



Welcome



Marcilio Pousada
CEO



Flavio Correia
Director IR & Corporate Affairs

Agenda

09:00 ●—● **Opening**

Antônio Carlos
Pipponzi

09:10 ●—● **Company
Overview**

Marcilio Pousada

09:30 ●—● **Customer
Centricity**

Marcello De Zagottis

09:50 ●—● **New Pharmacy
& Omni**

Renato Raduan, Fernando
Varela, Marcello De Zagottis
& Eugênio De Zagottis

10:40 ●—● **Intermediary
Q&A**

10:55 ●—● **Break**

11:10 ●—● **New Pharmacy &
More Health**

Renato Raduan &
Marcello De Zagottis

11:40 ●—● **Healthcare
Platform**

Bruno Pipponzi

11:55 ●—● **Digital
Transformation**

Fernando Varela

12:10 ●—● **Market Vision &
Outlook**

Eugênio De Zagottis

12:30 ●—● **Final Q&A**

12:45 ●—● **Closing**

RD

Day

2023



Opening



Antônio Carlos Pipponzi
Chairman of the Board

RD

Day

2023

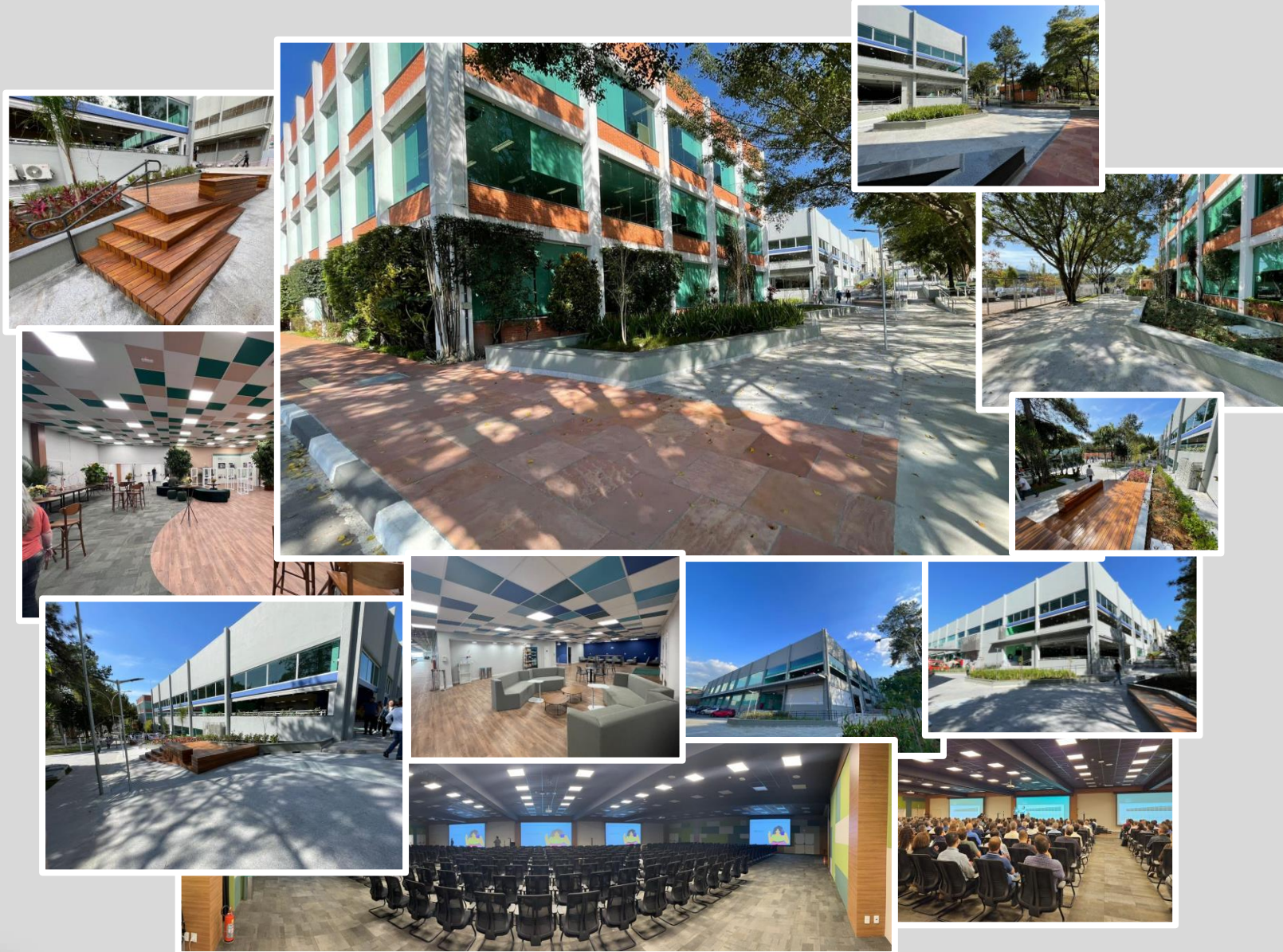
Company Overview



Marcilio Pousada
CEO



Welcome to our new RD Campus.



An environment that reinforces...

- Health
- Care & Protection
- Trust & Belonging
- Well-Being
- Green & Sustainable

Empowering Connections

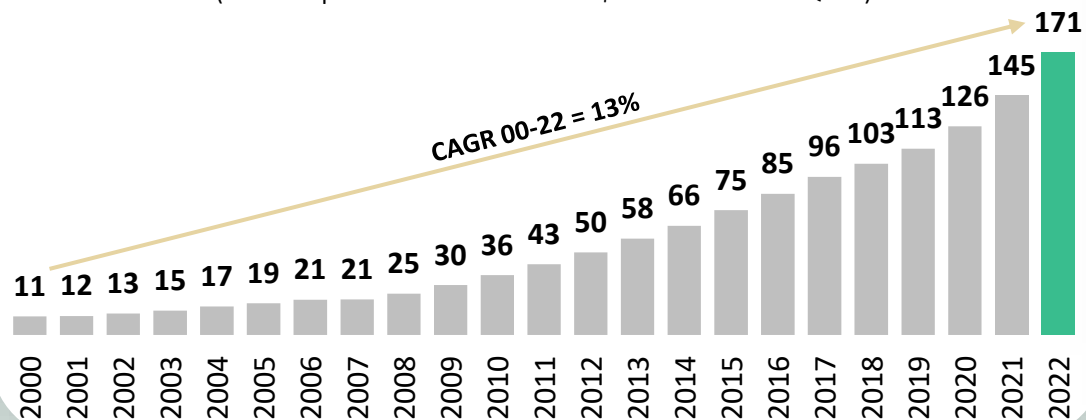
Enabling new ways of working and interacting

“People who take care of people”

Macro indicators at the origin of pharmaceutical retail fundamentals.

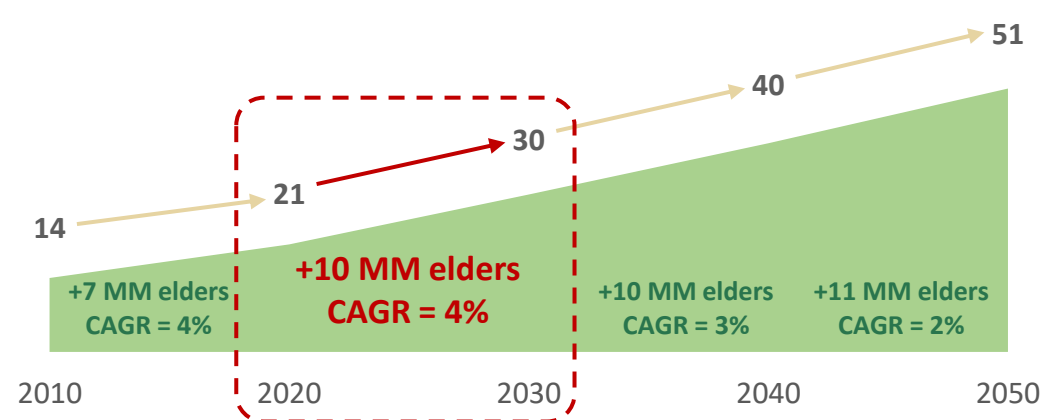
Pharma market maintains an accelerated long-term growth

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



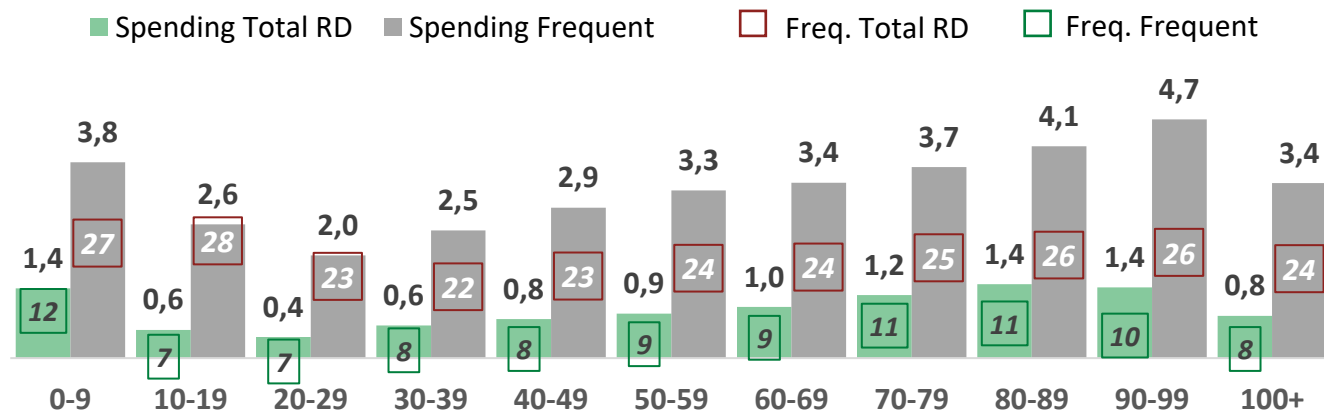
Brazilian population over 65 years of age

(millions. Source: IBGE, 2018.)



Average annual Spending and Frequency by age

(R\$ thousands/year)

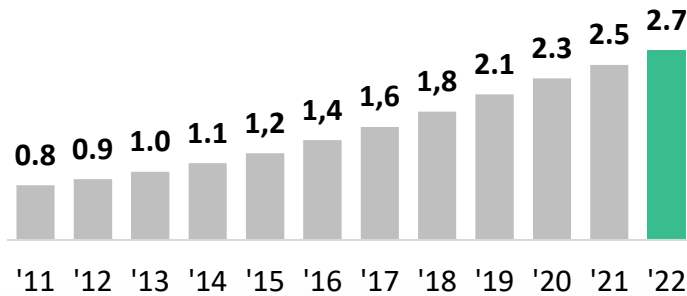


Macro Fundamentals Promote our Performance:

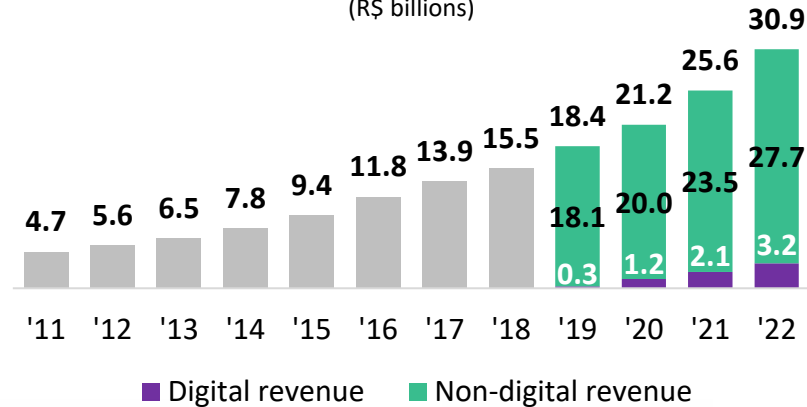
- Ageing population;
- Birth rate (2040 Pop. = 227 million);
- R&D pipeline = new treatments;
- Patent expirations / Generics = more access;
- Economy growth = higher consumption per capita.

11 years of high growth in pharmacies count, revenues and EBITDA. We are the largest Pharmacy chain in Brazil and also **one of the 10 largest Digital Retail Platforms.**

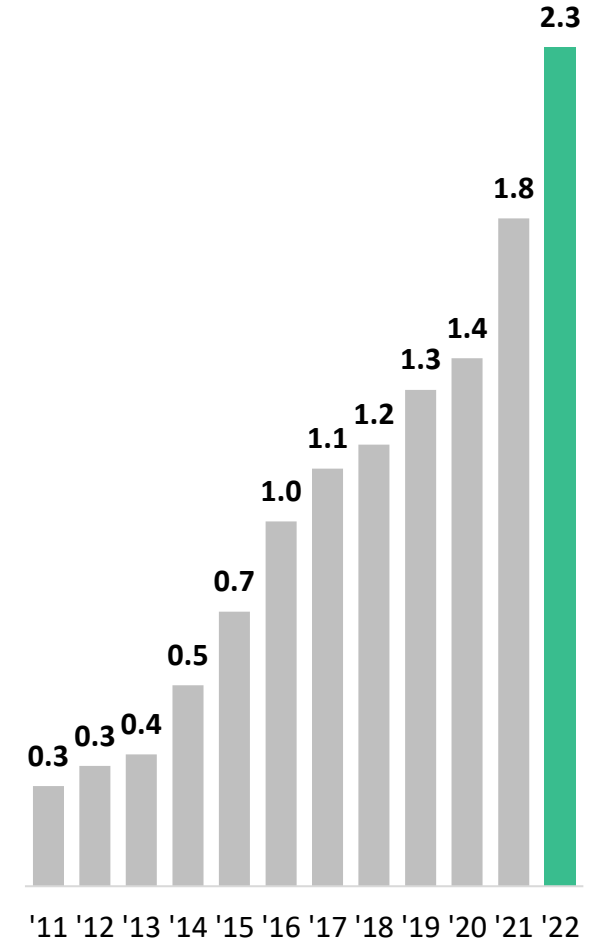
Pharmacies
(thousands)



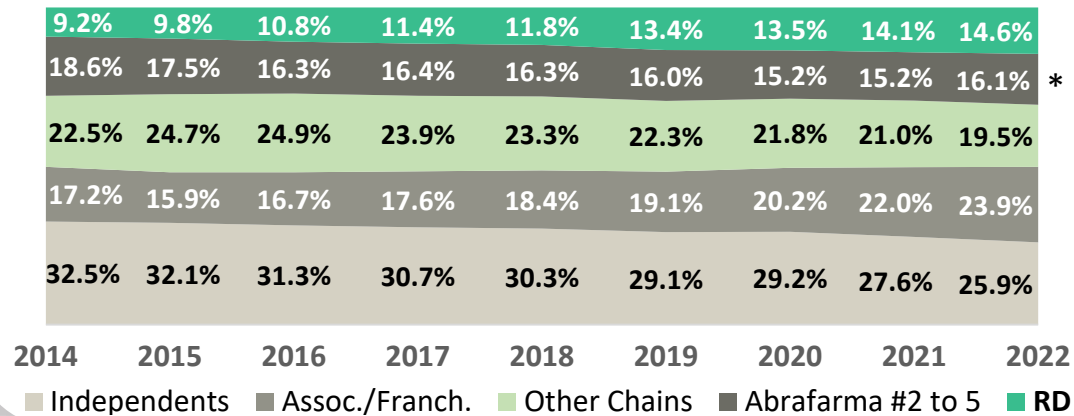
Gross Revenue
(R\$ billions)



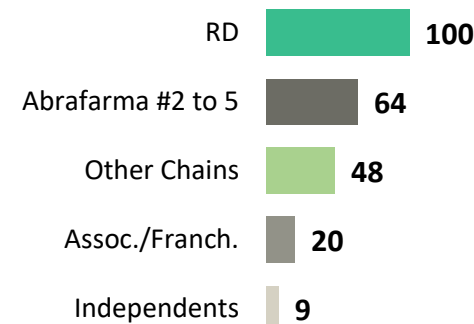
Adjusted EBITDA
(R\$ billions)



Fragmented market: opportunity for consolidation
(market share. Source: IQVIA.)



Pharmacy Average Revenue
(RD = index 100)



* Considers in 2022 the acquisition of Extrafarma by Pague Menos on a pro forma basis for the entire year, reclassifying the company from the Other Chains group to ABRAFARMA #2 to #5.

Our Strategy is focused on **increasing the Customer Lifetime Value** by combining the New Pharmacy, including a Marketplace, and the Health Platform.

Together for a Healthier Society

Healthier People (Employees, Customers, Community);

Healthier Businesses (Diversity, Education, Shared Value);

Healthier Planet (Footprint, Energy, Waste).

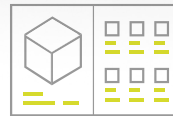
2030 Ambition: to become the group that contributes the most towards a healthier society in Brazil.



Focus on people



Customer centricity



Logistics 1P and 3P



Technology, data and agile organization



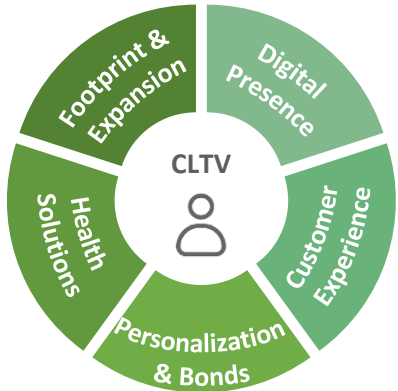
Digital and innovative culture



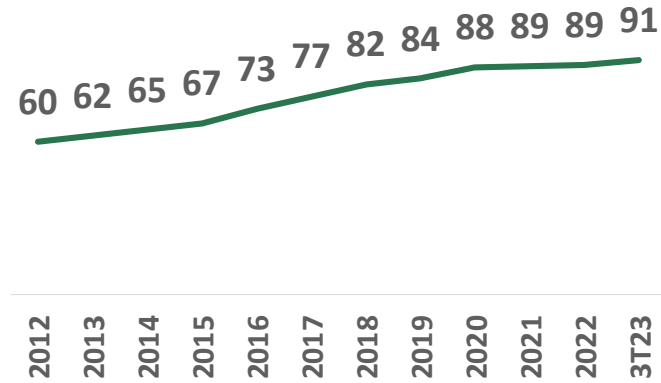
RD Ventures

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

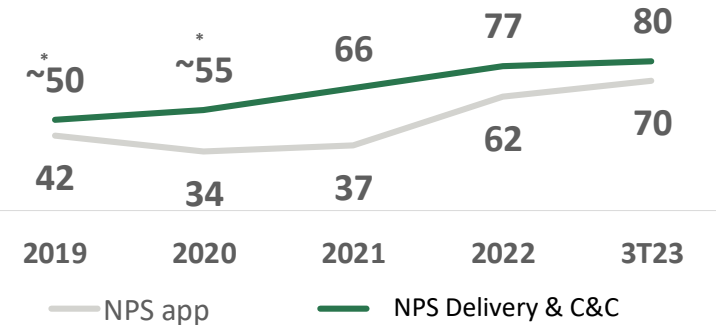
Engagement is the result of the entire customer journey



Pharmacies NPS



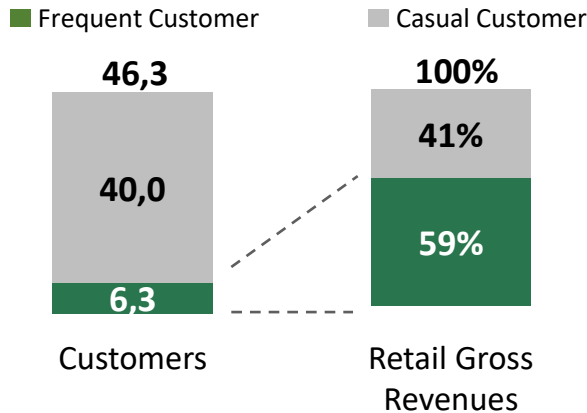
Apps NPS and Delivery / C&C NPS



* 2019 and 2020 criteria estimated for the current method.

