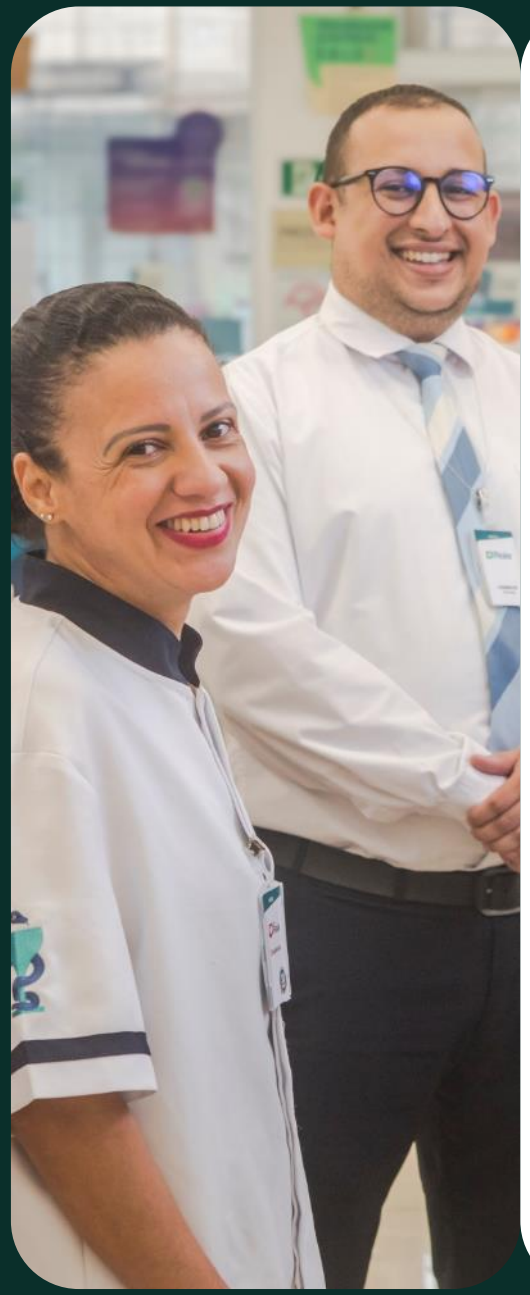
Earnings Presentation

3Q26

RD saúde
DROGASIL | Raia

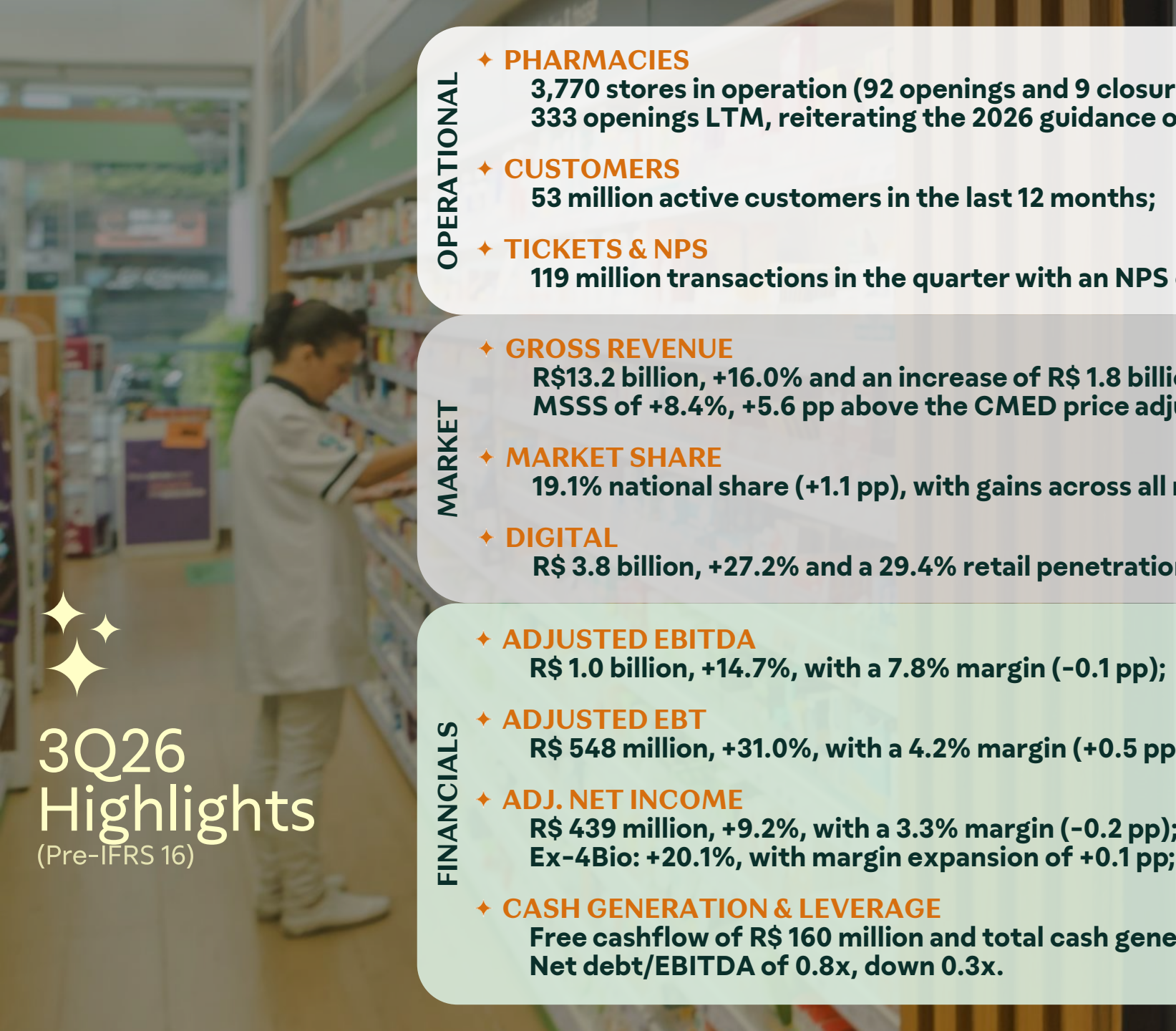


Legal Warning

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3Q26 Highlights
(Pre-IFRS 16)

OPERATIONAL

- **PHARMACIES**
  3,770 stores in operation (92 openings and 9 closures in the quarter);
  333 openings LTM, reiterating the 2026 guidance of 330–350 openings;
- **CUSTOMERS**
  53 million active customers in the last 12 months;
- **TICKETS & NPS**
  119 million transactions in the quarter with an NPS of 91.

