

Institutional Presentation

3Q24





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RADL
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 **RDsaúde**
for a healthier society.



RD Saúde snapshot: Leading the pharma retailing industry in Brazil.

Our Purpose:

Together for a healthier society.

Our Ambition:

To become, by 2030, the group that contributes the most towards a healthier society in Brazil.

PHARMACIES

3,139

across every Brazilian state

EMPLOYEES

62.4K

at the end of the 3Q24

ACTIVE CUSTOMERS

49.1MM

in the last 12 months

TICKETS

395MM

3Q24 LTM

GROSS REVENUE

R\$40.5B

(3Q24 LTM)
+15% Y/Y growth

ADJUSTED EBITDA

R\$2.9B

(3Q24 LTM)
+13% Y/Y growth

PHARMACY

#1

chain in Brazil in revenue and pharmacy count

OPENINGS

330-350

new pharmacies in 2025 (guidance)

NPS Net Promoter Score

91 PHARMACIES

73 APPS

DIGITAL SESSIONS

166MM

visits to our apps and websites in the 3Q24

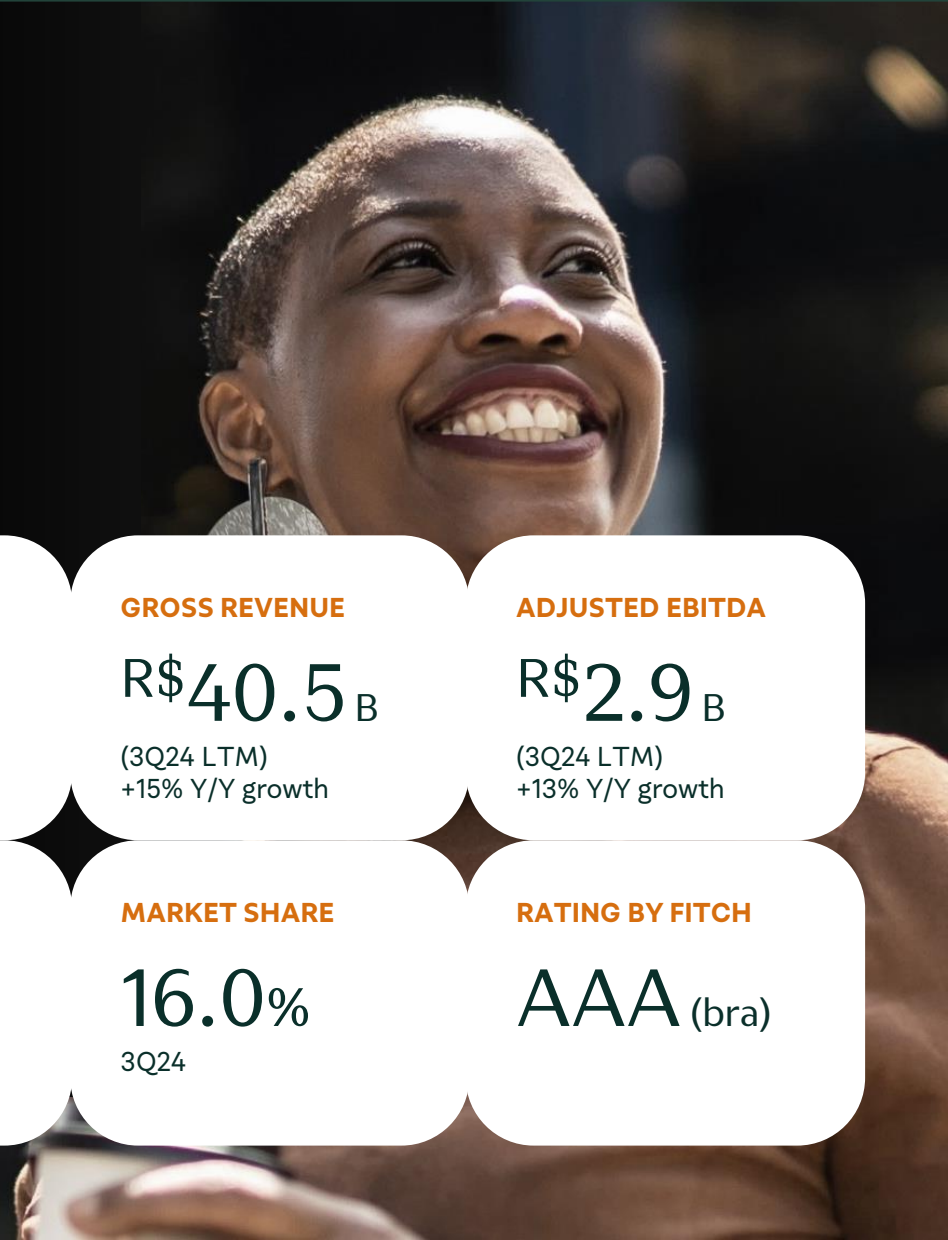
MARKET SHARE

16.0%

3Q24

RATING BY FITCH

AAA (bra)

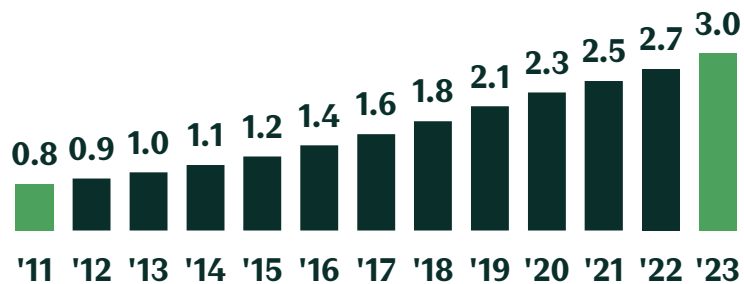




A decade of consistent high growth in pharmacy count, gross revenue and adj. EBITDA.

