



Institutional Presentation

1Q24

 **RDsaúde**
for a healthier society.

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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.



+200 years

of combined history of Raia and Drogasil, merged in 2011



3,010

pharmacies across every Brazilian state



48.2 million

unique active customers (1Q24)



373 million

tickets (1Q24 LTM)



R\$ 37.6 billion

gross revenue (1Q24 LTM)
+16% Y/Y growth



R\$ 2.7 billion

adj. EBITDA (1Q24 LTM)
+12% Y/Y growth



#1 pharmacy

chain in Brazil in both revenue and pharmacy count



280-300

new pharmacies per year in 2024-2025 (guidance)



NPS

net promoter score

90 pharmacies

68 apps



132 million

digital sessions (1Q24)



16.2%

market share (1Q24)



AAA(bra)

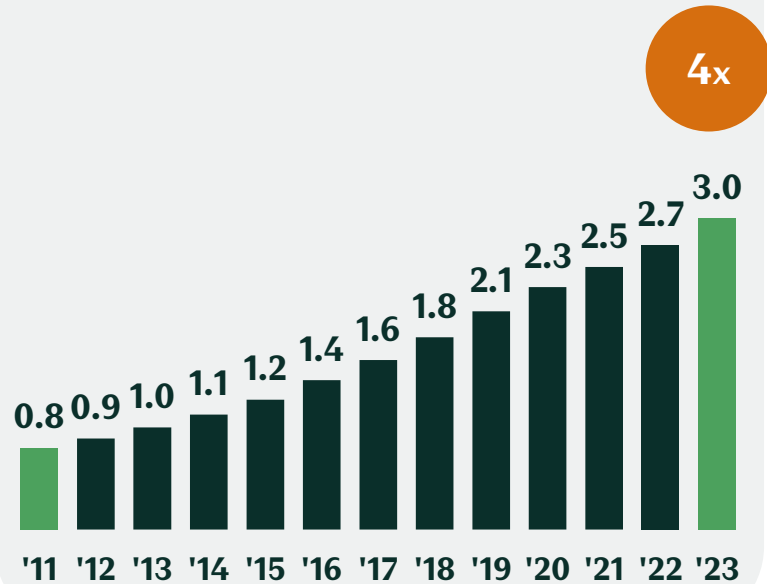
rating by Fitch



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

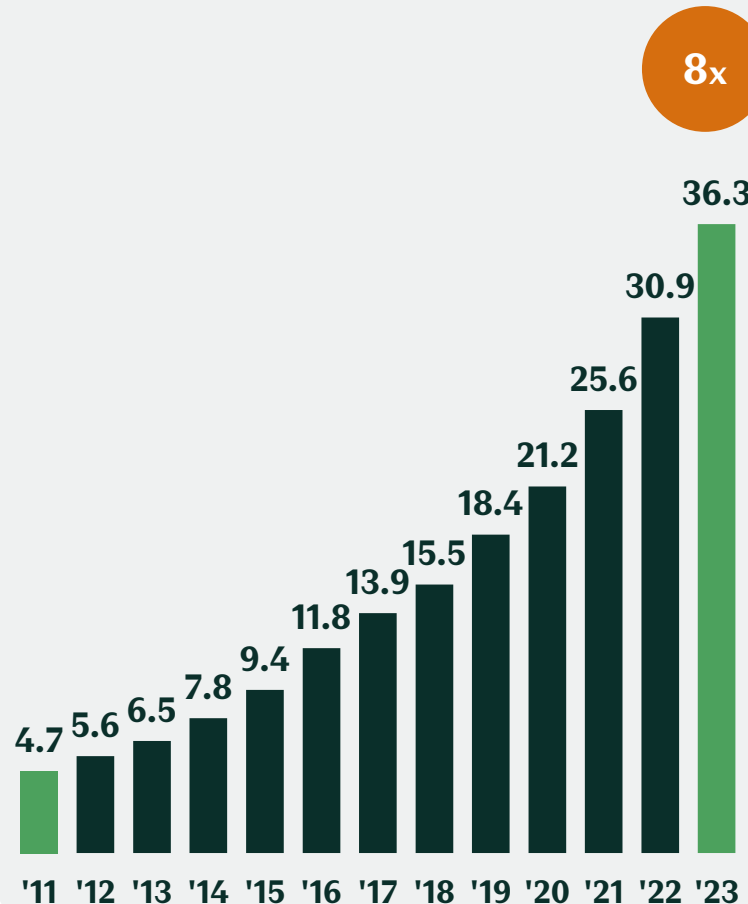
Pharmacies

(Store count, thousands)



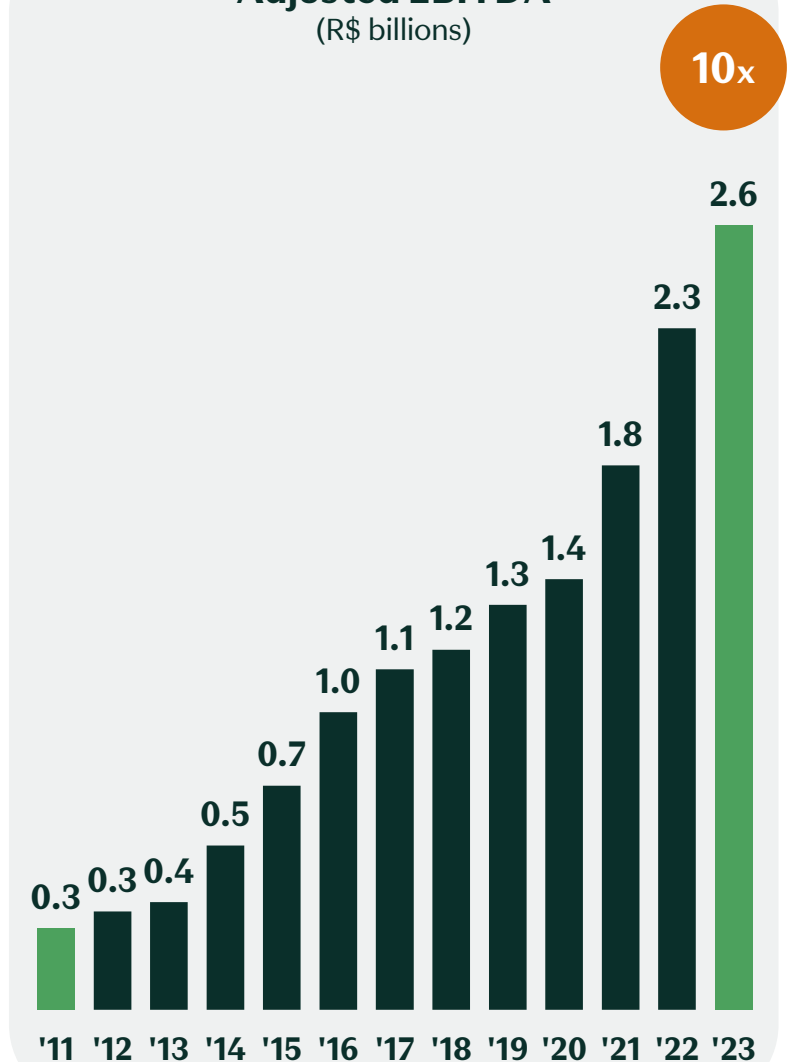
Gross Revenue

(R\$ billions)



Adjusted EBITDA

(R\$ billions)

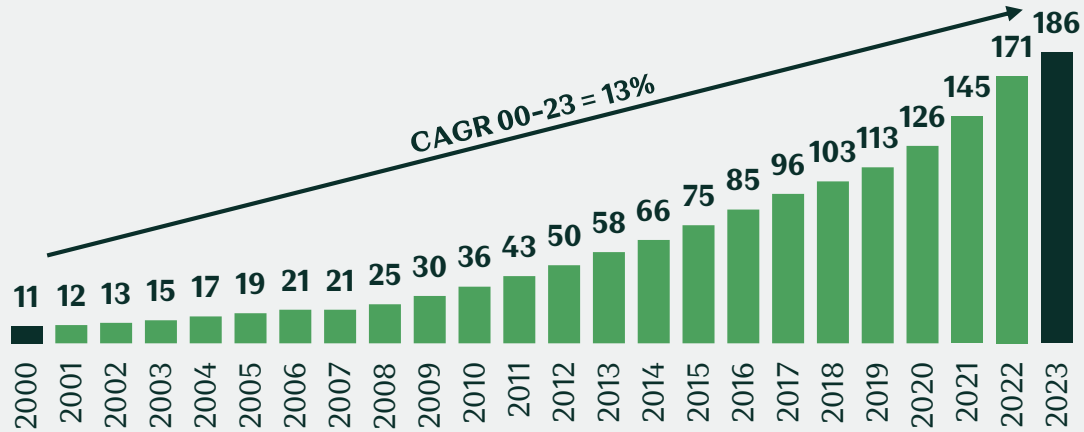




Demand growth due to the ageing of the population. Fragmented market offers ample opportunity for consolidation.