MARKET

- **GROSS REVENUE**
  R$13.2 billion, +16.0% and an increase of R$ 1.8 billion;
  MSSS of +8.4%, +5.6 pp above the CMED price adjustment;
- **MARKET SHARE**
  19.1% national share (+1.1 pp), with gains across all regions;
- **DIGITAL**
  R$ 3.8 billion, +27.2% and a 29.4% retail penetration.

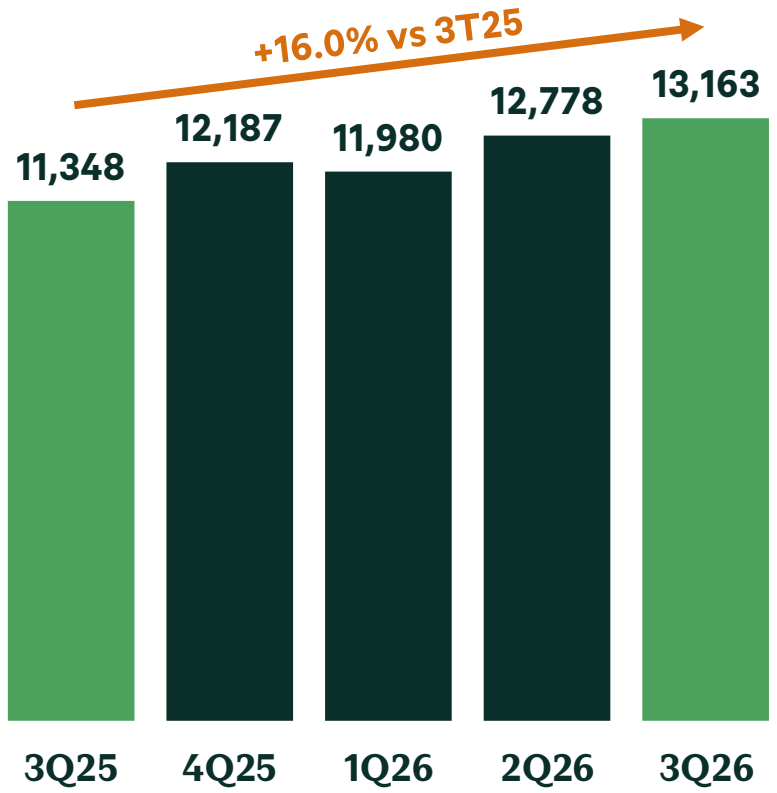
FINANCIALS

- **ADJUSTED EBITDA**
  R$ 1.0 billion, +14.7%, with a 7.8% margin (-0.1 pp);
- **ADJUSTED EBT**
  R$ 548 million, +31.0%, with a 4.2% margin (+0.5 pp);
- **ADJ. NET INCOME**
  R$ 439 million, +9.2%, with a 3.3% margin (-0.2 pp);
  Ex-4Bio: +20.1%, with margin expansion of +0.1 pp;
- **CASH GENERATION & LEVERAGE**
  Free cashflow of R$ 160 million and total cash generation of R$ 57 million;
  Net debt/EBITDA of 0.8x, down 0.3x.

Gross revenue of R$ 13.2 B, up R$ 1.8 B (+16.0%), with solid growth across all categories. Stix impact of +0.4 pp and calendar effect of -0.3 pp.

