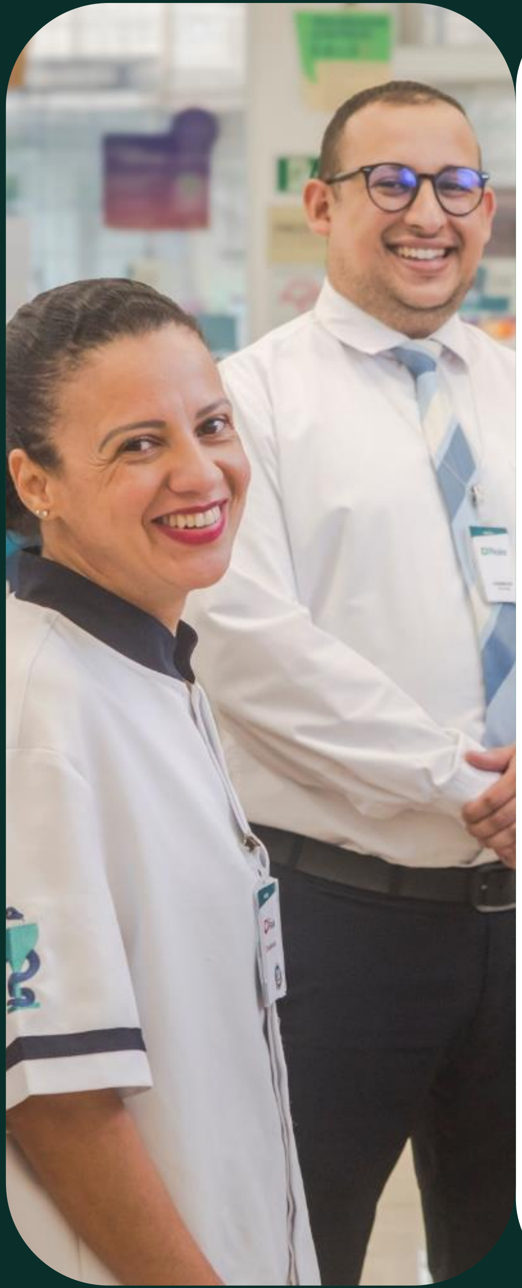
Institutional Presentation

1Q25

RDsaúde

for a healthier society.



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RDsaúde
for a healthier society.

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

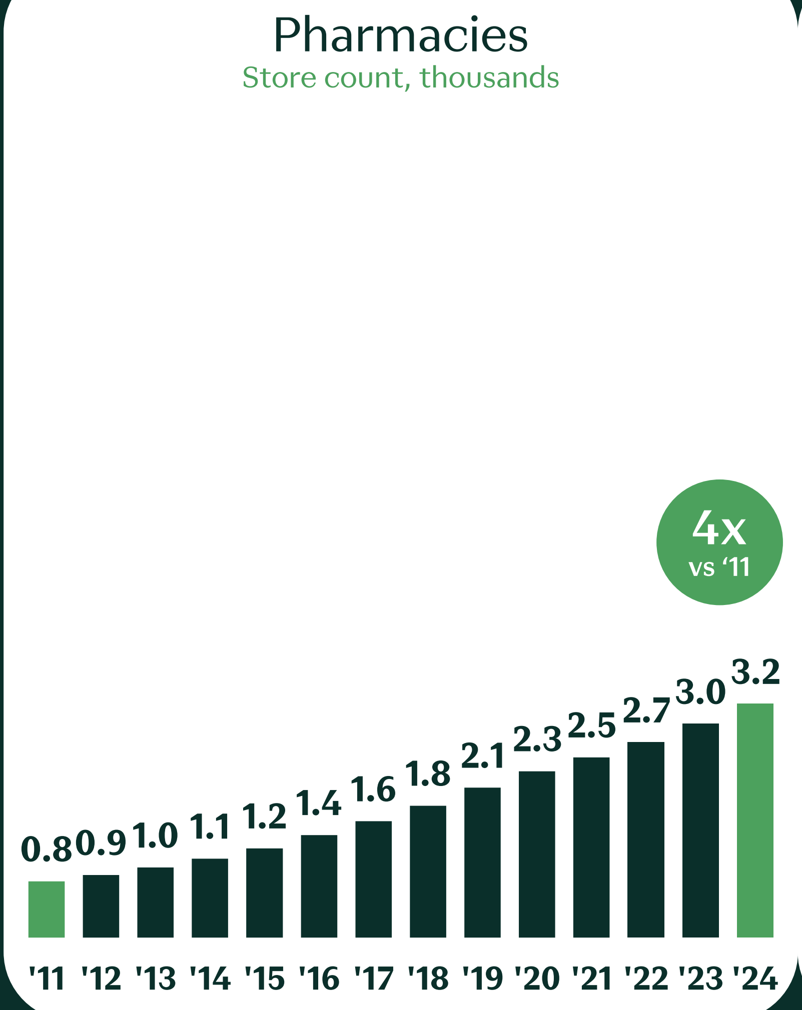
Our Purpose:
Together for a **healthier society**.

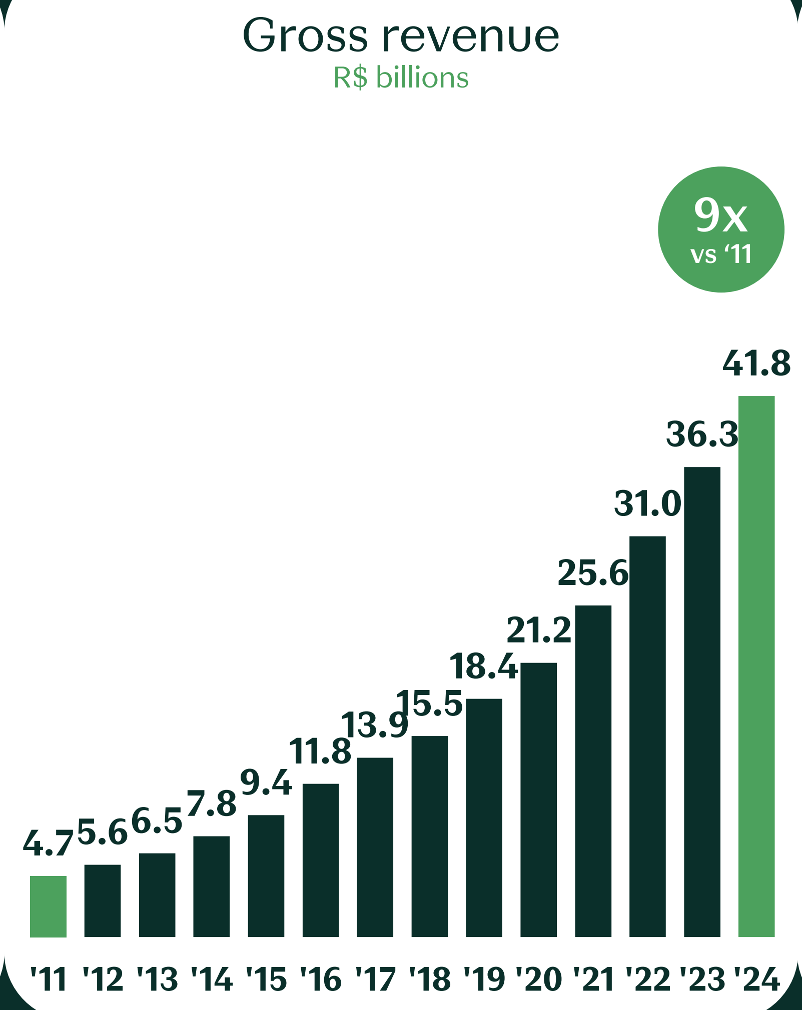
Our Ambition:
To become, by 2030, the group that contributes the most towards a **healthier society** in Brazil.

