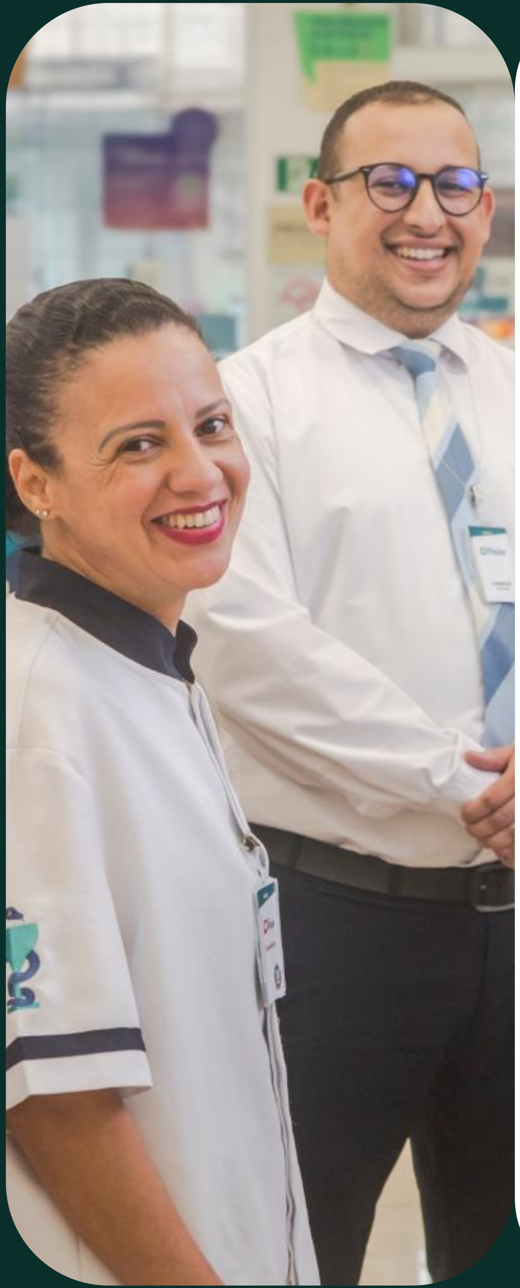
Institutional Presentation

2Q25

RDsaúde
DROGASIL | Raia



Legal Warning

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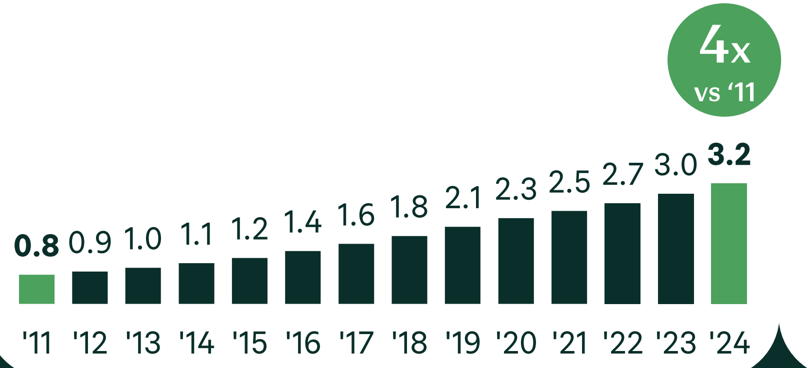
RDsaúde
DROGASIL | Raia

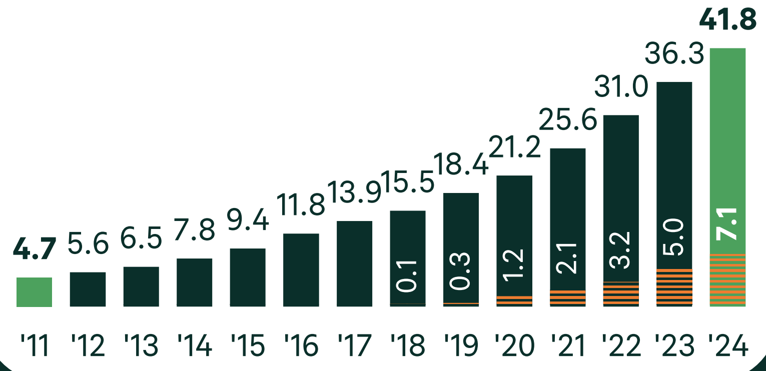
Since the merger of Raia and Drogasil in 2011, the company has built a consistent track record of growth and leadership in the sector.

Pharmacies
Store count, thousands



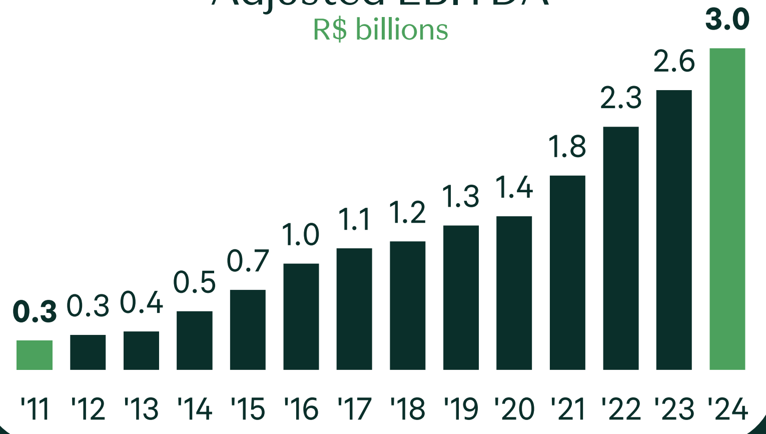
Total gross revenue
R$ billions, digital revenue (R$ billions)

