



**Individual and Consolidated  
Interim Financial Statements 1Q26**

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## Review report of quarterly information – ITR

*(A free translation of the original report in Portuguese, as filed with the Brazilian Securities Commission – CVM, prepared in accordance with the Technical Pronouncement CPC 21 (R1) – Interim Financial Reporting and the international standard IAS 34 – Interim Financial Reporting, as issued by the International Accounting Standard Board – IASB)*

To the Shareholders, Board Members and Management of  
**C&A Modas S.A.**  
Barueri - SP

### **Introduction**

We have reviewed the accompanying individual and consolidated interim financial information of C&A Modas S.A. (the “Company”) included in the Quarterly Information Form – ITR for the quarter ended March 31, 2026, which comprises the statement of interim financial position as of March 31, 2026 and the respective statements of profit or loss, comprehensive income, changes in equity and of cash flows for the three-month period then ended, including the explanatory notes.

Management is responsible for the preparation of the individual and consolidated interim financial information in accordance with CPC 21 (R1) and international standard IAS 34 – Interim Financial Reporting, issued by International Accounting Standards Board (IASB), such as for the presentation of these information in accordance with the standards issued by CVM - Brazilian Securities Commission, applicable to the preparation of 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 - *Revisão de Informações Intermediárias Executada pelo Auditor da Entidade* 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 and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Standards on Auditing 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 information**

Based on our review, nothing has come to our attention that causes us to believe that the accompanying individual and consolidated interim financial information included in the quarterly information referred to



above was not prepared, in all material respects, in accordance with CPC 21 (R1) and IAS 34, applicable to the preparation of Quarterly Information (ITR), and presented in accordance with the standards issued by *Comissão de Valores Mobiliários*.

#### **Other matters**

##### **Statements of value added**

The quarterly information aforementioned includes the individual and consolidated statements of added value (DVA) for the three-month period ended March 31, 2026, prepared under responsibility of Company's management, and presented as supplementary information for IAS 34 purposes. These statements were submitted to review procedures carried out together with the review of the Company's interim financial information to conclude whether they are reconciled with interim financial information and accounting records, as applicable, and whether their form and content are in accordance with the criteria defined in CPC 09 Technical Pronouncement - Statement of Added Value. Based on our review, nothing has come to our attention that causes us to believe that those statements were not prepared, in all material respects, in accordance with the criteria defined in this Technical Pronouncement with respect to the individual and consolidated interim financial information taken as a whole.

##### **Corresponding amounts**

The corresponding balances, individual and consolidated, related to the statement of financial position as of December 31, 2025 were audited by other independent auditors who issued an unqualified audit report dated February 24, 2026, and to the interim financial information related to the statements of profit or loss, comprehensive income, changes in equity and cash flows for the three-month period ended March 31, 2025, presented as corresponding amounts, were reviewed, respectively, by other independent auditors who issued an unqualified review report dated May 07, 2025. The corresponding amounts related to the statements of added value (DVA), individual and consolidated, for the three-month period ended March 31, 2025, were submitted to the same review procedures by other independent auditors and, based on their review, nothing had come to their attention that caused them to believe that the statement of value added had not been prepared, in all material respects, in accordance with the criteria defined in CPC 09 Technical Pronouncement - Statement of Added Value with respect to the individual and consolidated interim financial information taken as a whole.

São Paulo, May 05, 2026.

KPMG Auditores Independentes Ltda.  
CRC 2SP-014428/O-6

*Original report in Portuguese signed by*

Marcelle Mayume Komukai  
Accountant CRC 1SP249703/O-5

## C&A Modas S.A.

### Statements of financial position

As of March 31, 2026 and December 31, 2025

(In thousands of reais - R\$)



	Note	Parent Company		Consolidated	
		03/31/2026	12/31/2025	03/31/2026	12/31/2025
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	5	417,513	748,512	445,144	774,521
Securities	6	-	-	360,604	268,854
Accounts receivable	7	524,988	962,127	1,194,322	1,753,283
Inventories	8	1,320,829	1,154,866	1,320,829	1,154,866
Recoverable taxes	9	622,495	459,615	623,026	460,232
Recoverable income and social contribution taxes		16,733	101,257	19,097	109,312
Derivatives	4	-	2,552	-	2,552
Other assets		52,312	36,172	52,344	36,209
<b>Total current assets</b>		<b>2,954,870</b>	<b>3,465,101</b>	<b>4,015,366</b>	<b>4,559,829</b>
<b>Non-current assets</b>					
<b>Long-term assets</b>					
Securities	6	707,534	757,850	-	-
Deferred taxes	10	598,221	529,421	552,845	489,748
Recoverable taxes	9	568,734	791,364	568,734	791,364
Recoverable income and social contribution taxes		16,313	-	16,313	-
Judicial deposits	20	93,168	91,358	93,170	91,360
Other assets		4,189	4,615	4,189	4,615
<b>Total long-term assets</b>		<b>1,988,159</b>	<b>2,174,608</b>	<b>1,235,251</b>	<b>1,377,087</b>
Investment	11	269,035	254,986	-	-
Property, plant and equipment	12	1,048,904	1,057,438	1,048,904	1,057,438
Right-of-use - Lease	15	1,502,603	1,474,548	1,502,603	1,474,548
Intangible assets	13	827,666	849,731	827,666	849,731
<b>Total non-current assets</b>		<b>5,636,367</b>	<b>5,811,311</b>	<b>4,614,424</b>	<b>4,758,804</b>
<b>Total assets</b>		<b>8,591,237</b>	<b>9,276,412</b>	<b>8,629,790</b>	<b>9,318,633</b>

	Note	Parent Company		Consolidated	
		03/31/2026	12/31/2025	03/31/2026	12/31/2025
<b>Liabilities</b>					
<b>Current liabilities</b>					
Suppliers	16	1,065,533	1,318,136	1,082,034	1,324,832
Supplier finance arrangements	16	240,532	421,205	240,532	421,205
Loans and debentures	17	115,949	139,796	115,949	139,796
Leases	15	371,144	372,743	371,144	372,743
Labor obligations	18	286,394	290,811	289,792	293,617
Dividends and interest on own capital payable	23	139,779	139,779	139,779	139,779
Taxes payable	19	77,524	281,077	78,839	283,456
Income and social contribution taxes payable		47,187	93,501	48,887	102,521
Derivatives	4	10,946	1,760	10,946	1,760
Other liabilities	21	14,612	17,220	28,173	36,452
<b>Total current liabilities</b>		<b>2,369,600</b>	<b>3,076,028</b>	<b>2,406,075</b>	<b>3,116,161</b>
<b>Non-current liabilities</b>					
Loans and debentures	17	821,453	820,676	821,453	820,676
Leases	15	1,442,171	1,407,500	1,442,171	1,407,500
Labor obligations	18	12,599	16,152	12,599	16,152
Taxes payable	19	4,173	14,325	4,173	14,325
Provision for tax, civil and labor risks	20	187,725	184,468	189,802	186,554
Other liabilities	21	50,683	50,209	50,683	50,209
<b>Total non-current liabilities</b>		<b>2,518,804</b>	<b>2,493,330</b>	<b>2,520,881</b>	<b>2,495,416</b>
<b>Total liabilities</b>		<b>4,888,404</b>	<b>5,569,358</b>	<b>4,926,956</b>	<b>5,611,577</b>
<b>Shareholders' equity</b>					
Capital	22	1,847,177	1,847,177	1,847,177	1,847,177
Treasury shares	22	(54,303)	(48,190)	(54,303)	(48,190)
Capital reserve		45,177	39,243	45,177	39,243
Profit reserve		1,868,222	1,868,222	1,868,222	1,868,222
Comprehensive income		(5,104)	602	(5,104)	602
Retained earnings		1,664	-	1,664	-
<b>Total controlling interest</b>		<b>3,702,833</b>	<b>3,707,054</b>	<b>3,702,833</b>	<b>3,707,054</b>
Non-controlling interest		-	-	1	2
<b>Total shareholders' equity</b>		<b>3,702,833</b>	<b>3,707,054</b>	<b>3,702,834</b>	<b>3,707,056</b>
<b>Total liabilities and shareholders' equity</b>		<b>8,591,237</b>	<b>9,276,412</b>	<b>8,629,790</b>	<b>9,318,633</b>

The notes are an integral part of the interim financial statements.

## C&A Modas S.A.

Statements of profit or loss

Quarters ended March 31, 2026 and 2025

(In thousands of reais - R\$, except earnings/loss per share)



	Note	Parent Company		Consolidated	
		03/31/2026	03/31/2025	03/31/2026	03/31/2025
<b>Net revenue</b>	26	<b>1,543,774</b>	1,534,543	<b>1,619,562</b>	1,612,082
Sale of goods and services		<b>1,538,429</b>	1,511,939	<b>1,543,170</b>	1,515,622
Financial products and services		<b>5,345</b>	22,604	<b>76,392</b>	96,460
<b>Cost of goods sold and services rendered</b>		<b>(718,369)</b>	(739,982)	<b>(718,369)</b>	(740,084)
Sale of goods and services		<b>(718,369)</b>	(739,924)	<b>(718,369)</b>	(739,924)
Financial products and services		-	(58)	-	(160)
<b>Gross income</b>		<b>825,405</b>	794,561	<b>901,193</b>	871,998
Operating revenues (expenses):					
Sales	27	<b>(589,375)</b>	(560,321)	<b>(593,571)</b>	(566,772)
General and administrative	27	<b>(227,185)</b>	(217,927)	<b>(227,514)</b>	(218,236)
Credit losses, net		-	-	<b>(27,690)</b>	(29,640)
Equity in net income of subsidiaries	11	<b>13,992</b>	10,103	-	-
Other operating revenues (expenses), net	27	<b>(1,604)</b>	16,397	<b>(1,604)</b>	16,397
<b>Income before financial income (loss)</b>		<b>21,233</b>	42,813	<b>50,814</b>	73,747
Income (loss) from exchange rate change		<b>2,358</b>	2,216	<b>2,358</b>	2,216
Finance expenses		<b>(137,249)</b>	(156,437)	<b>(121,484)</b>	(145,749)
Finance income		<b>47,852</b>	56,860	<b>59,943</b>	66,390
Income (loss) from FIDC C&A Pay		<b>49,684</b>	46,037	-	-
<b>Net financial income (loss)</b>	28	<b>(37,355)</b>	(51,324)	<b>(59,183)</b>	(77,143)
<b>Loss before income taxes</b>		<b>(16,122)</b>	(8,511)	<b>(8,369)</b>	(3,396)
Current		<b>(48,045)</b>	-	<b>(50,107)</b>	(1,302)
Deferred		<b>65,831</b>	12,585	<b>60,139</b>	8,770
<b>Income and social contribution taxes</b>		<b>17,786</b>	12,585	<b>10,032</b>	7,468
<b>Net profit for the period</b>		<b>1,664</b>	4,074	<b>1,663</b>	4,072
Attributable to shareholders:					
Non-controlling shareholders				<b>(1)</b>	(2)
Controlling shareholders				<b>1,664</b>	4,074
Basic earnings per share - in R\$	32			<b>0.0055</b>	0.0136
Basic/diluted earnings per share - in R\$	32			<b>0.0054</b>	0.0134

The notes are an integral part of the interim financial statements.

## C&A Modas S.A.

Statements of comprehensive income  
Quarters ended March 31, 2026 and 2025  
(In thousands of reais - R\$)



	<b>Parent Company</b>		<b>Consolidated</b>	
	<b>03/31/2026</b>	<b>03/31/2025</b>	<b>03/31/2026</b>	<b>03/31/2025</b>
<b>Net profit for the period</b>	<b>1,664</b>	4,074	<b>1,663</b>	4,072
Other comprehensive income:				
Income (loss) from derivatives	<b>(8,732)</b>	(27,273)	<b>(8,732)</b>	(27,273)
Other comprehensive income (a)	<b>57</b>	135	<b>57</b>	135
Tax effects	<b>2,969</b>	9,273	<b>2,969</b>	9,273
<b>Total comprehensive income to be reclassified to income (loss) for the period in subsequent periods, net of taxes</b>	<b>(5,706)</b>	(17,865)	<b>(5,706)</b>	(17,865)
<b>Total comprehensive income attributable to shareholders:</b>	<b>(4,042)</b>	(13,791)	<b>(4,043)</b>	(13,793)
Non-controlling shareholders			<b>(1)</b>	(2)
Controlling shareholders			<b>(4,042)</b>	(13,791)

(a) The amount refers to the mark-to-market adjustment of the Financial Treasury Bills of C&A Pay SCD.

The notes are an integral part of the interim financial statements.

## C&A Modas S.A.

Statements of changes in shareholders' equity

Quarters ended March 31, 2026 and 2025

(In thousands of reais - R\$)



	Capital reserve				Profit reserve				Other comprehensive income	Total shareholders' equity			
	Capital	Treasury shares	Capital reserve	Other capital reserves	Legal reserve	Unrealized profit reserves	Tax incentive reserves	Investment reserve	Equity valuation adjustments	Retained earnings	controlling shareholders	Non-controlling interest	Total shareholders' equity
<b>December 31, 2024</b>	<b>1,847,177</b>	<b>(34,365)</b>	<b>10,516</b>	<b>38,771</b>	<b>87,832</b>	<b>75,720</b>	<b>36,677</b>	<b>1,238,905</b>	<b>7,251</b>	-	<b>3,308,484</b>	<b>4</b>	<b>3,308,488</b>
Equity instruments granted - Share-based remuneration	-	-	-	3,896	-	-	-	-	-	-	3,896	-	3,896
Repurchase of shares	-	(36,039)	-	-	-	-	-	-	-	-	(36,039)	-	(36,039)
Allocation of income (loss):													
Net profit for the period	-	-	-	-	-	-	-	-	-	4,074	4,074	(2)	4,072
Other comprehensive income	-	-	-	-	-	-	-	-	(17,865)	-	(17,865)	-	(17,865)
<b>March 31, 2025</b>	<b>1,847,177</b>	<b>(70,404)</b>	<b>10,516</b>	<b>42,667</b>	<b>87,832</b>	<b>75,720</b>	<b>36,677</b>	<b>1,238,905</b>	<b>(10,614)</b>	<b>4,074</b>	<b>3,262,550</b>	<b>2</b>	<b>3,262,552</b>
<b>December 31, 2025</b>	<b>1,847,177</b>	<b>(48,190)</b>	<b>10,516</b>	<b>28,727</b>	<b>117,186</b>	<b>75,720</b>	<b>36,677</b>	<b>1,638,639</b>	<b>602</b>	-	<b>3,707,054</b>	<b>2</b>	<b>3,707,056</b>
Equity instruments granted - Share-based remuneration	-	-	-	5,934	-	-	-	-	-	-	5,934	-	5,934
Repurchase of shares	-	(6,113)	-	-	-	-	-	-	-	-	(6,113)	-	(6,113)
Allocation of income (loss):													
Net profit for the period	-	-	-	-	-	-	-	-	-	1,664	1,664	(1)	1,663
Other comprehensive income	-	-	-	-	-	-	-	-	(5,706)	-	(5,706)	-	(5,706)
<b>March 31, 2026</b>	<b>1,847,177</b>	<b>(54,303)</b>	<b>10,516</b>	<b>34,661</b>	<b>117,186</b>	<b>75,720</b>	<b>36,677</b>	<b>1,638,639</b>	<b>(5,104)</b>	<b>1,664</b>	<b>3,702,833</b>	<b>1</b>	<b>3,702,834</b>

The notes are an integral part of the interim financial statements.

# C&A Modas S.A.

## Statements of cash flows

Quarters ended March 31, 2026 and 2025

(In thousands of reais - R\$)



	Note	Parent Company		Consolidated	
		03/31/2026	03/31/2025	03/31/2026	03/31/2025
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>					
<b>Loss before income taxes</b>		<b>(16,122)</b>	(8,511)	<b>(8,369)</b>	(3,396)
<b>Adjustment to reconcile loss with the cash generated by operating activities:</b>					
Formation of expected credit losses	7	7	612	<b>28,054</b>	31,950
Formation of losses on inventories	8	<b>32,898</b>	20,091	<b>32,898</b>	20,091
Update and recognition of tax credits	9	<b>(14,145)</b>	(17,850)	<b>(14,145)</b>	(17,850)
Equity in net income of subsidiaries	11	<b>(13,992)</b>	(10,103)	-	-
Depreciation and amortization	12/13	<b>90,988</b>	85,789	<b>90,988</b>	85,789
Depreciation of right-of-use	15	<b>97,172</b>	92,072	<b>97,172</b>	92,072
Interest, inflation adjustments and exchange-rate changes		<b>86,587</b>	115,763	<b>74,472</b>	106,037
Formation of losses for tax, civil and labor risks		<b>12,648</b>	10,585	<b>12,639</b>	10,637
Other		<b>5,840</b>	(2,527)	<b>1,099</b>	(2,527)
<b>(Increase) decrease in operating assets</b>					
Accounts receivable		<b>442,912</b>	458,730	<b>541,485</b>	633,476
Inventories		<b>(197,694)</b>	(173,309)	<b>(197,694)</b>	(173,309)
Recoverable taxes		<b>142,106</b>	137,181	<b>147,883</b>	136,008
Judicial deposits		<b>1,123</b>	17,778	<b>1,123</b>	17,777
Other assets		<b>(15,714)</b>	(7,958)	<b>(15,709)</b>	(7,987)
<b>Increase (decrease) in operating liabilities</b>					
Suppliers		<b>(159,043)</b>	(102,484)	<b>(149,238)</b>	(101,901)
Supplier finance arrangements		<b>(180,673)</b>	(159,771)	<b>(180,673)</b>	(159,771)
Taxes payable		<b>(283,642)</b>	(274,246)	<b>(291,474)</b>	(273,788)
Labor obligations		<b>(7,970)</b>	12,167	<b>(7,378)</b>	12,391
Payments of tax, civil and labor lawsuits		<b>(9,391)</b>	(21,408)	<b>(9,391)</b>	(21,408)
Other liabilities		<b>(2,632)</b>	(2,024)	<b>(8,291)</b>	(2,897)
<b>Net cash generated from operating activities before financial investments and income tax</b>		<b>11,263</b>	<b>170,577</b>	<b>145,451</b>	<b>381,394</b>
Securities		<b>50,316</b>	53,963	<b>(79,635)</b>	(148,885)
Income and social contribution taxes paid		<b>(24,421)</b>	(41,332)	<b>(27,036)</b>	(43,143)
<b>Net cash generated by operating activities</b>		<b>37,158</b>	<b>183,208</b>	<b>38,780</b>	<b>189,366</b>
Acquisition of property, plant and equipment	12	<b>(116,978)</b>	(92,379)	<b>(116,978)</b>	(92,379)
Acquisition of intangible assets	13	<b>(45,020)</b>	(41,677)	<b>(45,020)</b>	(42,462)
Receipt from sales of property, plant, and equipment		-	34	-	34
<b>Net cash consumed in investing activities</b>		<b>(161,998)</b>	<b>(134,022)</b>	<b>(161,998)</b>	<b>(134,807)</b>
Transaction costs of loans/debentures	17	-	(133)	-	(133)
Payment of principal on loans	17	-	(40,200)	-	(40,200)
Interest paid on loans	17	<b>(58,960)</b>	(56,207)	<b>(58,960)</b>	(56,207)
Payment of lease principal and interest	15	<b>(141,086)</b>	(132,306)	<b>(141,086)</b>	(132,306)
Repurchase of shares	22	<b>(6,113)</b>	(36,039)	<b>(6,113)</b>	(36,039)
<b>Net cash consumed in financing activities</b>		<b>(206,159)</b>	<b>(264,885)</b>	<b>(206,159)</b>	<b>(264,885)</b>
Net increase in cash and cash equivalents		<b>(330,999)</b>	<b>(215,699)</b>	<b>(329,377)</b>	<b>(210,326)</b>
Cash and cash equivalents at the beginning of the period		<b>748,512</b>	<b>1,262,270</b>	<b>774,521</b>	<b>1,403,225</b>
Cash and cash equivalents at the end of the period		<b>417,513</b>	<b>1,046,571</b>	<b>445,144</b>	<b>1,192,899</b>

The notes are an integral part of the interim financial statements.

