the subsidiary, occurred during the first quarter of 2022, and the withdrawal of the deposits, it was decided, after the assessment of the external advisors, that the provision for the deposited amounts would be reversed in March 2022. After the decision of the Federal Supreme Court (STF) on November 29, 2023, the subsidiary started to record a provision referring to the lawsuits challenging the payment of the ICMS- DIFAL in certain states, considering the judicial deposits made between April 2022 and December 2023.

On October 21, 2025, the Federal Supreme Court (STF), by majority vote, revised its previous decision and introduced the modulation of effects, ruling that taxpayers who filed lawsuits before November 29, 2023, and did not collect the tax cannot be charged the ICMS Rate Differential ("DIFAL") related to fiscal year 2022. In light of this decision, the Company reassessed the associated risks and reversed the provision previously recognized for this period, in the amount of R\$ 70,098 (comprising R\$ 55,760 in principal and R\$ 14,338 in monetary restatement).

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Changes in the provision are as follows:

Changes in the contingencies	Parent Company	Consolidated
At January 1, 2025	168,509	363,888
Additions of new lawsuits and review of estimate	25,785	25,785
Write-offs for payments	(9,597)	(9,597)
Constitution/(Reversals) due to changes in lawsuits	(17,623)	(17,623)
Monetary adjustment	3,351	14,346
At March 31, 2025	170,425	376,799
Additions of new lawsuits and review of estimate	137,031	138,793
Write-offs for payments	(60,128)	(60,128)
Constitution/(Reversals) due to changes in lawsuits	(32,036)	(127,217)
Monetary adjustment	(21,774)	(21,174)
At December 31, 2025	193,518	307,073
Additions of new lawsuits and review of estimate	34,510	34,510
Write-offs for payments	(19,633)	(19,633)
Constitution/(Reversals) due to changes in lawsuits	(13,003)	(13,003)
Transfer to liabilities held for sale	-	(113,555)
Monetary adjustment	1,029	1,029
At March 31, 2026	196,421	196,421

The provision for legal claims took into consideration the best estimate of the amounts involved, for the cases in which the likelihood of loss is estimated as probable, remaining a portion of these claims guaranteed by pledged assets.

Possible losses

At March 31, 2026, the Group has tax lawsuits related to fines applied by the relevant administrative authorities, tax rate difference in interstate transfers and tax enforcements, as well as civil lawsuits due to indemnity claims for losses and pain and suffering arising from consumer relations, and sundry labor claims, involving possible loss as assessed by Management and its legal advisors in the amount of R\$ 942,258 for the Parent Company and R\$ 1,029,384 for the Consolidated (R\$ 938,114 and R\$ 1,003,604, respectively, in Dec/2025), of which R\$ 817,049 for the Parent Company and R\$ 904,175 for the Consolidated refer to tax lawsuits (R\$ 820,040 for the Parent Company and R\$ 885,530 for the Consolidated – Dec/2025), the total of R\$ 40,170 refers to labor claims for the Parent Company and Consolidated (R\$ 35,249 – Dec/2025) and the amount of R\$ 85,039 for both the Parent Company and Consolidated corresponds to civil lawsuits (R\$ 82,825 – Dec/2025).

Judicial deposits

At March 31, 2026, the Group had the following judicial deposit amounts, for which no corresponding provision had been set up:

Analysis of judicial deposits	Parent Company		Consolidated	
	Mar/26	Dec/25	Mar/26	Dec/25
Labor and social security	14,211	10,529	14,233	10,669
Tax	49,484	49,937	49,484	284,887
Civil	5,797	5,730	5,797	5,763
Total	69,492	66,196	69,514	301,319
Current assets	4,885	4,970	4,885	4,970
Non-current assets	64,607	61,226	64,629	296,349

Labor contingencies

Most labor claims relate to lawsuits filed by former employees questioning the payment of unpaid overtime and health hazard premium. The Group is also involved in proceedings arising from Raia S.A., as well as from Drogaria Onofre Ltda., which were filed by former employees of service providers claiming to have employment relationships directly with the Group, or in which the Group received a joint enforcement order for the payment of the labor rights claimed. There are also proceedings filed by professional unions for the payment of union dues, under the dispute regarding the legitimacy of the territorial base.

Tax contingencies

These represent administrative fines, tax rate differences on interstate transfers and tax collection proceedings.

Civil contingencies

The Group is a defendant in lawsuits regarding usual and unique matters arising in the course of its business, most of which seek indemnification for property damage and pain and suffering from consumption relations.

Guarantees for lawsuits

The items of fixed assets were given as guarantees for tax, social security and labor proceedings:

Guarantees for lawsuits	Parent Company / Consolidated	
	Mar/26	Dec/25
Machinery and equipment	85	85
Total guarantees for lawsuits	85	85

19. Income tax and social contribution

19.1. Breakdown of current income tax and social contribution and effective rate

	Parent Company		Consolidated	
	Mar/26	Mar/25	Mar/26	Mar/25
Income tax and social contribution paid items				
Profit before income tax and social contribution	136,852	185,686	126,799	165,472
Interest on capital and additional interest on capital proposed	(150,400)	(118,100)	(150,400)	(118,100)
Taxable profit	(13,548)	67,586	(23,601)	47,372
Combined tax rate (25% for income tax and 9% for social contribution)	34.00%	34.00%	34.00%	34.00%
Theoretical tax expense	4,606	(22,979)	8,024	(16,106)
Permanent additions and/or exclusions	(7,650)	(8,764)	(8,724)	(11,641)
Equity in the results of subsidiaries	4,080	5,195	105	(246)
Investment grant ⁽ⁱ⁾	9,353	-	9,353	-
Tax incentives — Lei do Bem	8,339	2,602	8,339	2,602
Tax incentives - Other incentives	4,584	4,507	4,584	4,507
Other	(1,208)	(2,280)	(1,210)	(2,279)
Result of current income tax and social contribution	(16,854)	(32,065)	(18,122)	(33,558)
Result of deferred income tax and social contribution	38,958	10,346	38,593	10,395
Income tax and social contribution expense	22,104	(21,719)	20,471	(23,163)
Effective tax rate	-16.15%	11.70%	-16.14%	14.00%

(i) Change in tax position of the treatment of the investment grant due to the new STJ precedent in June 2025, which recognized the undue inclusion of the presumed ICMS credit in the IRPJ and CSLL calculation basis, even after the new legislation came into force, as it constitutes a violation of the federative pact.

19.2. Deferred income tax and social contribution are comprised as follows:

Deferred income tax and social contribution assets amounting to R\$ 546,414 in Mar/26 (R\$ 507,494 – Dec/25) for the Parent Company and R\$ 591,038 in Mar/26 (R\$ 660,839 – Dec/25) for the Consolidated accounts arose from temporarily non-deductible expenses that may be carried forward indefinitely, with estimated realization as disclosed below.

Deferred income tax and social contribution liabilities amounting to R\$ 302,560 in Mar/26 (R\$ 302,614 – Dec/25) for the Parent Company and R\$ 302,931 in Mar/26 (R\$ 303,352 – Dec/25) for the Consolidated accounts relate to tax charges on the remaining balances of: (i) the revaluation reserve; (ii) PPA (Purchase Price Allocation); and (iii) gain on bargain purchase.

