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RD saúde Day

December 2nd, 2024





14:30

—● **Vision, Governance and Evolution**

Antônio Carlos Pipponzi
Marcílio Pousada
Renato Raduan

—● **Customer Centricity**

Marcello De Zagottis

—● **Pharmacy Digitalization and Customer Experience**

Marcello De Zagottis
Melissa Cabral
Juliana Lopes

16:00

—● **Intermediary Q&A**

—● **Break**

—● **Health Platform**

Bruno Pipponzi
Melissa Cabral

—● **Expansion Footprint**

Renato Raduan

—● **Digital Transformation**

Fernando Varela

18:00

—● **People, Culture & ESG**

Maria Susana de Souza

—● **Market Vision & Outlook**

Renato Raduan
Flávio Correia

—● **Final Q&A**

—● **Closing**



Antônio Carlos Pipponzi
Chairman of the Board

Vision, Governance and Evolution



Marcilio Pousada

CEO

Nominated for Chairman of the Board
at the 2025 OSM

A cycle told in four chapters

- I. Health among Brazil's most valuable brands
- II. Expansion
- III. Digitalization
- IV. Culture & ESG

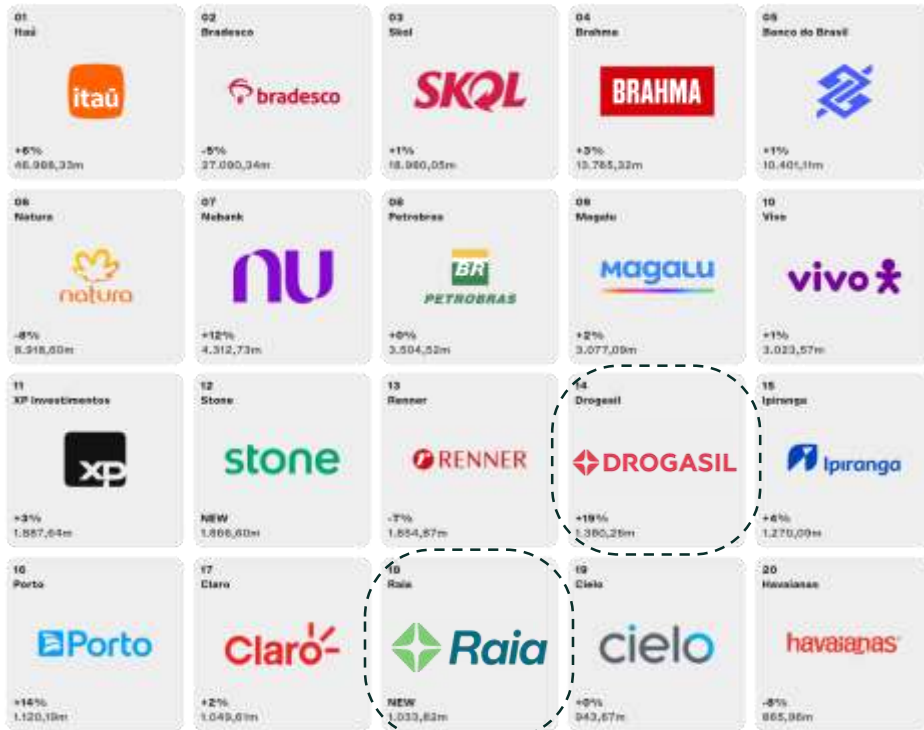
 **RDsaúde**
Day



1. We elevated HEALTH among the nation's most valuable brands.

Brazil's most valuable brands

Source: Interbrand, *Best Brazilian Brands 23/24*



14
Drogasil

+19%
1.380,26m

"In terms of growth compared to the previous ranking, Drogasil (14th), showed the best performance. [...] The company has established itself as the strongest health brand in Brazil..."

18
Raia

NEW
1.033,82m

"The Raia brand enters the ranking as a result of efforts to deepen bonds with its customers and stand out in regional positioning..."



1. We incorporated HEALTH (Saúde) into our name.

New corporate brand launch



- ◆ 2x LinkedIn followers
- ◆ 30+ News articles and headlines
- ◆ 270+ MM impacts

With a brand architecture that strengthens our health ecosystem:



We joined the Itaú Cubo's Health space to foster even greater innovation and technology

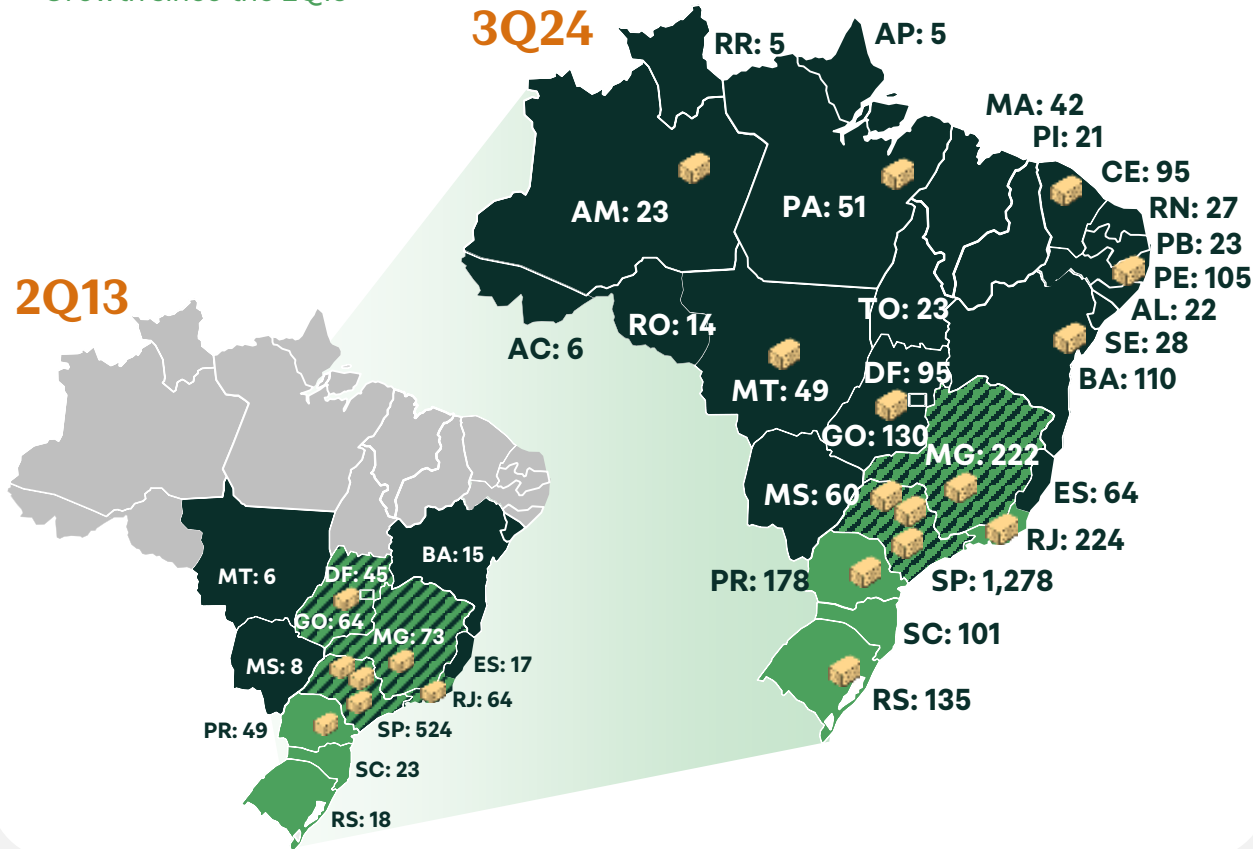




2. A powerful and assertive expansion.

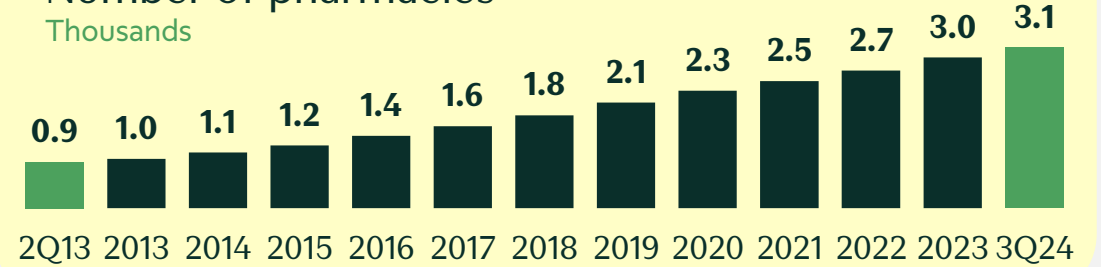
Geographic presence

Growth since the 2Q13



Number of pharmacies

Thousands



Our growth in numbers

2Q13 vs. 3Q24

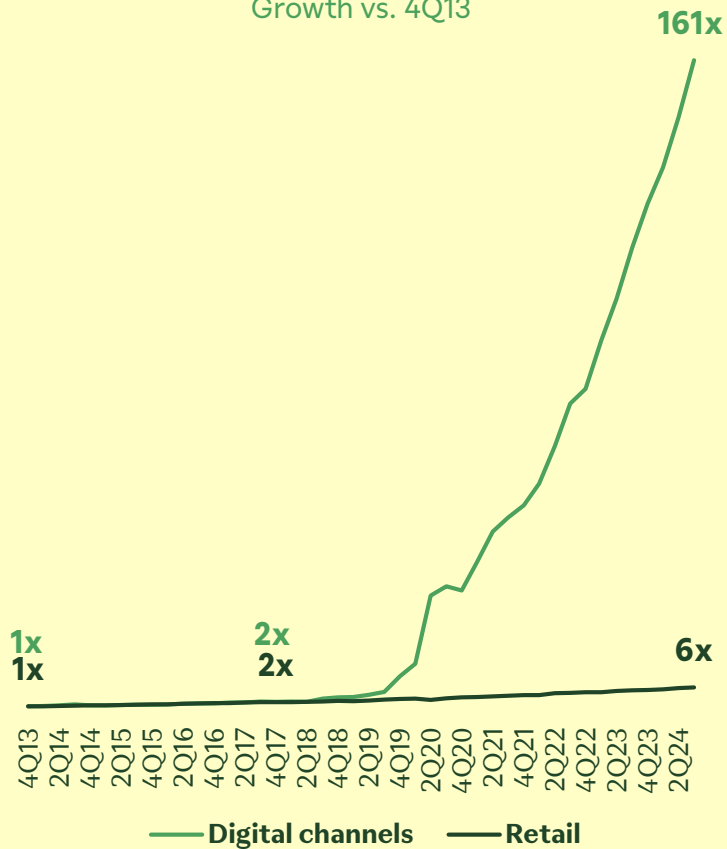
	2Q13	3Q24
Employees	21,195	62,402
Distribution centers	7	14
Raia pharmacies	456	1,324
Drogasil pharmacies	450	1,815
Total pharmacies	906	3,139



3. We expanded the convenience of our physical stores to the online environment, focusing on our app.

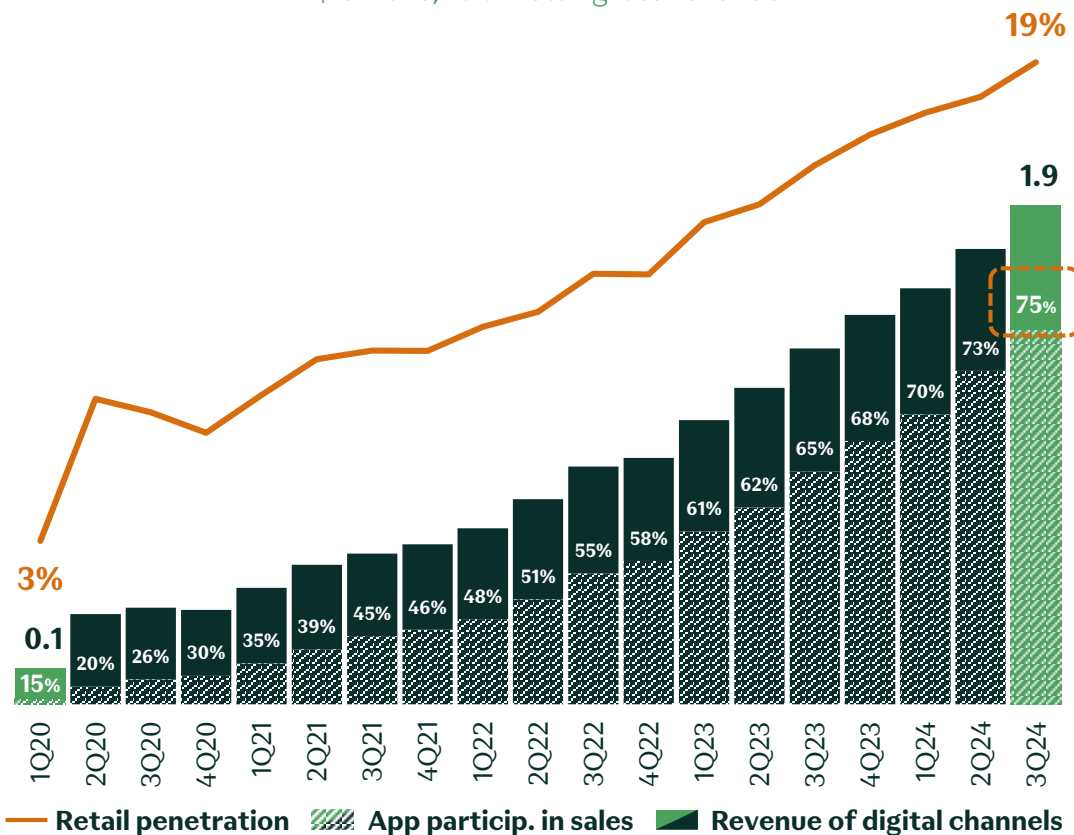
Digital acceleration

Growth vs. 4Q13



Digital sales participation

R\$ billions, % of retail gross revenue

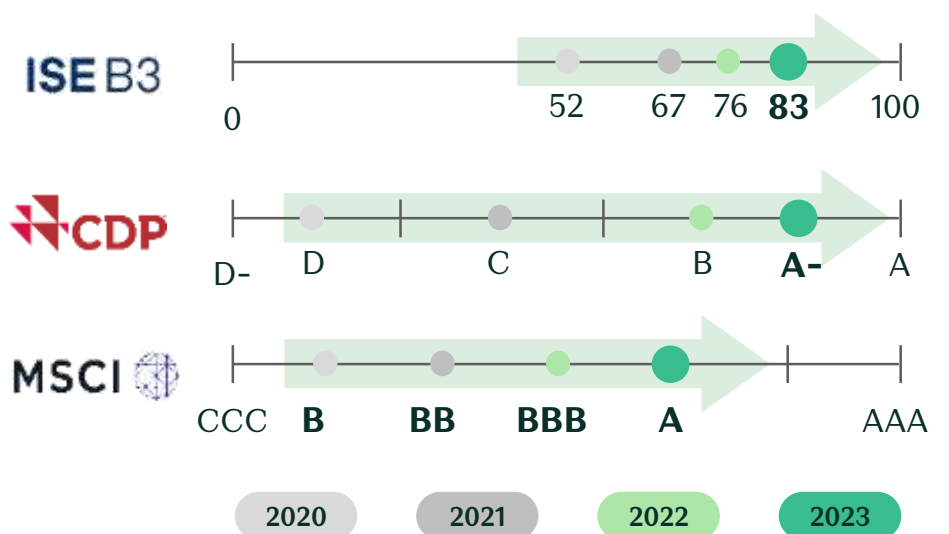




4. Ensuring long-term business success through sustainability and culture.



ESG efforts recognition



IDIVERSA B3

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



Renato Raduan

VP - Pharmacies, Omnichannel,
Expansion, Supply & M&A
CEO as of Jan/25

Joined RD Saúde in 2013.
25 years of retail experience (Walmart, Accenture).
He holds a Naval Engineering degree (Poli/USP), an MBA from INSEAD
(France) and completed the AMP executive program at Harvard.

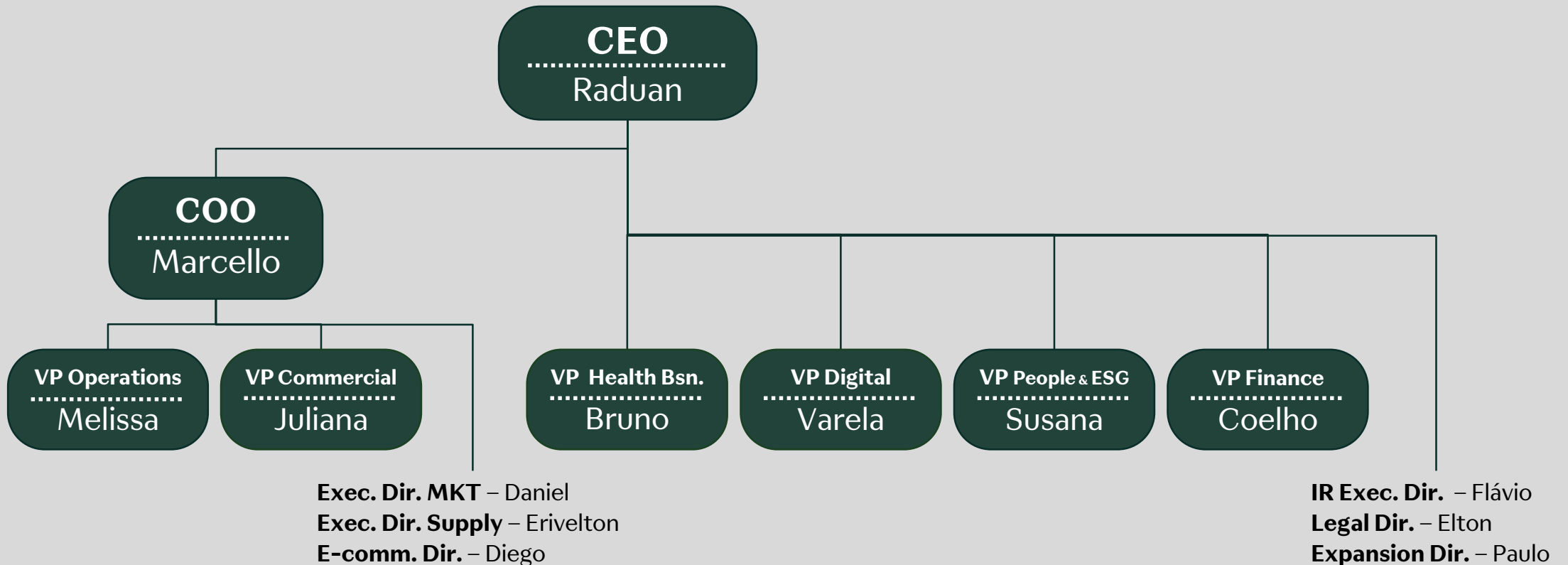
Vision, Governance and Evolution

- I. Customer Centricity
- II. Digitalization
- III. Customer Experience
- IV. Health Services
- V. Proximity





Organizational structure starting Jan/25. Recognition of our experienced, talented and diverse team.





Marcello De Zagottis

VP - Commercial and Marketing
COO as of Jan/25

Joined RD Saúde in 2006.

20 years of retail experience, including Borders Bookstores (USA), Arthur D. Little and Accenture. He holds a degree in Business Administration from FGV, an MBA from the University of Michigan, and completed the SEP executive program at Stanford.

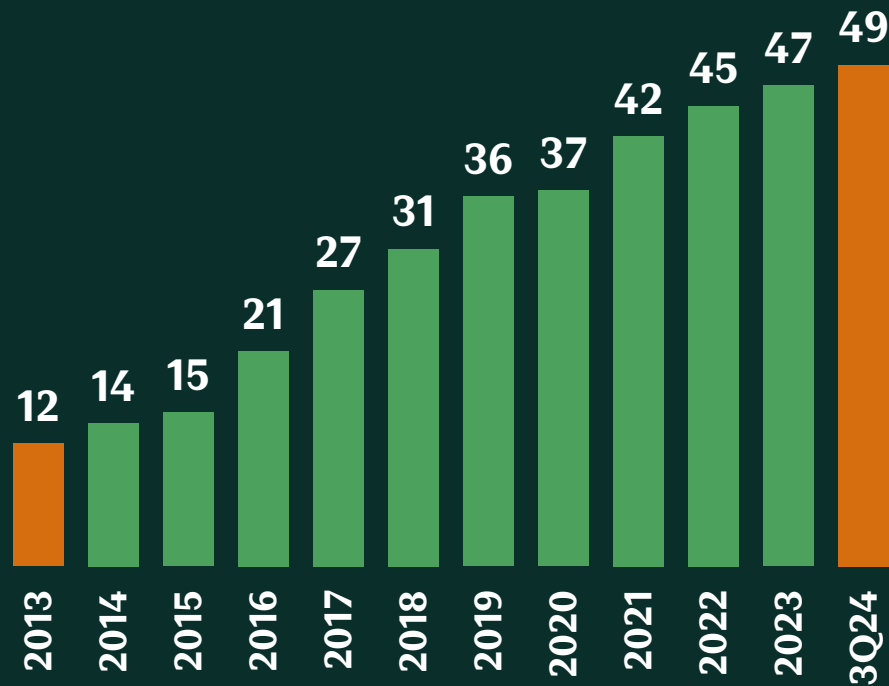
Customer Journey

- I. Customer Centricity
- II. Bonds and Loyalty
- III. Digitalization

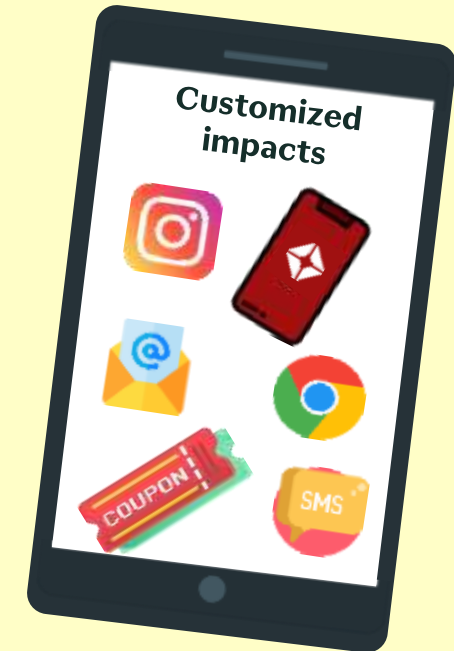
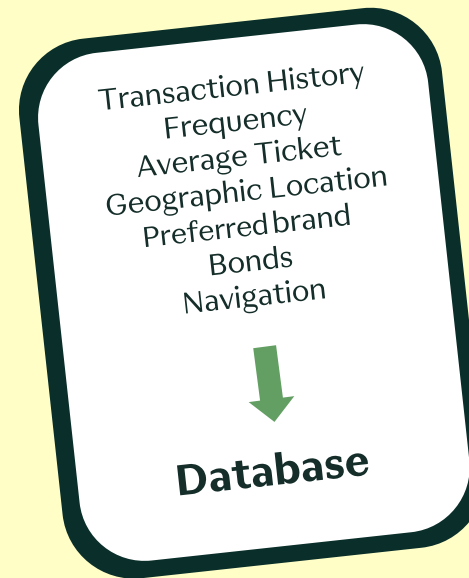


We reached 49 MM active customers (LTM) and enhanced our analytics, leading to a better understanding of customer journeys and to building stronger bonds.

Active customers (LTM)
Millions



Effective Communication= Audience, Segmentation, and Analytical Models



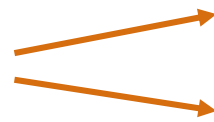
~400 million transactions + ~600 million online traffic



Customer segmentation based on profiles and bonds enables personalized journeys, boosting CAV and enhancing the customer experience.