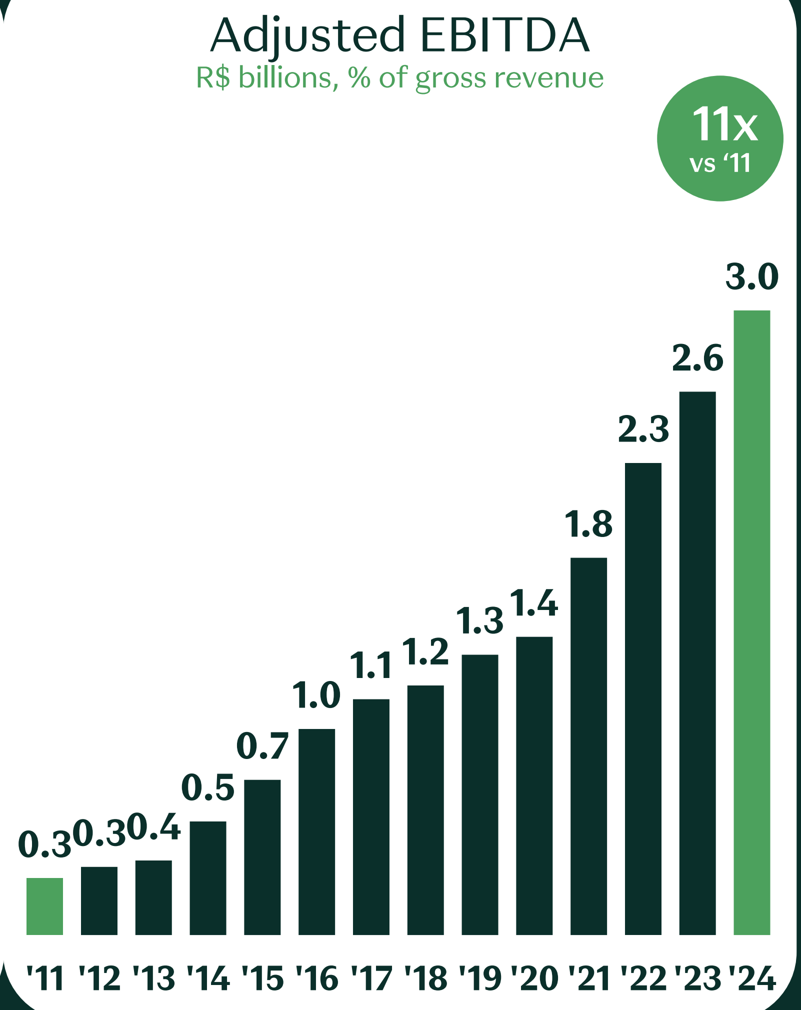
PHARMACIES	EMPLOYEES	ACTIVE CUSTOMERS	TICKETS	GROSS REVENUE	ADJUSTED EBITDA
3,301 across every Brazilian state	66.3 K at the end of the 1Q25	49.7 MM in the last 12 months	411 MM in the last 12 months	R$42.8 B (1Q25 LTM) +14% Y/Y growth	R$3.0 B (1Q25 LTM) 6.9% of gross revenue

PHARMACY CHAIN	OPENINGS	NPS *Net Promoter Score*	DIGITAL SESSIONS	MARKET SHARE	RATING BY MOODY'S
#1 in Brazil, in revenue and pharmacy count	330-350 new pharmacies in 2025 (guidance)	90 PHARMACIES 78 APPS	182 MM visits to our apps and websites in the 1Q25	16.6% in the 1Q25, +0.4 pp, with gains in every region	AAA.br

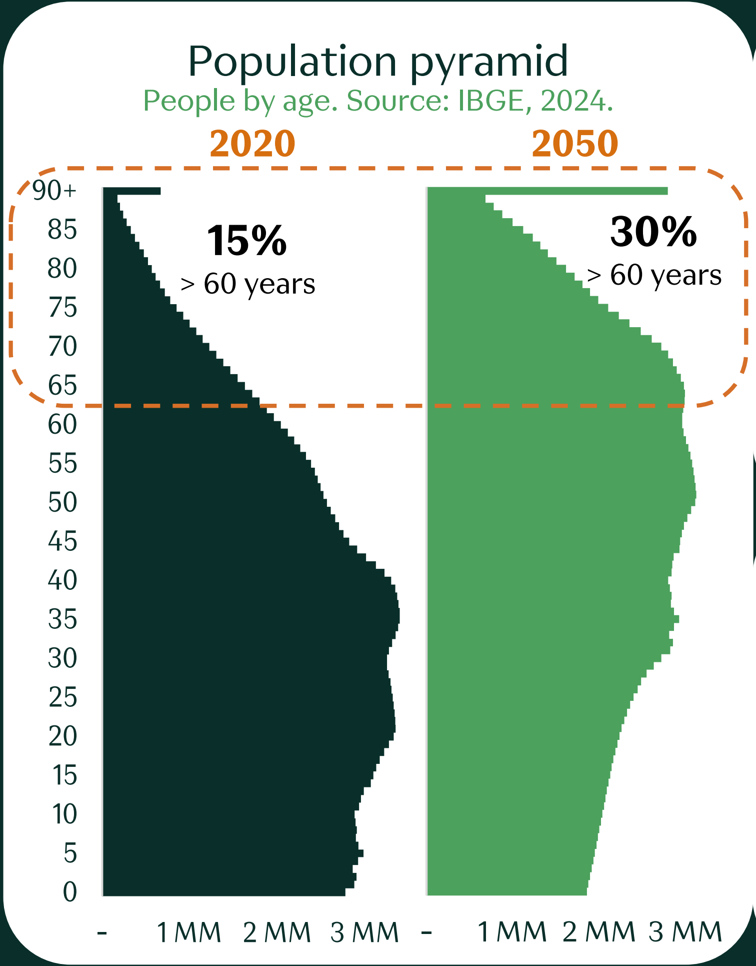
We recorded 13 years of consistent high growth in pharmacy count, gross revenue and adj. EBITDA since the merger of Raia and Drogasil.