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In the periods ended March 31, 2026 and 2025, deferred income tax and social contribution were as follows:

	Balance sheet				Statement of income			
	Parent Company		Consolidated		Parent Company		Consolidated	
	Mar/26	Dec/25	Mar/26	Dec/25	Mar/26	Mar/25	Mar/26	Mar/25
Temporary differences								
Revaluation at fair value of land and buildings ⁽ⁱ⁾	(6,413)	(6,429)	(6,784)	(7,167)	-	-	-	-
Amortization of the goodwill on future profitability ⁽ⁱⁱ⁾	(243,009)	(243,008)	(243,009)	(243,008)	-	-	-	-
Non-deductible intangible assets	(53,138)	(53,177)	(53,138)	(53,177)	(39)	(39)	(39)	(39)
Tax losses to be offset against future taxable profits	-	-	44,624	153,345	-	-	391	-
Adjustment to present value	6,517	12,576	6,517	12,576	6,060	(231)	6,060	(231)
Provision for inventory losses	27,187	30,939	27,187	30,939	3,752	(10,684)	3,752	(10,684)
Provision for sundry obligations	105,115	93,525	105,115	93,525	(11,590)	(22,101)	(11,590)	(22,101)
Provision for employee profit sharing	14,058	41,123	14,058	41,123	27,065	24,453	27,065	24,453
Provision for contingencies	76,551	73,856	76,551	73,856	(2,695)	(548)	(2,695)	(548)
Expected credit losses	2,322	1,892	2,322	1,892	(430)	(566)	(430)	(566)
Lease (depreciation - asset)	2,720,633	2,585,167	2,720,633	2,585,167	(135,466)	(9,607)	(135,466)	(9,607)
Lease (consideration - liability)	(2,498,055)	(2,368,298)	(2,498,055)	(2,368,298)	129,757	-	129,757	-
Fair value adjustment on investment – sale of 4Bio	66,654	-	66,654	-	(66,654)	-	(66,654)	-
Other adjustments	25,432	36,714	25,432	36,714	11,282	8,977	11,256	8,928
Deferred income tax and social contribution expense					(38,958)	(10,346)	(38,593)	(10,395)
Deferred tax assets, net	243,854	204,880	288,107	357,487				
Deferred tax assets, net	243,854	204,880	288,107	357,487				
Deferred tax liabilities, net	-	-	-	-				
Reflected in the balance sheet as follows:								
Deferred tax assets	546,414	507,494	591,038	660,839				
Deferred tax liabilities	(302,560)	(302,614)	(302,931)	(303,352)				
Deferred tax assets, net – Parent Company	243,854	204,880	243,852	204,880				
Deferred tax liabilities, net	-	-	-	-				
Deferred tax assets – Subsidiaries	-	-	44,255	152,607				
Reconciliation of deferred tax assets (liabilities), net								
Balance at the beginning of the year	204,880	141,278	357,487	298,405				
Expense recognized in the statement of income	38,958	63,538	38,593	58,949				
Asset held for sale	-	-	(107,986)	-				
Realization of deferred tax recognized in equity	16	64	13	133				
Balance at the end of the year	243,854	204,880	288,107	357,487				

19.3. Estimated recovery of income tax and social contribution credits

The projections of future taxable profits are based on estimates relating to the Group's performance, the behavior of the market in which the Group operates and certain economic aspects, among other factors. Actual amounts may differ from these estimates. According to projections, the tax credit will be recovered according to the following schedule:

Recovery forecast	Parent Company		Consolidated	
	Mar/26	Dec/25	Mar/26	Dec/25
2026	260,557	259,432	305,181	304,446
2027	82,895	72,111	82,895	99,194
2028	62,554	55,060	62,554	82,143
2029	90,088	77,835	90,088	104,918
2030 and thereafter	50,320	43,056	50,320	70,138
Total	546,414	507,494	591,038	660,839
Deferred tax assets on temporary differences, recorded net in liabilities	546,414	507,494	546,414	507,494
Deferred tax assets on tax losses in subsidiaries	-	-	44,624	153,345

19.4. Uncertainties over the IRPJ and CSLL tax treatment

The Company has four discussions in the administrative stage with the Brazilian Federal Revenue referring to the disallowance for tax amortization of goodwill arising from acquisitions of companies in the amount of R\$ 41,680, which, according to internal and external assessment of legal advisors, will probably be accepted in decisions of higher courts (probability of acceptance higher than 50%); for this reason, the Company did not record any IRPJ and CSLL liabilities in connection with these proceedings. The Company also has an uncertain position related to the treatment of investment subsidies, as disclosed in note 19.1 (i).

20. Earnings per share

Basic earnings per share are calculated by dividing the profit attributable to equity holders of the Company by the weighted average number of common shares outstanding during the period. Diluted earnings per share are calculated by adjusting the weighted average number of common shares outstanding to assume conversion of all potential common diluted shares.

The following table presents profit and share information used for calculating basic and diluted earnings per share:

Earnings per share items	Parent Company / Consolidated	
	Mar/26	Mar/25
Basic		
Profit for the period	158,956	163,967
Weighted average number of common shares	1,647,447	1,646,284
Basic earnings per share - R\$	0.09649	0.09960
Diluted		
Profit for the period	158,956	163,967
Weighted average number of common shares adjusted for dilution effect	1,693,026	1,654,301
Diluted earnings per share - R\$	0.09389	0.09912

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21. Equity

(a) Share capital

At March 31, 2026, the fully paid-up capital amounted to R\$ 4,750,000 (R\$ 4,750,000 – Dec/25), represented by 1,752,367,344 book-entry registered common shares, with no par value, of which 1,316,583,188 were outstanding common shares (1,315,246,622 common shares – Dec/25).

Pursuant to the Company's bylaws, it is authorized to increase its capital up to the limit of 2,000,000,000 common shares, subject to the approval of the Board of Directors.

At March 31, 2026, the Company's ownership structure was as follows:

Ownership interest	Number of shares		Interest (%)	
	Mar/26	Dec/25	Mar/26	Dec/25
Controlling shareholders	431,953,049	432,017,272	24.65	24.65
Shares outstanding	1,316,583,188	1,315,246,622	75.13	75.06
Treasury shares	3,831,107	5,103,450	0.22	0.29
Total	1,752,367,344	1,752,367,344	100.00	100.00

The ownership interest of the controlling shareholders is represented by the families Pipponzi, Pires Oliveira Dias and Galvão.

The change in the number of outstanding shares of the Company is as follows:

Changes	Shares outstanding
At January 1, 2025	1,290,335,615
(Purchase)/sale of restricted shares, net	24,911,007
At December 31, 2025	1,315,246,622
(Purchase)/sale of restricted shares, net	1,336,566
At March 31, 2026	1,316,583,188

At March 31, 2026, the Company's common shares were quoted at R\$ 23.53 (closing quote) (R\$ 23.45 – Dec/25).