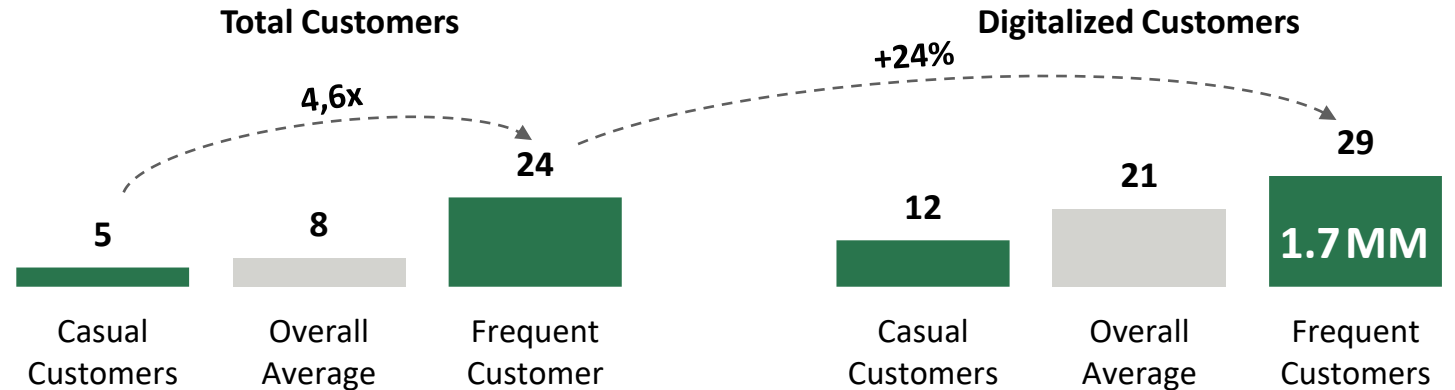
Customer segmentation

(millions, % LTM retail gross revenue LTM)



Customer Frequency

(purchases per year)



Our transformation also resulted in a profound organizational and cultural change.

Our RD way of being and doing:







Sustainability – We have made a lot of progress in recent years, focused on 3 pillars: Healthier People, Healthier Businesses, Healthier Planet.

“E” – Healthier Planet




-  Medicine discarding
-  Lower Energy Usage
-  Efforts for Climate & Emissions
-  Sustainable Products
-  Social Investment

“S” – Healthier People

Internally – Healthier Employees

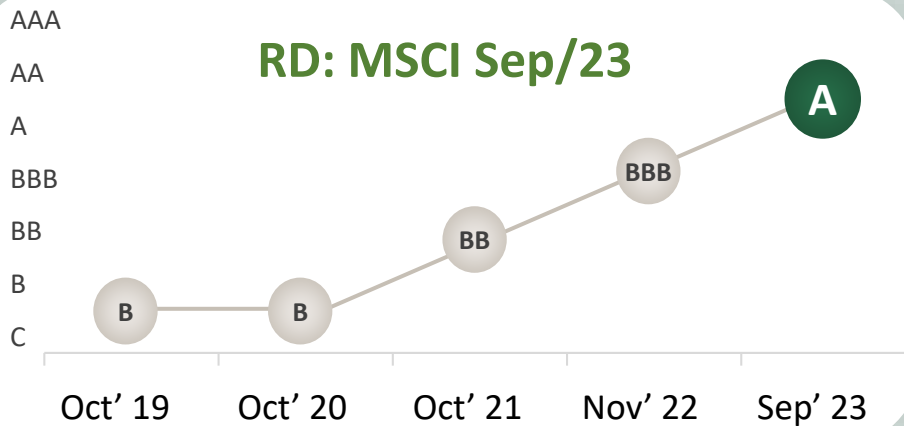
-  Integral health: Physical, Mental, Spiritual, Social and Environmental
-  Engagement & Great Place to Work
-  Var. Compensation for all leadership
-  Women on Leadership & Diversity
-  1st Job & Development

Externally – Healthier Customers

-  Pharmacy as Primary Care Center
-  Expanding access to healthcare
-  *Farmácia Popular & Farol* Project

“G” – Healthier Businesses

-  Board of Founder Families + Independent experts (45%) overseeing ST-LT
-  Independent Audit Committee
-  Compliance, Ethics and Reporting Channel
-  GDPR and Privacy aligned with ANPD
-  Innovation Platform for Businesses & Services (Digital, Startups & Health Plat.)



- ✓ **IDIVERSA B3 – Top3**
- ✓ **ISE B3 – 76pts**
- ✓ **CDP – rating B**
- ✓ **Women on Board**

RD

Day

2023

Customer Centricity



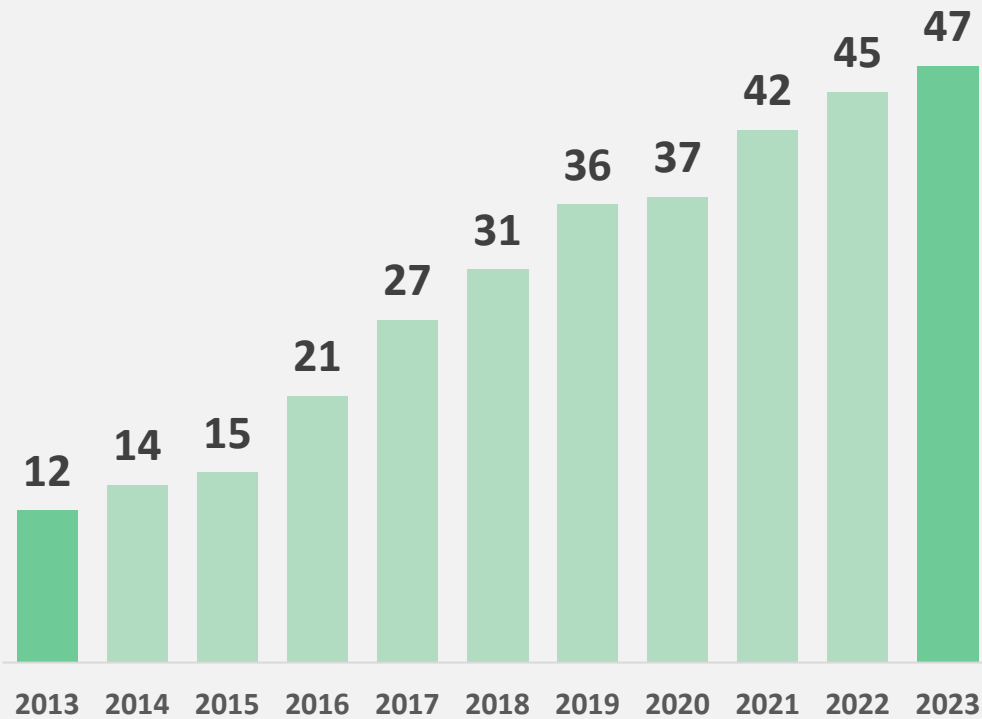
Marcello De Zagottis
VP Commercial & Marketing



RD's main strategy is to **increase customer loyalty**, expanding our relationship and, as a consequence, their LTV.

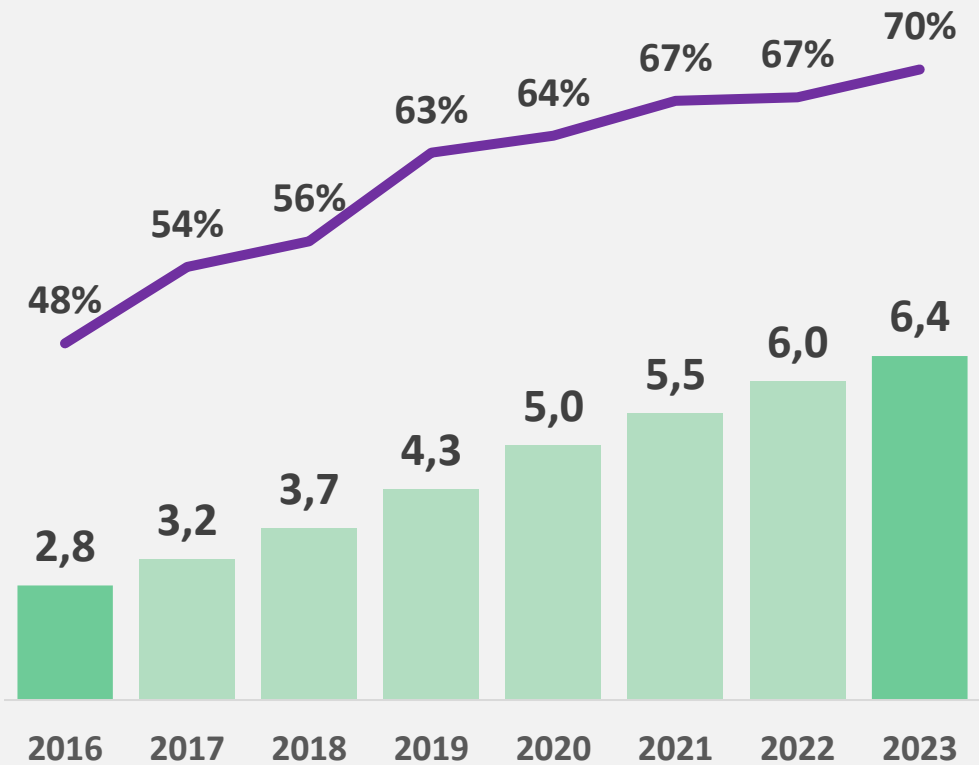
Active LTM customers

(millions)



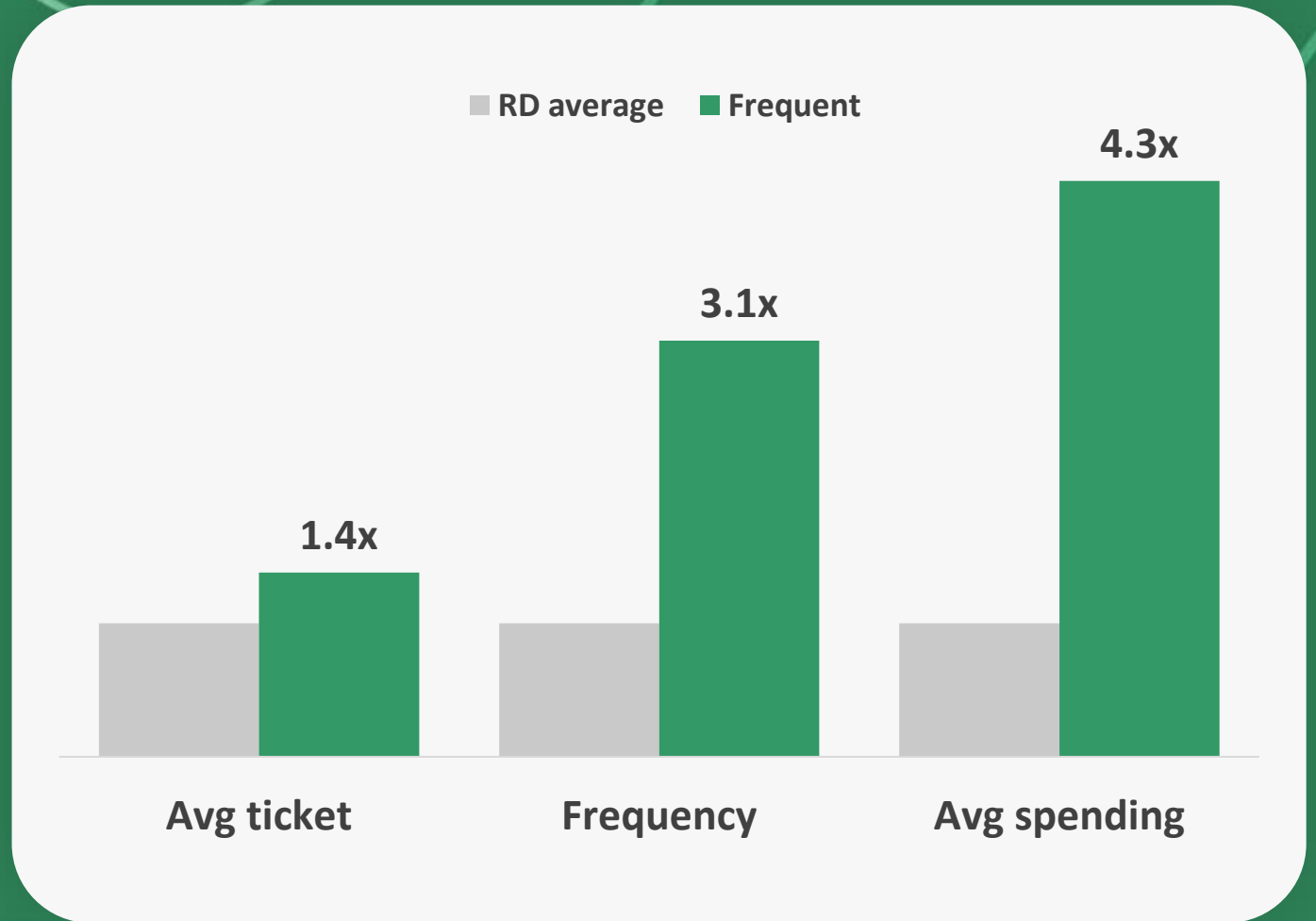
Frequent customers

(millions, % of retail gross revenue)

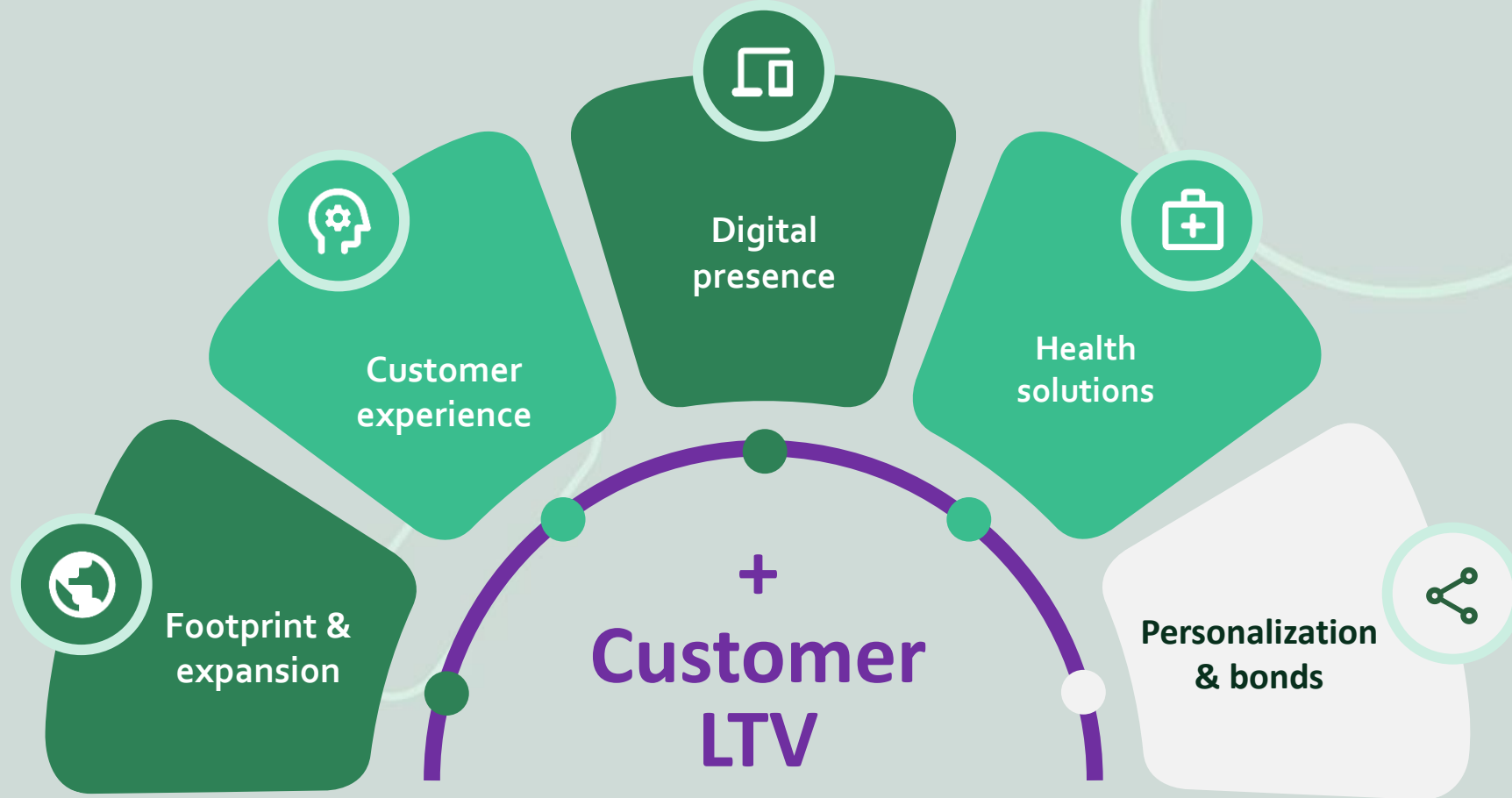


About our loyal customer:

Frequent Customer vs. RD Average



We place our customer in the center of our strategy, focused on **increasing loyalty and engagement** with our brands.



We are broadening our value proposition through the strengthening and creation of new bonds with our customers.

Portfolio

- Bond 1
- Bond 2
- Bond 3

Convenience

- Bond 12
- Bond 13
- Bond 14

Benefits

- Bond 4
- Bond 5
- Bond 6
- Bond 7
- Bond 8
- Bond 9
- Bond 10

Customer service

- Bond 11

Access / Adherence

- Bond 15
- Bond 16
- Bond 17
- Bond 18

Health services

- Bond 19
- Bond 20

BONDS

Emotional or relational connection
that a customer has with a brand.

Establishing the **concepts:**

Strategic Profiles



Chronic



Baby



Beauty



Healthy Lifestyle

Bonds: “Emotional or relational connection that a customer has with a brand”.