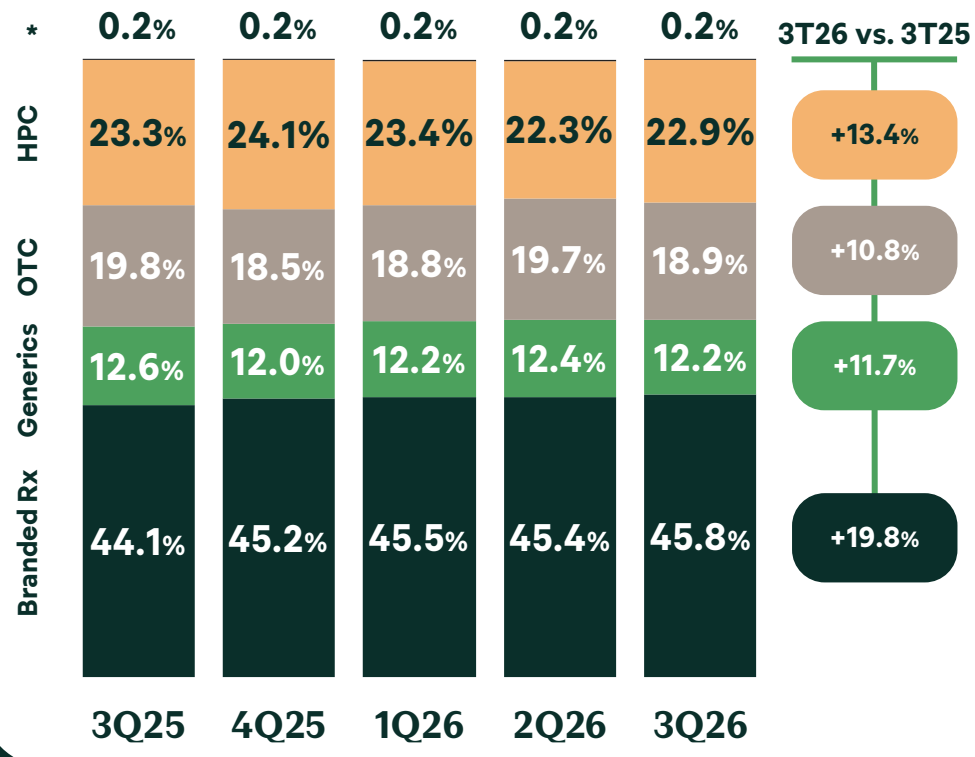
Consolidated gross revenues

R$ millions



Sales mix

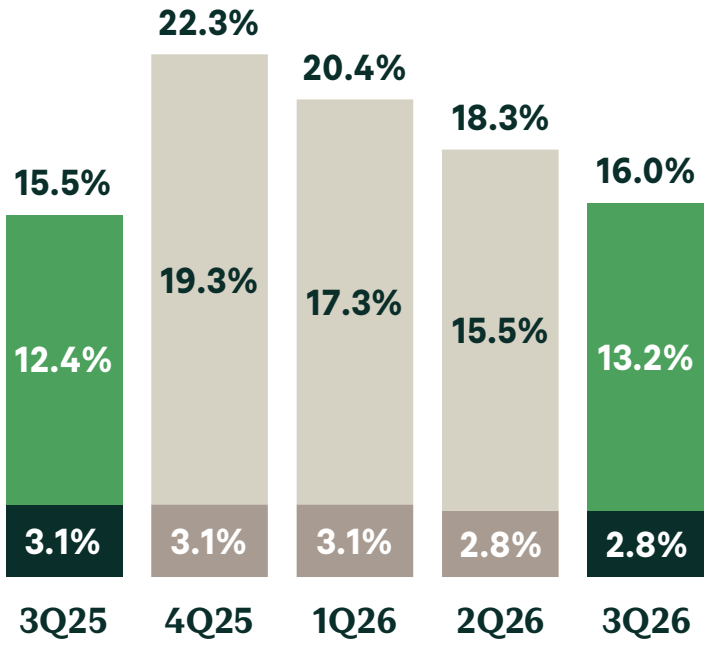
Retail, per product category



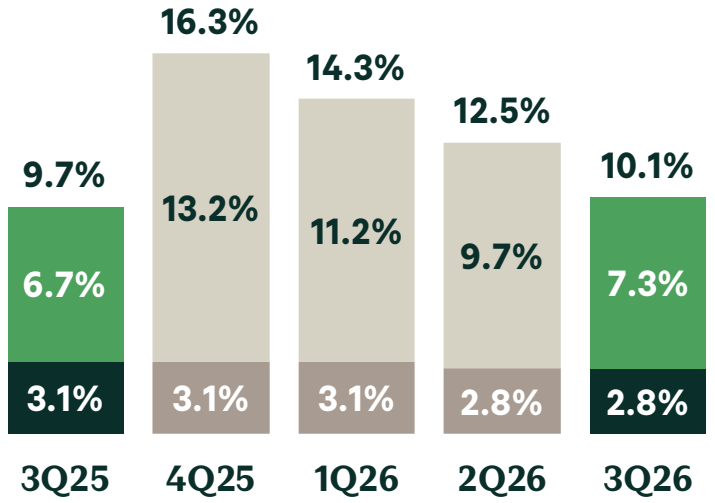
* Services.

Mature store growth of +8.4%, +5.6 pp above the annual CMED price adjustment, with solid performance across Brazil.

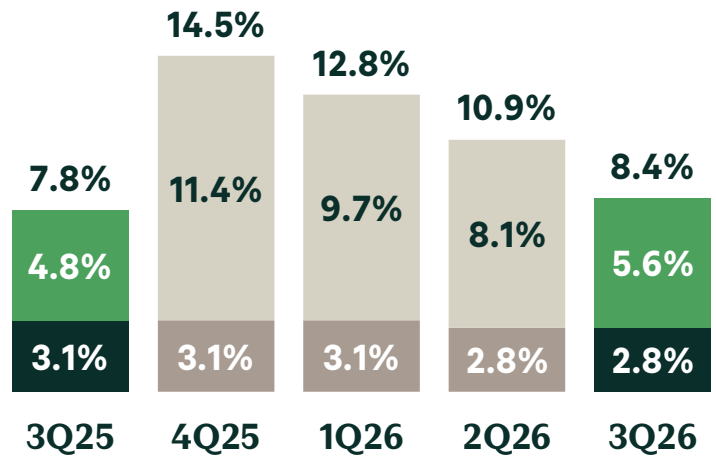
Revenue growth
Consolidated



Same-Store sales growth
Retail



Mature-Store sales growth
Retail

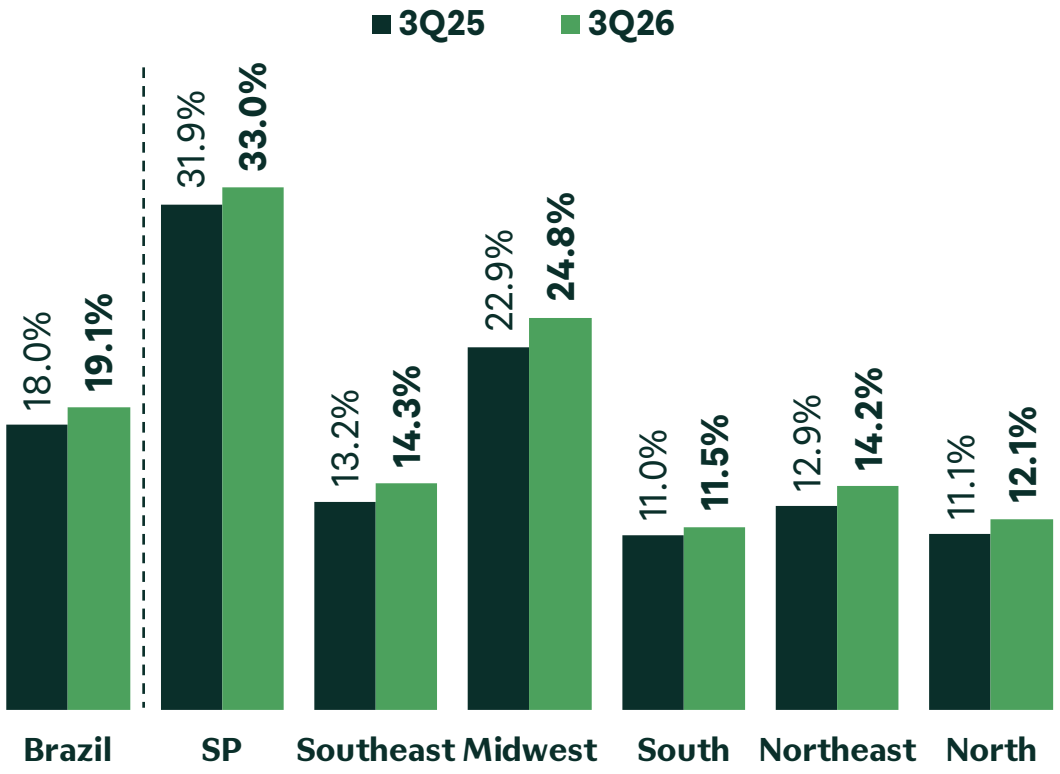


CMED price adjustment Real growth

National market share up +1.1 pp, with gains across all regions. Recurring growth, including in the most consolidated regions.