9x vs '11



Adjusted EBITDA
R$ billions

11x vs '11



PHARMACIES

#3,371

across every Brazilian state

EMPLOYEES

67.1K

at the end of the 2Q25

GROSS REVENUE

R$ 44.1 B

2Q25 LTM
+13% YoY

DIGITAL REVENUE

R$ 8.6 B

2Q25 LTM, +43% YoY
21% of retail gross revenue

ADJUSTED EBITDA

R$ 3.0 B

2Q25 LTM
6.8% of gross revenue

MARKET SHARE

16.4%

in the 2Q25, +0.7 pp, with gains in every region

PHARMACY CHAIN

#1

in Brazil, in revenue and pharmacy count

ACTIVE CUSTOMERS

50.3 MM

in the last 12 months

TICKETS

420 MM

in the last 12 months

NPS *Net Promoter Score*

91 PHARMACIES
79 APPS

OPENINGS

330-350

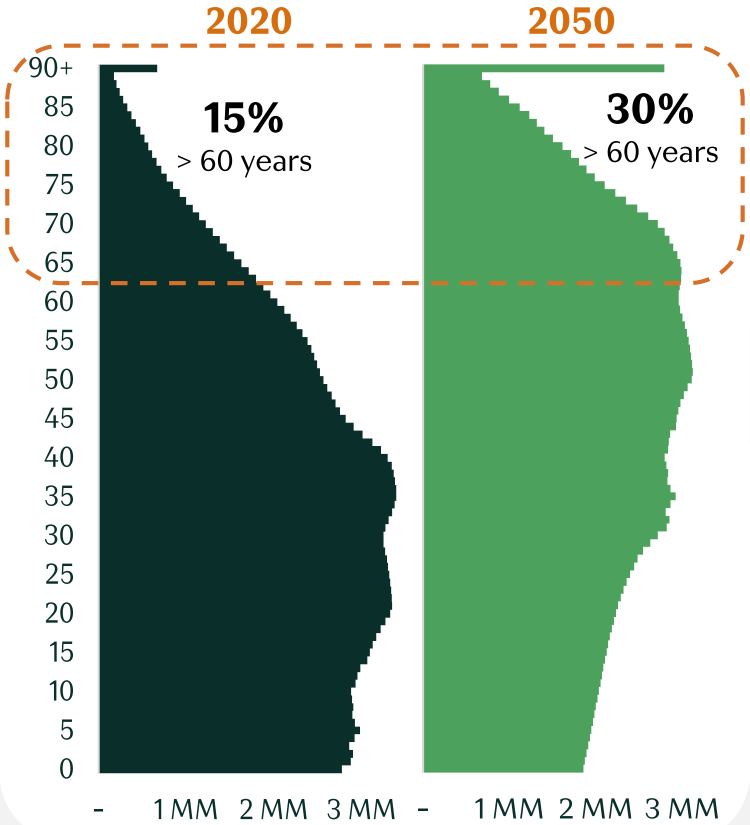
new pharmacies in 2025 (guidance)

RATING BY MOODY'S

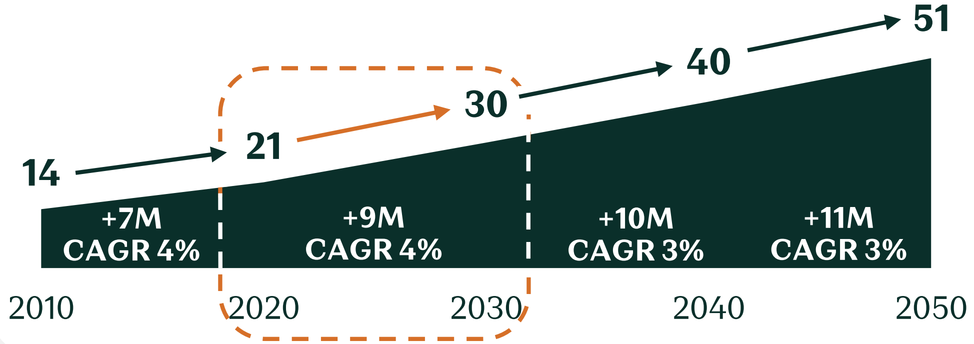
AAA.br

Demand growth has been driven by an aging population.

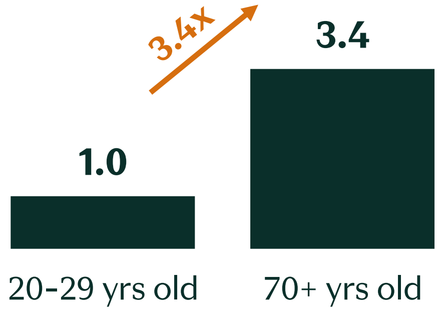
Population by age
Source: IBGE, 2024.



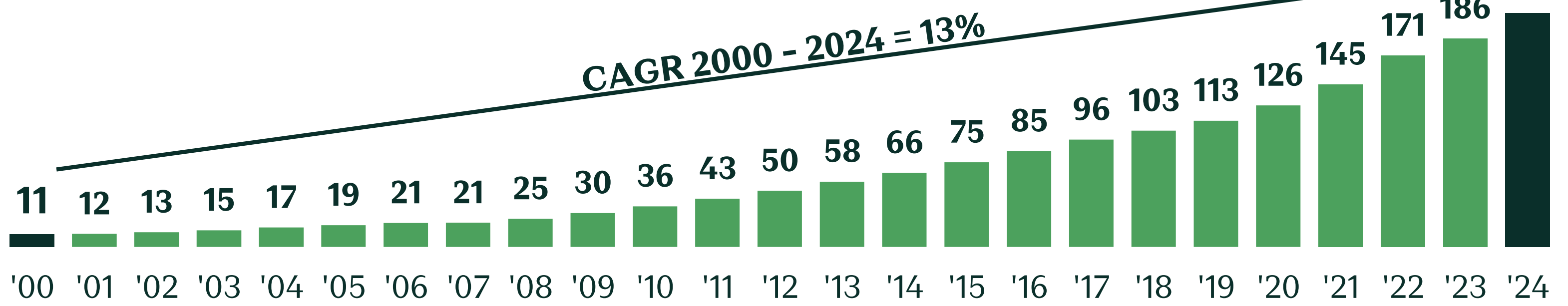
Brazilian population over 65 years of age
Millions of people. Source: IBGE, 2024.



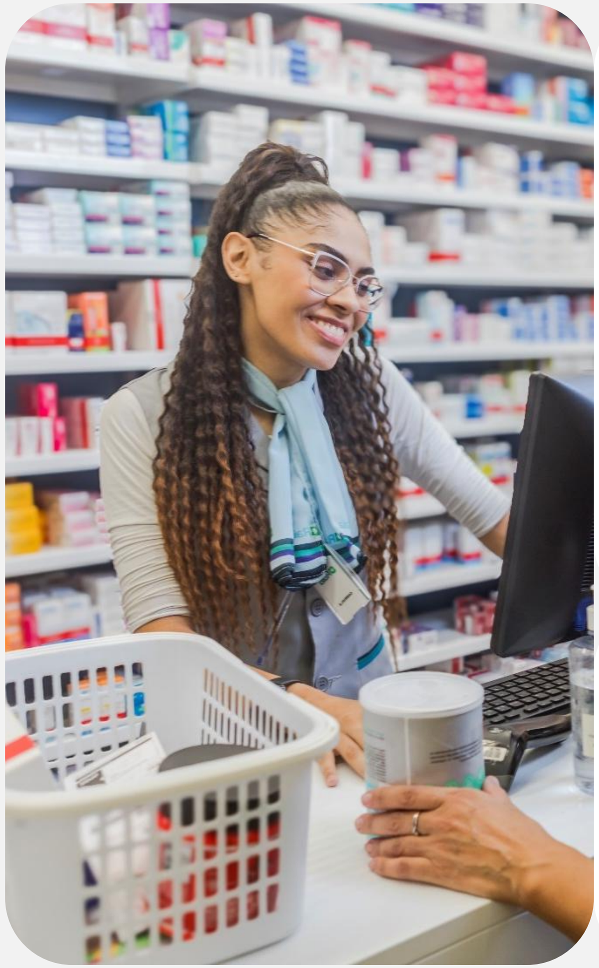
Average drug spending
R$ thousands/yr. Source: IBGE w/ inflation.