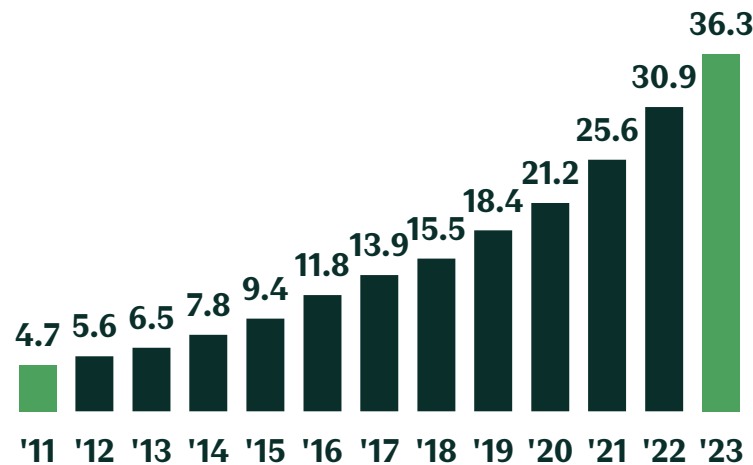
Pharmacies

Store count, thousands



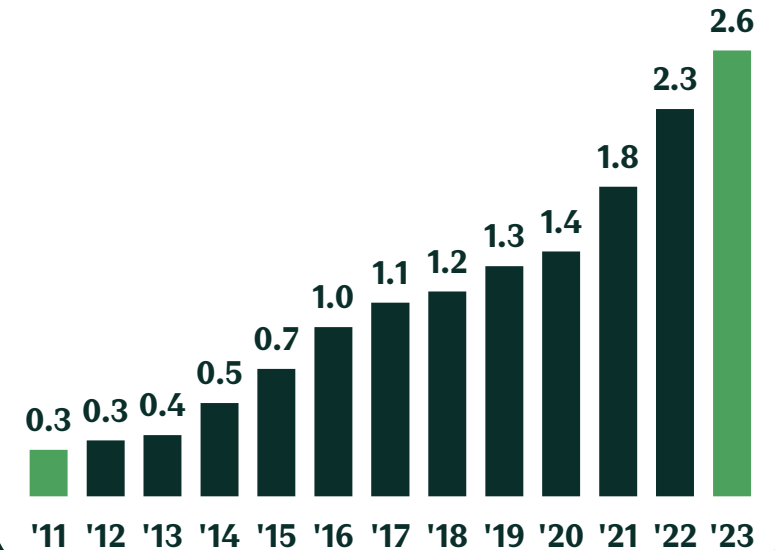
Gross revenue

R\$ billions



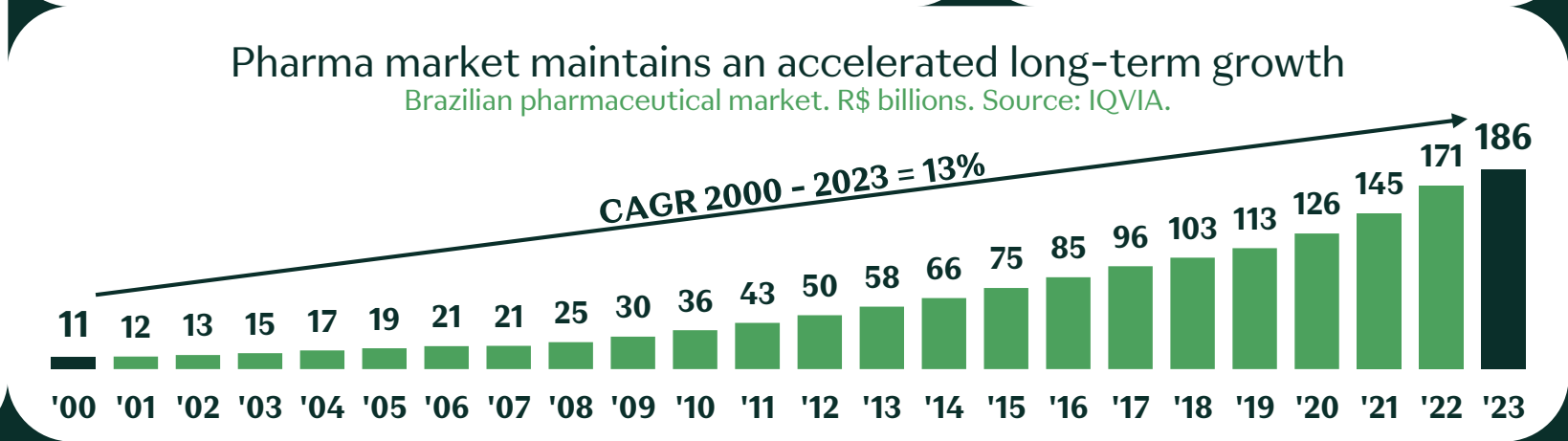
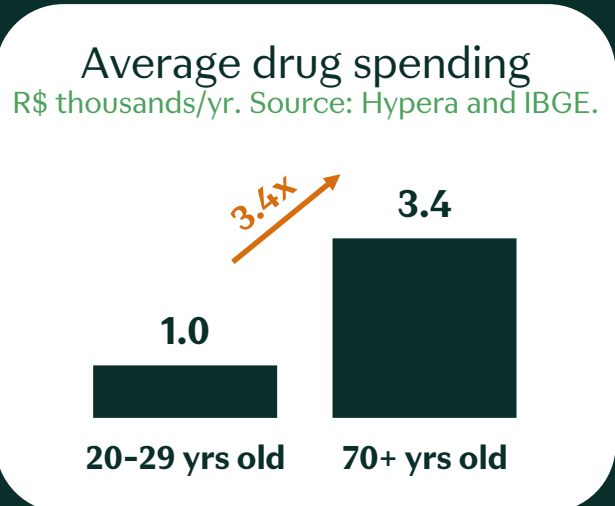
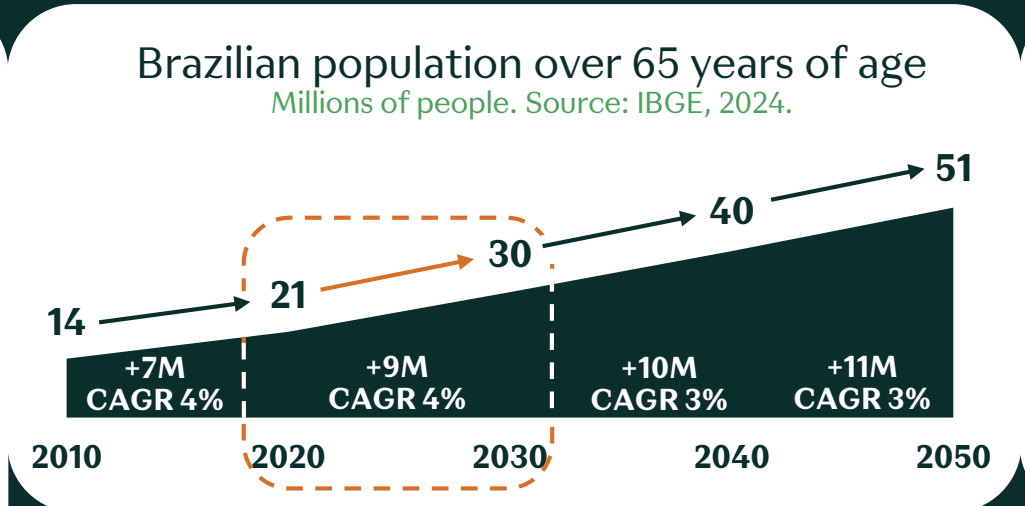