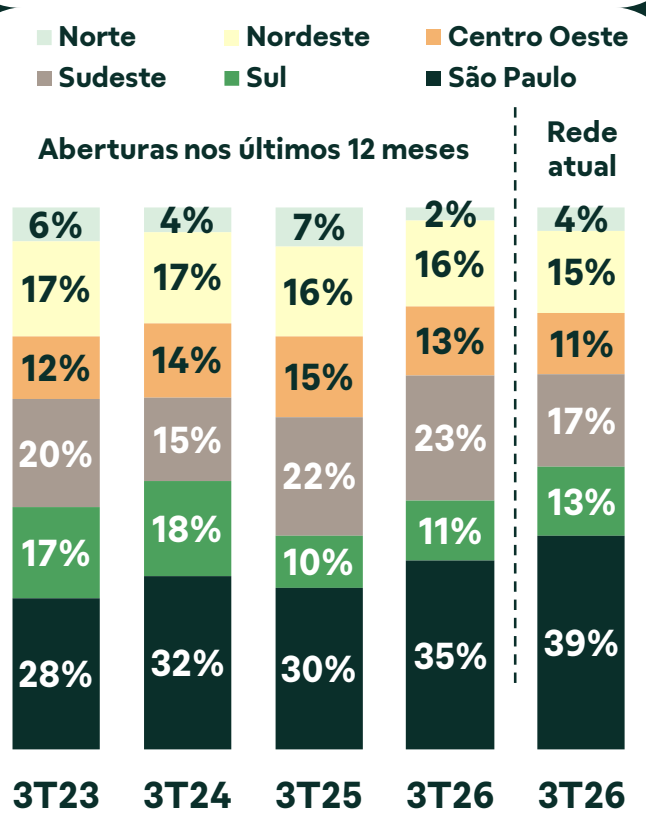
Retail market share

Quarterly share at customer prices, sell-in + sell-out



Pharmacies per region

LTM openings and current portfolio



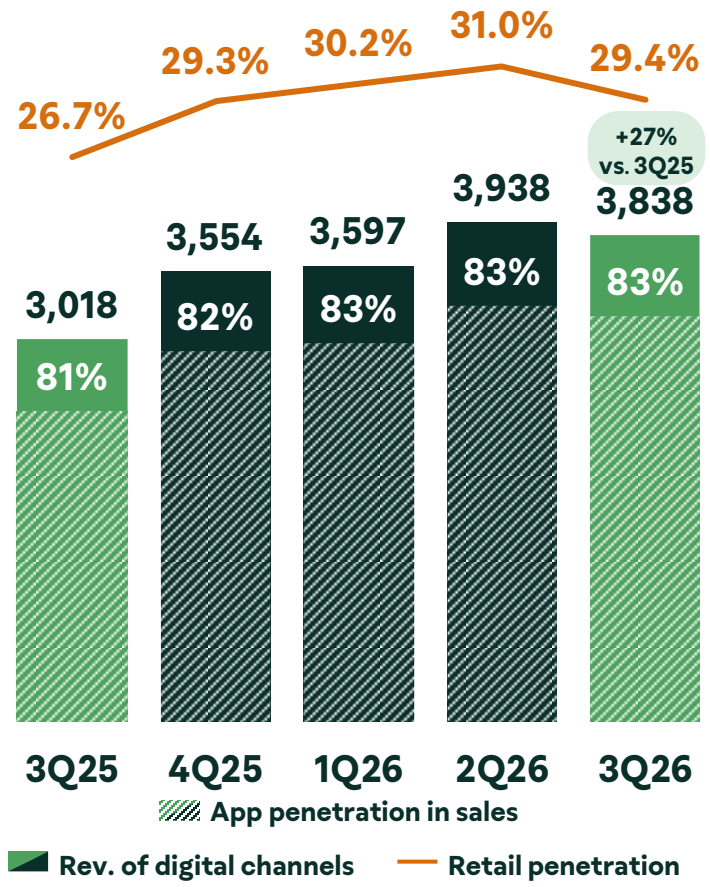


Source: IQVIA. Southeast excludes SP.

Digital sales reached R$ 3.8 B, with a 29.4% penetration. New unified omni commercial policy for GLP-1 highlights the relevance of physical pharmacies.