CAV = Customer Annual Value
R\$ Annual gross profit per customer
(Index 100 = Average)

100
(Index)



Loyal Customer: 206



Casual: 20

CAV per Profile

159

Chronic

225

Profile B

234

Profile C

265

Profile D

+

CAV per Bond (examples)

164

Bond X

173

Rapid delivery

176

App

150

Bond W

193

Bond Y

214

Health Services

stix **193**

Stix

232

Bond Z

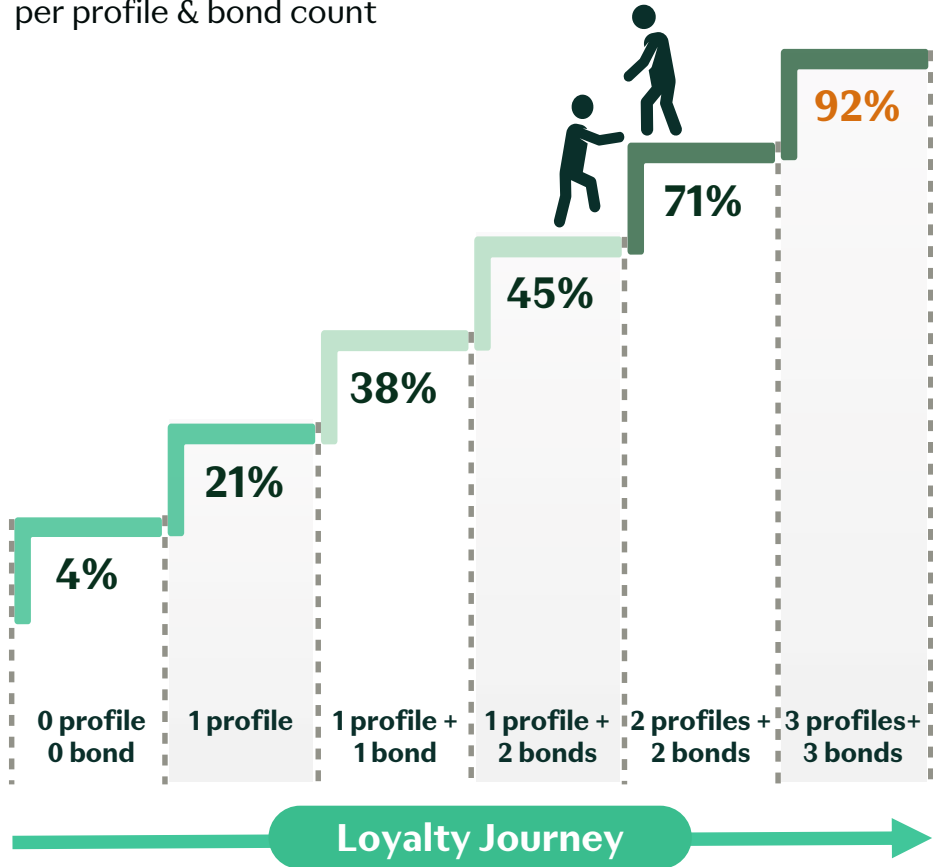


12-month view, Sep/24.

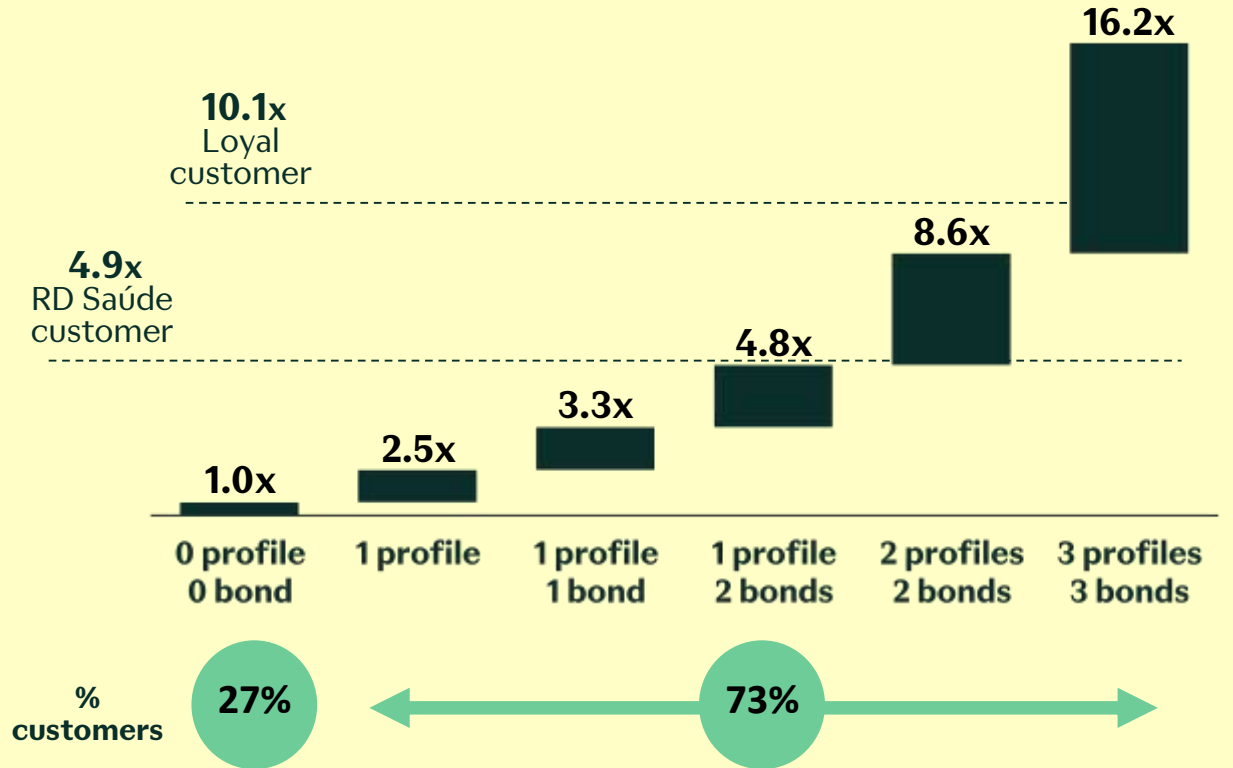


Activating profiles and bonds in a personalized manner increases customer loyalty and CAV.

% Cumulative loyal customers
per profile & bond count



Customer CAV
per profile & bond count



Sep/24 LTM.



By scaling personalization, we optimized our communication, resulting in significantly higher engagement and improved customer loyalty.

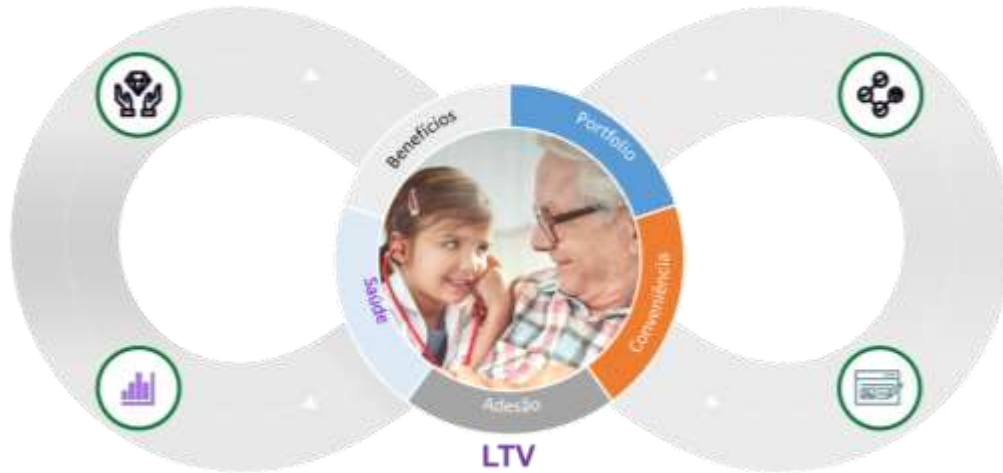
Journey and Bond Management

Assessment

- Relationship Value Proposition
- Customer Lifecycle
 - Engagement Opportunities

Planning

- Action Prioritization
- Overcome hurdles



Rollout

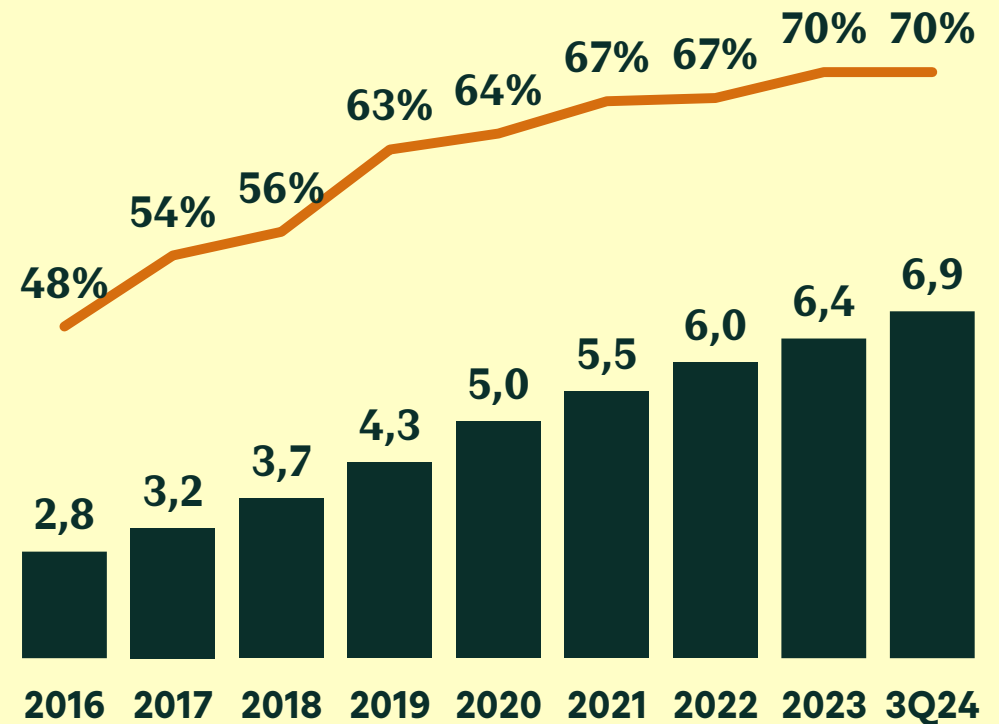
- Communication Activities
- Opportunities for product and Ux improvement

Monitoring

- Full view of behavior and bonds (client, business, NPS and funnel)
- Daily operations (traffic control)

Loyal customers (LTM)

Millions, % of retail gross revenue



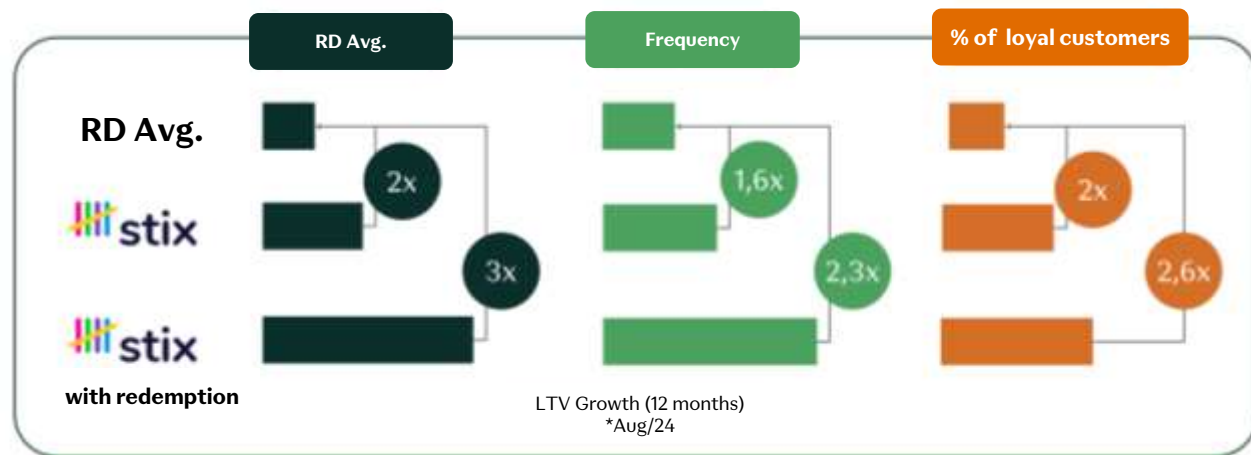


Stix reached 10 MM registered customers with a 96% points redemption rate, boosting both digital and physical activation and experience.

Coalition of the leading major consumer verticals companies



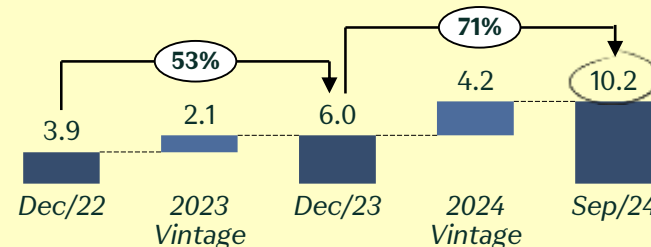
Customers enrolled in the points program show a 16% increase in LTV, and those who redeem points spend 3 times more.



16% of LTV increase

10.2 MM customers

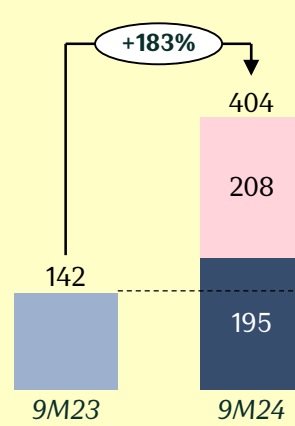
+45% engaged with 2 or more companies
26 million monthly point-earning transactions



Active Customers
9.2 MM

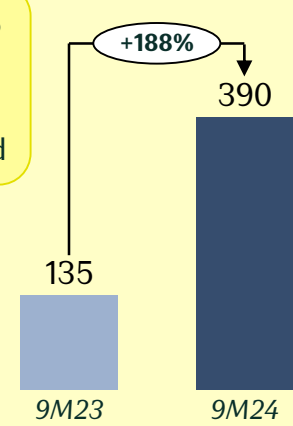
With Redemption
6.0 MM

Points Earned (In R\$ MM)



Points Redeemed

Over 96% of points are redeemed



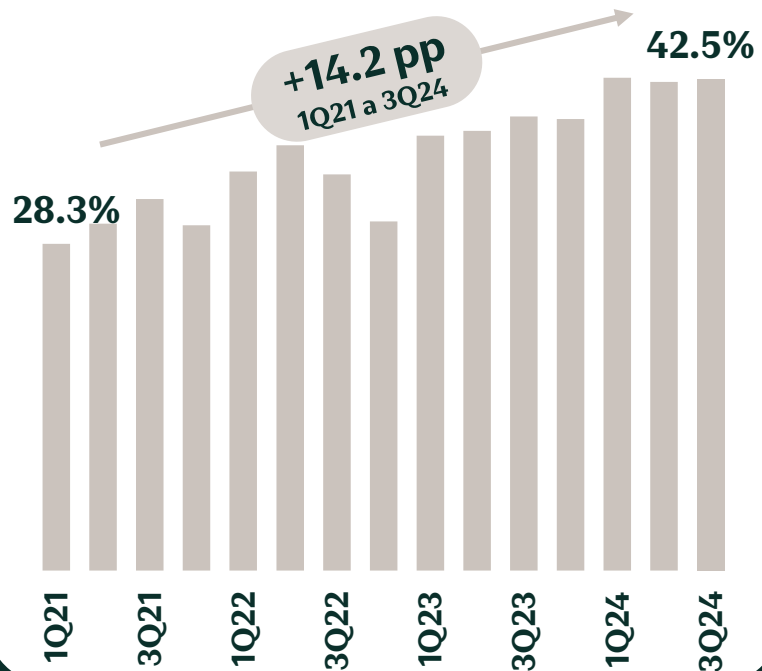
■ Retail ■ Financial partner



We are Brazil's largest digital health platform, with over 40% market share in pharmacies, 3.9 MM MAU in our apps, and 166 MM digital accesses.

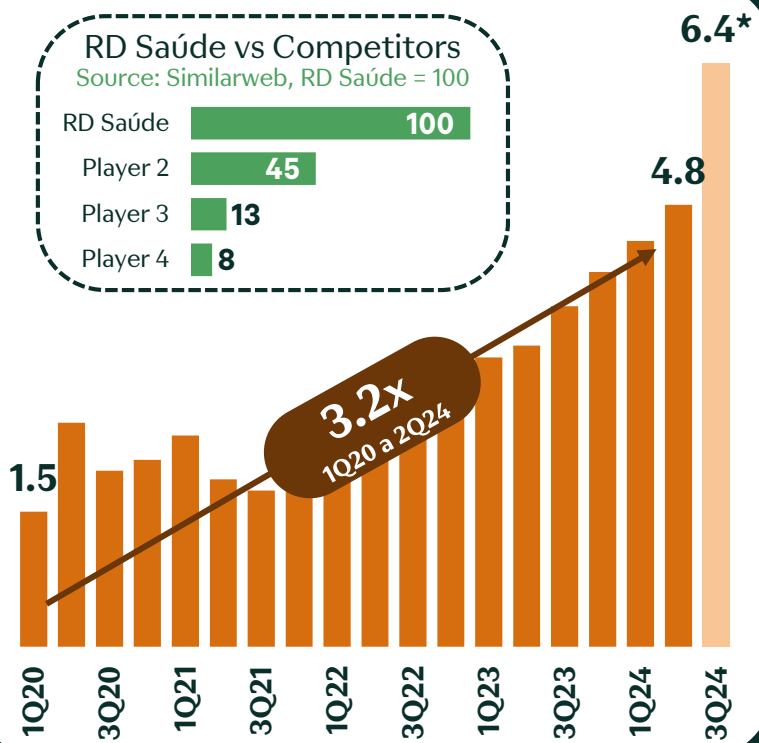
Digital market share

Source: IQVIA



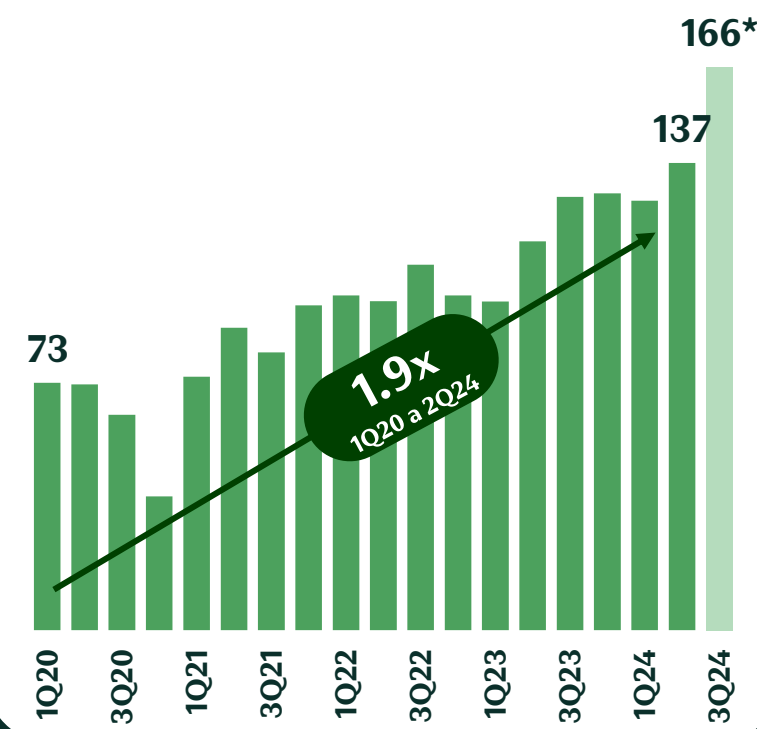
MAU app users

Millions



Digital access

Millions, Combined app and website traffic

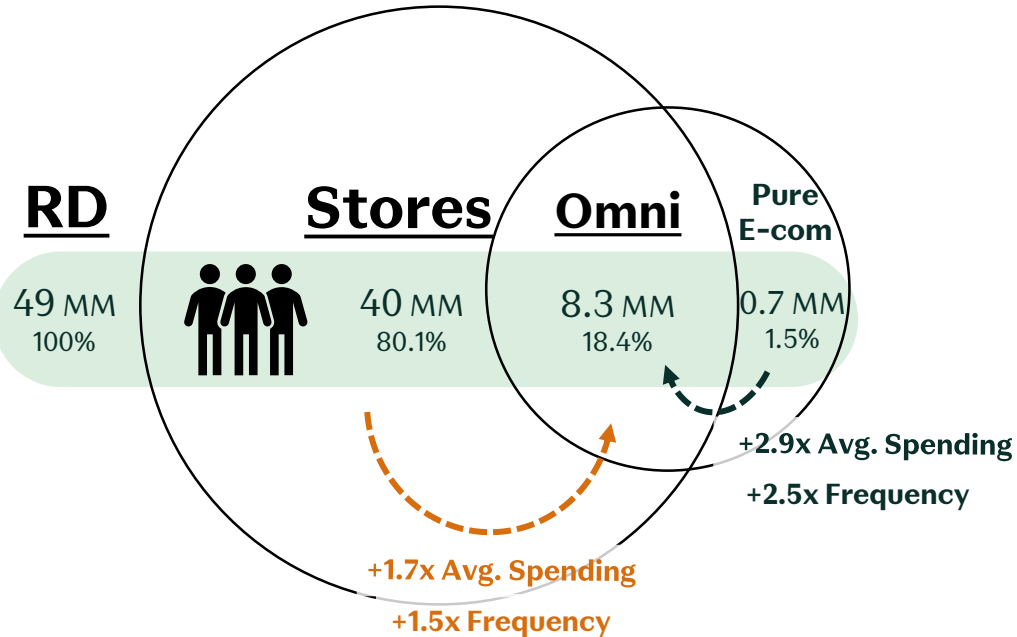


* New measurement methodology by Google, starting in Q3 2024.



We prioritize digitalizing the consumer vs. the transactions. Channel selection is based on providing convenience, a complete assortment and a superior Ux.

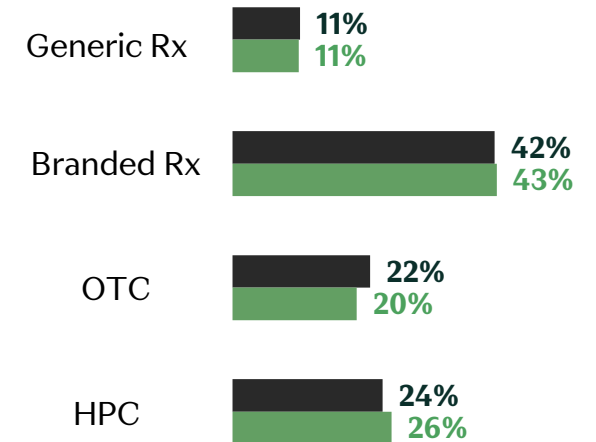
	Clients	Avg. Spending	Frequency	% Female	<30 years	60+ years
RD	49.0 M	R\$ 760	7.9	54%	16%	20%
Omni	9.0 M	R\$ 1,265	11.6	62%	22%	11%



Our digital success comes from our omnichannel approach.

92% of our digital customers also shop in our physical stores, with identical purchase patterns across both.

Category Mix

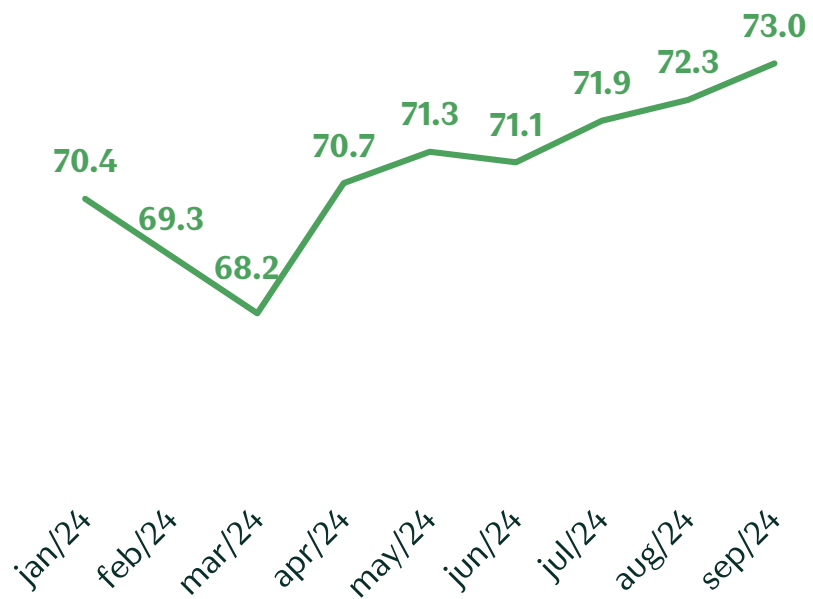




RD Saúde's growing digital maturity is driving improvements in the App NPS, particularly in performance and in the purchase journey.