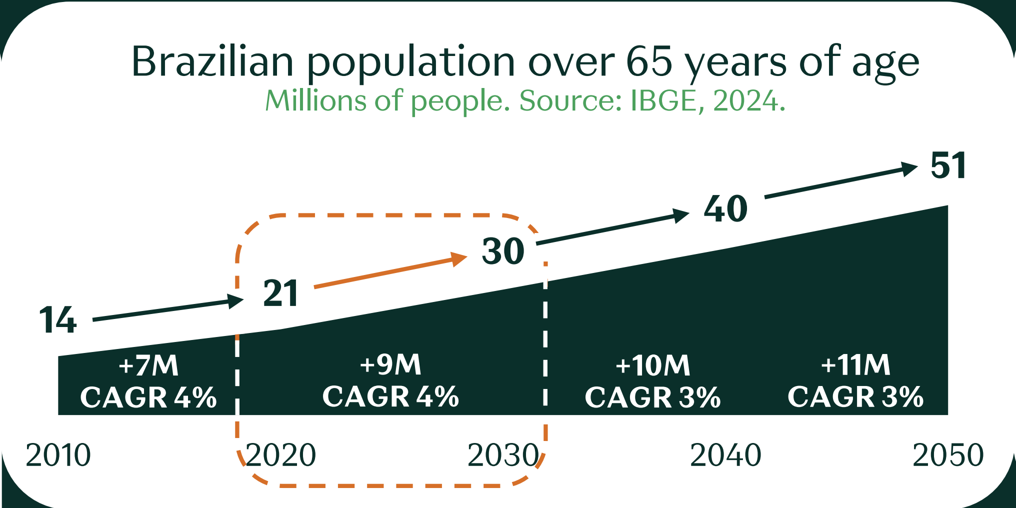


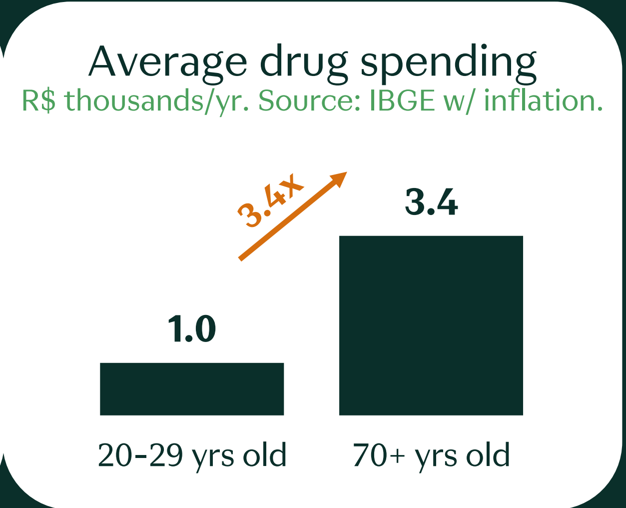


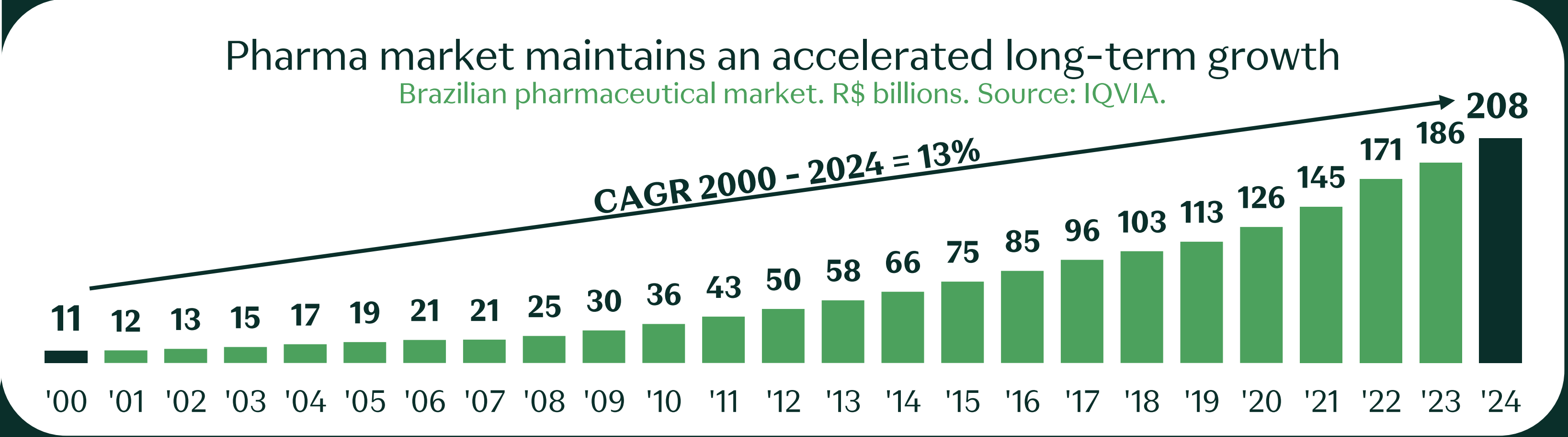


The long-term aging of the population sustains robust demand growth of the pharmaceutical market in Brazil.