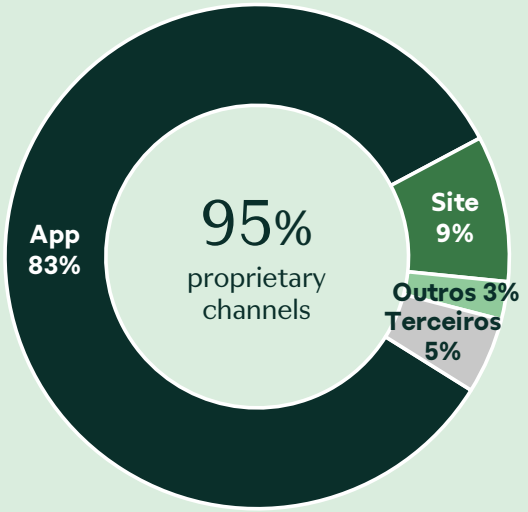
Digital sales

R$ million, % of retail gross revenue



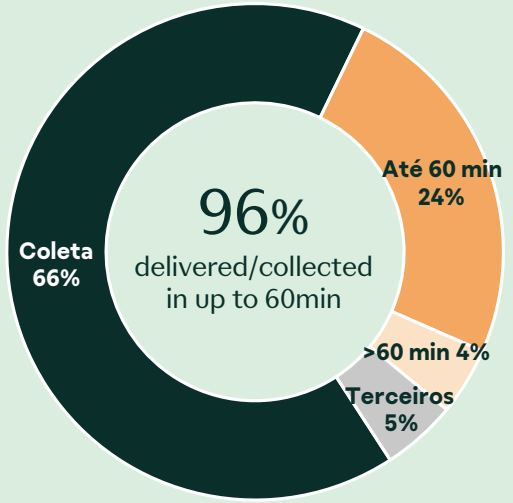
Sales channels

% of quarterly digital sales



Delivery channels

% of quarterly digital sales



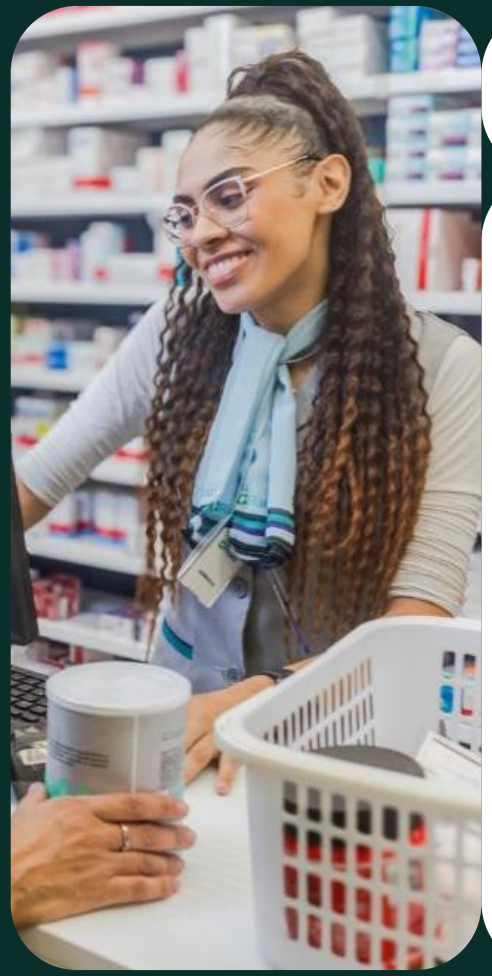
80 NPS
App rating

R$ 14.9 billion
LTM digital sales

83 NPS
Delivery rating

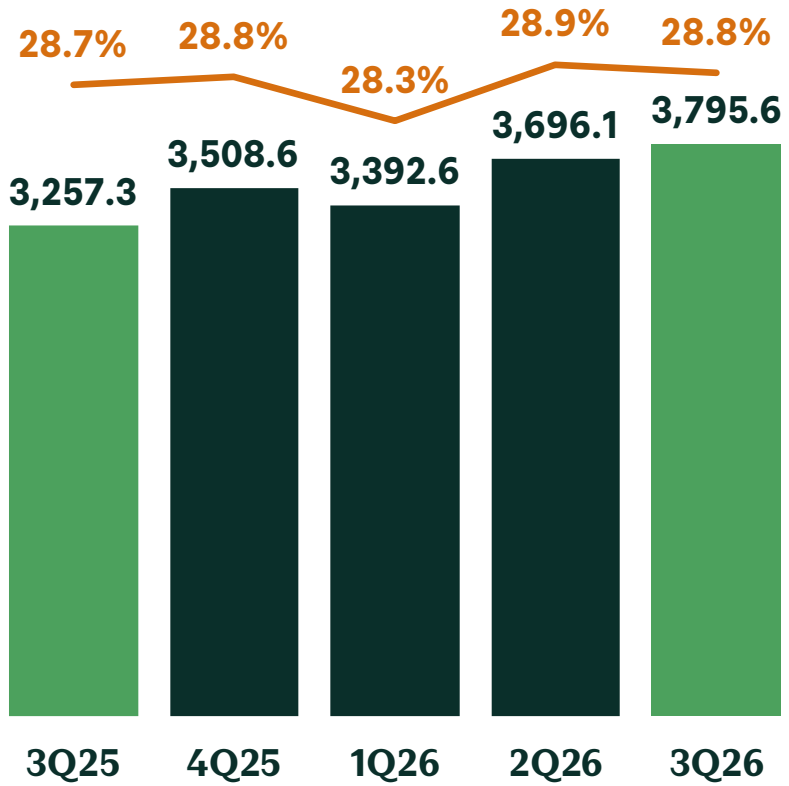
>1 billion visits
Via app and website, LTM

Gross margin of 28.8%, up +0.1 pp, supported by Stix, lower inventory losses and commercial gains, offsetting NPV and the GLP-1/digital mix.



Gross profit

R$ millions, % of gross revenue



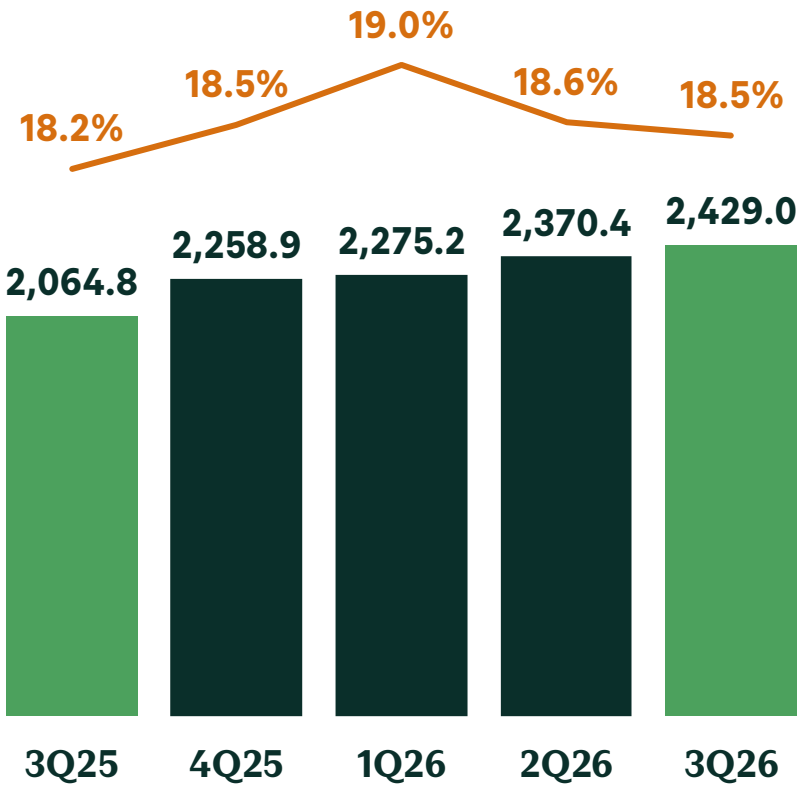


Expense control and operating leverage diluted the 0.5 pp pressure from EVP investments made in 4Q25. Stix increased G&A by +0.2 pp.