## C&A Modas S.A.

Statements of value added  
 Quarters ended March 31, 2026 and 2025  
 (In thousands of reais - R\$)



	Parent Company		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Sales of goods, products and services	2,054,388	2,035,299	2,131,315	2,113,994
Other operating revenues	1,108	7,923	1,108	7,923
Provision, reversal, and loss of receivables	-	13	(27,690)	(29,627)
<b>Revenues</b>	<b>2,055,496</b>	<b>2,043,235</b>	<b>2,104,733</b>	<b>2,092,290</b>
Cost of products, good and services sold	(882,257)	(731,444)	(883,160)	(731,444)
Materials, energy, outsourced services and other	(288,299)	(255,028)	(289,516)	(258,981)
Provision, reversal, and loss on other assets	(11,647)	4,729	(11,647)	4,729
<b>Inputs acquired from third parties</b>	<b>(1,182,203)</b>	<b>(981,743)</b>	<b>(1,184,323)</b>	<b>(985,696)</b>
<b>Gross value added</b>	<b>873,293</b>	<b>1,061,492</b>	<b>920,410</b>	<b>1,106,594</b>
Depreciation and amortization	(90,988)	(85,860)	(90,988)	(85,860)
Depreciation of right-of-use	(97,172)	(92,072)	(97,172)	(92,072)
<b>Retention</b>	<b>(188,160)</b>	<b>(177,932)</b>	<b>(188,160)</b>	<b>(177,932)</b>
<b>Net value added produced</b>	<b>685,133</b>	<b>883,560</b>	<b>732,250</b>	<b>928,662</b>
Equity in net income of subsidiaries	13,992	10,103	-	-
Finance income	115,073	125,794	78,521	90,035
<b>Value added received through transfers</b>	<b>129,065</b>	<b>135,897</b>	<b>78,521</b>	<b>90,035</b>
<b>Total value added to be distributed</b>	<b>814,198</b>	<b>1,019,457</b>	<b>810,771</b>	<b>1,018,697</b>
<b>Personnel and charges</b>	<b>244,440</b>	<b>243,600</b>	<b>247,221</b>	<b>246,100</b>
Direct remuneration	181,577	171,737	183,601	173,739
Benefits	38,139	38,006	38,615	38,235
FGTS (Guarantee fund for length of service)	15,469	14,769	15,593	14,923
Other	9,255	19,088	9,412	19,203
<b>Taxes, fees and contributions</b>	<b>357,657</b>	<b>542,473</b>	<b>367,218</b>	<b>549,903</b>
Federal	59,120	174,991	68,461	182,225
State	281,555	352,110	281,555	352,110
Municipal	16,982	15,372	17,202	15,568
<b>Third-party capital remuneration</b>	<b>210,437</b>	<b>229,310</b>	<b>194,669</b>	<b>218,622</b>
Rents	63,485	56,896	63,485	56,896
Interest expenses	146,952	172,414	131,184	161,726
<b>Remuneration of own capital</b>	<b>1,664</b>	<b>4,074</b>	<b>1,663</b>	<b>4,072</b>
Retained profits	1,664	4,074	1,664	4,072
Non-controlling interest in retained earnings	-	-	(1)	-
<b>Distribution of added value</b>	<b>814,198</b>	<b>1,019,457</b>	<b>810,771</b>	<b>1,018,697</b>

The notes are an integral part of the interim financial statements.

## C&A Modas S.A.

Notes to the parent company and consolidated interim financial information  
March 31, 2026 and 2025

(In thousands of reais - R\$, unless otherwise indicated)



### 1. Operations

C&A Modas S.A. ("Company" or "Parent Company") has its registered office located at 1222 Alameda Araguaia - Barueri, São Paulo - Brazil. The Company is a publicly-held corporation, holding shares traded on B3 (São Paulo - Brazil) under the ticker "CEAB3" and its Parent Company is COFRA Holding AG, based in Switzerland.

C&A Modas and its subsidiaries, referred to collectively as "C&A", are mainly engaged in the following activities:

#### **Retail trading:**

- I. Sale of goods in brick-and-mortar stores and online. The portfolio includes apparel, footwear, accessories, watches, jewelry, cosmetics, among others.

#### **Financial services:**

- I. Intermediation of credit granted to finance purchases.
- II. Issuance of credit cards (private label) and granting of personal loans.
- III. Intermediation in brokering and promoting the distribution of insurance, saving bonds, and related products offered by insurers and other third-parties offering such products.
- IV. Proprietary payment institution activities, which involves processing financial transactions and related services.

C&A sells its goods in 339 stores (340 stores on December 31, 2025), and e-commerce supplied by 3 distribution centers in the states of São Paulo, Rio de Janeiro, and Santa Catarina, as well as one logistics operation.

The non-financial data included in these parent company and consolidated financial statements, such as the number of stores and distribution centers, among others, have not been subject to audit or review by our independent auditors.

#### **1.1. Transactions and significant events**

##### **1.1.1. Tax reform**

C&A has been monitoring the discussions and the evolution of the approved Tax Reform, which brings significant changes to the consumption tax system in Brazil. However, considering that, as of the present date, the sub-constitutional regulation has not yet been completed, as well as the transition periods provided for the implementation of the new model, the Management assessed that there are no measurable impacts that require specific recognition or disclosure in the interim financial information as of March 31, 2026. The potential accounting, financial, and operational impacts resulting from the Tax Reform can only be adequately assessed upon the completion of the regulatory process and the final definition of the applicable rules, including rates, credit regimes, and other operational aspects.

C&A will continue to monitor the evolution of the issue and will assess any effects on the interim financial information of future periods when there are sufficient elements for such remeasurement.

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### 1.1.2. Effects from Complementary Law 224/2025

Complementary Law 224/2025, published on December 26, 2025, enacted a reform in the federal tax incentive policy, covering various economic sectors. The regulation introduced a linear reduction of tax benefits and reinforced criteria for governance, timeliness, and evaluation for the granting and maintenance of incentives. Additionally, the legislation increased the rates of the Social Contribution on Net Profit (CSLL) applicable to fintechs, financial institutions, and other entities equipped with them, effective from April 01, 2026.

In the case of Direct Credit Companies (SCDs), Complementary Law 224/2025 established an increase in the rate of the Social Contribution on Net Profit (CSLL), previously set at 9%, now to be applied in a staggered manner, as follows:

- 12% in the period 04/01/2026–12/31/2027;
- 15% as of 01/01/2028.

Despite the increase in the CSLL, no significant impact is expected for the Company, since SCD C&A Pay does not generate significant income, making the estimated tax effect minimally material in the income (loss).

## 2. Basis of preparation and presentation of parent company and consolidated interim financial information

C&A's parent company and consolidated interim financial information for the quarter ended March 31, 2026 were prepared in accordance with accounting practices adopted in Brazil, which comprise accounting pronouncements, guidelines, and interpretations issued by the Accounting Pronouncements Committee ("CPC"), approved by the Federal Accounting Council ("CFC") and the Brazilian Securities and Exchange Commission ("CVM"), which are in accordance with International Financial Reporting Standards ("IFRS") issued by the International Accounting Standards Board - IASB.

All relevant information specific to the parent company and consolidated financial information, and only such information, is disclosed, and which corresponds to the information used by the Management in C&A's activities' management, as Technical Guidance OCPC 07 (R1).

The issuance of parent company and consolidated interim financial information for the quarter ended March 31, 2026, was authorized by the Board Members on May 05, 2026.

### 2.1. Measurement basis and going concern assumption

The parent company and consolidated interim financial information have been prepared based on the historical cost, except for certain financial instruments and derivative financial instruments measured at fair value, and based on the going concern assumption of the operations of the consolidated companies.

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Management assessed the ability of the Company and its subsidiaries to continue as a going concern and believes that they have the necessary resources to allow the going concern of its business for the future. Additionally, Management is not aware of any material uncertainty that may generate significant doubts about its ability to continue operating. Thus, this parent company and consolidated financial information have been prepared on the going concern basis.

### 2.2. Functional and presentation currency

The parent company and consolidated interim financial information is being presented in thousands of reais, functional and presentation currency of the Company and its subsidiaries. Transactions in foreign currency are initially recorded at the exchange rate of the functional currency in force on the date of transaction. Monetary assets and liabilities denominated in foreign currency are translated into the foreign exchange rate of the functional currency in force on the date of statement of financial position. All differences are reported in the statement of profit or loss.

### 2.3. Consolidation basis

The consolidated financial information includes the operations of the Company, its subsidiaries, and the FIDC C&A Pay investment fund, considering that C&A Modas is the sole holder of the shares and is exposed to the risks and rewards of the fund.

The fiscal year of the subsidiaries is the same as that of the parent company, and accounting practices are applied uniformly. All transactions are fully eliminated in the consolidation.

	Direct subsidiaries		Indirect subsidiaries	Investment fund
Interest	Orion	C&A Pay Holding	C&A Pay SCD	C&A Pay FIDC
03/31/2026	99.99%	99.99%	99.99%	100.00%
12/31/2025	99.99%	99.99%	99.99%	100.00%

### 2.4. Statement of value added - SVA

The presentation of the Statement of Value Added (SVA), parent company and consolidated, is required by the Brazilian Accounting Standard NBC TG 09 (corresponding to the technical pronouncement CPC 09 - Statement of Value Added - applicable to publicly-held companies. The IFRS do not require the presentation of this statement. Consequently, according to IFRS, this statement is presented as supplementary information, without prejudice to the set of interim financial information. The purpose of the SVSA is to disclose the wealth generated by C&A during the quarter, and demonstrates how such value was distributed among the various agents.

### 2.5. Significant judgments, estimates and assumptions

The preparation of Company's parent company and consolidated interim financial information requires Management to make judgments, use estimates and adopt assumptions that affect the



amounts presented for revenues, expenses, assets and liabilities, including the disclosure of contingent liabilities assumed. However, uncertainty relating to these judgments, assumptions and estimates could lead to results that require a significant adjustment to the book value of certain assets and liabilities in future years. The accounting practices that require the highest level of judgment and complexity, as well as those for which estimates and assumptions are significant, are:

- (a) determination of useful life of property, plant and equipment and intangible assets;
- (b) analysis of recovery of values of property, plant and equipment and intangible assets;
- (c) estimated losses on doubtful accounts;
- (d) estimated losses in inventories;
- (e) realization of deferred income and social contribution tax assets;
- (f) provision for tax, civil and labor risks;
- (g) determination of fair value of derivative financial instruments;
- (h) provision for restoring stores to their original condition;
- (i) short- and long-term incentives granted to employees – estimate of target achievement and pricing based on mathematical models;
- (j) determination of the incremental interest rates and term of the leases to be used for accounting the cash flows of lease liabilities.

### 3. Accounting policies

The accounting policies adopted in the preparation of this parent company and consolidated interim financial information, are presented in the respective notes and were duly approved by the Company's Management.

#### 3.1. New or reviewed pronouncements applied for the first time in 2026

Management assessed the standards, guidelines, and accounting pronouncements that came into effect for the first time starting from the current period beginning on January 1, 2026. The Company is preparing for the early compliance with the disclosure of information related to CBPS 1 and CPBS 2 standards, with publication in 2026.

##### **(a) CBPS 1/ IFRS S1 – General Requirements for Disclosure of Sustainability-related Financial Information**

The standard aims to require entities to disclose information on risks and opportunities related to sustainability, aiming to provide relevant data to the main users of general purpose financial reports, supporting decision-making regarding the provision of resources to the entity.

##### **(b) CBPS 2 / IFRS S2 – Climate-related disclosures**

This standard aims to establish requirements for the identification, measurement, and disclosure of information regarding climate-related risks and opportunities. This information should be useful to the main users of general purpose financial reports, helping them to make decisions about providing resources to the entity.

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### **3.2. New pronouncements, but not yet effective**

#### **(a) Standard IFRS 18 - Presentation and Disclosure of Financial Statements**

The standard aims to enhance the presentation of financial statements, with special emphasis on the statement of profit or loss, by requiring the classification of revenues and expenses into the following categories: operating activities, investing, financing, income taxes, and discontinued operations.

Furthermore, the standard requires the disclosure, through Notes, of performance measures defined by Management – subtotals of revenues and expenses that are not specified in the draft or in other pronouncements, interpretations, or guidelines issued by the CPC and IFRS – but that are used in public communications to express Management’s perspective on certain aspects of the entity’s financial performance.

The standard also introduces new principles for the aggregation and disaggregation of information, both in the presentation of the financial statements and in the respective notes.

Standard will become effective on January 1, 2027. The Company is assessing the requirements and preparing for the implementation of this change.

There are no IFRS standards or IFRIC interpretations that are not yet in effect that could have a significant impact on the interim financial information of the Company or its subsidiaries.

## **4. Financial instruments and risk management**

### **4.1. Financial instruments - Accounting policy**

A financial instrument is an agreement that gives rise to a financial asset for one entity and a financial liability or equity instrument of another entity. Essentially, they are financial instruments that confer a right or an obligation, such as stocks, debt securities, derivatives, among others.

The Company adopts the accounting policy of classifying interest paid on leases, loans, and financing, as well as dividends and interest on own capital, as cash flows from financing activities, as presented in the Statement of Cash Flows.

#### **4.1.1. Classification of financial instruments**

The classification depends on the characteristics of the contractual cash flows and on the business model for the management of these financial instruments. At C&A, they are classified as:

## **C&A Modas S.A.**

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### *I. Amortized cost*

Financial assets at amortized cost include: cash and cash equivalents, accounts receivable and judicial deposits. Financial assets at amortized cost are subsequently measured using the effective interest method and are subject to impairment.

Financial liabilities are initially recognized at fair value, and in the case of loans and financings, include directly related transaction costs. The subsequent measurement depends on its classification. In the case of suppliers, loans, accounts payable with related parties, and leases payable are classified as financial liabilities at amortized cost using the effective interest rate method.

### *II. Fair value through profit or loss*

Include financial assets held for trading and financial assets designated upon initial recognition at fair value through profit or loss. Financial assets are classified as held-for-trading if they are acquired with the purpose of sale in the short term. This category includes investments in securities held for trading and swap operations aimed at protecting loans in foreign currency.

### *III. Fair value through other comprehensive income*

Financial assets and liabilities classified in this category are derivative transactions to which hedge accounting applies. It also includes investments in government securities held as available for sale or for receiving contractual interest. C&A adopts hedge accounting and assigns futures contracts (NDF) as cash flow hedges. The fair values of derivative financial instruments are determined based on the exchange rate and interest rate curve.

## **4.1.2. Categories of financial instruments and their values**

The accounting balances of financial assets and liabilities and the measurement criteria are presented according to the following categories:

- (a) Level 1 - Traded prices (unadjusted) in active markets for identical assets or liabilities.
- (b) Level 2 - different inputs of the prices negotiated in active markets included at Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices).
- (c) Level 3 - inputs for the asset or liability that are not based on observable market variables (unobservable inputs).

## **4.1.3. Financial instruments and fair value**

The fair values of the C&A's financial assets and liabilities were assessed at December 31, 2026 and December 31, 2025, using the hierarchy in the level 2 category, which corresponds to significant observable input.

C&A does not have financial instruments measured at fair value classified in Level 3 of the fair value hierarchy. Thus, no additional disclosures related to this level are presented, as there are no use of unobservable inputs in the measurement of its financial instruments.

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The derivative financial instruments designated in hedging operations are initially recognized at fair value on the date on which the derivative contract is signed, and are subsequently reassessed also at fair value.

The effective portion of the gain or loss on the hedging instrument is initially recorded directly in shareholders' equity or other comprehensive income, while any ineffective portion is recognized in financial income (loss).

	Note	Level	Parent Company				Consolidated			
			03/31/2026		12/31/2025		03/31/2026		12/31/2025	
			Fair value	Book balance	Fair value	Book balance	Fair value	Book balance	Fair value	Book balance
<b>Financial assets</b>										
<b>Amortized cost</b>										
Cash and cash equivalents	5	-	417,513	417,513	748,512	748,512	445,144	445,144	774,521	774,521
Accounts receivable	7	Level 2	524,988	524,988	962,127	962,127	1,194,322	1,194,322	1,753,283	1,753,283
<b>Subtotal</b>			<b>942,501</b>	<b>942,501</b>	1,710,639	1,710,639	<b>1,639,466</b>	<b>1,639,466</b>	2,527,804	2,527,804
<b>Fair value through profit or loss</b>										
Securities	6	Level 1	-	-	-	-	189,788	189,788	76,159	76,159
FIDC C&A Pay	7	Level 2	707,534	707,534	757,850	757,850	-	-	-	-
<b>Subtotal</b>			<b>707,534</b>	<b>707,534</b>	757,850	757,850	<b>189,788</b>	<b>189,788</b>	76,159	76,159
<b>Fair value through other comprehensive income</b>										
Financial investments	6	Level 1	-	-	-	-	170,816	171,247	192,695	193,192
Derivatives	-	Level 2	-	-	2,552	2,552	-	-	2,552	2,552
<b>Subtotal</b>			<b>-</b>	<b>-</b>	2,552	2,552	<b>170,816</b>	<b>171,247</b>	195,247	195,744
<b>Total assets</b>			<b>1,650,035</b>	<b>1,650,035</b>	2,471,041	2,471,041	<b>2,000,070</b>	<b>2,000,501</b>	2,799,210	2,799,707

## C&A Modas S.A.

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	Note	Level	Parent Company				Consolidated			
			03/31/2026		12/31/2025		03/31/2026		12/31/2025	
			Fair value	Book balance	Fair value	Book balance	Fair value	Book balance	Fair value	Book balance
<b>Financial liabilities</b>										
<b>Amortized cost</b>										
Lease	15	Level 2	(1,813,315)	(1,813,315)	(1,780,243)	(1,780,243)	(1,813,315)	(1,813,315)	(1,780,243)	(1,780,243)
Supplier finance arrangement	16	Level 2	(1,306,065)	(1,306,065)	(1,739,341)	(1,739,341)	(1,322,566)	(1,322,566)	(1,746,037)	(1,746,037)
Loans and debentures	17	Level 2	(940,032)	(937,402)	(918,802)	(960,472)	(940,032)	(937,402)	(918,802)	(960,472)
<b>Subtotal</b>			<b>(4,059,412)</b>	<b>(4,056,782)</b>	<b>(4,438,386)</b>	<b>(4,480,056)</b>	<b>(4,075,913)</b>	<b>(4,073,283)</b>	<b>(4,445,082)</b>	<b>(4,486,752)</b>
<b>Fair value through other comprehensive income</b>										
Derivatives	-	Level 2	(10,946)	(10,946)	(1,760)	(1,760)	(10,946)	(10,946)	(1,760)	(1,760)
<b>Subtotal</b>			<b>(10,946)</b>	<b>(10,946)</b>	<b>(1,760)</b>	<b>(1,760)</b>	<b>(10,946)</b>	<b>(10,946)</b>	<b>(1,760)</b>	<b>(1,760)</b>
<b>Total liabilities</b>			<b>(4,070,358)</b>	<b>(4,067,728)</b>	<b>(4,440,146)</b>	<b>(4,481,816)</b>	<b>(4,086,859)</b>	<b>(4,084,229)</b>	<b>(4,446,842)</b>	<b>(4,488,512)</b>

## 4.2. Financial risk management

Due to its activities, C&A is exposed to certain financial risks, among which the following stand out:

- I. market, including foreign exchange and interest rate risk;
- II. credit and;
- III. liquidity.