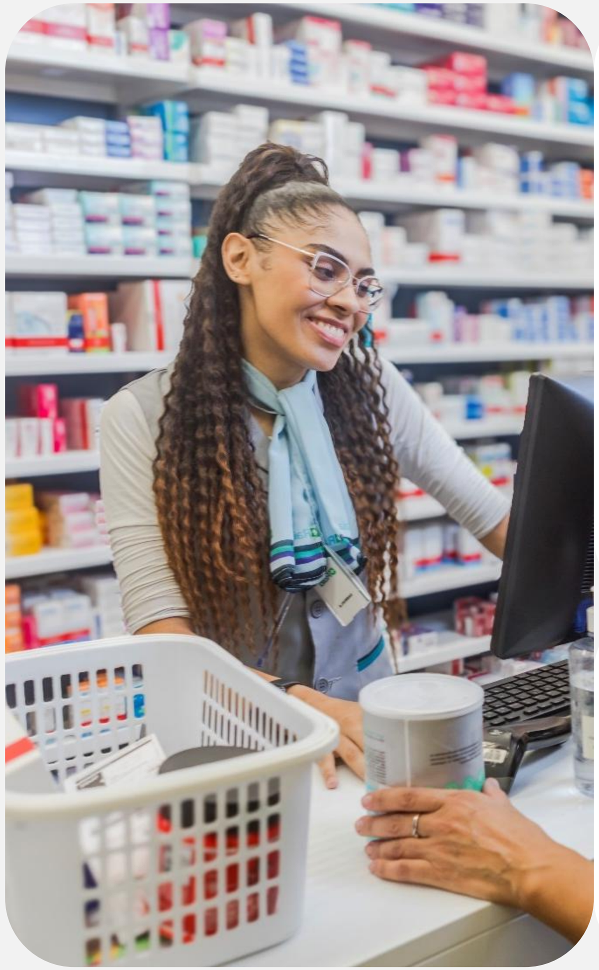




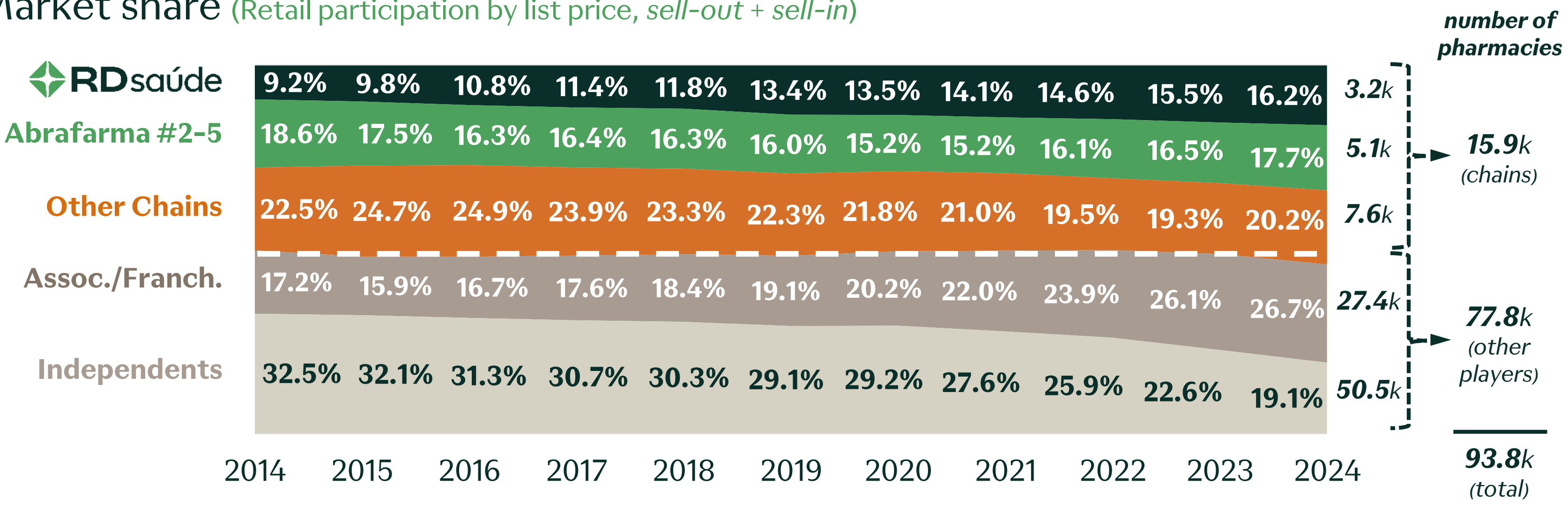




The fragmented pharmacy market offers ample opportunity for consolidation and long-term growth.



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

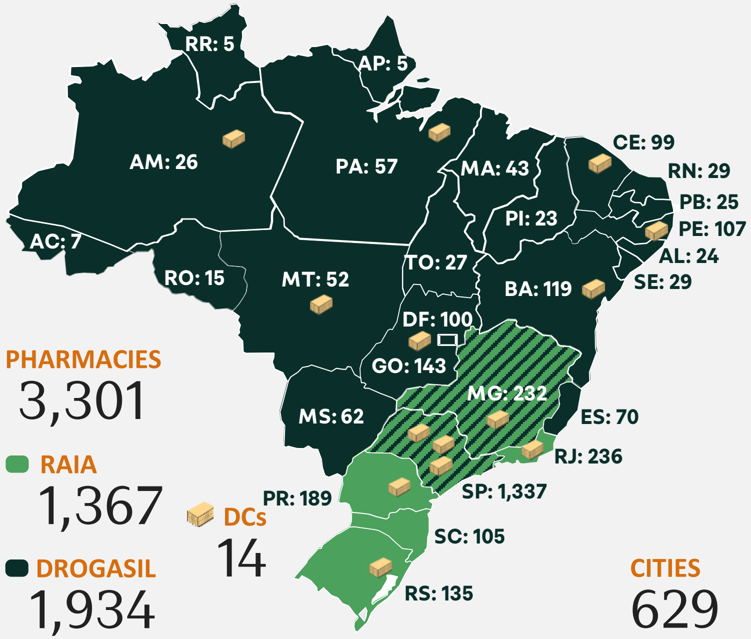


Average annual sale per pharmacy in 2024 (RD Saúde = 100 index)

Source: IQVIA.

We continue to expand nationally with unique pace, solid unit economics and diversification while sustaining real IRRs above 20% net of cannibalization.

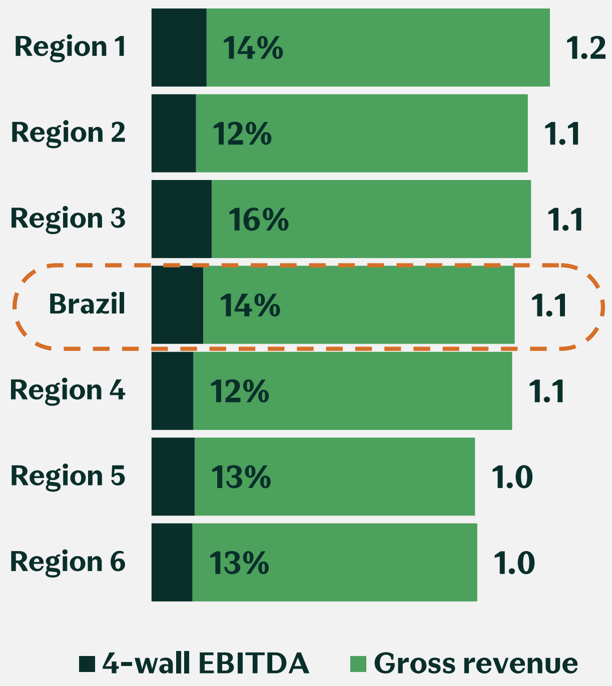
Geographic presence (1Q25)



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

Performance by region*

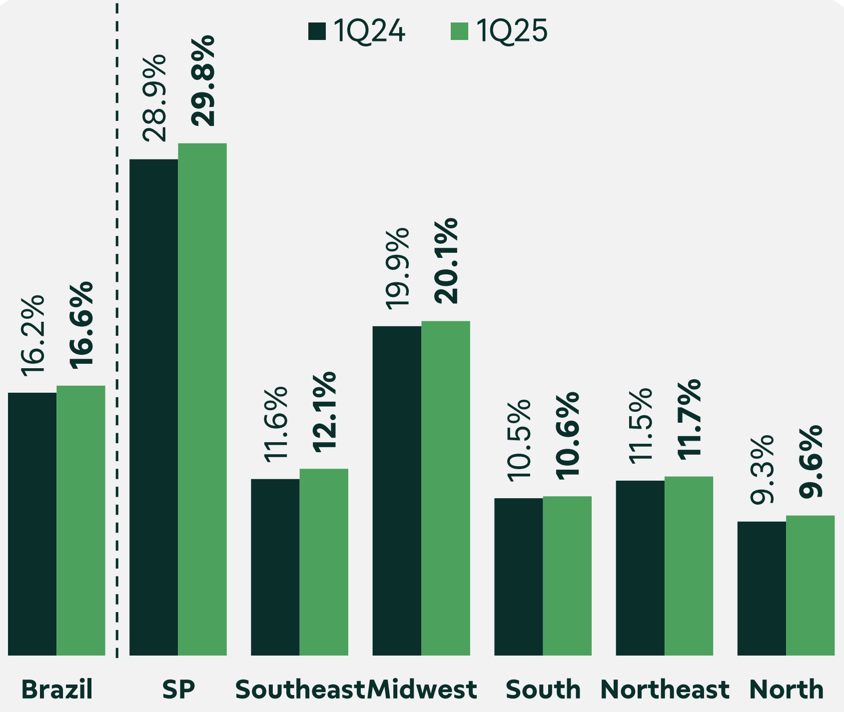
R$ millions, 1Q25 LTM



* 4-wall EBITDA of mature stores. Excludes distribution centers and regional expenses.