Frequent

Portfolio

- Bond 1
- Bond 2
- Bond 3

Benefits

- Bond 4
- Bond 5
- Bond 6
- Bond 7
- Bond 8
- Bond 9
- Bond 10

Access / Adherence

- Bond 15
- Bond 16
- Bond 17
- Bond 18

Convenience

- Bond 12
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Customer service

- Bond 11

Health services

- Bond 19
- Bond 20



Frequent Customer

12 months view

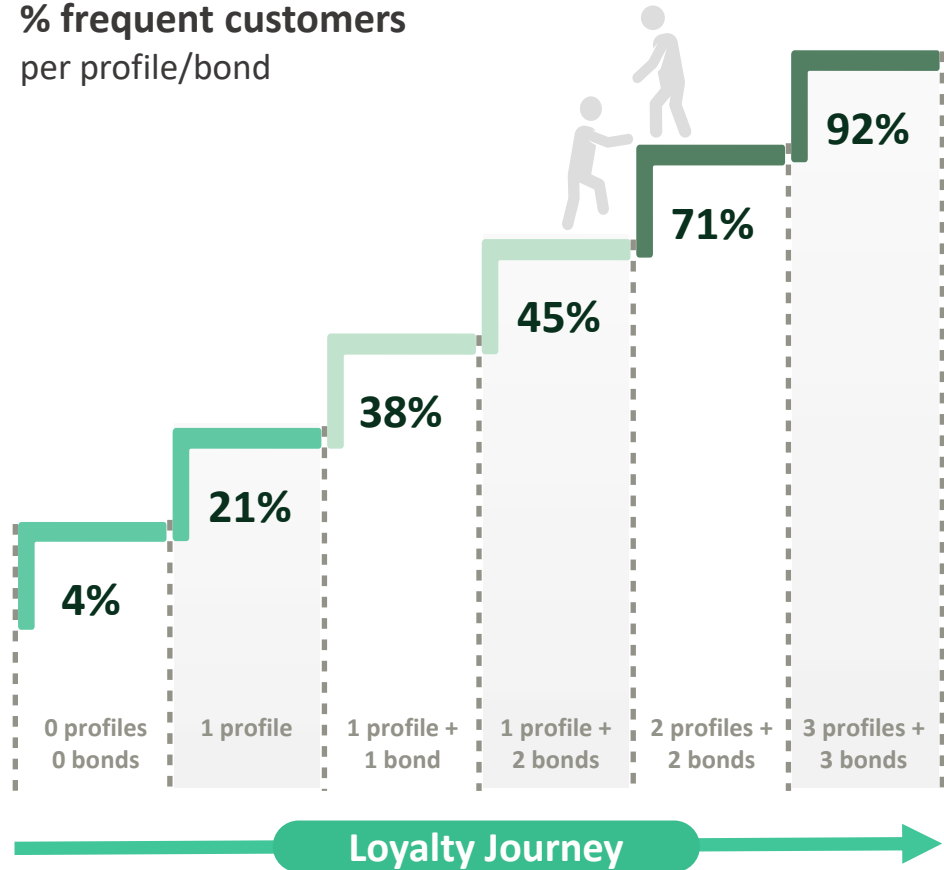
CAV = Customer Annual Value

	Sales	Average	Average	% GP	12m CAV	CAV increase	
		retention	spending			Var. YoY	
Strategic Profiles	Profile 1	+21%	138	173	97		
	Profile 2	+22%	149	242	99		
	Profile 3	+23%	150	237	101		
	Profile 4	+19%	157	280	97		
Engagement Bonds	Bond 1	+17%	139	192	99	189	+46 +24%
	Bond 2	+35%	126	159	99	157	+57 +36%
	Bond 3	+63%	137	183	96	175	+10 +6%
	Bond 4	+52%	145	210	95	199	+26 +13%
	Bond 5	+43%	133	189	99	187	+23 +12%
	Bond 6	+143%	137	208	104	217	+44 +20%
	Bond 7	+40%	144	201	96	193	+26 +13%
	Bond 8	+30%	146	275	89	245	+130 +53%
Total	RD total	+14%	100	100	100	100	
	Casual	-6%	47	18	114	20	

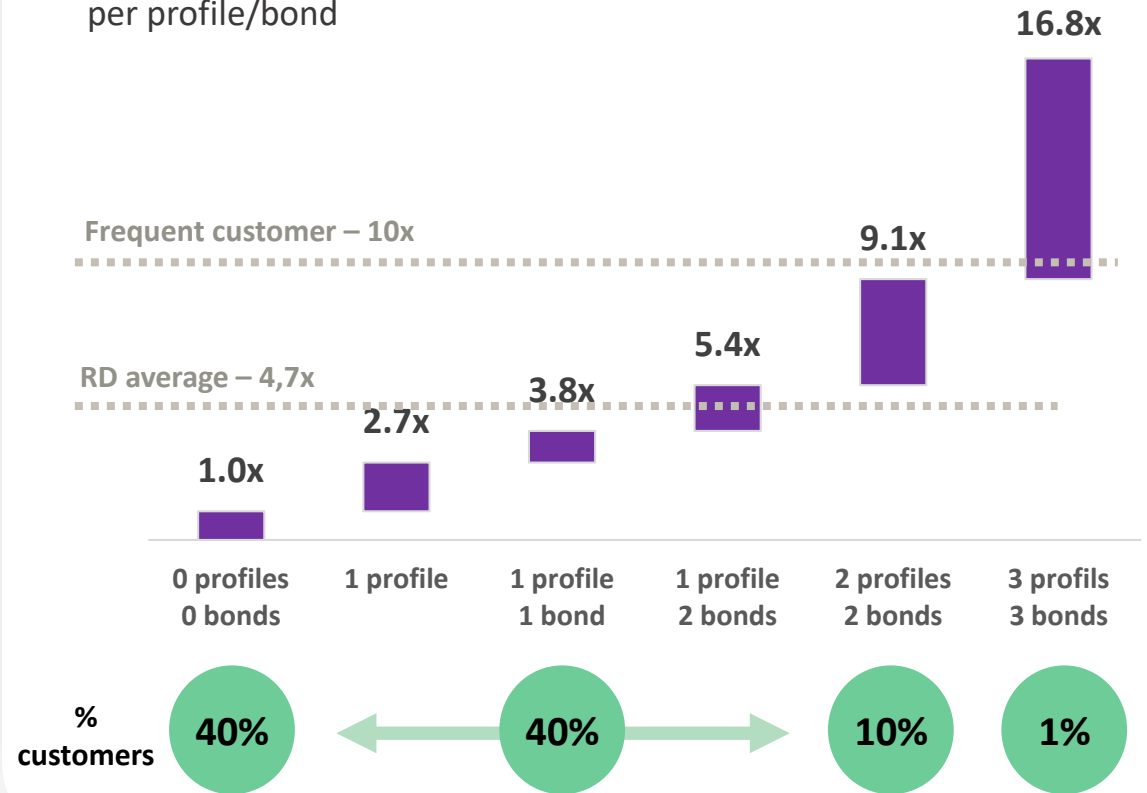
* Annual gross profit per customer: LTM Aug/23.

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

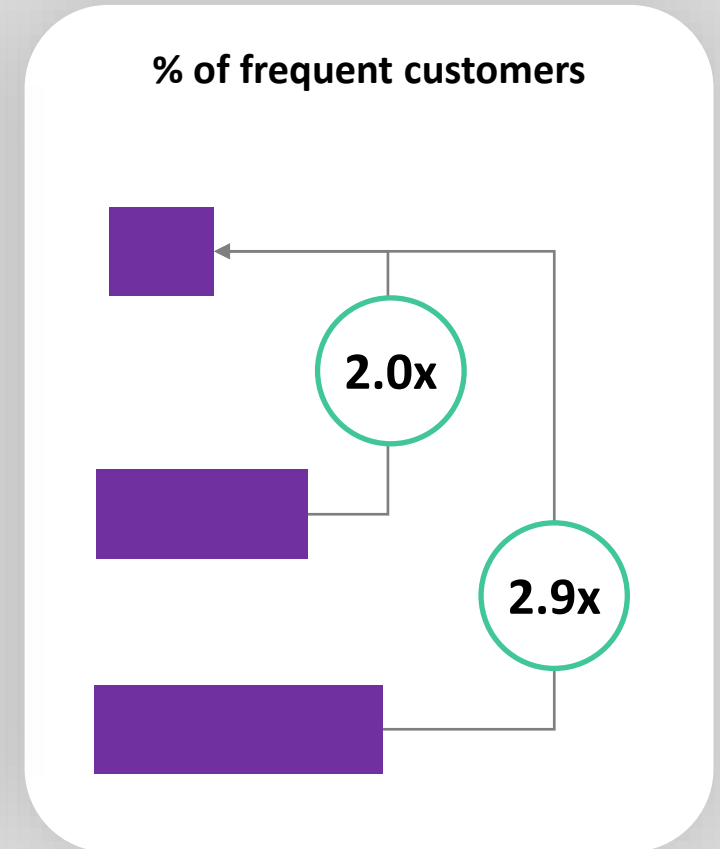
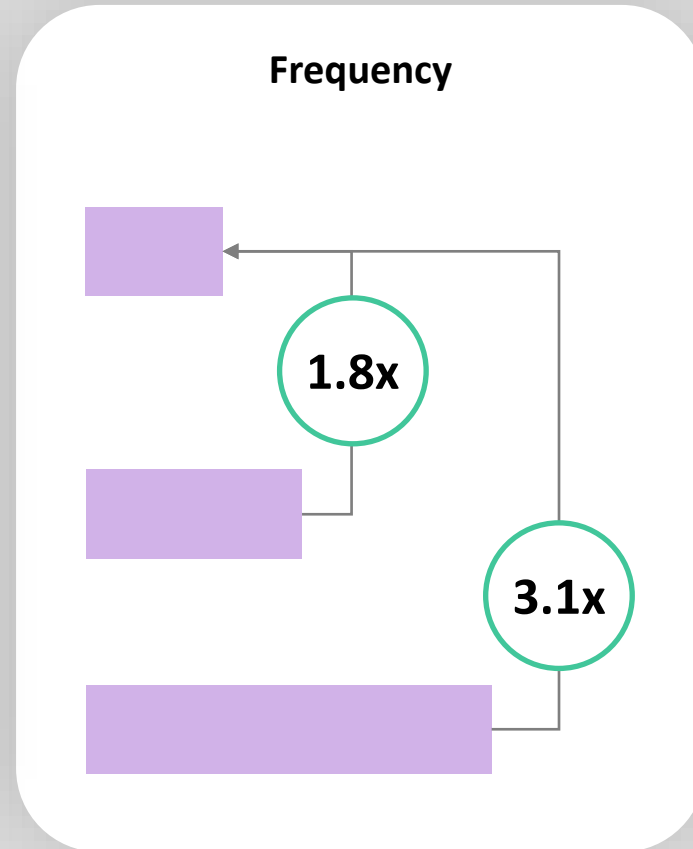
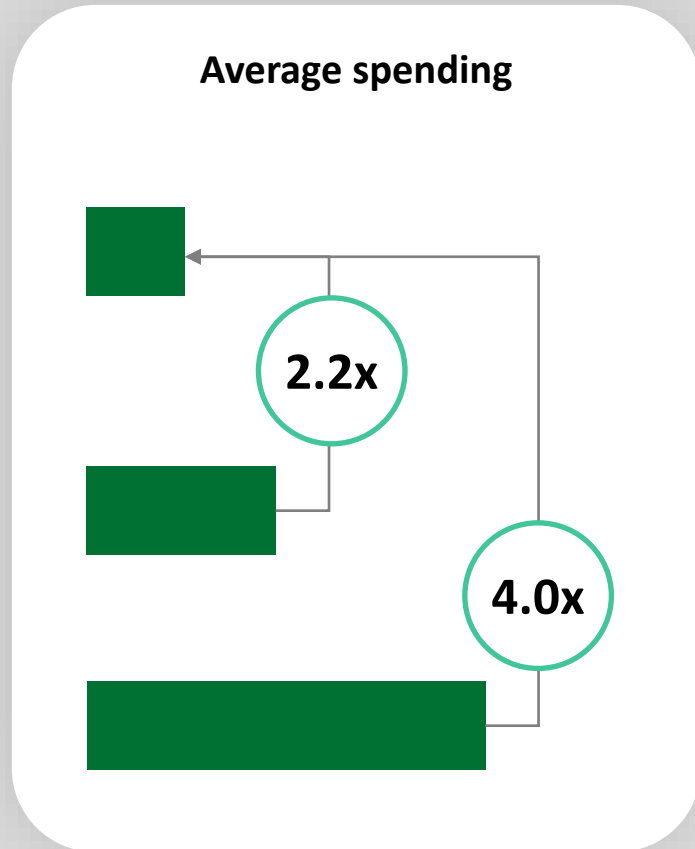
% frequent customers per profile/bond



Customer CAV per profile/bond



Customers that participate through Stix and redeem points have **4.0x the spending** of the average customer..



CAV increase (12 months)

*Aug/23

RD Average



And we added new features to **increase customer engagement** when accumulating and redeeming their points.



Livelo

(Launched 25/Sep)

+60% new registrations

Livelo avg. ticket **3x** Stix avg. ticket

WANT TO SAVE EVEN MORE?

STIX POINTS

ARE WORTH MONEY AT CHECKOUT

BRING YOUR LIVELO POINTS*
TO STIX AND USE THEM AT



» CONSULT OUR TEAM.

Saiba mais em:
drogaraia.com.br/stix

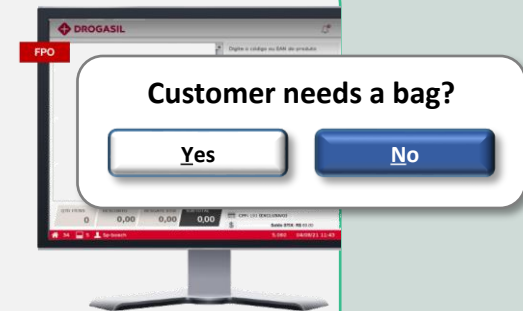
*Fui informado e estou ciente de que, convertendo pontos Livelo em Stix, a RD poderá receber o meu nome, CPF, data de nascimento, telefone e e-mail para me identificar.

Pix with Stix

“Pay with Pix and earn double Stix points”

Sustainability Plastic bags

Additional points when customer does not require a plastic bag when purchasing at our pharmacies



Stix successfully completes its 3rd year of operation.

The largest coalition in the country in number of transactions.

5.2 MM
engaged customers

91% activation



18 MM OF EARNING TRANSACTIONS/MONTH

- 4.0 earning transactions per month per customer (purchases | accelerators | bonus)



CUSTOMER ENGAGEMENT WITHIN THE COALITION

- 62% active in at least 2 partners
- 20% greater average spending



1.2 MM REDEMPTIONS/MONTH

- Average of 1 redemption every 2 months
- 75% of earned points are redeemed in up to 3 months



RETAIL PROTAGONISM

- Retailer's relationship platform (Stix is the common currency)
- Stix miniapps inserted in retailers' apps



4% OF EXPIRED POINTS (LOW BREAKAGE)

THE POINT TO REALLY USE

- PagStix at checkout



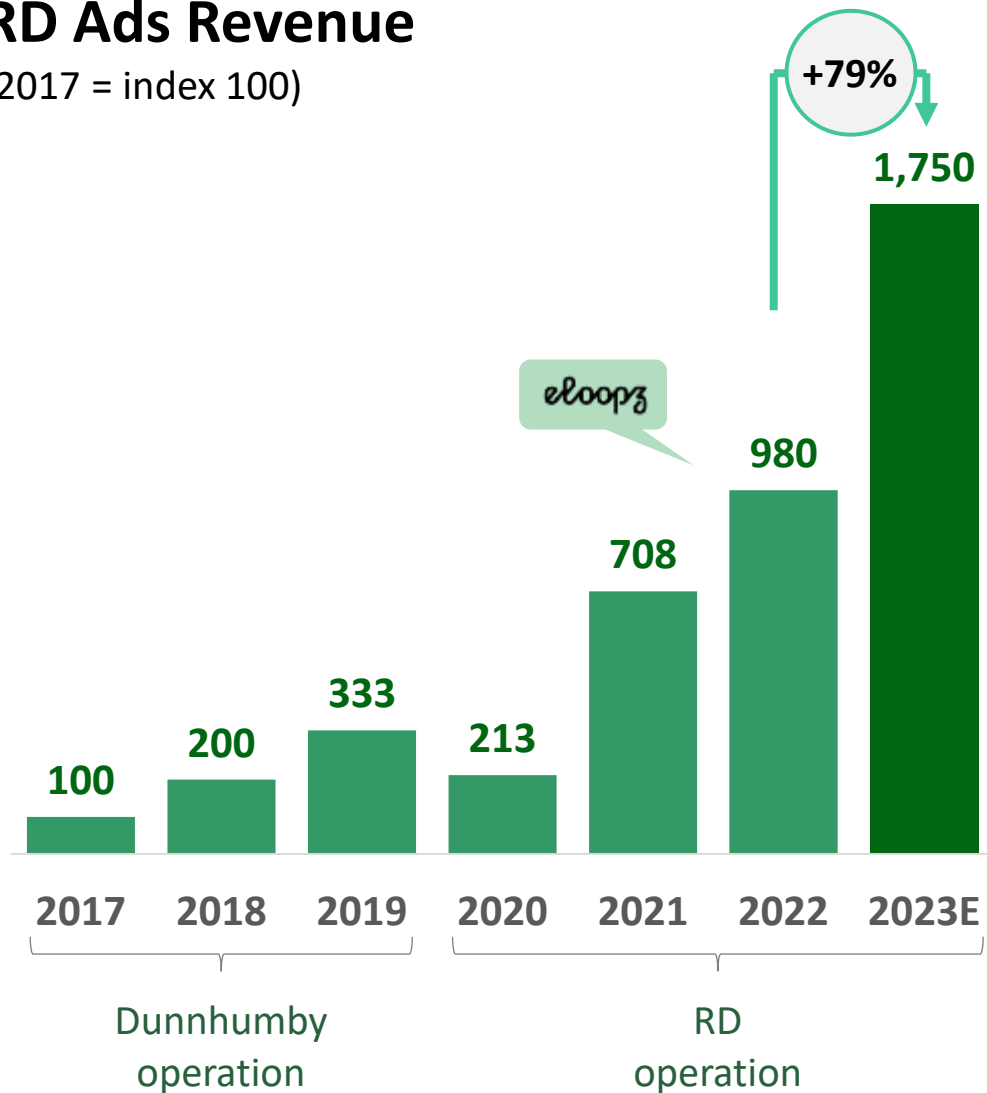
NEW PARTNERSHIPS

- Livelu – PagStix at checkout (Sep/23)
- C&A – Anchor in the Fashion&Lifestyle vertical (Nov/23)

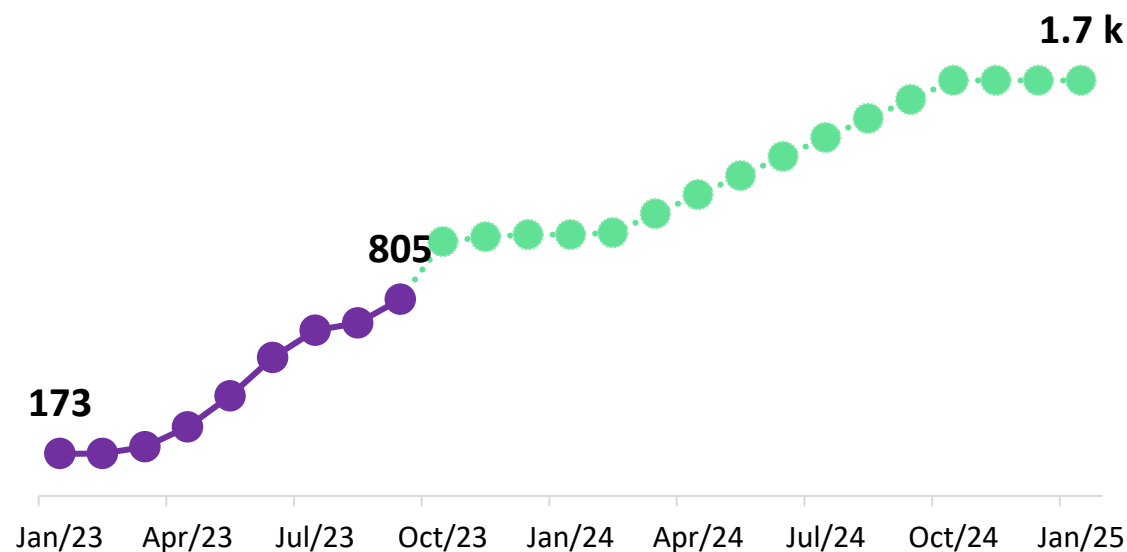
RD Ads begins in 2017. After lessons and adjustments, the business starts to scale.