(b) Treasury shares

The changes in treasury shares in the year ended December 31, 2025 are summarized below:

Changes in treasury shares	Parent Company	
	Number of shares	Amount of shares
At January 1, 2025	6,012,572	124,991
Shares delivered to executives related to the 3 rd tranche of the 2021 grant, 2 nd tranche of the 2022 grant, 1 st tranche of the 2023 grant, and Performance Share 2020	(956,355)	(19,810)
Shares delivered to executives related to the 3 rd tranche of the 2021 grant, 2 nd tranche of the 2022 grant, and 1 st tranche of the 2023 grant of the subsidiaries	(52,834)	(1,099)
Bonus shares	100,067	-
At December 31, 2025	5,103,450	104,082
Shares delivered to executives related to the 3 rd tranche of the 2021 grant, 2 nd tranche of the 2022 grant, 1 st tranche of the 2023 grant, and Performance Share 2020	(1,204,337)	(24,316)
Shares delivered to executives related to the 3 rd tranche of the 2021 grant, 2 nd tranche of the 2022 grant, and 1 st tranche of the 2023 grant of the subsidiaries	(68,006)	(576)
At March 31, 2026	3,831,107	79,190

At March 31, 2026, the market value of the treasury shares, having as reference the quotation of R\$ 23.53 per share (R\$ 23.45 - Dec/25), corresponds to R\$ 90,146 (R\$ 119,676 - Dec/25).

(c) Restricted share plan

Long-Term Incentive Program

Since March 2014, the Company offers its officers the Long-Term Incentive Program with Restricted Shares (the "Restricted Share Plan"), which aims to offer an opportunity to receive variable compensation provided that the officer remains for a predetermined period in the Company.

The maximum number of shares that may be delivered as a result of the exercise of the Plan is limited to 3% of the Company's Capital during the entire term of the Plan. The reference price per restricted share, for the purpose of determining the target amount that will be granted to each Beneficiary, will be equivalent to the average share price on B3 (weighted by the volume of trades) in the last thirty trading sessions preceding the grant.

As stated in the Restricted Share Plan, a portion of their annual variable compensation (profit-sharing) will be paid to the officer in cash and the remaining balance shall be paid only in Company shares ("incentive stock").

If the officer decides to use a portion or the total amount of the variable compensation paid in cash to buy Company shares ("own shares") on the stock exchange, the Company will offer the officer an equal number of shares purchased on the stock exchange.

At its discretion, the Company may grant to this officer more Company shares, using as reference the number of own shares acquired by the officer on the stock exchange.

The shares offered to the officer through the Restricted Share Plan may not be sold, assigned or transferred to third parties for a period of four years from the date of the grant. Every year, from the second, third and fourth anniversary of the grant date, the officers will acquire the right to receive a third of their restricted stock. The portion not exercised within the established terms and conditions will be automatically considered extinguished 7 years after the respective grant date. The fair value of the plan was R\$ 156,710 at March 31, 2026 (R\$ 172,488 - Dec/2025). The plans are measured at fair value on the grant date and are subsequently recognized in profit or loss a pro rata basis until the plan vests. The exercise price of the options is equal to the market price of the shares on the grant date.

Performance shares

At a meeting of the Board of Directors on October 22, 2020, the granting of restricted shares was approved under the terms of the Restricted Share Granting Plan - Performance Shares ("Plan"), approved at the Extraordinary General Meeting of the Company held on September 15, 2020.

The purpose of the Plan is: (a) to foster the expansion, success and fulfillment of the corporate purposes of the Company and the companies under its control; (b) to align the interests of Beneficiaries with the interests of shareholders; and (c) to encourage Beneficiaries to stay in the Company or companies under its control. The Plan will be managed by the Board of Directors, and may have an advisory committee created or appointed by the Board of Directors to advise it in this respect. Beneficiaries will be chosen and elected by the Board of Directors at each new grant.

The maximum number of shares that may be delivered as a result of exercising the Plan is limited to 2% of the Company's Capital on the date of approval of the Plan. The reference price per restricted share, for the purpose of determining the target amount that will be granted to each Beneficiary will be equivalent to the average share price on B3 (weighted by the volume of trades) in the ninety trading sessions prior to January 1 of the year in which the grant occurs.

The definitive transfer of the Restricted Shares will be subject to the fulfillment of a four-year vesting period from the grant date and, at the end of the vesting period, the participant must be linked to the Company so that the grants are not canceled. Restricted Shares that have not yet completed the vesting period will become due and will be transferred to the holders, their estate or heirs in the event of death, permanent disability or retirement. The Plan provides that the liquidation must occur through the transfer of shares, however, in the event that the Company does not have treasury shares at the time of liquidation and / or upon inability to acquire shares on the market, the Board of Directors may choose to settle the delivery of the Restricted Shares in cash.

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Changes in restricted shares

The changes in restricted shares are summarized below:

Changes in restricted shares	Mar/26		Dec/25	
	Shares	Amount	Shares	Amount
Opening balance at January 1	9,629,847	89,704	7,834,296	90,237
Granted shares for the period / year	579,255	4,315	2,704,673	27,880
Value of the shares at the delivery date	(1,272,343)	(23,885)	(909,122)	(28,413)
Closing balance	8,936,759	70,134	9,629,847	89,704

Position of the restricted share plan

Below is a breakdown of the assumptions that govern each grant plan:

Grants	Grant date	Number of shares granted ⁽ⁱ⁾	Date on which they will become exercisable	Period of restriction to share transfer	Fair value of shares on grant date ⁽ⁱ⁾
Long-Term Incentive Program					
2023 - 3 rd tranche(i)	3/01/2023	572,973	2/28/2027	2/28/2026	R\$ 23.90
2024 - 2 nd tranche	3/01/2024	500,778	2/28/2027	2/28/2026	R\$ 26.76
2024 - 3 rd tranche	3/01/2024	500,681	2/28/2028	2/28/2027	R\$ 26.76
2025 - 1 st tranche	3/01/2025	636,833	2/28/2027	2/28/2026	R\$ 22.15
2025 - 2 nd tranche	3/01/2025	636,833	2/28/2028	2/28/2027	R\$ 22.15
2025 - 3 rd tranche	3/01/2025	636,739	2/28/2029	2/28/2029	R\$ 22.15
2026 - 1 st tranche	3/01/2026	407,072	2/28/2028	2/28/2028	R\$ 23.38
2026 - 2 nd tranche	3/01/2026	407,072	2/28/2029	2/28/2029	R\$ 23.38
2026 - 3 rd tranche	3/01/2026	407,072	2/28/2030	2/28/2030	R\$ 23.38
Performance shares					
2021 - 1 st tranche	1/01/2021	303,887	2/01/2025	1/01/2028	R\$ 24.21
2022 - 1 st tranche	1/01/2022	386,840	2/01/2026	1/01/2027	R\$ 23.80
2023 - 1 st tranche	1/01/2023	441,388	2/01/2027	1/01/2028	R\$ 22.62
2024 - 1 st tranche	1/01/2024	402,056	2/01/2028	1/01/2029	R\$ 27.40
2025 - 1 st tranche	1/01/2025	422,406	2/01/2029	1/01/2030	R\$ 25.29
2026 - 1 st tranche	1/01/2026	604,302	2/01/2030	1/01/2031	R\$ 17.08

(i) After the application of the stock split effect, approved at the EGM held on September 15, 2020 and, on April 10, 2023 as a bonus, 1 (one) new share for every 25 (twenty-five) shares issued by the Company that were outstanding.