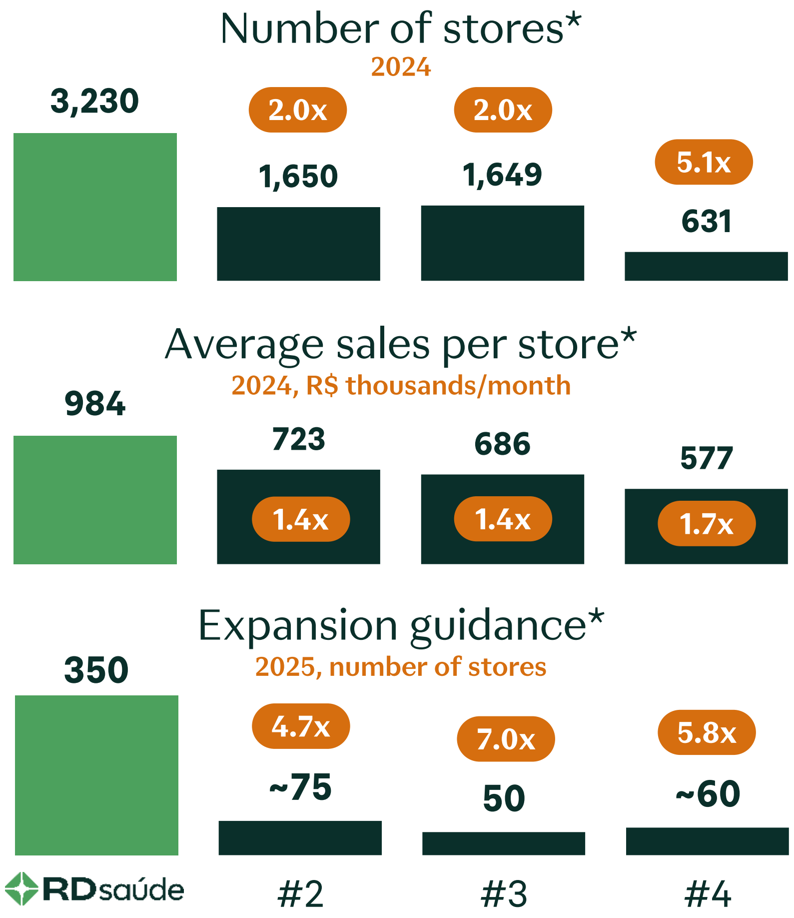
Market share

Quarterly retail share at list price, sell-out + sell-in



Source: IQVIA. Southeast excludes SP. Adjusted for inconsistencies in the category “Nutritional & Diet items” which overestimates market share gains.

We continue to build upon unique assets and skillsets towards the consolidation of the pharmaceutical market.

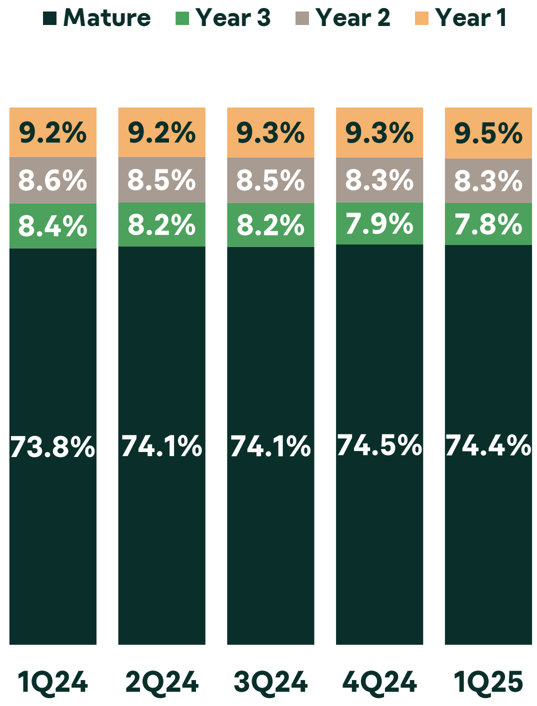


- A **centennial culture of caring**, with 66k employees and 13k pharmacists;
- **Brands** with NATIONAL presence and STRENGTH;
- **50 MM** active customers, **7 MM** loyal and an **NPS of 90**;
- Customer **proximity** (70 MM in 5 minutes), at prime locations;
- Proprietary **digital journey** with accelerated adoption;
- **Pharmaceutical services** scaling up and strengthening customer bonds.

* Source: RD Saúde estimates based on public information from listed competitors #3 and #4, and information released in the press for unlisted competitor #2.

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

Pharmacy portfolio



ASSERTIVENESS

98% LTM[1]

GUIDANCE

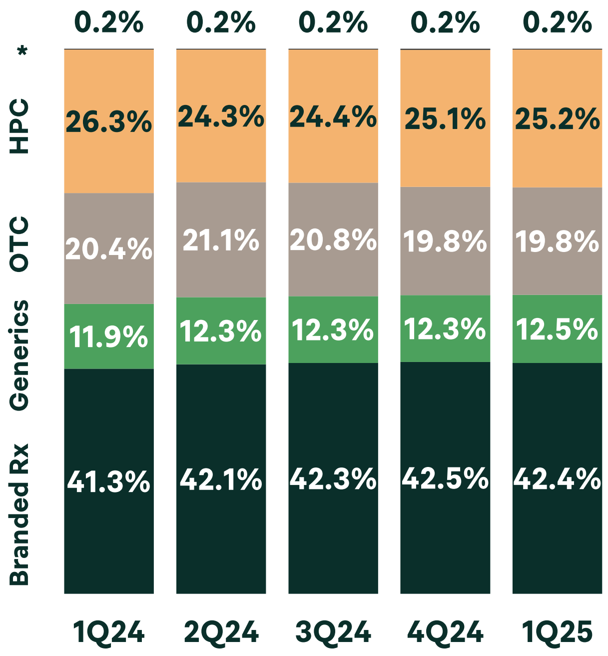
330-350

gross openings in 2025.

RAMP-UP

Store maturation after three full years.