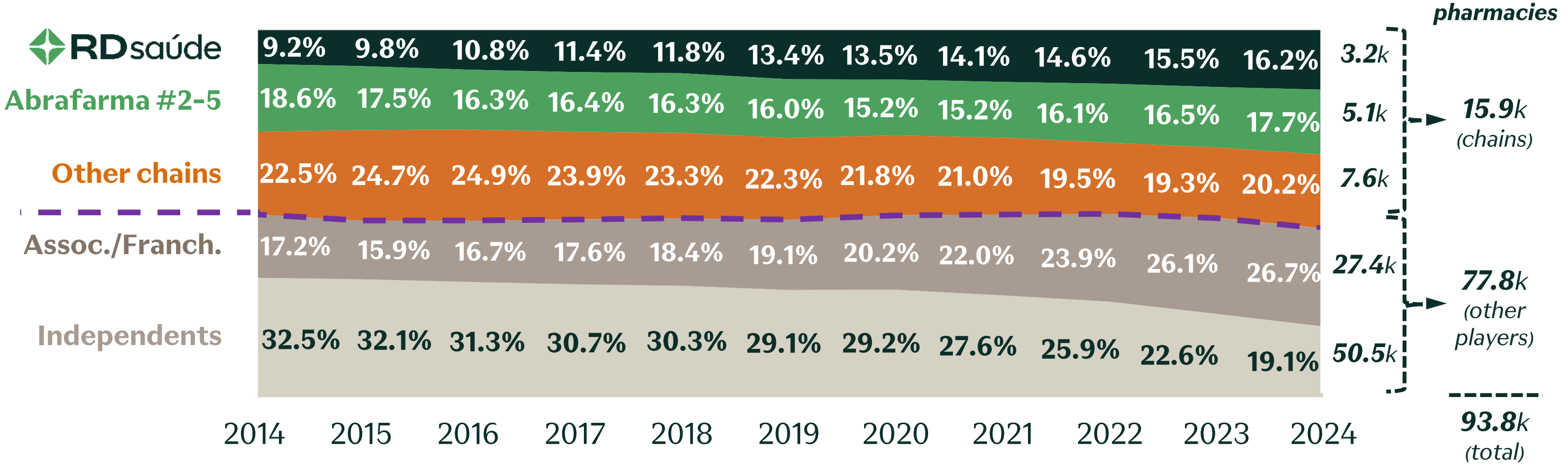
Pharma market maintains an accelerated long-term growth
Brazilian pharmaceutical market. R$ billions. Source: IQVIA.



A fragmented market offers significant opportunities for long-term consolidation and expansion.



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

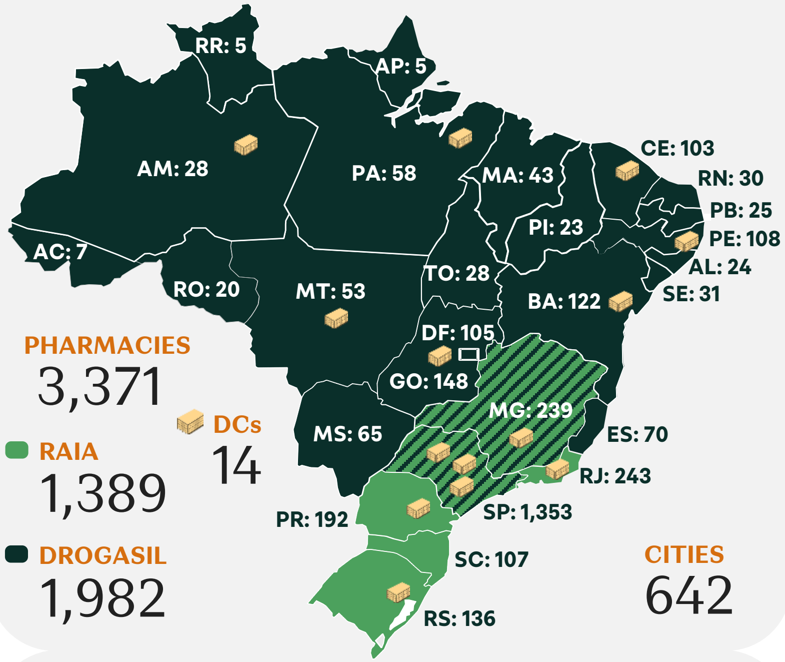


Average annual sale per pharmacy in 2024 (RD Saúde = 100 index)

Source: IQVIA.

National growth marked by a unique pace and diversification, with guidance of 330–350 new pharmacies in 2025. Real IRR above 20%, net of cannibalization.