Digital NPS evolution

Internal data used to calculate NPS



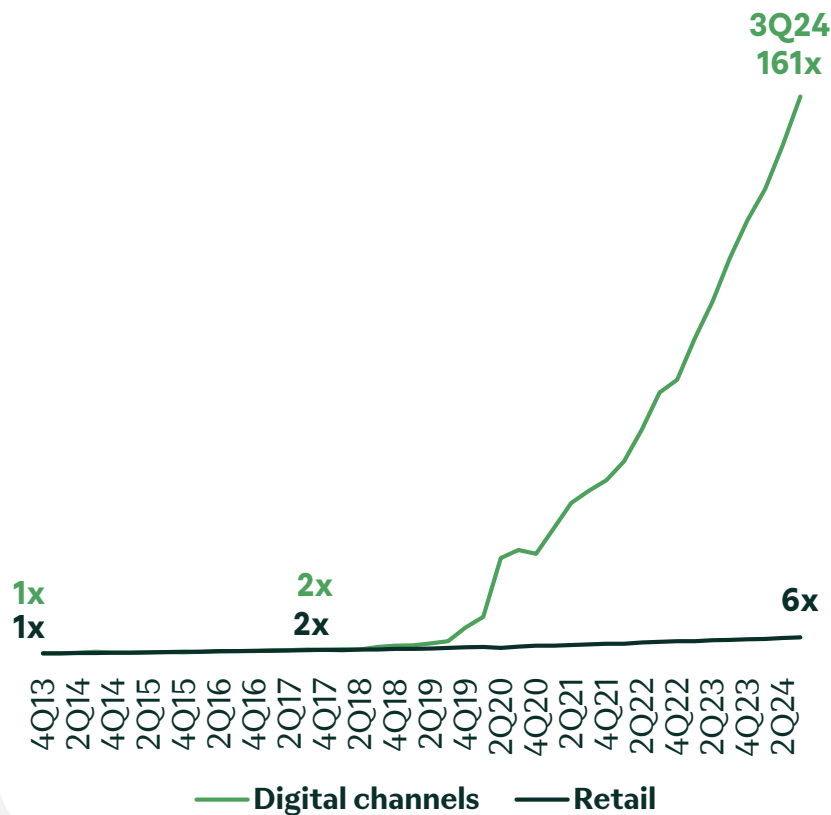
Customer Voice	Topics	Initiatives & Developments
<p>"It would be helpful to have Pix and Stix as payment options."</p> <p>"To improve the checkout process, consider replacing CVV entry with biometrics. Forgotten CVVs are causing lost sales."</p>	Payments methods	<p>New payment options, including Pix and Stix.</p> <p>For loyal customers with tokenized cards, the CVV will no longer be required.</p>
<p>"My order appears as "being delivered" for several days. When can I expect it to arrive?."</p> <p>"If an item is out of stock, customers should be given the option to edit by basket."</p>	B2C Order Fulfilment and Delivery	<p>Pharmacy order fulfilment process</p> <p>Order tracking and monitoring</p> <p>Lastmile (smart Search)</p>
<p>"I don't always have the option of having my medications delivered to my home."</p>	Medicine journey	<p>Automate enrollment in the program</p> <p>Checkout process for non-controlled medicine</p>
<p>"Finding what I need sometimes takes time."</p>	Search	<p>Autocomplete from purchase history</p> <p>Filter by shortest delivery time</p>
<p>"Even though I buy the same things repeatedly, I still spend time searching."</p>	Personalized Homepage	<p>App homepage</p>



We're scaling our digital business while protecting our profitability. Pix helps us optimize the customer experience and the channel profitability.

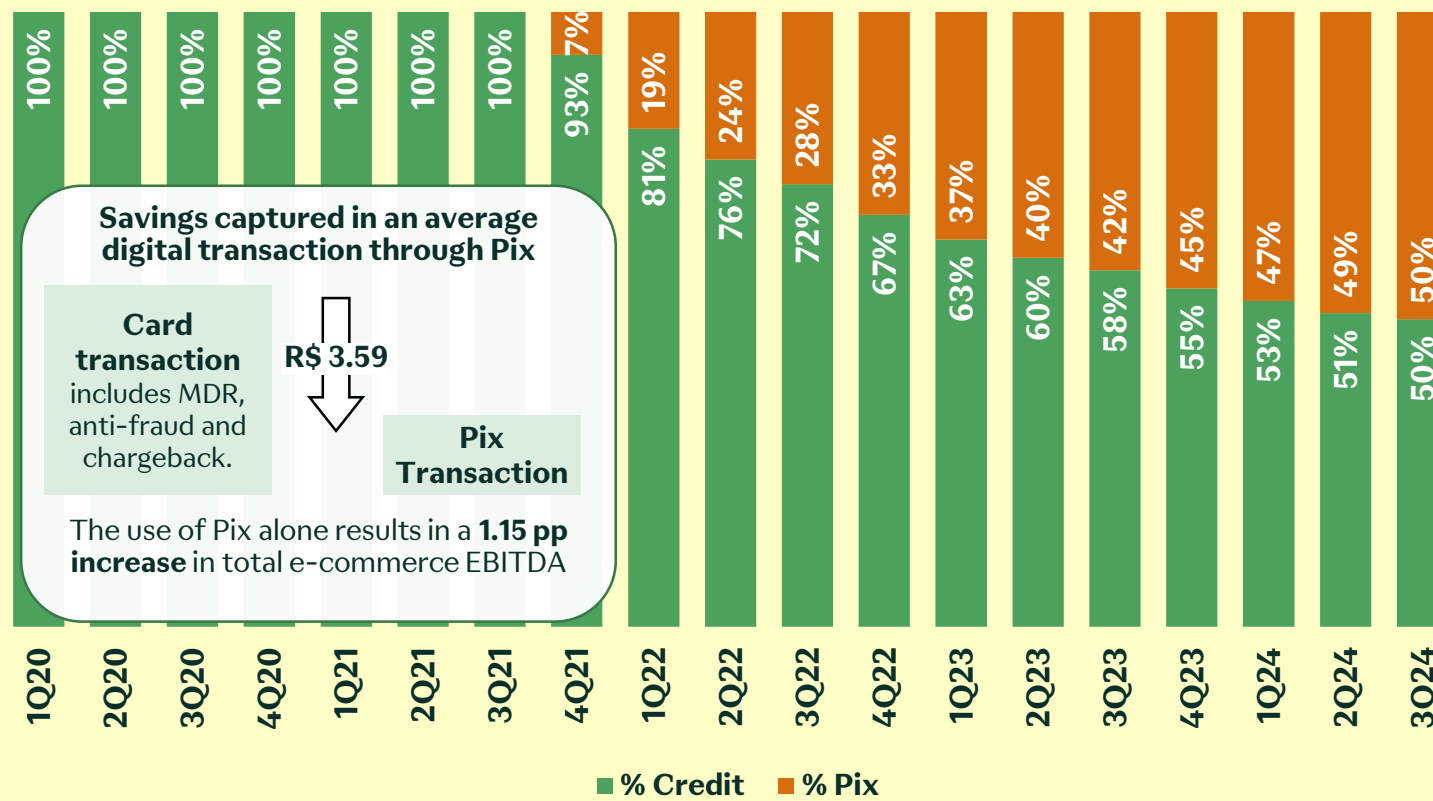
Digital acceleration

Evolution vs. 4Q13



Pix penetration in digital sales

% retail gross revenue, R\$ billion



Savings captured in an average digital transaction through Pix

Card transaction includes MDR, anti-fraud and chargeback. **R\$ 3.59**

Pix Transaction

The use of Pix alone results in a **1.15 pp increase** in total e-commerce EBITDA

Other payment methods such as NuPay and are under development to the channel.



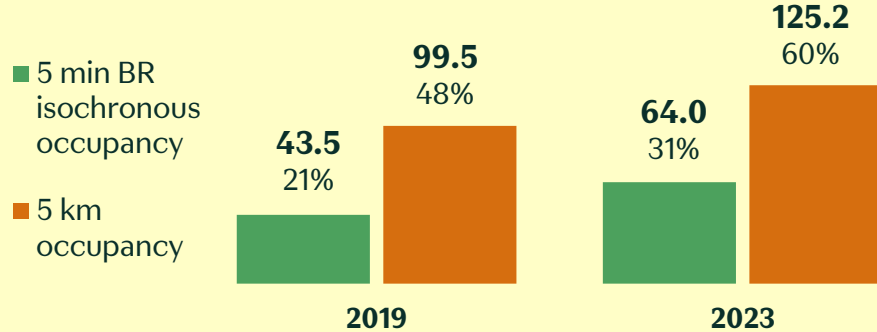
Our competitive advantage lies in the synergy between our physical pharmacies and our digital platform, offering both proximity and convenience.

We reached **+60 MM** orders per year.

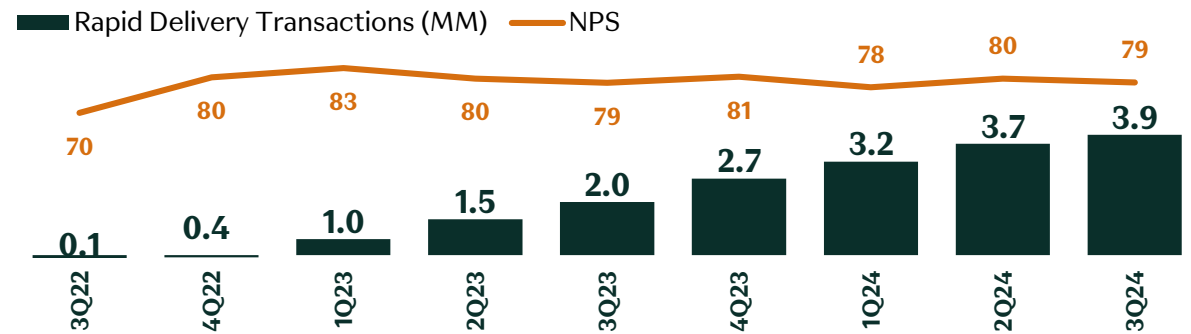
Pharmacies handle **95%** of the picking and delivery.

Evolution of proximity

Millions of people, % of population

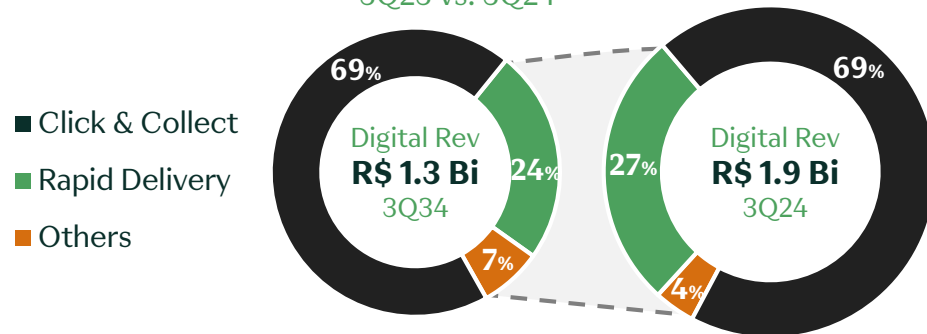


Rapid Delivery evolution and delivery NPS



Rapid Delivery orders and C&C

3Q23 vs. 3Q24



95%

Modern, proprietary channels

85%

Proprietary channels and mobile apps

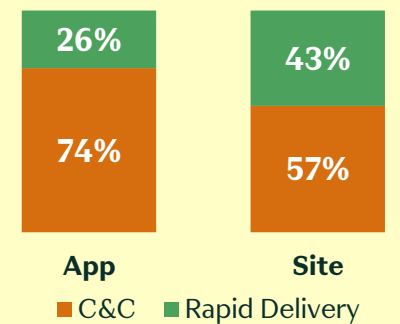
96%

Served by pharmacies (including D+N)

94%

Delivered within 60 minutes

Delivery method





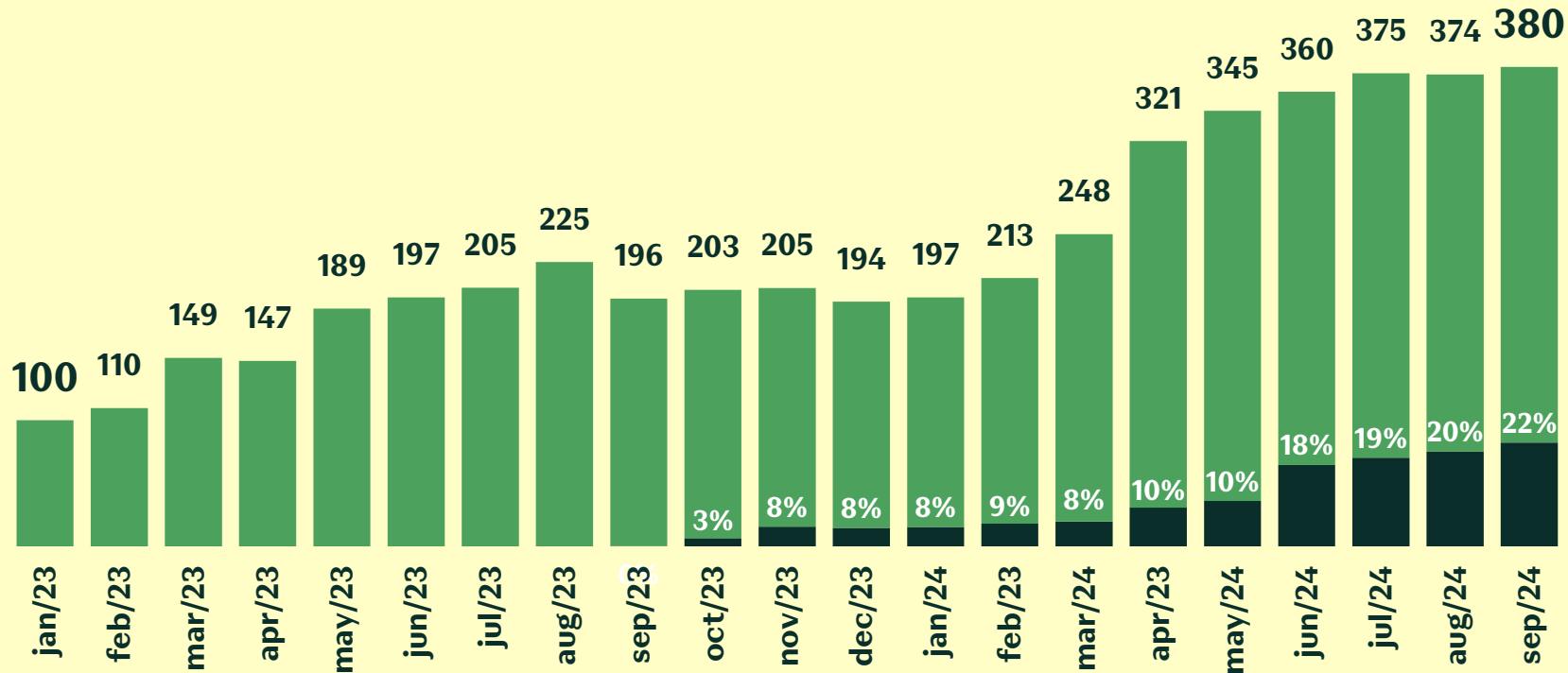
We've implemented a controlled medication delivery process featuring rapid delivery and order tracking via Live Tracking.

Enhancing controlled medication experience

Jan/23 = Index 100

■ Rapid delivery for controlled medications

■ Prescription for controlled medications





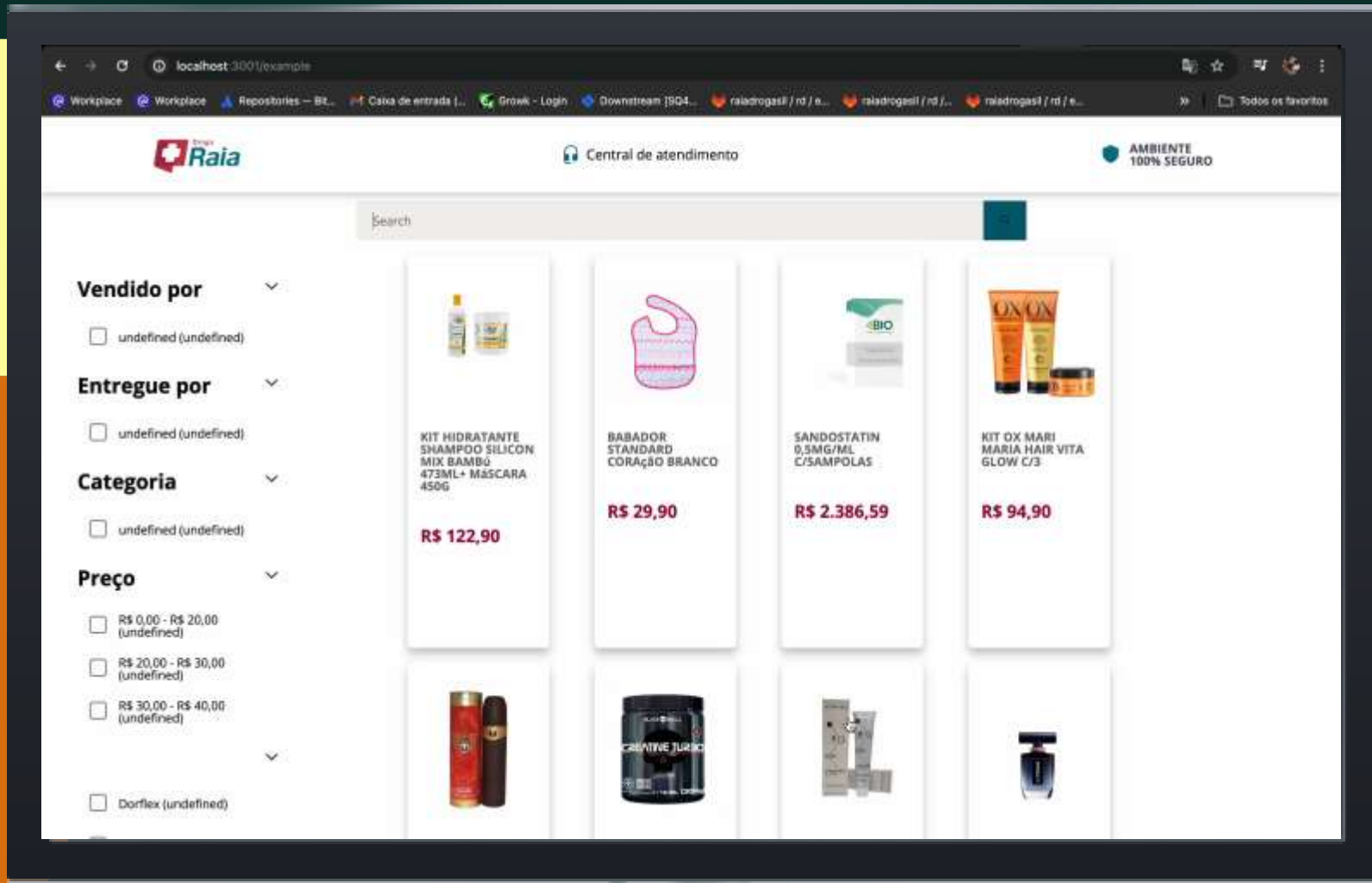
Our new search engine provides enhanced relevance, personalization, and speed for searching and navigating.

Instant Search: Purchase history-based autocompletion

Key 2024 Developments:

- ✦ New Search Engine
- ✦ Cart & Checkout enhancements: free text search, multi-banner support and phased checkout
- ✦ Live order tracking
- ✦ New payment methods
- ✦ App rebranding

...and more





Personalized home screen with content and customized suggestions to each user's preferences for a more relevant and efficient experience.



Search guided by treatment & Product info

Personalized reminder section

Personalized quick links carousel

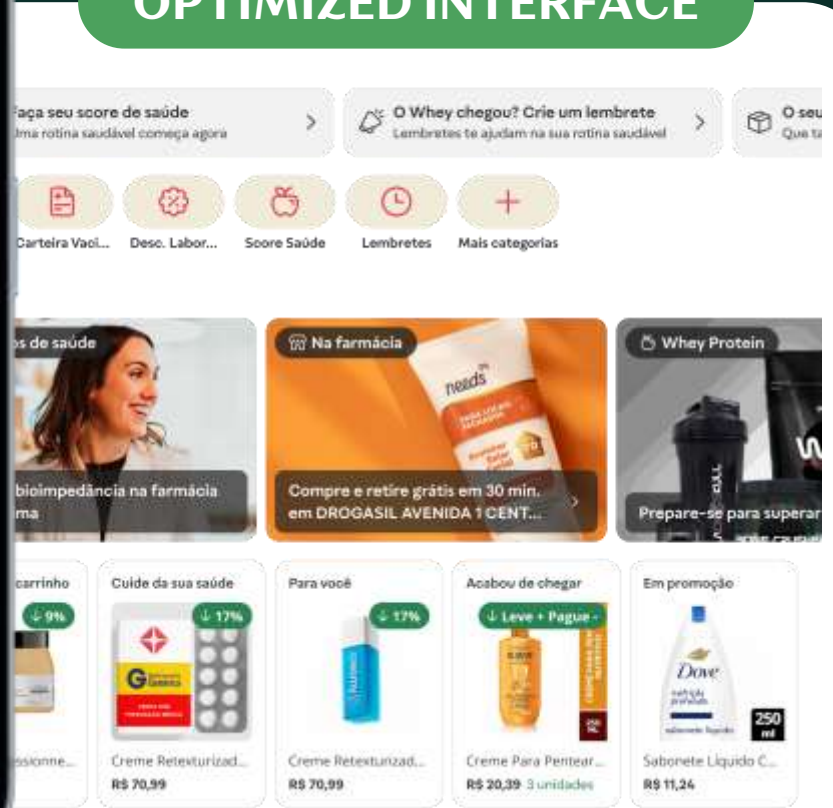
Customized health section and main banners

Personalized product recommendations carousel

Deals, Suggestions & Tips



OPTIMIZED INTERFACE





Melissa Cabral

Executive Director - Pharmacy Operations
VP - Pharmacy Operations as of Jan/25

Joined RD Saúde in 1998.
26 years retail experience, including Marketing, Omnichannel, Supply, and Pharmacy Operations. She holds a journalism degree, an MBA in Retail from FIA, and completed the PMD executive program from ISE. She is currently studying Pharmacy at the RD Saúde University.

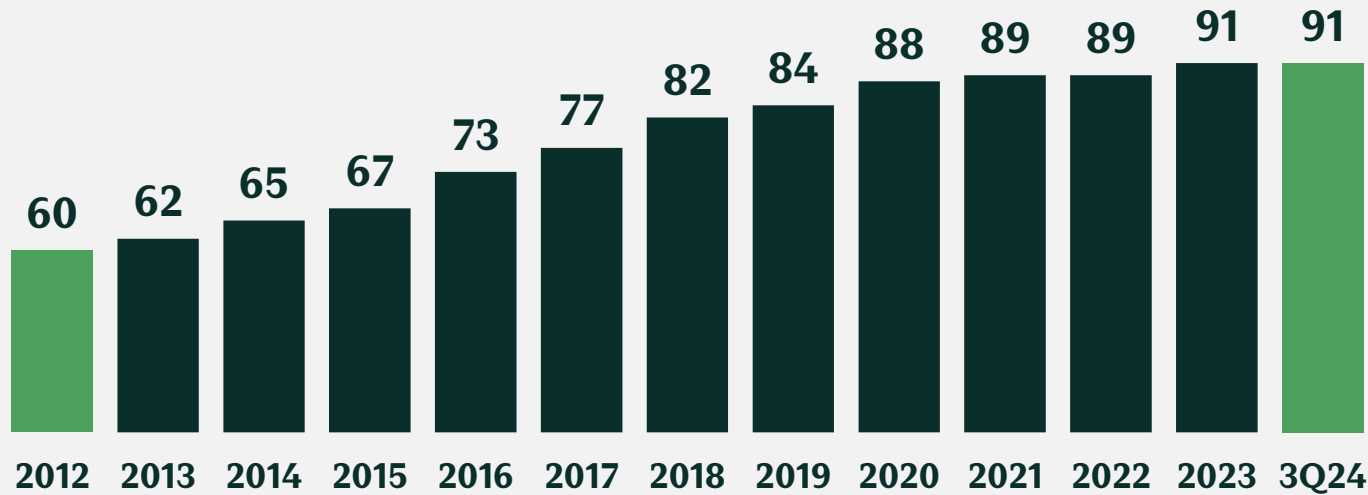
Superior Experience

- I. Care at our core: NPS
- II. Technology enhancing the experience
- III. Health Journey



We work with the purpose of building a customer experience that delights, with clear improvements to be made.

NPS – Net Promoter Score



of Pharmacies

864 967 1,091 1,232 1,417 1,607 1,822 2,070 2,299 2,490 2,697 2,953 3,139

Employees per pharmacy

18.8 18.1 18.0 17.8 17.0 16.7 16.5 16.5 16.3 16.8 16.1 15.8 16.0

Delighting
RD Saúde

Starting from our Purpose and guided by our Values, we have our unique way of delighting.