22. Net sales revenue

Breakdown of net revenue	Parent Company		Consolidated	
	Mar/26	Mar/25	Mar/26	Mar/25 Restated
Sales revenue	11,902,792	9,882,537	11,910,589	9,887,626
Service revenue	22,996	17,608	68,932	60,241
Gross sales revenue	11,925,788	9,900,145	11,979,521	9,947,867
Taxes on sales	(1,163,034)	(494,278)	(1,170,638)	(500,030)
Returns, rebates and other	(240,278)	(174,853)	(240,294)	(174,874)
Net sales revenue	10,522,476	9,231,014	10,568,589	9,272,963

23. Information on the nature of expenses recognized in the statement of income

The Group presented its statement of income using a classification based on the function of expenses. Information on the nature of these expenses is recorded in the statement of income as follows:

Nature of expenses	Parent Company		Consolidated	
	Mar/26	Mar/25	Mar/26	Mar/25 Restated
Costs of inventories sold (Note 8)	(7,152,981)	(6,428,704)	(7,158,816)	(6,433,506)
Personnel expenses	(1,510,745)	(1,266,118)	(1,529,170)	(1,282,815)
Occupancy expenses ⁽ⁱ⁾	(129,169)	(108,979)	(128,207)	(108,009)
Depreciation and amortization ⁽ⁱⁱ⁾	(521,007)	(479,839)	(524,769)	(482,487)
Service provider expenses	(70,794)	(60,649)	(88,690)	(80,313)
Expenses on card operator fees	(180,611)	(149,792)	(180,769)	(149,930)
Other	(306,991)	(278,046)	(309,037)	(281,326)
Total	(9,872,298)	(8,772,127)	(9,919,458)	(8,818,386)

Classified in the statement of income as:

Function of expenses	Mar/26	Mar/25	Mar/26	Mar/25
Costs of sales and services	(7,151,407)	(6,428,218)	(7,174,289)	(6,450,916)
Selling	(2,363,616)	(1,993,575)	(2,369,502)	(1,999,292)
General and administrative	(357,275)	(350,334)	(375,667)	(368,178)
Total	(9,872,298)	(8,772,127)	(9,919,458)	(8,818,386)

(i) These refer to expenses on property rental, condominium fees, electricity, water, communication and municipal real estate tax (IPTU).

(ii) Depreciation and amortization totaled R\$ 521,007 in the 1st quarter of 2026 (R\$ 479,839 – Mar/25) for the Parent Company, of which R\$ 444,889 (R\$ 408,522– Mar/25) refer to the Sales area and R\$ 76,118 (R\$ 71,317 – Mar/25) to the Administrative area, and totaled R\$ 444,889 (R\$ 408,522– Mar/25) for the Consolidated accounts, of which R\$ 444,889 (R\$ 408,522 – Mar/25) refer to the Sales area and R\$ 79,880 (R\$ 75,153– Mar/25) to the Administrative area. These amounts are presented net of PIS and COFINS credits on the lease right-of-use, which resulted in an expense reduction in the amount of R\$ 15,929 (R\$ 13,644 - Mar/25)

24. Other operating income or expenses, net

At March 31, 2025, other operating income or expenses totaled (R\$ 195,413) ((R\$ 4,091) – Mar/25) for the Parent Company and R\$ (195,425) ((R\$ 5,234) – Mar/25) for the Consolidated accounts. These amounts comprise non-recurring expenses and revenues, as presented below:

Nature of income / (expenses)	Parent Company		Consolidated	
	Mar/26	Mar/25	Mar/26	Mar/25 Restated
Discontinued operation 4Bio ⁽ⁱ⁾	(196,098)	-	(196,098)	-
Corporate restructuring	-	(25,640)	-	(25,640)
Social investment	(2,924)	-	(2,924)	-
Donations	(1,184)	(931)	(1,184)	(931)
Write-off of fixed assets and intangible assets	340	(5,906)	340	(5,906)
Refund of ICMS on losses from prior periods	-	63,842	-	63,842
Tax refund for previous periods (ICMS / ICMS-ST / PIS and COFINS)	5,203	(653)	5,203	(653)
Excess losses on unsuitable products	-	(36,575)	-	(36,575)
Other tax income/expenses	(188)	-	(188)	-
Other	(562)	1,772	(574)	629
Total	(195,413)	(4,091)	(195,425)	(5,234)

(i) As explained in Note 30.1

25. Finance income (costs)

Finance income	Parent Company		Consolidated	
	Mar/26	Mar/25	Mar/26	Mar/25
				Restated
Present value adjustment	126,805	78,534	128,077	78,534
Short-term investment yields	1,461	4,415	2,751	2,749
Monetary variations	15,299	1,475	15,344	4,462
Discounts obtained	99	340	124	358
Other income	-	-	264	71
Total finance income	143,664	84,764	146,560	86,174
				Restated
Finance costs	Mar/26	Mar/25	Mar/26	Mar/25
Present value adjustment	(172,292)	(144,029)	(172,292)	(144,029)
Interest on leases ⁽ⁱ⁾	(123,460)	(103,765)	(123,460)	(103,765)
Charges on debentures	(136,690)	(100,228)	(136,690)	(100,228)
Interest, charges and bank fees	(38,643)	(17,790)	(38,779)	(17,927)
Interest on payables to subsidiary's shareholder	337	(405)	337	(405)
Monetary variations	(63)	-	(69)	-
Amortization of transaction costs	(2,216)	(2,384)	(2,216)	(2,384)
Discounts granted	-	-	(61)	(33)
Total finance costs	(473,027)	(368,601)	(473,230)	(368,771)
Finance income (costs)	(329,363)	(283,837)	(326,670)	(282,597)

(i) Interest on leases is shown net of PIS and COFINS.

26. Financial instruments and risk management policy

26.1. Financial instruments by category

Financial instruments items	Parent Company		Consolidated	
	Mar/26	Dec/25	Mar/26	Dec/25
Assets				
<u>At amortized cost</u>				
Cash and cash equivalents (Note 5)	369,830	296,965	441,802	509,619
Trade receivables (Note 7)	2,800,979	2,757,988	2,835,139	3,400,585
Other current assets	832,806	689,044	828,261	743,571
Judicial deposits (Note 17)	69,492	66,196	69,514	301,319
Related parties	94,361	96,371	84,466	89,095
Subtotal	4,167,468	3,906,564	4,259,182	5,044,189
Measured at Fair Value Through Profit or Loss				
Held-to-maturity investments (Note 6)	28,423	28,112	95,934	19,120
Subtotal	28,423	28,112	95,934	19,120
Total assets	4,195,891	3,934,676	4,355,116	5,063,309
Liabilities				
<u>Liabilities at fair value through profit or loss</u>				
Suppliers - FIDC (Note 15)	-	-	235,385	228,549
Payables to subsidiary's shareholder	15,855	15,518	15,855	15,518
Subtotal	15,855	15,518	251,240	244,067
Other liabilities				
<u>At amortized cost</u>				
Suppliers	6,401,468	6,425,749	6,224,681	6,680,650
Borrowings (Note 16)	3,661,548	3,867,755	3,661,548	3,867,755
Other liabilities	497,498	483,977	544,741	578,055
Leases payable	5,031,735	4,959,231	5,031,735	4,966,312
Related parties	19,740	22,366	19,740	22,366
Subtotal	15,611,989	15,759,078	15,482,445	16,115,138
Total liabilities	15,627,844	15,774,596	15,733,685	16,359,205

26.2. Financial risk management

The Group's activities expose it to a variety of financial risks: market risk, credit risk and liquidity risk. The Group's risk management program focuses on the unpredictability of financial and operational markets and seeks to minimize potential adverse effects on the Group's financial performance.