Geographic presence
2Q25



PHARMACIES
3,371

DCs
14

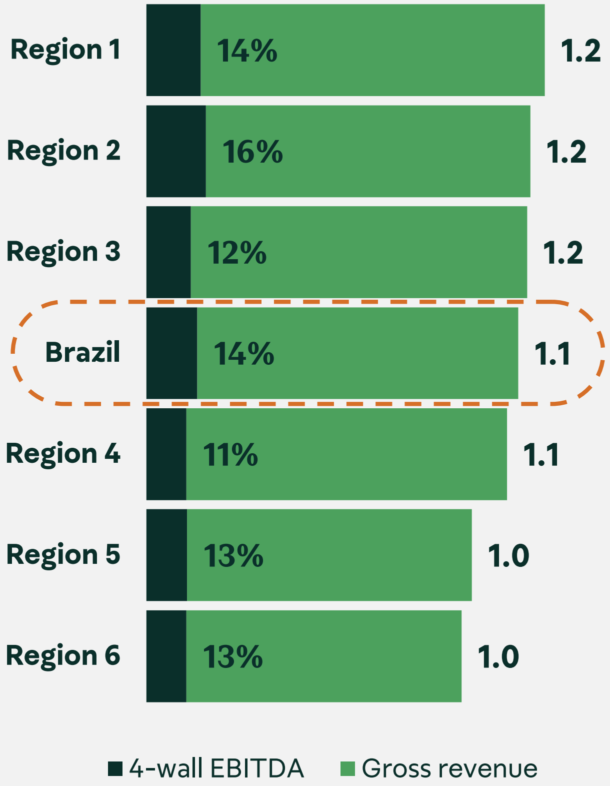
RAIA
1,389

DROGASIL
1,982

CITIES
642

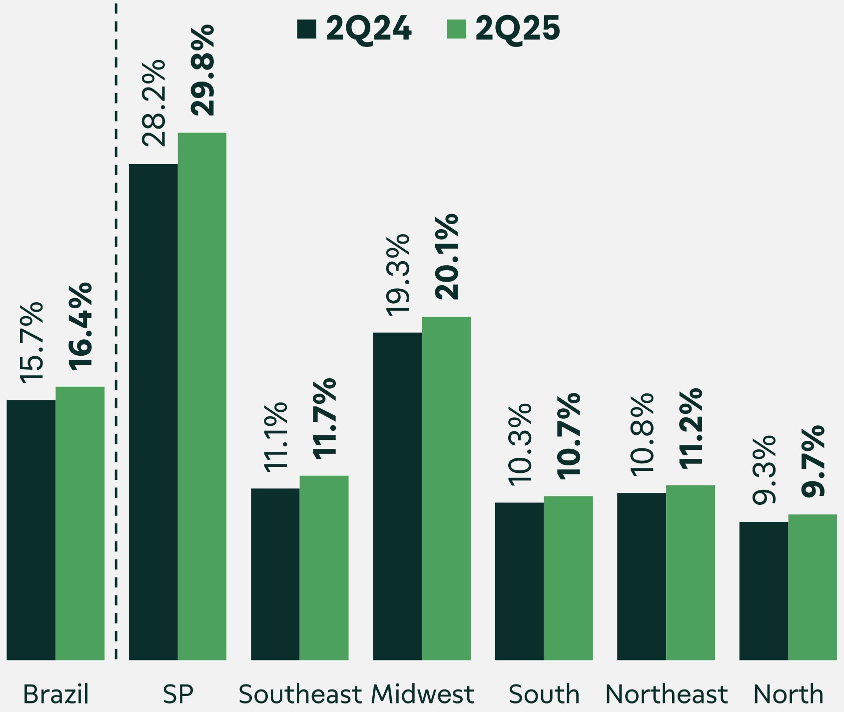
94% of the Brazilian A-class population in a radius of 1.5 km

Performance by region*
R$ millions, 2Q25 LTM



* Mature stores. 4-wall EBITDA excludes distribution centers and regional expenses.

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



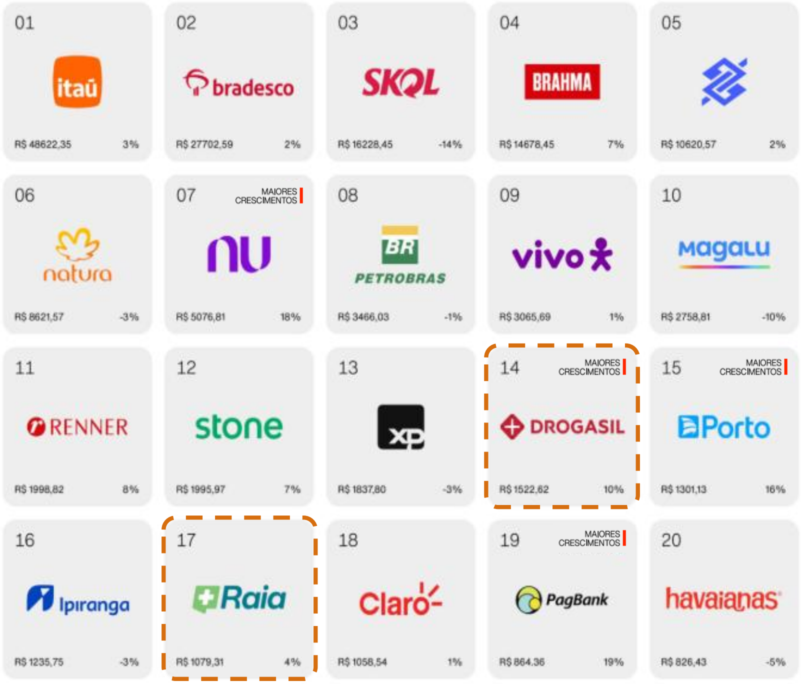
Source: IQVIA. Southeast excludes SP.

Growth is sustained by brands recognized across Brazil (Raia and Drogasil), offering a broad assortment that promotes customer health and well-being.