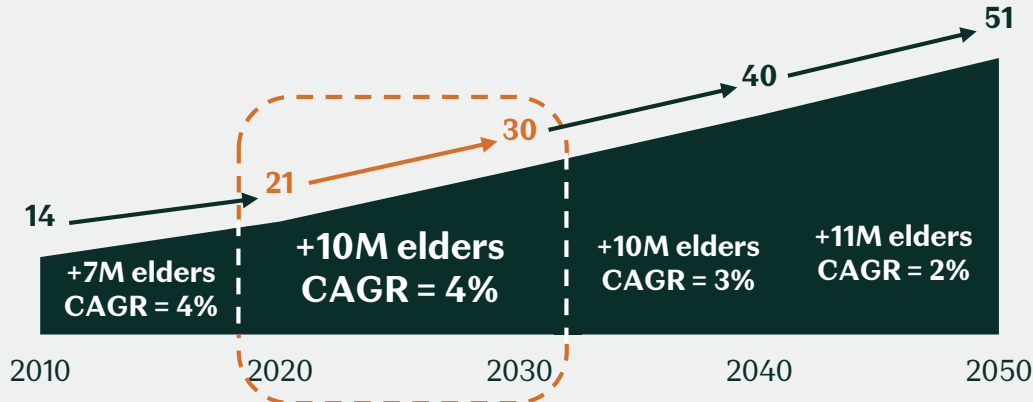
Pharma market maintains an accelerated long-term growth

(Brazilian pharmaceutical market. R\$ billions. Source: IQVIA.)



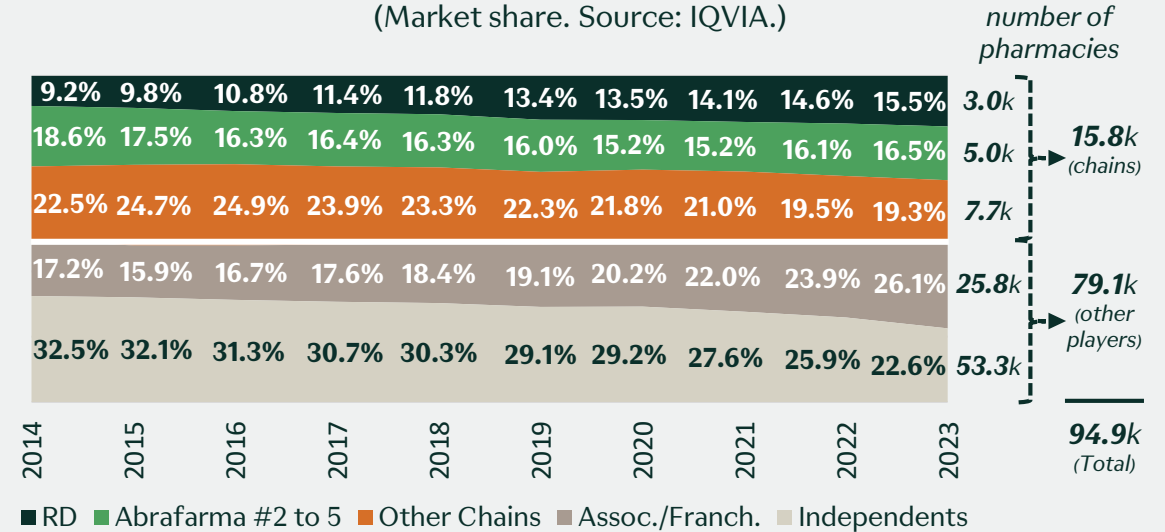
Brazilian population over 65 years of age

(Millions of people. Source: IBGE, 2018.)



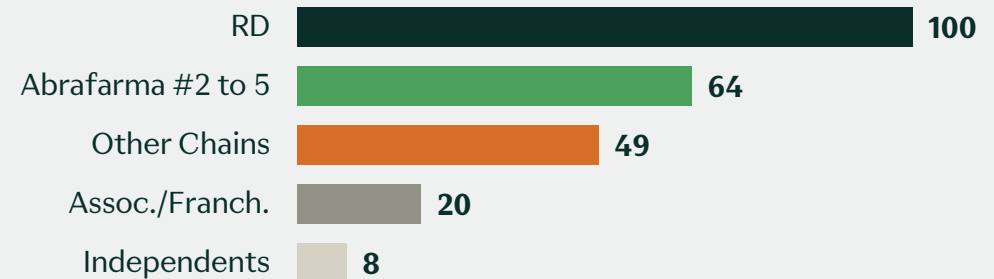
Fragmented market: opportunity for consolidation

(Market share. Source: IQVIA.)