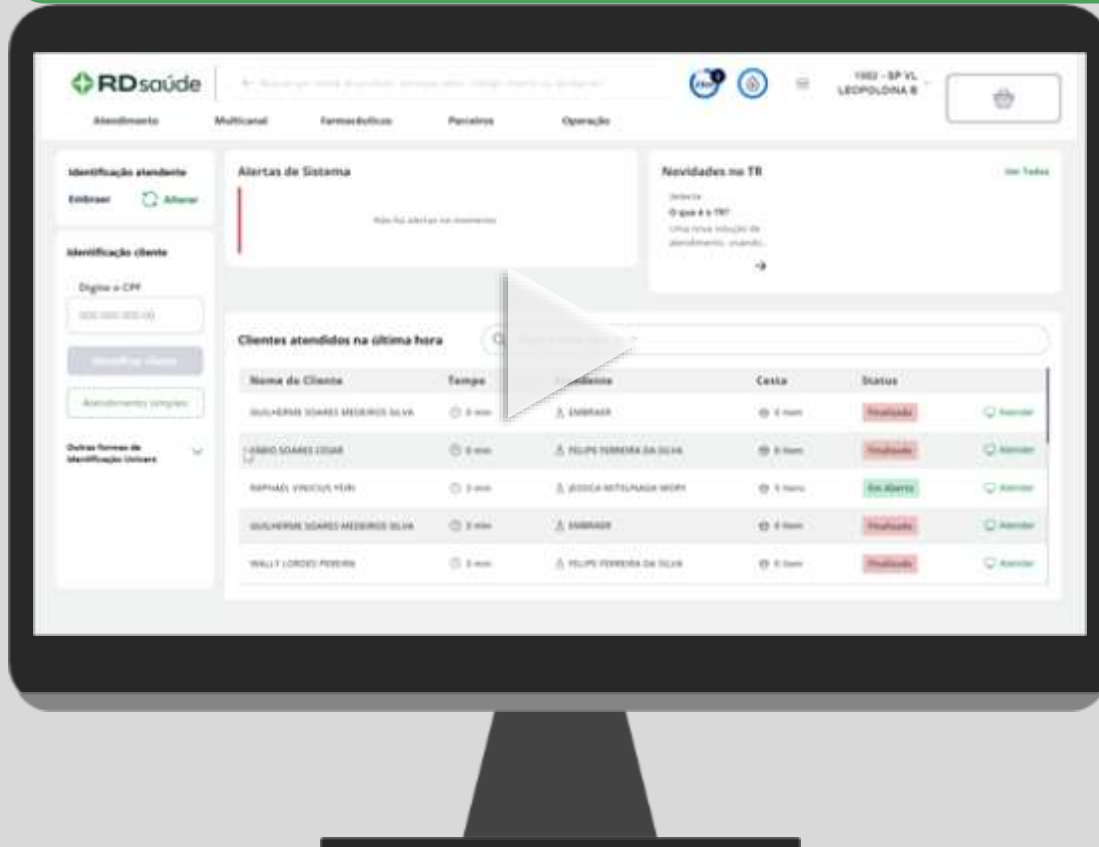




Applying technology to guarantee the best experience

Evolving our Pharmacy System into a customer-centric perspective.

Relationship Terminal improvements roadmap for 2025



Script Personalization

- ◆ Strategic Profile and Health Profile (Chronic Use, Beauty, etc.)
- ◆ Active bonds and Engagement
- ◆ Personalized and complementary recommendations
- ◆ Integration with the Health Hub and Notifications

Improving Search Functionalities

- ◆ Unified search engine (Terminal = App)
- ◆ Analytical models and data enrichment

And more...

- ◆ E-commerce fulfilment
- ◆ Digital prescriptions, etc.

Roll-out in 2025 »

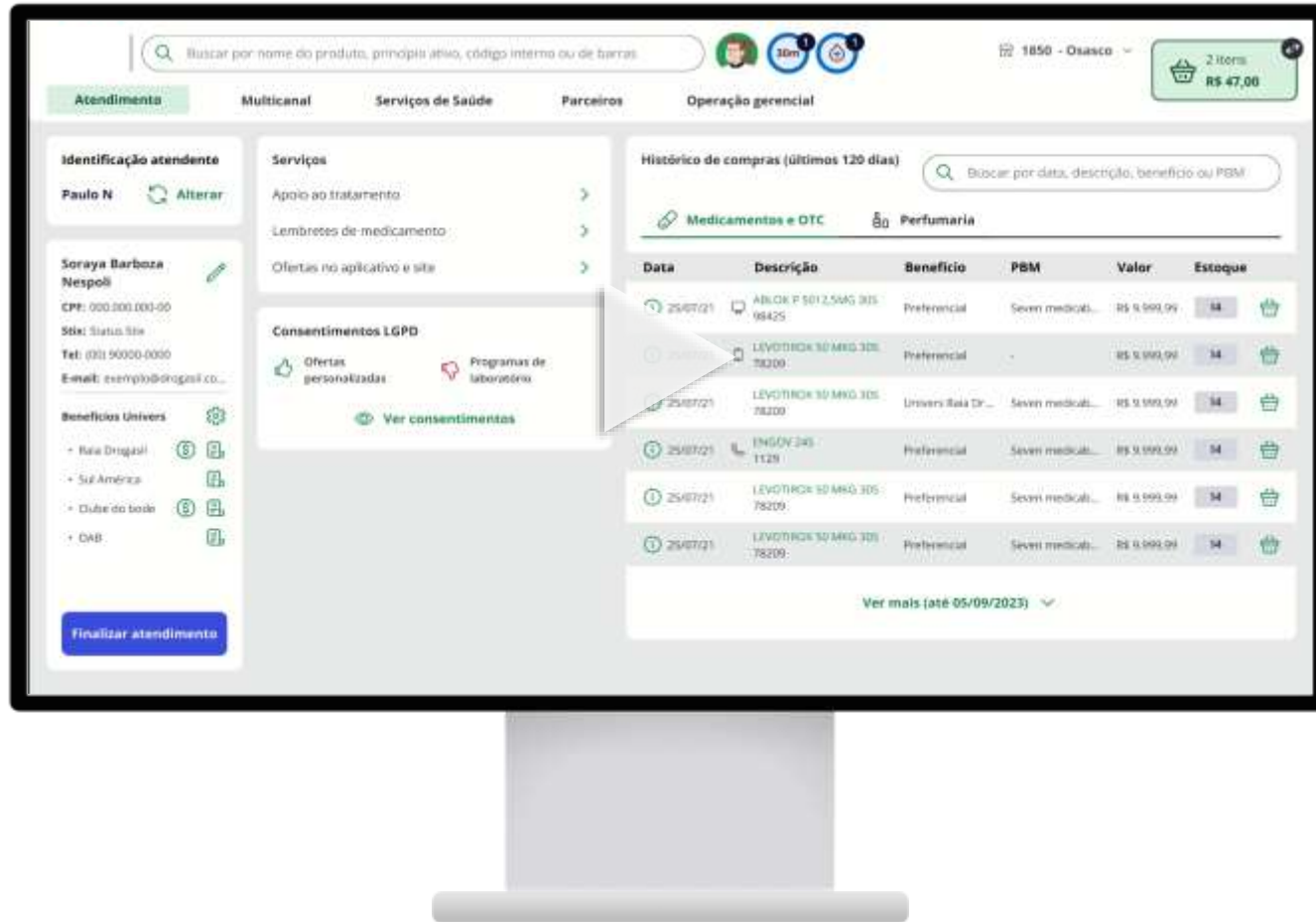
◆ 100% of pharmacies

◆ 100% of teams trained



Applying technology to guarantee the best experience

Proactive AI within the Store System empowering our teams.



Planned improvements

❖ Analysis of medication interactions

❖ Pharmacist orientation

❖ Conversational AI for:

» Customer interaction

» Process walkthroughs

» Document and processes lookup



Applying technology to guarantee the best experience

Evolving our omnichannel fulfilment.

Pharmacy fulfilment journey



- ◆ Alternative pharmacy choice for fulfilment
- ◆ Replacement of similar items
- ◆ Chat between the pharmacy and the customer/last-mile provider

Among others...

Prototypes (examples)

Similar product recommendations

Produto sem estoque

Cloridrato de Fluoxetina 20mg 30 Cápsulas EMS Genérico
2 unidades por R\$ 19,78

Você pode substituir por:



Cloridrato de Fluoxetina 20mg
Cápsula
2 unidades
R\$ 21,98
R\$ 10,99 cada

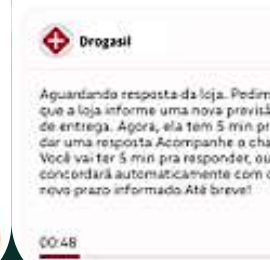
↻ Substituir



Daforin 20mg 60 Comprimidos
60 comprimidos
2 unidades
R\$ 33,54
R\$ 16,77 cada

↻ Substituir

FAQ + WhatsApp Channel





Serving our customers throughout the entire Health Journey, we strengthen our customer bonds and increase their LTV.

Processes designed for serving in Health

HSP - Health Service Protocol

Perfect positioning



Health check-list

Achievements in our health journeys

Pharmaceutical services

- ❖ 5.4 MM services
- ❖ NPS 95

Treatment support

- ❖ 8.3 MM supported customers
- ❖ NPS 94 with supported customers

Na Rotina Program

- ❖ 0.7 MM registered customers

Oct/24.

HEALTH as a focus of our service

Customer testimonials

I am contacting you to know how you are feeling. You had high blood pressure on 19/Sep. Did you see a doctor???

We hope you are well and we are here to help! 🙏

17:38 ✓

Good afternoon, Elis (my guardian angel with all due respect). If it weren't for you, an excellent, determined professional, concerned with human beings, I might not be responding to this message. You saved my life. I'm in the hospital. I just had an echocardiogram and I have to have a catheterization. I had a heart attack and didn't know it, but thanks to your persistence and concern I ended up coming to the hospital because you insisted, and that saved me. Thank you, my savior. Please pass this testimony on to the management of Drogasil, because you deserve to be recognized. Once again, thank you very much, and may God reward you in some way.

17:55

Hi Mr. Carlos. I am very grateful for your response and very emotional hearing your story 🙏

20:16 ✓

I am very happy to have served you that day

I went to **Drogasil** to buy some medicine a little while ago and was surprised because I had never seen this before.

I don't know if it's normal in other units across Brazil, but here in Bahia, the medicine comes with all the care in the world, with this label indicating the quantity, frequency and time of consumption of the medicine.

To top it off, they even ask for your phone number because they contact you to see if everything is okay, as a support system.

There's so much talk about humanization here on LinkedIn. Boy, this is what humanized work is all about!

The moment you buy the medicine, when you're possibly going through a sensitive and painful moment, they, as a drugstore, taking care of you is fantastic. Simple, functional and very tasteful!

I was impacted and thought it was important to spread the word. It would be great if every drugstore took the same care with its customers.

Thank you, **Drogasil!** ❤️❤️❤️

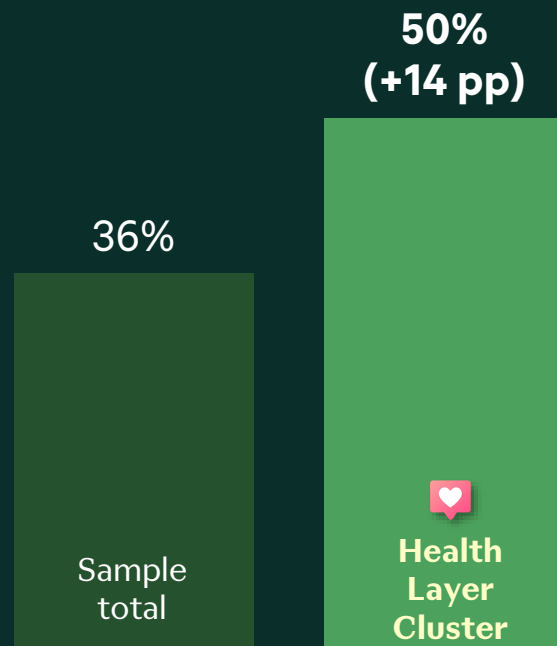
We measure the effectiveness of each initiative and the impact upon customers.



The **Health Layer** improves our positioning with customers while adding a competitive advantage.

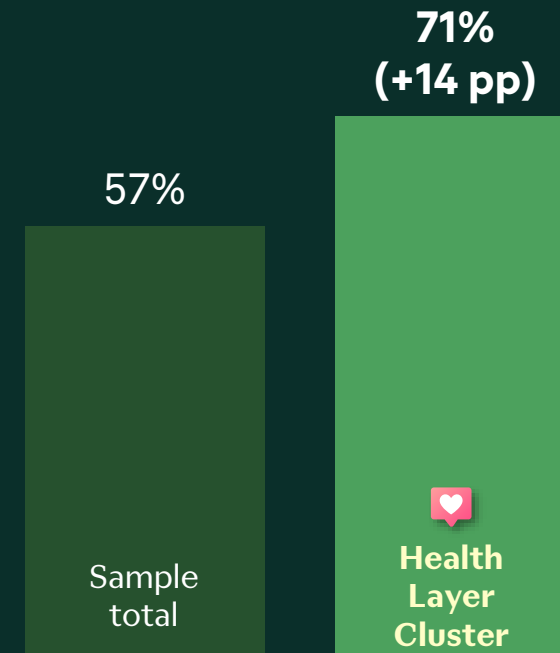
Why do you shop here at Raia/Drogasil?

“Because of service” answers:



How do you evaluate the service at Raia/Drogasil vs. Competitor X?

“Here is better” answers:



Source: RD Saúde poll from May/24 with 30.1k people.



We are positioning our pharmacists as **Health Agents** through a complete education and specialization journey.



Pharmacy Undergraduate Course



- ◆ Focus on **primary care** and in **health promotion**
- ◆ Complies with every Ministry of Education requirement

Students
750+





Juliana Lopes

Executive Director - Commercial
VP - Commercial & Private Label
as of Jan/25

Joined RD Saúde in 2019.

Leads commercial, pricing and, as of 2025, private labels.

15 years of retail experience (McKinsey associate partner advising retail clients). She holds a degree in Business Administration from EAESP-FGV/Bocconi and an MBA from INSEAD.

Commercial strength

- I. Category Management: Assortment and Marketplace (3P)
- II. Profitability: Pricing, Private Label and Retail Ads



We continue to ensure growth, profitability and commercial competitiveness.

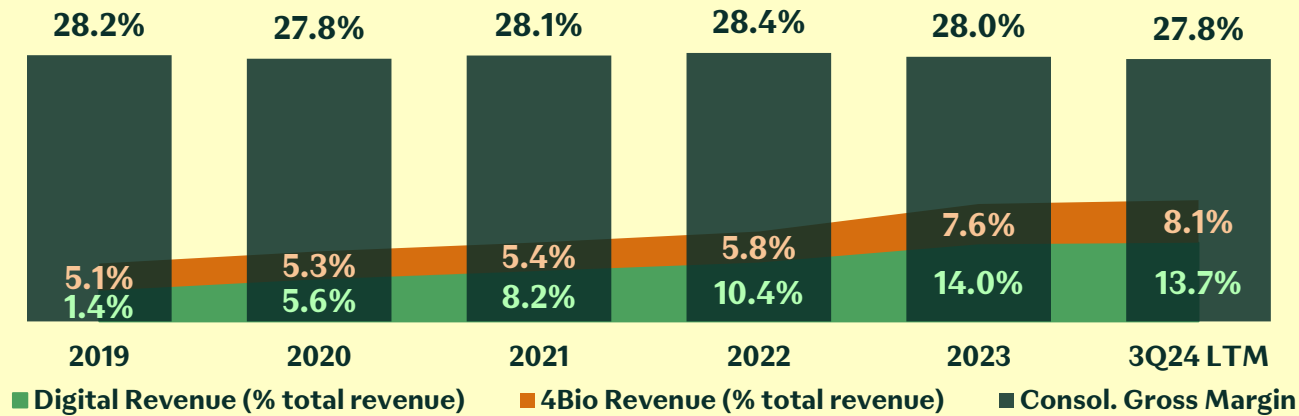
Category Management

- ◆ Beauty & Well-being
- ◆ Marketplace

Profitability

- ◆ Demand generation
- ◆ Media Ads / Impulso
- ◆ Pricing
- ◆ Private Label

Digital, 4Bio & consolidated gross margin

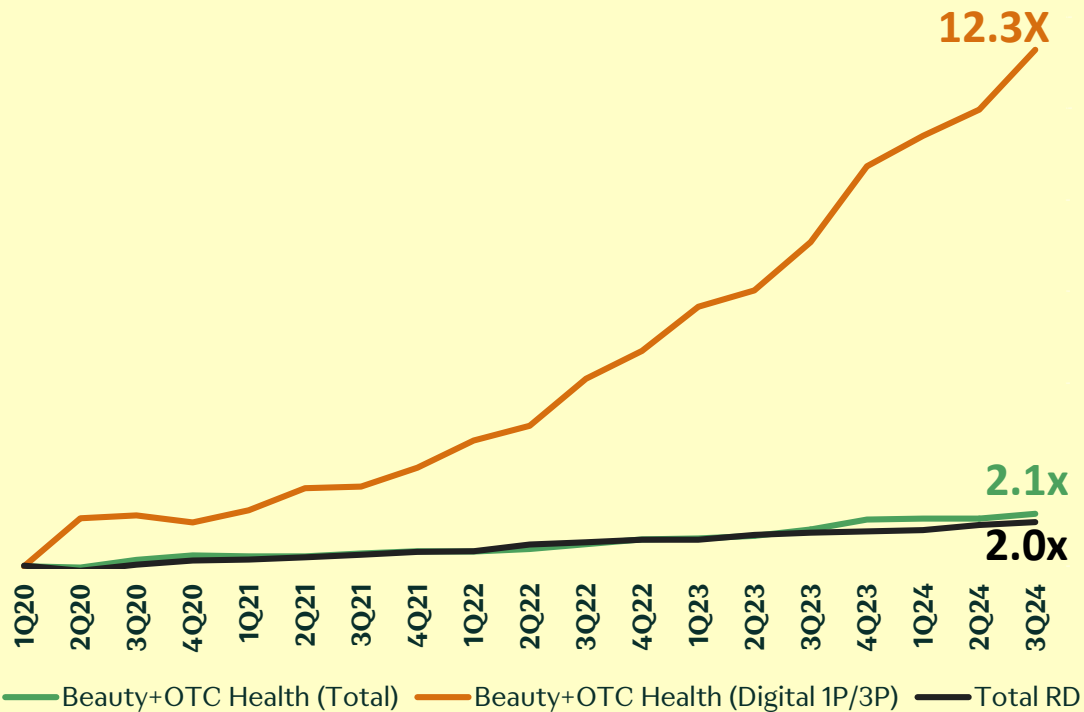




Beauty and Well-being categories continue to capture exponential growth across key digital trends.

Beauty & Well-being growth vs. RD Saúde Total

Beauty and well-being categories acceleration*
Evolution vs. 1Q20



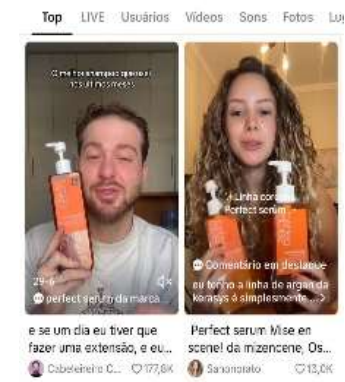
* Excludes COVID-19 quick tests.

Digital Native Brands

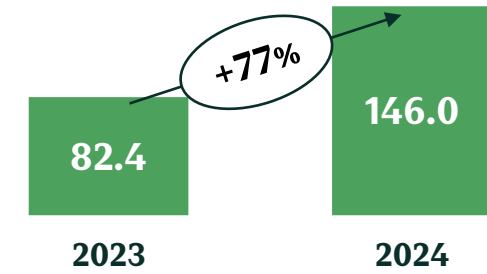
Digital native brands look to RD Saúde to access the physical channel



K-BEAUTY



Digital native brand revenue
B&M & Digital channels, R\$ millions (Oct/24 YTD)





Marketplace contributes by offering a broader assortment in categories focused on Beauty & Well-being.

Assortment expansion

- ◆ Category curation
- ◆ Specialist Sellers Hunting
- ◆ Assortment registration

+

Enrichment

- ◆ Product registration enrichment
- ◆ External search optimization (SEO)
- ◆ Internal search optimization (internal channels)

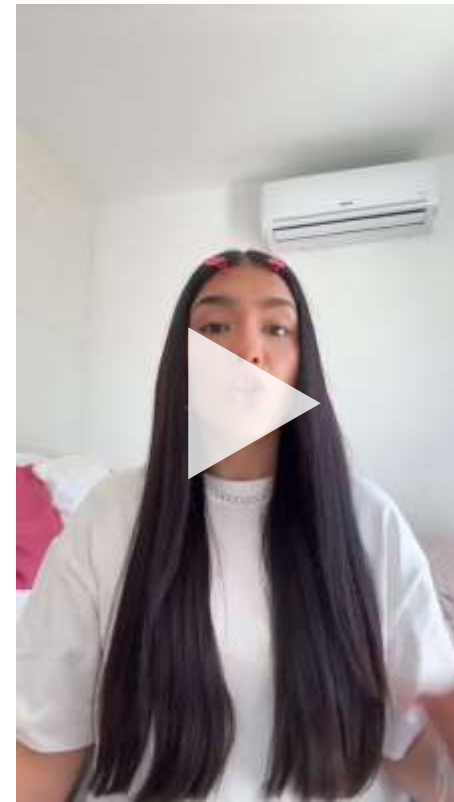
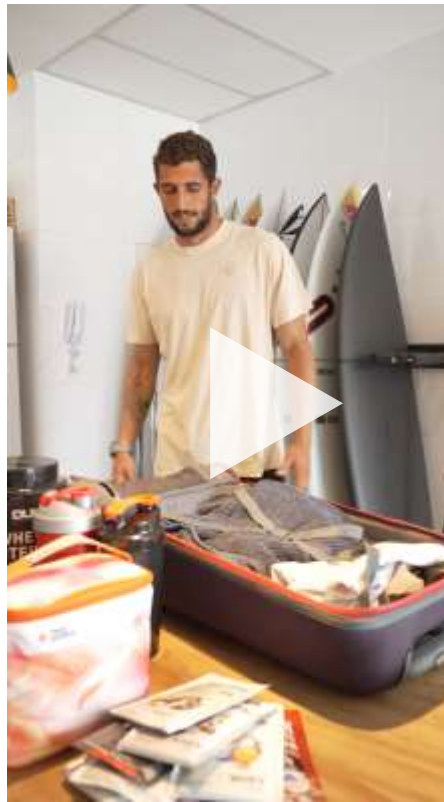
+

Commercial activation

- ◆ Promotional intensity
- ◆ Category Pages
- ◆ Discount coupons
- ◆ Stock availability
- ◆ Competitive shipping (RD Saúde Log)
- ◆ Alignment with 1P/store

+

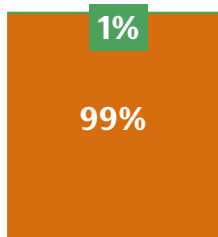
Marketing campaigns "It has everything for those who care, in one place"



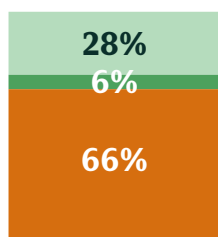
Advancement of 3P within categories

Share of gross revenue by channel, Oct/24 YTD

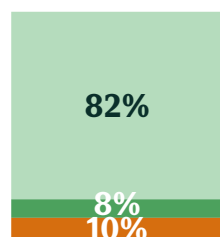
- Digital 3P
- Digital 1P
- Pharmacy



Category 1



Category 2



Category 3

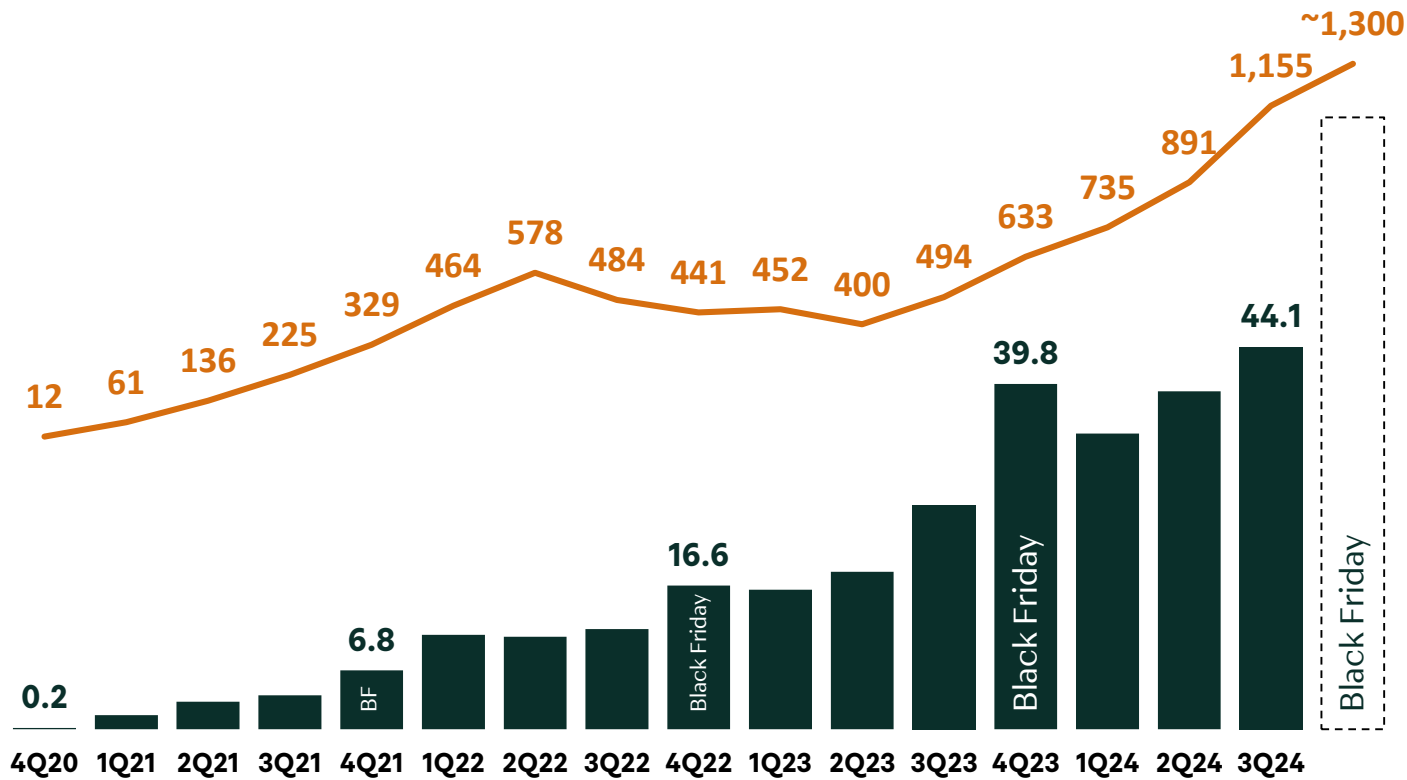


Our marketplace is focused on Health and Well-being journeys, and keeps advancing in key categories as we improve the Seller and Customer experiences.