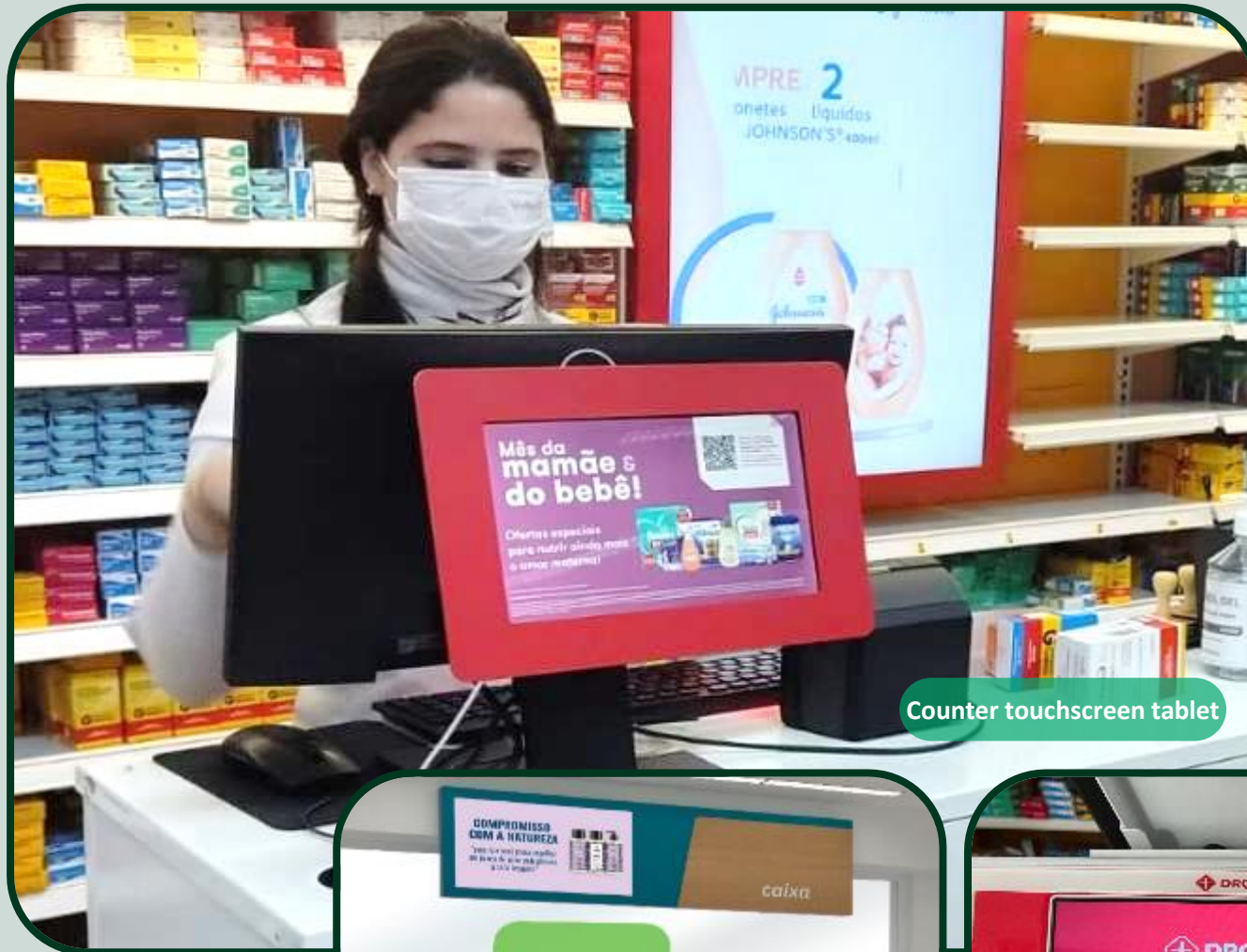
RD Ads Revenue

(2017 = index 100)



Pharmacies with RD Ads screens

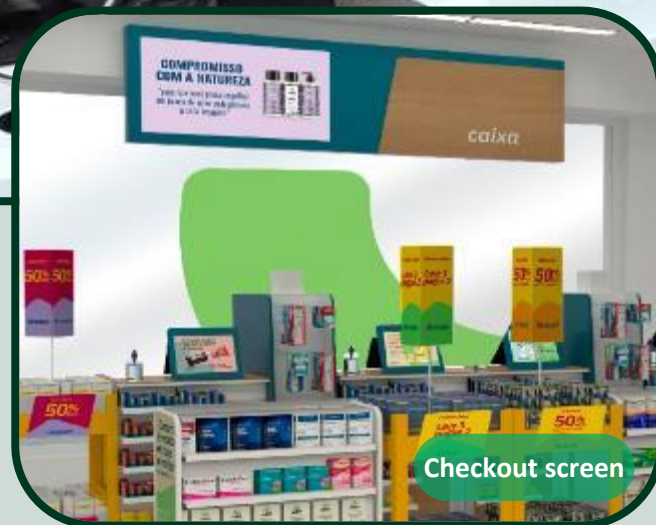




Counter touchscreen tablet



Checkout LED



Checkout screen



Checkout touchscreen tablet



Counter screen

RD

Day

2023

New Pharmacy & Omni

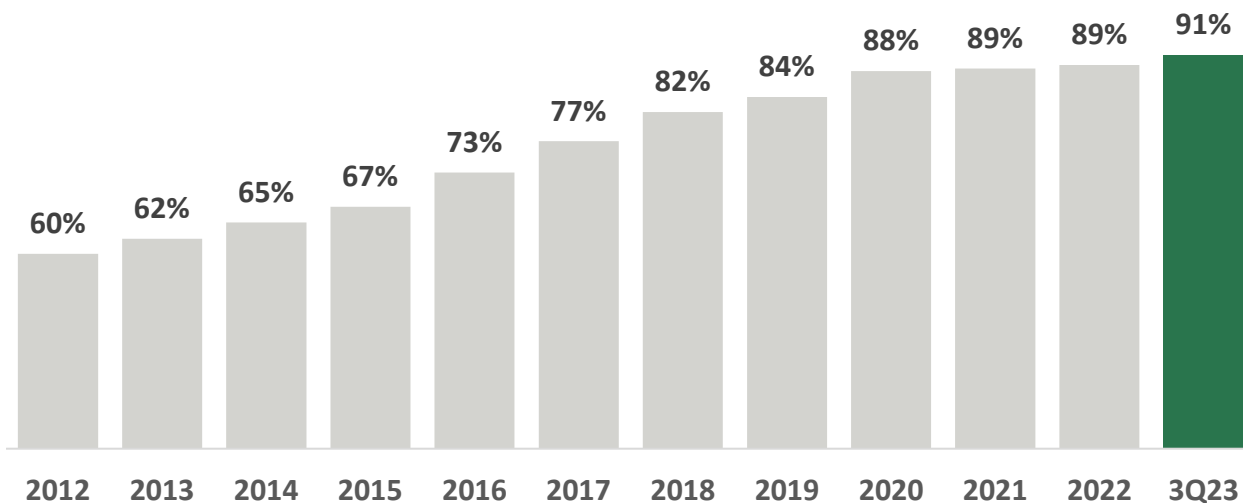


Renato Raduan
VP Pharmacies,
Omnichannel, Supply &
Expansion



The strength of our pharmacies comes from our service level and quality of operation ...

NSS – Net Satisfaction Score



Pharmacies

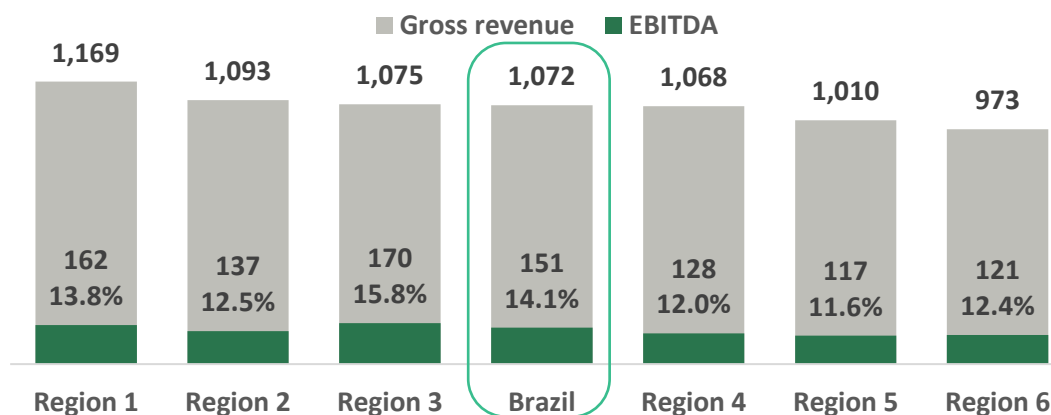
864	967	1,091	1,232	1,417	1,607	1,822	2,070	2,299	2,490	2,697	2,868
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Headcount / Pharmacy

18.8	18.1	18.0	17.8	17.0	16.7	16.5	16.5	16.3	16.8	16.1	15.8
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Sales and EBITDA* per mature store

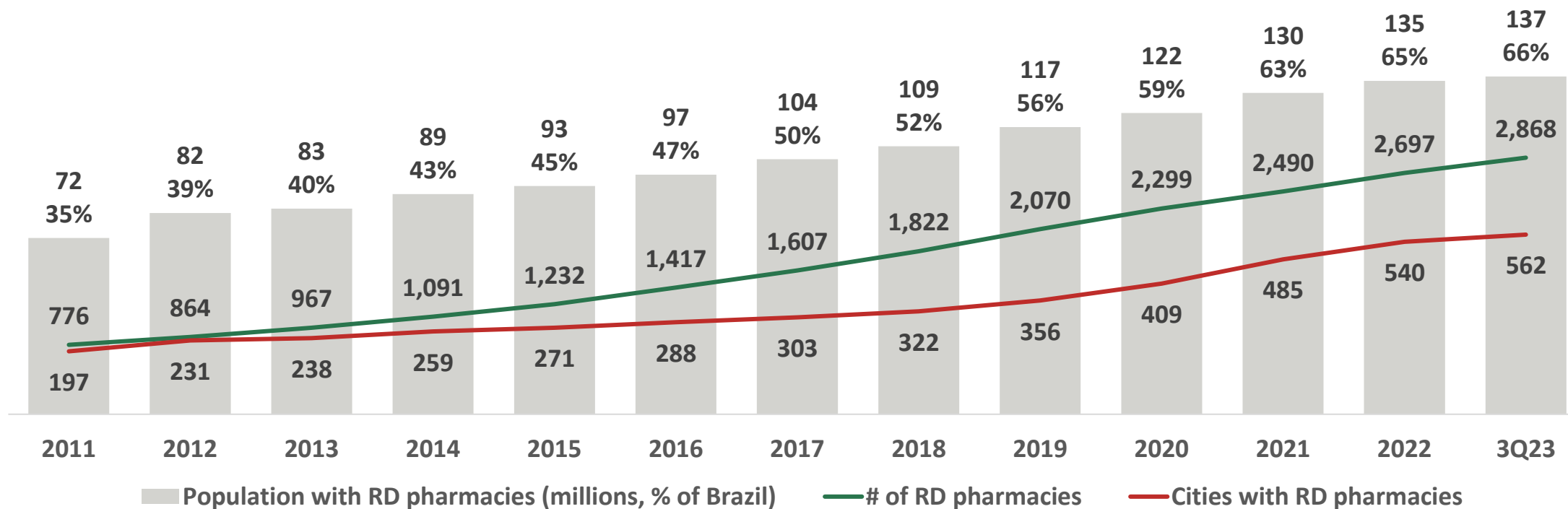
(R\$ thousands, 3Q23 LTM monthly average)



* 4-wall EBITDA (pharmacies). Does not include Distribution Centers and regional expenses.

... as well as with **the quality of our locations and expansion process.**

Evolution of the number of cities and their populations with RD presence



Transformation of the **New Pharmacy**



Experience & Convenience Modern & Digital Pharmacy

1. Digital & Omnichannel journey (convenience & services)
2. Quick, pleasant and personalized shopping experience
3. Health & wellness value proposition



Humanized & Specialized Service

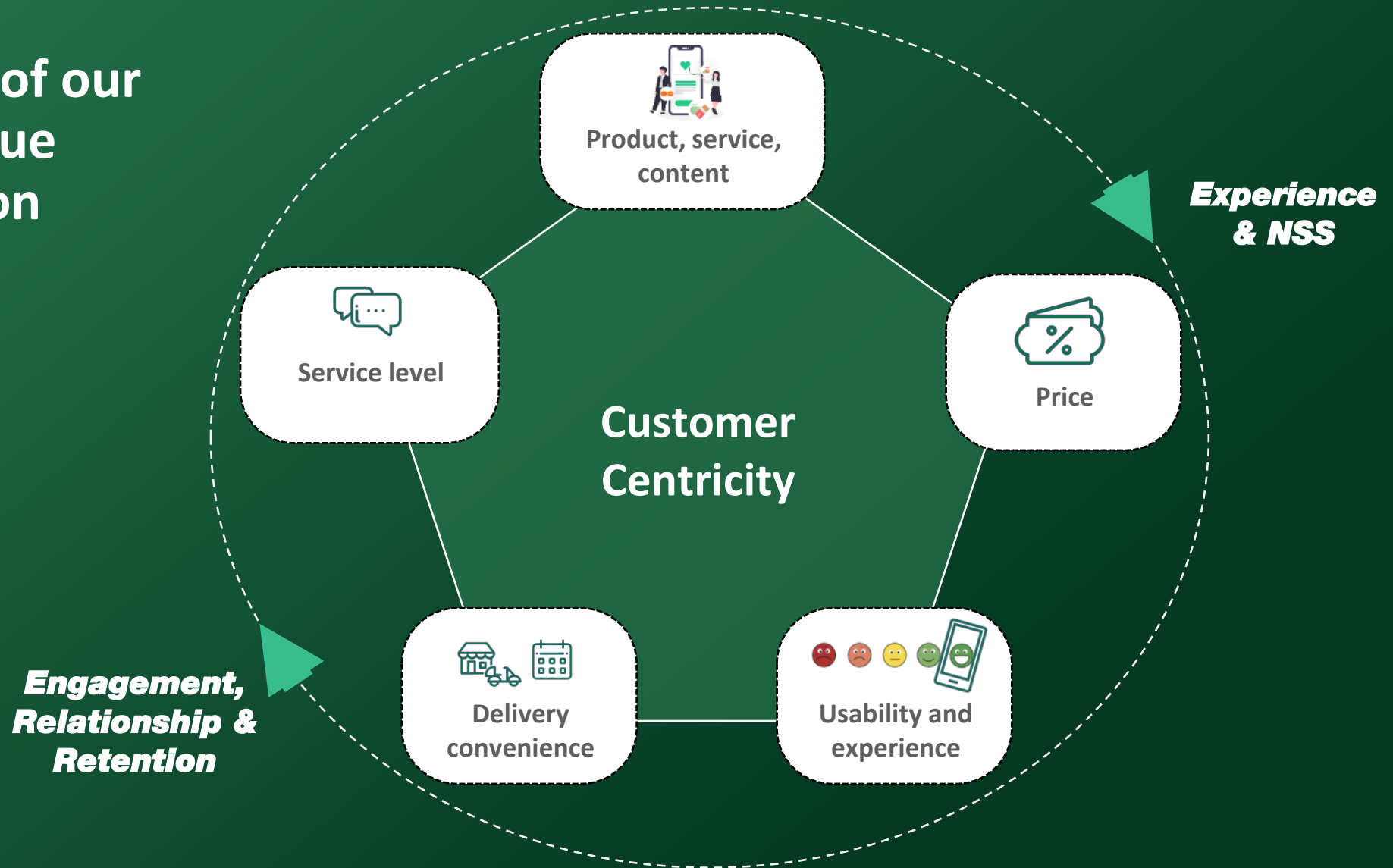
Recovering the traditional pharmacy

1. Humanized (intimate) & specialized service
2. Active presence of the pharmacist within the pharmacy and the community
3. Recovery of pharmaceutical and health services



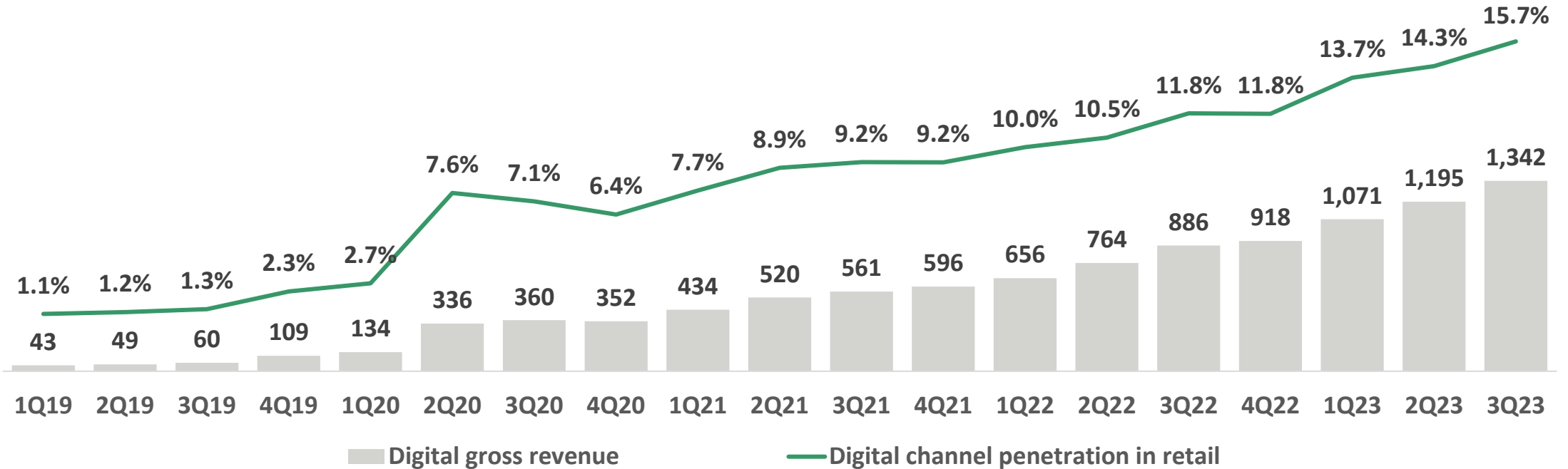
We are quickly evolving in recent years to provide the **best value proposition** in digital channels.