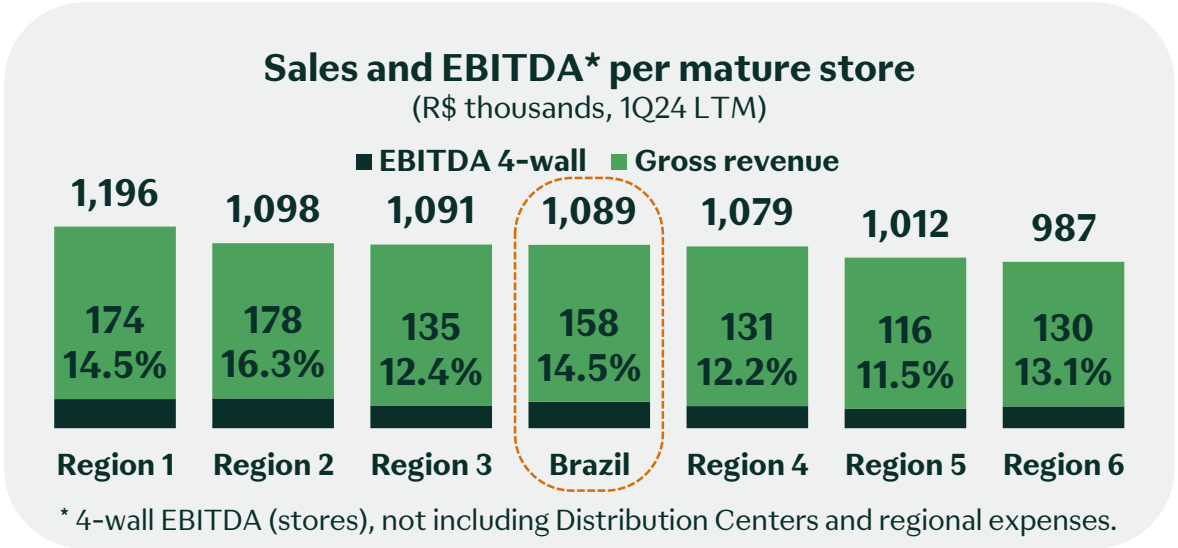
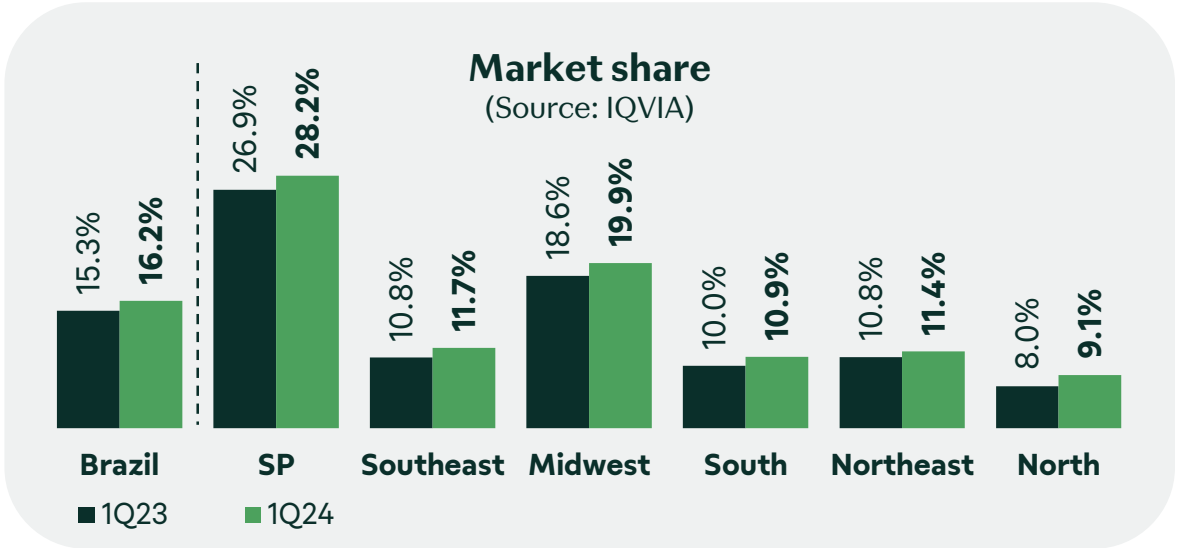
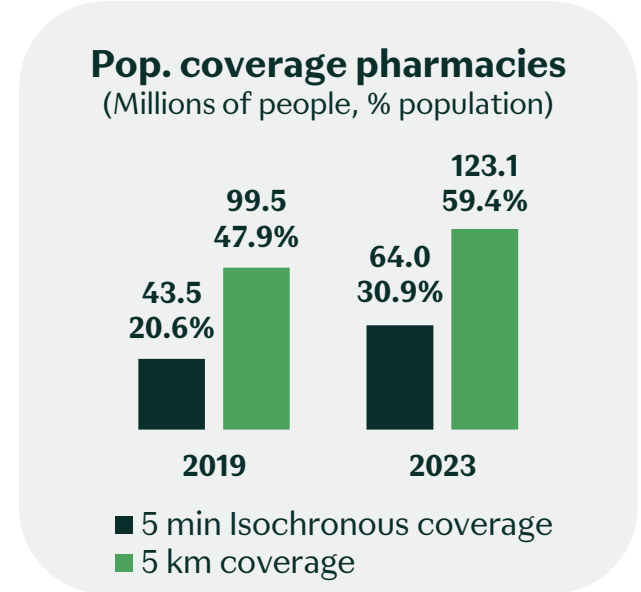
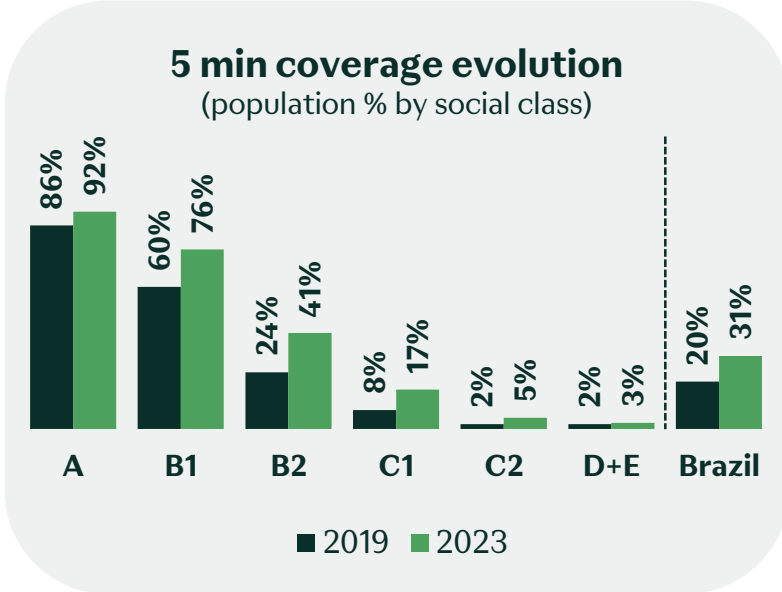
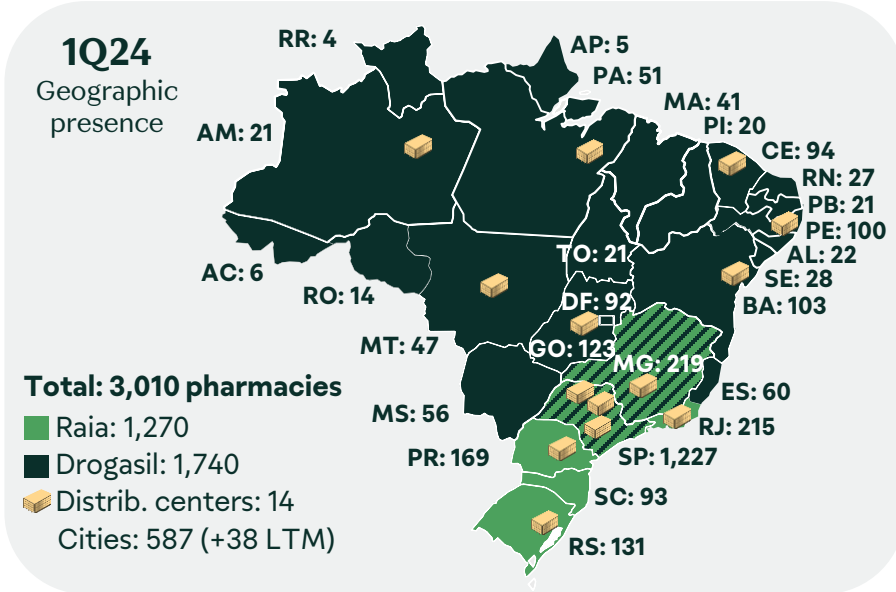
Average annual sale per POS in 2023

(RD Saúde = 100 index. Source: IQVIA.)





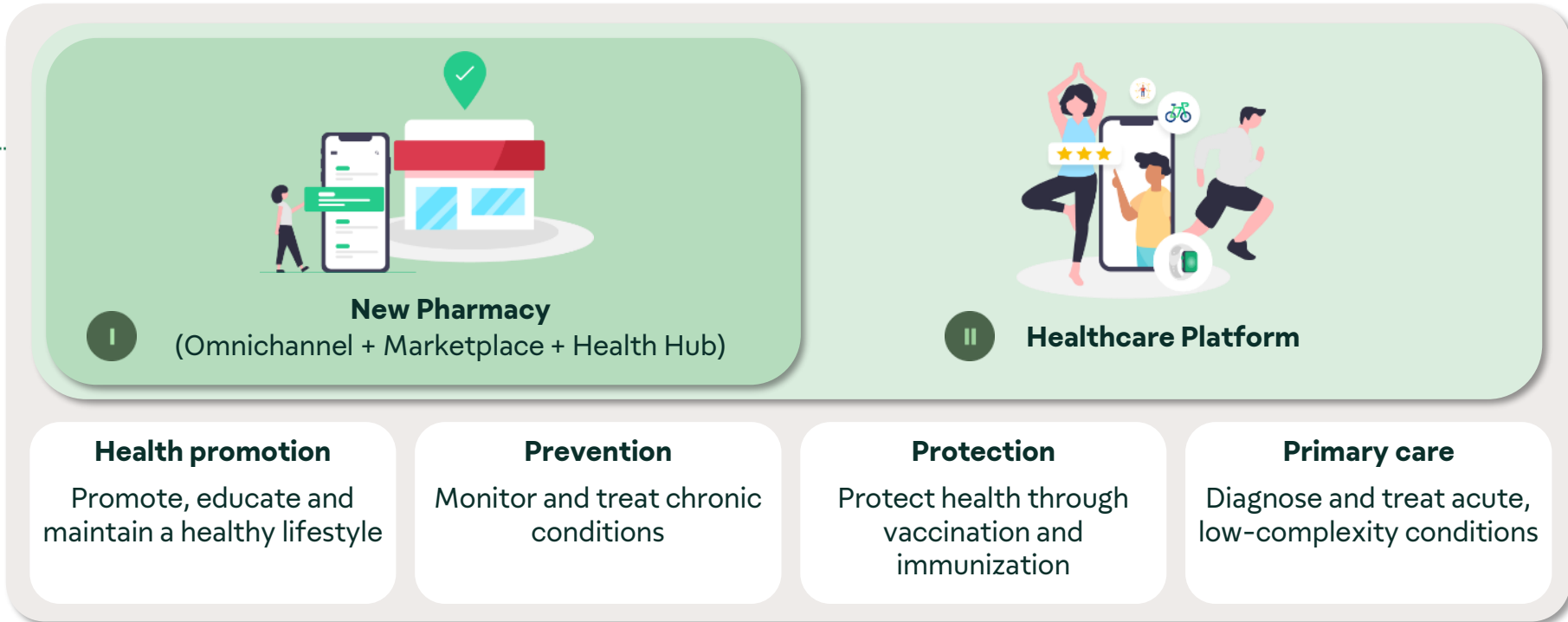
We continue to expand nationwide with **unique pace and diversification** while sustaining real IRRs above 20% net of cannibalization.