The Board of Directors provides principles for overall risk management, as well as written policies covering specific areas, such as interest rate risk, credit risk, use of non-derivative financial instruments and investment of surplus cash.

(a) Market risk

Foreign exchange risk

The Company's assets and liabilities are mainly carried out in Brazilian reais (R\$), and there is no risk due to exchange rate variations. During 2025, all foreign currency loans were fully repaid.

Interest rate risk

The Company's borrowings are pegged to the CDI plus bank spread. Financial investments are entered into based on the CDI variations, which does not result in higher interest rate risk since these variations are not significant. Management understands that there is a low risk of significant changes in profit or loss or in cash flows.

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(b) Credit risk

Credit risk arises from financial assets, i.e. cash and cash equivalents, short-term investments and trade receivables. Cash and cash equivalents and short-term investments are maintained with sound financial institutions.

The risk ratings of the cash equivalents are in accordance with the main risk rating agencies, according to the table below:

Risk rating	Parent Company		Consolidated	
	Mar/26	Dec/25	Mar/26	Dec/25
Rating - National scale				
brAAA	126,291	3,047	195,373	196,293
brAA+	2,449	12,196	4,519	14,285
brA	146	125	146	125
(*) n/a - Cash and automatic investments	240,944	281,597	241,764	298,916
Total - National scale	369,830	296,965	441,802	509,619

(*) Not applicable, since there is no risk rating for cash, automatic investments and investment funds.

The granting of credit on sales of goods follows a policy that aims at minimizing defaults. For the for the three-month period ended March 31, 2026, credit sales represented 77% (74% in 2025) for the Parent Company and 77% (77% in 2025) for the Consolidated accounts, of which 72% (73% in 2025) for the Parent Company and 72% (64% in 2025) for the Consolidated accounts related to credit card sales which, based on the history of losses, posed an extremely low risk. The other 28% (27% in 2025) for the Parent Company and 28% (36% in 2025) for the Consolidated accounts refer substantially to credits from Medicine Benefit Programs ("PBMs") and special plans that pose a low risk, due to customer selectivity.

(c) Liquidity risk

The Group's management continuously monitors forecasts of the Company's liquidity requirements, in order to ensure that it has sufficient cash to meet operational needs. The Group invests its surplus cash in financial assets with appropriate maturities to provide the liquidity necessary to honor its obligations.

(d) Sensitivity analysis

The Company prepares a sensitivity analysis of financial instruments indexed to interest rates to which the Company is exposed.

According to Management's assessment, the most likely scenario considers a 1.75% reduction in the benchmark interest rate over the next six months and the resulting impacts on revenue and expenses. In addition, another scenario is presented to illustrate a 25% change in the risk variable under consideration (Scenario II), as shown below:

Operation	Notional amount	Parent Company	
		Effect on profit or loss and equity	
		Scenario I (probable)	Scenario II - 25%
Short-term investments - CDI	171,400	(3,000)	(2,250)
Revenue		(3,000)	(2,250)
Borrowings - CDI	3,661,548	64,077	48,058
Expense		64,077	48,058
Effect on profit or loss		61,077	45,808

Operation	Notional amount	Consolidated	
		Effect on profit or loss and equity	
		Scenario I (probable)	Scenario II - 25%
Short-term investments - CDI	231,397	(4,049)	(3,037)
Revenue		(4,049)	(3,037)
Borrowings - CDI	3,661,548	64,077	48,058
Expense		64,077	48,058
Effect on profit or loss		60,028	45,021

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(e) Capital management

The Group's objective relating to capital management is to maintain the Group's investment capacity, thus allowing it to grow its business and provide proper returns for shareholders.

The Group has adopted a policy of not leveraging its capital structure with borrowings, except for long-term credit facilities of debentures at interest rates that are commensurate with the Group's profit levels.

Accordingly, this ratio corresponds to the net debt expressed as a percentage of total capital. The net debt, in turn, corresponds to total borrowings less cash and cash equivalents. The total capital is calculated through the sum of the equity, as shown in the individual and consolidated balance sheet, and the net debt, as presented below:

Capital management items	Parent Company		Consolidated	
	Mar/26	Dec/25	Mar/26	Dec/25
Short- and long-term borrowings	3,661,548	3,867,755	3,661,548	3,867,755
(-) Cash and cash equivalents	(369,830)	(296,965)	(441,802)	(509,619)
Net debt	3,291,718	3,570,790	3,219,746	3,358,136
Equity attributable to the shareholders of the parent	7,340,397	7,322,129	7,340,397	7,322,129
Noncontrolling interests	-	-	-	13,839
Total equity	7,340,397	7,322,129	7,340,397	7,335,968
Total capital	10,632,115	10,892,919	10,560,143	10,694,104
Gearing ratio (%)	30.96%	32.78%	30.49%	31.40%

At March 31, 2026, the balance of lease liabilities amounted to R\$ 5,031,735 for the Parent Company and for the Consolidated accounts. Considering the lease liability in the capital management calculation, the gearing ratio of the Company and the Group would be 53.14% for the Parent Company and 52.92% for the Consolidated accounts. Considering the balance of lease liabilities at the balance sheet dates in the capital management calculation, the gearing ratio of the Company and the Group would be as follows:

Adjusted net debt with lease liabilities	Parent Company		Consolidated	
	Mar/26	Dec/25	Mar/26	Dec/25
Net debt	3,291,718	3,570,790	3,219,746	3,358,136
Lease liabilities	5,031,735	4,959,231	5,031,735	4,966,312
Adjusted net debt	8,323,453	8,530,021	8,251,481	8,324,448
Total equity	7,340,397	7,322,129	7,340,397	7,335,968
Total adjusted capital	15,663,850	15,852,150	15,591,878	15,660,416
Adjusted gearing ratio (%)	53.14%	53.81%	52.92%	53.16%

(f) Fair value estimation

The carrying values of financial investments in the balance sheet approximate their fair values since the remuneration rates are based on the CDI variation. The carrying values of trade receivables and payables are measured at amortized cost and are recorded at their original amount, less the provision for impairment and present value adjustment, when applicable. The carrying values are assumed to approximate their fair values, taking into consideration the realization of these balances and settlement terms not exceeding 60 days.

Borrowings are classified as financial liabilities not measured at fair value through profit or loss and are recognized using the amortized cost method, according to contractual conditions. The fair values of these instruments are considered substantially equivalent to their respective carrying amounts, since they refer to floating-rate financial instruments linked to the CDI, plus spreads consistent with prevailing market rates. Any differences between the estimated fair values and the carrying amounts are considered immaterial.