Elements of our online value proposition



Digital has grown at a rapid pace and consolidates itself as a **channel for shopping and customer relationship.**

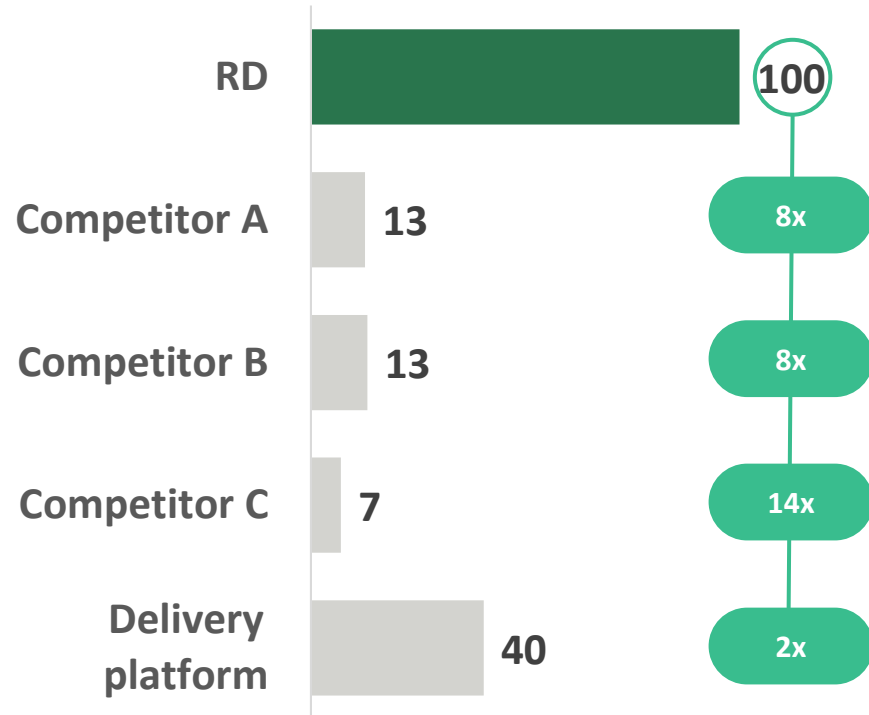
Digital channel gross revenue and penetration
(R\$ millions and % of retail gross revenue)



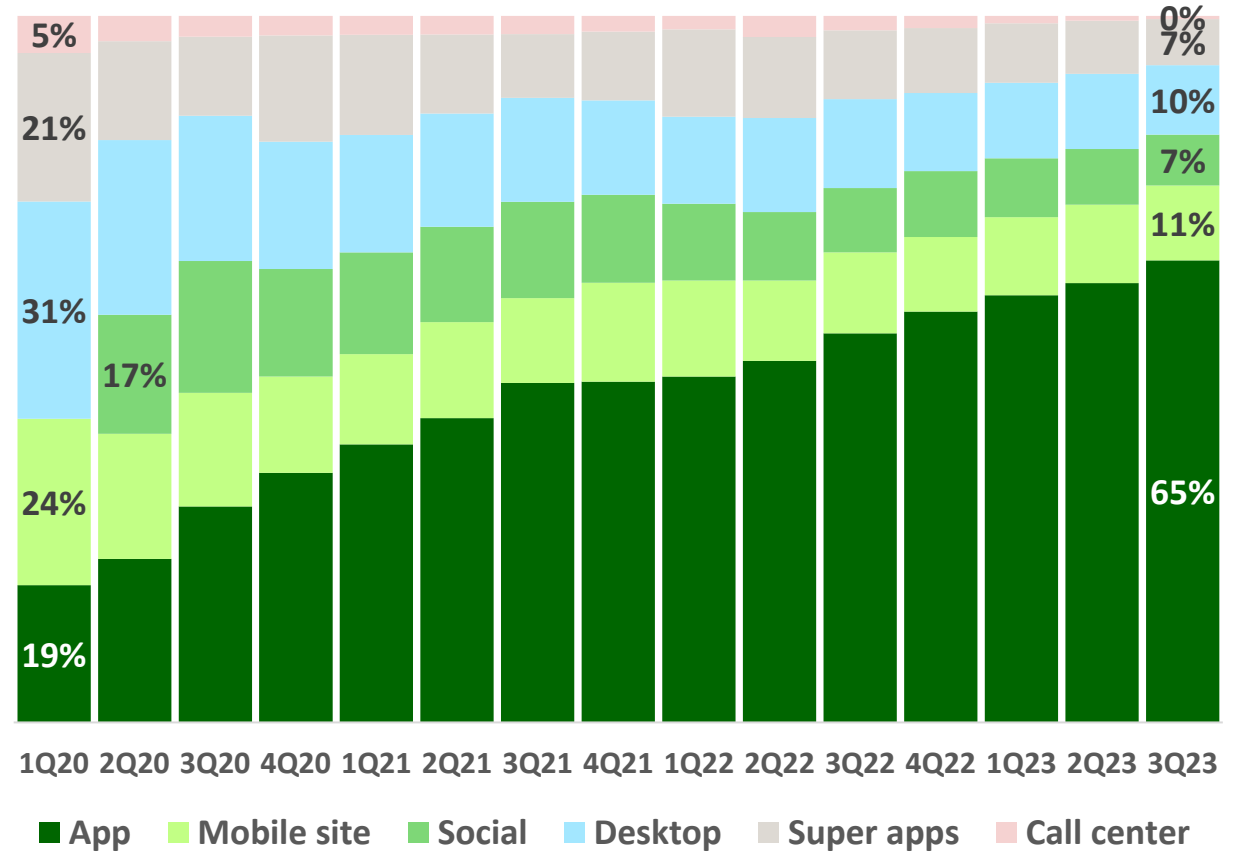
Among the digital channels, the app is the most complete and the **choice of our customers.**

MAU – Monthly Active Users

(Source: SimilarWeb Sep/23, RD = index 100)



Digital sales per channel



Journey of the Digital Customer

Big numbers

3.4 million

digital customers
7.3% of total LTM customers

23%

of LTM retail gross revenues
came from digital customers

2.4x more loyal

Digital vs. non-digital customers

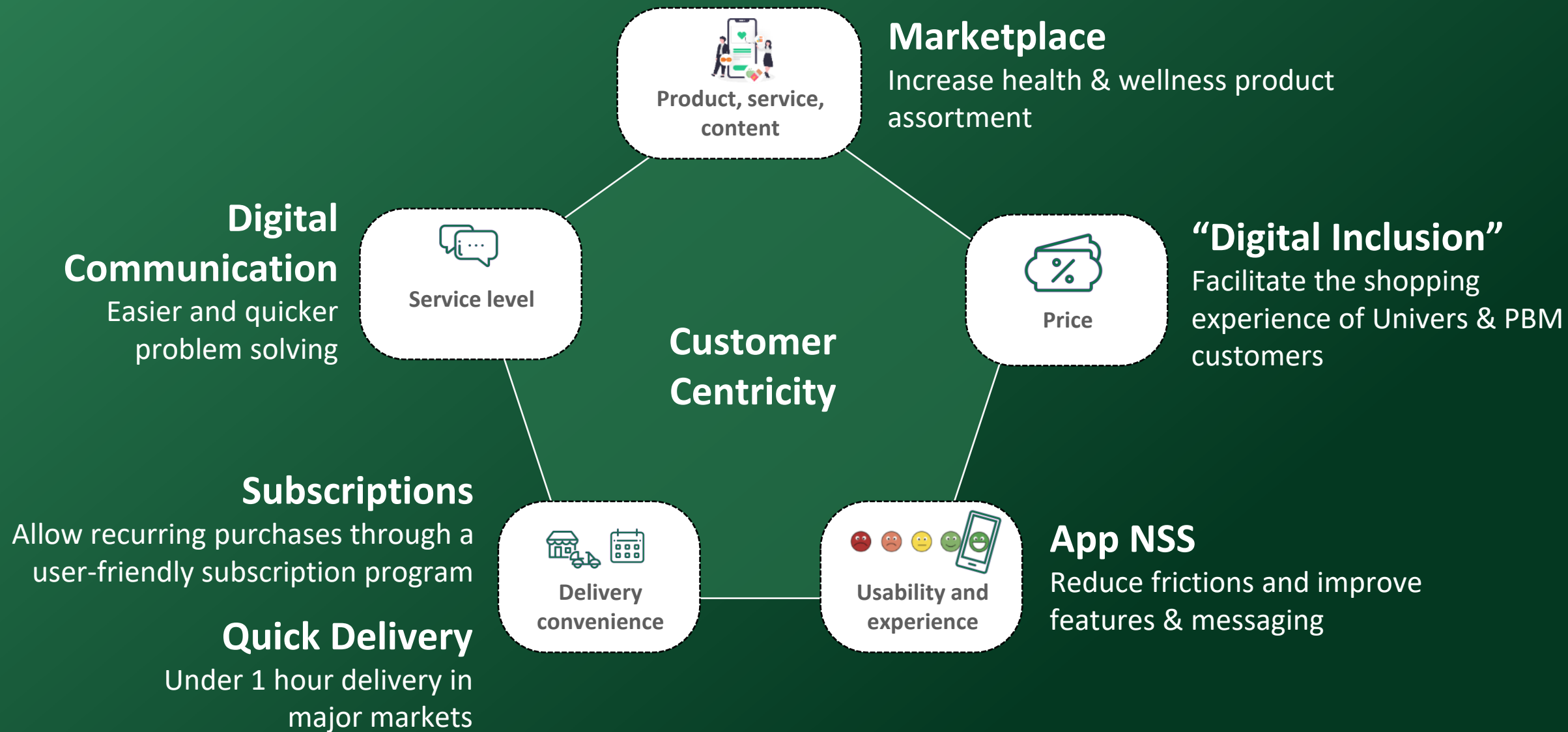
21x purchases/yr

Digital customer frequency
vs. 7x of non-digital customers

3.8x greater spending

Digital vs. non-digital customers

We have important projects to continue evolving our **value proposition**:

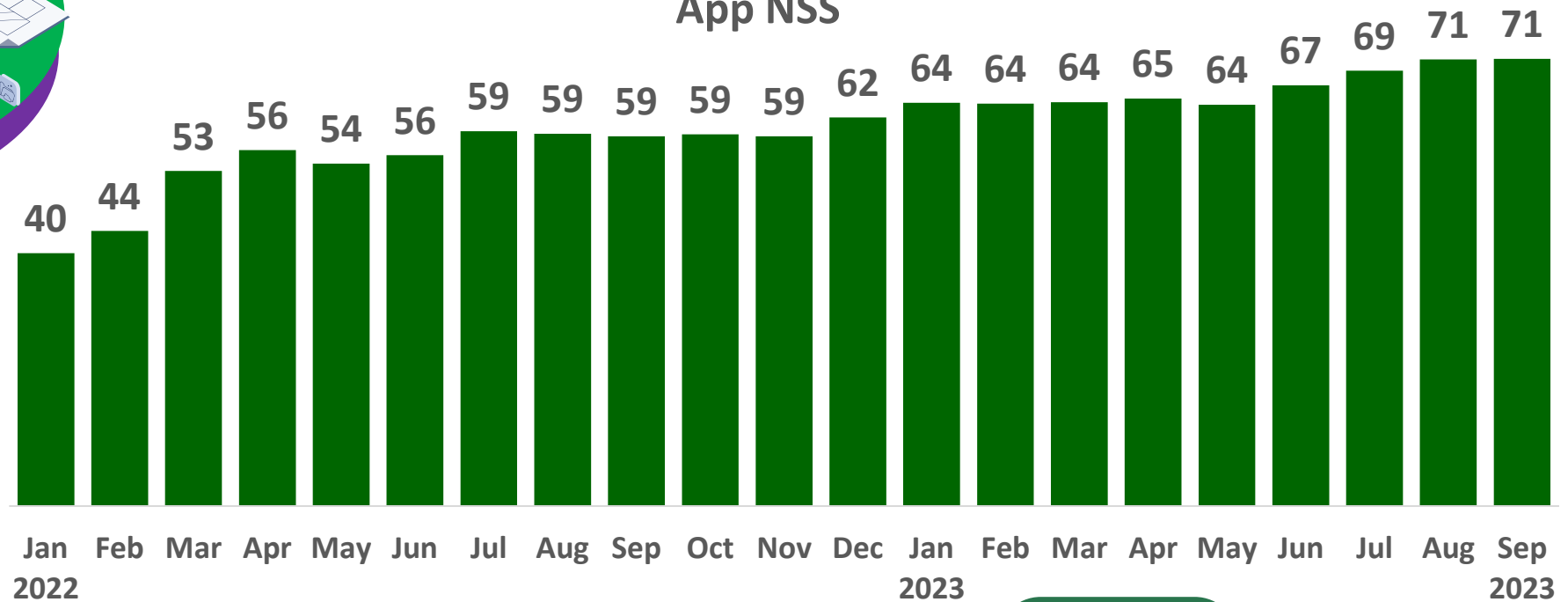


We improved the App NSS by +12 pp LTM through prioritization based on Customer Centricity and an integrated work governance between Omnichannel, IT and N2D.



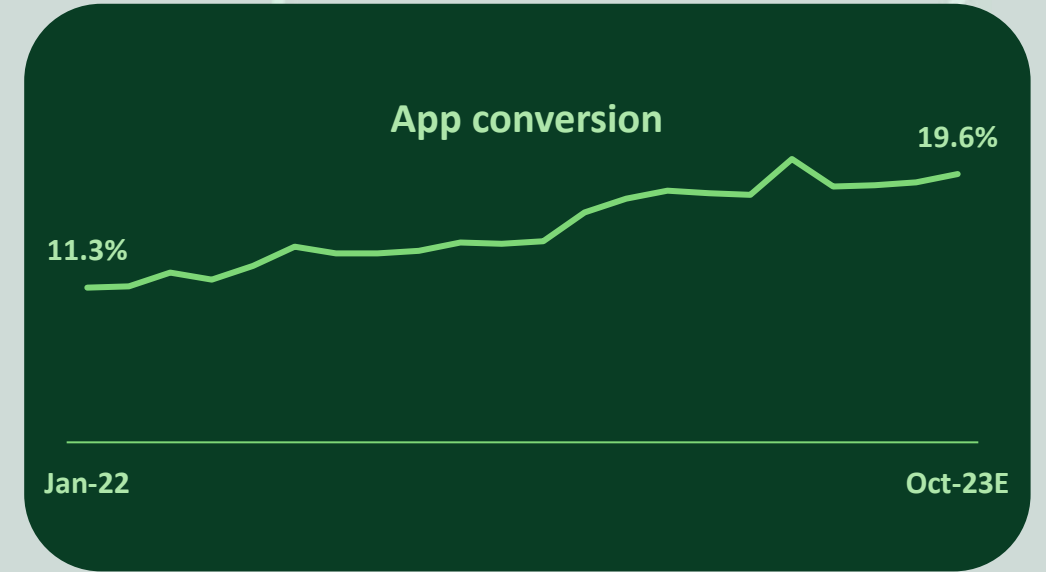
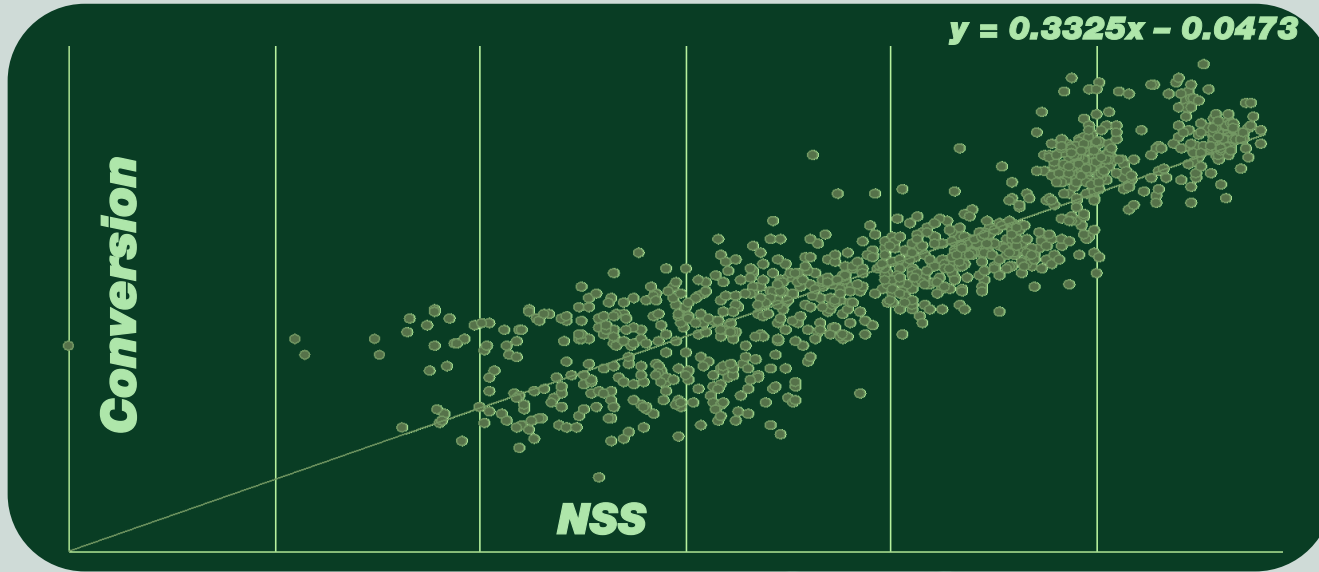
Work Governance

App NSS



+12 pp LTM

The evolution of our app's NSS, besides validating the improvement to customer experience, brings an important improvement to the channel's sales conversion.

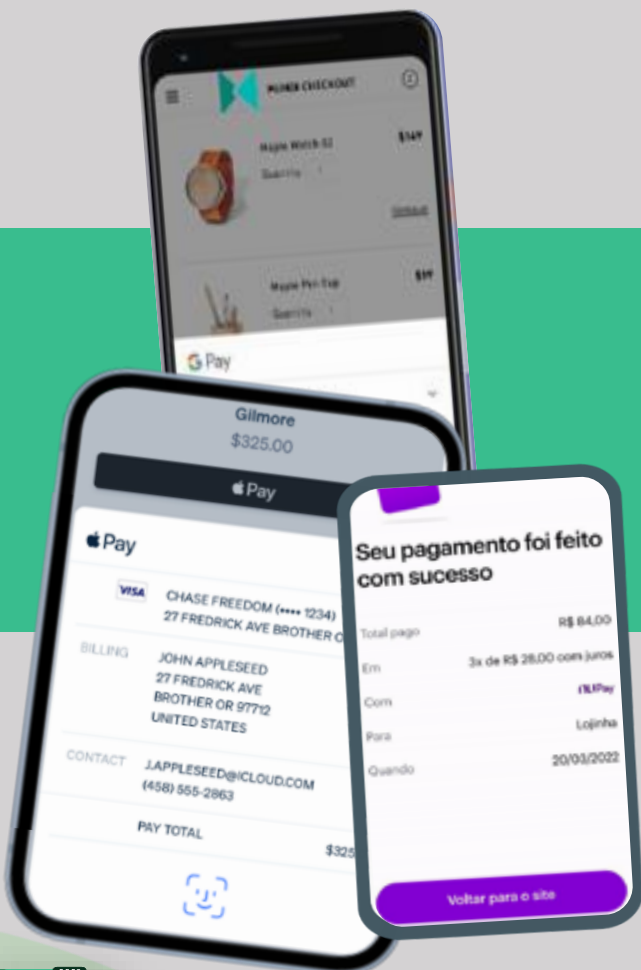


For every **~3 pp** of NSS improvement, the conversion, which is the number of people that access the channel and complete a purchase, increases by **~1 pp**.

We have a pipeline of improvements to our **digital experience** ahead of us.