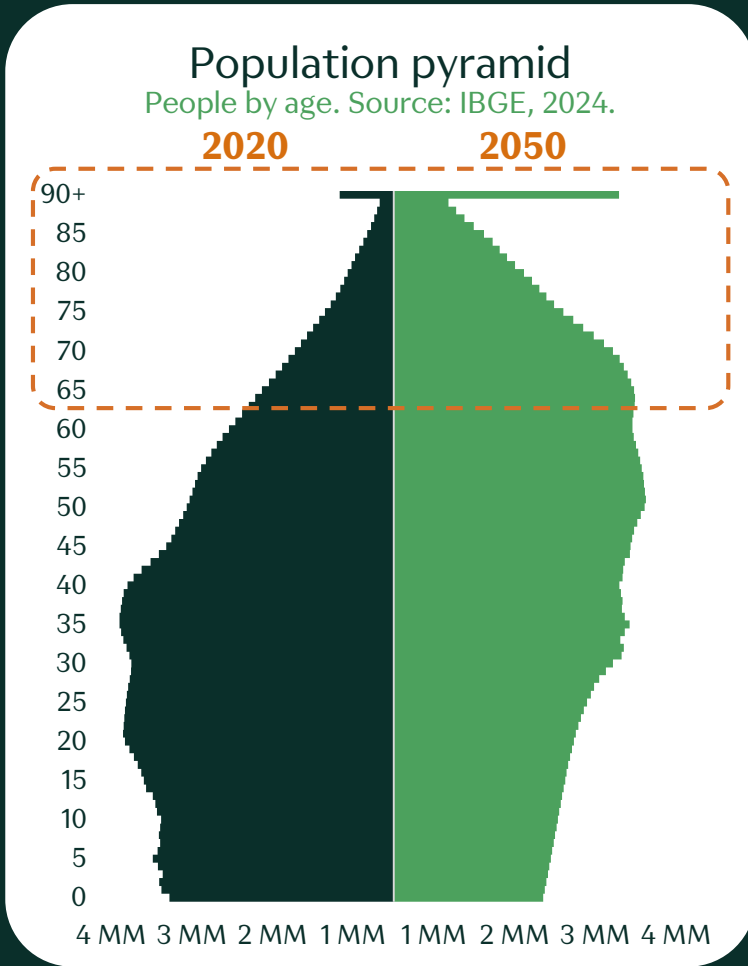
Adjusted EBITDA

R\$ billions





Demand growth due to the ageing of the population.

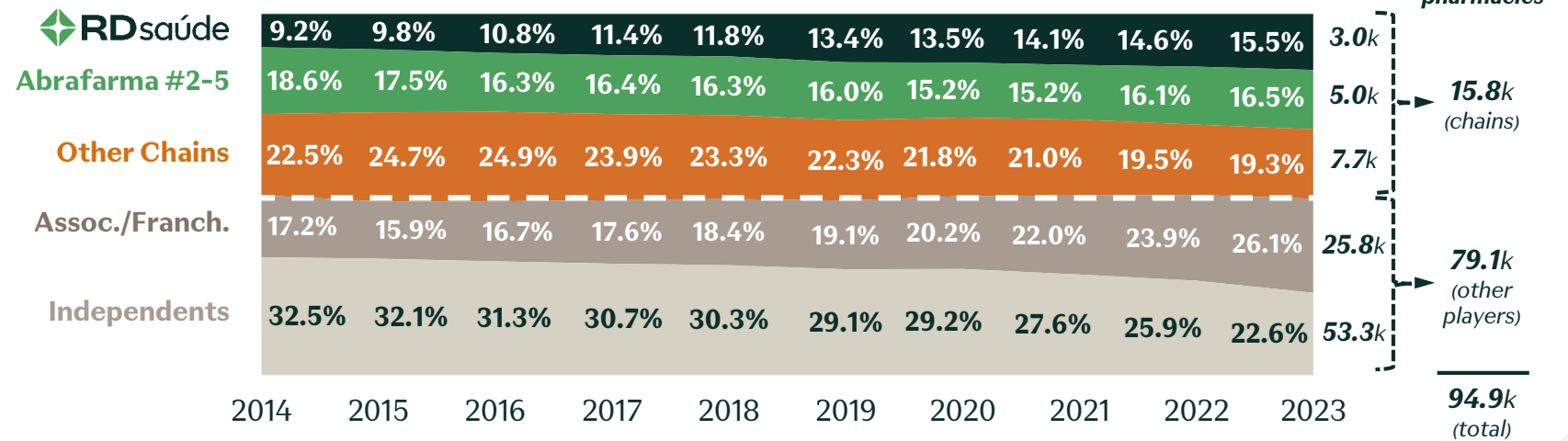




Fragmented market offers ample opportunity for consolidation.