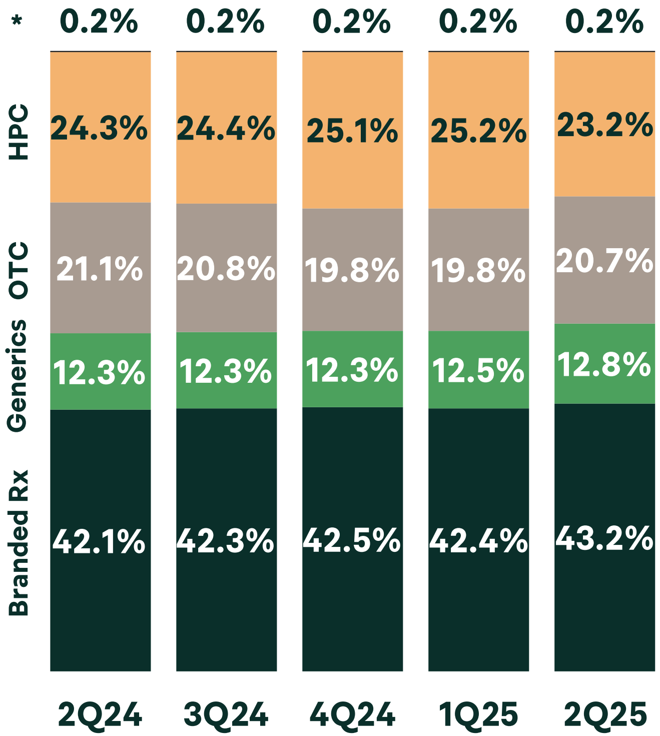
Most Valuable Brazilian Brands

Source: Interbrand MBMV 24/25

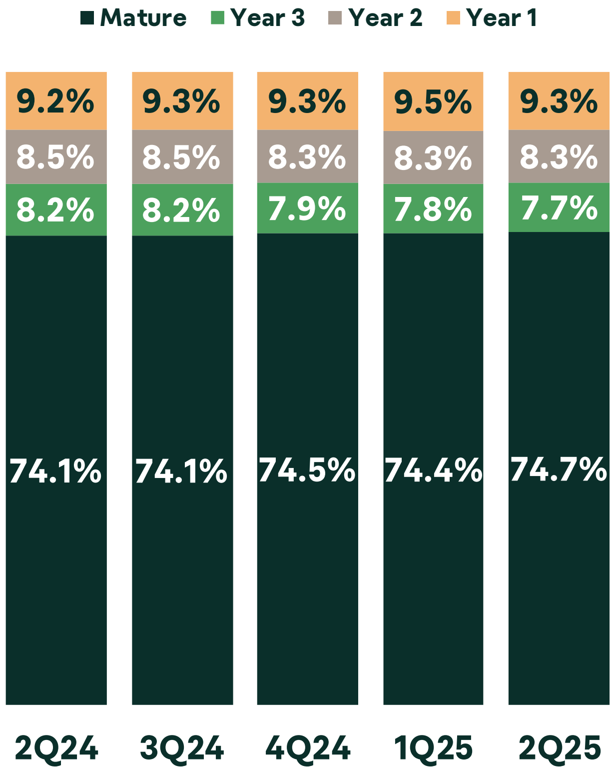
- **Raia**: among the five brand ranking increases (Top 20 YoY);
- **Drogasil**: among the four fastest-growing brands (YoY).



Sales mix



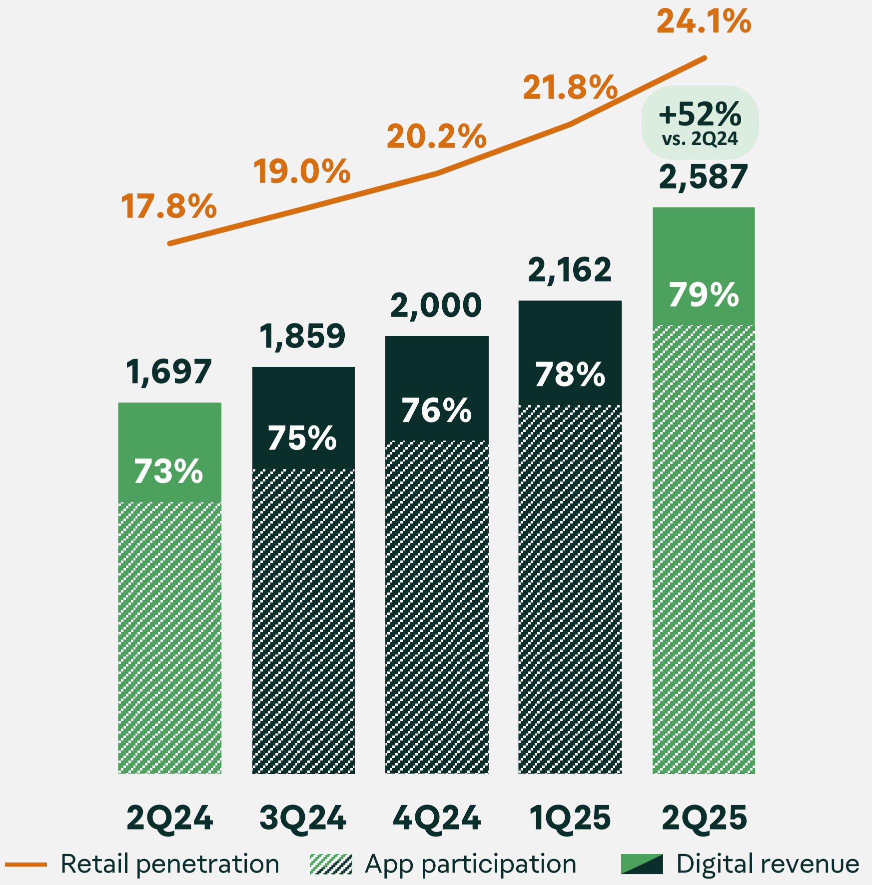
Pharmacy portfolio



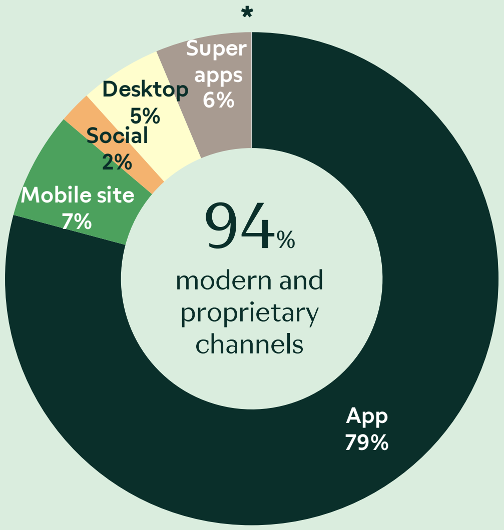
* Services.

Digital sales grew 52%, reaching R$ 2.6 B in 2Q25, representing 24.1% of gross revenue, with 79% through apps and 96% delivered/picked up within 60 minutes.

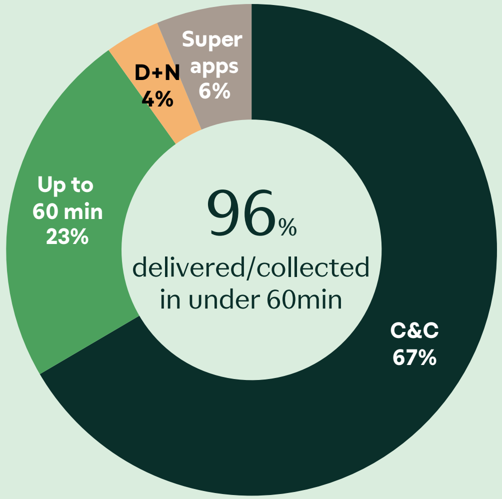
Digital sales
R$ million, % of retail gross revenue



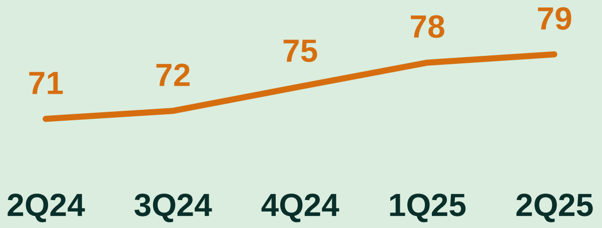
Digital channel mix
% of digital sales, 2Q25