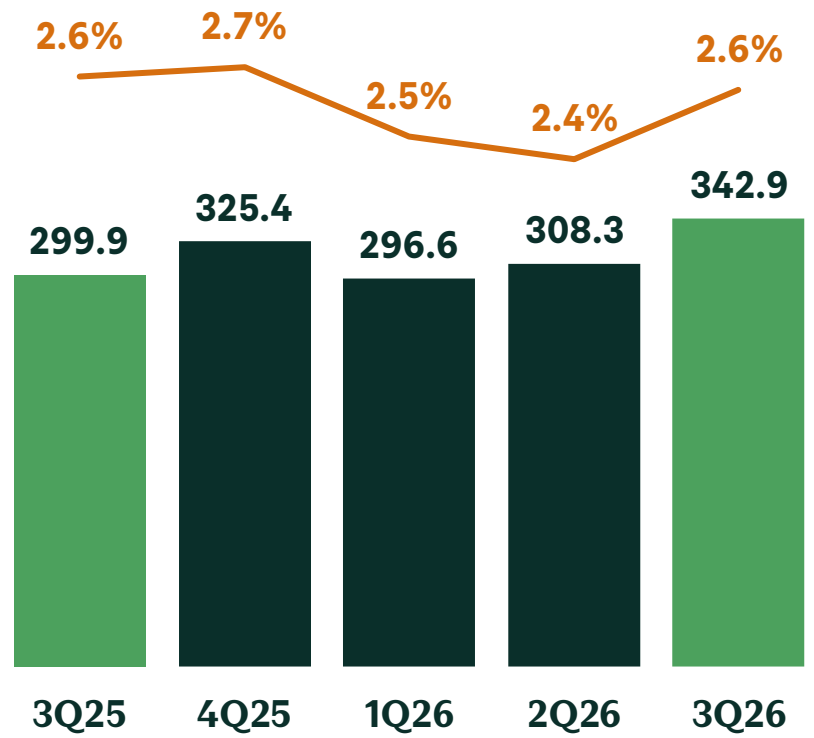
Selling expenses

R$ millions, % of gross revenue



General and administrative expenses

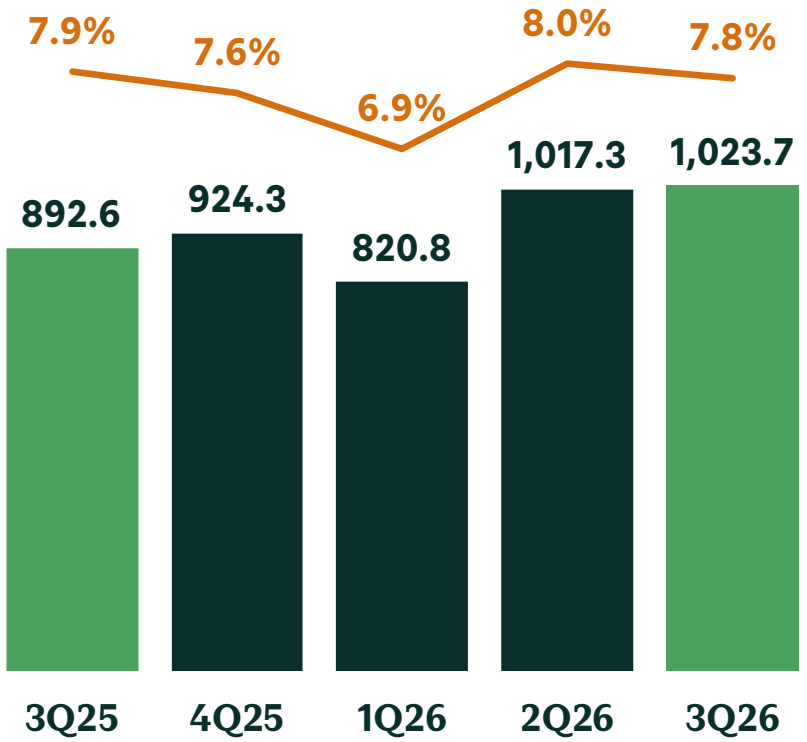
R$ millions, % of gross revenue



Adjusted EBITDA of R$1,023.7 MM, +14.7% and a 7.8% margin (-0.1 pp). Cash cycle improved by 2.4 days, including ICMS-ST effects in São Paulo.

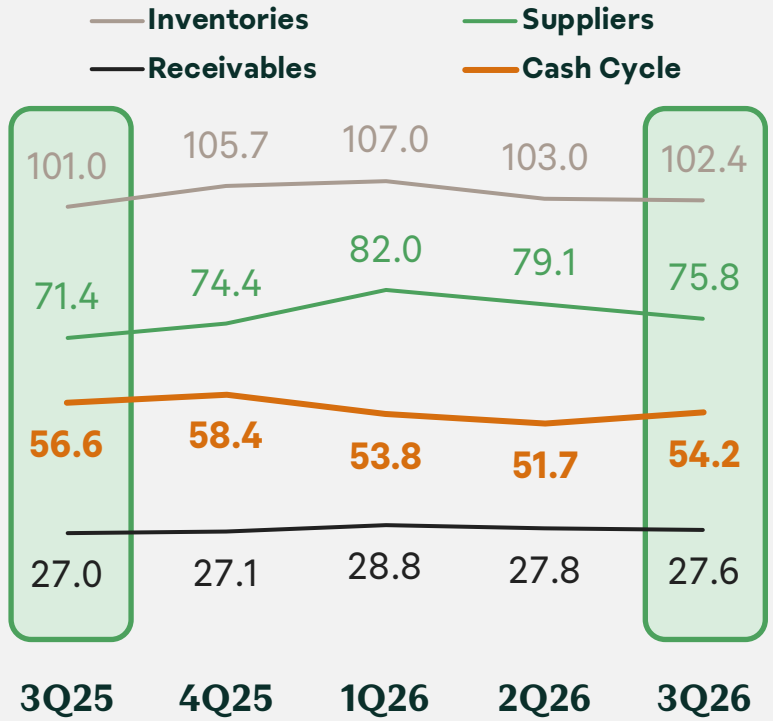
Adjusted EBITDA

R$ millions, % of gross revenue



Cash cycle*

COGS days, Gross revenue days

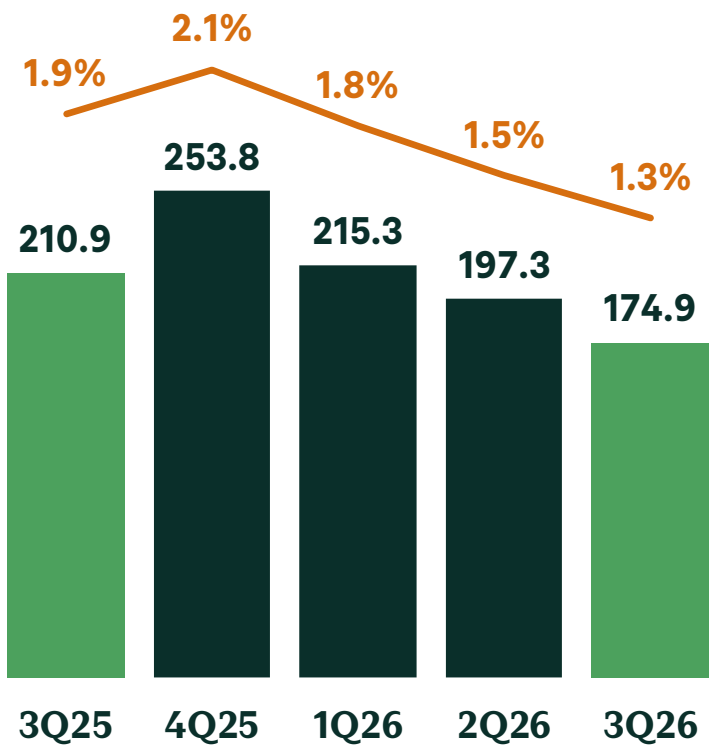


* Adjusted for discounted receivables & advanced payments to suppliers.

-0.6 pp improvement in financial expenses due to a lower Selic rate, to NPV and to the 4Bio sale. EBT increased +31.0% to R$ 547.6 MM with a 4.2% mg. (+0.5 pp).