At March 31, 2026, the Group had no material assets and liabilities measured at fair value at Level 2 in the fair value hierarchy.

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The following table presents the balances in Level 1 instruments for the period ended March 31, 2026:

Assets	Parent Company	
	Mar/26	Dec/25
RD Fundo de Investimento em Direitos Creditórios Corporativos	28,423	28,112
Total	28,423	28,112

Liabilities	Consolidated	
	Mar/26	Dec/25
Suppliers - FIDC	235,385	228,549
Total	235,385	228,549

The following table presents the changes in Level 3 instruments for the year ended March 31, 2026:

Changes in payables to subsidiary's shareholder	Parent Company/Consolidated	
	Mar/26	Dec/25
Balance at January 1	15,518	13,573
Expenses recognized in the statement of income	337	1,945
Closing balance	15,855	15,518
Total expenses for the year recognized in the statement of income	337	1,945
Changes in unrealized expenses for the year included in the statement of income	337	1,945

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27. Transactions with related parties

Related parties	Relationship	Parent Company				Consolidated			
		Assets		Transacted amount		Assets		Transacted amount	
		Mar/26	Dec/25	Mar/26	Dec/25	Mar/26	Mar/25	Mar/26	Mar/25
Current assets									
Receivables									
Special plans ⁽ⁱ⁾									
4Bio Medicamentos Ltda.	Subsidiary	-	37	-	-	119	141	-	-
Regimar Comercial S.A.	Shareholder/Family	-	22	-	22	12	20	12	20
Impulso	Subsidiary	3	4	-	-	12	13	-	-
Amplissoftware Tecnologia Ltda.	Subsidiary	1	1	-	-	-	-	-	-
Labi Exames S.A.	Associate	2	3	2	3	-	-	-	-
Heliomar Ltda.	Shareholder/Board Member	-	-	-	-	5	2	5	2
Healthbit Performasys Tecnologia	Subsidiary	-	-	-	-	-	-	-	-
Advances to suppliers									
Cfly Consultoria e Gestão Empresarial Ltda. ⁽ⁱⁱ⁾	Shareholder/Family	2,947	2,337	-	-	1,905	1,187	1,905	1,187
Ribeiro Filho, Pires Oliveira Dias e Freire Advogados ⁽ⁱⁱⁱ⁾	Shareholder/Family	-	-	-	-	19	6	19	6
Other receivables									
Rodrigo Wright Pipponzi (Mol Impacto) ^(iv)	Shareholder/Family	40	165	40	165	245	37	245	37
Subtotal ^(a)		2,993	2,569	42	190	2,317	1,406	2,186	1,252
Other receivables									
Stix Fidelidade e Inteligência S.A. ^(vii)	Associate	84,466	89,095	84,466	89,095	10,322	4,583	10,322	4,583
Impulso ^(xi)	Subsidiary	1,454	4,868	-	-	31,151	-	-	-
ZTO Tecnologia e Serviços de Informação na Internet Ltda. ("Manipulação Raia Drogasil") ^(ix)	Subsidiary	16	13	-	-	42	45	-	-
4Bio Medicamentos S.A. ^(iv)	Subsidiary	8,425	2,395	-	-	-	-	-	-
Subtotal		94,361	96,371	84,466	89,095	41,515	4,628	10,322	4,583
Total current assets		94,361	96,371	84,466	89,095	41,515	4,628	10,322	4,583
Non-current assets									
Loans									
Healthbit Performasys Tecnologia ^(iv)	Subsidiary	-	-	-	-	-	1	-	-
Total non-current assets		-	-	-	-	-	1	-	-
Total receivables from related parties		97,354	98,940	84,508	89,285	43,832	6,035	12,508	5,835

Transactions with related parties consist of transactions with the Company's shareholders and persons connected to them:

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Related parties	Relationship	Parent Company				Consolidated			
		Liabilities				Transacted amount			
		Mar/26	Dec/25	Mar/26	Dec/25	Mar/26	Mar/25	Mar/26	Mar/25
Current liabilities									
Related parties									
Stix Fidelidade e Inteligência S.A. ^(vii)	Associate	19,740	22,366	19,740	22,366	29,251	28,459	29,251	28,459
Subtotal		19,740	22,366	19,740	22,366	29,251	28,459	29,251	28,459
Payables									
Rentals ^(v)									
Heliomar Ltda.	Shareholder/Board Member	33	-	33	-	33	138	33	138
Antonio Carlos Pipponzi	Shareholder/Board Member	12	12	12	12	25	35	25	35
Rosalia Pipponzi Raia	Shareholder/Board Member	12	12	12	12	25	35	25	35
Cristiana Almeida Pipponzi	Shareholder/Board Member	4	4	4	4	8	12	8	12
André Almeida Pipponzi	Shareholder/Board Member	4	4	4	4	8	12	8	12
Marta Almeida Pipponzi	Shareholder/Board Member	4	4	4	4	8	12	8	12
Obligation the acquisition of investees ^(xiii)									
ZTO Tecnologia e Serviços de Informação na Internet Ltda. ("Manipulação Raia Drogasil")	Director(s)	14,104	13,545	-	-	559	-	-	-
Subtotal ^(a)		14,173	13,581	69	36	666	244	107	244
Service providers									
Impulso ^(xi)	Subsidiary	-	45	-	-	27,731	84	-	-
Amplissoftware Tecnologia Ltda. ^(x)	Subsidiary	523	338	-	-	1,417	572	-	-
Labi Exames S.A. ^(xii)	Associate	-	-	-	-	-	-	-	-
Ribeiro Filho, Pires Oliveira Dias e Freire Advogados ⁽ⁱⁱⁱ⁾	Shareholder/Family	582	532	582	532	1,227	1,099	1,227	1,099
Kymberg ^(xiv)	Subsidiary	260	258	-	-	578	-	-	-
Rodrigo Wright Pipponzi (Mol Impacto) ^(vi)	Shareholder/Family	193	-	193	-	8,869	7,689	8,869	7,689
Healthbit Performasys Tecnologia ^(iv)	Subsidiary	252	119	-	-	769	601	-	-
Healthbit Serviços Médicos Ltda. ^(iv)	Subsidiary	467	252	-	-	600	572	-	-
4Bio Medicamentos Ltda. ^(iv)	Subsidiary	62	63	-	-	185	60,019	-	-
Cfly Consultoria e Gestão Empresarial Ltda. ⁽ⁱⁱⁱ⁾	Family	3,122	3,228	3,122	3,228	2,136	1,232	2,136	1,232
Subtotal ^(a)		5,461	4,835	3,897	3,760	43,512	71,868	12,232	10,020
Total payables to related parties		39,374	40,782	23,706	26,162	73,429	100,571	41,590	38,723

(a) The balances of receivables and payables with related parties, arising from commercial transactions between the Company and its Related Parties, are allocated by function, with transactions with the same characteristics carried out with third parties.

Transactions with related parties, basically purchases and sales of products, were carried out at prices, terms and conditions usual in the market.

(i) Sales made by agreements whose transactions are carried out under commercial conditions equivalent to those adopted with other companies.