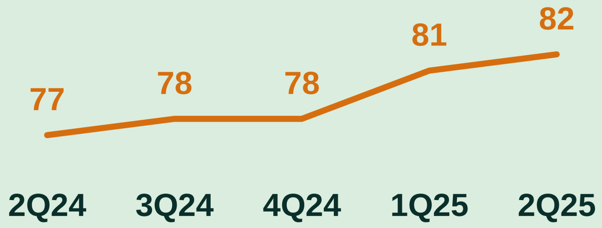
Delivery mix
% of digital sales, 2Q25



App NPS



Delivery + C&C NPS

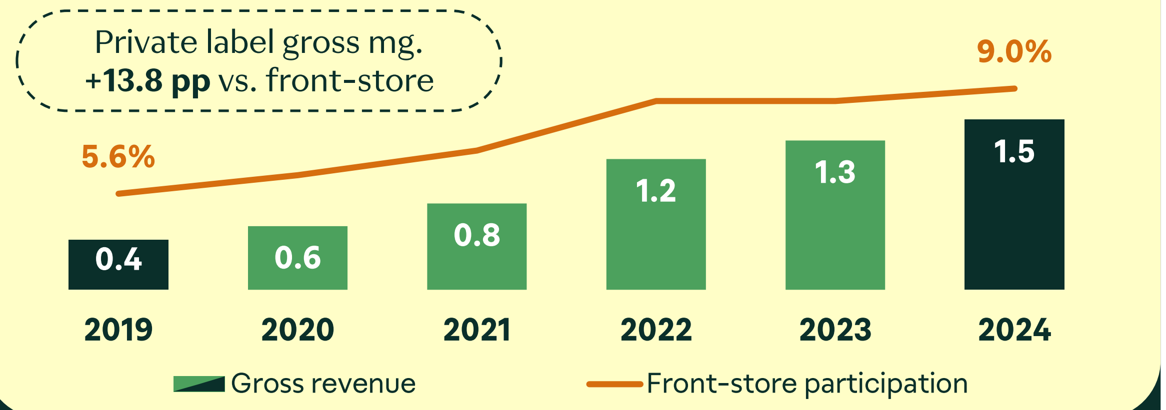


*Call center < 1% of the channel mix.

Exclusive brands that promote health and well-being reinforce the company's commitment to customers and the business's sustainability.

Private label growth

R$ millions, % front-store sales



Needs stands out across multiple categories

#1 Solar
#1 First Aid
#2 Massive Skincare
#3 Diapers

Top 20 brands

Front-store, IQVIA MAT Aug/24, R$ CPP

Needs, RD Saúde's largest brand, is the market's #3

Line of supplements, vitamins, and minerals.

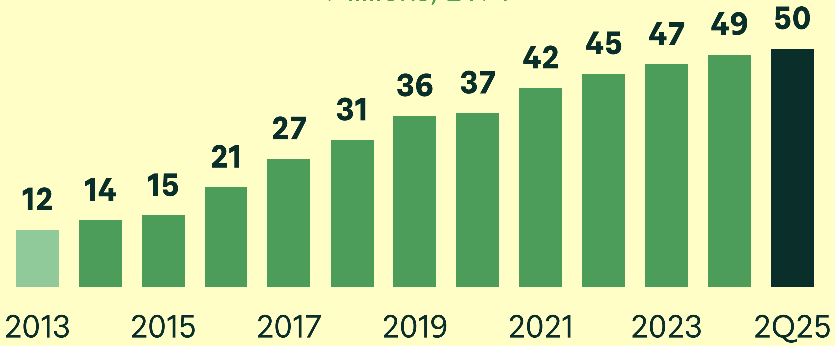
Everyday-use products with 100% recyclable packaging.

Line of natural products for well-being.

Our greatest asset is the customer. In-store experience increases engagement, while digitalization strengthens relationships and frequency, enhancing LTV.

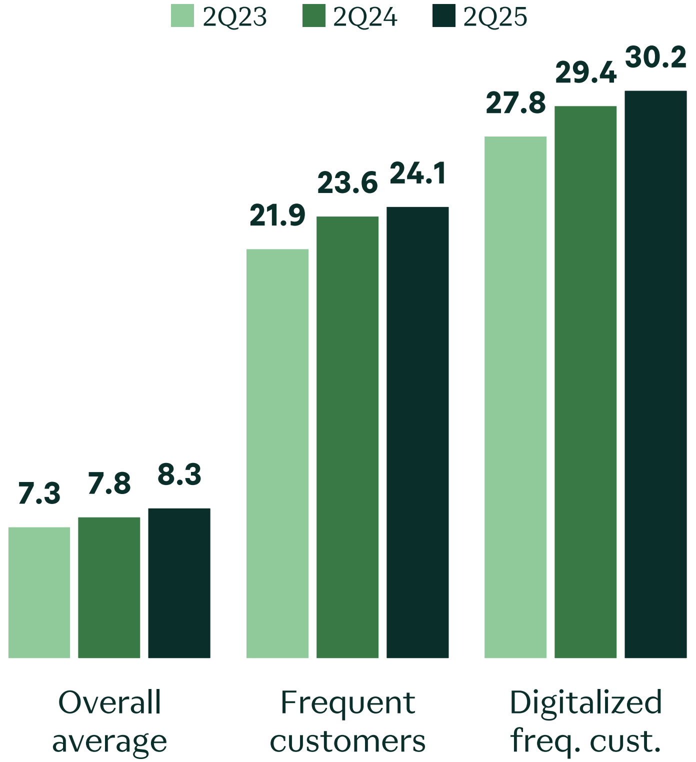
Total active customers

Millions, LTM



Purchasing frequency

Annual purchase quantity

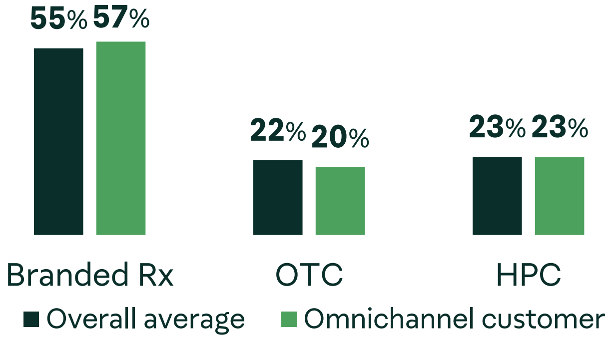


Average vs. Omnichannel customer

	Qty.	Freq.	Spending	Gross profit
Overall average	50.3 MM	8x /year	100%	100%
Omnichannel customer	10.5 MM	12x /year	167%	144%

Customer segmentation[1]

Sales by category



[1] Millions of customers, % LTM retail gross revenue.

Profiles and relationships: our audience of 50 MM active customers is expanding and highly qualified, offering unique segmentation opportunities in omni retail.