Market share (Retail participation by list price, sell-out + sell-in)



Average annual sale per POS in 2023 (RD Saúde = 100 index)

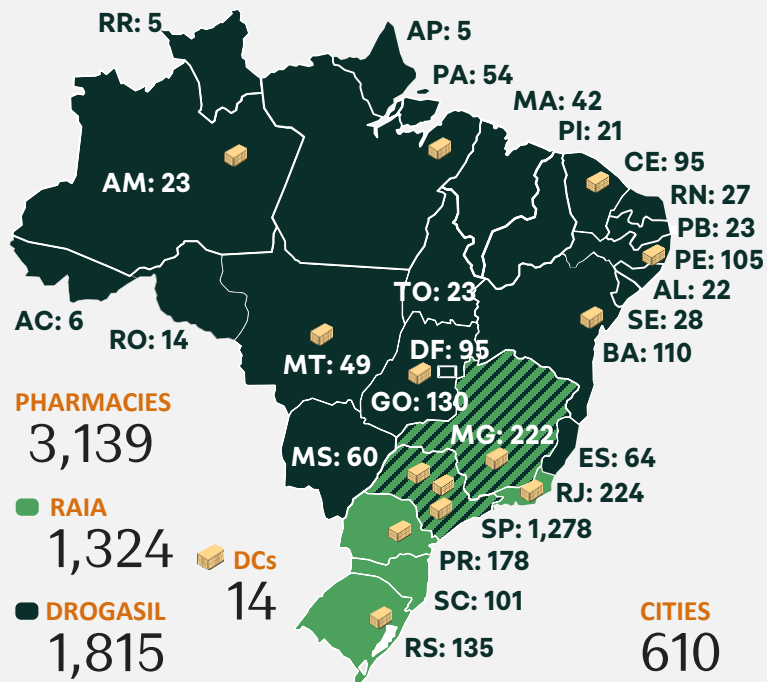


Source: IQVIA.



We continue to expand nationwide with unique pace and diversification while sustaining real IRRs above 20% net of cannibalization.

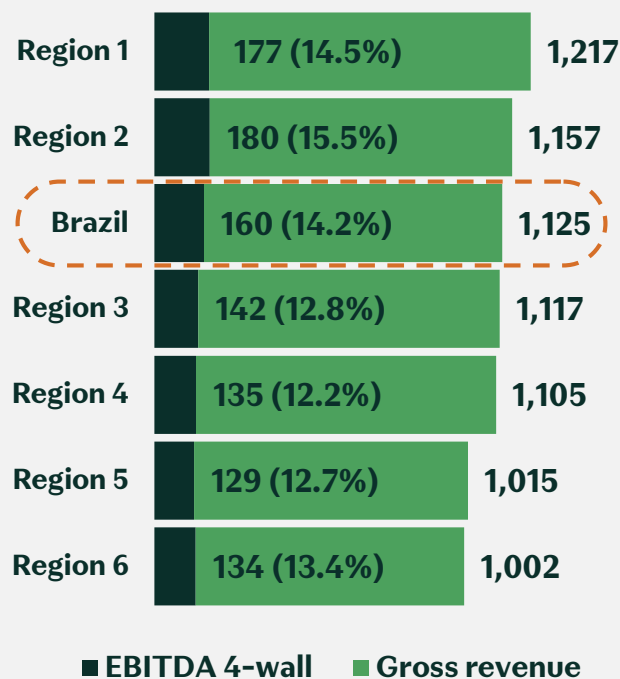
Geographic presence (3Q24)



94% of Brazilian A class population in a radius of 1.5 km

Performance by region

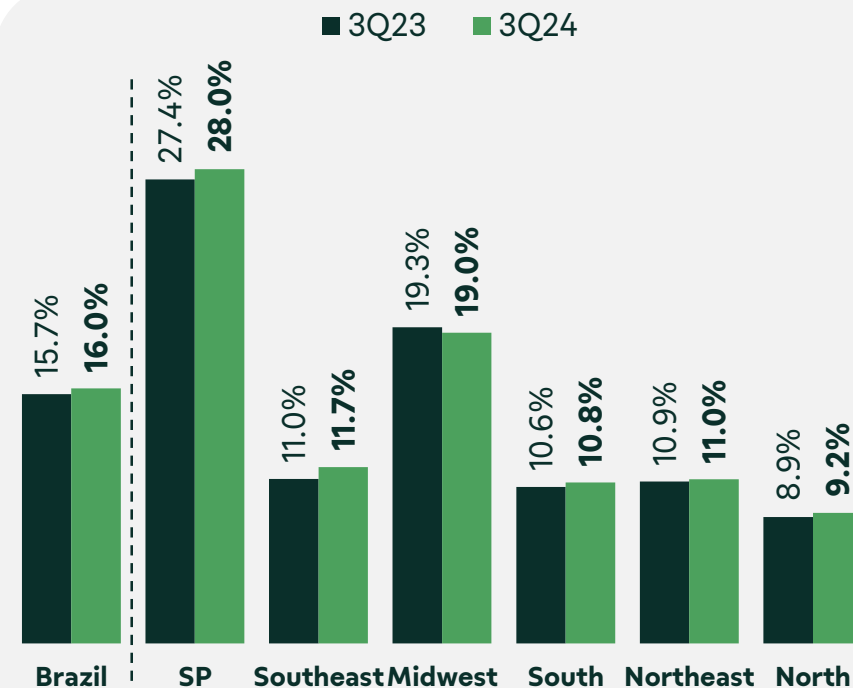
R\$ thousands, 3Q24 LTM
4-Wall sales and EBITDA* per mature store



* 4-wall EBITDA (stores), not including Distribution Centers and regional expenses.