These risks are assessed and managed continuously and systematically, in accordance with the limits, guidelines, and procedures established in the Company's financial policies, with the aim of mitigating any adverse impacts on its financial position, cash flow, and income (loss).

Hedge instruments are contracted exclusively to protect cash flow against mismatches.

The Company's Treasury department is responsible for identifying, assessing, and seeking protection against potential financial risks. The Management approves the financial policies that establish the principles and standards for global risk management, the areas involved in these activities, the use of derivative and non-derivative financial instruments, and the allocation of surplus cash and currency;

### 4.2.1. Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will float due to changes in market prices. Market prices comprise three types of risk: interest rate risk, exchange risk, and price risk, that may be from commodities, shares, among others. Financial instruments affected by market risk include loans and financing, cash equivalents and other financial assets, investments in debt and derivative financial instruments.

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### 4.2.1.1. Interest rate risk

C&A is exposed to the risk of changes in interest rates, which may impact the return on its short-term assets and its financial liabilities indexed to the CDI.

C&A seeks to keep the interest rate indexers of its assets and liabilities the same, in order to reduce the impact of the risk of changes in the interest rate. Today, 100% of operations are in the credit and capital markets, predominantly in fixed-income instruments indexed to the CDI.

The Management continuously analyzes exposure to interest rates, comparing contracted rates to those currently in the market and simulating refinancing scenarios and calculating the impact on income (loss).

Tests were conducted considering scenarios for the next disclosure with the aim of demonstrating the effect of the fluctuation of this indexer on the income (loss). The interest rates for the probable scenario were obtained from the reference rates on the B3 website on March 27, 2026 (annualized CDI 14.53%).

Parent Company								
Risk	Balance as of 03/31/2026	Rate	Probable scenario	Increase in interest		Decrease in interest		
				Possible scenario +25%	Remote scenario +50%	Possible scenario - 25%	Remote scenario - 50%	
Financial investments	390,281	CDI	54,443	68,054	81,665	40,832	27,221	
Loans and debentures	(937,402)	CDI	(151,953)	(189,941)	(227,929)	(113,965)	(75,976)	
<b>Net exposure/effect in income (loss) before income tax/social contribution</b>	<b>(547,121)</b>		<b>(97,510)</b>	<b>(121,887)</b>	<b>(146,264)</b>	<b>(73,133)</b>	<b>(48,755)</b>	
Effect on net income (loss) of Income taxes/social contribution			<b>(64,357)</b>	<b>(80,445)</b>	<b>(96,534)</b>	<b>(48,268)</b>	<b>(32,178)</b>	

Consolidated								
Risk	Balance as of 03/31/2026	Rate	Probable scenario	Increase in interest		Decrease in interest		
				Possible scenario +25%	Remote scenario +50%	Possible scenario - 25%	Remote scenario - 50%	
Financial investments	773,792	CDI	107,646	134,558	161,469	80,734	53,823	
Loans and debentures	(937,402)	CDI	(151,953)	(189,941)	(227,930)	(113,965)	(75,976)	
<b>Net exposure/effect in income (loss) before income tax/social contribution</b>	<b>(163,610)</b>		<b>(44,307)</b>	<b>(55,383)</b>	<b>(66,461)</b>	<b>(33,231)</b>	<b>(22,153)</b>	
Effect on net income (loss) of Income taxes/social contribution			<b>(29,243)</b>	<b>(36,553)</b>	<b>(43,864)</b>	<b>(21,932)</b>	<b>(14,621)</b>	

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Finance income, shown net of PIS and COFINS (4.65%), considers an average earning of 100.71% of the CDI in the first quarter of 2026 at the Parent Company (during the first quarter of 2025: 100.24%) and 100.42% of CDI in consolidated (during the first quarter of 2025: 100.18%). For loans and debentures, 111.60% of the CDI is considered (during 1Q25: 114.11%).

### 4.2.1.2. Foreign exchange risk

Exchange rate risk exists in future commercial operations generated mainly by imports of goods and loans contracted abroad denominated in US dollars. Foreign exchange risk management guidelines are defined by the C&A's Board of Directors and subsequently submitted for analysis and appraisal by the Audit, Risks and Finance Committee.

**Import of goods:** C&A hedges the outstanding balance of its imports against exchange-rate changes by contracting Non-Deliverable Forwards (NDFs) for highly probable budgeted purchases. Contracting based on the FOB value of the goods limits exchange rate exposure and its effect on price composition. When purchases are nationalized, taxes are levied that do not belong to the hedge object defined in the NDF contract.

In the table below, we highlight the exposure to exchange-rate change related to orders issued not covered by the hedging instrument and non-recoverable taxes on the clearance of goods for which C&A is not protected. C&A is sensitive to any changes in the 25% to 50% level, indicating a deterioration in C&A's financial situation as a result of an increase in the dollar exchange rate.

The dollar exchange rate used in the sensitivity analysis was taken from the FOCUS report released by Bacen on March 27, 2026. The estimation of the scenarios was adopted according to CVM Instruction 475/08.

	Risk	Notional - USD (Pay)Receive	Parent Company and Consolidated Scenarios		
			Probable USD1=R\$ 5.40	Possible +25% USD1 = R\$ 6.75	Remote + 50% USD1 = R\$ 8.10
<b>Hedged object</b>					
Purchase orders for imported goods and imports in progress	USD incr.	(60,778)	(10,977)	(93,027)	(175,076)
Future payment for imported goods	USD incr.	(47,058)	(8,498)	(72,027)	(135,555)
<b>Hedge instrument</b>					
NDF	USD decr.	47,921	8,654	73,348	138,041
<b>Net exposure of import orders</b>		<b>(59,915)</b>	<b>(10,821)</b>	<b>(91,706)</b>	<b>(172,590)</b>
Non-recoverable taxes - 36% (a)		(21,880)	(3,952)	(33,490)	(63,027)
<b>Total net exposure</b>		<b>(81,795)</b>	<b>(14,773)</b>	<b>(125,196)</b>	<b>(235,617)</b>
<b>Effect on net income (loss) of Income taxes/social contribution</b>		<b>(53,985)</b>	<b>(9,750)</b>	<b>(82,629)</b>	<b>(155,507)</b>

USD on 03/31/2026 = R\$ 5.2194

(a) The percentage of 36% of non-recoverable taxes on the NDFs was determined based on the import tax percentages (35%, on average) and the non-recoverable percentage of COFINS on imports (1%).

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### Derivative financial instruments - Designated to hedge accounting (parent company and consolidated)

C&A uses derivative financial instruments to minimize the risks arising from exposure to foreign currency. It enters into hedge operations to protect itself against the currency risk arising from import orders not yet paid; and for this reason, it designates them as cash flow hedge.

The effective and unsettled portion of the change in the fair value of designated derivatives and qualified as cash flow hedge is recognized in shareholders' equity as equity valuation adjustments in other comprehensive income. This installment is realized when the risk for which the derivative was contracted is eliminated. This happens in two stages: in the nationalization of the goods and in the settlement of financial instruments. At these times, previously deferred gains and losses in shareholders' equity are transferred and included in the initial asset cost measurement and in financial income (loss), respectively.

03/31/2026						
Contract	Contracted currency		Maturity	Reference value (notional) - USD	Fair value	
	Assets	Liabilities			Assets	Liabilities
NDF	US\$	R\$	04/2026	12,089	-	(3,623)
NDF	US\$	R\$	05/2026	12,480	-	(3,250)
NDF	US\$	R\$	06/2026	10,524	-	(2,588)
NDF	US\$	R\$	07/2026	6,580	-	(1,031)
NDF	US\$	R\$	08/2026	3,485	-	(339)
NDF	US\$	R\$	09/2026	2,763	-	(115)
<b>Total NDF</b>				<b>47,921</b>	<b>-</b>	<b>(10,946)</b>

12/31/2025						
Contract	Contracted currency		Maturity	Reference value (notional) - USD	Fair value	
	Assets	Liabilities			Assets	Liabilities
NDF	US\$	R\$	01/2026	10,451	322	(898)
NDF	US\$	R\$	02/2026	8,673	489	(520)
NDF	US\$	R\$	03/2026	10,401	558	(284)
NDF	US\$	R\$	04/2026	10,436	339	-
NDF	US\$	R\$	05/2026	10,303	636	(51)
NDF	US\$	R\$	06/2026	4,243	208	(7)
<b>Total NDF</b>				<b>54,507</b>	<b>2,552</b>	<b>(1,760)</b>

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### 4.2.2. Credit risk

- I. **Cash and cash equivalents:** According to the C&A's policy, cash and cash equivalents should be invested in financial institutions classified as low credit risk.
- II. **Receivables:** C&A has its own card called C&A Pay, which is operated by the subsidiary SCD - C&A Pay. SCD assigns the receivables to FIDC - C&A Pay, whose sole shareholder is C&A Modas (see Note 7).

The expected losses from C&A Pay operations are determined by C&A based on internal studies for the remeasurement of loss percentages according to the stages and the time of delay, considering the probability and exposure to default and actual loss for each delay range. Changes in the macroeconomic environment and shifts in the customer profile may influence the level of expected loss.

The credit risk of C&A's sales transactions is mitigated as receivables from the sale of goods and services are intermediated by credit card companies, and the risk is fully borne by them.

Management believes that the estimates used in the provision for expected losses are sufficient to cover possible credit losses in the customer portfolio.

### 4.2.3. Liquidity risk

Based on the operation's cash cycle, Management has approved a minimum cash policy to:

- I. Ensure resources for the continuity of operational management in times of uncertainty;
- II. Ensure the execution of the investment and expansion strategy; and
- III. Observe the maintenance of the dividend distribution policy.

Management continuously monitors the forecasts of the C&A's liquidity requirements to ensure there is enough cash to meet operational needs, investment plans, and financial obligations.

C&A invests excess cash in financial assets with floating interest rates and daily liquidity (CDBs from financial institutions, repurchase agreements and private credit investment funds that comply with the investment policy approved by Management).

The chart below summarizes the maturity profile of C&A's consolidated contracted financial liabilities and lease liabilities (nominal value with future interest):

March 31, 2026	Book value	Contracted value	≤01 year	01-02 years	02-05 years	>05 years
Lease	(1,813,315)	(2,543,609)	(552,432)	(824,584)	(1,060,570)	(106,023)
Loans and debentures	(937,402)	(1,173,855)	(231,700)	(865,796)	(76,359)	-
Suppliers	(1,082,034)	(1,082,034)	(1,082,034)	-	-	-
Supplier finance arrangements	(240,532)	(240,532)	(240,532)	-	-	-
<b>Total</b>	<b>(4,073,283)</b>	<b>(5,040,030)</b>	<b>(2,106,698)</b>	<b>(1,690,380)</b>	<b>(1,136,929)</b>	<b>(106,023)</b>

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### 4.3. Capital management

The objective of C&A's capital management is to ensure an adequate financing structure to sustain and grow its operations.

The Company manages its capital structure by adjusting it to prevailing economic conditions through a combination of equity and debt. In this context, C&A continuously monitors its level of indebtedness, seeking to maintain financial indicators consistent with its strategy, risk profile, and cash generation capacity.

There was no change in the objectives, policies or processes of capital structure in the quarter ended March 31, 2026.

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
<b>Net Debt without Lease Liabilities</b>				
Short and long-term loans and debentures	937,402	960,472	937,402	960,472
Cash and cash equivalents	(417,513)	(748,512)	(445,144)	(774,521)
Financial investments	-	-	(360,604)	(268,854)
<b>Net debt (cash)</b>	<b>519,889</b>	<b>211,960</b>	<b>131,654</b>	<b>(82,903)</b>
Non-controlling interest	-	-	1	2
<b>Total shareholders' equity</b>	<b>3,707,833</b>	<b>3,707,054</b>	<b>3,707,834</b>	<b>3,707,056</b>
<b>Leverage ratio</b>	<b>14%</b>	<b>6%</b>	<b>4%</b>	<b>-2%</b>

Considering the lease liability in the capital management calculation, the Company's leverage ratio would be:

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
<b>Net Debt with Lease Liability</b>				
<b>Net debt (cash) without lease liabilities</b>	<b>519,889</b>	<b>211,960</b>	<b>131,654</b>	<b>(82,903)</b>
Lease liabilities	1,813,315	1,780,243	1,813,315	1,780,243
<b>Adjusted net debt</b>	<b>2,333,204</b>	<b>1,992,203</b>	<b>1,944,969</b>	<b>1,697,340</b>
<b>Total shareholders' equity</b>	<b>3,707,833</b>	<b>3,707,054</b>	<b>3,707,834</b>	<b>3,707,056</b>
<b>Leverage ratio</b>	<b>63%</b>	<b>54%</b>	<b>53%</b>	<b>46%</b>

## 5. Cash and cash equivalents

### 5.1. Accounting policy

Cash equivalents are maintained for the purpose of meeting short-term cash commitments rather than for investment or other purposes. C&A considers cash equivalents, a financial investment readily convertible, redeemable with the issuer itself into known amounts of cash and subject to an insignificant risk of change of value. Consequently, an investment normally qualifies as cash equivalent when it has short-term maturity; for example, three months or less, as of the transaction date.

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### 5.2. Breakdown of cash and cash equivalents

	Remuneration	Parent Company		Consolidated	
		03/31/2026	12/31/2025	03/31/2026	12/31/2025
Cash and banks		27,232	45,020	31,956	48,827
Cash equivalents:					
Interest bearing account	2-10% CDI	3,455	8,656	3,498	8,692
Bank deposit certificate (*)	96-103% CDI	386,826	694,836	409,690	717,002
		<b>417,513</b>	748,512	<b>445,144</b>	774,521

(\*) Bank Deposit Certificates ("CDBs") can be redeemed at any time with the issuer of the instrument without losing the contracted remuneration.

## 6. Securities

### 6.1. Accounting policy

Financial investments that are not classified as cash equivalents are those without repurchase guarantees by the issuer in the primary market, with liquidity only in the secondary market, and are measured according to C&A's intended use.

### 6.2. Breakdown of securities

	Index	Rate	Parent Company		Consolidated	
			03/31/2026	12/31/2025	03/31/2026	12/31/2025
LFT - Financial Treasury Bills	SELIC	100%	-	-	177,965	199,600
FIDC - C&A Pay			707,534	757,850	-	-
Fixed income investment fund			-	-	182,639	69,254
			<b>707,534</b>	757,850	<b>360,604</b>	268,854
Current assets			-	-	360,604	268,854
Non-current assets			707,534	757,850	-	-

### 6.3. FIDC C&A Pay

In 2023, the operations of FIDC C&A Pay started. The Fund was established as a closed-end investment fund in non-standard credit rights. The shares shall only be redeemed at the end of the duration period of the respective series or in the event of the Fund's liquidation. The Fund is governed by internal regulations and regulated by the Brazilian Securities and Exchange Commission (CVM) Instruction 175/2022 and other legally applicable provisions.

On March 31, 2026 and December 31, 2025, the statement of financial position of FIDC C&A Pay is shown below:

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	03/31/2026		12/31/2025	
	FIDC	Adjusted FIDC (a)	FIDC	Adjusted FIDC (a)
<b>Assets</b>				
Cash and cash equivalents	1,519	1,519	2,641	2,641
Financial investments	189,787	189,787	76,158	76,158
Accounts receivable	698,933	572,154	872,198	745,663
Other receivables	4,344	4,344	3,987	3,987
<b>Total assets</b>	<b>894,583</b>	<b>767,804</b>	<b>954,984</b>	<b>828,449</b>
<b>Liabilities and shareholders' equity</b>				
Trade payables	52,371	60,270	77,413	70,599
Shareholders' equity	842,212	707,534	877,571	757,850
<b>Total liabilities and shareholders' equity</b>	<b>894,583</b>	<b>767,804</b>	<b>954,984</b>	<b>828,449</b>

(a) The consolidation adjustments are composed of the elimination of difference in interest revenues recorded in the FIDC, resulting from the effect of the discount in the receivables assignment operation between C&A PAY and FIDC.

## 7. Accounts receivable

### 7.1. Accounting policy

Accounts receivable are presented at their realizable amounts, net of the present value adjustment and expected losses calculated according to the criteria established by CPC 48 and IFRS 9 - *Financial Instruments*. These balances comprise amounts receivable from the sale of goods to customers, made through third-party credit cards and through the company's own digital card provided via C&A Pay.

Installment sales are subject to present value adjustment on the date of the interim financial information, using market rates that reflect the Company's risk spread. As of March 31, 2026, the average rate applied was 1.15% p.m. (1.17% p.m. as of December 31, 2025), and the realization of the adjustment is recognized as sales revenue.

C&A measures expected credit losses (ECL) based on the simplified CPC 48 and IFRS 9 model, which does not consider customer-by-customer risk and credit assessment; instead, it considers the mass portfolio based on historical data, economic projections, continuous risk assessment, and future estimates of credit behavior, recognizing them over the life of financial assets.

The methodology includes both active balances and unused credit limits. Overdue credits with no expectation of recovery are written off as losses (write-off) after 721 days of default, with the reversal of previously established provisions.

In the context of credit renegotiations, C&A applies specific policies for customers with payment difficulties, adjusting the terms according to the credit profile. The renegotiated operations are classified in Stage 3 in the receivables portfolio, impacting the provisioning for expected losses. In these cases, the remeasurement starts to consider the expected new cash flow and the associated risk.

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### 7.2. Breakdown of accounts receivable

The table below details the breakdown of accounts receivable, segmented between card operators, C&A Pay digital card operations, and other categories. The balance of accounts receivable is influenced by the seasonality of the business activity.