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

Pharmaceutical Retail



Integral Health

Together for a healthier society:

Healthier People
(Employees, Customers, Community);

Healthier Businesses
(Diversity, Education, Shared Value);

Healthier Planet
(Emissions, Energy, Waste).

Value Proposals

Nutrition

Adherence

Vaccination and Immunization

Telehealth

Participants

vitat

espaço sua saúde

espaço sua saúde CUCO HEALTH

HBiT vitat

dose certa

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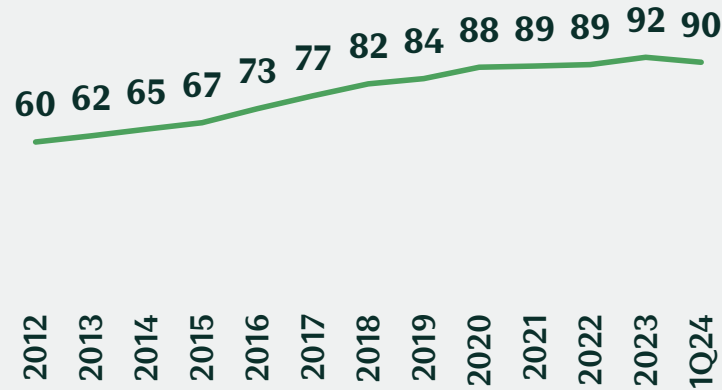


Our customers are our greatest asset. In-store experience has increased customer engagement while digitalization has driven more loyalty and frequency, resulting in an **increased CLTV.**

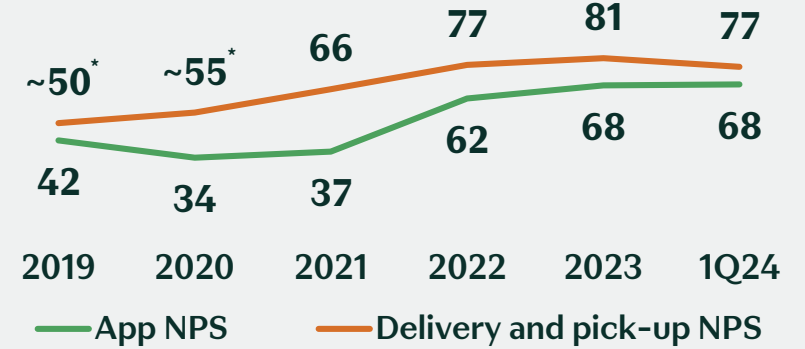
Engagement is the result of the entire customer journey



Pharmacy NPS



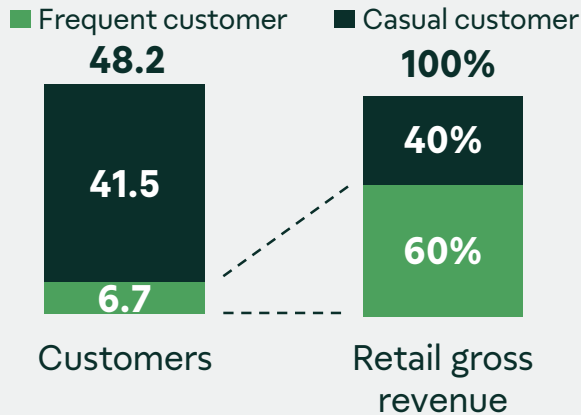
App NPS and Delivery/C&C NPS



* Estimated 2019 and 2020 criteria for current methodology.

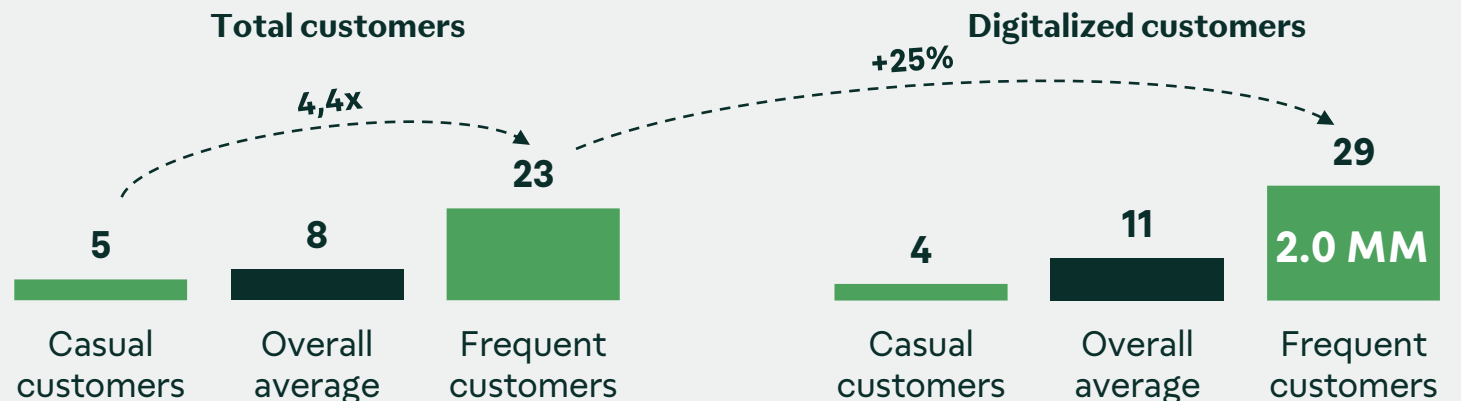
Customer segmentation

(Millions, % LTM retail gross revenue LTM)



Customer frequency

(Purchases per year)





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 R\$ Gross Margin per Customer

Average CAV per Customer

100*
(Index)



Frequent: 277



Casual: 27

CAV by Profile

| | |
|-------------------|------------|
| | 179 |
| Chronic Use | |
| | 296 |
| Child Care | |
| | 254 |
| Beauty | |
| | 328 |
| Healthy Lifestyle | |