Marketplace GMV

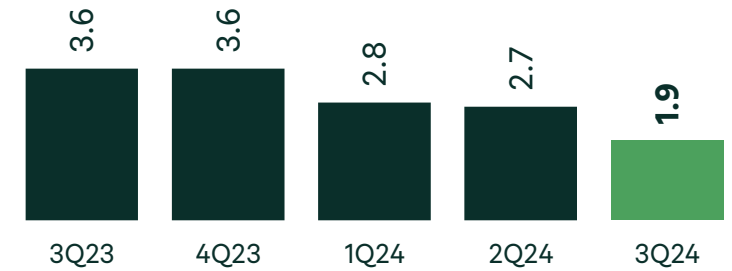
R\$ millions

GMV Total Sellers Qty



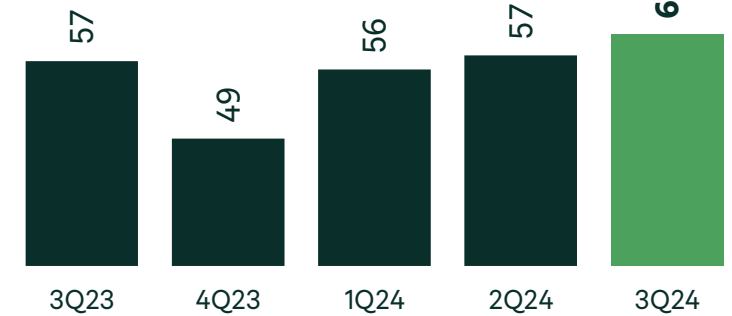
Delivery time

Southeast region, in days



NPS

Marketplace





RD Saúde is positioned to be the pharmaceutical industry's main strategic partner, attracting new investments for demand generation.

Chronic treatment funnel

Awareness

Raise awareness of the undiagnosed

Pre-Diagnosis

Expand access to basic exams

Access

Help to start treatment

Adherence

Assist with monitoring



RD Saúde is positioned to be the pharmaceutical industry's main strategic partner, attracting new investments for demand generation.

Chronic treatment funnel

Awareness

Raise awareness of the undiagnosed

88 awareness initiatives via Impulso (Ads),
with **56 MM impacts LTM**

Pre-Diagnosis

Expand access to basic exams

20 campaigns and ~**250k services** performed in
partnership with the industry

Access

Help to start treatment

55 projects with CUCO
10k doctors involved
62k boxes collected

Adherence

Assist with monitoring

5 PBMs with specific rules
43 partnerships on the 1st campaign
4k SKUs ready for subscriptions

200+
initiatives


50+
partners

100+
brands

R\$ 160+
million



Both Trade and the Ads business grow rapidly, each in their own specialization, with low cannibalization, leveraged by the RD Saúde ecosystem.

	Ads  <small>soluções de mídia OMD 2000</small>	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 OR SEGMENTED Category, profile and bonds
Who invests?	MARKETING	TRADE OR ECOM



New CEO
Fabiana Manfredi



- 3 years leading Mercado Ads Brasil
- 13 years at award-winning ads agencies
- Board member of IAB, MMA and CENP.

Revenue split 3Q24

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

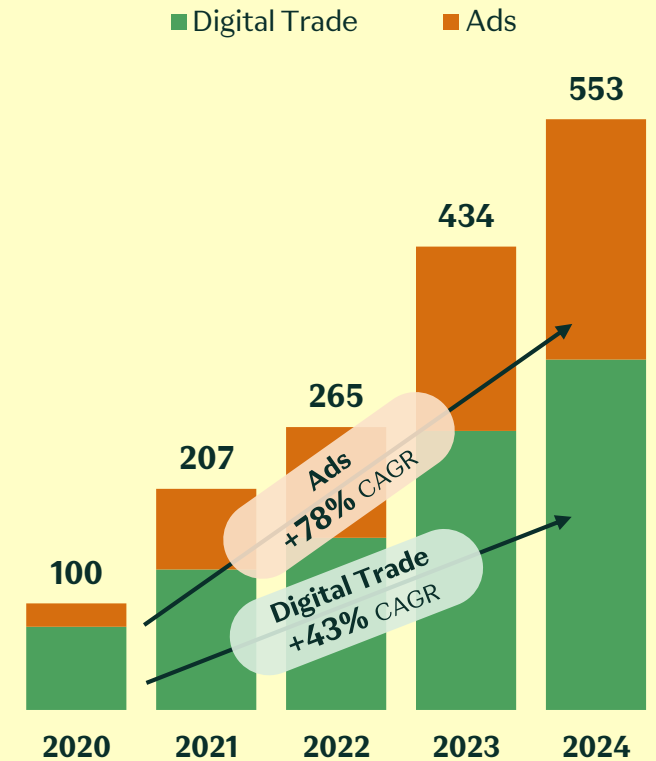


5th largest DOOH Player

7.1k screens
70 MM impacts

Digital trade + Ads revenue

Index 100 = 2020





In pricing, the focus has been on accelerating the use of data to capture profitability and growth opportunities, gaining competitiveness.

Pricing Strategies

More
Granularity

Examples

- Online **pricing by State** and/or competitor
- **Rx pricing** per pharmacy
- **~90 price zones** in the Front-store (by state and/or competitive intensity)

Data Science
to better
understand the
Competition

Examples

- Understanding **competitors' pricing model and dynamics**
- **Offline price inference model** based on data triangulation

Optimize & Automate
online price
reactions

Examples

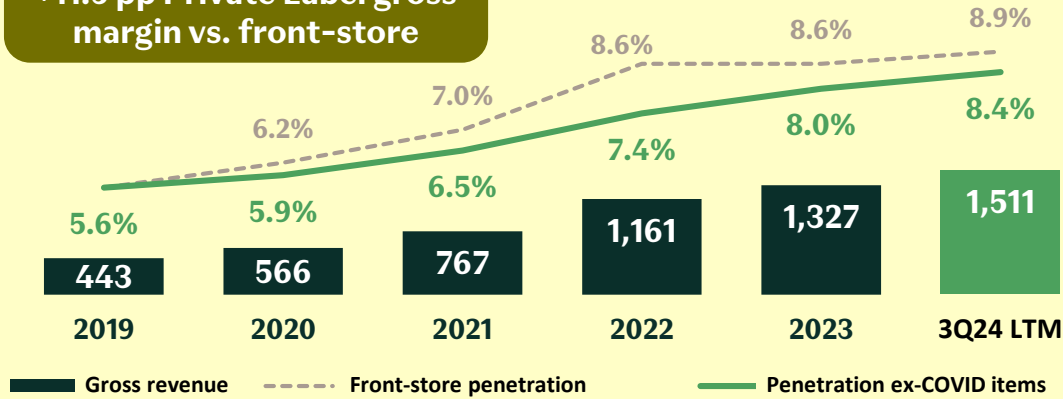
- **Price suggestion algorithms** focused on optimizing sales and margin, with automated reactions



We built strong Private Label brands, growing 3.5x in 5 years, with a 9% share in the front-store and contributing to high profitability.

Private Label grew 3.5x in 5 years reaching R\$ 1.5 billion in 2024

+11.5 pp Private Label gross margin vs. front-store



Sun Screen #1

First Aid #1

Massive Skin #2

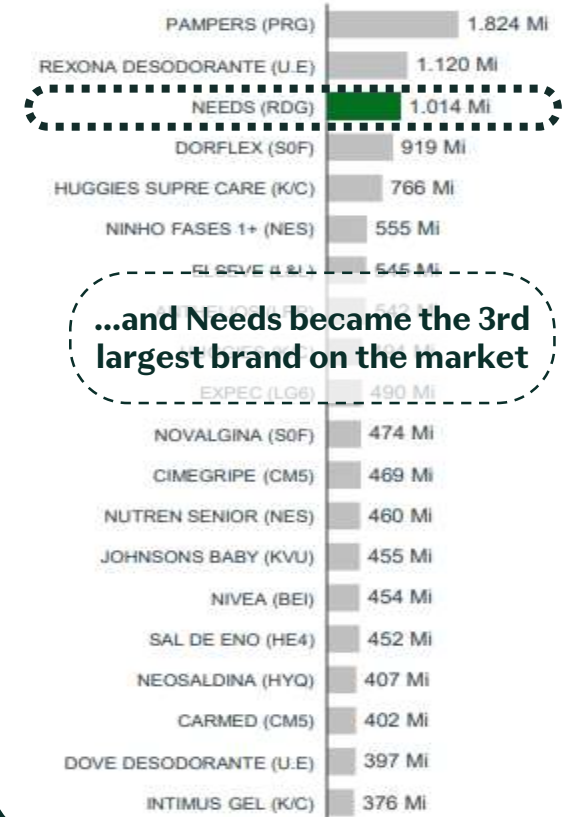
Diapers #3

Top 20 Corporations Front-store, IQVIA MAT CPP Aug/24



We became the 16th largest corporation in the Consumer Health market

Top 20 Products IQVIA MAT CPP Aug/24



...and Needs became the 3rd largest brand on the market



Q&A



Break



Bruno Pipponzi

VP - Health Businesses



Melissa Cabral

Executive Director - Pharmacy Operations
VP - Pharmacy Operations as of Jan/25

Health Platform

- I. Our Domain in the Healthcare ecosystem and our 4P Strategy
- II. Building Assets and Platform actuals



Our strategy seeks to promote a healthier society, starting with pharmacies, evolving into a Health Platform.

TOGETHER FOR A HEALTHIER SOCIETY



HEALTHIER PEOPLE
Employees, Customers, Community



HEALTHIER BUSINESSES
Diversity, Education, Shared Value



HEALTHIER PLANET
Emissions, Energy, Waste



Pharmaceutical Retail



New Pharmacy
Omnichannel + Marketplace + Health Hub



Health Platform



Integral Health



A territory in **Primary Care**, within **Supplementary and Complementary Health**, where our **Care, Proximity and Frequency** are important assets.

Levels of Health Care

Primary Care

Preferred entry door

Efficient, solves most problems
Vicinity, promotes health in the community

Secondary Care

Medium complexity with **specialized services**,
found in hospitals and outpatient clinics

Tertiary Care

Has the **highest degree of specificity and complexity**

Supplementary Health

Private Plans
~50 MM lives

Complementary Health

"extra-role" Services
~100 MM lives

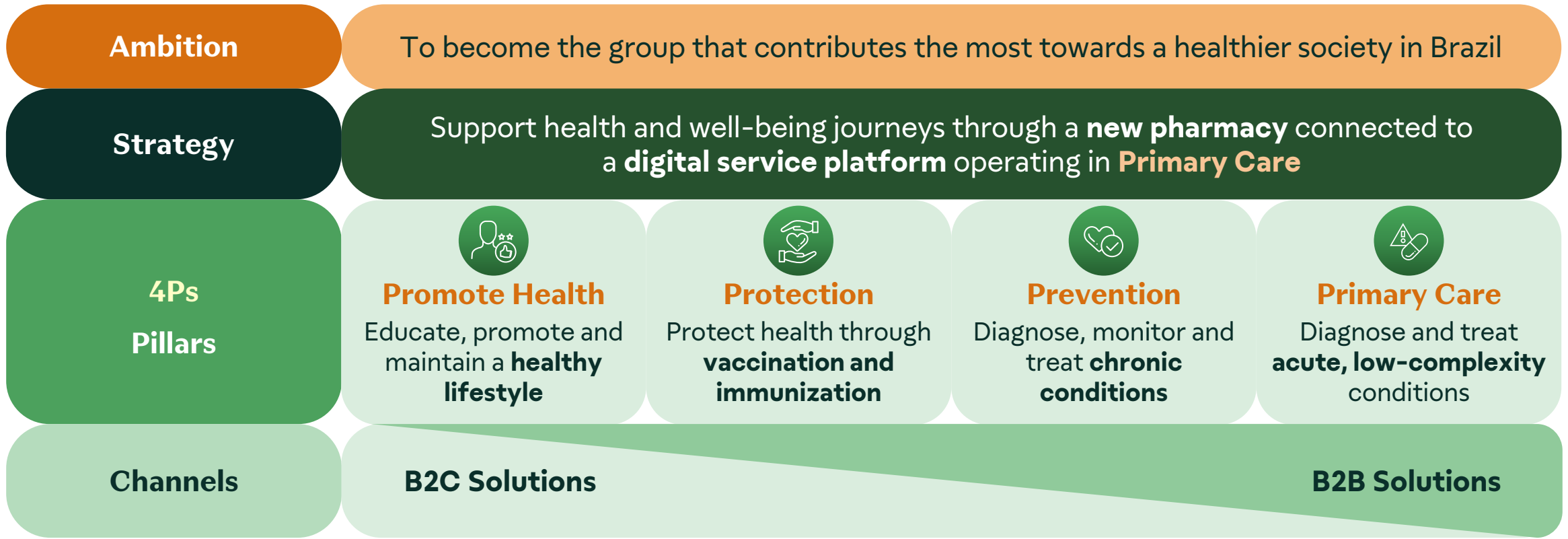
Public Healthcare

Universal Healthcare
~150 MM lives





We built a **Primary Care** strategy based on four pillars.



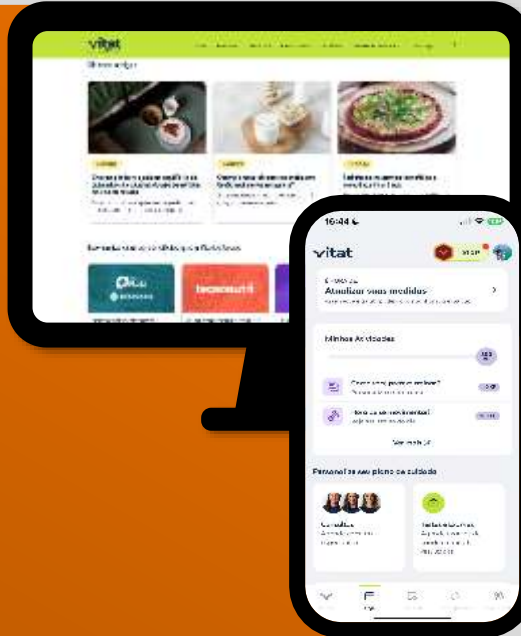
“From the inside out, expanding solutions from our adjacencies.”




Over the last 4 years, we have begun transforming our pharmacies into Primary Care centers.

Digital Platform

- ◆ Services Marketplace
- ◆ Unified interface
- ◆ Content Portal
- ◆ Digital Health and Well-being Journeys
- ◆ Integration with pharmacies and other services
- ◆ Gamification



Health Hubs

- ◆ Quality and NPS
- ◆ Pharmacist training
- ◆ Protocols
- ◆ Certifications 



Data Hub



Data integration



Privacy



Data Protection



APIs & Connectivity



- ◆ Structured medical records
- ◆ Population data





We have already started to capture the first results in **Primary Care**, contributing to the customer's LTV.



Promote Health

Educate, promote and maintain a **healthy lifestyle**

Health Promotion Services

(Beta HCG, vitamin D, bioelectrical impedance analysis, lobe piercing)



Protection

Protect health through **vaccination and immunization**

Vaccination



Prevention

Diagnose, monitor and treat **chronic conditions**

Prevention Services
(Blood pressure, blood glucose and oximetry)



Primary Care

Diagnose and treat **acute, low-complexity** conditions

Primary care services
(Injectable applications and tests for tropical and respiratory diseases)



908k active customers in Health Procedures with **5.4 MM** services performed

Oct/24 YTD



We already engaged customers in our health promotion programs, within digital journeys and leveraging our ecosystem of 49 MM active customers.



Promote Health

Educate, promote and maintain a **healthy lifestyle**

1.0 MM

Health Promotion Services
(Beta HCG, vitamin D, bioelectrical impedance analysis, lobe piercing)

Nutrition Program

0.3 MM
Active customers

2.3x
Spending vs. Avg. customer

Wellness programs and health habit mechanics



- ◆ Digital journeys
- ◆ Health Hub integration
- ◆ Unified customer activations



B2C focus

Value proposition roadmap

- ◆ Frictionless omni experience
- ◆ Integration with pharmacy apps
- ◆ New media formats in the content journey
- ◆ Advances in the customer journey, from activation to in-store retention

Oct/24 YTD



We are well positioned to be the main national vaccinator, improving access to immunization and promoting awareness.



Protection

Protect health through **vaccination and immunization**

0.3 MM
Applied vaccine doses

364
Vaccination hubs

147
Cities with vaccination hubs

Oct/24 YTD

Complete calendar with 23 vaccines

Children's | Adult | Respir.

- ◆ Flu
 - ◆ Influenza
 - ◆ Dengue
 - ◆ Herpes Zoster
 - ◆ HPV
 - ◆ Meningitis
 - ◆ Pneumonia
 - ◆ Diphtheria
 - ◆ Tetanus
 - ◆ Yellow Fever
 - ◆ Anti-RH
 - ◆ Hepatitis
 - ◆ Polio
- among others...



Market share

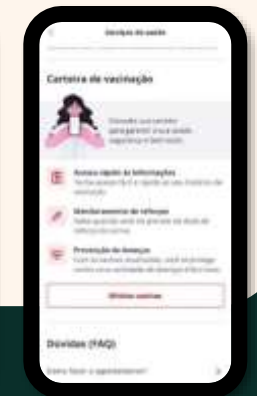
Vaccine	Private	Pharmacies
Flu	14%	51%
Herpes Zoster	8%	35%
HPV	5%	51%
Total RD Saúde	5%	38%

Source: IQVIA Sep/24.



Vaccination journey construction

- ◆ Service protocols
- ◆ Vaccination calendar management
- ◆ Digital experience
- ◆ Home and external
- ◆ Commercial model and partnerships





We are also building mechanisms that encourage adherence to treatment, integrating it into the customer journey.



Prevention

Diagnose, monitor and treat **chronic conditions**

2.0 MM

Prevention Services
(Blood pressure, blood glucose and oximetry)

Chronic Membership Program

0.7 MM

Enrolled customers

+9%

Adherence rate



Support chronic patients in adherence to treatment

Challenge of using medications

Comprehensive pathology care

Prevention journey

- ◆ Monitoring
- ◆ Screening campaign
- ◆ Check-ups
- ◆ Treatment Support
- ◆ Routine Program
- ◆ Pharmaceutical Guidance





The pharmacy has a privileged position to improve accessibility, convenience and quality of healthcare through Telehealth.



Primary Care

Diagnose and treat **acute, low-complexity** conditions

1.7 MM

Primary care services (Injectables)

0.4 MM

Tropical and respiratory disease testing

70

Pharmacies starting pilot teleconsultation

◆ Screening (Rapid Tests)

◆ Pharmaceutical Orientation

◆ Teleintermedicine

Conheça nossos Exames de Análise Clínica

15 MINUTOS

- DENGUE
- ZIKA
- INFLUENZA A E B
- TIPAGEM SANGUÍNEA
- HEMOGLOBINA GLICADA
- ANTIMULLERIANO
- VITAMINA D
- BETA HCG

labi

ESPAÇO sua saúde

DROGASIL

Lembre-se: em caso de dúvidas, consulte sempre com nossa equipe de farmacêuticos.



Value proposition roadmap

- ◆ **Advances in protocols**
Acute and chronic care, in partnership with HAOC
- ◆ **Digital experience**
Robust and interoperable system
- ◆ **From B2C to B2B**
To be a low-complexity Primary Care center





We are integrating our healthcare assets to build B2B solutions with benefits for companies/employees and operators.



Combination of **4 assets** in a single RD Saúde solution

Integrated Solutions



- ◆ Increased productivity
- ◆ Reduced absenteeism
- ◆ Better perception and effectiveness of benefits
- ◆ Lower healthcare costs

HEALTHBIT
uma empresa RDsaúde

**277
companies**

- ◆ Strategic relationship
- ◆ Knowledge of companies' health demands
- ◆ High NPS and own clinical staff

espaço **SUA**
saúde
vitat

**2,3k
health hubs**

- ◆ Personalized well-being and care journeys with engagement
- ◆ Integrated, simple and personalized platform
- ◆ Own and validated scientific methodology

◆ **Raia** ◆ **DROGASIL**

**49 MM
active customers**

- ◆ 3+ thousand pharmacies in every state
- ◆ 12+ thousand trained pharmacists
- ◆ Integrated pharmaceutical records

◆ **UNIVERS**
Benefício farmacêutico RD Saúde

**16 MM
active customers**

- ◆ Scale
- ◆ Operates in different markets
- ◆ Proven ability to generate pharmacy footfall



Renato Raduan

VP - Pharmacies, Omnichannel,
Expansion, Supply, & M&A
CEO as of Jan/25

Expansion Footprint

- I. Proximity for consumer convenience
- II. New openings guidance

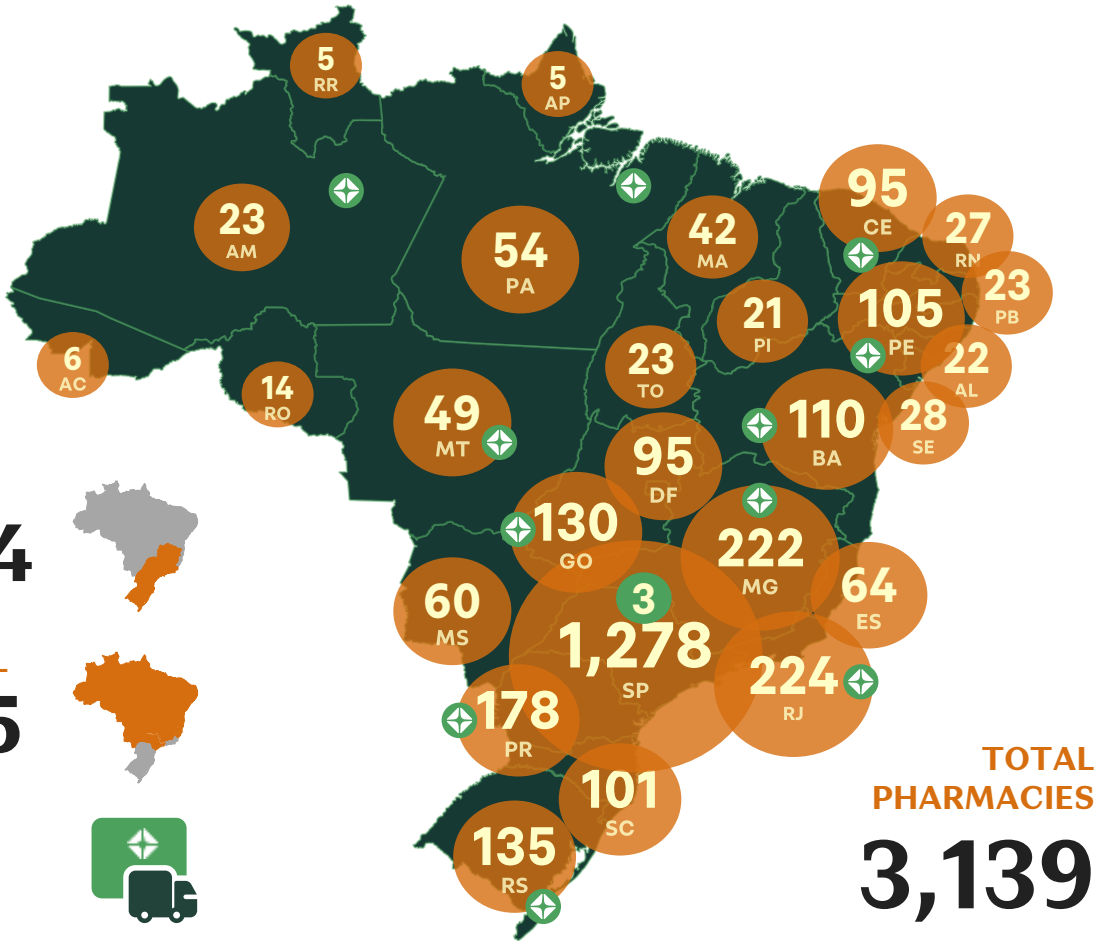


Our unique national coverage is increasingly closer to the customer with an omnichannel experience.