211 MM Brazilians

Population aged 65+ (IBGE)
2020: 21 MM
2050: 51 MM
+1 MM per year

50 MM active customers

97% identified purchases
8 purchases per year
711 MM digital visits (LTM)

8 MM frequent customers

24 purchases per year
15× spending of casual customers
9× gross profit (CAV*)

Customer Lifecycle Management

Acquisition
Attracting new customers

Activation
Engaging and increasing customer profitability within RD

Loyalty
Building relationships and relevance

Retention and Recovery
Re-engaging customers showing signs of churn

Profiles

CAV* (average = 100)

Uso Contínuo	161
Profile B	224
Profile C	236
Profile D	264

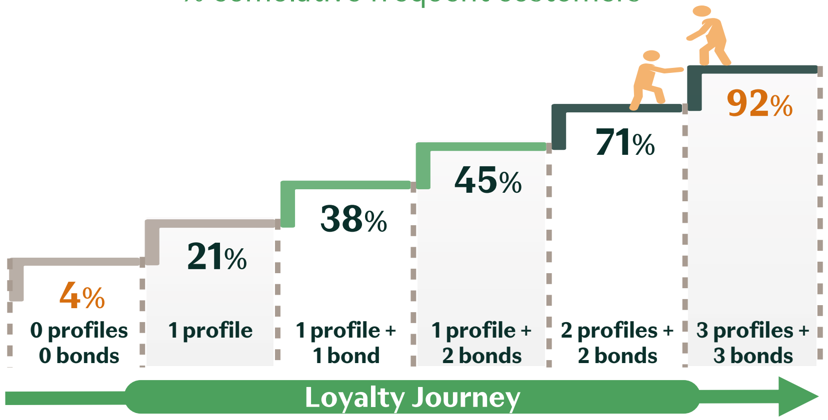
X

Bonds (examples)

DIGITAL		HEALTH	
App	173	Rapid delivery	180
Stix	182	Health Services	208
Bond A	165	Bond C	129
Bond B	188	Bond D	238

Profile and bond impacts on loyalty

% cumulative frequent customers



* CAV = Customer Annual Value (gross profit LTM).

Proximity to customers, enabled by Raia and Drogasil's extensive footprint, enables opportunities in low-complexity primary care.

Levels of healthcare in Brazil

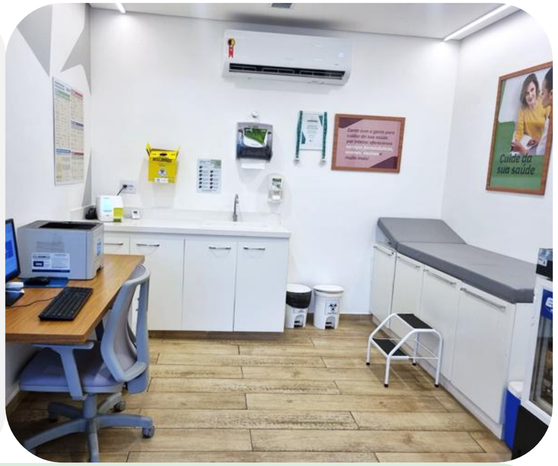
	Supplementary Health	Complementary Health	Public Healthcare
	Private Plans ~50MM lives	Other services beyond coverage	Universal Health ~150MM lives
Primary Care	RDsaúde We can have a more proactive role in primary care		UBS Unidade Básica de Saúde; Saúde da Família
Secondary Care			SAMU 192; UPA 24h Unidade de Pronto Atendimento
Tertiary Care			Santa Casa; HU USP; SUS

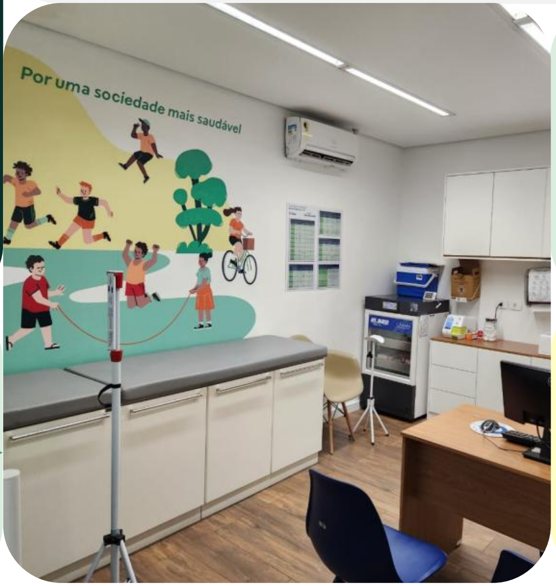
Evolution of pharmacy service legislation

2009	2017	2020	2022	2023
RDC 44 **Pharmaceutical Services Legislation**	RDC 197 **Vaccination in Pharmacies**	RDC 377 **COVID-19 testing**	CFF 727 **Telemedicine**	RDC 786 **Health Hubs in Pharmacies**

Main achievements (2Q25)

NPS *(Net Promoter Score)*	**95**
Services portfolio	**40**
Health Hubs	**2,6** K
Vaccination rooms	**404**
Services performed	**2,2** MM





- Service customers have **2.5x** higher frequency and spending
- **~40% share[1]** in vaccines such as herpes zoster, dengue and HPV

Pharmacy Degree for employees

- Customized and subsidized by RD Saúde
- 4,000 h course (5-year duration)

[1] Pharmacy market share (Source: IQVIA).

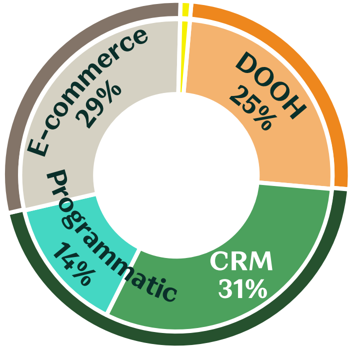
Impulso is RD Saúde's retail media front, directly impacting customer engagement, interest, and LTV.

	impulso retail media RD saúde	Trade Marketing
Objective	**INCREMENTAL TRAFFIC** Gain **new customers**; educate, and recover customers; boost other campaigns	**ORGANIC DEMAND** Converts **organic traffic from RD Saúde** to surpass category growth
Range	**OFFSITE + PHARMACY + ONSITE** **Complete funnel**, from the first offsite impact to conversion into a pharmacy or e-commerce	**PHARMACY + ONSITE** **Brand visibility** in our pharmacies and e-commerce
Segmentation	**PERSONALIZED** By SKU, by customer and/or by business objective	**MASSIVE OU SEGMENTED** Category, profile and bonds
Who invests?	**MARKETING**	**TRADE OR ECOM**

Revenue breakdown

2Q25

- Offsite; 45%
- Instore; 25%
- Onsite; 29%
- Others; 1%



Highlights

- **Top 10** digital audience in Brazilian retail
- **~500** 1P suppliers
- **~25** of the Top 50 advertisers in Brazil
- **97%** identified sales
- **5th** largest DOOH player with 9k screens

RD Saúde: a track record of growth, innovation, and focus on customer experience, with strong digitalization and readiness for the future.