Market share

Quarterly retail share at list price
Sell-out + Sell-in

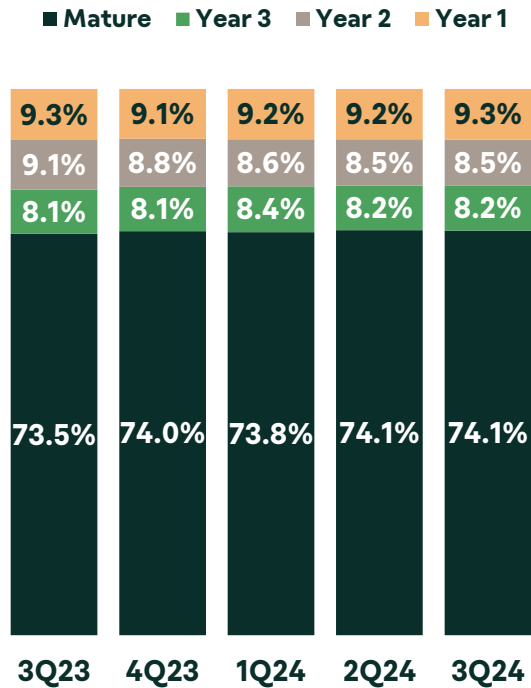


Source: IQVIA. Southeast excludes SP.



We expanded our chain with geographic and demographic diversification, offering a complete assortment, promoting health and well-being.

Pharmacy portfolio



ASSERTIVENESS

98%^{LTM}¹

GUIDANCE

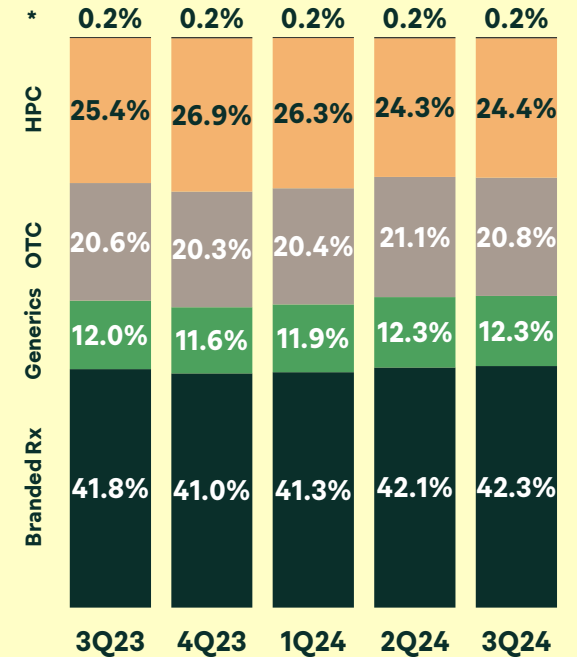
330-350

gross openings
in 2025.

RAMP-UP

Store maturation
after three
full years.

Retail sales mix



¹ Considers the % of store closures within the maturation process, which correspond to expansion mistakes, divided by the LTM openings.

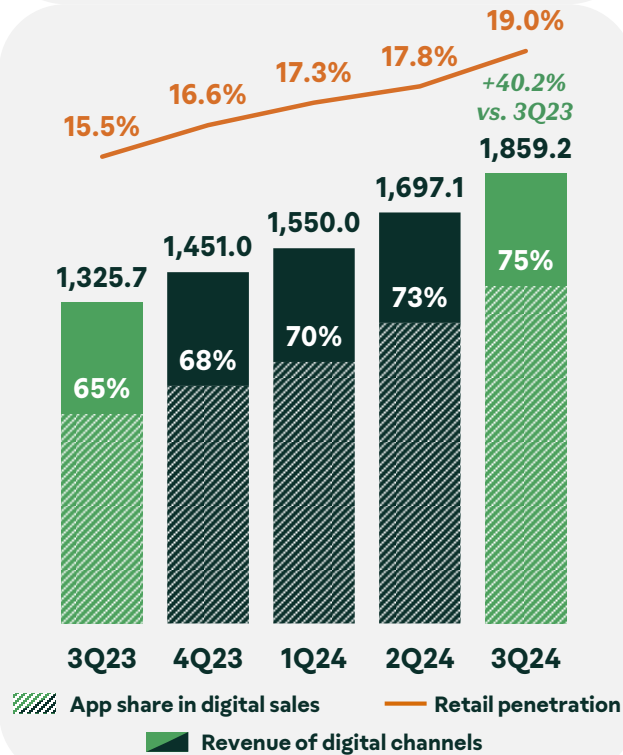
*Services



Digital sales of R\$ 1.9 billion, with 40.2% of growth and 19.0% of retail penetration. 75% via app and 94% delivered or collected within 60 minutes.