Retail sales mix

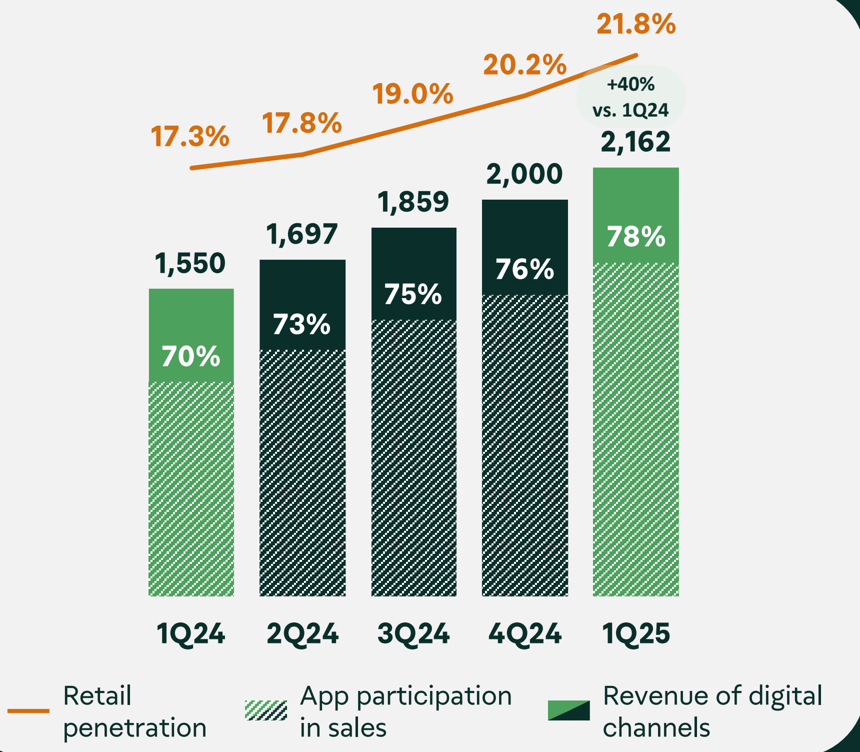


*Services

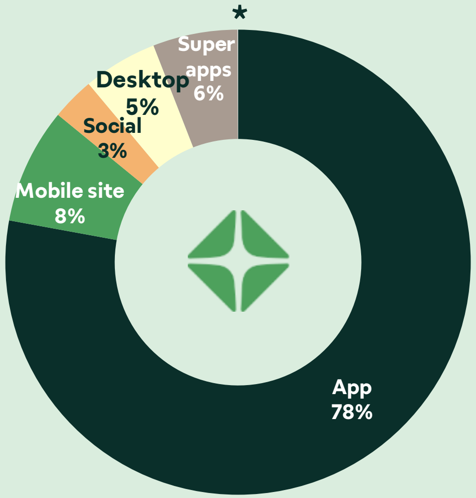
[1] Considers the % of store closures within the maturation process, which correspond to expansion mistakes, divided by the LTM openings.

Digital grew 40% to R$ 2.2 billion in the 1Q25. Penetration of 21.8%, with 78% via apps and 96% delivered in under 60 minutes.

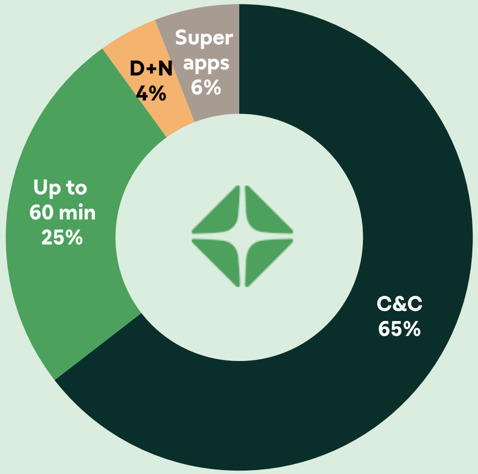
Digital sales
R$ million, % of retail gross revenue



Digital channel mix
% of digital sales, 1Q25



Delivery mix
% of digital sales, 1Q25



94% modern and proprietary channels

89% proprietary channels through mobile devices

98% fulfilled by pharmacies (incl. D+N)

96% delivered in under 60 minutes

* Call center represents < 1% of digital channels.