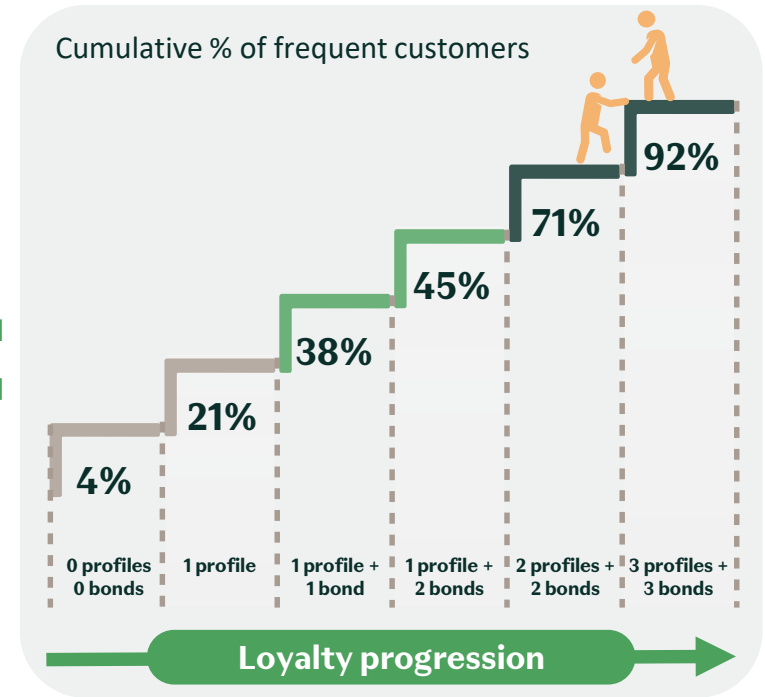


CAV by Bond (examples)

| | | | | | |
|----------------------|-------------|------------|---------------------|----------------|------------|
| DIGITAL BONDS | | 201 | HEALTH BONDS | | 315 |
| | Omnichannel | | | | 173 |
| | | 206 | | | 527 |
| | App | | | Vaccination | |
| | 245 | | 318 | Other Services | |
| Marketplace | | | | | |
| | 213 | | | | Stix |



Profile and bond impact on loyalty



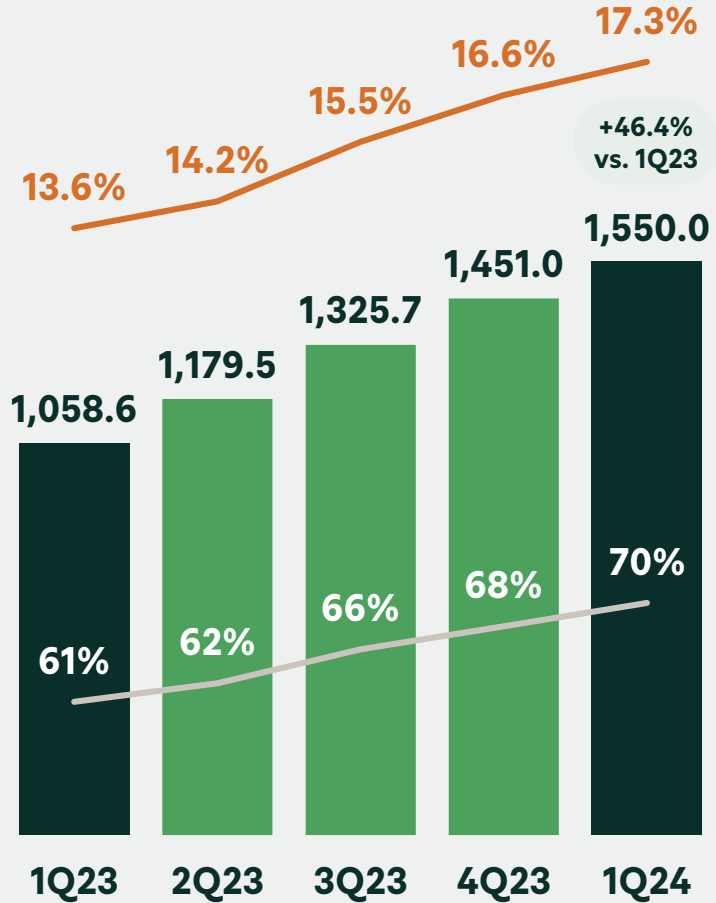
* Data for 1Q24.



Digital sales of R\$ 1.5 bi in the 1Q24, with 46.4% of growth and 17.3% of retail penetration. 70% via apps and 92% delivered or collected within 60 minutes.

Digital sales and penetration

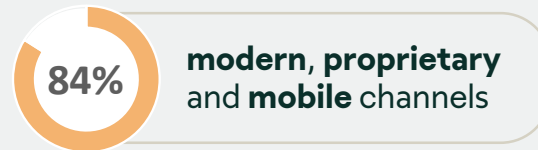
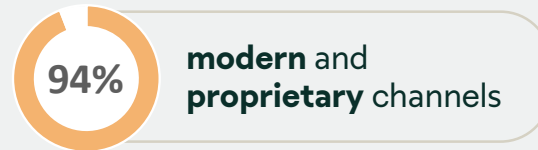
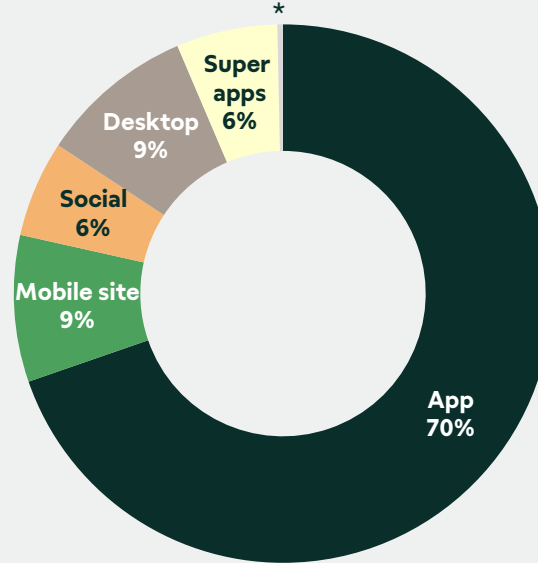
(R\$ millions, % of retail gross revenue)



■ Revenue of digital channels
 — Retail penetration
— App participation in sales

Digital channel mix

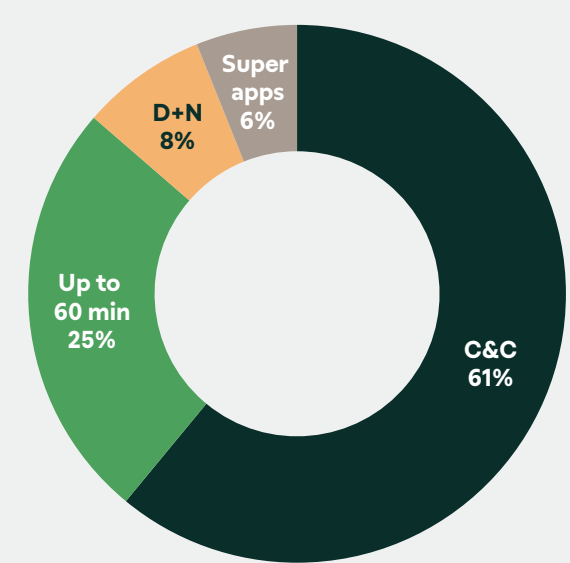
(% of digital sales)



* Call center represents < 1% of the mix.