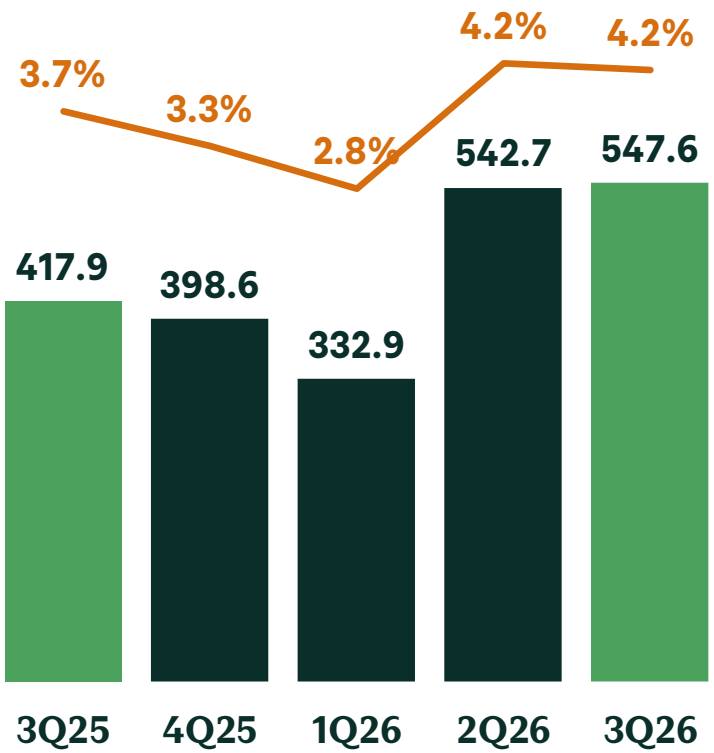
Adjusted financial expenses

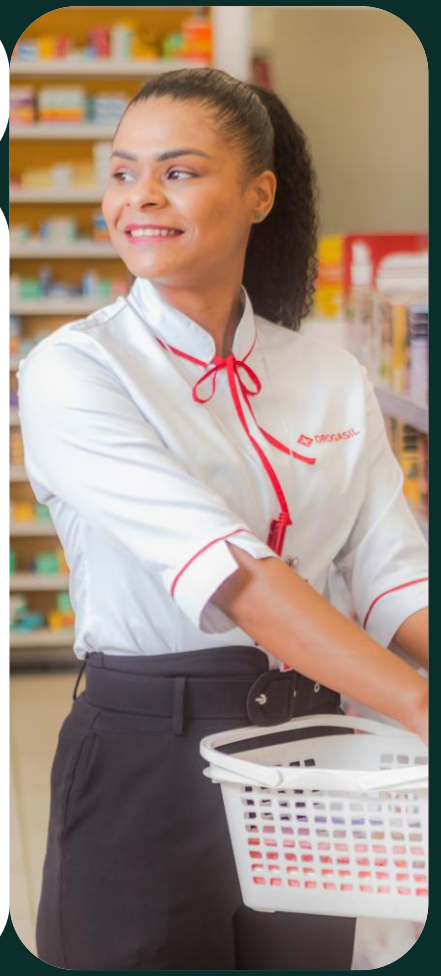
R$ millions, % of gross revenue



EBT – Earnings before taxes

R$ millions, % of gross revenue



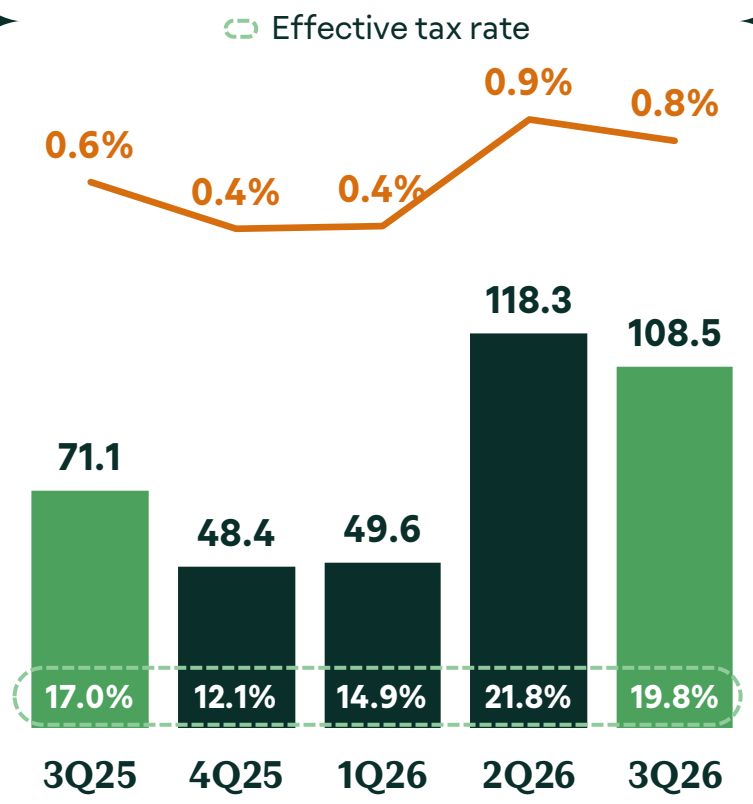


Effective tax rate of 19.8% (+2.8 pp) in 4Q26 and 19.4% YTD. Net income of R$ 439.1 MM, +9.2% with a 3.3% mg. (-0.2 pp). Ex-4Bio: +20.1% and +0.1 pp in mg.