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Credit card operators	492,265	875,801	492,265	875,801
C&A Pay Card - related parties (a)	26,795	77,722	-	-
Card&A Pay Card - third parties	-	-	1,016,679	1,214,130
Present value adjustment	(6,480)	(12,317)	(22,652)	(33,230)
Expected credit losses	(371)	(371)	(304,959)	(324,162)
<b>Trade accounts receivable</b>	<b>512,209</b>	<b>940,835</b>	<b>1,181,333</b>	<b>1,732,539</b>
Accounts receivable - business partners	12,779	21,292	12,989	20,744
<b>Other accounts receivable</b>	<b>12,779</b>	<b>21,292</b>	<b>12,989</b>	<b>20,744</b>
<b>Total accounts receivable</b>	<b>524,988</b>	<b>962,127</b>	<b>1,194,322</b>	<b>1,753,283</b>

(a) Amount referring to sales made using the C&A's own digital card and reimbursement of expenses shared.

During the quarter ended March 31, 2026, C&A Modas anticipated R\$ 582,814 (R\$ 474,838 during the same period in 2025) in receivables with C&A Pay SCD, generating a financial cost of R\$ 15,781 (R\$ 10,699 during the same period in 2025).

Transaction fees ranged from 1.22% to 1.24% p.m. (compared to 1.04% to 1.19% p.m. in 2025). The charges were recorded as finance expenses in C&A Modas and as finance income at C&A Pay SCD.

#### 7.2.1. Changes in estimated credit losses

We present below the changes in estimated credit losses:

	Parent Company	Consolidated
<b>Balance as of December 31, 2025</b>	<b>(371)</b>	<b>(324,162)</b>
(-) Formation	(7)	(28,054)
(+) Write-off	7	47,257
<b>Balance as of March 31, 2026</b>	<b>(371)</b>	<b>(304,959)</b>
<i>Estimate of loss on C&amp;A Pay</i>	-	<b>(304,588)</b>
<i>Estimate of other losses</i>	<b>(371)</b>	<b>(371)</b>

In the quarter ended March 31, 2026, C&A PAY FIDC carried out assignments of receivables from credit card operations that had already been written off (exceeding 720 days of delinquency), amounting to R\$ 72,078 to *Fundo de Investimento em Direitos Creditórios Multisegmentos NPL VI*, resulting in a recovery of losses of R\$ 4,058 recorded in the line "Credit losses, net" in the statement of profit or loss.

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### 7.3. C&A Pay

#### 7.3.1. Breakdown of the portfolio by maturity bracket and estimated loss by stage

The breakdown of the C&A Pay loan portfolio, segmented by loss estimation stage, is as follows: The loss estimate policy adapts to the stage of the asset, allowing for more effective credit risk management.

	<b>FIDC C&amp;A Pay</b>	
	<b>03/31/2026</b>	<b>12/31/2025</b>
≤30 days	232,571	283,074
31-90 days	256,033	341,958
>90 days	178,900	236,401
<b>Falling due</b>	<b>667,504</b>	<b>861,433</b>
≤30 days	16,310	14,956
31-90 days	40,930	24,925
>90 days	291,935	312,816
<b>Overdue</b>	<b>349,175</b>	<b>352,697</b>
<b>Total</b>	<b>1,016,679</b>	<b>1,214,130</b>

#### 7.3.2. Management of credit loss risks

C&A adopts a credit granting policy aligned with the governance and portfolio management guidelines established by Management and has a financial services executive committee to regulate and supervise operations. It aims to minimize default through mechanisms to control this risk, such as the use of specialized credit analysis tools, access to databases, credit concession management, as well as monitoring and management of receivables processes. The combination of these factors resulted, in the quarter ended March 31, 2026, in total recoveries of R\$ 15,649 from delinquent operations that are still in active portfolio between 61 and 720 days overdue (R\$ 22,864 in the year ended December 31, 2025).

These practices ensure effective credit risk management, keeping C&A's financial services operations within acceptable levels of exposure and safeguarding the quality and sustainability of our credit operations.

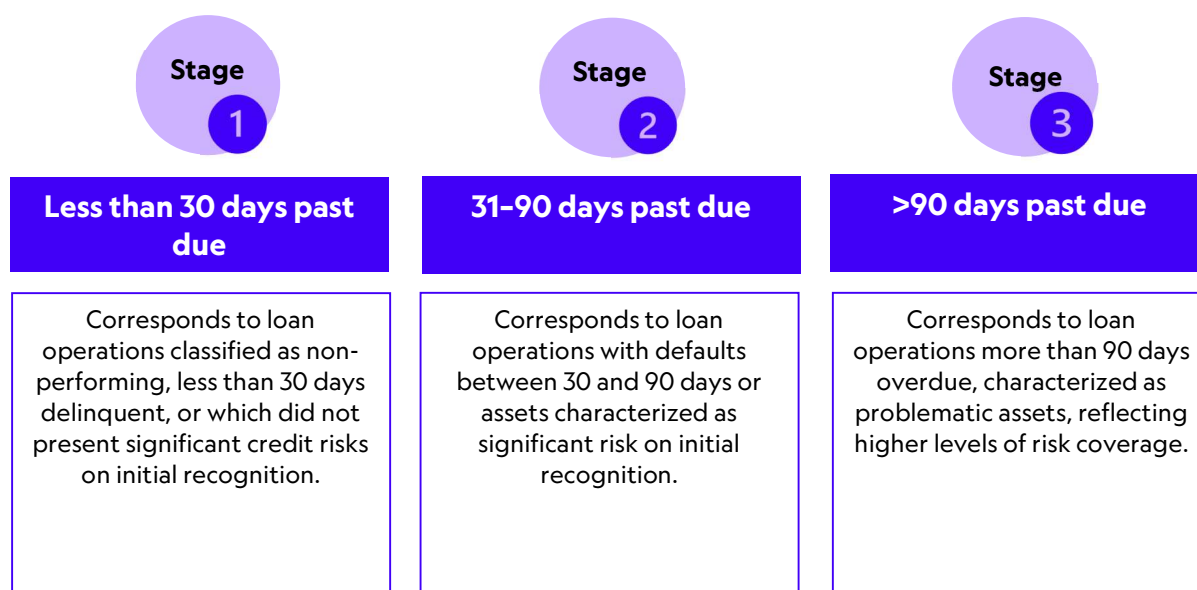
#### 7.3.3. Stages and components of expected losses in loan operations

The expected loss estimates are calculated according to the composition of the credit portfolio classified by stage, which represent different levels of credit risk and reflect the evolution of defaults in the portfolio, adjusting according to the historical recoverability of the loans.

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$$\text{Expected loss} = \text{PD} \times \text{EAD} \times \text{LGD}$$

*Expected Credit Loss (ECL)*      *Probability of Default*      *Exposure at Default*      *Loss Given Default*

- ✓ Probability of Default (PD): This refers to the probability that a debtor will not be able to meet their financial obligations in a given period.
- ✓ Exposure at Default (EAD): Refers to the monetary value that will be exposed when default occurs, including the principal balance, accrued interest, and unused available balances.
- ✓ Loss Given Default (LGD): Refers to the expectation of loss once default has been characterized, considering a specific percentage of the total value of the problematic asset.

### 7.3.4. Breakdown of estimated loss by stage

#### Estimated loss by stage

C&A Pay Credit Card (Private Label)	C&A Pay			Estimated loss	% Coverage
	03/31/2026				
	Portfolio				
	Falling due	Overdue	Total		
Stage 1	648,762	14,686	663,448	17,183	2.59%
Stage 2	12,643	38,638	51,281	14,322	27.93%
Stage 3 - ≤360 days	6,099	123,922	130,021	105,464	81.11%
Stage 3 - >360 days	-	171,929	171,929	167,198	97.25%
<b>Active portfolio balance (On balance)</b>	<b>667,504</b>	<b>349,175</b>	<b>1,016,679</b>	<b>304,167</b>	<b>29.92%</b>
<b>Available credit limit (Off balance)</b>			<b>521,641</b>	421	<b>0.08%</b>
<b>Grand total</b>			<b>1,538,320</b>	304,588	<b>19.80%</b>
<b>Coverage ratio on loan portfolio</b>					<b>29.96%</b>

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C&A Pay Credit Card (Private Label)	C&A Pay			Estimated loss	% Coverage
	12/31/2025				
	Portfolio				
	Falling due	Overdue	Total		
Stage 1	843,010	12,389	855,399	20,995	2.45%
Stage 2	12,109	23,281	35,390	12,091	34.16%
Stage 3 - ≤360 days	6,314	140,485	146,799	119,530	81.42%
Stage 3 - >360 days	-	176,542	176,542	171,020	96.87%
<b>Active portfolio balance (On balance)</b>	<b>861,433</b>	<b>352,697</b>	<b>1,214,130</b>	<b>323,636</b>	<b>26.67%</b>
<b>Available credit limit (Off balance)</b>			<b>788,743</b>	<b>155</b>	<b>0.02%</b>
<b>Grand total</b>			<b>2,002,873</b>	<b>323,791</b>	<b>16.17%</b>
<b>Coverage ratio on loan portfolio</b>					<b>26.68%</b>

## 8. Inventories

### 8.1. Accounting policy

Inventories are measured at the lower of cost between the average acquisition cost and net realizable value. Include transportation costs to the distribution centers, costs incurred in preparing the dispatch of goods from the distribution centers to the stores, and non-recoverable taxes. They are deducted from supplier bonuses and from the present value adjustment of goods' purchases on credit, which is carried out based on inventory turnover, recorded under "cost of goods sold". The reversal of present value adjustment is recognized as finance expense. The cost of imported goods considers the gain or loss on cash flow hedges. The net realizable value is the estimated selling price in the normal course of business, less estimated additional costs necessary to make the sale.

The estimate for inventory losses is based on historical data on thefts of goods, as well as provisions for goods with negative margins, obsolete and damaged goods. Actual losses are determined through physical inventory counts carried out annually.

Freight costs for transporting goods from distribution centers to stores are accounted for directly as selling expenses in the current income (loss) at the time they occur.

### 8.2. Breakdown of inventories

	Parent Company and Consolidated	
	03/31/2026	12/31/2025
Goods for resale	1,290,349	1,121,082
Raw material inventories	884	1,133
Goods sold in transit for delivery to clients	4,390	4,291
Advance to supplier of raw material	44	57
Goods in possession of third-parties	7	-
Present value adjustment	(28,946)	(30,112)
Estimated losses	(62,788)	(53,491)
	<b>1,203,940</b>	<b>1,042,960</b>
Imports in progress	116,889	111,906
	<b>1,320,829</b>	<b>1,154,866</b>

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### 8.3. Changes in estimated losses

	<b>Parent Company and Consolidated</b>
<b>Balance as of January 1, 2025</b>	<b>43,180</b>
(+) Estimated losses	<b>106,127</b>
(-) Write-off for use	<b>(95,816)</b>
<b>Balance as of December 31, 2025</b>	<b>53,491</b>
(+) Estimated losses	<b>32,898</b>
(-) Write-off for use	<b>(23,601)</b>
<b>Balance as of March 31, 2026</b>	<b>62,788</b>

C&A carries out periodic inventories of products with a high risk of loss throughout the year and annually carries out complete inventory counts of all items. During these inventory counts, the adjustments identified are considered as effective losses, using the provisions for inventory losses recorded for this purpose. This provision, along with the realized losses, is reflected in the statement of profit or loss under "cost of goods sold."

## 9. Recoverable taxes

### 9.1. Accounting policy

Recoverable taxes generated in C&A's usual operations, which may be offset and/or refunded by it, and taxes derived from lawsuit in which it is practically certain that there will be an inflow of economic benefits and can be measured with reasonable certainty.

### 9.2. Breakdown of recoverable taxes

	<b>Parent Company</b>		<b>Consolidated</b>	
	<b>03/31/2026</b>	<b>12/31/2025</b>	<b>03/31/2026</b>	<b>12/31/2025</b>
PIS/COFINS lawsuits	<b>738,637</b>	763,700	<b>738,637</b>	763,700
Current PIS/COFINS	<b>77,882</b>	183,294	<b>77,882</b>	183,294
Current ICMS	<b>236,984</b>	163,534	<b>236,984</b>	163,534
ICMS lawsuits	<b>111,175</b>	110,761	<b>111,175</b>	110,761
IRRF - Withholding income tax	<b>15,563</b>	19,063	<b>16,093</b>	19,680
Other (a)	<b>10,988</b>	10,627	<b>10,989</b>	10,627
	<b>1,191,229</b>	<b>1,250,979</b>	<b>1,191,760</b>	<b>1,251,596</b>
Current assets	<b>622,495</b>	459,615	<b>623,026</b>	460,232
Non-current assets	<b>568,734</b>	791,364	<b>568,734</b>	791,364

a) It refers mainly to social security benefits.

#### 9.2.1. Expected realization of recoverable taxes

Based on the projections prepared by Management, the amount of recoverable taxes, presents the following expectation of realization on March 31, 2026:

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Year	Parent company	Consolidated
Apr-Dec 2026	482,174	482,705
2027	410,851	410,851
2028	259,734	259,734
2029	15,863	15,863
2030-2031	22,607	22,607
<b>Total</b>	<b>1,191,229</b>	<b>1,191,760</b>
Current assets	622,495	623,026
Non-current assets	568,734	568,734

Management continually assesses the ability to use these taxes and does not expect any impairment losses in the period ended March 31, 2026.

### 9.2.2. PIS/COFINS lawsuits

	Parent Company and Consolidated	
	03/31/2026	12/31/2025
ICMS from PIS and COFINS calculation basis (a)	322,877	337,463
Lawsuit - Manaus free trade zone (b)	154,650	161,287
Lawsuit - Good Law (c)	171,623	177,234
ICMS-ST on PIS and COFINS calculation basis (d)	89,487	87,716
	<b>738,637</b>	<b>763,700</b>

#### Changes:

	03/31/2026	03/31/2025
<b>Opening balance</b>	<b>763,700</b>	804,944
(-) Offsetting	(39,208)	(35,403)
(+) Recognition of principal	311	3,055
(+) Recognition of interest + updates	13,834	14,795
<b>Closing balance</b>	<b>738,637</b>	787,391

#### (a) ICMS from PIS and COFINS calculation basis

The Company has two lawsuits on the topic that were finalized on February 28, 2019 and February 23, 2022, respectively, with favorable decisions. The balance of the first lawsuit was fully offset in October 2025, and the offsetting of the second lawsuit began in January 2026.

#### (b) Credit arising from Lawsuit - Manaus Free Trade Zone (ZFM)

On November 30, 2020, the Company received a final and unappealable decision, recognizing the right to equate sales made in the ZFM to exports and, therefore, acknowledging the non-levy of PIS and COFINS on the revenues generated in the ZFM, as well as the right to enjoy the benefit from the REINTEGRA program.

#### (c) Credit arising from Lawsuit - Good Law

On March 18, 2023, the proceeding was finalized in the Supreme Federal Court (STF), with a favorable decision to the Company, validating the right already recognized by the Superior Court of Justice (STJ) on October 27, 2022, acknowledging the right to enjoy the benefit of reducing the PIS and COFINS rates to zero, as provided for by Law 11196/2005 (known as the



“Good Law”), for the retail sale of smartphones produced in the country until December 31, 2018.

**(d) ICMS-ST on PIS and COFINS calculation basis**

In a unanimous decision issued by the Superior Court of Justice (STJ) under the repetitive appeal for Topic 1125, the court established the thesis that ICMS-ST is not included in the PIS and COFINS calculation basis owed by the replaced taxpayer under the progressive tax replacement regime. The Company has two lawsuits on the topic with favorable decisions, with the final and unappealable decisions in January and October 2025, respectively.

**9.2.3. ICMS credits****(a) Credit arising from Lawsuit - ICMS rate on the supply of electric power**

In December 2021, the Federal Supreme Court (STF), in a case of general repercussion (Extraordinary Appeal 714139/SC), decided to apply the general rate for ICMS on electricity and telecommunication services, to the detriment of the increased rate. Thus, even though most of lawsuits distributed between 2015 and 2016 have not yet received a final and unappealable decision, the Company assesses the entry of economic benefits as virtually certain. The updated balance on March 31, 2026, is R\$ 88,730 (R\$ 93,582 on December 31, 2025).

**(b) Credit arising from Lawsuit - DIFAL - sale to final consumer who is not an ICMS taxpayer**

On March 30, 2022, the leading case (RE 1287019), referring to Topic 1093, was judged by the STF on the basis of general repercussion, which declared the collection of the ICMS Rate Difference - DIFAL unconstitutional in interstate transactions involving non-taxpaying final consumers, until a complementary law was enacted in this regard. Considering this scenario, the Company recognized the amounts of its lawsuits filed in December 2018, whose updated balance on March 31, 2026 is R\$ 19,549 (R\$ 19,134 on December 31, 2025).

**10. Income and social contribution taxes****10.1. Accounting policy**

Tax assets and liabilities are measured at recoverable value expected or at value, payable to the tax authorities. Income tax and social contribution are calculated based on rates of 15%, plus an additional 10% on taxable income exceeding R\$20,000 per month for income tax purposes, and 9% on taxable income for the Social Contribution on Net Profit (CSLL), except for C&A Pay, whose applicable rate, as of April 2026, is 12%, in accordance with specific legislation. It should be noted that deferred tax has already been recorded considering the 12% rate, based on the estimated timing of realization of the respective taxes. Tax losses and negative bases of the social contribution represent negative results determined in prior periods, which may be offset up to the limit of 30% of the taxable income determined in each fiscal year, with no statute of limitations for their utilization.

Deferred IRPJ and CSLL are recognized when there is a temporary difference between tax and accounting balances, given that tax credits and debits are not subject to statute of limitations, and

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arise mainly from provisions for differences between cash and accrual, tax losses, lease operations, tax loss carryforwards and provisions for tax, civil and labor risks. The credits are based on the continued profitability of its operations.

For disclosure purposes, the deferred tax asset was offset against the deferred tax liability, IRPJ and CSLL of the same taxable entity. On December 27, 2024, Law 15079 was published, which established the CSLL Surcharge with the aim of aligning Brazilian legislation with the GloBE Rules, bringing the country in line with Pillar 2 of the OECD's BEPS Project, whose guideline establishes a global minimum tax rate of 15% for multinational groups with annual revenues exceeding € 750 million.

The Company continuously monitors the projections of taxable income and adjustments to net profit in order to ensure compliance with the minimum limit of the effective rate of the Social Contribution on Net Profit (CSLL). In this context, the expectation is that the CSLL surcharge established by Law 15079/24 will not be levied in 2026.

Management exercises judgment to determine the amount of deferred tax asset that can be recognized, based on the probable term and amount of future taxable income, along with future tax planning strategies. At the end of each year, the recoverability of deferred taxes is assessed, and write-offs are made to the extent that it is no longer likely that taxable income will be available to allow their use.