PHASE 1 — MERGER, SYNERGIES AND EFFICIENCY GAINS

PHASE 2 — GROSS MG. INVESTMENT

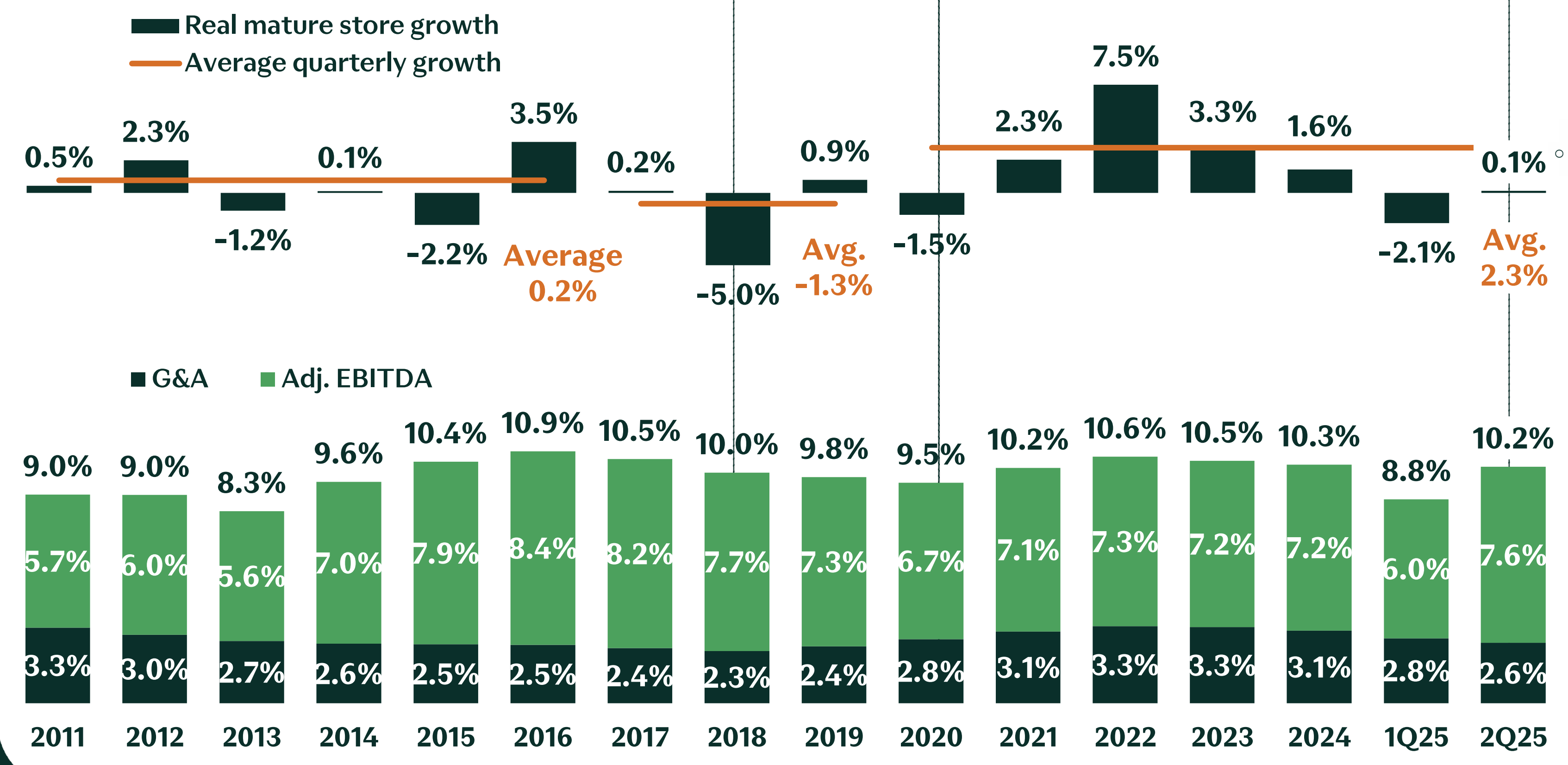
PHASE 3 — DIGITAL TRANSFORMATION FUNDED BY G&A

PHASE 4 — ENHANCING THE DIGITAL EXPERIENCE

Mature stores vs. Inflation

Contribution margin

(% gross revenue)



Integrated Omnichannel
- Fast and accurate service
- Greater convenience for the customer

Customer Engagement
- Loyalty and relationship building
- Personalized segmentation

Operational Efficiency
- Reduced waste and stockouts
- Demand predictability

Contribution Margin
- Opportunity for maximization

Sustainability in action: people and the planet at the core of the strategy.

About RD Saúde

Since 1905, stewardship of founding families

~75% de *free float*, with the remainder held by the controlling shareholders

Shareholder agreement until 2031

Healthier People and Businesses

65% of operational leadership positions held by women

100 h of training per year (average per RD professional)

100% of pharmacy leaders developed within RD Saúde

2 k professionals impacted by undergrad & graduate programs

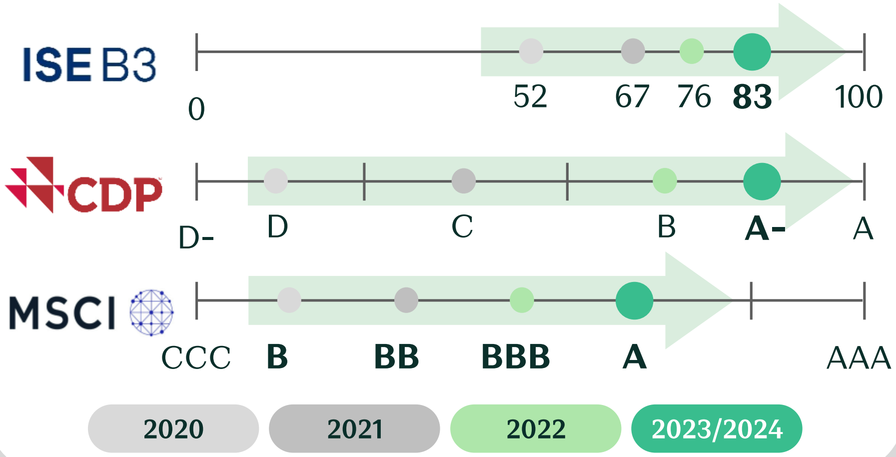
Healthier Planet

100% of operations supplied by renewable sources

100% of pharmacies equipped with medicine disposal bins

49% of receipt printouts avoided in 2024

Improving recognition of our ESG efforts



IDIVERSA B3

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

ISO / IEC 27001 : 2022 (BSI)

bsi ISO/IEC 27001 CERTIFIED

Information Security Certification on Digital Channels (Apps and Websites) and Univers PBM.