Benchmarks of features and prioritization

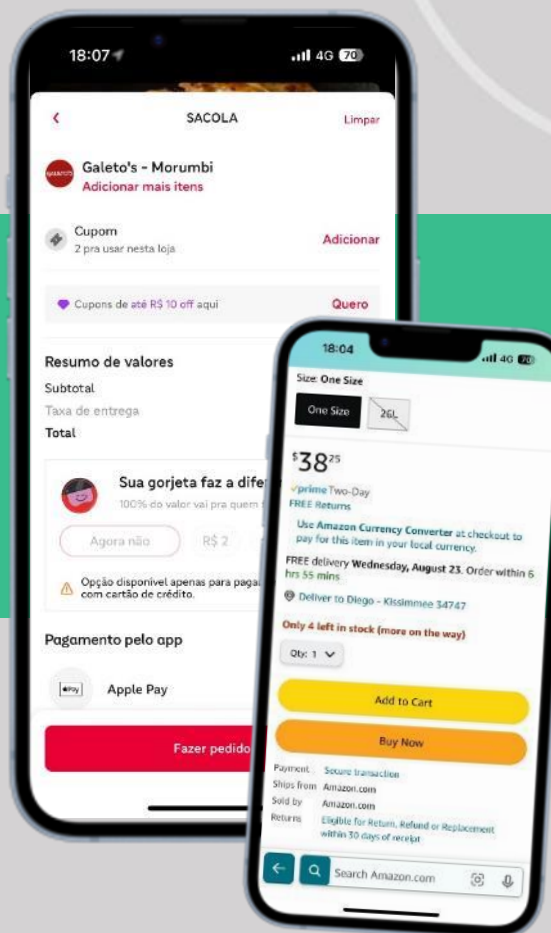
Digital wallets



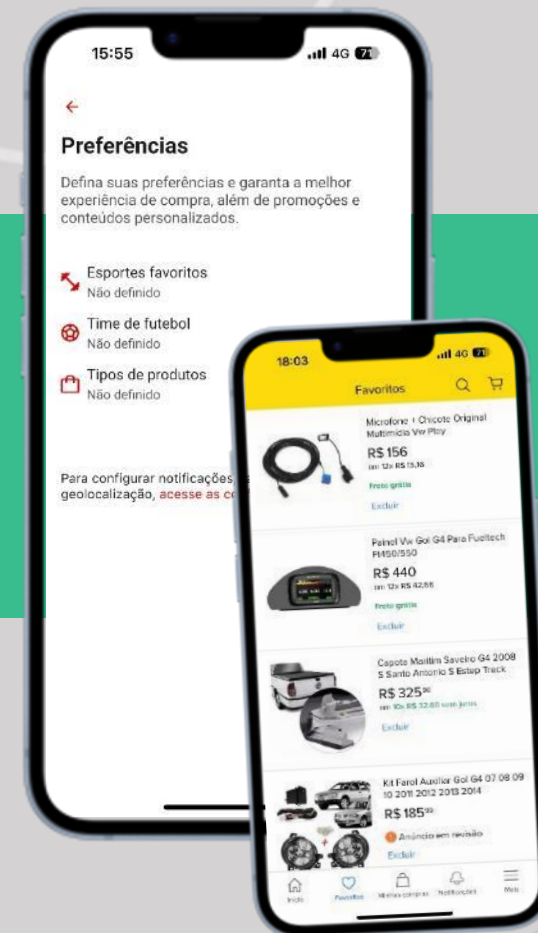
Messaging



Frictionless and one-click payments

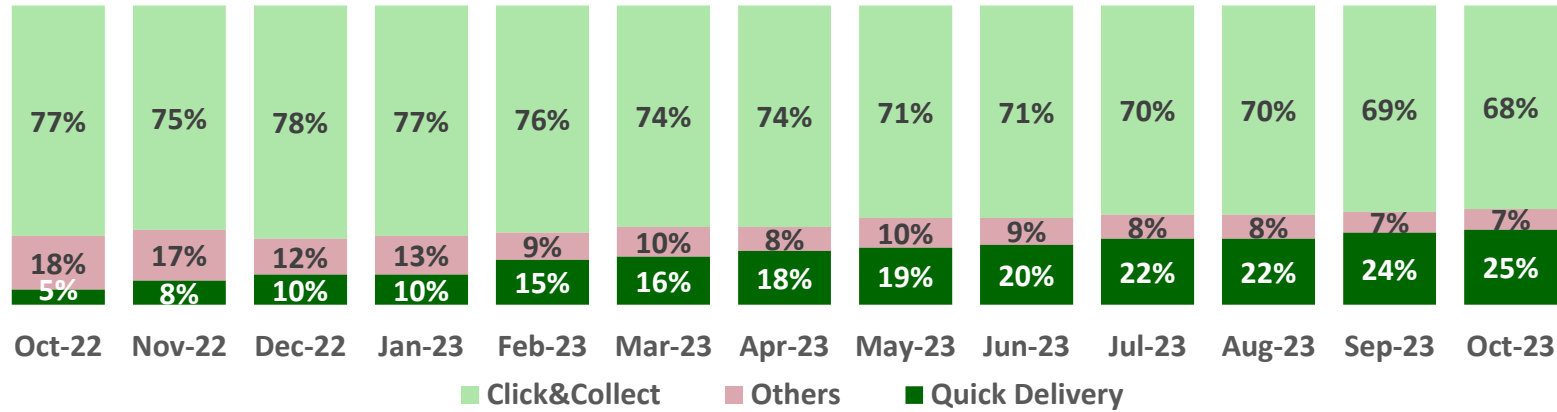


Preferences and Favorites



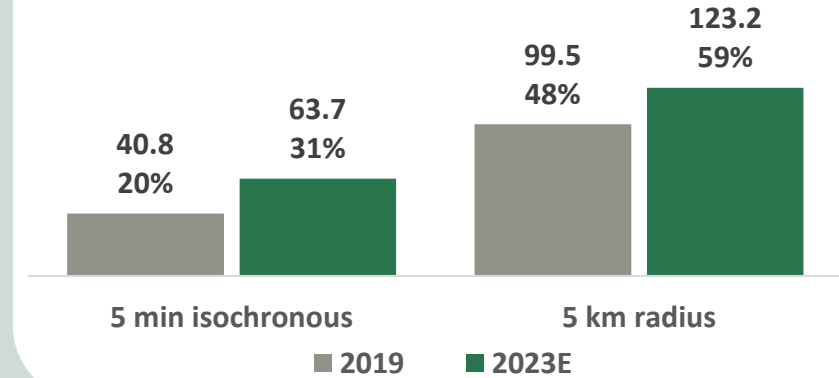
We evolved greatly in our **Quick Delivery** operations in the past year, improving the convenience for our customers and leveraging our unique physical capillarity.

Quick Delivery share vs. Click&Collect and other methods operated by RD

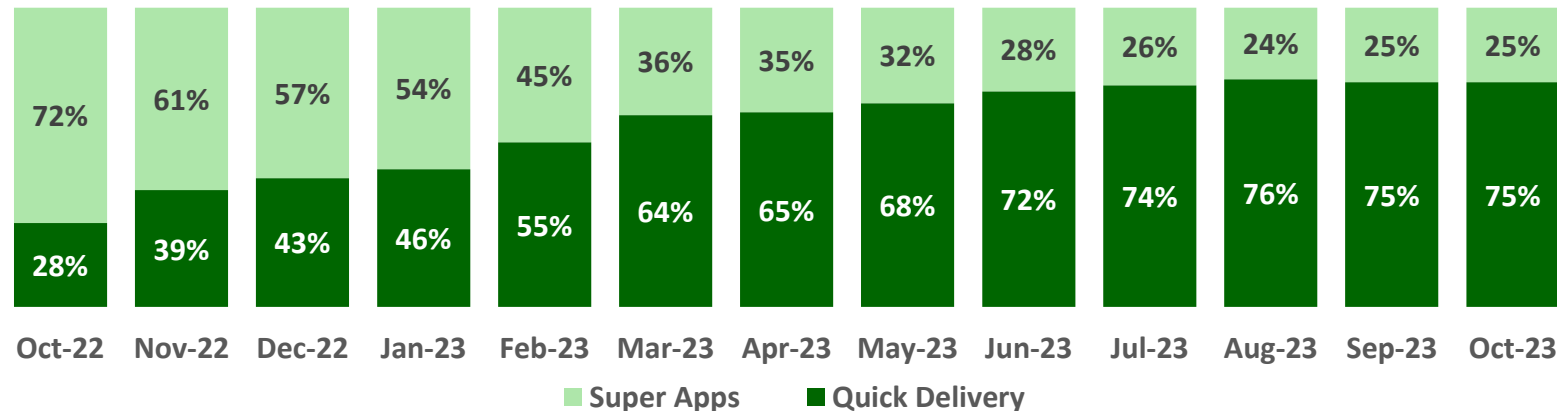


Proximity evolution

(millions of people and % of the Brazilian population)

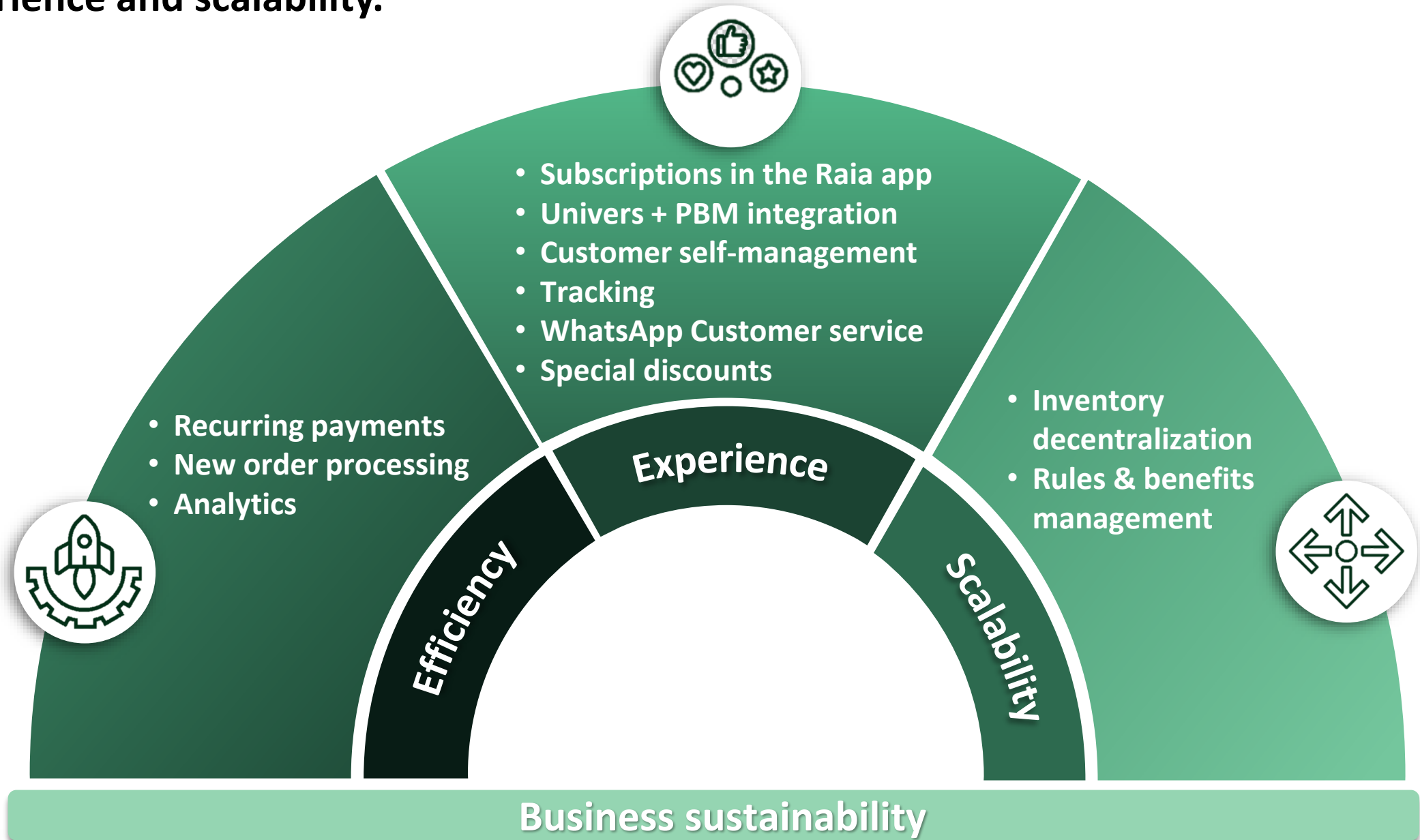


Quick Delivery share vs. Super apps



- **+700 k quick deliveries** in Sep/23;
- **+100 MM Brazilians** covered;
- **93% of deliveries in up to 60min** (55% in 30min) & 92% On-Time;
- **40min average delivery.** 34min in the São Paulo metropolitan area.

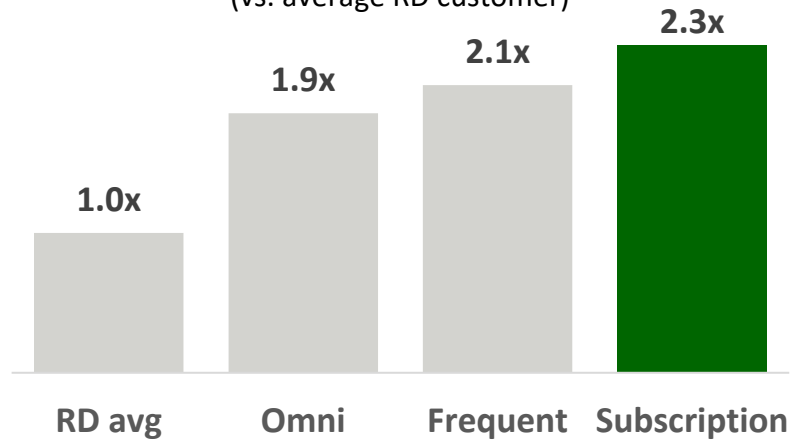
Subscriptions: Focus on (re)building the product, guaranteeing efficiency, customer experience and scalability.



We already count over 5 thousand subscription customers, which are **more loyal and engage more** than the average and the omnichannel customers.

Purchasing frequency

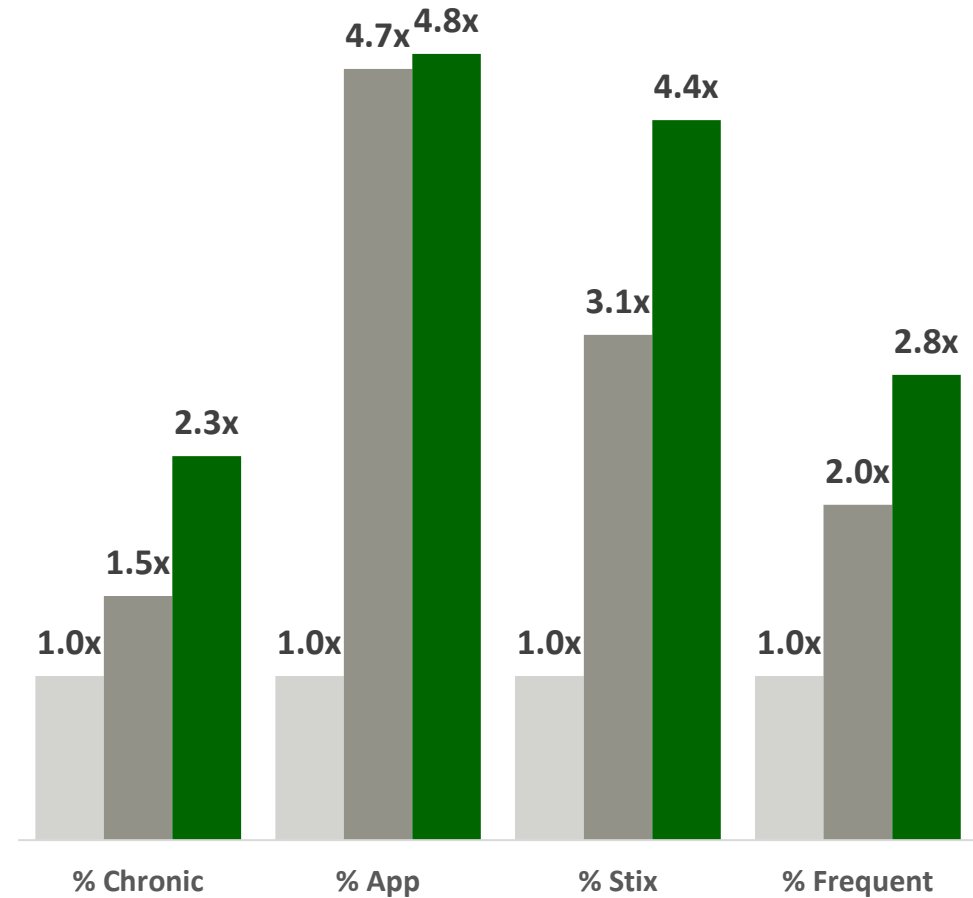
(vs. average RD customer)



Customers per bond

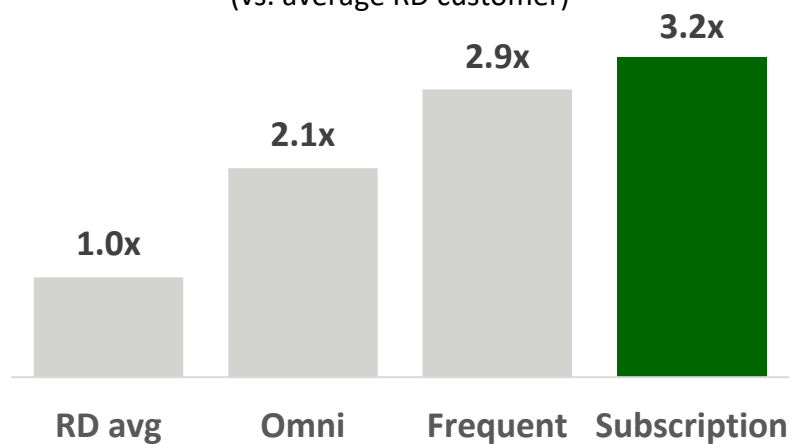
(% of customers currently active in the bond)

■ RD avg ■ Omnichannel ■ Subscription



Spending per customer

(vs. average RD customer)



Through SafePill, we offer a subscription service that organizes the customer's medication.

SafePill



A SOLUTION FOR SAFE HOME MEDICATION



RD

Day

2023

New Pharmacy & Marketplace



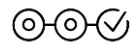
Fernando Varela
VP Digital Transformation

Marketplace as the **one-stop-shop for health, beauty and wellness**, complementary to 1P.

The main objective is to increase **Customer CAV and Loyalty**



Wide, available and accessible assortment



3P as a complement to 1P portfolio



Curation and encouragement of Sellers' engagement (based on reputation, quality of information, service)



Seller **development and training**, and offering of **additional services** (logistics, financial, ads)



Seller selection based on **Service Level**



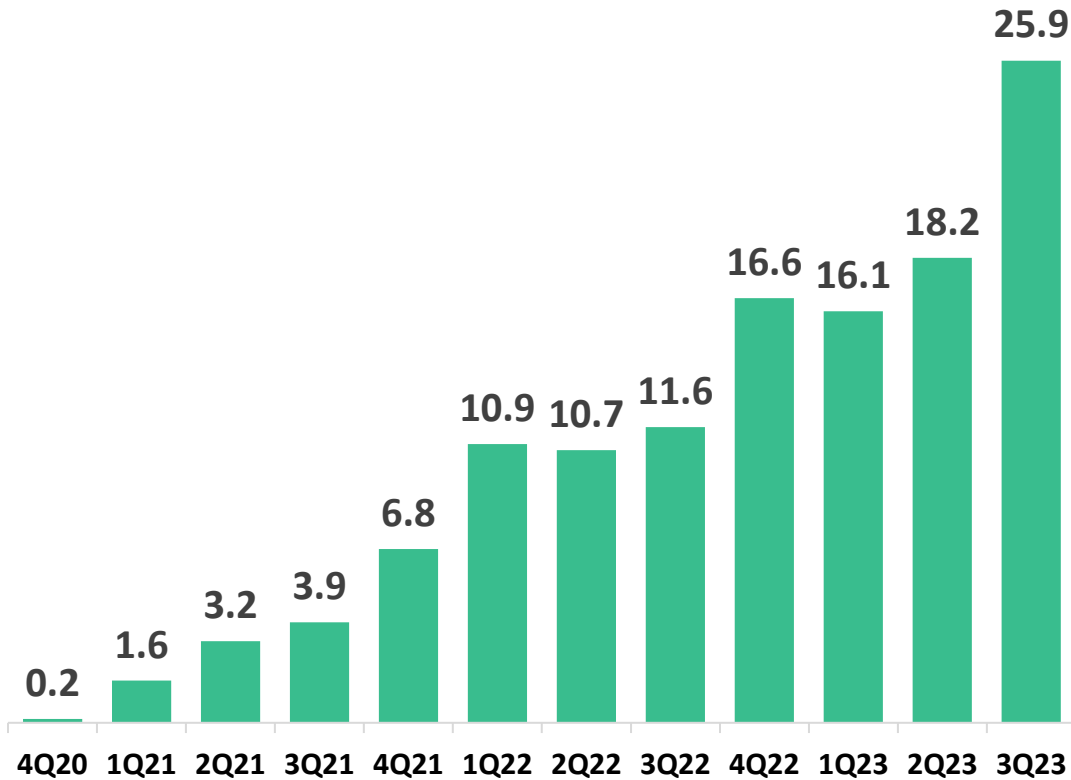
AMBITION

The most complete **Beauty, Health and Wellness** assortment, with a high level of Customer and Seller satisfaction.