### 10.2. Breakdown and changes in deferred taxes

	Parent Company			Balance as of 03/31/2026
	Balance as of 12/31/2025	In income (loss)	in shareholders' equity	
Tax loss carryforwards and negative basis (a)	342,804	(21,218)	-	321,586
<b>Temporary differences</b>				
Provision for tax, civil and labor risks	62,719	1,107	-	63,826
Provision for loss in inventories and accounts receivable	38,851	(413)	-	38,438
Provision for loss on property, plant and equipment and right-of-use assets	2,495	166	-	2,661
Provision for profit sharing - ICP	24,820	(21,702)	-	3,118
Leases CPC 06 (R2) - IFRS 16	109,477	1,941	-	111,418
Adjustments to fair value	1,539	(1,305)	-	234
Realization of negative goodwill (FIDC)	33,595	6,697	-	40,292
Share-based remuneration plan	12,674	2,017	-	14,691
Provision for expenses for store returns	13,985	152	-	14,137
Other (b)	57,696	3,051	2,969	63,716
<b>Deferred tax assets</b>	700,655	(29,507)	2,969	674,117
Extempore credits	(163,494)	97,796	-	(65,698)
Present value adjustments	(7,740)	(2,458)	-	(10,198)
<b>Deferred tax liabilities</b>	(171,234)	95,338	-	(75,896)
<b>Net balance of deferred tax assets</b>	529,421	65,831	2,969	598,221

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	Consolidated			Balance as of 03/31/2026
	Increase/(decrease)			
	Balance as of 12/31/2025	in income (loss)	in shareholders ' equity	
Tax loss carryforwards and negative basis (a)	342,804	(21,218)	-	321,586
<b>Temporary differences</b>				
Provision for tax, civil and labor risks	63,428	1,167	-	64,595
Provision for loss in inventories and accounts receivable	39,853	(342)	-	39,511
Provision for loss on property, plant and equipment and right-of-use assets	2,495	166	-	2,661
Provision for profit sharing	25,347	(22,081)	-	3,266
Leases CPC 06 (R2) - IFRS 16	109,477	1,941	-	111,418
Adjustments to fair value	1,539	(1,305)	-	234
Share-based remuneration plan	12,674	2,017	-	14,691
Provision for expenses for store returns	13,985	152	-	14,137
Other (b)	57,697	3,050	2,969	63,716
<b>Deferred tax assets</b>	669,299	(36,453)	2,969	635,815
Extempore credits	(163,494)	97,796	-	(65,698)
Adjustments to consolidation	(8,317)	1,254	(11)	(7,074)
Present value adjustments	(7,740)	(2,458)	-	(10,198)
<b>Deferred tax liabilities</b>	(179,551)	96,592	(11)	(82,970)
<b>Net balance of deferred tax assets</b>	489,748	60,139	2,958	552,845

(a) Deferred taxes are not being recognized at subsidiary Orion, as the generation of future taxable income to utilize them is not considered probable. The unrecognized balance of these deferred taxes is R\$ 22,892 as of March 31, 2026 (R\$ 22,809 as of December 31, 2025).

(b) Includes provisions for freight, operating expenses, benefits, legal fees.

### 10.3. Estimated realization of deferred tax assets as of March 31, 2026

C&A reviews the income (loss) projections every quarter and estimates that it will realize the deferred tax assets in the following years:

Year	Parent company	Consolidated
	Apr-Dec 2026	139,803
2027	119,657	120,051
2028	138,176	138,176
2029	121,201	121,201
2030-2031	138,054	138,054
2032-2036	17,226	17,226
	674,117	640,988

Management continually assesses the usability of deferred taxes and does not expect any impairment losses on March 31, 2026.

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### 10.4. Reconciliation of effective rate

	Parent Company		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Loss before income taxes	(16,122)	(8,511)	(8,369)	(3,396)
Income and social contribution tax expense at nominal rates - 34%	5,481	2,894	2,845	1,155
<b>Adjustments to obtain effective rate</b>				
Equity in net income of subsidiaries	4,757	3,435	-	-
Technological Innovation - R&D	2,609	-	2,609	-
Interest update (SELIC) on tax overpayment	4,885	7,478	4,889	7,478
Rate difference - financial parent company	-	-	161	-
Other	54	(1,222)	(472)	(1,165)
<b>Income and social contribution taxes</b>	<b>17,786</b>	<b>12,585</b>	<b>10,032</b>	<b>7,468</b>
Current	(48,045)	-	(50,107)	(1,302)
Deferred	65,831	12,585	60,139	8,770
	<b>17,786</b>	<b>12,585</b>	<b>10,032</b>	<b>7,468</b>
Effective rate	<b>110%</b>	148%	<b>120%</b>	220%

## 11. Investments

### 11.1. Accounting policy

The investment of the Company in its subsidiaries is accounted for under the equity method in parent company interim financial information. After applying this method, the Company assesses whether it is necessary to recognize additional impairment on the recoverable amount of its investments in subsidiaries. The Company verifies, on each closing date of statement of financial position, if there is objective evidence that investment in the subsidiaries suffered impairment loss. If there is such evidence, the Company calculates the amount of loss as the difference between the recoverable amount of the subsidiary and the book value, recognizing the loss in the statement of profit or loss.

### 11.2. Information on investment in subsidiaries

Subsidiaries	03/31/2026							
	Ownership interest	Assets	Liabilities	Shareholders' equity	Gross revenue	Net profit	Book value of the investment	Equity in net income of subsidiaries
Orion	99.99%	14,174	(1,594)	12,580	-	199	12,579	199
C&A Pay Holding	99.99%	306,973	(50,515)	256,458	10,956	13,792	256,456	13,793
<b>Total</b>							<b>269,035</b>	<b>13,992</b>

Subsidiaries	12/31/2025							
	Ownership interest	Assets	Liabilities	Shareholder's equity	Gross revenue	Net profit	Book value of the investment	Equity in net income of subsidiaries
Orion	99.99%	14,002	(1,621)	12,381	712	1,219	12,380	1,219
C&A Pay Holding	99.99%	352,262	(109,656)	242,606	56,106	65,562	242,606	65,562
<b>Total</b>							<b>254,986</b>	<b>66,781</b>

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### 11.3. Changes in investments

	Orion	C&A Pay Holding	Total
<b>Balances of investments as of December 31, 2025</b>	12,380	242,606	254,986
(-/+ ) Equity in net income of subsidiaries (a)	199	13,793	<b>13,992</b>
(+/-) Other comprehensive income	-	57	<b>57</b>
<b>Balances of investments as of March 31, 2026</b>	<b>12,579</b>	<b>256,456</b>	<b>269,035</b>

(a) It considers the elimination of related-party transactions regarding the discount of C&A Pay of R\$ 76,240.

## 12. Property, plant and equipment

### 12.1. Accounting policy

Assets are recorded at the cost of acquisition, formation or construction, less recoverable taxes. They include the estimate for store restoration, when not included in the right of use, and are reduced by depreciation and impairment estimate. Depreciation is calculated by the straight-line method, considering the estimated useful life of assets. At the beginning of each fiscal year, the estimated useful life, the restoration cost, and the depreciation methods are reviewed, considering the expected use of the assets, the planning of store refurbishments, and evidence of a useful life other than that recorded. This assessment is documented in a report by C&A's experts. Any changes in the estimates are accounted for prospectively.

A property, plant and equipment item is written off when it is disposed of, when the entity loses control over it, or when future economic benefits are no longer expected to be generated. Currently, the gain or loss from the transaction is recognized, measured by the difference between the net sales price and the book value of the asset.

### 12.2. Breakdown of property, plant and equipment (Parent Company and Consolidated)

Property, plant and equipment	Cost	Accumulated depreciation	Impairment	03/31/2026
Improvements	1,622,306	(1,078,070)	(3,202)	541,034
Furniture and fixtures	738,476	(430,431)	(49)	307,996
Machinery and equipment	230,590	(119,340)	(85)	111,165
IT equipment	327,731	(262,510)	(76)	65,145
Construction in progress	22,569	-	-	22,569
Estimated cost of store returns	2,913	(2,044)	-	869
Land	126	-	-	126
Vehicles	20	(20)	-	-
	<b>2,944,731</b>	<b>(1,892,415)</b>	<b>(3,412)</b>	<b>1,048,904</b>

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Property, plant and equipment	Cost	Accumulated depreciation	Impairment	12/31/2025
Improvements	1,620,259	(1,061,434)	(2,868)	555,957
Furniture and fixtures	735,366	(416,999)	(27)	318,340
Machinery and equipment	217,343	(114,994)	(23)	102,326
IT equipment	325,955	(255,475)	(26)	70,454
Construction in progress	9,192	-	-	9,192
Estimated cost of store returns	3,086	(2,043)	-	1,043
Land	126	-	-	126
Vehicles	20	(20)	-	-
	<b>2,911,347</b>	<b>(1,850,965)</b>	<b>(2,944)</b>	<b>1,057,438</b>

C&A has no property, plant and equipment items provided as collateral.

### 12.2.1. Changes in property, plant and equipment (Parent company and Consolidated)

	Average depreciation period in years	Balance as of December 31, 2025	Additions (b)	Depreciation	Write-offs	Transfers	Reversal (formation) Impairment	Balance as of March 31, 2026
Machinery and equipment	7%	102,326	-	(2,171)	(23)	11,095	(62)	111,165
Furniture and fixtures	11%	318,340	4,290	(14,184)	(29)	(399)	(22)	307,996
IT equipment	20%	70,454	1,407	(7,265)	(7)	606	(50)	65,145
Improvements (a)	9%	555,957	-	(21,041)	(44)	6,496	(334)	541,034
Land	-	126	-	-	-	-	-	126
Construction in progress	-	9,192	31,175	-	-	(17,798)	-	22,569
Estimated cost of store returns	-	1,043	108	-	(282)	-	-	869
<b>Total</b>		<b>1,057,438</b>	<b>36,980</b>	<b>(44,661)</b>	<b>(385)</b>	<b>-</b>	<b>(468)</b>	<b>1,048,904</b>

- (a) Improvements include several assets, such as civil works, lighting, fire systems, etc. The depreciation rate is defined by the useful life of these assets.
- (b) During the first quarter of 2026, C&A acquired R\$ 36,980 of property, plant and equipment items, of which R\$ 13,151 are recorded as suppliers (R\$ 93,243 during 2025) and R\$ 93,149 were disbursed in 2026 for acquisitions that occurred prior to December 31, 2025 (in 2025, R\$ 85,821 were disbursed for previous years).

Note	Average annual depreciation rate	Balance as of December 31, 2024	Additions (i)	Depreciation	Write-offs	Transfers	Reversals (provisions) Impairment	Balance as of March 31, 2025
Machinery and equipment	7%	88,990	-	(1,842)	(147)	393	147	87,541
Furniture and fixtures	11%	228,459	7,228	(11,162)	(322)	27	663	224,893
IT Equipment	20%	64,026	1,096	(6,497)	(45)	53	91	58,724
Leasehold improvements	(a) 9%	434,292	41	(18,130)	(1,999)	13,051	2,003	429,258
Land	-	126	-	-	-	-	-	126
Construction in progress	-	5,448	14,442	-	-	(13,524)	-	6,366
Assets held by third parties	-	227	-	-	-	-	-	227
Estimated cost of returning stores	-	2,146	-	-	(675)	-	-	1,471
<b>Total</b>		<b>823,714</b>	<b>22,807</b>	<b>(37,631)</b>	<b>(3,188)</b>	<b>-</b>	<b>2,904</b>	<b>808,606</b>

- (a) Leasehold improvements include miscellaneous assets such as civil works, lighting, fire-fighting, generators, etc. The depreciation rate is defined based on the lifetime of these assets.
- (b) In the first quarter of 2025 the Company purchased R\$ 22,807 in property and equipment, R\$ 16,248 of which re entered as supplier accounts payable (R\$ 3,598 in the first quarter of 2024, and R\$ 85,821 were paid out in 2025 for purchases made prior to December 31, 2024 (R\$ 13,324 were disbursed in the first quarter of 2025 for purchases made in the previous year).

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### 13. Intangible assets

#### 13.1. Accounting policy

Intangible assets with defined useful lives (software, systems, and goodwill) are recorded at cost less accumulated amortization and impairment losses. IT systems includes spending on software licensing and in-house systems development.

Development expenditures that correspond to direct costs with personnel and services are capitalized as intangible assets when they meet the following criteria: technical feasibility for project completion, intention and capacity for use or commercialization, generation of future economic benefits, and the possibility of reliable measurement of the costs involved. Expenses related to maintenance and research are recognized directly as an expense in the income (loss) for the year.

The amortization of these assets begins when they are available for use, being calculated under the straight-line method based on the estimated useful life. The useful life and amortization method are reviewed at the end of each reporting period, and changes in estimates are accounted for on a prospective basis.

Intangible assets with indefinite useful lives are subject to recoverability tests performed annually.

#### 13.2. Breakdown of intangible assets (Parent company and Consolidated)

	03/31/2026				12/31/2025			
	Cost	Accumulated amortization	Impairment	Book balance	Cost	Accumulated amortization	Impairment	Book balance
IT systems	1,094,273	(739,218)	(401)	354,654	1,076,698	(693,705)	(384)	382,609
Goodwill	77,273	(59,722)	-	17,551	77,273	(58,910)	-	18,363
Right to exploration of financial services	415,000	-	-	415,000	415,000	-	-	415,000
Intangible assets in progress	40,461	-	-	40,461	33,759	-	-	33,759
<b>Total</b>	<b>1,627,007</b>	<b>(798,940)</b>	<b>(401)</b>	<b>827,666</b>	<b>1,602,730</b>	<b>(752,615)</b>	<b>(384)</b>	<b>849,731</b>

The Company holds an intangible asset with undefined useful life: the right to exploration of financial services. This right was acquired on December 1, 2021, and has no set deadline for its use. The transaction was recorded at the acquisition value of R\$ 415,000. Although there was no goodwill in the transaction, due to the nature of the asset, the recoverability test is carried out annually. The financial settlement related to this acquisition took place on June 23, 2025, for the amount of R\$ 650,648.

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### 13.3. Changes in Intangible assets

#### 13.3.1. Parent company

	Average amortization period in years	Balance as of December 31, 2025	Additions	Amortization	Write-offs	Transfers	Reversal (formation) Impairment	Balance as of March 31, 2026
IT systems	18.5%	382,609	-	(45,515)	(9)	17,586	(17)	354,654
Goodwill	10.0%	18,363	-	(812)	-	-	-	17,551
Right to exploration of financial services	-	415,000	-	-	-	-	-	415,000
Intangible assets in progress	-	33,759	24,288	-	-	(17,586)	-	40,461
<b>Total</b>		<b>849,731</b>	<b>24,288</b>	<b>(46,327)</b>	<b>(9)</b>	<b>-</b>	<b>(17)</b>	<b>827,666</b>

(a) During the first quarter of 2026, C&A acquired R\$ 24,288 in intangible assets, related to systems. Of this amount, R\$ 9,095 is recorded as suppliers, and R\$ 29,827 was disbursed in 2026, related to acquisitions that occurred before December 31, 2025.

	Average annual amortization rate (% p.y.)	Balance as of December 31, 2024	Additions	Amortization	Write-offs	Transfers	Reversals (provisions) Impairment	Balance as of March 31, 2025
IT systems	18.5%	438,131	-	(47,254)	(5,551)	14,598	6,161	406,085
Goodwill	10.0%	20,833	-	(904)	(576)	-	575	19,928
Right to explore financial services	undefined	415,000	-	-	-	-	-	415,000
Intangibles in process	-	18,843	17,564	-	-	(14,598)	-	21,809
<b>Total</b>		<b>892,807</b>	<b>17,564</b>	<b>(48,158)</b>	<b>(6,127)</b>	<b>-</b>	<b>6,736</b>	<b>862,822</b>

#### 13.3.2. Consolidated

	Average amortization period in years	Balance as of December 31, 2025	Additions	Amortization	Write-offs	Transfers	Reversal (formation) Impairment	Balance as of March 31, 2026
IT systems	18.5%	382,609	-	(45,515)	(9)	17,586	(17)	354,654
Goodwill	10.0%	18,363	-	(812)	-	-	-	17,551
Right to exploration of financial services	-	415,000	-	-	-	-	-	415,000
Intangible assets in progress	-	33,759	24,288	-	-	(17,586)	-	40,461
<b>Total</b>		<b>849,731</b>	<b>24,288</b>	<b>(46,327)</b>	<b>(9)</b>	<b>-</b>	<b>(17)</b>	<b>827,666</b>

(a) During the first quarter of 2026, C&A acquired R\$ 24,288 in intangible assets, related to systems. Of this amount, R\$ 9,095 is recorded as suppliers, and R\$ 29,827 was disbursed in 2026, related to acquisitions that occurred before December 31, 2025.

	Average annual amortization rate (% p.y.)	Balance as of December 31, 2024	Additions	Amortization	Write-offs	Transfers	Reversals (provisions) Impairment	Balance as of March 31, 2025
IT systems	18.5%	438,131	-	(47,254)	(5,551)	14,598	6,161	406,085
Goodwill	10.0%	20,833	-	(904)	(576)	-	575	19,928
Right to explore financial services	undefined	415,000	-	-	-	-	-	415,000
Intangibles in process	-	18,843	18,349	-	-	(14,598)	-	22,594
<b>Total</b>		<b>892,807</b>	<b>18,349</b>	<b>(48,158)</b>	<b>(6,127)</b>	<b>-</b>	<b>6,736</b>	<b>863,607</b>



## 14. Impairment

### 14.1. Accounting policy

Management reviews, at the end of each fiscal year, the net book value of assets to assess possible events or changes in economic, operating or technological circumstances that might indicate an impairment of assets. When such evidence is identified and it is determined that the net book value exceeds the recoverable value, an impairment estimate is recognized, adjusting the book to the recoverable value. The recoverable value of an asset or a cash-generating unit is defined as the higher of value in use and net sales value. Each store is considered an independent cash-generating unit, except for the store located in Shopping Iguatemi in São Paulo, which is considered a concept store and generates benefits for C&A's other operations.

The Company uses as an indicator of recoverable value loss the stores that, at the end of the year, show negative EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization) and/or that suffered impairment in the previous year. To that end, the stores must have been in operation for more than three years, an age at which they are considered mature by the Company.

The intangible asset with an indefinite useful life, related to the right to explore financial services, is subjected to impairment tests annually.

The impairment assessment is based on detailed financial forecasts and budgets, which are prepared separately by Management for each cash-generating unit to which the assets are allocated. An average long-term growth rate is calculated and applied to future cash flows, with key assumptions based on past experience and aligned with external sources of information.

In addition, the Company records an estimate for impairment in cases of store closures when they are approved by Management. The estimate for loss is constituted in the estimated amount for write-offs of assets, being reversed at the time of the effective write-off.

### 14.2. Assessment of recoverable value by cash-generating unit (CGU)

The Company used cash flow projections, after income tax, based on financial budgets approved by Management, ensuring consistency with the results presented in the past. For the preparation of the discounted cash flow, the same assumptions and criteria used in the Financial Statement for the year ended December 31, 2025, were considered, which can be consulted for additional information and details of the estimates considered.