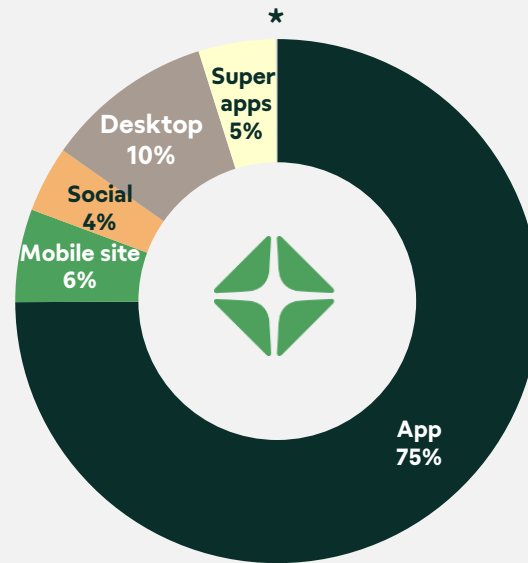
Digital channels

Sales and penetration
R\$ millions, % of retail gross revenue



Digital channel mix

% of digital sales



95%

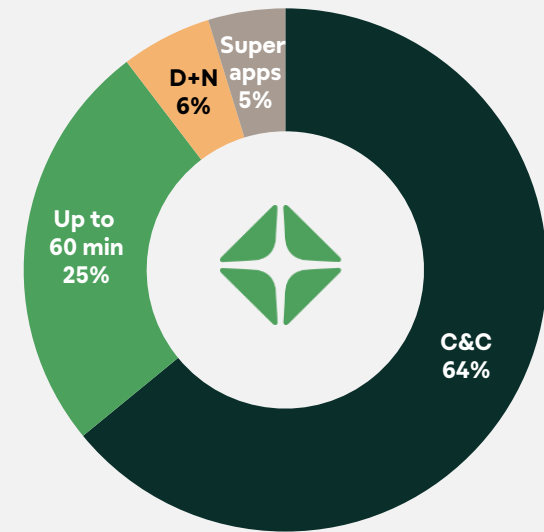
modern and proprietary channels

85%

proprietary channels through mobile devices

Delivery mix

% of digital sales



96%

fulfilled by pharmacies (incl. D+N)

94%

delivered in up to 60 minutes

* Call center represents < 1% of digital channels.



Our Health and Wellness strategy is focused on the Customer journey, offering a pharmacy connected to a service platform, positioned in primary care.

TOGETHER FOR A HEALTHIER SOCIETY



HEALTHIER PEOPLE
Employees, Customers, Community



HEALTHIER BUSINESSES
Diversity, Education, Shared Value



HEALTHIER PLANET
Emissions, Energy, Waste



Pharmaceutical Retail



Integral Health



Our customers are our greatest asset. In-store experience increases engagement while digitalization drives loyalty and frequency, resulting in an increased CLTV.

Engagement is the result of the entire customer journey

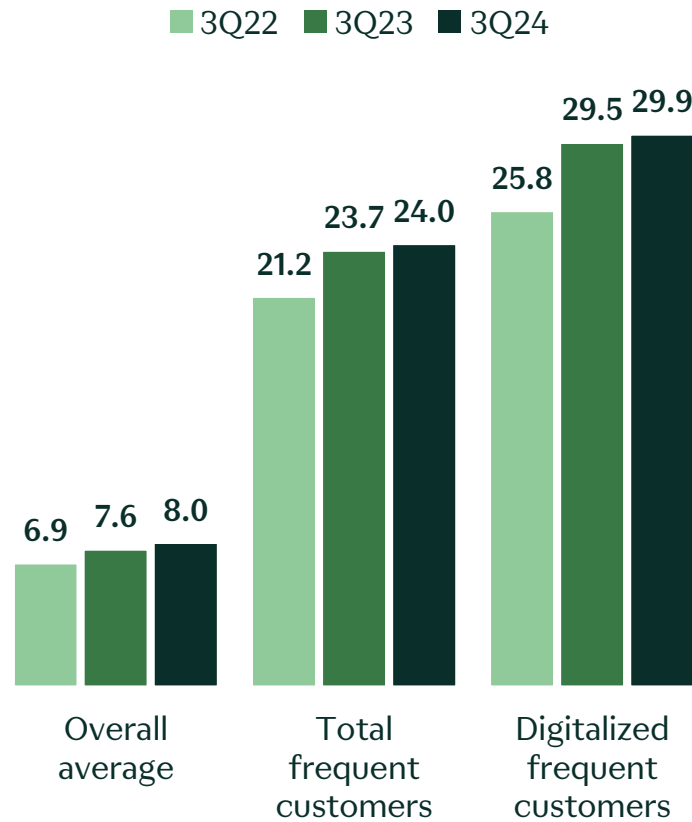


Customer segmentation*

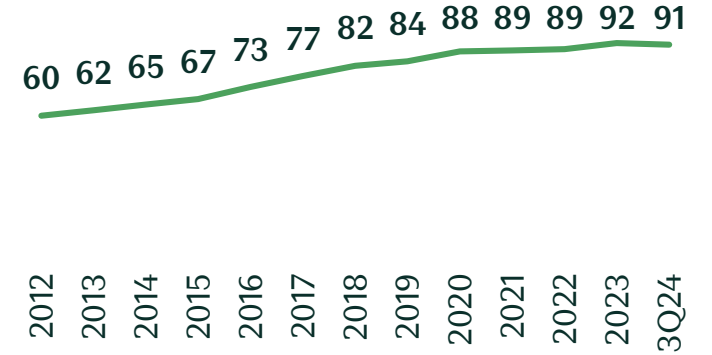


* Millions of customers, % LTM retail gross revenue.

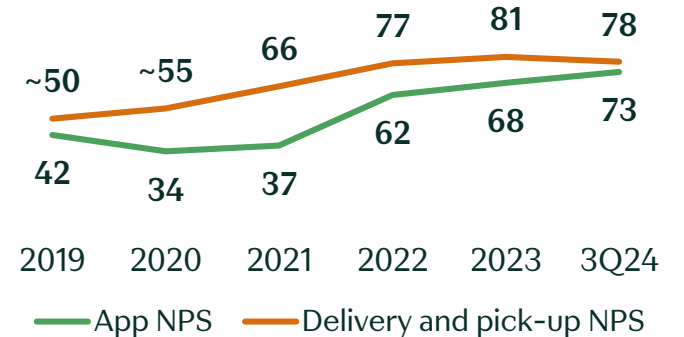
Annual purchasing frequency



Pharmacy NPS



App NPS and Delivery/C&C NPS**



** Estimated 2019 and 2020 criteria for current methodology.



Our digital and health strategy aims to build bonds with each customer to enhance Customer Annual Value (CAV) according to their profile.