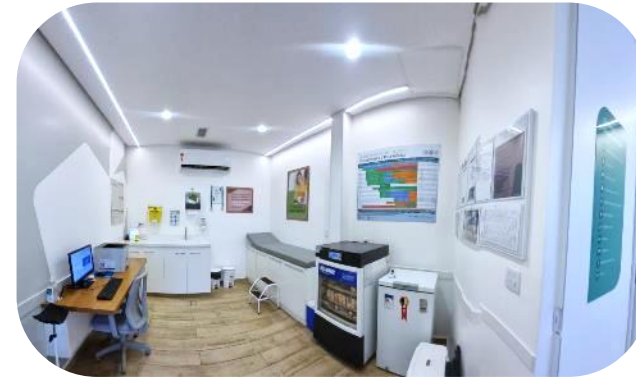
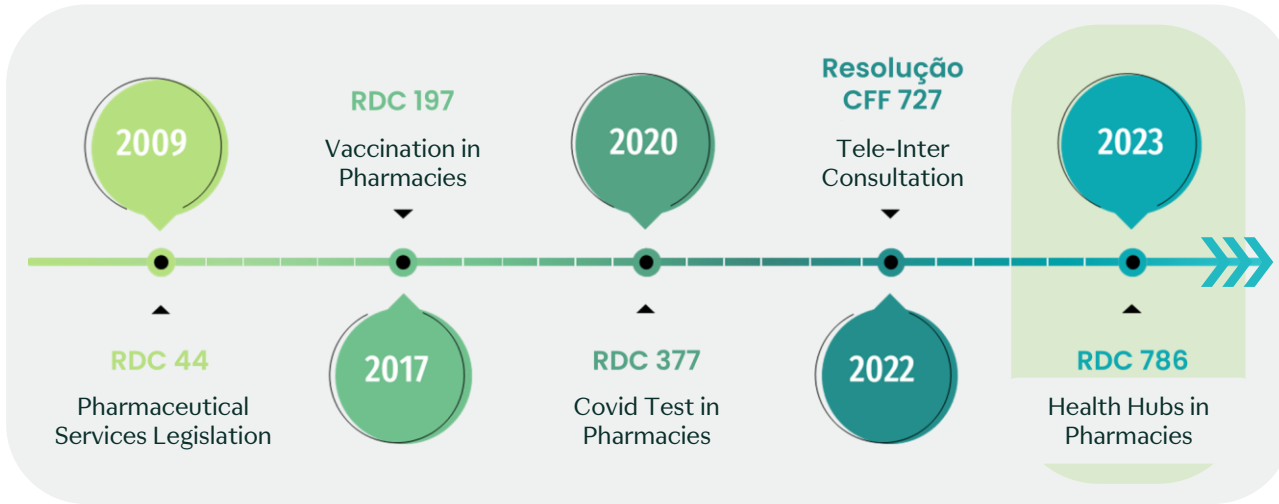
Delivery mix

(% of digital sales)





Our **Health Hubs** are improving engagement and customer frequency driving a higher CLTV.



Portfolio:

- **40** available services;
- **22** types of vaccines;
- **~2,000** Health Hubs;
- **317** vaccination rooms;
- Online Scheduling;
- Digital Declaration.

Next steps:

- Full digital Ux for Customers & Pharmacists.

1Q24 main achievements

Services 1,058 k

Injectables 472 k

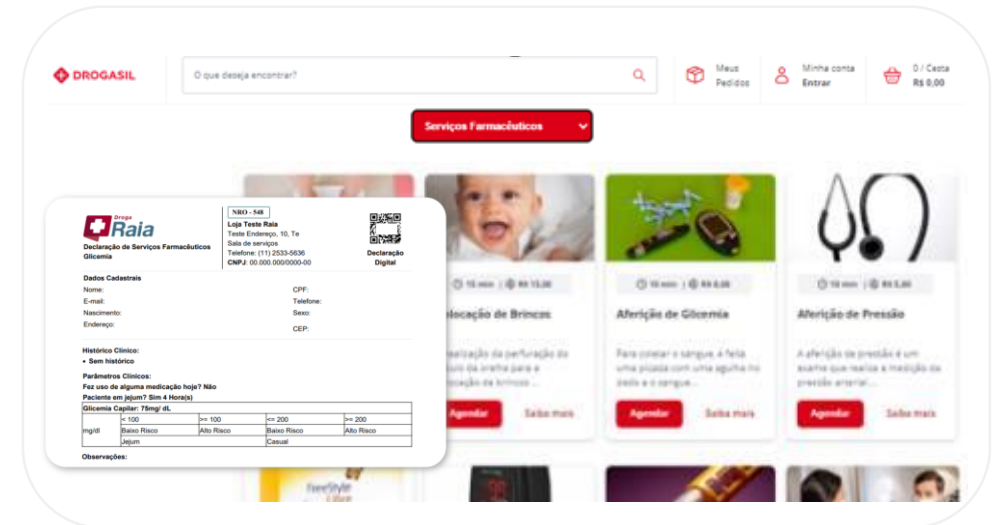
Measurement and other services 586 k

COVID Tests 615 k

Vaccines 48 k

RDT (Rapid Diag. Test) 97 k

service customers have
2.5x higher average spending
2.5x higher frequency



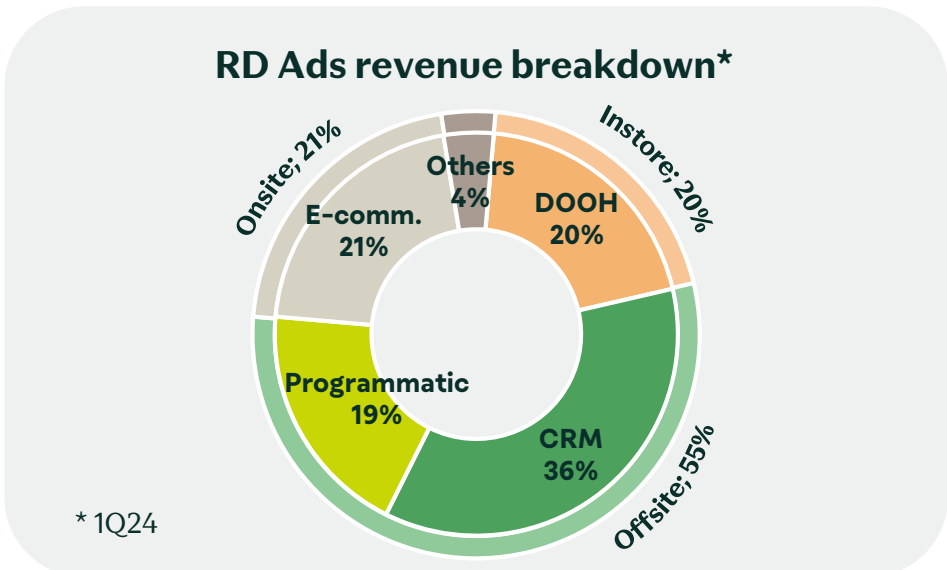
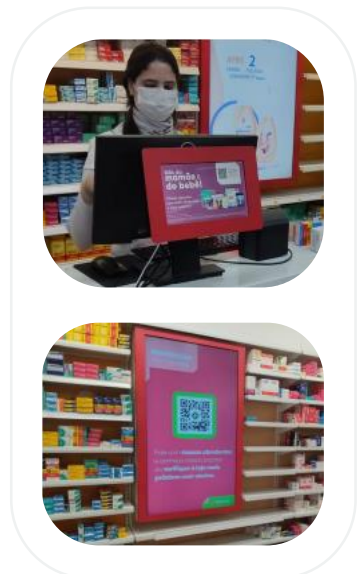
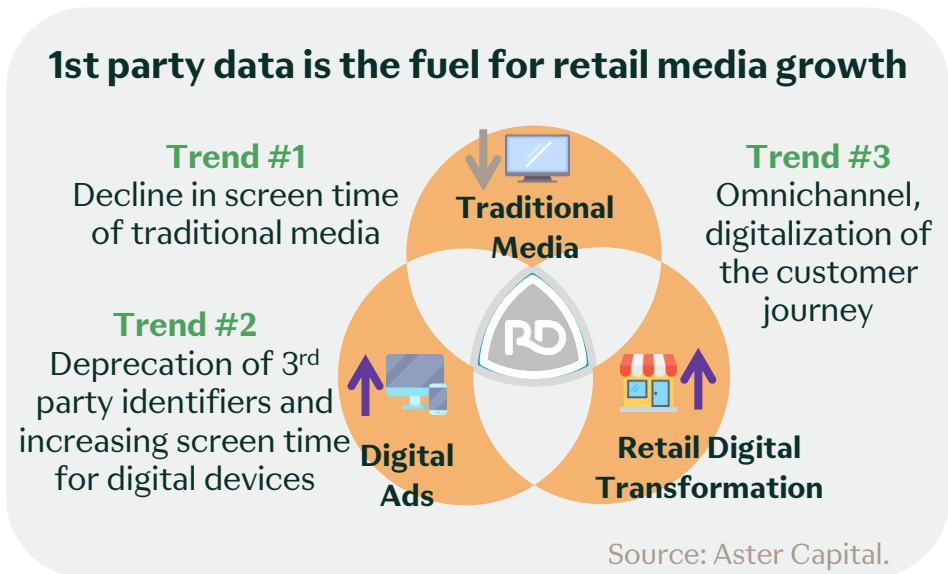
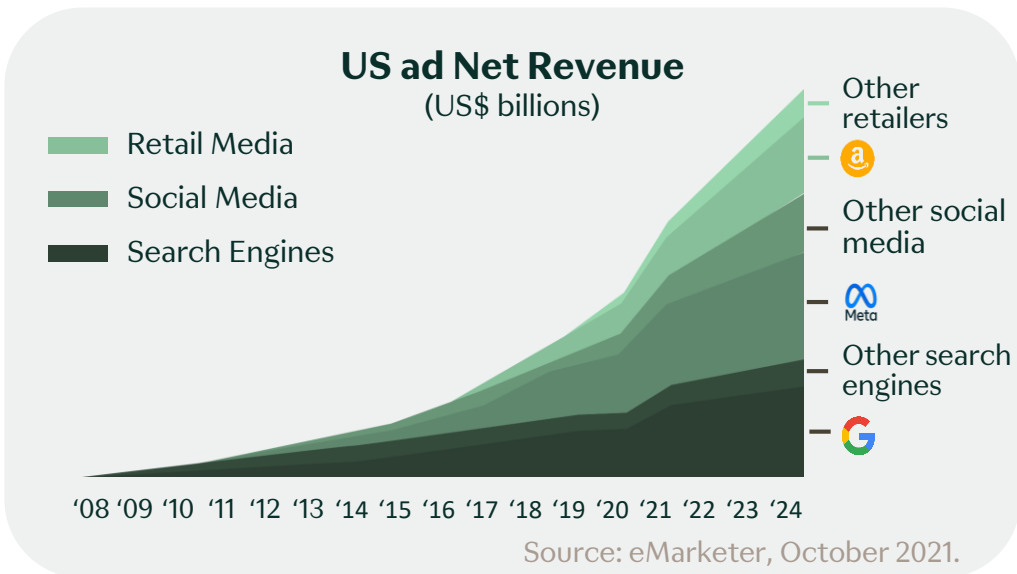
1Q24 NPS