As of March 31, 2026 and December 31, 2025, the Company had a provision for impairment of its assets, as shown in the table below:

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Type	Recoverability test		Discontinued operations, renovations, and closings of stores		Total	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Property, plant and equipment	(2,509)	(2,509)	(903)	(435)	(3,412)	(2,944)
Intangible assets	-	-	(401)	(384)	(401)	(384)
<b>Subtotal</b>	<b>(2,509)</b>	<b>(2,509)</b>	<b>(1,304)</b>	<b>(819)</b>	<b>(3,813)</b>	<b>(3,328)</b>
Right-of-use	(2,015)	(2,015)	(280)	(1,419)	(2,295)	(3,434)
<b>Total</b>	<b>(4,524)</b>	<b>(4,524)</b>	<b>(1,584)</b>	<b>(2,238)</b>	<b>(6,108)</b>	<b>(6,762)</b>

### 14.3. Assessment of the recoverable value of intangible assets with indefinite useful life

The recoverability of the “right to explore financial services” asset is assessed annually based on the value in use method, using the best estimates provided by Management regarding the future performance of the business.

The recoverable value of the “right to explore financial services” asset is higher than its book value, and for this reason, no estimate for impairment loss is recognized.

## 15. Leases

### 15.1. Accounting policy

A contract is or contains a lease if it transfers the right to control the use of an identified asset for a period of time in exchange for consideration for which is needed to evaluate if:

- (i) The contract involves the use of an identified asset, which may be explicit or implicit, and may be physically distinct or represent substantially the full capacity of a physically distinct asset. If the supplier has a substantial right to replace the asset, then the asset is not identified;
- (ii) The Company has the right to obtain substantially all economic benefits from the asset use during the contract period; and
- (iii) The Company has the right to direct the use of the asset. The Company has the right to make a decision to change how and for what purpose the asset is used if:
  - has the right to operate the asset, or
  - projected the asset in a way that predetermines how and for what purpose it will be used.

At the beginning of the contract, the Company recognizes an asset with right of use and a lease liability that represents the obligation to make the payments related to the underlying asset of the lease.

C&A used, as a cost component, the amounts of fixed lease payments or lease payments that are fixed in essence, which would be the minimum payments agreed upon in contracts with variable payments according to the attainment of revenues, gross of PIS and COFINS. The amounts of assets for right of use also include the prepaid lease payments and provisions for store restoration, deducted from the incentives received from lessors. The amounts of specifically variable payments are recognized monthly as operating expenses.

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The lease liability is initially measured at the present value of the lease payments that were not paid at the start date of the contract, discounted using the incremental interest rate, defined as the nominal interest rate (with inflation) equivalent to that which C&A would have if contracting a loan for a similar term and with similar guarantee.

C&A applied judgment to determine the lease term of certain contracts, considering the provisions of Law 8.245 (Tenancy Law), which grants the lessee the right to contract renewals when certain conditions are met, as well as past practices regarding C&A's success in renewing its contracts. The assessment of whether C&A is reasonably certain to exercise these options has an impact on the lease term, which may significantly impacts the value of the lease liabilities and the recognized right-of-use assets. Expired contracts that are in the process of being renewed are not considered, as they do not yet constitute a right, nor is it possible to determine the value of the contract. Based on the history of the latest renewals, in which the terms and amounts negotiated differ substantially from the expired contracts, C&A considers renewals to be a new contract, so it does not consider renewals on time.

### 15.2. Incremental interest rate

C&A determines its incremental interest rates based on the credit curves made available by ANBIMA, which reflect different terms and levels of risk in the secondary market. The rates extracted are adjusted to C&A's reality, considering its credit profile. The rates are updated monthly and with each new lease contract.

Incremental rates at contract terms practiced as of March 31, 2026 and December 31, 2025:

Agreement terms	03/31/2026		12/31/2025	
	Actual rate (% p.a.)	Nominal rate (% p.a.)	Actual rate (% p.a.)	Nominal rate (% p.a.)
00-03 years	7.8	14.5	6.1-9.4	14.1-16.3
03-05 years	-	-	6.4-8.2	13.9-16.1
05-06 years	8.3-8.4	13.1-14.6	6.2-7.6	13.5-15.6
06-10 years (or more)	6.5-8.5	14-14.9	6.6-9.1	14.2-17.2

### Changes in balances of right-of-use asset and lease liability (Parent Company and Consolidated)

#### 15.2.1. Changes in right-of-use assets

	Right-of-use asset			Lease liabilities
	Properties	Equipment	Total	
<b>Balance as of December 31, 2025</b>	<b>1,452,449</b>	<b>22,099</b>	<b>1,474,548</b>	<b>(1,780,243)</b>
Depreciation	(95,682)	(1,490)	(97,172)	-
Financial charges	-	-	-	(50,624)
Payments made	-	-	-	141,085
Provision for disassembly costs	554	-	554	-
New contracts	62,567	-	62,567	(62,567)
Contractual terminations	1,140	-	1,140	-
Remeasurement	60,947	19	60,966	(60,966)
<b>Balance as of March 31, 2026</b>	<b>1,481,975</b>	<b>20,628</b>	<b>1,502,603</b>	<b>(1,813,315)</b>
Current liabilities				<b>(371,144)</b>
Non-current liabilities				<b>(1,442,171)</b>

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The amount presented above is not deducted from the PIS/COFINS credits on the payment of leases, of R\$ 12,592 (R\$ 48,585 in 2025), and on the interest, of R\$ 4,123 (R\$ 15,360 in 2025). These credits were recorded directly in the income (loss) as reductions of the amortization and interest expense. In the quarter ended March 31, 2026, 7 contracts were renewed, 7 new contracts were signed, and 1 was terminated (in the year ended December 31, 2025, 30 contracts were renewed, 21 new contracts were signed, and 4 were terminated).

### 15.3. Comparison of lease projections between the scenarios

In accordance with the guidance from the CVM/SNC/SEP Circular Letter 02/2019 and with the aim of providing the market with a comprehensive view of the various effects that arise from the application of models with and without inflation on the minimum payment flows of leases, using the same incremental interest rate for discounting (6.5% to 14.9%), the comparative balances of the lease liability of the right of use, finance expenses, and amortization expense for the current fiscal year are presented below according to the following scenarios:

Scenarios	Incremental rate	Future payment flow
1	Nominal	With inflation projection
2	Nominal	Without inflation projection

Scenario 2 was adopted by C&A for the current period ended March 31, 2026, as determined by CPC 06 (R2)/IFRS 16. Below are the comparative balances of lease liabilities:

Scenarios	Lease liabilities	03/31/2026		
		Financial charges	Depreciation expense	Total expense
Scenario 1	2,099,833	31,403	107,525	138,928
Scenario 2 (accounted for)	1,813,314	50,624	97,172	147,796

### 15.4. Minimum future payments and potential right of PIS and COFINS (Parent Company and Consolidated)

The minimum future payments under leases, in accordance with the commercial leases, along with the fair value of the minimum lease payments, are as follows:

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	03/31/2026		12/31/2025	
	Payments	Potential right to PIS/COFINS (*)	Payments	Potential right to PIS/COFINS (*)
<b>With maturity</b>				
≤01 year	552,432	(49,528)	547,966	(49,005)
1-5 years	1,442,849	-	1,406,133	-
>5 years	548,327	-	502,386	-
Total minimum payments	<b>2,543,608</b>	<b>(49,528)</b>	<b>2,456,485</b>	<b>(49,005)</b>
Discount to present value of minimum payments	(730,293)	17,250	(676,242)	16,711
Present value of minimum payments	<b>1,813,315</b>	<b>(32,278)</b>	<b>1,780,243</b>	<b>(32,294)</b>
Current liabilities	371,144		372,743	
Non-current liabilities	1,442,171		1,407,500	

The potential right to PIS/COFINS corresponds to the amount that C&A may recover if the future lease payments are realized. With the enactment of Constitutional Amendment 132/2023, these payments will generate PIS and COFINS credits only until December 31, 2026, since these contributions will be extinguished and replaced by the Contribution on Goods and Services (CBS), whose rate will still be defined by regulation.

During the period ended March 31, 2026, the expense related to the 18 variable lease contracts was R\$ 2,450 (18 contracts in the same period of 2025 of R\$ 1,158). Expenses related to short-term leases and leases of low-value assets totaled R\$ 6,021 (R\$ 4,679 in the same period of 2025), and refer to rentals of printers, forklifts, stores and lease renewal action. Due to low relevance, the future commitment of minimum payments for leases of low-value assets and short-term contracts, as well as projected expenses and the sensitivity analysis of variable leases, are not being presented.

C&A does not provide real estate as collateral for any of its operations.

## 16. Suppliers

### 16.1. Accounting policy

Suppliers represent the C&A's obligations arising from the purchase of products, services, expenses with occupancy, property, plant and equipment, and intangible assets. The installment purchase operations for goods are adjusted to the present value on the transaction dates. The contra entry of the Present value adjustment of the suppliers of goods is made against inventories and the recovery of interest is recorded *pro rata die* and recorded as a finance expense. For the other suppliers, the balancing entry of the present value adjustment and the recomposition of the interest are made directly as finance expenses.

The monthly interest rates used for the present value calculation of outstanding suppliers as of March 31, 2026 and December 31, 2025 were 1.15% and 1.17%, respectively.

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### 16.2. Breakdown of balances

	Parent company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Suppliers of goods	561,189	734,876	561,189	734,877
Suppliers – related parties (a)	194,888	125,046	195,370	115,974
Suppliers of materials, assets, and services	330,361	486,289	346,380	502,056
Present value adjustment	(20,905)	(28,075)	(20,905)	(28,075)
	<b>1,065,533</b>	1,318,136	<b>1,082,034</b>	1,324,832
Current liabilities	<b>1,065,533</b>	1,318,136	<b>1,082,034</b>	1,324,832

(a) Refers to transactions with C&A Sourcing related to purchases of goods imported from the East.

### 16.3. Supplier Finance Arrangements

C&A enters into financing agreements with its suppliers, and participation in the agreement is optional for them. The suppliers that adhere to the financing agreement receive advance payment for the invoices sent to C&A through external financial institutions, by paying a fee to the financial institution, of which C&A is not a part. In order for the financial institution to pay the invoices, the goods must have been received and the invoices must be approved by C&A. Payments to the suppliers before the invoice due date are processed by the financial institution and, in all cases, C&A settles the original invoice by paying the financial institution according to the original due date mentioned.

The agreement does not change the characteristics of the commercial conditions, deadlines, and prices previously established between C&A and its suppliers, and for this reason, the amounts payable have been considered as operational liabilities. If the balances of supplier finance arrangements were considered financial liabilities, compliance with the covenants would be maintained.

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Supplier Finance Arrangements (a)	240,532	421,205	240,532	421,205

#### Payment maturity range:

Liabilities that are part of supplier finance arrangements	103 days	104 days	103 days	104 days
Suppliers and other accounts payable that are not part of the supplier finance arrangements	100 days	103 days	101 days	103 days

(a) All the suppliers received the payments directly from the bank with which the contract was signed.

C&A received a commission of R\$ 4,707 for this transaction for the first quarter ended March 31, 2026 (R\$ 910 during the same period in 2025). In the first quarter ended March 31, 2026, the discount rate applied by financial institutions to suppliers ranged between 1.71% p.m. and 1.86% p.m. (from 1.57% p.m. to 1.87% p.m. during the same period of 2025) and part of this rate corresponds to the spread transferred to C&A as commission.

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## **17. Loans and debentures**

### **17.1. Accounting policy**

Loans and debentures are initially recognized at fair value and then measured at amortized cost as provided for in the contract. The costs incurred, including fees, commissions and other costs are being recorded as reductions in liabilities and are appropriated to income (loss) monthly during the debt period. All other loan costs are accounted for as expenses in the period in which they are incurred. Loan costs involve interest and other expenses incurred by C&A in relation to the loans. Interest paid on loans, debentures, and lease liabilities is presented as financing activities in cash flow.

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### 17.2. Breakdown of loans and debentures (Parent Company and Consolidated)

Contracted conditions				Changes for the year				Maturities				
Descriptions	Rates p.a.	Issuance	Amount	Balance as of December 31, 2025	Interest payment and funding cost	Interest expense and amortization of costs	Balance as of March 31, 2026	2026	2027	2028	2029	2030
2 <sup>nd</sup> Issuance of debentures - 2 <sup>nd</sup> series	100% CDI +2.40%	04/2022	352,500	41,964	-	1,682	43,646	16,242	13,702	13,702	-	-
3 <sup>rd</sup> Issuance of debentures - 1 <sup>st</sup> Series	100% CDI +1.80%	07/2024	495,963	534,063	(41,431)	19,242	511,874	15,909	495,965	-	-	-
Commercial notes - single series, 5 <sup>th</sup> issuance	100% CDI +1.40%	11/2024	80,000	81,865	-	3,078	84,943	84,943	-	-	-	-
4 <sup>th</sup> Issuance of debentures - 1 <sup>st</sup> Series	100% CDI +0.80%	09/2025	100,000	102,814	(5,897)	3,660	100,577	578	-	33,333	33,333	33,333
4 <sup>th</sup> Issuance of debentures - 2 <sup>nd</sup> Series	100% CDI +1.00%	09/2025	200,000	205,555	(11,632)	7,455	201,378	1,378	-	200,000	-	-
(-) Transaction cost				(5,789)		773	(5,016)	(2,324)	(1,953)	(284)	(260)	(195)
<b>Total</b>				<b>960,472</b>	<b>(58,960)</b>	<b>35,890</b>	<b>937,402</b>	<b>116,726</b>	<b>507,714</b>	<b>246,751</b>	<b>33,073</b>	<b>33,138</b>
<b>Current liabilities</b>				<b>139,796</b>			<b>115,949</b>					
<b>Non-current liabilities</b>				<b>820,676</b>			<b>821,453</b>					

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### 17.3. Transaction cost (Parent Company and Consolidated)

The acquisition cost is amortized based on the duration of the contracts.

Description	Issuance	Series	Maturity/ settlement	Transaction cost			
				Costs incurred	12/31/2025	Appropriated in the period	03/31/2026
Debentures	2 <sup>nd</sup> Issuance	2 <sup>nd</sup>	05/13/2028	(2,762)	(172)	18	(154)
Debentures	3 <sup>rd</sup> issuance	Single	07/01/2027	(8,274)	(4,384)	690	(3,694)
Debentures	4 <sup>th</sup> issuance	1 <sup>st</sup> and 2 <sup>nd</sup>		(1,298)	(1,233)	65	(1,168)
					(5,789)	773	(5,016)

### 17.4. Changes in loans and debentures

	Parent Company and Consolidated	
	03/31/2026	03/31/2025
<b>Opening balance</b>	<b>960,472</b>	<b>1,498,013</b>
(-) Funding cost	-	(133)
(-) Payment of principal	-	(40,200)
(-) Interest payment	(58,960)	(56,207)
<b>Total cash effect</b>	<b>(58,960)</b>	<b>(96,540)</b>
(+) Interest	35,117	48,798
(+) Amortization of costs	773	1,600
(+/-) Exchange-rate change	-	(8,084)
<b>Total without cash effect</b>	<b>35,890</b>	<b>42,314</b>
<b>Closing balance</b>	<b>937,402</b>	<b>1,443,787</b>

All of the above funds were raised to reinforce working capital, without C&A granting a guarantee.

### 17.5. Covenants

Financing agreements and debentures contain the usual restrictive clauses, which can result in early maturity if they are not complied with.

Based on the clauses in force, C&A must meet certain financial and non-financial *covenants*. The financial covenants, measured annually on December 31, include the following key indicators:

- I. Net debt / Adjusted EBITDA:** Maintenance of the ratio between Net Debt (composed of loans and debentures plus or minus the balance of derivatives less cash and cash equivalents and financial investment) and Adjusted EBITDA (composed of EBITDA plus revenue from discounting suppliers minus non-operating results, defined as the sale of assets, contingency provisions/reversals, impairment and restructuring expenses), at a level equal to or less than 3.0 times, which will be calculated annually on the consolidated financial statements. For such calculation, it is considered the Adjusted EBITDA (Earnings Before

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Interest, Taxes, Depreciation and Amortization) over the past twelve (12) months and disregards the effects brought by the adoption of CPC 06/IFRS 16.

The non-financial covenants are, substantially:

- I. Publication of financial statements:** The Issuer must publish and keep available its audited consolidated financial statements.
- II. Conviction Judgment:** The existence of a conviction judgment involving acts of racial or gender discrimination, child labor, slave labor, prostitution exploitation, or crimes against the environment is prohibited.

C&A periodically monitors the indicators that may impact the covenants. Restrictions imposed are usual in transactions of this nature and do not limit C&A's capacity of conducting its business activities so far. On March 31, 2026, the Company complied with all covenants.

## 18. Labor obligations

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Vacation pay and charges	96,280	101,389	97,084	102,138
Short-term incentive	84,199	83,958	85,835	85,440
Salaries and charges	65,776	59,013	66,404	59,418
Charges on long-term incentive (a)	31,531	29,643	31,531	29,643
Provision for benefits	13,567	19,112	13,567	19,112
Other liabilities (b)	7,640	13,848	7,970	14,018
	<b>298,993</b>	<b>306,963</b>	<b>302,391</b>	<b>309,769</b>
Current liabilities	286,394	290,811	289,792	293,617
Non-current liabilities	12,599	16,152	12,599	16,152

(a) The value of the social charges on the share-based remuneration is calculated based on the value of the C&A Modas share on the reporting date and for this reason is subject to fluctuations.

(b) Other obligations refer substantially to provisions for severance obligations and personal income tax to be collected.

## 19. Taxes payable

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
ICMS	48,602	168,661	48,602	168,661
PIS/ COFINS	25,968	98,989	26,476	100,078
Other (a)	7,127	27,752	7,934	29,042
	<b>81,697</b>	<b>295,402</b>	<b>83,012</b>	<b>297,781</b>
Current liabilities	77,524	281,077	78,839	283,456
Non-current liabilities	4,173	14,325	4,173	14,325

(a) It mainly comprises ISS, INSS, IOF, among others.

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## 20. Provision for tax, civil and labor risks and judicial deposits

### 20.1. Accounting policy

C&A is a party to several tax, civil and labor lawsuits. Provision is formed for all contingencies referring to lawsuits in which an outflow of funds will probably be required to settle the contingency and a reasonable estimate can be made. Determination of the likelihood of loss includes determination of evidence available, hierarchy of laws, jurisprudence available, more recent court decisions and relevance thereof in legal system, as well as evaluation of external lawyers. Provision is reviewed and adjusted so as to consider changes in circumstances, such as applicable statute of limitations, conclusions of tax audits or additional exposures identified based on new matters or court rulings, based on legal advisor's opinion.