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

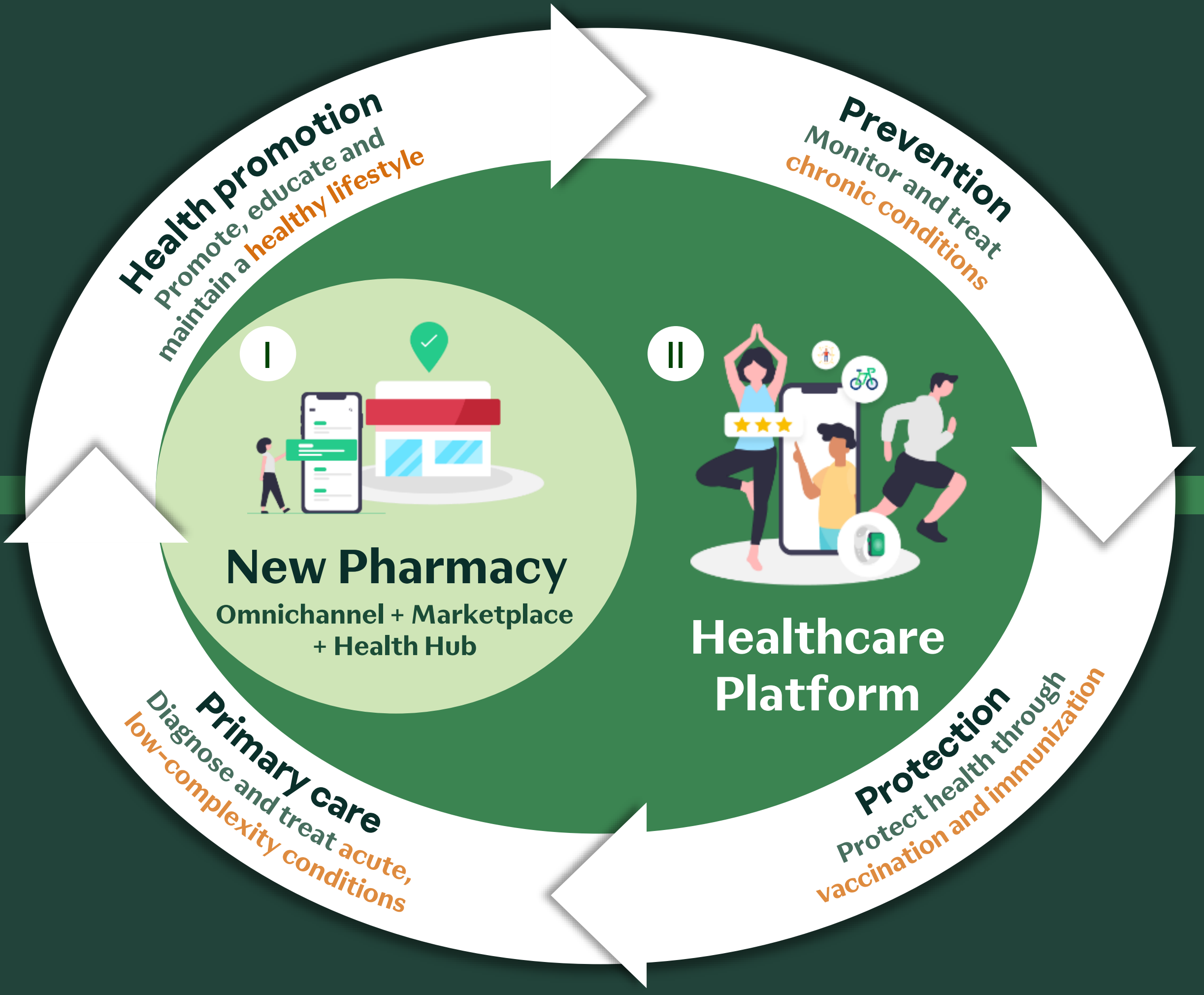
TOGETHER FOR A HEALTHIER SOCIETY

HEALTHIER PEOPLE
Employees, Customers, Community

HEALTHIER BUSINESSES
Diversity, Education, Shared Value

HEALTHIER PLANET
Emissions, Energy, Waste

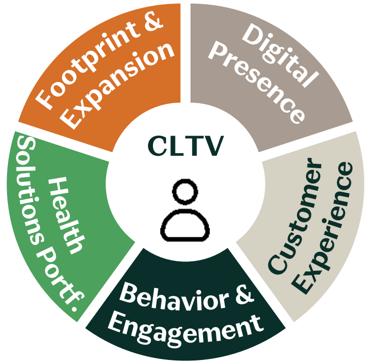
Pharmaceutical Retail



Integral Health

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

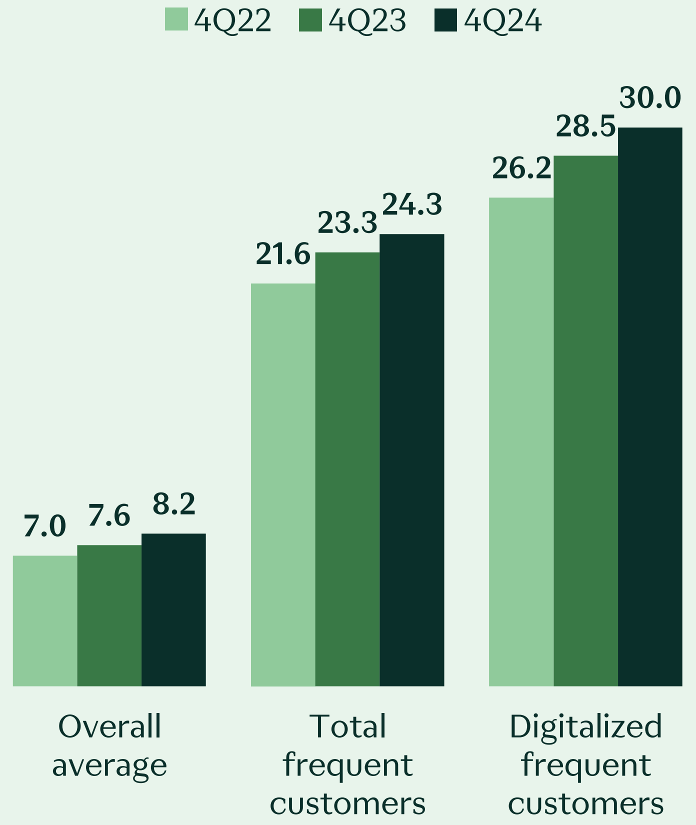
Engagement is the result of the entire customer journey



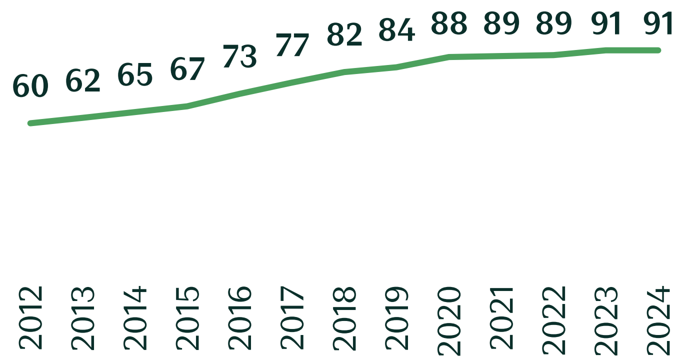
2024 Customer segmentation*

* Millions of customers, % LTM retail gross revenue.

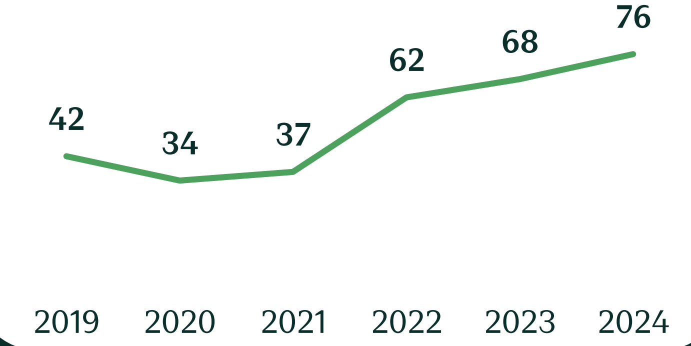
Annual purchasing frequency



Pharmacy NPS



App NPS**



** Estimated 2019 and 2020 criteria for current methodology.

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

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

Average CAV per customer

INDEX

100

- 20 — **Casual customer**
- 206 — **Frequent customer (10x vs. Casual)**

CAV by profile

Chronic Use	**159**
Profile B	**225**
Profile C	**234**
Profile D	**265**

X

CAV by bond

EXAMPLES OF DIGITAL BONDS

Bond X	**164**
App	**176**
Bond Y	**193**
Stix	**193**

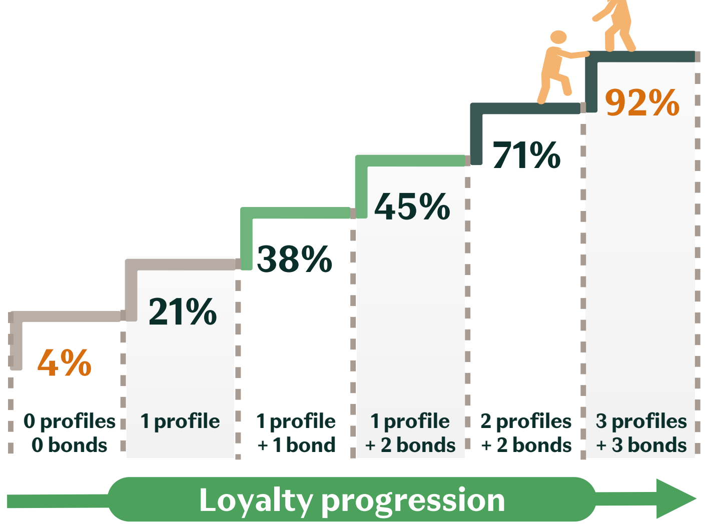
EXAMPLES OF HEALTH BONDS

Rapid delivery	**173**
Bond W	**150**
Health Services	**214**
Bond Z	**232**

=

Profile and bond impact on loyalty

Cumulative % of frequent customers



12-month view, Sep/24.