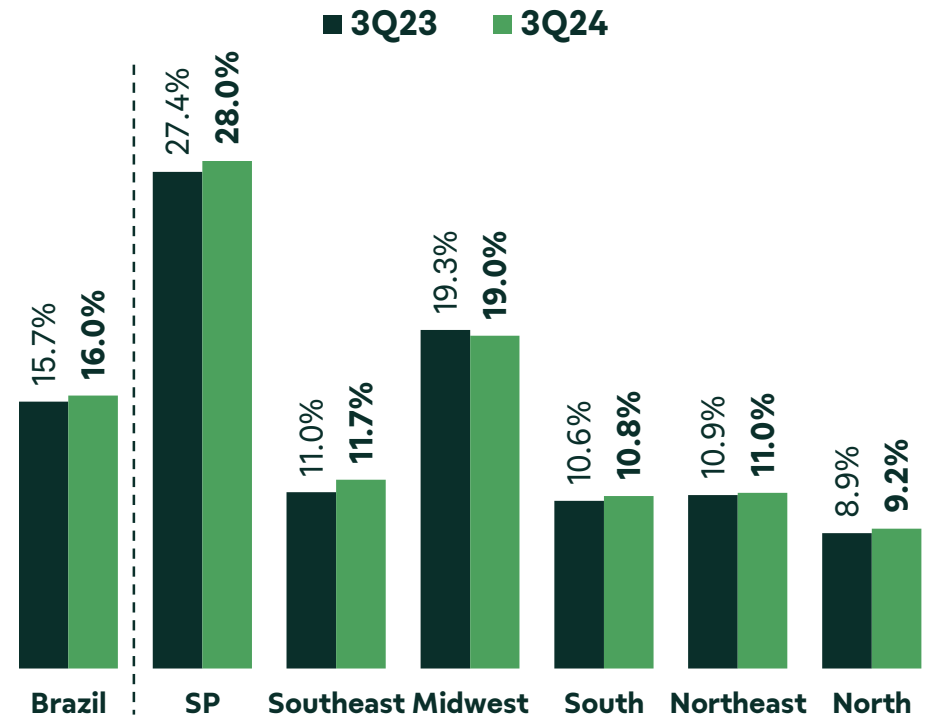
RAIA
1,324

DROGASIL
1,815

DCs
14



Market share
Retail share at Factory Prices (sell-out + sell-in)



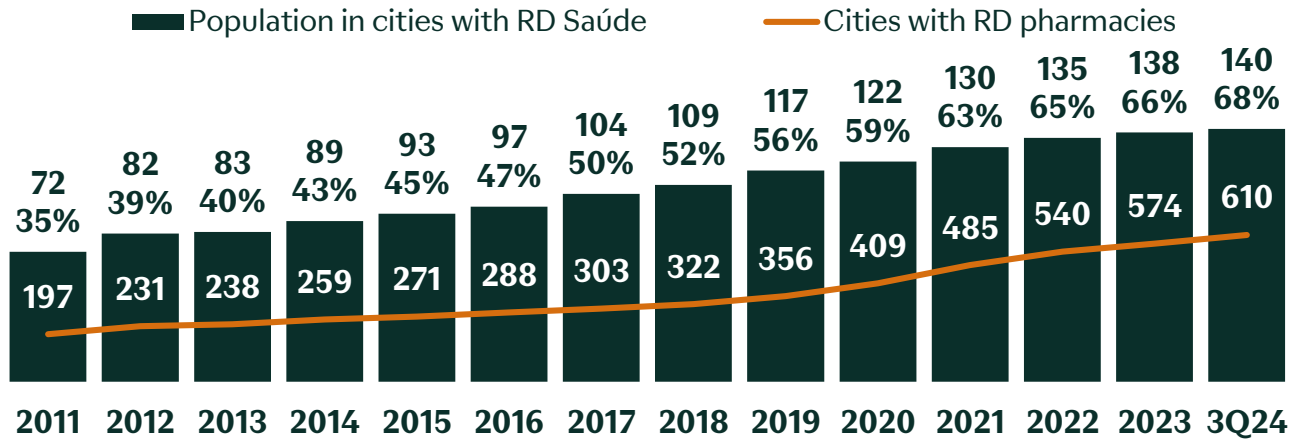
Source: IQVIA. Southeast excludes SP.



**We are present in 610 cities, with 60% of the Brazilian population within 5 km.
A great opportunity in both small and large cities.**

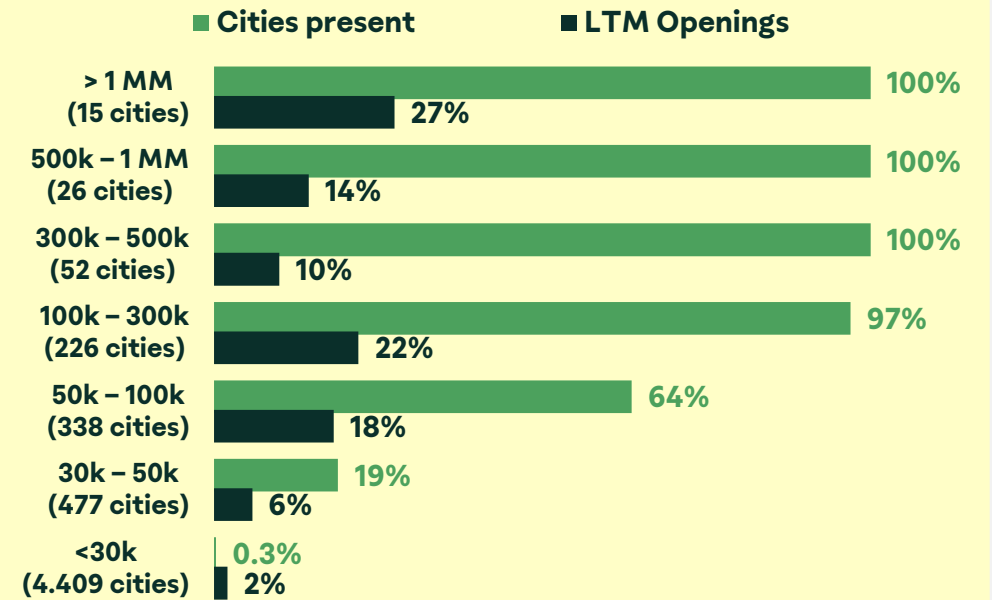
Number of cities and RD Saúde presence

Millions of people and % of total Brazilian population. Source: IBGE, 2024.

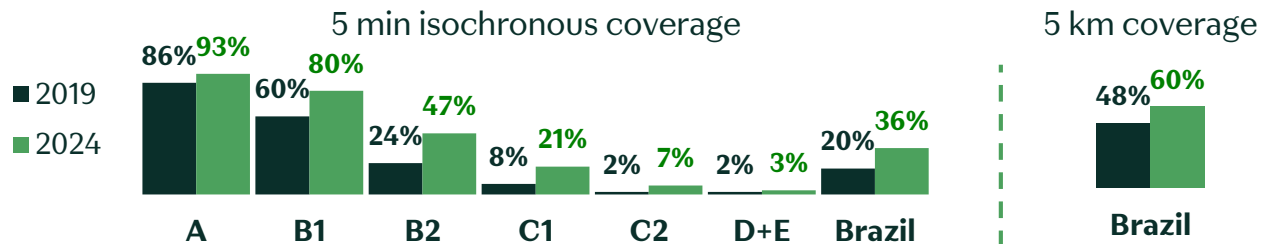


Cities by population

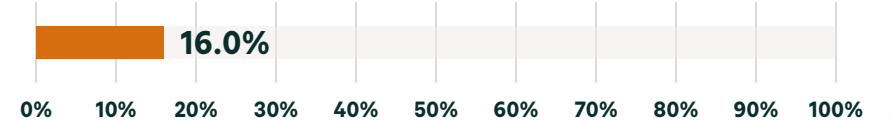
3Q24



National population coverage



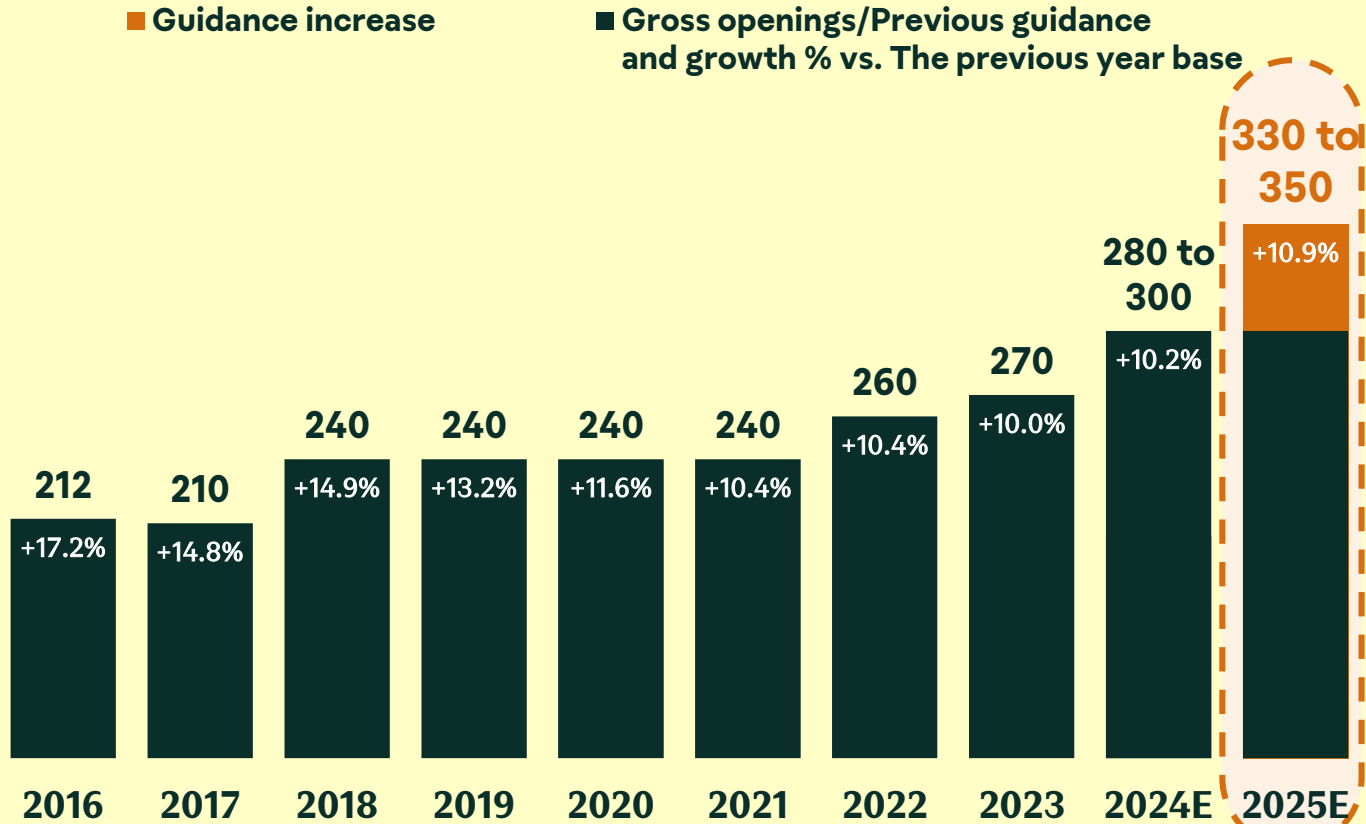
Market share (3Q24, Source: IQVIA)





We increased our 2025 guidance to 330~350 gross openings, maintaining the same recent geographic and demographic diversification.

NEW GUIDANCE 2025





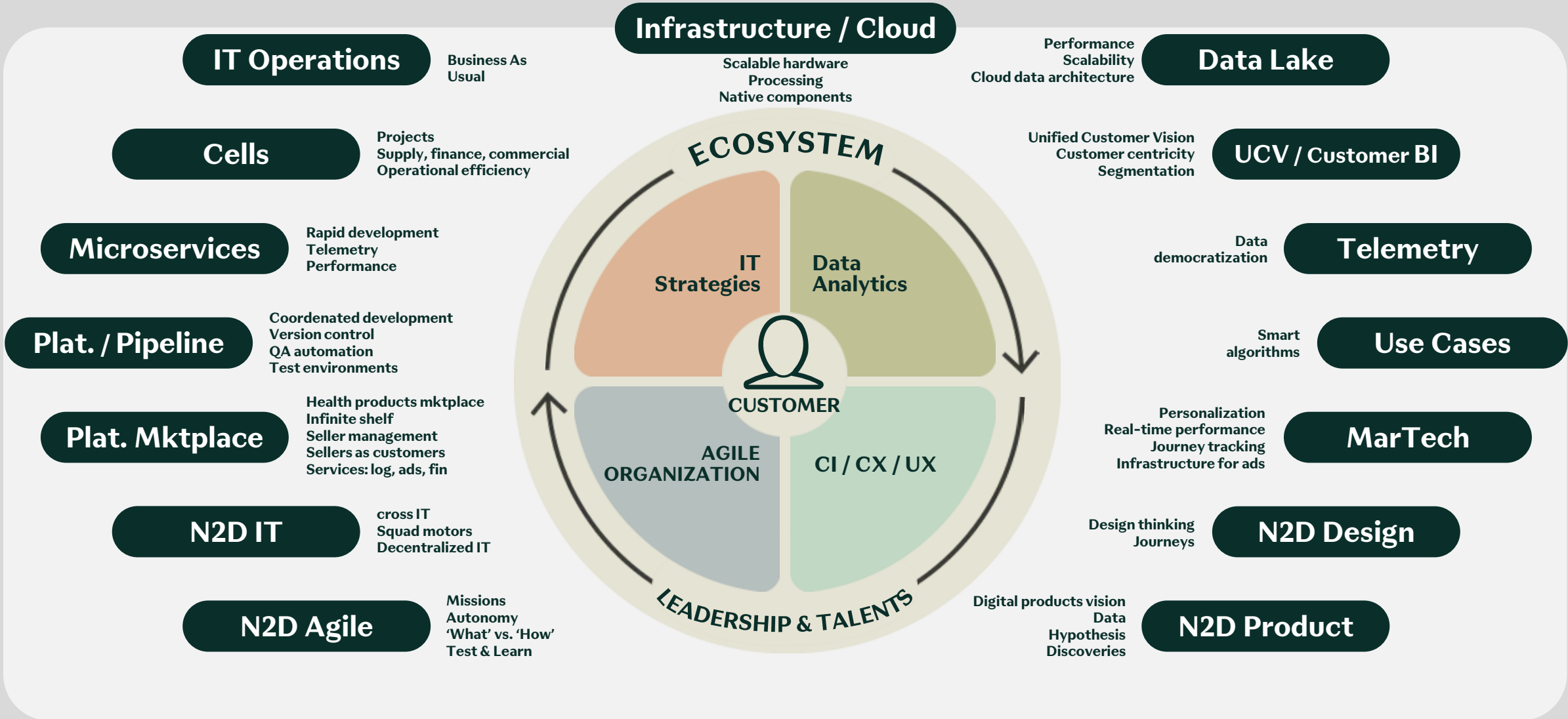
Fernando Varela
VP - Digital Transformation

Digital Transformation

- I. Digital Transformation and Performance
- II. AI strategies and Initiatives
- III. Data Analytics



Our Digital Transformation Strategy.



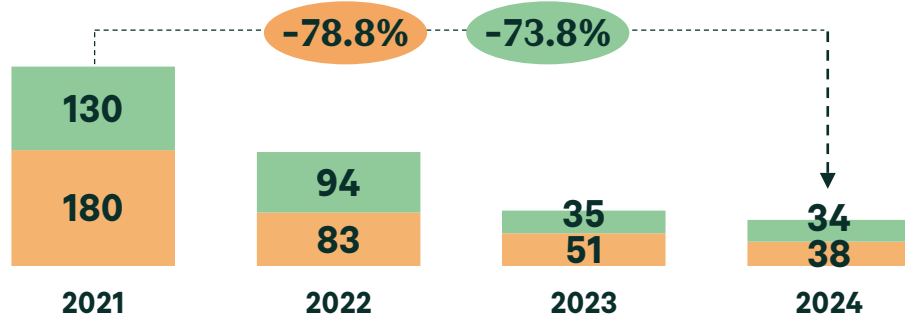


We increased the number of releases and reduced lead-times, allowing an improvement in our digital NPS.

Lead-time evolution

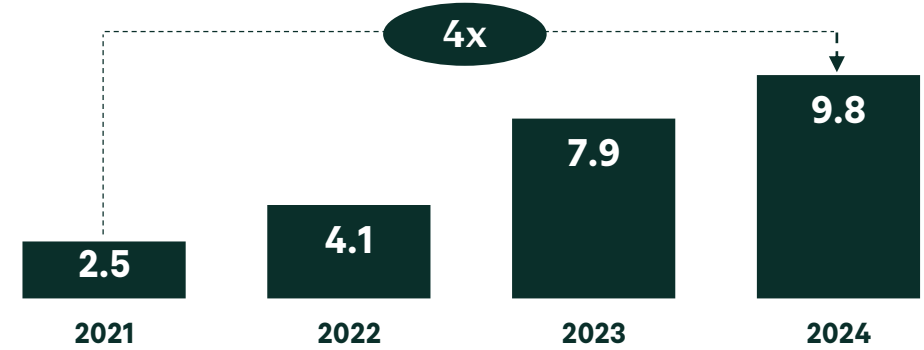
In days

Upstream Downstream



Project deliverables

Deliverables per squad, per month



SOFTWARE ENGINEERING

MICROSERVICES & MICROCOMPONENTS



PIPELINE & QA ACCELERATION

8x

INTEGRATION MANAGEMENT



SYSTEMS ARCHITECTURE



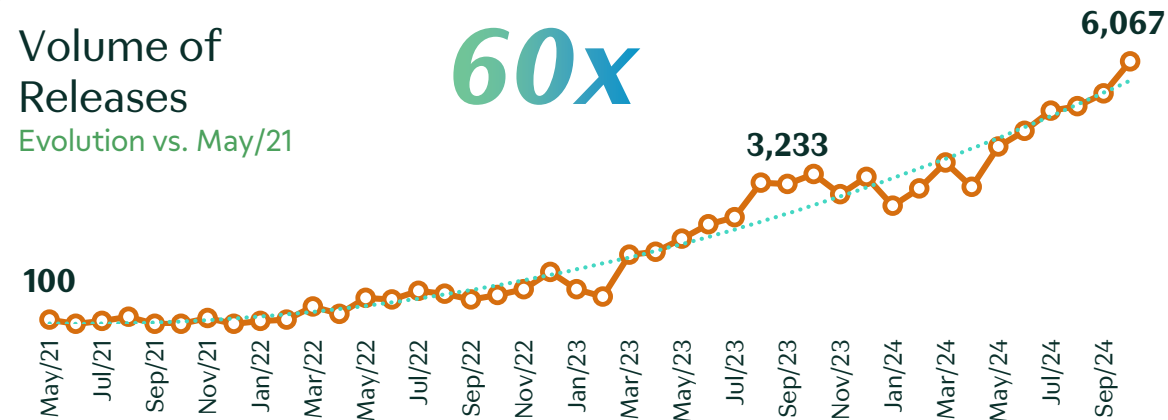
OPTIMIZE ORDERS/PAYMENT PLATFORMS



Volume of Releases

Evolution vs. May/21

60x



SUSTAINMENT PLATFORMS



CLOUD DIGITAL OPERATION

2x

DIGITAL TELEMETRY

4,0

INFORMATION SECURITY MATURITY



PRODUCT CATALOGING



AI EXPLORATION IN CODING



AI Strategy: increases access to AI and simultaneously allows the development of complex projects with high impact.

1

AI in depth

GO DEEP

Centralized + Data Owner*

Leadership	Data Science (full-time)	Business data (part-time)
Support	Business team (part-time)	Data (specialty team)
Complexity	High	Low/Medium

2

AI for all

GO WIDE

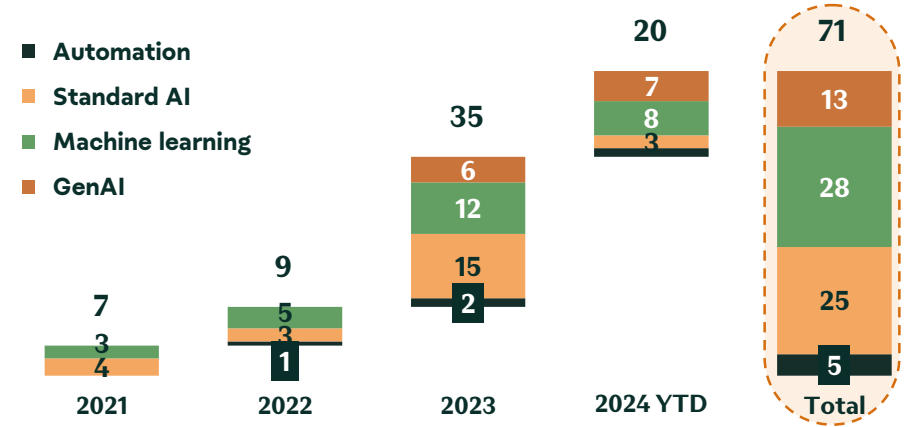


Laterally train and empower RD Saúde's teams (all levels)
Increase access to AI-powered tools (e.g. Microsoft Copilot)
 Increase squad **productivity** via GenAI

“AI in depth” projects are developed since 2021.

Domains	# of projects
E-commerce	20
Supply	15
Pharmacy Operation	10
Expansion	8
Omnichannel	7
Marketing	5
Commercial (Pricing)	4
Marketplace	2
Total	71

Number of projects delivered per year



*Data Leads within business functions.



AI in depth: 3 example use cases generated annualized gains of ~R\$ 50 MM.

	CONTROLLED MEDICINE TRANSFERS BETWEEN PHARMACIES	ZERO RISK	ONLINE PRICING
STAKEHOLDER	Logistics	Omnichannel & Finances	Commercial
USE CASE DESCRIPTION	Model to include the value of controlled medicine when balancing inventories between pharmacies	Algorithm for automatic approval of Multichannel orders (except payments via Pix), reducing the cost of external anti-fraud	Algorithms to optimize regional online pricing of 1P products, identifying combinations of parameters that maximize sales and margin at the SKU level
APPROACH	Algorithms for the optimization of newtonian fixed points	Extreme Gradient Boosting Machine Learning for classification problems	Bayesian neural network, Causal Inference
ESTIMATED ANNUALIZED GAINS	~R\$ 50 MM bottom-line gains		



AI with Data Owner: decentralization will allow greater autonomy and capacity to deliver results, with a focus on medium/low complexity AI.