CAV = Customer Annual Value
Annual gross profit (R\$) per customer

Average CAV ^{INDEX} **100** per customer

27

Casual customer

277

Frequent customer (10x vs. Casual)

CAV by profile

Chronic Use	179
Child Care	296
Beauty	254
Healthy Lifestyle	239



CAV by bond

EXAMPLES OF DIGITAL BONDS

Omnichannel	201
App	206
Marketplace	245
Stix	213

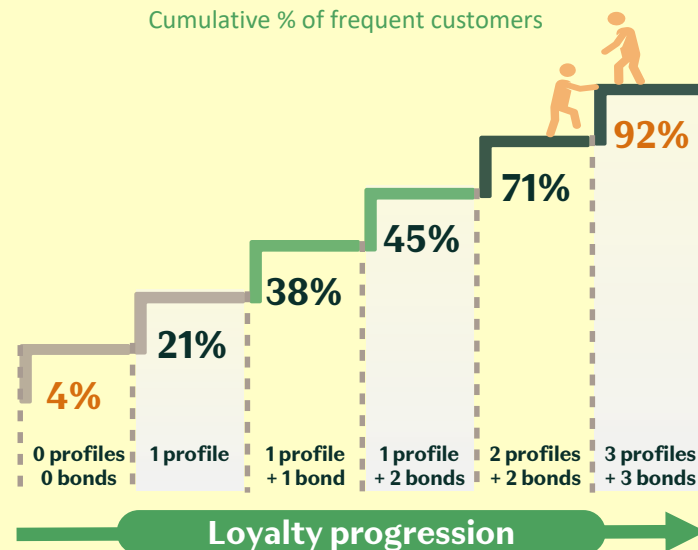
EXAMPLES OF HEALTH BONDS

Injections	315
Private Label	173
Vaccination	527
Other Services	318



Profile and bond impact on loyalty

Cumulative % of frequent customers



Data for 1Q24.



We are continually evolving our positioning in primary healthcare, participating in the healthcare system with services offered in pharmacies.



* Clinical Analysis Exams.

Main achievements (3Q24)

◆ NPS (Net Promoter Score)	95
◆ Available services	40
◆ Types of vaccines	23
◆ EAC* rooms	1.7k
◆ Health Hubs	2.3k
◆ Vaccination rooms	345
◆ Pharmaceutical services	1.5 MM

- ◆ **Digital** scheduling and declaration;
- ◆ Service customers have **2.5x higher frequency and spending**;
- ◆ **~40% share in the pharmaceutical market** in vaccines such as herpes zoster, dengue and HPV (Source: IQVIA).



Pharmacy Degree provided for employees

- ◆ Customized course subsidized by RD Saúde;
- ◆ 4,000 hours of workload, 5-year duration.

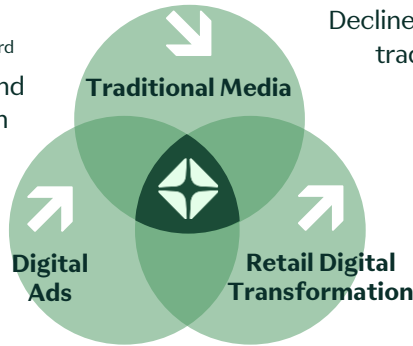


Impulso is the retail media business of RD Saúde, a reference in consumer health media, impacting customer engagement, interest and LTV.

1st party data is key for retail media growth

Trend #2

Depreciation of 3rd party identifiers and increasing screen time for digital devices



Trend #1

Decline in screen time of traditional media

Trend #3

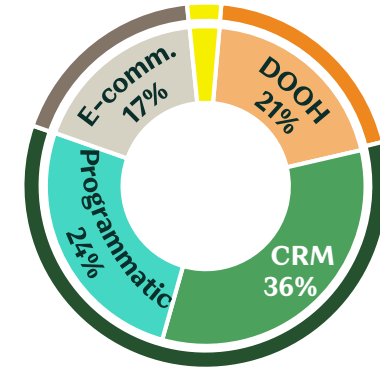
Omnichannel, digitalization of the customer journey

Source: Aster Capital.

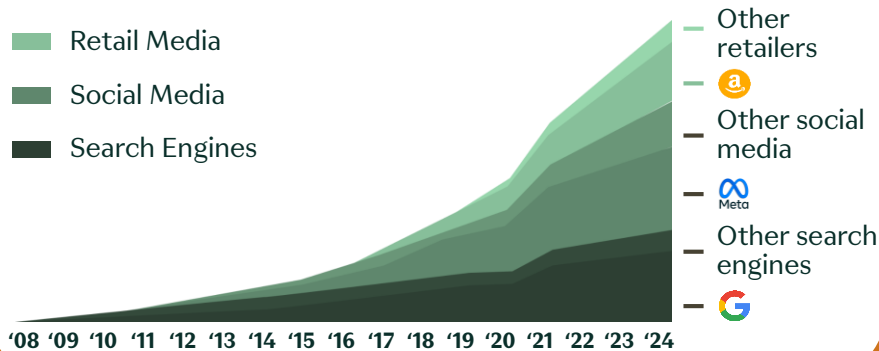
RD Ads
is now
impulso
soluções de mídia RDsaúde

Impulso, revenue breakdown (3Q24):

- Offsite; 60%
- Instore; 21%
- Onsite; 17%
- Others; 3%



USA ad net revenue*



* Source: eMarketer, October 2021.