Pharmacies 90

Services 93



RD Ads is a **benchmark in Consumer Health Media**, positively impacting customers' health, well being and purchasing power, boosting engagement and monetization and LTV.



- ### The best customers and experience:
- **48.2 million** customers;
 - **97%** sales identification;
 - **373 million** transactions.
- ### Physical and digital presence:
- **587** cities;
 - **3.0 thousand** pharmacies;
 - **1.5km** distant from 93% of the A-class pop.;
 - **5km** away from 59% 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;
 - Domain of Category Management and purchase behavior.



Our digital transformation is the result of a profound change in culture, governance, management, operations and in our IT infrastructure.

DIGITALIZATION OF THE CUSTOMER RELATIONSHIP

- 17.3% of retail penetration through digital channels;
- 94% of digital sales done through modern and proprietary channels;
- +25-28% increase in customer spending post-digitalization;
- Marketplace with 168 thousand SKUs from 736 sellers.

DIGITAL CULTURE

- Investments in 10 health techs and retail techs through RD Saúde Ventures;
- Digital and agile mindset.

GOVERNANCE & MANAGEMENT

- Board with complementary skills: founding families, 5 independents (45%) and 3 women (27%), expertise in pharmaceutical retail, digital transformation, platforms, healthcare and advertising;
- Seasoned C-Level with 7 members averaging 18 years at RD Saúde;
- 42 executive and corporate directors, of which 25 are occupied by seasoned professionals that joined RD Saúde over the last 5 years, including 20 new positions created during this period.

DIGITAL PRODUCTS & SOLUTIONS

- Creation of 34 squads and 10 performance desks to support digital products with focus on CI/CX/UX;
- Steady increase in weekly app releases (4x);
- Creation of a unified data lake and a Data Science area.

IT INFRASTRUCTURE

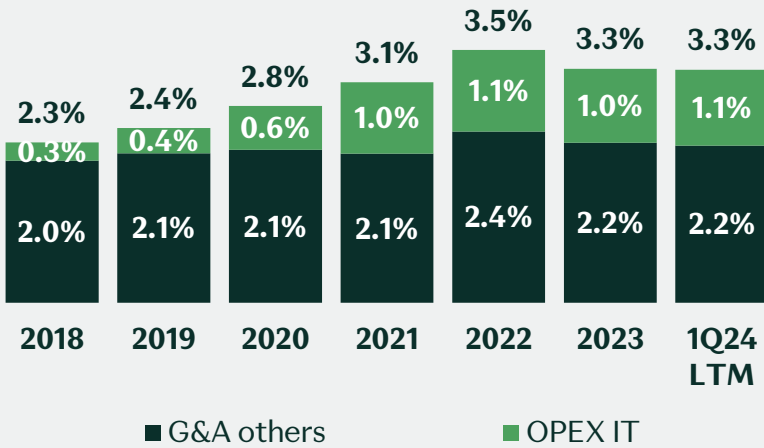
- Conversion of core systems to microservices;
- IT architecture moved from on-premise to the Cloud;
- Information security and data protection.



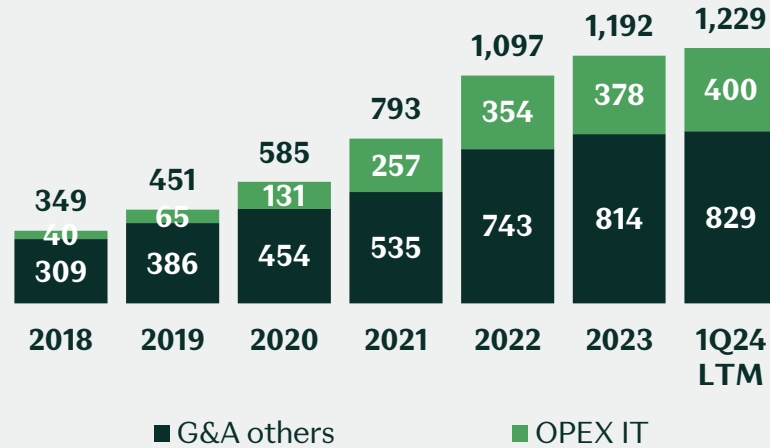
Our leading position in the industry allowed us to **boost our IT investments by 8x in 5 years** to support our Digital Transformation.

G&A expenses

(% gross revenue)

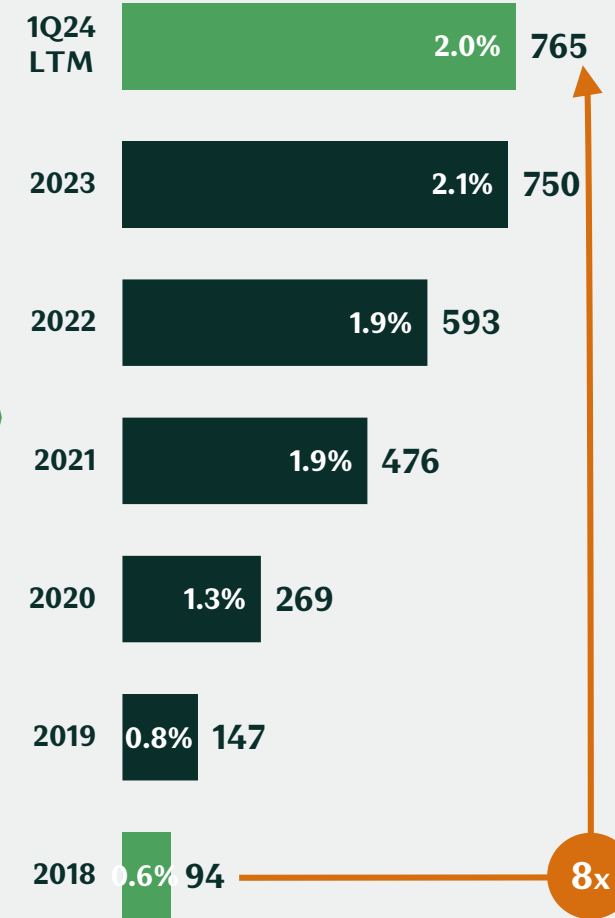


(R\$ millions)