Decentralization process, allowing AUTONOMY to business data teams

The appointment of the responsible team for each Use Case depends on the complexity

1 - Data Driven Culture

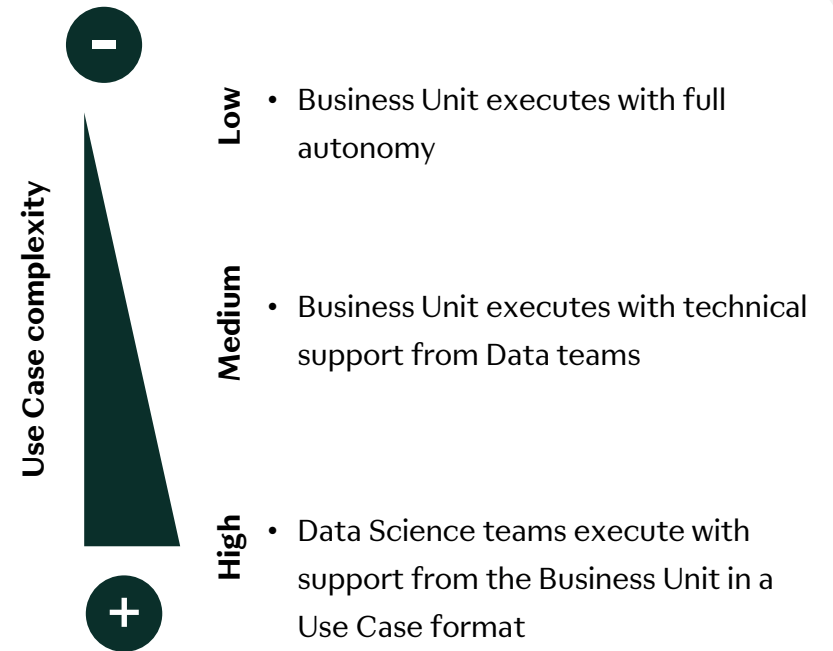
- DataUp implementation (inspired by the Cappra methodology)
- Focus on *Change Management*
- Leadership: Data governance

2 - Decentralization

- Databases structured and segmented by department
- Focus on technical training of Data Owner teams
- **Execution of low complexity AI projects** by Data Owners
- **Leadership:** Data governance & BI

3 - Autonomy

- Data Owner empowerment:
 - + Autonomy
 - + Skillsets
 - + Responsibility
- **Support:** Data governance & BI



Data Science enables tools and ecosystems in which business units may develop AI projects with autonomy.

New Technologies Committee will monitor projects and define the support model for each Use Case.



AI for all: the New Technologies Committee will support AI adoption by squads and will guarantee scalability of the projects.

New Technologies team (AI)

- Dedicated team for development and **implementation of new technologies**, with a focus on GenAI
- Resources specialized in **AI solutions deployment**
- Greater proximity between **Open Innovation** and **Digital Products** will approach squads with **external solutions** (Start-ups)
- Guarantees **scalability** and **integration** for the roll out of solutions

The definition of each Use Case leader depends on the complexity

Who participates

- ◆ Technology
- ◆ Data
- ◆ Digital Products/Open Innovation

Objective

- ◆ Focus on discussions about new technologies, with an emphasis on AI
- ◆ Exhaustive vision of AI usage (wide and deep)
- ◆ Policy definition and tool curation, privacy, access and security
- ◆ Definition and planning for new demands
- ◆ Skilling and democratization

The New Technologies team strives to support the implementation of innovative solutions and guarantee scalability to future POCs.

How can we integrate health initiatives into RD Saúde's ecosystem in a secure and efficient manner?



Health Platform & Data Hub: to evolve our Health Platform seeking integrations and data exchanges between our companies in a secure manner.

ENABLE

Lower Complexity

Privacy

Enrichment

Agility

Security

Mais Saúde Program

amplimed

HEALTHBIT
uma empresa RDsaúde

DATA HUB

Single, flexible & secure database
SECURE data exchange platform shared among the group's companies with processes and technologies that maximize efficiency and costs.

RDsaúde

SECURITY CONNECTIVITY HEALTH PLATFORM

RD Saúde attribution

- **Data architecture**
Centralized data strategy
- **Security**
Security definitions
- **Processes**
Shared unique customer vision

Transactional data & customers
Information enrichment with transactional data and consumer habits

Information on Healthy Habits
Enrichment with health information

BENEFITS

Business transformation (Health Platform)

Customer knowledge

Improve analytical intelligence

Customer experience

Regulatory compliance



Use Case: data sharing between Amplimed, RD Saúde & the *Mais Saúde* Program.

1

Presents the required data for specific health initiatives, **accesses** data in a **governed manner** via the **Health Data Hub**.

2

Analyzes the initiative, validates and approves data exposition, processes data for analytics and transactions, and develops or reuses integrations following security and privacy policies.

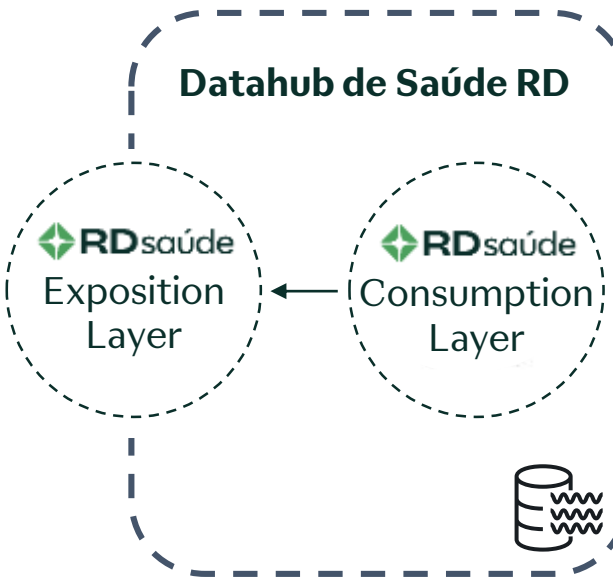
3

Responsible for the creation and sharing of Electronic Health Records (EHRs) and health services scheduling data (Amplifarma)

Health Services
Services Schedules
and EHRs
(Reports & Vaccines)



Health Programs
Services Schedules
and EHRs





Maria Susana de Souza

VP - People, Culture & ESG

People, Culture & ESG

- I. Culture
- II. Leadership succession
- III. Workforce development
- IV. ESG



Values

Competencies

**Leadership
Principles**





1. We look after people

We grow together
and seek the
best people



We built a solid succession process...

Robust people management cycles with well-established processes



VP and Director succession mapping with KPI tracking



We have embraced Job Rotation



Talent Pool
Up to 10% from each executive team (talent and key personnel)

2025 Strategy
RBI 2025-2 | 3-4 PRODUCTS AND SERVICES

Over the past four years, we have been working on our business strategy to revitalize the role of pharmacies beyond retail, delivering healthcare to the population by redefining their potential and expanding the range of integral healthcare services.

Through this journey, we intend to build a new primary care model supported by two pillars: **New Pharmacy** and **Healthcare Platform**.

Together for a Healthier Society

Integral health and well-being pathways for customers, focused on increasing customer lifetime value

Pharmaceutical retail: New Pharmacy (Retail + Retail + Health Hub), Healthcare Platform

Primary Care: diagnosis and care, self-care, telemedicine, digital care

Strategic enablers: Networks, Logistics, Brands, Technology and Data, Culture & Skills, Innovation & Services, Governance





Upskilling and Reskilling for Leadership Development.



Source



Initiatives for all



Leadership programs for new leaders



Targeted initiatives

Future leaders

1. *Trilhar* – career plan
2. *Novos Rumos* (internship)
3. *Elas Lideram* (women focus)

Operational Leadership (Supervisors and Pharmacy, DC and Omnichannel Managers)

ProgreDir - Training

Health Coach

Trilhar + Health Training + "51% Profile"

Mid-Level Leadership (Executive Managers, Regional Managers, Managers and Coordinators)

Succession / Internal talent pool:

Job rotation, *Acelera* (Talents)
International Events: Web Summit (Lisbon & Rio), NRF, Agile Trends, SXSW, and China Immersion Program

Senior Leadership (VPs and Directors)

International Executive Programs: AMP, PMD, and Others

Executive Training Programs: *Sociedade das Neves* and Others

Coaching & Assessment

Women in Leadership

Mentoring

Our Leadership and Care Approach (Culture)

"*Liderar*" leadership program

Support for Education

"*Crescer*" development program

Training programs in Diversity & Inclusion, Sustainability, Healthcare and Digital

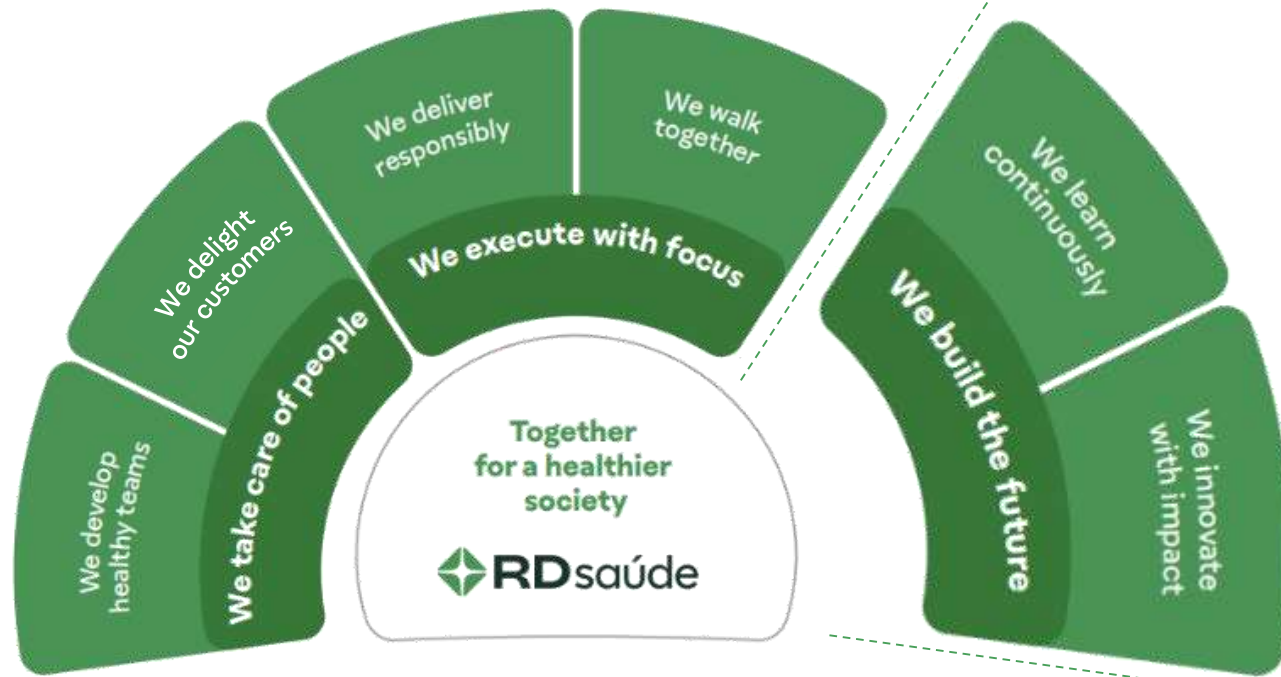


2. Our Capacity to Build the Future

More Digital and
More Health



Our practices are centered on health and digital...



We see an opportunity to strengthen the agenda:

more Health and more Digital.



Bringing a fresh perspective to the health agenda.



1. Healthcare Facility Certification

2. Pharmaceutical Development

3. Service Protocols

4. Telemedicine & Teleintermedicine

- >> Micro certifications
- >> RD Saúde Graduate Program + HAOC
- >> 70 mapped protocols = continuous training

Doctor Drauzio Varella



1. Pharmaceutical Development

2. Internal and external comms

3. Advocacy

- >> Initiatives for Pharmacists and Staff
- >> Customer engagement with health services
- >> Promoting pharmacies as healthcare agents

RD Saúde: Pharmacy Undergrad program



A personalized training focused on primary care and health promotion*.

- ◆ +750 students in 2024.
- ◆ 1,000 students forecasted by 2026.

* In partnership with IES and aligned with the MEC.



We also progressed in digital literacy across 3 initiatives:



TOOLS

↑ Productivity



CLOUD + CIBERSECURITY

+ Knowledge and security



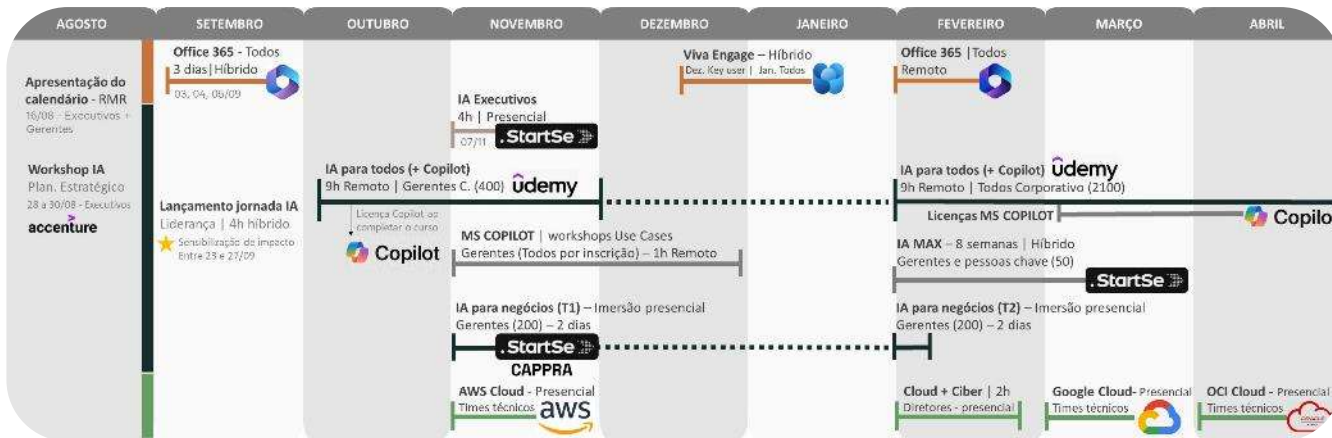
ARTIFICIAL INTELLIGENCE

★ Innovative technologies to enhance performance and strategy



2025

- ◆ Corporate employees
- ◆ Pharmacy and DC leadership
- ◆ Recurring training for all employees





We've invested in **continuous learning** and team empowerment within the Digital Transformation Vice Presidency



Career Paths

30+
careers

+110%

Course certifications
(vs. 2023)



160+
training paths

75%

Average
engagement
with learning
paths



Y-shaped Career

The specialist career path is expanding to include three new levels equivalent to **Manager, Executive Manager, and Director.**

Technology accounted for **37%** of corporate hires over the past four years.



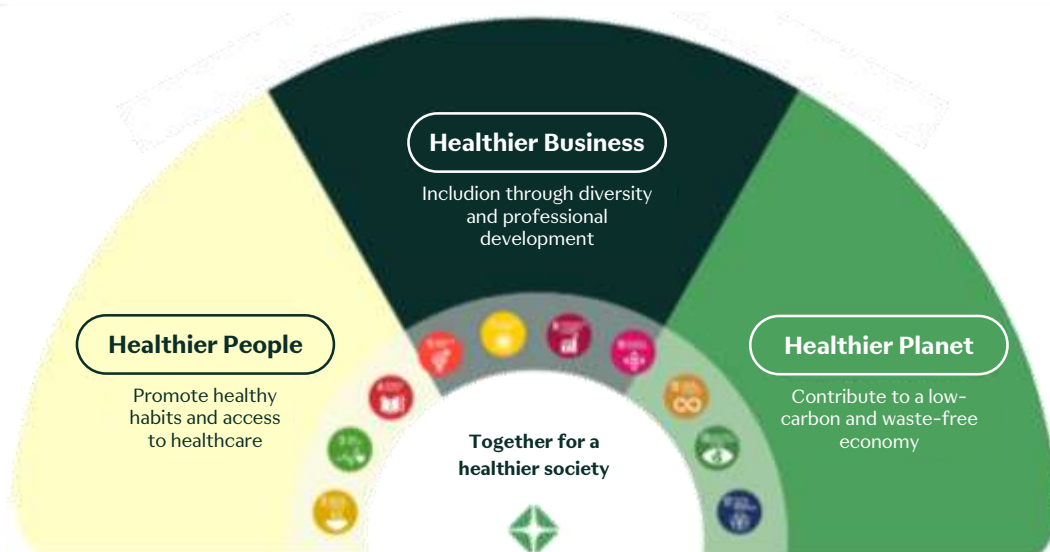
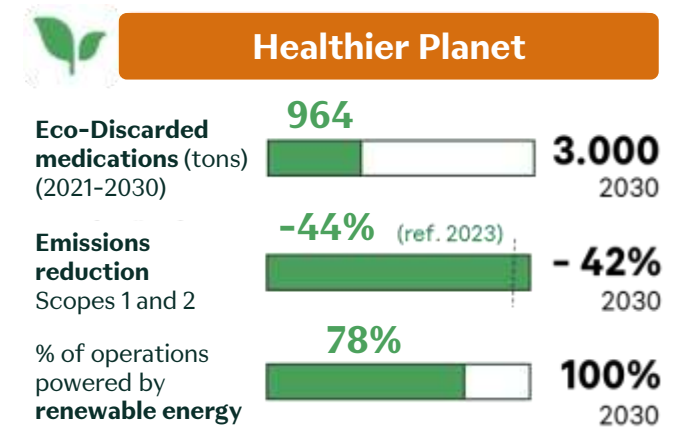
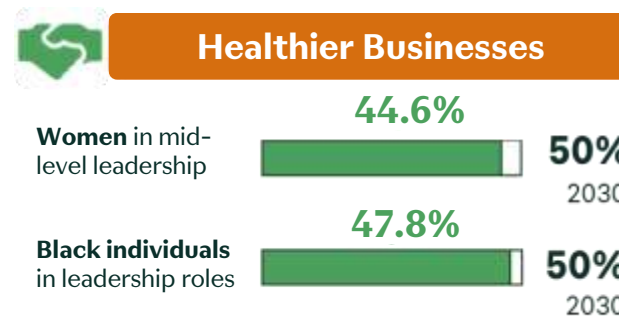
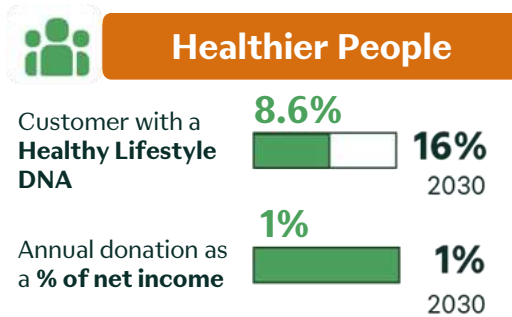
3. ESG

We look after people



ESG – 2030 Sustainability Commitments:

Highlights
22 commitments
(Jan/24 – Oct/24)



- ❖ **Mental Health Day:** commitments and positioning for Mental Health Promotion;
- ❖ **LOVS Portfolio:** brand/concept creation and pilot program in pharmacies;
- ❖ **RD Health Pharmacy Undergrad Program:** 750 students enrolled in 2024. 250 openings for the 2025 entry exam;
- ❖ **Suppliers:** Inclusion of climate change as a criterion for awarding partner suppliers;
- ❖ **1% Commitment:** RD Saúde is a pioneer in the movement to donate 1% of its net income.



Renato Raduan

VP - Pharmacies, Omnichannel,
Expansion, Supply & M&A
CEO as of Jan/25



Flávio Correia

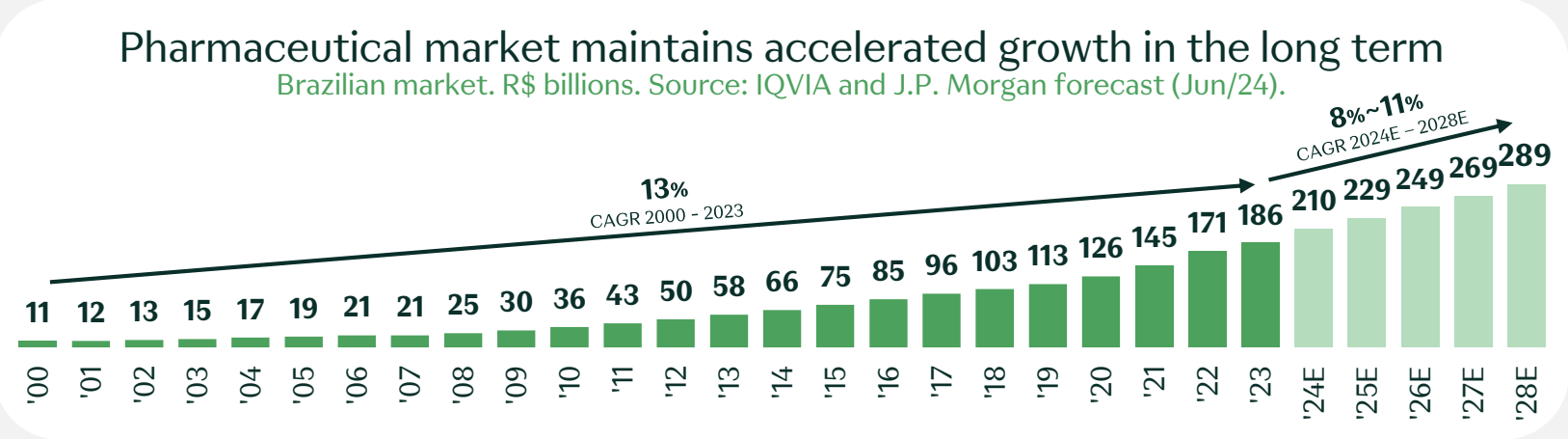
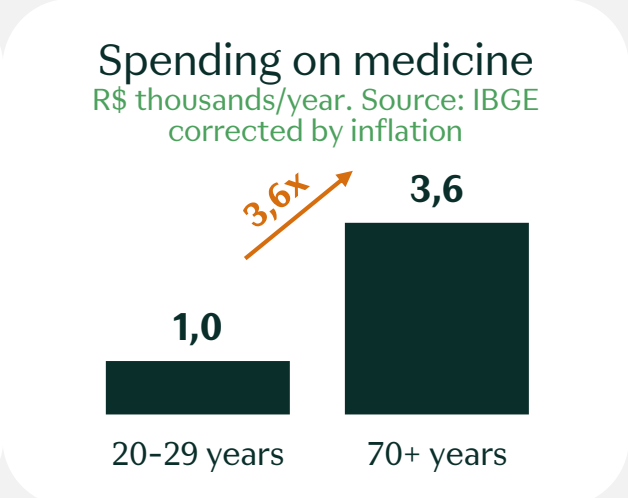
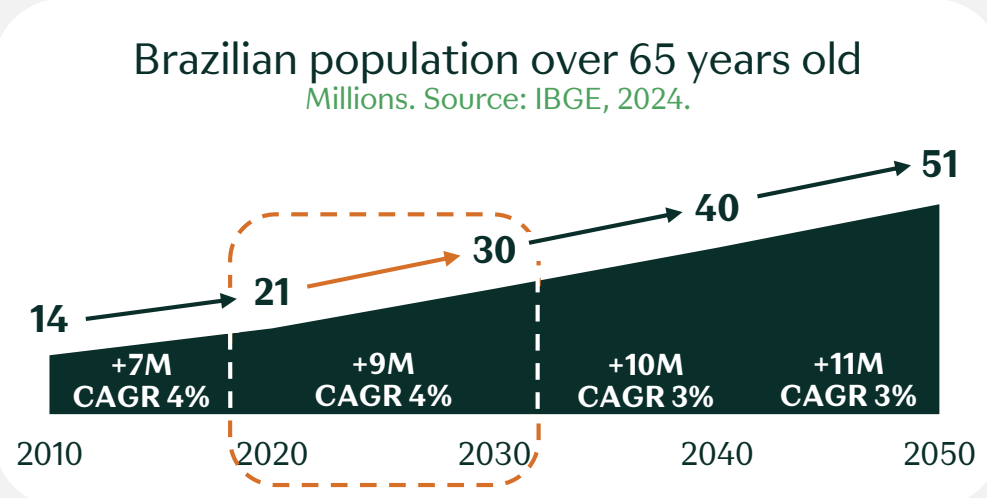
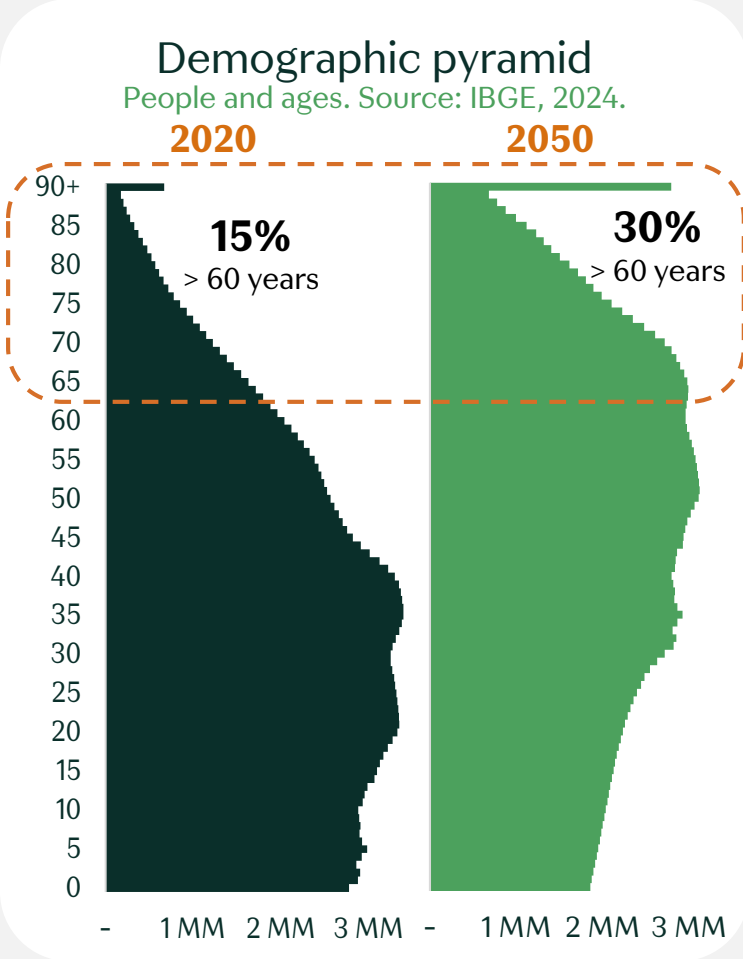
Executive Director - Investor Relations &
Corporate Affairs

Market Vision & Outlook

- I. Market Vision
- II. Business Performance
- III. Outlook



The demand for Health and Wellbeing will continue to grow for the next 25 years, driven by the aging population.