The best customers and experience

- 49.1 million customers
- 97% sales identification
- 395 million transactions (3Q24 LTM)

Physical and digital presence

- 610 cities and 3.1 thousand pharmacies
- 1.5 km distant from 94% of the A-class population
- 5 km away from 60% of the population
- Top 10 digital channel (retail audience in Brazil)

Increased relevance with partners

- ~500 1P suppliers
- 25 of the Top 50 advertisers in Brazil
- Proficiency in category management and purchase behavior

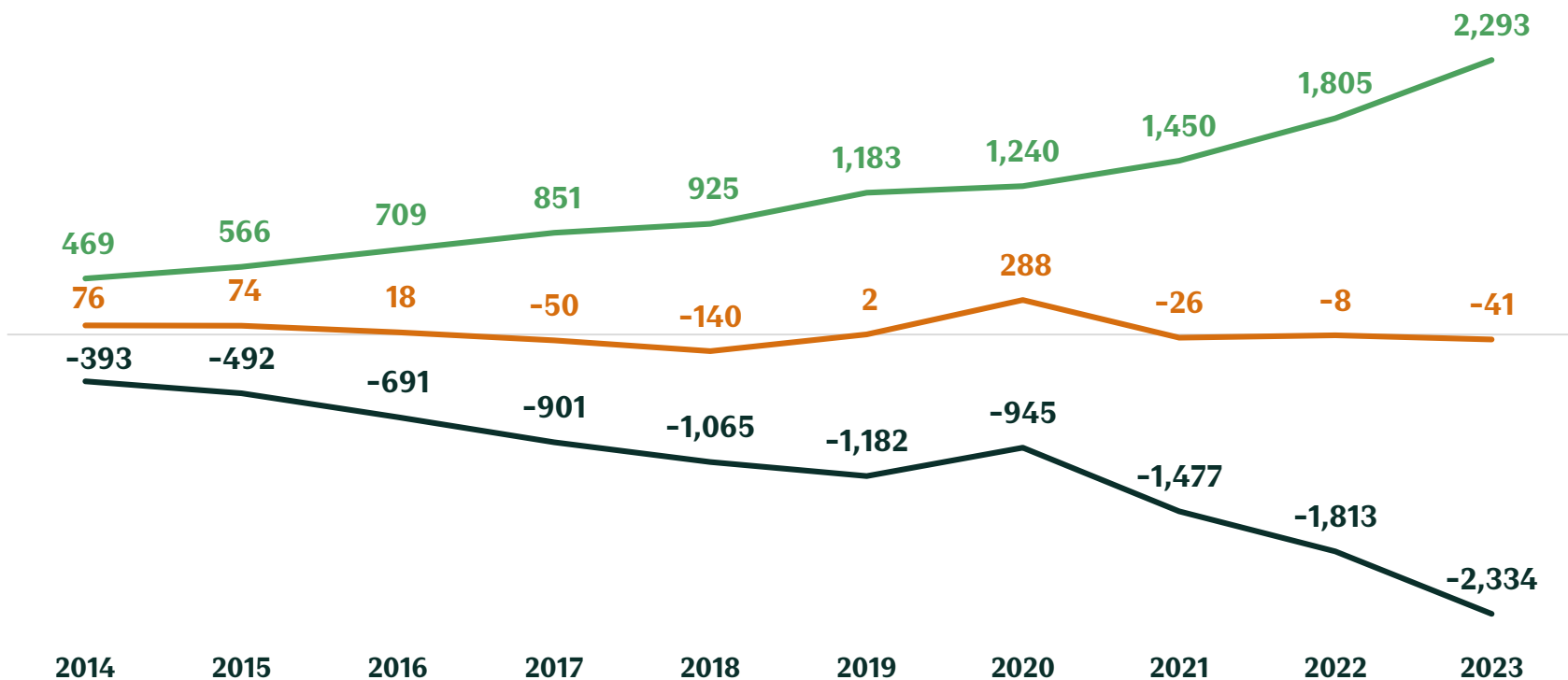


Our operation is self-sufficient in cash, with a generation of resources that balances investments, supporting a strong growth with low leverage.

Cash flow

R\$ millions

— Resources from operations — CAPEX + Working capital — Free cash flow



Adj. net debt

R\$ 2,718 MM
(2023)

Adj. EBITDA

R\$ 2,603 MM
(2023)

Leverage

1.1x
(Net Debt / EBITDA)



Together with our Business Strategy comes our Sustainability journey towards the goals established for 2030.

G

- **Stewardship** of founding families since **1905**;
- Shareholder agreement until **2031**;
- Independent board members with **complementary skillsets**;
- Advisory committees for: Health & Strategy, Nomination & Remuneration, Audit, Sustainability and Finance;
- Compensation Policies: variable compensation based on **performance and sustainability goals** with up to 4 years vesting.

S

- **67%** of women in operational leadership;
- **100%** in-house developed pharmacy leadership;
- **Low turnover** compared to the sector;
- **Inclusion and diversity** programs;
- **Integral health**: physical, mental, social & environmental support programs;
- **49 MM** active customers w/ high freq. and 600k health services/month;
- Access to health: **60%** of the pop. within a 5km radius of our pharmacies.

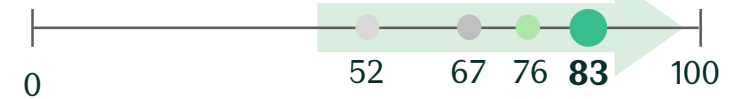
employees
customer

E

- **100%** of pharmacies collecting expired and unused medicines (284 tons in 2023) preventing contamination;
- **72%** of the operation supplied with renewable energy;
- Climate: reducing scopes 1 and 2, monitoring scope 3, and GHG inventory;
- Certifications: ISO 14001, ISO 45001 and LEED.

Improving recognition of our ESG efforts

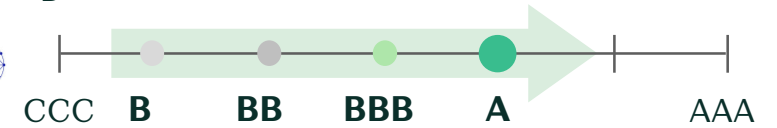
ISE B3



CDP



MSCI



2020

2021

2022

2023

IDIVERSA B3

Launched in Aug/23, highlighting companies that stand out in terms of diversity.

GPTW® certification

Highlighted in the GPTW ranking of healthy practices.



ISO / IEC 27001 : 2022 (BSI)

Information Security Certification on Digital Channels (App and Website) and Unvers PBM.