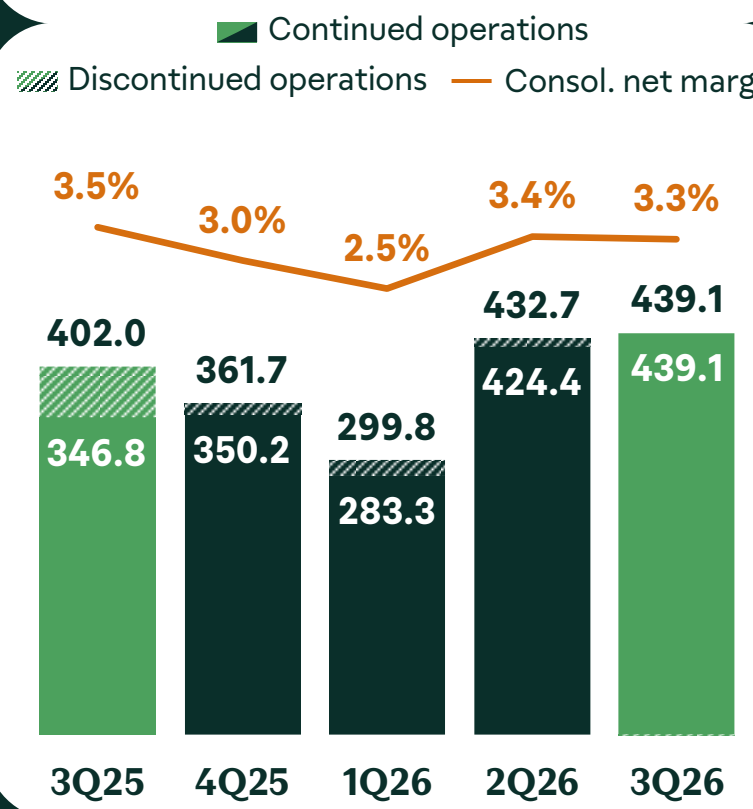
Adj. income tax and effective rate

R$ millions, % of gross revenue

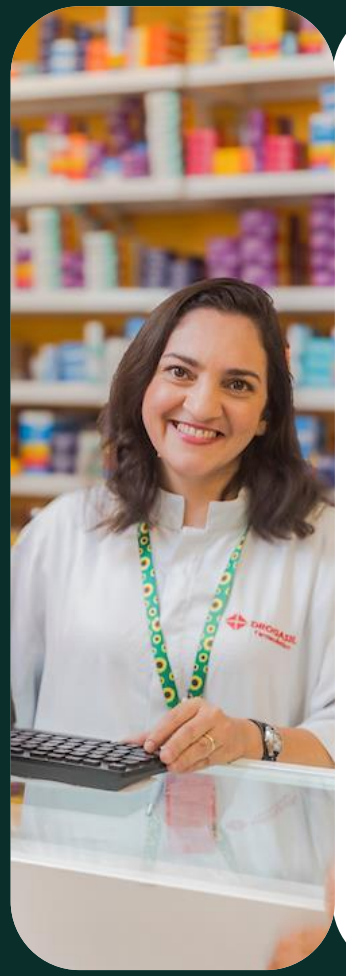


Adjusted net income

R$ millions, % of gross revenue



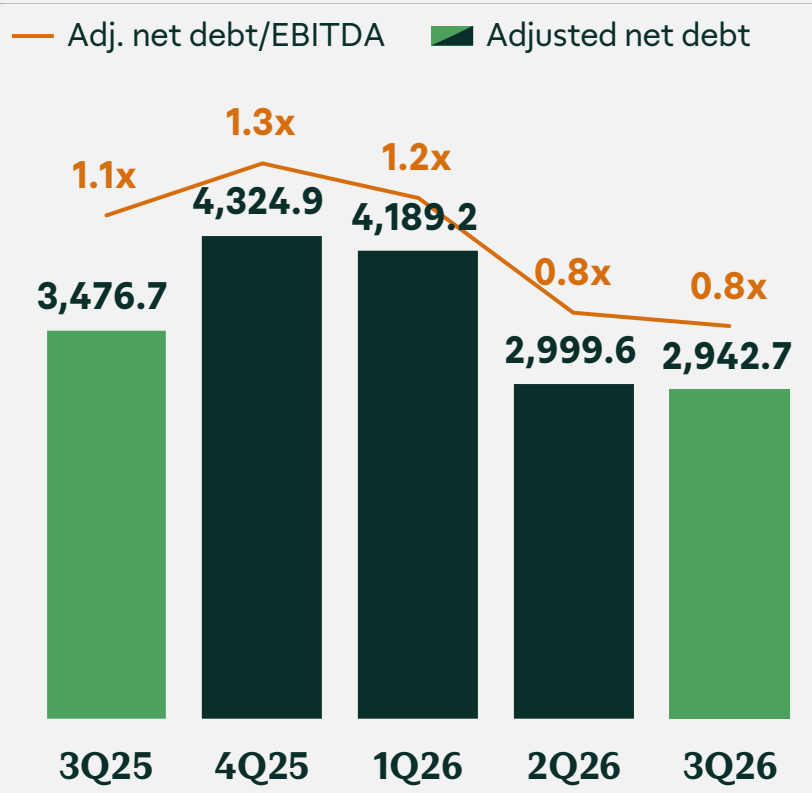
Free cash flow of +R$ 160.2 MM, with total cash generation of R$ 56.8 MM including 4Bio. Financial leverage of 0.8x EBITDA, down 0.3x.



Cash Generation and Net Debt Reconciliation (R$ millions)	3Q25 Ex-4Bio	3Q26
Adjusted EBIT	**627.8**	**723.7**
NPV adjustment	(71.1)	(59.8)
Non-recurring effects	56.2	(18.6)
Income tax (34%)	(208.4)	(219.4)
Depreciation	255.2	298.5
Impairment provision (4Bio)	-	0.2
Others	125.2	46.5
Resources from operations	**784.9**	**771.1**
Cash cycle*	123.5	(394.8)
Other assets (liabilities)**	74.4	202.1
Operating cash flow	**982.7**	**578.5**
Investments	(367.1)	(418.3)
Free cash flow	**615.6**	**160.2**
Investment activities in investees	(31.5)	(31.7)
Interest on equity and dividends	(0.1)	(0.1)
Income tax paid over interest on equity	(18.4)	(27.6)
Net financial expenses***	(145.1)	(119.9)
Tax benefit (fin. exp., IoE, dividends)	97.2	95.1
Total cash flow (ex-4Bio)	**517.7**	**75.9**
Effects from discontinued operations (4Bio)	40.6	(19.0)
Total (including 4Bio effects)	**558.3**	**56.8**

Net debt and financial leverage

R$ millions, as a ratio of LTM adjusted EBITDA



* Includes adjustments to discounted receivables. ** Includes NPV adjustments. *** Excludes NPV adjustments.

Structural growth, market share gains and operating leverage drive stronger results and greater reinvestment capacity.

01

Structurally growing market

+11%
Pharma market LTM Sep/26

+13%
CAGR 2000–25 pharma. retail

02

Consistent market share gains

+1.1 pp
Market share YoY gain

+/- 0.5 pp
Avg. YoY gain since the merger

03

Organic growth and scale

+16%
Gross Revenue YoY

~17%
CAGR, since the merger

04

Results growing even faster

~20%
EBITDA CAGR since the merger

~25%
Avg. expansion IRR

Four engines that reinforce each other

CAPABILITIES THAT SUPPORT THE CYCLE

Diversification

Not dependent on a single growth pool

~20%
Pharma market share

Branded Rx, Generics, OTC & HPC diversify growth across multiple drivers.

Execution

Expertise leads to an overshare in new market trends

~2x
GLP-1, Digital, Vaccines, etc. market shares

Customer centricity, agility and capillarity allow for value creation.

Balance Sheet

Resilience to continue investing

0.8x
Net Debt / EBITDA

Low leverage preserves the flexibility to fund growth.

Q&A

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We will host our Investor Day on December 7th at our Campus.



07 DEC

Campus RD Saúde
Av. Corifeu de Azevedo Marques, 3.097,
Butantã - São Paulo / SP

We recommend the use of transportation apps.

2pm
Welcome Coffee

2:30 – 6pm
Event Duration

We hope to see you!



Thank you!