Annualized Marketplace GMV reaches **R\$ 114 million** and keeps growing.

Quarterly GMV



114.0

September
annualized

Marketplace customers
have higher average
spending and frequency

Average spending (quarter¹)

RD Avg.
100

Omni - 1P
209
(2.1x)

MP - 3P²
284
(2.8x)

1P + 3P

Frequency (quarter¹)

RD Avg.
100

Omni - 1P
191
(1.9x)

MP - 3P²
226
(2.3x)

1P + 3P

¹ Ref: Sep/23, index 100 | ² Marketplace customer data includes 1P and 3P behavior.

Advances in the **Seller and Customer Experience:** Partner Portal, PIX, RD Log, etc.



- **2.3%** of Online GMV / (5% ex-medicine)
- Site (60%) & App (40%) channel mix (Organic acquisition)
- Avg. ticket **R\$ 155** / **27%** hybrid orders (*unified 1P + 3P experience*)



- **500 Sellers, 80% with Sales** (Curation & Hunting)
- **130k SKUs, 10% with sales** (product search)
- **60k orders per month** (data / tag)

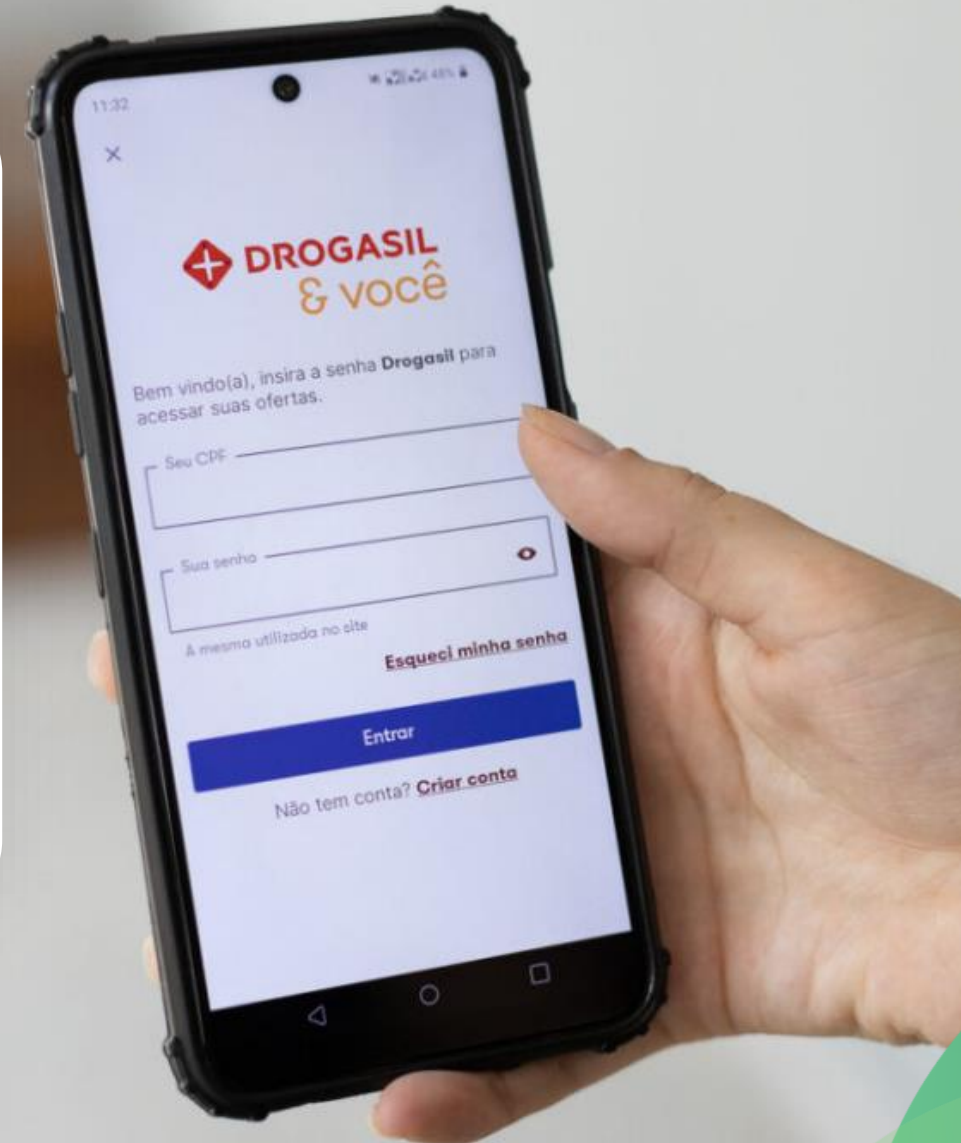
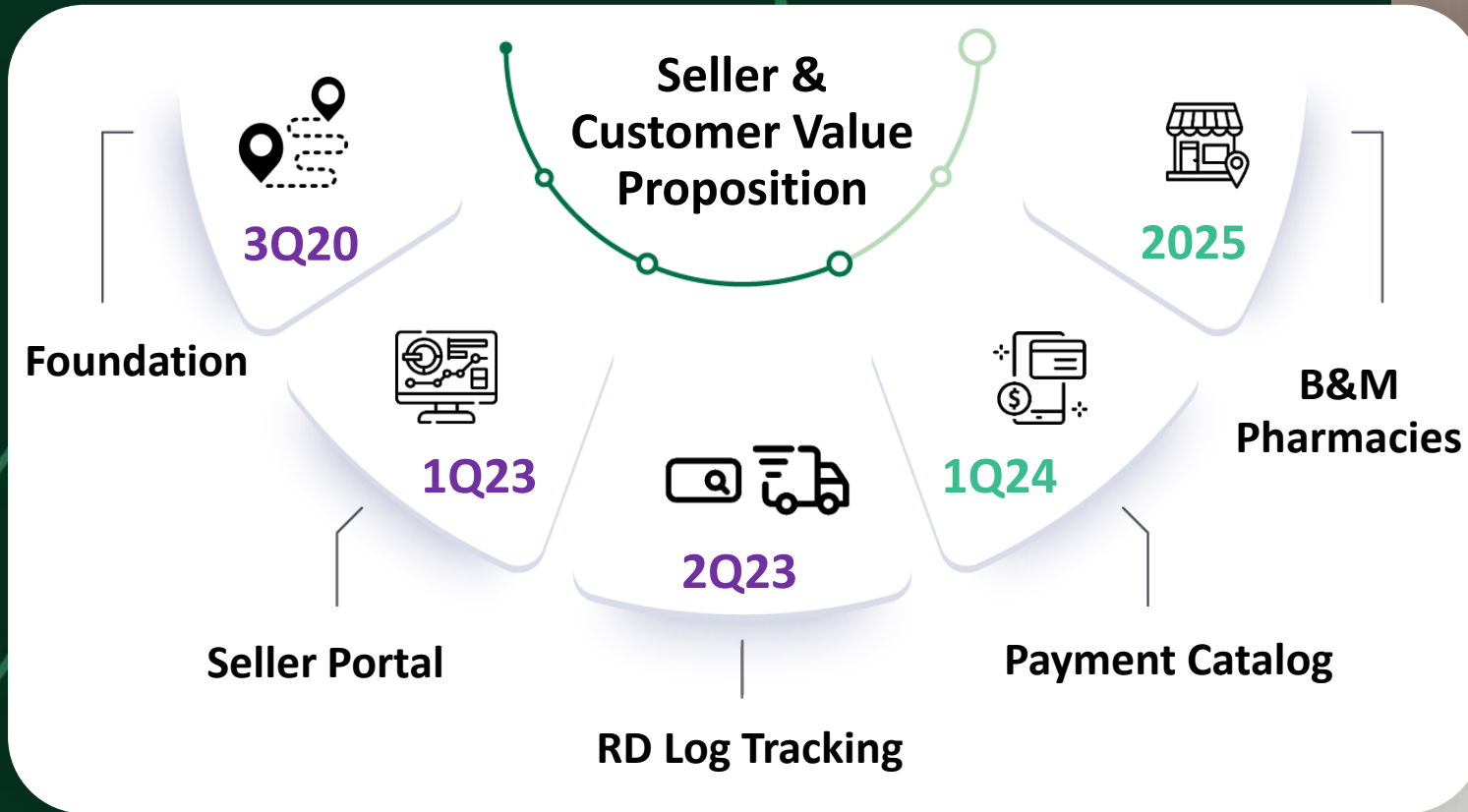


- **3.8 days** of average delivery time (BR)
- **34%** orders through RD Log (shipping and timing sensitivity)



- **NSS APP 64** (single Ux: Search / Payment / Tracking)

Foundation Construction. Maintaining the focus on Seller Value Proposition and Customer Experience.



RD

Day

2023

Assortment, Curation & Search



Marcello De Zagottis
VP Commercial & Marketing



The exponential portfolio increase in online channels requires the construction of a **good customer experience**.

PORTFOLIO EXPANSION

ASSORTMENT & CURATION

Receive, stockpile, manage, enrich and display product information

Deliver complete solutions for the different shopping journeys

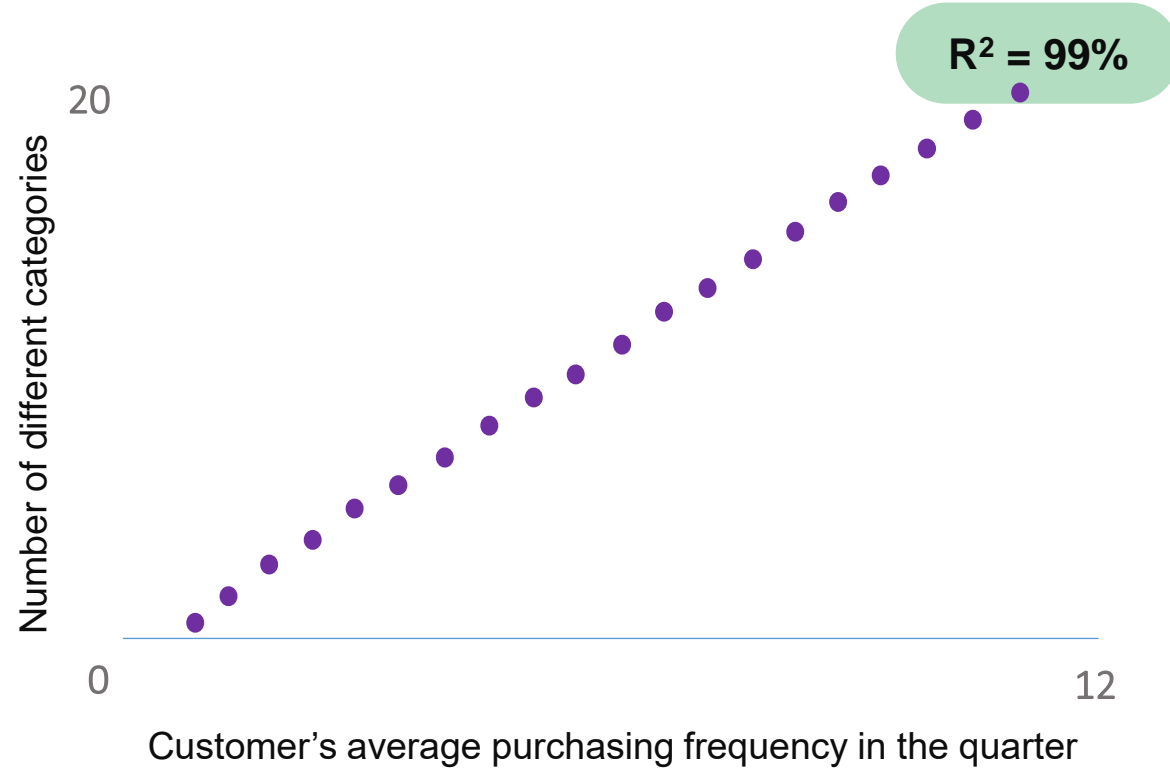
SEARCH

Increase product searchability, offering the customer a more relevant, personalized and efficient experience



The greater the number of purchased **categories**, the greater the customer's **frequency**.

Customer frequency per # of different categories



RD Average vs. Omnichannel (1P) vs. Marketplace (3P) Customers.

1P and 3P have superior spending and frequency. Highlight to Beauty, Healthy Lifestyle, App and Stix.

Number of customers vs. RD (quarter¹)

RD Average

100

Avg. # Categories: 100

Omnichannel – 1P

13

Avg. # Categories: 161

Marketplace – 3P

1

Avg. # Categories: 183

Average spending vs. RD (quarter¹)

RD Average

100

Omnichannel – 1P

209

(2.1x)

Marketplace – 3P²

284

(2.8x)

1P + 3P spending

Frequency vs. RD (quarter¹)

RD Average

100

Omnichannel – 1P

191

(1.9x)

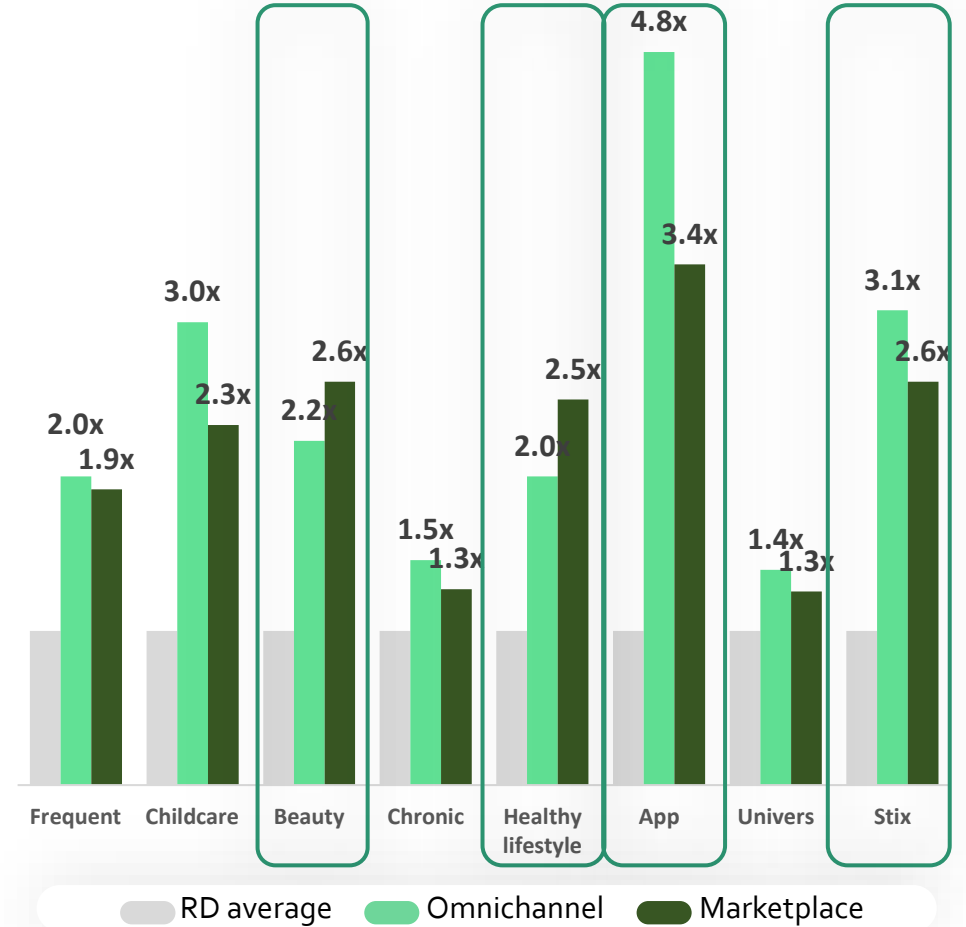
Marketplace – 3P²

226

(2.3x)

1P + 3P frequency

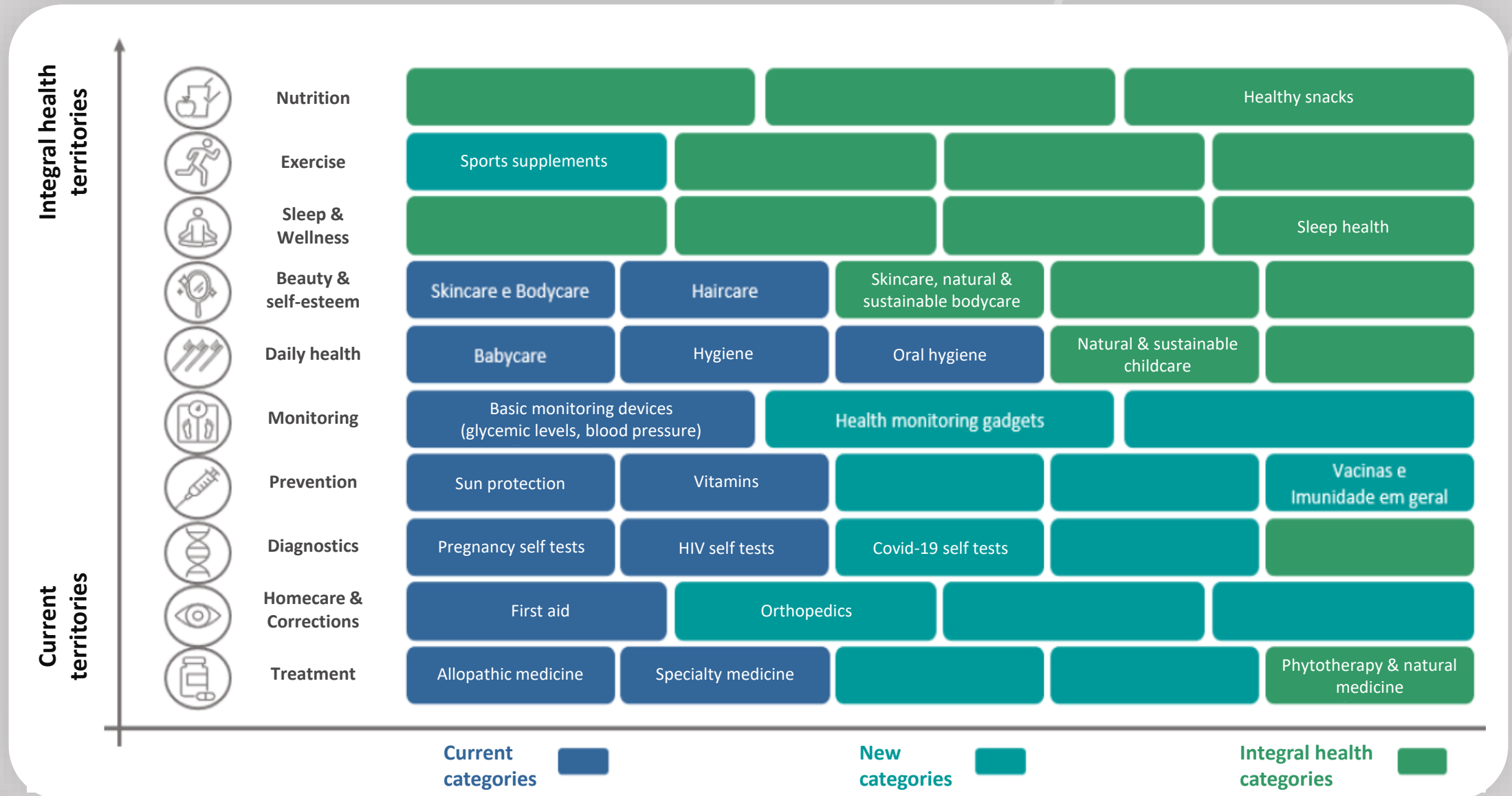
Number of customers (quarter¹)



¹ Ref: Sep/23, index 100 | ² Marketplace customer data includes 1P and 3P behavior.