(ii) Services of aircraft operation owned by Raia Drogasil S.A., which will pay the operator a monthly remuneration for the services of operational advisory, compliance, finance, maintenance coordination and maintenance technical control.

(iii) Transaction related to legal advisory.

(iv) Balance related to intermediation of commissions on Raia Drogasil S.A. referrals.

(v) Transactions related to rental of commercial properties for the implementation of pharmacies.

(vi) The balances and transactions relate to service agreements for the development, creation and production of marketing materials for the institutional sales area, and the design of the Company's internal magazine.

(vii) Transactions related to trade receivables and suppliers referring to the Stix points program.

(viii) Loan transaction with subsidiary ZTO Tecnologia e Serviços de Informação na Internet Ltda - Manipulaê, which is updated by CDI + 1.45% p.a. The transaction was completed in 2024.

(ix) Provision of services related to health programs.

(x) The balances and transactions refer to the provision of services related to implementation of electronic medical records for physicians and systems in pharmacies so that customers are able to schedule exams and consultations in pharmacies.

(xi) Represents the reimbursement of the sharing of costs or expenses, such as consulting services and software licensing.

(xii) Provision of services related to tests.

(xiii) Obligation arising from the acquisition of the investee, with the amount classified as Accounts payable for acquisition of subsidiaries in the balance sheet.

(xiv) Transactions related to the purchase of Company brands medications.

We also inform that there are no additional transactions other than the amounts presented above and that the category of the related parties corresponds to the entity's key management personnel.

(b) Key management compensation

Key management includes the Officers, Directors and members of the Supervisory Board. The compensation paid or payable for services rendered is as follows:

Compensation items	Parent Company		Consolidated	
	Mar/26	Mar/25	Mar/26	Mar/25
Share-based payment	14,640	9,189	14,640	9,385
Bonuses and social charges	7,391	159	7,391	458
Subtotal bonuses and social charges	22,031	9,348	22,031	9,843
Fees and social charges	8,627	7,628	8,627	8,600
Fringe benefits	21	150	21	150
Total	30,679	17,126	30,679	18,593

The Company applied the requirements of NBC TG 05 (R3) - Related-Party Disclosures and also considered the guidance in CVM Circular Letter SNC/SEP 1/2021, observing qualitative aspects of related-party transaction, and concluded that there are no material impacts that require disclosure of additional information in the interim financial information.

28. Insurance coverage

The Group has adopted a policy of taking out insurance coverage at amounts deemed sufficient to cover any losses on assets or civil liability attributed to it taking into consideration the nature of its activities and the guidance of its insurance consultants.

Insurance coverage amounts to R\$ 1,887,753,448, considering Operational Risks, Civil Liability, D&O, Cyber Risk, Transportation, Fleet, Aircraft and Environmental policies.

29. Non-cash transactions

At March 31, 2026, the Group's main non-transactions were:

- part of the compensation of key management personnel associated with the restricted share plan (Note 27);
- the installment purchase of fixed assets items in the amount of R\$ 22,284 (R\$ 25,576 - Dec/25).

Recognition of lease liability with a balancing item in right-of-use assets, with additions of new agreements in the amount of R\$ 155,087 (R\$ 157,066 - Mar/25) for the Parent Company and R\$ 155,087 (R\$ 158,580 - Mar/25) for the Consolidated accounts, remeasurements of R\$ 192,946 (R\$ 195,545 - Mar/25) for the Parent Company and R\$ 193,164 (R\$ 195,937 - Mar/25) for the Consolidated accounts, and termination of agreements in the amount of (R\$ 9,515) ((R\$ 8,690 - Mar/25) for the Parent Company and (R\$ 9,515) ((R\$ 8,708 - Mar/25) for the Consolidated accounts.

- Transfer of the investment in 4Bio to assets held for sale in an amount equivalent to R\$ 988,497 (Note 30);
- Recognition of impairment loss on the investment in 4Bio in the amount of R\$ 196,098 (Note 30).

30. Assets held for sale and discontinued operations – Sale of 4Bio

30.1 Assets held for sale

Non-current assets and groups of assets are classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continued use. This condition is considered to be met only when the asset is available for immediate sale or distribution to shareholders in its present condition, subject only to terms that are customary for the sale or distribution of such assets, and it is highly probable that such a sale or distribution will occur.

Management must be committed to carrying out the sale or distribution, and the estimated timeframe for completing the sale or distribution must be within one year.

When the Company is committed to a plan to sell or distribute to shareholders that involves the loss of control over a subsidiary, all of the subsidiary's assets and liabilities are classified as held for sale when the above criteria are met, regardless of whether the Company will retain a non-controlling interest in its former subsidiary after the sale or distribution.

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In addition, the net income of the entity classified as held for sale is reclassified as a discontinued operation in a separate line item in the statement of income.

Non-current assets classified as held for sale are measured at the lower of their carrying amount and their fair value less costs to sell. At March 31, 2026, the Company measured the fair value of the asset held for sale as a result of this measurement and recorded an expense of R\$ 196,098 due to an impairment loss:

Fair value of the transaction	3/31/2026
Amount receivable in cash ¹	600,000
Amount receivable related to working capital ²	65,102
Judicial deposit (DIFAL) ³	127,297
Selling price	792,399
Net assets	974,871
Goodwill based on future profitability	12,907
Surplus values	719
Total investments (Note 10)	988,497
Impairment loss	(196,098)
Impact on (deferred) income tax - 34% (Note xx)	66,673
Impact on RD Saúde's result	(129,425)

¹ Six fixed installments totaling R\$ 100,000, with one installment due upon completion of the transaction and five annual installments adjusted by the CDI.

² Payment of working capital to RD Saúdo in the estimated amount of R\$ 65,102.

³ R\$ 127,297 representing a judicial deposit related to ICMS-DIFAL recorded in 4Bio, to which the Company is entitled to receive payment as soon as the lawsuit is enforced.

30.2. Breakdown of discontinued operation amounts

The results of discontinued operations, which include the operations of the former subsidiary 4Bio, for the periods ended March 31, 2026, and 2025 are presented below:

	Mar/26	Mar/25
Net sales revenue	775,656	778,046
Cost of sales and services	(721,596)	(716,828)
Gross profit	54,060	61,218
Operating (expenses) income		
Selling	(29,733)	(31,272)
General and administrative	(10,602)	(9,959)
Other operating income/(expenses)	(7,238)	11,850
	(47,573)	(29,381)
Operating profit before finance results	6,486	31,837
Finance income (costs)		
Finance income	27,077	18,282
Finance costs	(21,878)	(15,193)
	5,199	3,089
Profit before income tax and social contribution	11,686	34,926
Income tax and social contribution		
Current	-	(7,395)
Deferred	-	(4,761)
	-	(12,156)
Profit for the year	11,686	22,770

The net cash flows from the discontinued operation are presented below:

	Mar/26	Mar/25
Operating activities	(21,318)	(27,540)
Investing activities	(1,650)	464
Financing activities	(670)	60,425
Net cash generated (used)	(23,638)	33,349

31.Events after the reporting period

On May 4, 2026, the Company and Health Ventures S.A., a direct subsidiary of Profarma Distribuidora de Produtos Farmacêuticos S.A., executed the closing agreement for the sale of 4Bio, following the fulfillment of all conditions precedent set forth in the Purchase and Sale Agreement and Other Covenants. On that date, the Company received R\$ 100,000 in cash, representing the up-front portion of the transaction, and became entitled to receive the remaining amount (notes 1.1 and 30.1).