### 20.2. Balances and changes in provision for tax, civil and labor risks

#### 20.2.1. Parent Company

	12/31/2025	Formation (reversal)	Payments	Monetary adjustment	03/31/2026
Tax (a)	148,834	806	(378)	2,532	151,794
Labor (b)	33,469	4,120	(4,688)	855	33,756
Civil (b)	2,165	4,281	(4,325)	54	2,175
<b>Provision for tax, civil and labor risks</b>	<b>184,468</b>	<b>9,207</b>	<b>(9,391)</b>	<b>3,441</b>	<b>187,725</b>

#### 20.2.2. Consolidated

	12/31/2025	Formation (reversal)	Payments	Monetary Adjustment	03/31/2026
Tax (a)	148,834	806	(378)	2,532	151,794
Labor (b)	33,470	4,120	(4,688)	855	33,757
Civil (b)	4,250	4,272	(4,325)	54	4,251
<b>Provision for tax, civil and labor risks</b>	<b>186,554</b>	<b>9,198</b>	<b>(9,391)</b>	<b>3,441</b>	<b>189,802</b>

(a) The tax provisions refer substantially to discussions regarding the following taxes:

**PIS/COFINS:** Disallowance on the right to credits related to expenses used as inputs in the main activity and COFINS Import credits;

**ICMS:** Credit disallowance and discussions on the application of fines, calculation basis, electric energy tariff, among others;

**INSS:** Non-approval of offsetting requests related to social security credits.

**Other - Tax:** Discussions about the calculation basis of ITBI and ISS.

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(b) Labor: The measurement of the provision for labor lawsuits is carried out from the appeal phase and obtained by applying the historical average of payments and weighted by the loss percentage for the same time period. In the execution phase, the provision is established based on the updated values of the unfavorable decision. The criteria are reviewed semi-annually to assess adherence to the premises, with the last review occurring in December 2025. The measurement of the provision for mass civil lawsuits is calculated based on the application of the historical average of expenses and the loss percentage.

### 20.3. Judicial deposits

C&A is challenging the payment of certain taxes, contributions, and labor obligations and has made judicial deposits to ensure the continuation of lawsuits, as required by the courts, and/or made by strategic management decision to protect its cash flow. The amounts of the deposits are adjusted based on the official rates published in the country. Thus, the updated amount of the judicial deposits is as follows:

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Tax	70,561	67,653	70,561	67,653
Labor and civil	22,607	23,705	22,609	23,707
Total	93,168	91,358	93,170	91,360

### 20.4. Judicial deposits with corresponding liability

C&A maintains judicial deposits with a corresponding liability for matters related to COFINS Import.

### 20.5. Contingencies for possible loss

#### 20.5.1. Tax contingencies

As of March 31, 2026, C&A had an updated amount of R\$ 596,340 (December 31, 2025: R\$ 591,507), related to legal and/or administrative claims whose expected loss is classified as possible. In accordance with accounting practices in force, no accounting provisions are formed for these contingencies. Below are the main claims, whose amounts include the principal amount plus fine and interest, and whose probability of loss was assessed as possible by C&A's legal advisors.

	Parent Company and Consolidated	
	03/31/2026	12/31/2025
PIS/COFINS - Disallowance of unapproved credits and offsets (a)	214,623	211,410
IRPJ/CSLL and PIS/COFINS - Timing of taxation (b)	158,114	155,191
INSS - Unapproved offsets and other (c)	113,150	110,937
ICMS - Credit Disallowance and other (d)	59,171	63,393
Import taxes (e)	34,877	34,386
Other claims	16,405	16,190
	596,340	591,507

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- a) PIS/COFINS - Disallowance of credits for expenses used as inputs and offsets not approved;
- b) IRPJ/CSLL and PIS/COFINS - Administrative proceedings in which the timing of taxation of the tax debt is discussed.
- c) INSS - Non-approval of compensation requests related to social security credits and levy of social security contributions on installments discounted from employees for transportation vouchers, food vouchers, medical and dental assistance
- d) ICMS - Credit disallowance and discussions on the application of fines, calculation basis, among others.
- e) Import Taxes - Administrative proceedings in which the non-inclusion of royalties paid for the use of licensed trademarks is disputed;

### 20.5.2. Civil and labor contingencies

The provision related to civil and labor claims are reviewed periodically and recognized based on the methodology described in Note 20.2.2b.

As a result of external factors not under C&A's control, it is not practicable to determine the time of disbursement, if any, of legal and administrative disputes that C&A may lose.

## 21. Other liabilities

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Obligations with lessees (a)	56,960	56,942	56,960	56,942
Client credit (b)	3,275	6,156	11,326	19,466
Insurance to be transferred	-	-	5,508	5,433
Other	5,060	4,331	5,062	4,820
	<b>65,295</b>	<b>67,429</b>	<b>78,856</b>	<b>86,661</b>
Current liabilities	14,612	17,220	28,173	36,452
Non-current liabilities	50,683	50,209	50,683	50,209

- a) This substantially refers to rent incentives received from tenants in the amount of R\$ 6,267 (R\$ 6,773 in 2025), the provision of R\$ 42,447 to restore the store to its original condition (R\$ 42,175 in 2025), and amounts related to contracts with disputed amounts totaling R\$ 3,000 (R\$ 2,386 in 2025) in a revision action.
- b) This refers to valid vouchers and gift cards not yet used by customers, as well as excess credits from overpayments made by customers of the C&A Pay credit card, which will be deducted from future purchases and/or returned to customers.

## 22. Shareholders' equity

### 22.1. Capital

As of March 31, 2026, the capital of R\$ 1,847,177 is represented by 308,245,068 fully paid common shares (December 31, 2025: 308,245,068).

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Shareholding structure as of March 31, 2026 and December 31, 2025 is as follows:

Shareholders	03/31/2026		12/31/2025	
	Number of shares	%	Number of shares	%
COFRA Investment SARL	80,363,049	26.07%	80,363,049	26.07%
Morgan Stanley	14,000,000	4.54%	18,882,299	6.13%
Incas SARL	14,939,166	4.85%	14,939,166	4.85%
Treasury shares	5,880,734	1.91%	5,330,734	1.73%
Management	2,808,642	0.91%	2,638,742	0.85%
COFRA Latin America	9,068	0.01%	9,068	0.01%
Outstanding shares	190,244,409	61.71%	186,082,010	60.36%
<b>Total</b>	<b>308,245,068</b>	<b>100%</b>	<b>308,245,068</b>	<b>100.00%</b>

As provided for in Bylaws, the Company is authorized to increase the capital until reaches the limit of 393,000,000 common shares, regardless of statutory amendment, under the terms of Article 168 of Law 6.404, of December 15, 1976, as amended (“Brazilian Corporation Law”).

The increase of capital, within the limits of the authorized capital, may be carried out by resolution of the Board of Directors, through the issuance of shares, convertible debentures, or subscription warrants. It will be the responsibility of the Board to approve the conditions for the issuance, including price, time frame, and method of payment. In the case of a subscription with payment in assets, the authority to approve the increase shall be the General Meeting, with prior approval from the Tax Council if established.

### 22.2. Treasury shares

On January 13, 2025, the Company’s Board of Directors approved the creation of a new plan for the repurchase of shares issued by the Company, lasting up to 18 months, starting on January 13, 2025, and ending on July 13, 2026. The Company may acquire up to 5,000,000 common, registered, book-entry shares, without par value, in compliance with the limitations established in RCVN 77/22.

#### Share repurchase program (in terms of treasury shares)

Start date	End date	Total Program	Total repurchased	Balance to repurchase
01/13/2025	07/13/2026	5,000,000	4,713,800	286,200

	Quantity	Average cost per share	Historical value	Market value
Balance as of December 31, 2024	3,624,126	9.48	34,365	28,124
Repurchase of shares	4,163,800	8.66	36,039	36,039
Delivery of 2022 Plan shares	(2,457,192)	9.04	(22,214)	-
<b>Balance as of December 31, 2025</b>	<b>5,330,734</b>	<b>9.04</b>	<b>48,190</b>	<b>68,020</b>
Repurchase of shares	<b>550,000</b>	<b>11.11</b>	<b>6,113</b>	<b>6,113</b>
<b>Balance as of March 31, 2026</b>	<b>5,880,734</b>	<b>9.23</b>	<b>54,303</b>	<b>71,157</b>

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### **22.3. Capital reserve - granted shares**

It refers to the reserve established for the shares granted under the share-based remuneration plan. It is accrued as the service is rendered and is consumed by the settlement of the share-based remuneration plan. For further details, check Note 25.

### **22.4. Legal reserve**

The Company's Bylaws provides for that from the annual net profit of 5% will be allocated for formation of legal reserve, which may not exceed 20% of the capital. The balance of legal reserve on March 31, 2026 is R\$ 117,186 (December 31, 2025: R\$ 117,186).

### **22.5. Unrealized profit reserve**

The Company allocated R\$ 75,720 to the unrealized profits reserve, which is conditional on the use of the PIS/COFINS credits, which are still pending use on March 31, 2026.

### **22.6. Investment reserve**

This reserve aims to strengthen the working capital of C&A and the development of its activities, noting that its balance, added to the balances of other profit reserves, excluding contingency reserves, tax incentive reserves, and reserves of profits to be realized, may not exceed the amount of one hundred percent (100%) of the capital. Once this limit is reached, the General Meeting will resolve, in accordance with Article 199 of Law 11638/07, on the excess, which must be allocated for payment, capital increase, or dividend distribution.

On December 31, 2025, based on the Company's capital budget, R\$ 399,733 (R\$ 291,293 in 2024) was allocated to the investment reserve. The balance of the investment reserve as of March 31, 2026, is R\$ 1,638,639.

### **22.7. Tax incentive reserve**

C&A enjoys ICMS tax incentives in the form of presumed credit due to its operations in the state of Santa Catarina. Thus, it recognized its impacts as credit in the statement of profit or loss in previous periods. The allocation of this incentive to the tax incentive reserve is limited to the calculation of profit in the fiscal year already deducted from mandatory reserves. On March 31, 2026, the total of the reserve for tax incentives is R\$ 36,677 (December 31, 2025: R\$ 36,677).

### **22.8. Equity valuation adjustments**

It refers to the portion considered effective of the financial instruments designated for cash flow hedge, as per Note 4. Additionally, it includes the effects of the mark-to-market of government bonds available for sale, reflecting the changes in the fair value of these assets over the period.

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### 23. Dividends and interest on own capital payable (JSCP)

#### 23.1. Accounting policy

As provided for in the Bylaws, shareholders are entitled to receive, in each fiscal year, as dividends, a mandatory minimum percentage of 25% of the net profit for the year, less the legal reserve and the tax incentive reserve and increased by the reversal of previously formed reserves, which is recognized as a liability on the date of statement of financial position. Any amounts that exceed this mandatory minimum are presented as additional proposed dividends in the statement of changes in shareholders' equity and are recorded as dividends payable only on the date such additional dividends are approved by the Company's shareholders at the General Meeting. Interest on own capital is recorded as minimum mandatory dividends net of withholding income tax, as regulated by CVM Resolution 143/2022.

On December 18, 2025, the Board of Directors approved the distribution of interest on own capital for the year ended December 31, 2025, in the amounts shown in the table below. The payment will be made in 2026 on a date to be determined.

#### 23.2. Distribution of interest on own capital and dividends

	<u>12/31/2025</u>
<b>Net profit for the year</b>	587,087
(-) Legal reserve	(29,354)
Calculation basis of dividends	557,733
<b>Minimum mandatory dividends - 25%</b>	<b>139,433</b>
<b>Distribution of dividends and interest on own capital</b>	
Distribution of interest on own capital	158,000
(-) IRRF on interest on own capital	(18,221)
<b>Total to be distributed</b>	<b>139,779</b>

The tax benefit obtained with the interest on own capital for the year ended December 31, 2025, is R\$ 53,720 and was recognized in the statement of profit or loss.

### 24. Related parties

The related party transactions are performed by the Company and other companies in the Group to enable their operations. Such transactions occur under commutative conditions, not resulting in undue benefits to the parties involved nor in losses to C&A. These operations are conducted in accordance with internal policies and standards, legislation in force, and follow best practices related to operations of this nature. The transactions are agreed upon based on market values, following the transfer pricing rules when applicable.

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We present below the relationship and main operations that C&A has with related parties:

Related party	Type of relation	Transactions among parties
<b>Parent companies</b>		
COFRA Investments	Parent Company - direct	-
Incas SARL	Parent Company - direct	-
COFRA AG	Ultimate indirect parent company	-
<b>Subsidiaries</b>		
Orion Instituição de Pagamento S.A.	Direct subsidiaries	Credit securitization activities
C&A Pay Holding Financeira Ltda	Direct subsidiaries	Ultimate parent company of C&A Pay Sociedade de Crédito Direto S.A.
C&A Pay Sociedade de Crédito Direto S.A.	Indirect subsidiaries	Financial institution operating as the initiator of a closed-loop payment arrangement, and as the issuer and administrator of the C&A Pay private label cards.
C&A Pay Fundo de Investimento em Direitos Creditórios	Shareholder - Investment fund	Investment fund that acquires credit rights originated by the assignor SCD C&A Pay, and has C&A Modas S.A. as its sole shareholder
<b>Associates</b>		
C&A Services GmbH	Associate, without significant influence	Provision of software licenses
C&A Sourcing Limited	Associate, without significant influence	Import intermediary services for goods (trading)
COFRA Latin America Ltda.	Associate, without significant influence	Provision of sureties for C&A Brasil rental contracts
Cyamprev Soc. Previd. Privada	Associate, under direct influence	Closed supplementary pension entity intended for employees of C&A
Instituto C&A	Associate, under direct influence	A federal public benefit organization of which C&A is a supporting partner: volunteering, entrepreneurship and humanitarian aid fronts

As of March 31, 2026 and December 31, 2025, the outstanding balances and transactions with related parties are as follows:

### 24.1. Transactions in the statements of financial position

Related parties	Parent Company							
	Assets		Liabilities				Income (loss)	
	Accounts receivable/ other assets		Suppliers		Interest on own capital / Dividends		Revenue/reimbursement (cost/expense)	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025	03/31/2026	12/31/2025	03/31/2026	03/31/2025
C&A Pay SCD (a)	27,275	77,998	39	40	-	-	(26,460)	(59,883)
C&A Sourcing (b)	-	-	190,605	118,747	-	-	(241,721)	(225,009)
FIDC C&A Pay (c)	-	-	3,437	3,211	-	-	-	-
COFRA Invest (d)	-	-	-	-	35,630	35,630	-	-
Incas SARL (d)	-	-	-	-	6,623	6,623	-	-
Other (e)	57	39	786	3,049	4	4	(1,017)	(963)
	27,332	78,037	194,867	125,047	42,257	42,257	(269,198)	(285,855)

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Related parties	Assets		Consolidated Liabilities				Income (loss)	
	Accounts receivable/ other assets		Suppliers		Interest on own capital / Dividends		Revenue/reimbursement (cost/expense)	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025	03/31/2026	12/31/2025	03/31/2026	03/31/2025
C&A Sourcing (b)	-	-	190,605	118,747	-	-	(241,721)	(225,009)
COFRA Invest (d)	-	-	-	-	35,630	35,630	-	-
Incas SARL (d)	-	-	-	-	6,623	6,623	-	-
Other (e)	52	28	829	3,091	4	4	(1,033)	(982)
	52	28	191,434	121,838	42,257	42,257	(242,754)	(225,991)

- (a) Amount referring to sales made using the C&A's own digital card and reimbursement of expenses shared.  
(b) Supplier of goods  
(c) Amounts to be transferred for invoice receipts.  
(d) The amount is net of taxes  
(e) Amounts related to the reimbursement of expense sharing from Cofra Latin, Cyamprev, Instituto C&A, and Orion.

### 24.2. Remuneration of the members of the Board of Executive Officers and Board of Directors

The expenses (paid and payable) related to the Management remuneration in the periods ended March 31, 2026 and 2025 were as follows:

	Parent Company and Consolidated	
	03/31/2026	03/31/2025
Fixed remuneration	4,502	3,576
Variable remuneration	665	686
Contributions to post-employment plans	19	19
Long-term incentive	2,113	1,359
<b>Total without charges</b>	<b>7,299</b>	<b>5,640</b>
Estimated charges (a)	1,925	5,733
<b>Total plus charges</b>	<b>9,224</b>	<b>11,373</b>

- (a) The value of the social charges on the share-based remuneration is calculated based on the value of the C&A Modas share on the reporting date and for this reason is subject to fluctuations.

It will be decided at the Annual and Special General Meeting to be held on April 29, 2026, the annual aggregate remuneration of the members of the Board of Directors and the Board of Executive Officers for the current fiscal year ended December 31, 2025 was approved, set at a total amount without charges of up to R\$ 42,018 (2025: R\$ 37,250).

## 25. Share-based remuneration plan

The current share-based compensation plan was approved at the Annual General Meeting held on April 28, 2023. Under this plan, programs are established and approved by the Board of Directors, and the corresponding grants are made to eligible participants.

The Share-based Remuneration Plan was approved at the Ordinary General Meeting held on October 2, 2019, from which programs approved by the Board of Directors and respective grants for eligible personnel derive.

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The final number of shares that the executive may effectively receive at the end of the vesting period will depend on the level of achievement of C&A's performance targets, according to the performance factor provided for in the contract.

The right to the shares will be acquired at the end of the 3-year period from the Grant Date, provided that the executives remain, throughout the respective vesting period, as an employee, director, officer or professional of any nature of C&A.

The social charges on the share-based remuneration are the responsibility of C&A and will be collected by it at the time of the program's settlement. Regarding the taxes levied on the delivery of the shares, for which the participant of the plan is responsible, C&A may withhold and discount the corresponding portion of these taxes from the total quantity of shares, delivering to the executive only the net quantity of shares after this withholding.

### 25.1. Assumptions

	2022 Grants	2023 Grants	2024 Grants	2025 Grants
	Single Lot	Single Lot	Single Lot	Single Lot
	Monte Carlo	Monte Carlo	Monte Carlo	Monte Carlo
Pricing Model				
Earnings from dividends	0.00%	0.00%	0.00%	0.00%
Risk-free rate	12.785%	12.97%	11.00%	13.38%
Share price considered	2.51	4.98	9.50	17.47
Expected life	03/23/2025	05/10/2026	04/18/2027	05/28/2028
Fair value on measurement date	2.66	5.29	10.20	19.71
Expected annualized volatility	57.58%	66.50%	65.04%	66.16%

For the calculation of the expected volatility of returns, the historical volatility of the peer group formed by companies with business activities similar to C&A's operations was used. The calculation methodology employed was the standard deviation of the daily returns of the shares of these companies.

### 25.2. Program details:

Program	Grant date	End date of grace period	Balance of shares granted	Fair value (R\$)	Remaining contractual term (months)	Income (loss) 03/31/2026 (Principal + charges)	Income (loss) 03/31/2025 (Principal + charges)	Expenses to be incurred (principal)
2022	05/03/2022	03/23/2025	-	2.66	-	-	6,465	-
2023	05/10/2023	05/10/2026	4,073,573	5.29	1.3	3,368	7,264	1,011
2024	05/24/2024	04/18/2027	1,822,613	10.20	12.8	2,003	2,461	6,384
2025	05/26/2025	05/28/2028	1,407,210	18.75	26.3	2,450	-	17,388
			<b>7,303,396</b>		<b>Total</b>	<b>7,821</b>	<b>16,190</b>	<b>24,783</b>

Expenses for share-based payments, settled in equity instruments, are recorded as personnel, administrative, and sales expenses, with a corresponding entry to the capital reserve account – granted shares. The number of shares is adjusted according to the prescriptions and/or exit fee and achievement of non-market goals.