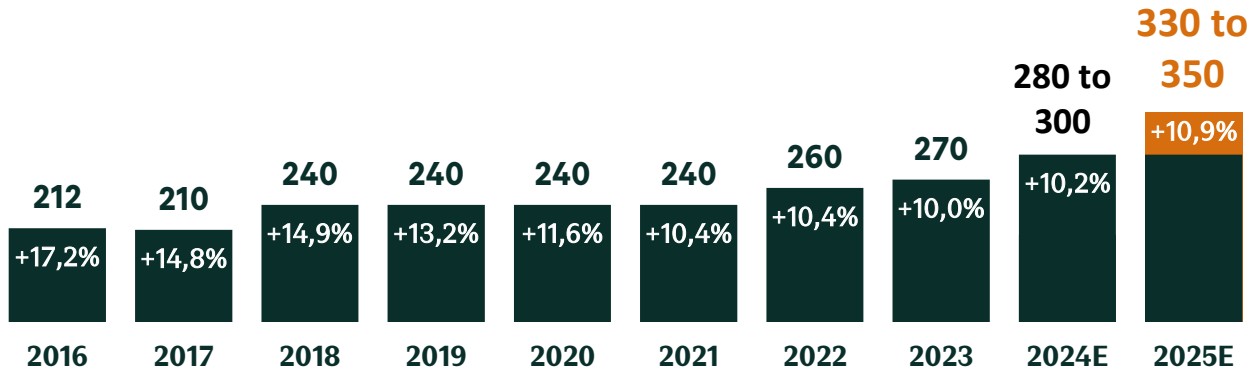




We continue to expand and consolidate the market, with superior unit economics. Sales per store of R\$ 1.1 MM, balanced 4-wall EBITDA and high IRR in expansion.

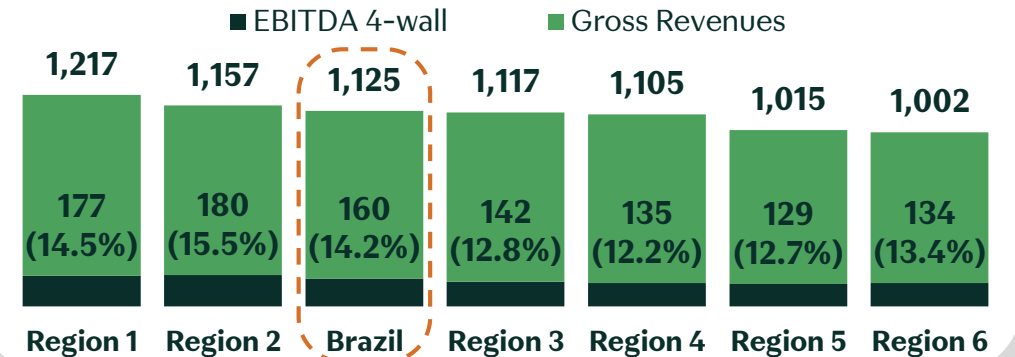
Pharmacy gross openings

Gross openings / guidance, % growth vs. previous year store base



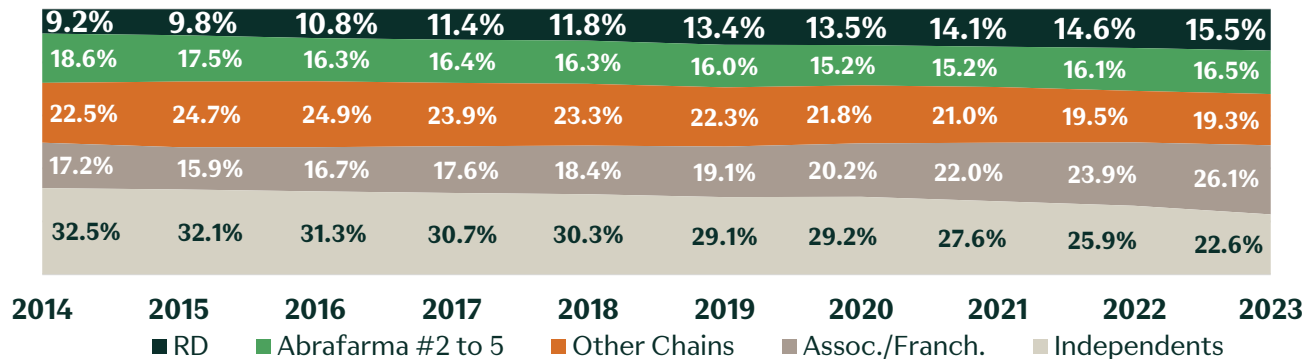
Mature store economics

R\$ thousands, 3Q24 LTM



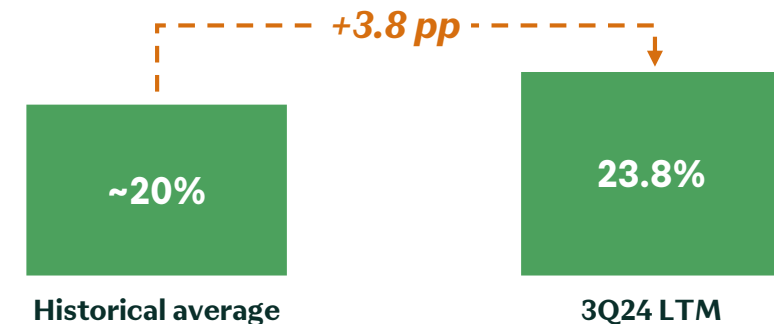
Market share

Retail participation. Source: IQVIA at factory price, sell-out + sell-in



Real projected IRR of LTM openings

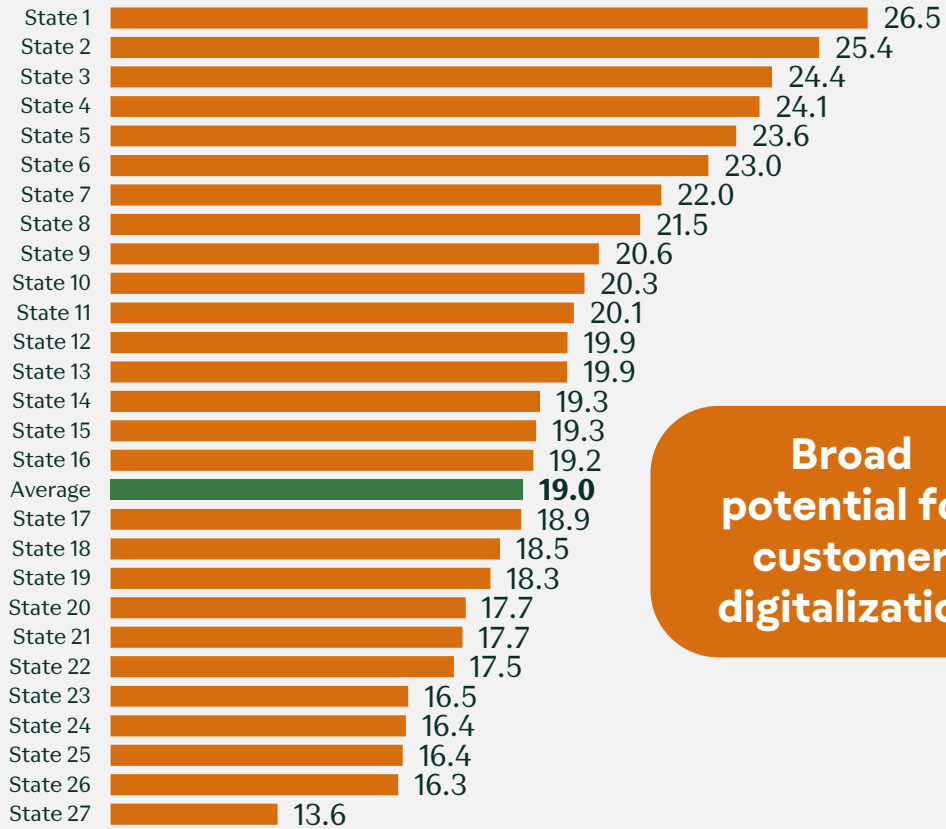
Per annum, ex-cannibalization, 10y store operations





Omnichannel continues to be an important attribute of convenience and a growth driver, based on the proximity of our 3.1 thousand pharmacies.

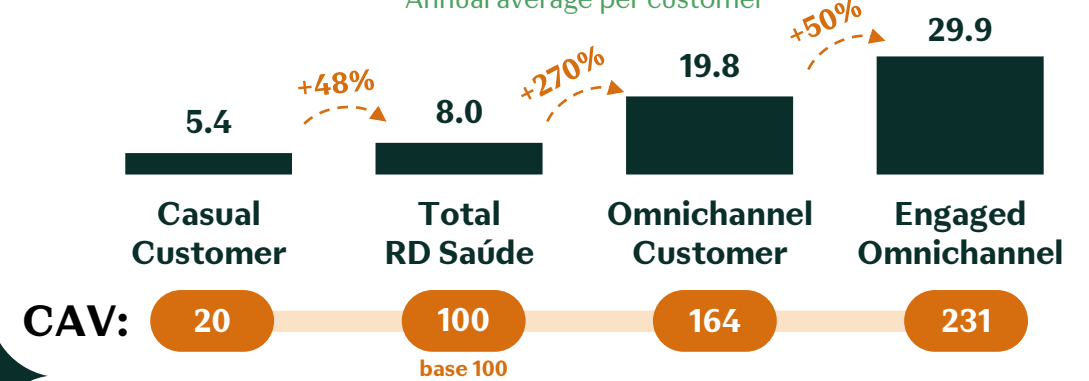
Digital participation per state (3Q24 % of gross revenue)



Broad potential for customer digitalization

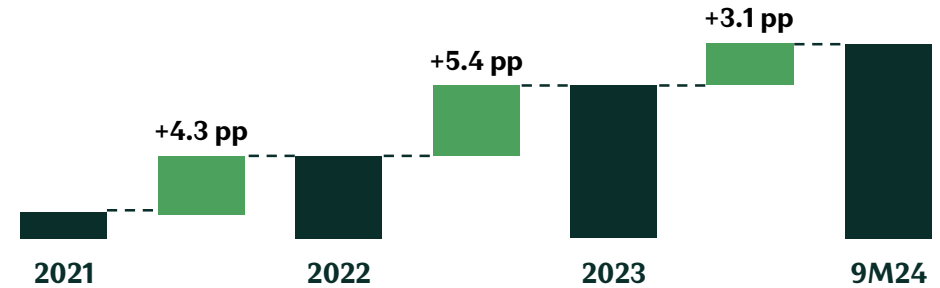
Purchase frequency

Annual average per customer



Evolution of digital channel profitability

Contribution margin (% of gross revenue)





We are advancing in the development of an ecosystem, with opportunities in Health, Compounded Medicine, Specialty Medicine, Ads and others.



Retail Solutions

Health Solutions

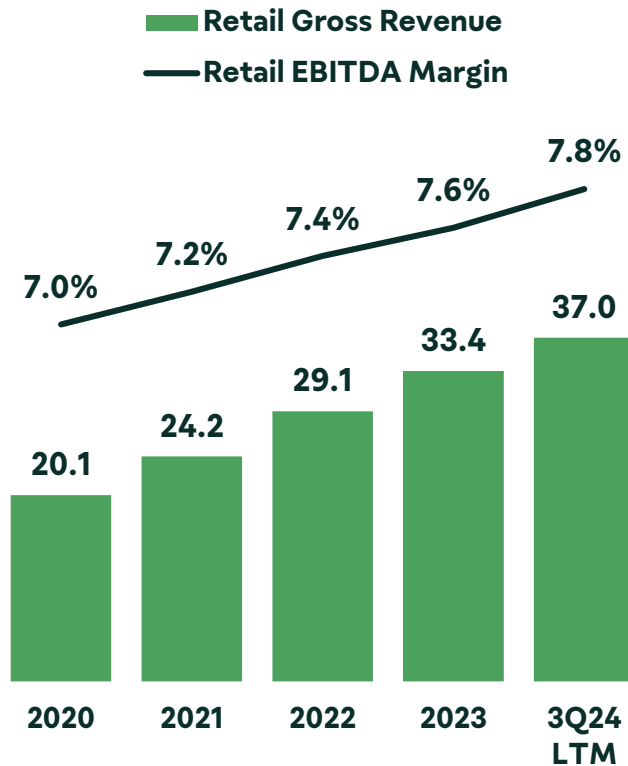




We grew retail with increased profitability, incorporated new businesses and initiatives, and at the same time doubled our EBITDA while increasing margin.

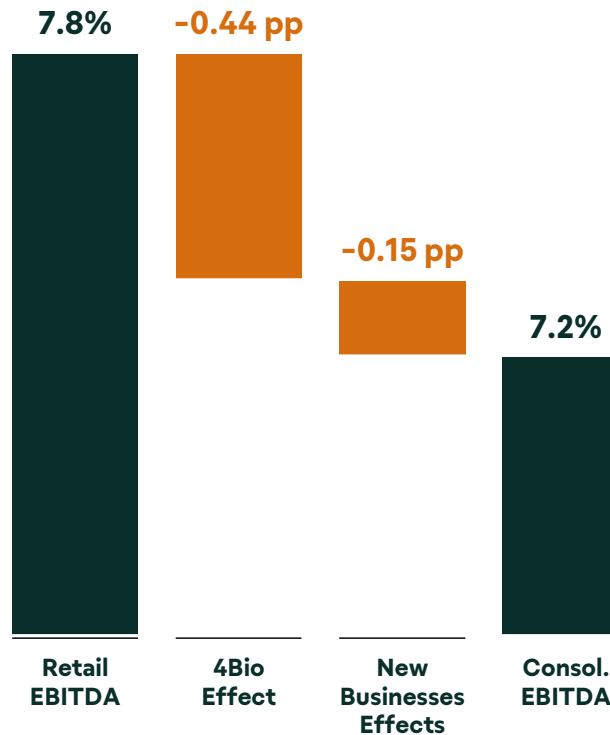
Retail gross revenue and EBITDA

R\$ billions, % of gross revenue



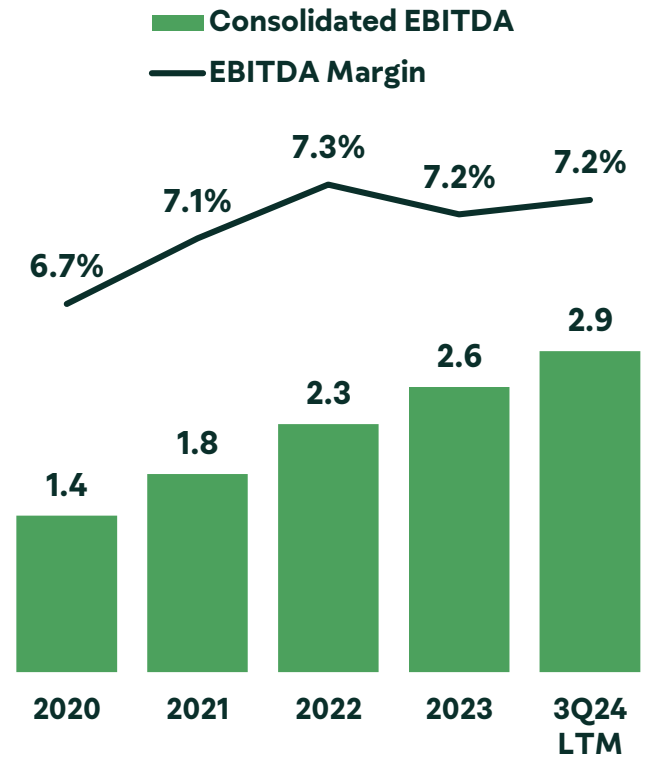
EBITDA effect 4Bio and new businesses

% of gross revenue



Consolidated EBITDA

R\$ billions, % of gross revenue

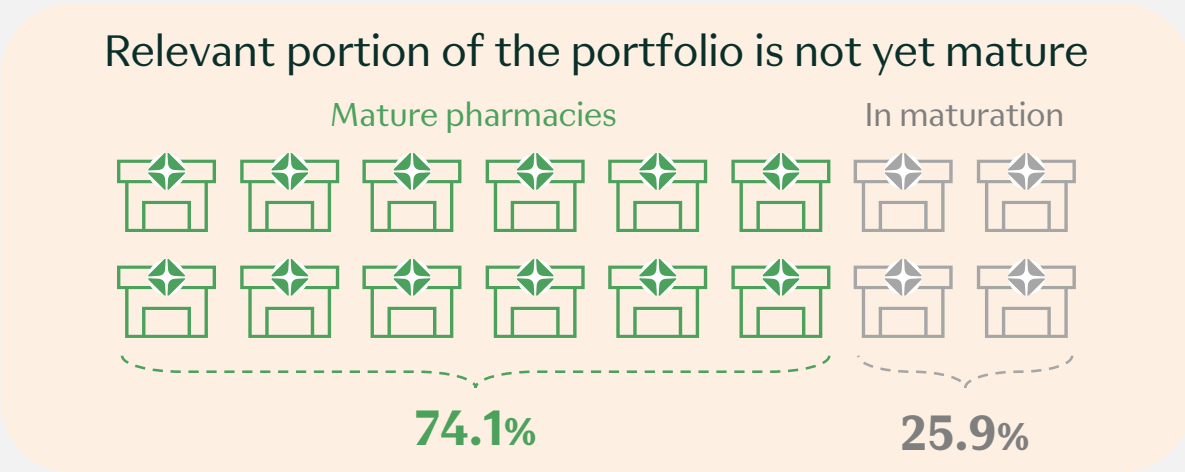
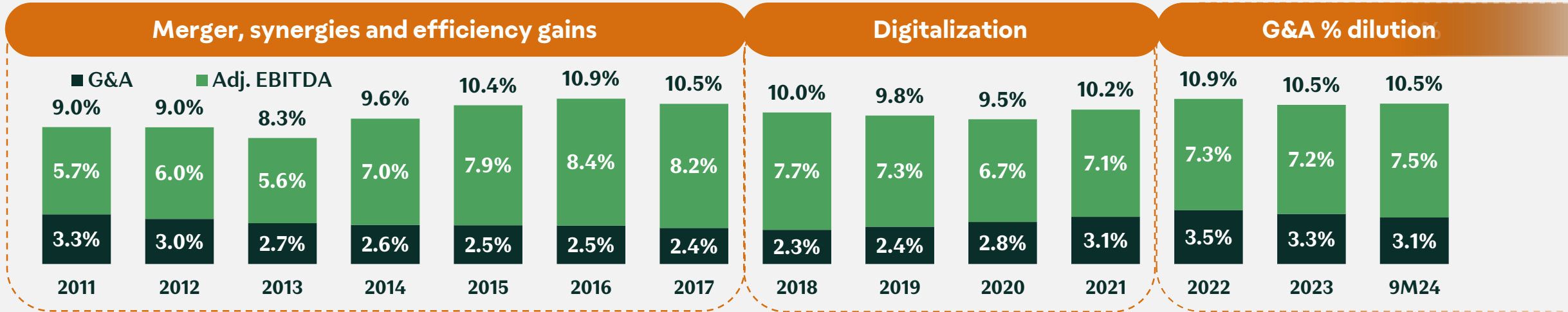


All EBITDA numbers are adjusted.



G&A grew to optimize our business but is already beginning to deliver the announced dilution. We will continue to advance and capture efficiency and margin.

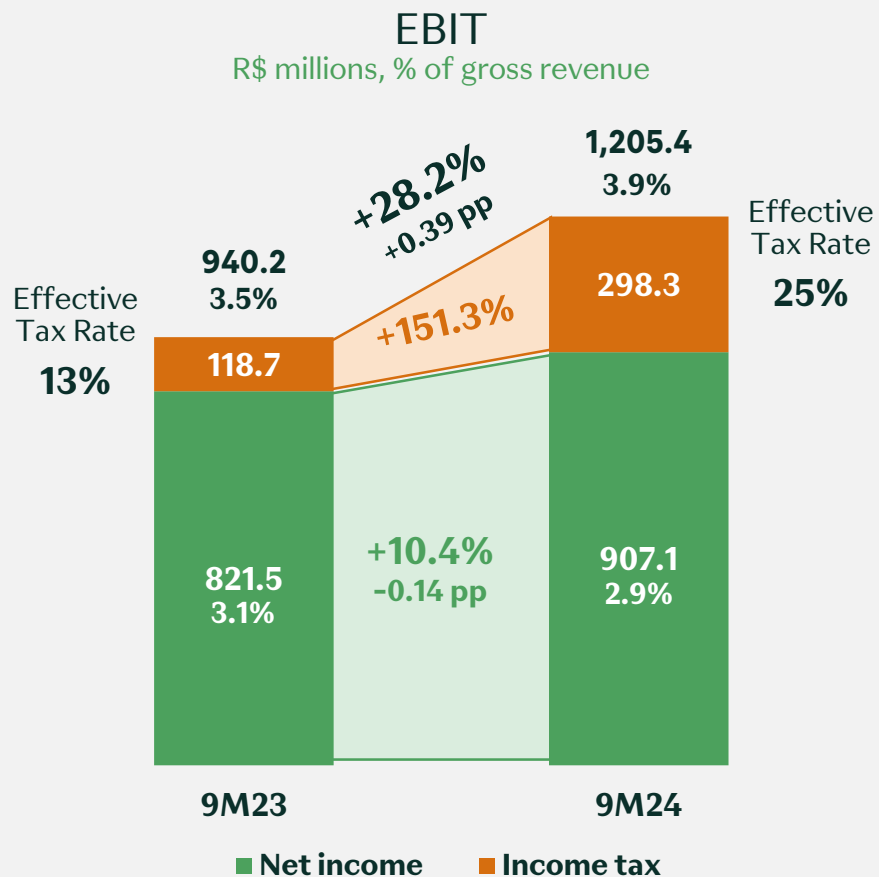
Evolution of Adjusted EBITDA, G&A and Contribution Margin since the merger (% of gross revenue)



- TOP LINE**
- ◆ Additional revenue generated by Expansion, Digitalization, etc.;
 - ◆ Real-growth of mature stores and 4Bio;
 - ◆ Natural ramp-up of maturing stores.
- BOTTOM LINE**
- ◆ Expenses for digitalization and platform reached a plateau;
 - ◆ Optimization of other expenses and controls (procurement, SSC, FP&A, etc.).

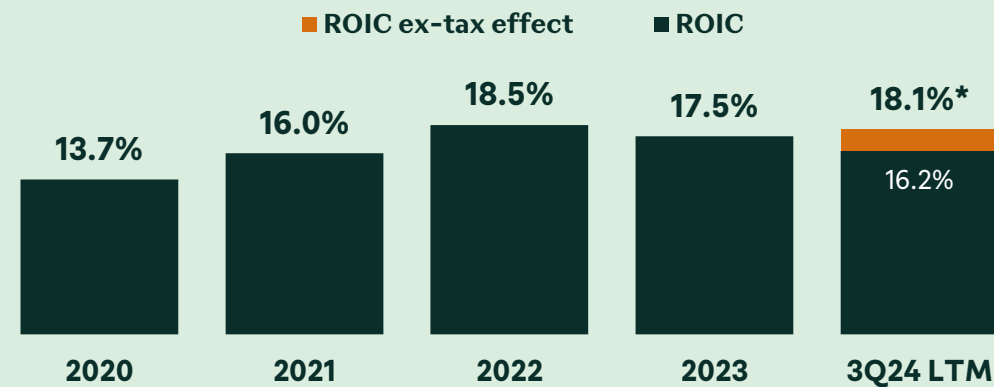


We continued growing net income, despite facing the strong effect of the new taxation, and remain focused on increasing ROIC.



- ◆ EBIT grows +28.2% nominal and +0.39 pp in margin
- ◆ Tax increases by +151.3% nominal and +0.52 pp due to the new taxation of investment subsidies
- ◆ **It is worth mentioning that this change affects the entire market and that we are taking it to court.** We have noticed more players adopting a more conservative approach, as well as the government issuing notifications and fines.

ROIC evolution



* Considers an effective income tax rate of 16.3%, adjusting for the effects of Law No. 14,789/2023.

Our people IS the difference!





Q&A





Thank you!