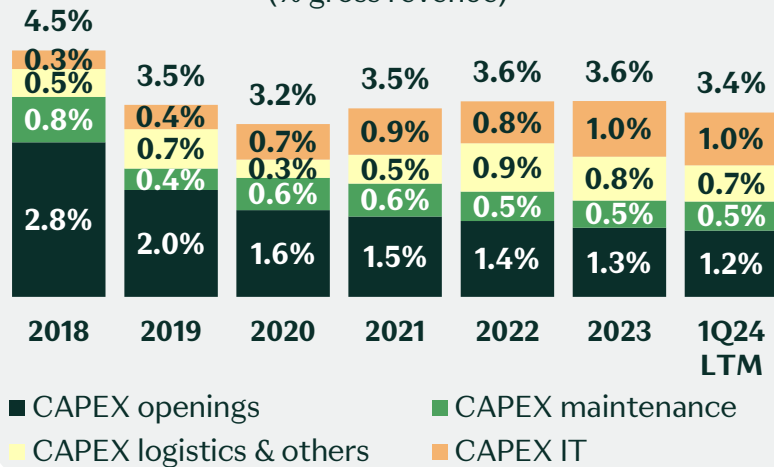
Technology CAPEX + OPEX

(R\$ millions, % gross revenue)

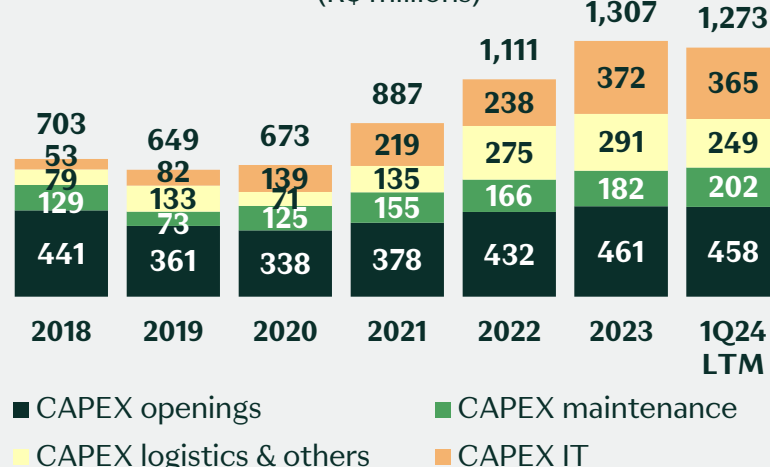


CAPEX

(% gross revenue)

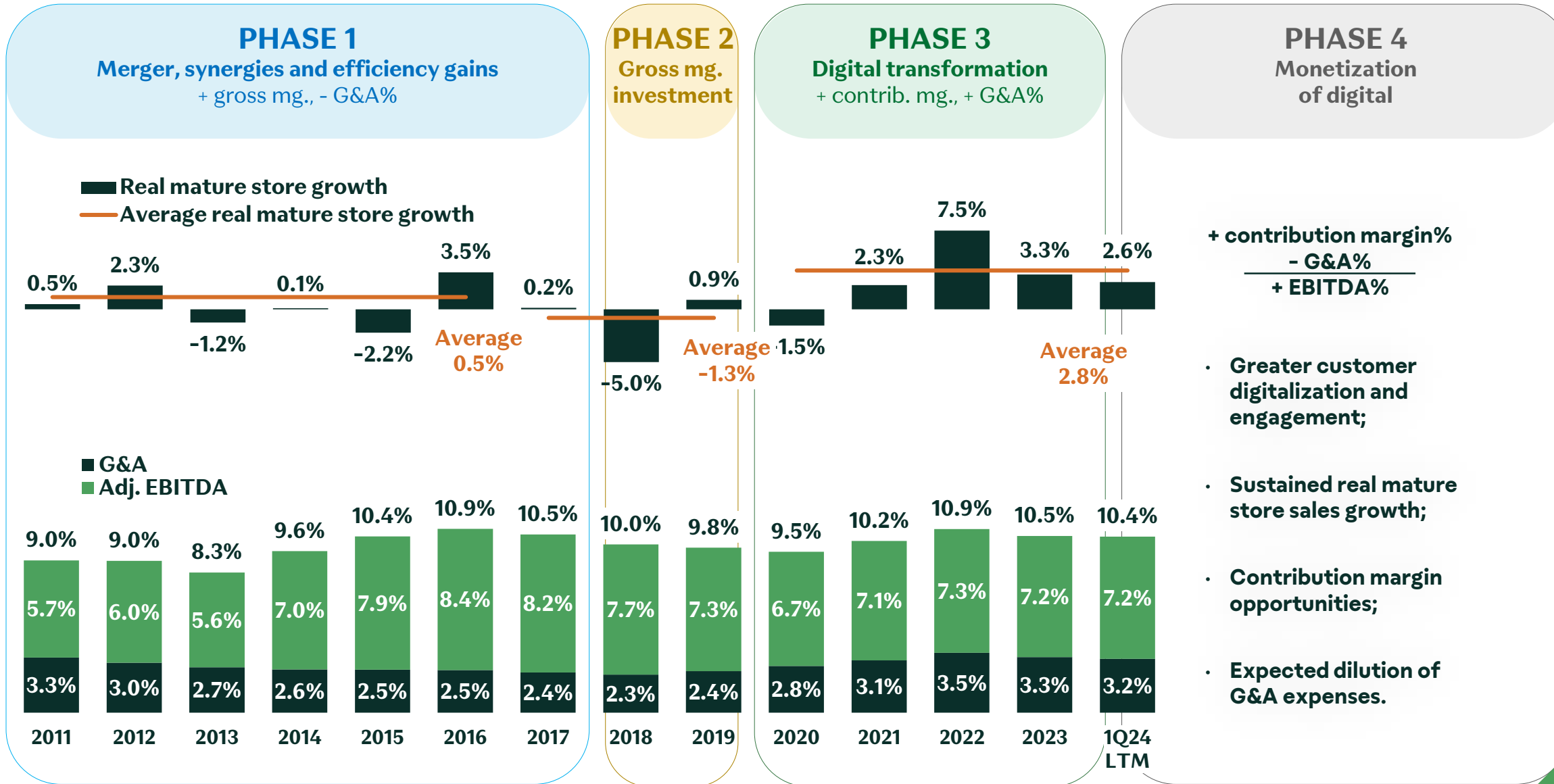


(R\$ millions)





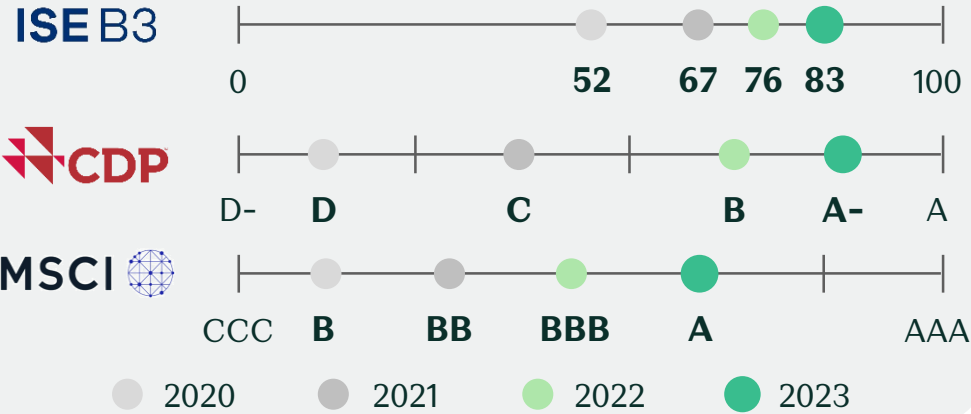
The digitalization of the company delivered an increase in our mature store growth and contribution margin, financing the required G&A investments.





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

Improving recognition of our ESG efforts



- Part of **IDIVERSA B3**;
- Ranked Top 3 out of 75 companies;
- Launched in Aug/23, highlighting companies that stand out in terms of diversity.



- GPTW® certification;
- Sample survey by GPTW® with 5k employees.

Our RD Saúde Way of Being and Doing



- **ISO/IEC 27001:2022** Certification (BSI);
- Information Security Certification on Digital Channels (App and Website) and Univers PBM.