The charges with personnel expenses were calculated based on the stock value on the reporting

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date and the number of shares to be granted on the base date of March 31, 2026 and December 31, 2025. For the calculation of charges, the quantity is adjusted by the prescriptions, the exit fee and the achievement of performance targets. These amounts are recorded under Liabilities, in the Labor Obligations group.

### 25.3. Changes in number of shares by program:

Program	2019 Grants 2 <sup>nd</sup> subst.	2022 Grants	2023 Grants	2024 Grants	2025 Grants	Total
Balance as of 12/31/2024	28,701	2,673,925	4,195,059	1,890,347	-	8,788,032
Granted	-	37,488	-	-	1,435,996	1,473,484
Prescribed	(28,701)	-	(16,583)	(11,484)	-	(56,768)
Exercised	-	(2,711,413)	-	-	-	(2,711,413)
Balance as of 12/31/2025	-	-	4,178,476	1,878,863	1,435,996	7,493,335
Prescribed	-	-	(104,903)	(56,250)	(28,786)	(189,939)
<b>Balance as of 03/31/2026</b>	-	-	<b>4,073,573</b>	<b>1,822,613</b>	<b>1,407,210</b>	<b>7,303,396</b>

## 26. Net revenue

### 26.1. Accounting policy

Revenue from contracts with customers is recognized as the transfer of control of products to customers occurs, represented by the ability to determine the use of the products and to obtain substantially all the remaining benefits from the products. For this, the Company uses the five-step model: (i) identification of contracts with clients (ii) identification of performance obligations provided for in contracts (iii) determination of transaction price (iv) allocation of performance obligation transaction price provided for in contracts; and (v) recognition of revenue when the performance obligation is complied with.

Considering these aspects, the revenue is recorded based on the fair value of the consideration received, excluding taxes, charges over sales, discounts, and rebates.

#### 26.1.1. Sale of goods

Revenue from the sale of goods, whether made in cash or in installments, is recognized when the Company fulfills its performance obligation, which occurs with the transfer of control of the goods to the customer. In installment sales, revenue is recognized at its present value, calculated based on the SELIC rate, with the difference between the nominal value and the present value recognized as a reduction in revenue. The reversal of the APV is recorded as operating revenue according to the flow of the term.

#### 26.1.2. Revenues from commissions on financial products and services

The revenue from financial services is composed of interest from installment sales and late fees from

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the portfolio originated in the SCD - C&A Pay ("SCD") and assigned to FIDC - C&A Pay. Revenues are recognized according to the accrual basis, that is, in the period to which they refer, provided that their receipt is probable. Operations with pre-fixed financial charges are updated pro rata per day.

Revenue from services rendered consists of the sale of insurance to clients and other products and services. It is recognized when the service is effectively rendered, characterizing the fulfillment of the performance obligation by the Company.

### 26.2. Breakdown of net revenue

	Parent Company		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Sale of goods	<b>2,184,201</b>	2,119,068	<b>2,188,941</b>	2,122,750
Cancellations and exchanges	<b>(137,600)</b>	(120,599)	<b>(137,600)</b>	(120,599)
Taxes on sales of goods	<b>(509,606)</b>	(492,479)	<b>(509,606)</b>	(492,479)
<b>Net revenue from sales of goods</b>	<b>1,536,995</b>	1,505,990	<b>1,541,735</b>	1,509,672
Revenue from commissions, services, and financial products (a)	<b>7,875</b>	32,810	<b>80,155</b>	107,808
Taxes on commissions and services	<b>(1,096)</b>	(4,257)	<b>(2,328)</b>	(5,398)
<b>Net revenue from services rendered</b>	<b>6,779</b>	28,553	<b>77,827</b>	102,410
	<b>1,543,774</b>	1,534,543	<b>1,619,562</b>	1,612,082

(a) This refers to the financing operations of C&A Pay.

## 27. Expenses by nature

### 27.1. Sales expenses by nature

	Parent Company		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Personnel	<b>(181,281)</b>	(174,875)	<b>(184,063)</b>	(177,418)
Third-party material/services	<b>(85,162)</b>	(83,202)	<b>(94,445)</b>	(92,792)
Occupation	<b>(107,602)</b>	(96,344)	<b>(107,602)</b>	(96,344)
Right-of-use depreciation	<b>(81,847)</b>	(78,020)	<b>(81,847)</b>	(78,020)
Depreciation and amortization	<b>(42,434)</b>	(34,432)	<b>(42,434)</b>	(34,432)
Publicity and Promotion	<b>(30,658)</b>	(30,622)	<b>(30,658)</b>	(30,622)
Bank tariffs and services	<b>(31,703)</b>	(30,827)	<b>(20,781)</b>	(21,076)
Technology services	<b>(11,200)</b>	(11,659)	<b>(11,200)</b>	(11,659)
Other (a)	<b>(17,488)</b>	(20,340)	<b>(20,541)</b>	(24,409)
	<b>(589,375)</b>	<b>(560,321)</b>	<b>(593,571)</b>	<b>(566,772)</b>

(a) It substantially includes sales incentives, commissions, and other minor expenses.

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### 27.2. General and administrative expenses

	Parent Company		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Personnel	<b>(96,892)</b>	(99,124)	<b>(97,168)</b>	(99,395)
Third-party material/services	<b>(46,166)</b>	(39,646)	<b>(46,200)</b>	(39,681)
Depreciation and amortization	<b>(48,554)</b>	(51,428)	<b>(48,554)</b>	(51,428)
Right-of-use depreciation	<b>(6,857)</b>	(5,925)	<b>(6,857)</b>	(5,925)
Technology services	<b>(10,605)</b>	(6,442)	<b>(10,605)</b>	(6,442)
Occupation	<b>(2,986)</b>	(2,824)	<b>(2,986)</b>	(2,824)
Other	<b>(15,125)</b>	(12,538)	<b>(15,144)</b>	(12,541)
	<b>(227,185)</b>	<b>(217,927)</b>	<b>(227,514)</b>	<b>(218,236)</b>

### 27.3. Other operating (expenses) revenues, net, by nature

Other operating revenues (expenses) are considered amounts that are not related or are incidentally related to C&A's typical activities and are not expected to occur frequently in future years.

	Parent Company		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Write-off of assets and closure of stores/DCs (a)	<b>(617)</b>	4,234	<b>(617)</b>	4,234
Tax credits and expenses (b)	<b>1,006</b>	7,708	<b>1,006</b>	7,708
Reversal (provision) for tax contingencies (c)	<b>(1,731)</b>	(737)	<b>(1,731)</b>	(737)
Write-off of lease (d)	<b>1,140</b>	5,860	<b>1,140</b>	5,860
Non-deductible fines	<b>(1,165)</b>	(136)	<b>(1,165)</b>	(136)
Other	<b>(237)</b>	(532)	<b>(237)</b>	(532)
	<b>(1,604)</b>	16,397	<b>(1,604)</b>	16,397

(a) In 2026, it mainly considers a provision for store closure loss, and in 2025 it includes provisions and write-offs of assets, discontinuation of business activities, and contractual penalties;

(b) The recovery of tax credits is shown net of legal and consultancy expenses and substantially comprises PIS and COFINS credits in the amount of R\$ 973 (in the same period of 2025, it mainly refers to extemporaneous PIS and COFINS credits in the amount of R\$ 1,699 and ICMS recovery credit (new interpretative concept based on a STJ ruling) in the amount of R\$ 4,192).

(c) In 2026, it mainly refers to the reversal of a tax process with a change in the prognosis amounting to R\$ 1,924.

(d) Write-off of lease liability due to the reduction of leased property area.

(e)

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Notes to the parent company and consolidated interim financial information  
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### 28. Net financial income (loss)

	Parent Company		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
<b>Income (loss) from exchange-rate change and derivatives</b>				
Loans	-	(937)	-	(937)
Purchases	<b>2,358</b>	3,153	<b>2,358</b>	3,153
	<b>2,358</b>	2,216	<b>2,358</b>	2,216
<b>Finance income</b>				
Interest on financial investment	<b>17,670</b>	31,402	<b>18,432</b>	31,220
Inflation adjustment on tax credits (a)	<b>17,901</b>	24,547	<b>17,913</b>	24,532
Financial income (loss) from securities	-	-	<b>12,359</b>	9,727
Other finance income (b)	<b>12,281</b>	911	<b>11,239</b>	911
	<b>47,852</b>	56,860	<b>59,943</b>	66,390
<b>Finance expenses</b>				
Interest on loans	<b>(35,117)</b>	(48,798)	<b>(35,117)</b>	(48,798)
Interest on lease	<b>(46,500)</b>	(43,369)	<b>(46,500)</b>	(43,369)
Finance expenses from suppliers – APV	<b>(33,009)</b>	(26,095)	<b>(33,009)</b>	(26,095)
Interest with supplier Bradescard	-	(20,685)	-	(20,685)
Inflation adjustment on taxes and contingencies	<b>(5,212)</b>	(5,012)	<b>(5,216)</b>	(5,013)
Charges for advance of receivables (Note 7)	<b>(15,781)</b>	(10,699)	-	-
Other finance expenses	<b>(1,630)</b>	(1,779)	<b>(1,642)</b>	(1,789)
	<b>(137,249)</b>	(156,437)	<b>(121,484)</b>	(145,749)
Income from FIDC C&A Pay (c)	<b>49,684</b>	46,037	-	-
<b>Net financial (loss)</b>	<b>(37,355)</b>	(51,324)	<b>(59,183)</b>	(77,143)

(a) It includes R\$ 14,144 (R\$ 14,795 in 2025) referring to the inflation adjustment on the PIS/COFINS extemporaneous tax credits, deducted from PIS/COFINS taxation of R\$ 658 (R\$ 688 in 2025), see Note 9.

(b) It includes negative goodwill in the purchase of ICMS credits. The figures are net of commission fees.

(c) It refers to the operation of FIDC C&A Pay, set up as an investment fund in credit rights, whose shares are owned by C&A Modas S.A.

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## 29. Segment information

C&A's Management defined the reportable operating areas based on reports employed to make strategic decisions. The businesses were classified into two segments, which are retail and financial services. The main characteristics of each division are as follows:

- I. Retail: trade in clothing, perfumes, cosmetics and watches, both in physical stores and through e-commerce;
- II. Financial products and services: consumer credit operations and intermediation of insurance sales through partners and own operations related to the C&A Pay card.

	Retail	C&A Pay Serviços Financeiros	Elimination	Consolidated
	<b>03/31/2026</b>			
Net operating revenue (a)	1,543,170	87,351	(10,959)	1,619,562
Costs of goods sold and services provided (b)	(718,369)	(8,444)	8,444	(718,369)
<b>Gross income</b>	<b>824,801</b>	<b>78,907</b>	<b>(2,515)</b>	<b>901,193</b>
Sales (a)	(454,491)	(25,758)	10,959	(469,290)
General and administrative	(169,462)	(2,641)	-	(172,103)
Credit losses, net	-	(27,690)	-	(27,690)
Other operating revenues, net	(1,604)	-	-	(1,604)
<b>Income (loss) generated by the segments (excluding depreciation)</b>	<b>199,244</b>	<b>22,818</b>	<b>8,444</b>	<b>230,506</b>
Depreciation and amortization	(176,568)	(3,124)	-	(179,692)
Financial income (loss)				<b>(59,183)</b>
Income taxes				<b>10,032</b>
<b>Net profit for the period</b>				<b>1,663</b>

### Statement of financial position

Total assets	<b>8,564,765</b>	<b>1,229,606</b>	<b>(1,164,581)</b>	<b>8,629,790</b>
Liabilities	<b>4,861,934</b>	<b>97,979</b>	<b>(32,957)</b>	<b>4,926,956</b>

- (a) The eliminated amount of R\$ 10,959 refers to the Merchant Discount Rate (MDR), which corresponds to the commission fee charged by SCD C&A Pay on transactions carried out by C&A Varejo. Since this charge occurs between companies of the same group, the impact is eliminated upon consolidation.
- (b) The eliminated amount of R\$ 8,444 refers to the funding cost, which represents the expense incurred by C&A Pay to finance the customer balance. This balance can include overdue amounts, revolving credit or purchases with interest. The finance income from this operation is recognized in Retail. In the consolidated income (loss), both the funding expense and the revenue associated with this transaction are eliminated.

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	Financial services			Elimination	Consolidated	
	Retail	Bradescard Partnership	C&A Pay			Total financial services
	<b>03/31/2025</b>					
Net operating revenue	1,515,622	14,300	91,944	106,244	(9,784)	1,612,082
Costs of goods sold and services provided	(739,924)	(160)	(6,653)	(6,813)	6,653	(740,084)
<b>Gross income</b>	<b>775,698</b>	<b>14,140</b>	<b>85,291</b>	<b>99,431</b>	<b>(3,131)</b>	<b>871,998</b>
Sales	(428,733)	(830)	(34,541)	(35,371)	9,784	(454,320)
General and administrative	(159,103)	(22)	(1,758)	(1,780)	-	(160,883)
Credit losses, net	-	-	(29,640)	(29,640)	-	(29,640)
Other operating revenues (expenses), net	16,397	-	-	-	-	16,397
<b>Income (loss) generated by the segments (excluding depreciation)</b>	<b>204,259</b>	<b>13,288</b>	<b>19,352</b>	<b>32,640</b>	<b>6,653</b>	<b>243,552</b>
Depreciation and amortization	(166,776)	(286)	(2,743)	(3,029)	-	(169,805)
Financial income (loss)						<b>(77,143)</b>
Income taxes						<b>7,468</b>
<b>Net profit for the period</b>						<b>4,072</b>
<b>Statement of financial position</b>						
Total assets	<b>9,240,781</b>	-	-	<b>1,291,739</b>	<b>(1,251,719)</b>	<b>9,280,801</b>
Liabilities	<b>5,809,170</b>	-	-	<b>284,407</b>	<b>(75,328)</b>	<b>6,018,249</b>

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### 30. Insurance contracted

C&A's policy is to maintain insurance coverage at an amount that Management considers adequate to cover possible risks with accidents involving its property, plant and equipment (basic coverage: fire, lightning, explosion and other coverage of the property insurance policy), inventories, liability, cargo transportation and cyber risk.

Below we describe the maximum indemnity limit for each coverage:

	Consolidated	
	03/31/2026	12/31/2025
Civil Liability	260,000	302,261
Property and inventories	713,428	579,010
Transportation	29,411	73,085
Cyber risk	50,000	50,000
	<b>1,052,839</b>	<b>1,004,356</b>

### 31. Retirement plan

#### 31.1. Accounting policy

The company is a sponsor of Cyamprev - Sociedade de Previdência Privada, a closed supplementary pension fund whose purpose is to set up pension plans for the group of employees of its sponsors. In essence, the pension plans sponsored by the Company are structured as defined contribution plans and contributions to the plans are made by active participants and/or the sponsor. The plans also guarantee a minimum benefit paid in a single installment on termination of employment and eligibility for retirement. Contributions to the plan relating to this minimum benefit are made exclusively by the Company.

The benefit plans are actuarially appraised at the end of each fiscal year to verify whether the contribution rates are sufficient for the formation of reserves necessary for current and future commitments. Actuarial gains and losses are recognized on the accrual basis.

In accordance with CPC 33/IAS19, approved by CFC Resolution 1193/09, the Company recognizes an actuarial asset when: (a) it controls a resource, which is the ability to use the surplus to generate future benefits; (b) this control is the result of past events (contributions paid by the entity and service provided by the employee); and (c) future economic benefits are available to the Company in the form of a reduction in future contributions.

#### 31.2. Retirement plan

On March 31, 2026, C&A contributed R\$ 987 (R\$ 1,407 as of December 31, 2025) to the plans, recorded as an expense in the income (loss) for the year. The total number of employees participating in the plans as of March 31, 2026, is 3,209 participants (3,285 as of December 31, 2025), with 228 assisted participants (213 as of December 31, 2025).

The amounts relating to contributions made by C&A on behalf of members who have redeemed and withdrawn from the plans administered by Cyamprev can be used to offset future contributions and

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for this reason is considered an asset of the company. On March 31, 2026, this amount was R\$ 2,478 (R\$ 2,247 on December 31, 2025). The use of these amounts by C&A is subject to approval by the Cyamprev Board.

### 32. Earnings per share

Basic earnings per share are calculated by dividing the income/(loss) attributable to the holders of common shares of the Company (the numerator) by the weighted average number of common shares held by shareholders (the denominator) during the current year. Treasury shares are excluded from the count while they remain in the Company's possession, regardless of their intended use. This includes both excess treasury shares and those allocated to the plan that have not yet been delivered.

Diluted earnings (losses) per share are calculated by dividing net income/(loss) attributed to the Company's common shareholders by weighted average number of common shares available in the year plus weighted average number of common shares that would be issued upon conversion of all potentially diluted common shares into common shares.

Equity instruments that must or may be settled with shares of the Company are only included in the calculation when their settlement has a dilutive impact on earnings per share. The only financial instrument that provides dilution refers to the share-based remuneration plan, the details of which are described in Note 25.

The table below presents the determination of the net income (loss) available to holders of common shares and the weighted average of common shares outstanding used to calculate basic and diluted earnings per share in each period presented:

	03/31/2026	03/31/2025
<b>Basic earnings per share</b>		
Net profit for the period	1,663	4,072
Weighted average value of outstanding common shares	302,821,001	300,457,142
Basic earnings per share - R\$	0.0055	0.0136
<b>Diluted earnings per share</b>		
Net profit for the period	1,663	4,072
Weighted average value of outstanding common shares	302,821,001	300,457,142
Dilutive shares - total number of grants	4,446,720	4,345,290
Weighted average value of diluted common shares	307,267,721	304,802,432
Diluted earning per share - R\$	0.0054	0.0134

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### 33. Transactions that did not involve cash and cash equivalent

As of March 31, 2026 and December 31, 2025, the following investment and financing transactions represent adjustments to the cash flow:

	Parent Company and Consolidated	
	03/31/2026	12/31/2025
Acquisition of property, plant and equipment items	79,999	(93,243)
Acquisition of intangible assets	20,732	(29,982)
Lease agreements terminated	1,140	(8,936)

### 34. Subsequent Events

#### 34.1. Share Repurchase

On May 5, 2026, the Company's Board of Directors approved the establishment of the Company's 4th Share Repurchase Program (the "4th Repurchase Program"), authorizing the acquisition of up to 10,000,000 (ten million) common shares issued by the Company, representing 4.9% of the shares outstanding in the market, with a term through November 5, 2027. The primary objective of the 4th Repurchase Program is to generate additional value for shareholders and to optimize the Company's capital structure.

As a result of this approval, the Board of Directors also resolved, on the same date, to terminate the 3rd Share Repurchase Program, under which 4,713,800 common shares were acquired on the stock exchange at market prices, corresponding to the execution of 94.3% of such program.