(Convenience Translation into English from the Original Previously Issued in Portuguese)

REPORT ON REVIEW OF INDIVIDUAL AND CONSOLIDATED INTERIM FINANCIAL INFORMATION

To the Shareholders and Management of
Raia Drogasil S.A.

Introduction

We have reviewed the individual and consolidated interim financial information of Raia Drogasil S.A. (“Company”), included in the Quarterly Interim Financial Information Form (ITR), for the quarter ended March 31, 2026, which comprises the balance sheet as at March 31, 2026, and the related statements of profit or loss, comprehensive income, changes in equity and cash flows for the three-month period then ended, including the explanatory note.

The Company’s Management is responsible for the preparation of the individual interim financial information in accordance with NBC TG 21 – Interim Financial Reporting, and of the consolidated interim financial information in accordance with NBC TG 21 and International Accounting Standard IAS 34 – “Interim Financial Reporting”, issued by the International Accounting Standards Board (IASB), as well as for the presentation of this information in compliance with the rules issued by the Brazilian Securities and Exchange Commission (CVM) applicable to the preparation of the Quarterly Information (ITR). Our responsibility is to express a conclusion on this interim financial information based on our review.

Scope of review

We conducted our review in accordance with Brazilian and international standards on review of interim financial information (NBC TR 2410 and ISRE 2410 - Review of Interim Financial Information Performed by the Independent Auditor of the Entity, respectively). A review of interim financial information consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical procedures and other review procedures. A review is substantially less in scope than an audit conducted in accordance with auditing standards and, consequently, does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

Conclusion on the individual and consolidated interim financial information

Based on our review, nothing has come to our attention that causes us to believe that the individual and consolidated interim financial information included in the aforementioned Quarterly Information has not been prepared, in all material respects, in accordance with NBC TG 21 and International Standard IAS 34, applicable to the preparation of Quarterly Information (ITR), and presented in compliance with the rules issued by the CVM.

Other matters

Statements of value added

The aforementioned Quarterly Information includes the individual and consolidated Statements of Value Added (SVA) for the three-month period ended March 31, 2026, which was prepared under the responsibility of the Company's Management and presented as supplementary information for the purposes of International Accounting Standard IAS 34. These statements were subject to review procedures performed together with the review of the Quarterly Information, with the objective of concluding whether they are reconciled with the interim financial information and the accounting records, as applicable, and whether their form and content are in accordance with the criteria defined in NBC TG 09 – Statement of Value Added. Based on our review, nothing has come to our attention that causes us to believe that these statements were not prepared, in all material respects, in accordance with the criteria defined in that standard and presented consistently with respect to the individual and consolidated interim financial information taken as a whole.

The accompanying individual and consolidated interim financial information has been translated into English for the convenience of readers outside Brazil.

São Paulo, May 5, 2026

DELOITTE TOUCHE TOHMATSU
Auditores Independentes Ltda.

Natacha Rodrigues dos Santos
Engagement Partner

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In this section, pursuant to CVM Resolution 80/2022, we compare the pharmacies opening projections for the Company with the data on pharmacies openings actually conducted every year.

On July 28, 2016, we revised the prior projection of 165 openings in 2016 and 195 openings in 2017 to 200 pharmacies openings for both years. On October 27, 2021, we revised the prior projection of 240 openings in 2022 to 260 openings. On October 31, 2022, we revised the prior projection for the period from 2023 to 2025 from 240 openings per year to 260 openings per year. On November 8, 2023, we revised the prior projection of 260 gross openings per year in 2023, 2024 and 2025 to 270 openings in 2023 and between 280 and 300 gross openings per year for 2024 and 2025. On November 29, 2024, we revised the prior projection of 280 to 300 gross openings per year to 330 to 350 gross openings per year for 2025. For 2026, the Company projected gross openings between 330 and 350 units, according to the material fact notice published on December 1, 2025.

YEAR	PRIOR PROJECTION	CURRENT PROJECTION	ACTUAL ACCUMULATED
2016	165 openings	200 openings	212 openings
2017	195 openings	200 openings	210 openings
2018	-	240 openings	240 openings
2019	-	240 openings	240 openings
2020	-	240 openings	240 openings
2021	-	240 openings	240 openings
2022	240 openings	260 openings	260 openings
2023	260 openings	270 openings	270 openings
2024	260 openings	Between 280 and 300 openings	300 openings
2025	Between 280 and 300 openings	Between 330 and 350 openings	330 openings
2026	-	Between 330 and 350 openings	68 openings

**Supervisory Board's Opinion on the
Individual and Consolidated Interim Financial Information
March 31, 2026**



To the Board of Directors and Shareholders

Raia Drogasil S.A.

The Company's Supervisory Board, in exercising its duties and legal responsibilities, has examined the Interim Financial Information for the three-month period ended March 31, 2026 and, based on the examinations performed and on clarifications provided by Management, and also considering the favorable Report on Special Review without exceptions, issued by the independent auditor Deloitte Touche Tohmatsu, the Supervisory Board members concluded that the documents above are fairly presented, in all material respects.

São Paulo, May 5, 2026.

Paulo Sérgio Buzaid Tohmé
Supervisory Board Member

Gilberto Lério
Supervisory Board Member

Adeildo Paulino
Supervisory Board Member

Guilherme Bottrel Pereira Tostes
Supervisory Board Member

In accordance with article 25, paragraph 1, items V and VI, of CVM Instruction 480/09, the Company's officers represent that they have reviewed, discussed and agree with the Interim Financial Information for the three-month period ended March 31, 2026.

São Paulo, May 5, 2026.

Renato Cepollina Raduan
CEO

Marcello De Zagottis
COO

Antonio Carlos Coelho
Financial and Administrative Vice President

Melissa Teixeira Cabral
Pharmacy Operations Vice President

Fernando Kozel Varela
Digital Transformation Vice President

Juliana Lopes Marques Paixão
Commercial Vice President

Erika Vanessa do Amaral Petri
People, Culture and Sustainability Vice President

Bruno Wright Pipponzi
Health Business Vice President

Afonso Celso Florentino de Oliveira
Controlling and Technical Officer
CRC 1MG071304/O-7 'T' SP

In accordance with article 25, paragraph 1, items V and VI, of CVM Instruction 480/09, the Company's officers represent that they have reviewed, discussed and agree with the conclusions expressed in the favorable Auditor's Report without exceptions issued by the independent auditors for the three-month period ended March 31, 2026.

São Paulo, May 5, 2026.

Renato Cepollina Raduan
CEO

Marcello De Zagottis
COO

Antonio Carlos Coelho
Financial and Administrative Vice President

Melissa Teixeira Cabral
Pharmacy Operations Vice President

Fernando Kozel Varela
Digital Transformation Vice President

Juliana Lopes Marques Paixão
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