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

2009	2017	2020	2022	2023
RDC 44 **Pharmaceutical Services Legislation**	RDC 197 **Vaccination in Pharmacies**	RDC 377 **Covid Test in Pharmacies**	CFF 727 **Tele-Inter Consultation**	RDC 786 **Health Hubs in Pharmacies**

Main achievements (1Q25)

NPS *(Net Promoter Score)*	**93**
Available services	**40**
Types of vaccines	**23**
Health Hubs	**2.5k**
Vaccination rooms	**385**
Pharmaceutical services	**2.1 MM**

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

Pharmacy Degree provided for employees

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

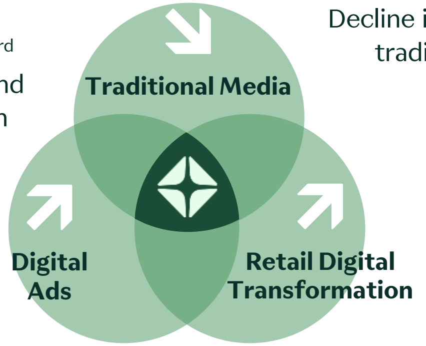
Impulso is the retail media business of RD Saúde, a reference in consumer health media, impacting customer engagement, interest and LTV.

1st party data is key for retail media growth

Trend #2
Deprecation of 3rd party identifiers and increasing screen time for digital devices

Trend #1
Decline in screen time of traditional media

Trend #3
Omnichannel, digitalization of the customer journey

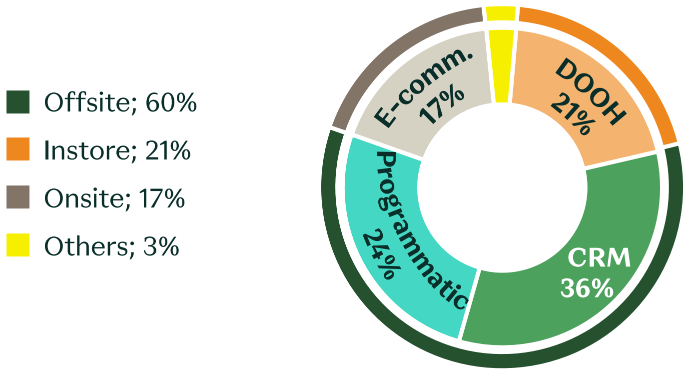


Source: Aster Capital.

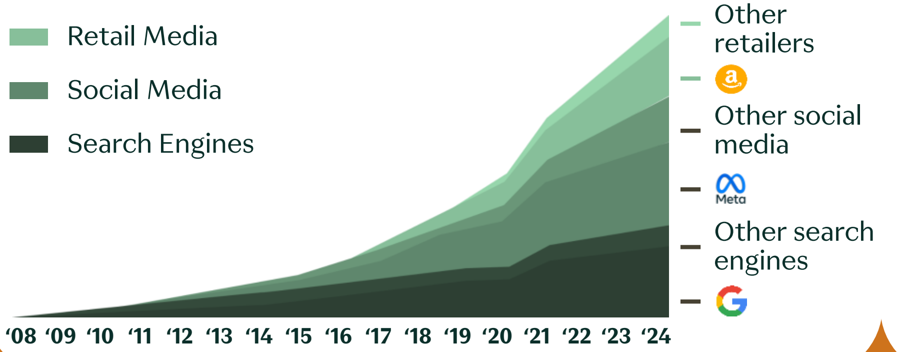
RD Ads is now impulso

soluções de mídia RDsaúde

Impulso, revenue breakdown (3Q24):



USA ad net revenue*:



The best customers and experience

- **49.7** million customers
- **97%** identified sales
- **411** million transactions (1Q25 LTM)
- **NPS of 90** at pharmacies

Physical and digital presence

- **629** cities and **3.3 k** pharmacies
- **94%** of A-class within a 1.5 km radius from our stores
- **5 min** away from 70% of the population
- **Top 10** digital audience in Brazilian retail

Increased relevance with partners

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

* Source: eMarketer, October 2021.

We are constructing our ecosystem with opportunities in Health, Compounded Medicine, Specialty Medicine, Ads, among others.

RDsaúde
for a healthier society.

DROGASIL Raia

Retail Solutions

Clients

Health Solutions

impulso
soluções de mídia RDsaúde

stix

RDsaúde marketplace

Raia assinatura

DROGASIL assinatura

4BIO
a vida em primeiro lugar

Raia dose certa

DROGASIL dose certa

Raia manipulação

DROGASIL manipulação

espaço Mais saúde

RDsaúde ventures

HEALTHBIT
uma empresa RDsaúde

CUCO HEALTH

amplimed

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

G

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

S

employees

- **67%** of women in operational leadership;
- **100%** in-house developed pharmacy leadership;
- **Low turnover** compared to the sector;
- **Inclusion** and **diversity** programs;
- **Integral health**: physical, mental, social & environmental support programs;

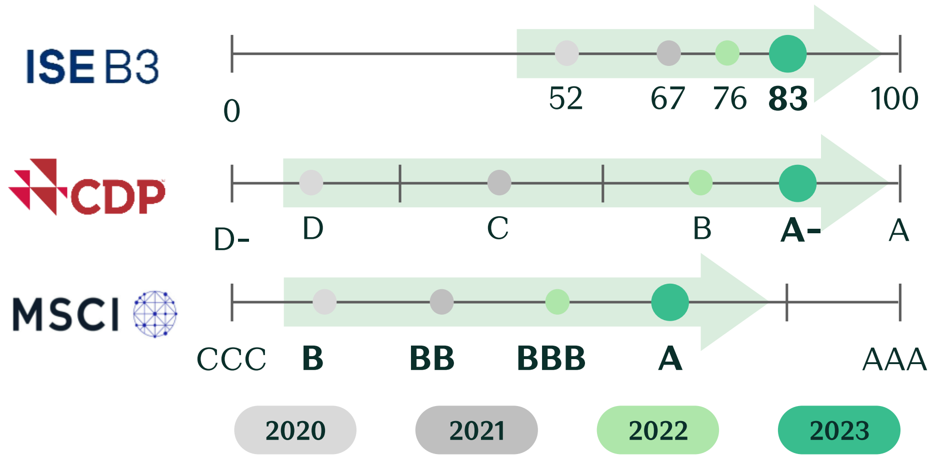
customer

- **50 MM** active customers w/ high freq. and 2.1 MM services/quarter;
- Access to health: **70%** of the pop. within 5 minutes of our pharmacies.

E

- **100%** of pharmacies collecting expired and unused medicines (389 tons in 2024) preventing contamination;
- **100%** of the operation supplied with renewable energy;
- Climate: reducing scopes 1 and 2, monitoring scope 3, and GHG inventory;
- Certifications: ISO 14001, ISO 45001 and LEED.

Improving recognition of our ESG efforts



IDIVERSA B3 — Launched in Aug/23 with companies that stand out in terms of diversity.

ISO / IEC 27001 : 2022 (BSI)

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