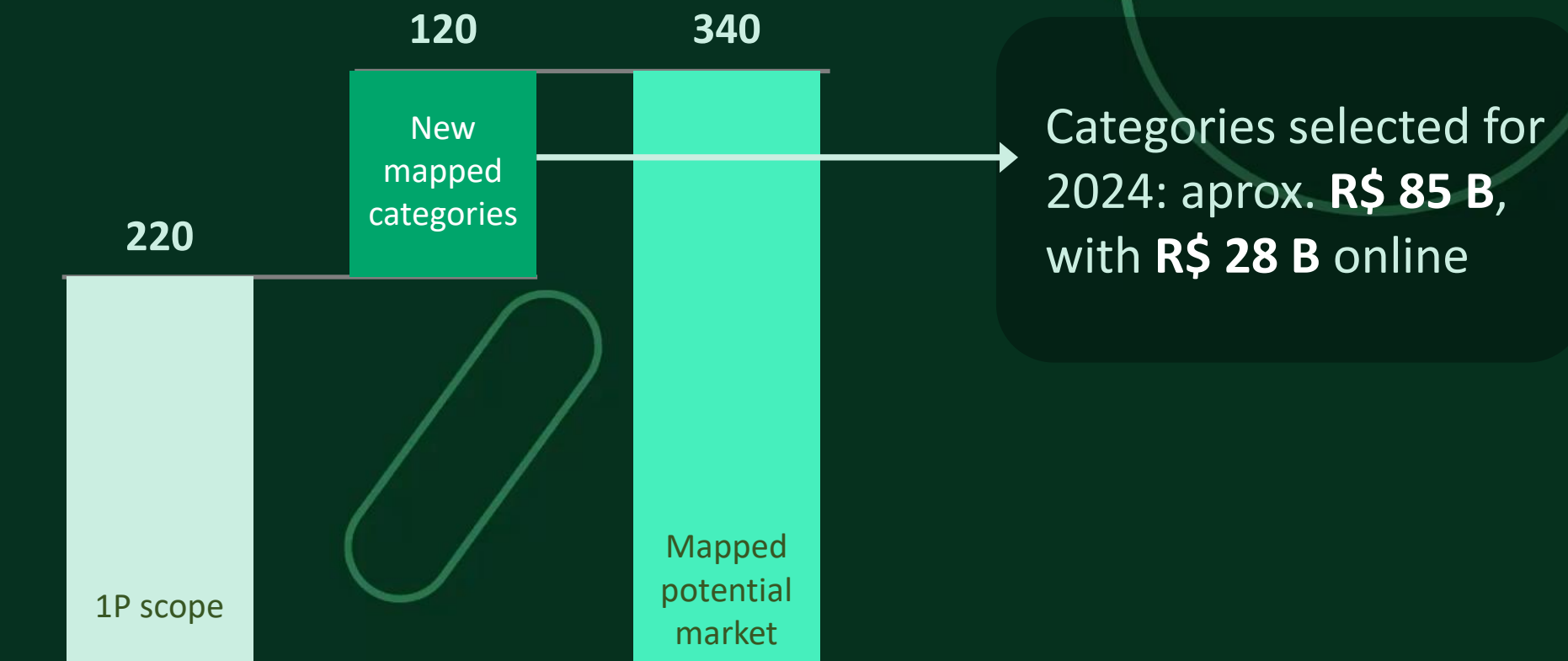
Assortment expansion into new categories related to Integral Health.

Includes LOVS products.



Addressable market

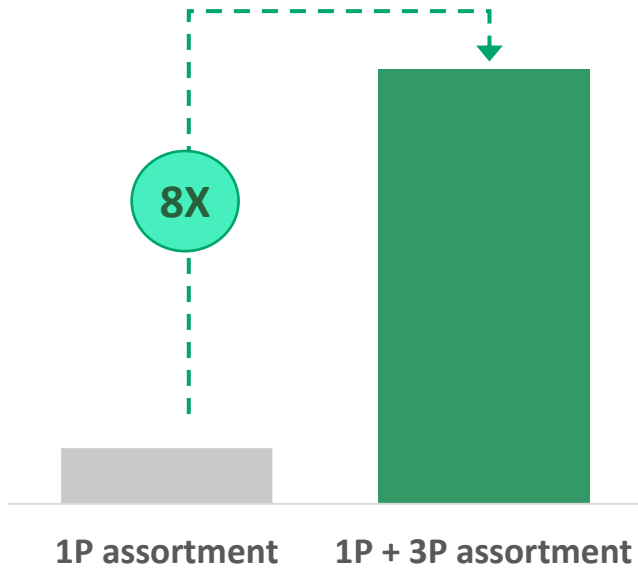
(R\$ billions, 2019)



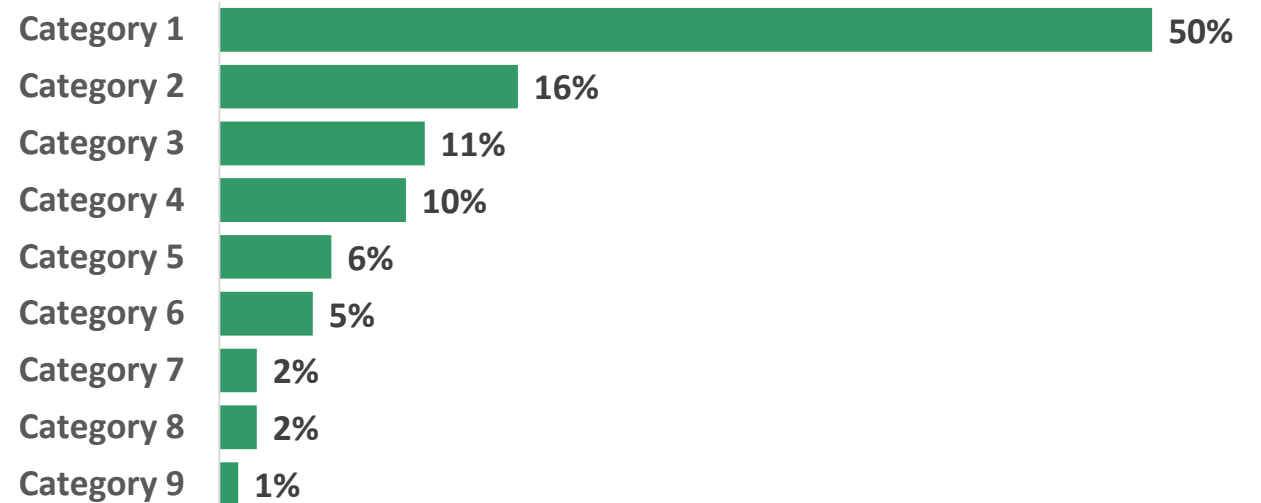
Source: Integration, 2019.

The Marketplace will be the main growth channel of several categories of health and wellness.

Assortment SKUs



3P penetration per category 3P share in sales within digital channels



Product curation and content:

OBJECTIVE

PRODUCT CURATION:

Increase our **capacity to build and manage the product** assortment in a context of **exponential growth in SKU count**

- **Complete solutions** for the different shopping journeys in all channels
- Increase **searchability**
- Improve customer **experience**

1. Assortment

- PIM implementation & several use cases
- Automatic 3P categorization
- Content enrichment

2. Ratings & Reviews

- New platform implementation

3. Product Attributes & labeling

- LOVS attributes
- *Pricefy* labels: Roll-out to pharmacies beginning in 2024

OBJECTIVE

CONTENT CURATION:

- Improve customer experience
- Increase RD's authority in the subject
- Increase organic traffic (SEO)

4. Contextual Content

Content creation:

- **Bonds:** intuitive LPs
- **Categories:** Page with highlights, descriptive videos & commercial opportunities
- **Health / Healthy lifestyle:** Integration with Vitat content

Search is a key component in the customer's digital experience.

Only 2

unsuccessful searches are enough for the customers to abandon the website, on average ¹

34%

of searches in the top 50 e-commerce websites do not produce useful results ¹

74%

of PDP navigation origination in RD's app comes from Search ²

Sources: [1] Accenture analysis; [2] RD's app behavior flow

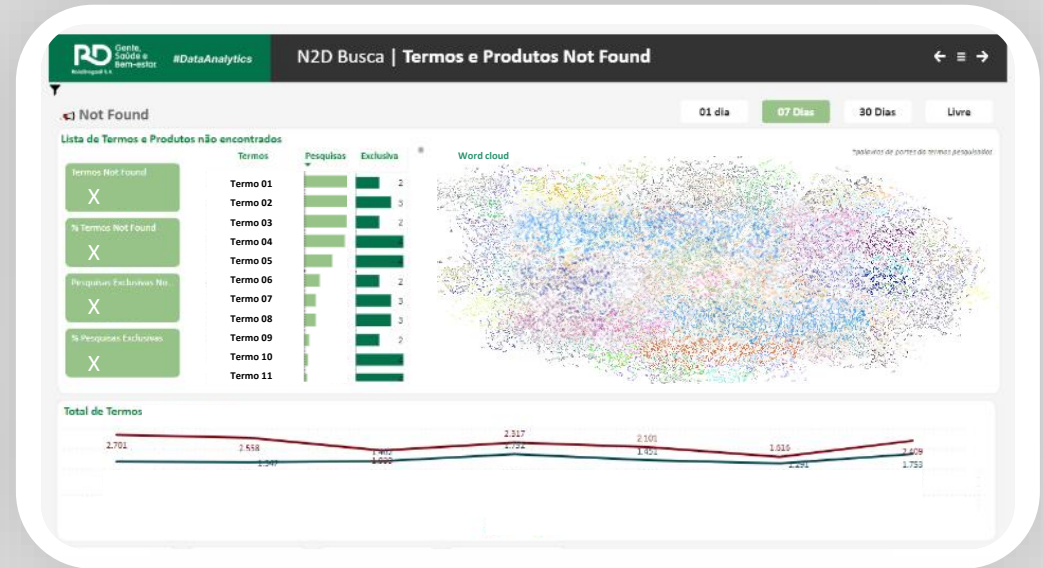
CUSTOMER'S VIEW

- Relevance
- Speed
- Ease of use

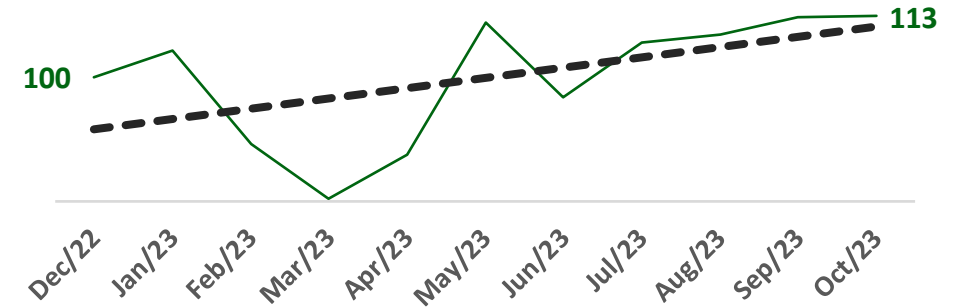
INTERNAL SEARCH

RD'S VIEW

- Flexibility (1P/3P, conversion, margins...)
- Business opportunities for trade mkt / Ads
- Search intelligence as a competitive advantage



CTR (app averages, Dec/22 = index 100)



Relevant personalized and efficient experience improving satisfaction, retention and conversion.

App search

The screenshot shows two mobile app search results screens. The left screen is for 'Blumel' with 5 results. It features a search bar with 'Blumel', a 'Filtros' button, and a 'Relevância' filter. Below the search bar, there are three filter buttons: 'BLUMEL', 'BLUSORO', and 'BLUGRIP'. The results are displayed in a grid with product images, names, and prices. The right screen is for 'dorflex' with 14 results. It features a search bar with 'dorflex', a 'Filtros' button, and a 'Relevância' filter. Below the search bar, there are three filter buttons: 'DORFLEX para dor muscular', 'DORFLEX UNO para dor de cabeça', and 'DORFLEX ICY HOT para contusão'. The results are displayed in a grid with product images, names, and prices.

Website search

The screenshot shows two website search results pages. The top page is for 'Cimed' with a search bar containing 'O que deseja encontrar?'. Below the search bar, there are five filter buttons: 'GENÉRICOS', 'CARMED', 'LAVITAN', 'CIMEGRIFE', and 'ACEVITON'. The bottom page is for 'Lavitan' with a search bar containing 'lavitan'. Below the search bar, there are six filter buttons: 'LAVITAN A-Z', 'LAVITAN 5G', 'LAVITAN KIDS', 'LAVITAN 50+', 'LAVITAN MELATONINA', and 'LAVITAN ÔMEGA 3'.

Optimization in the current search engine

Development & implementation of a new search engine

Evolved recommendations / personalization and intelligent search

RD

Day

2023

Private Label



Eugênio De Zagottis
VP IR & Business
Development



RD's private labels are already among the top 20 players in consumer health in Brazil, with increasing mix and gross margin.

Top 20 Consumer Health Companies in Brazil

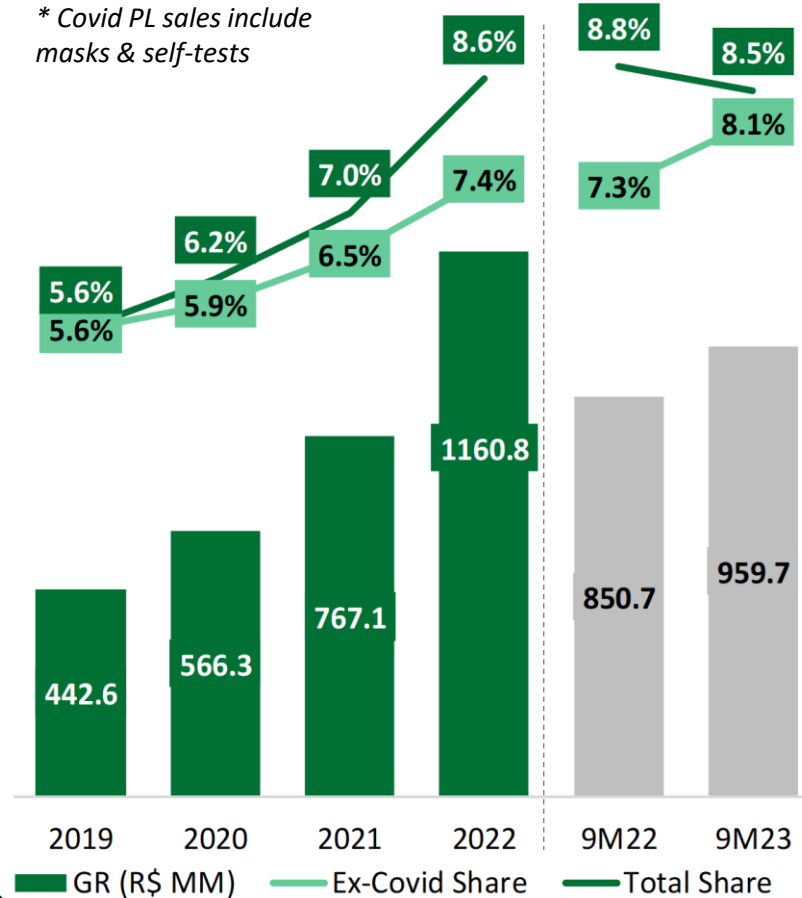
RKG	Company	MAT 2023.07 R\$ CPP (MM)
1	HYPERA PHARMA CORP	R\$ 7,302
2	P&G CORP	R\$ 4,721
3	LOREAL CORP	R\$ 4,291
4	CIMED CORP	R\$ 3,643
5	NC FARMA CORP	R\$ 3,577
6	SANOFI CORP	R\$ 3,547
7	NESTLE CORP	R\$ 3,241
8	UNILEVER CORP	R\$ 2,936
9	KENVUE	R\$ 2,863
10	KIMBERLY CLARK	R\$ 2,483
11	UNIAO QUIMICA	R\$ 1,894
12	BEIERSDORF	R\$ 1,832
13	HALEON CORP	R\$ 1,794
14	ACHE CORP	R\$ 1,612
15	EUROFARMA CORP	R\$ 1,484
16	DANONE CORP	R\$ 1,301
17	RECKITT BENCK CORP	R\$ 1,220
18	RAIA DROGASIL (NEEDS)	R\$ 1,195
19	COTY	R\$ 1,119
20	COLGATE CORP	R\$ 1,102
Retail total		R\$ 94,211

(IQVIA Jul/23)

RD PL Sell-Out & Front-Store penetration

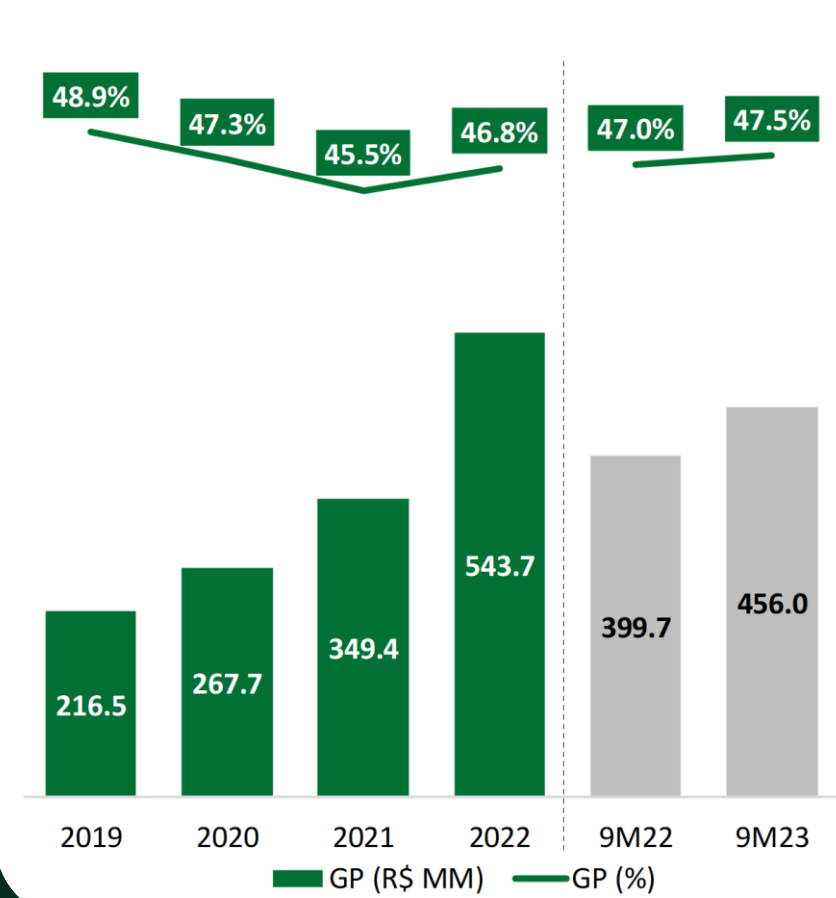
(R\$ millions; % of RD's front-store revenue)

* Covid PL sales include masks & self-tests



Gross Profit

(R\$ millions; %)



Needs is the 5th biggest Consumer Health brand in all of Brazil's retail pharma sector.

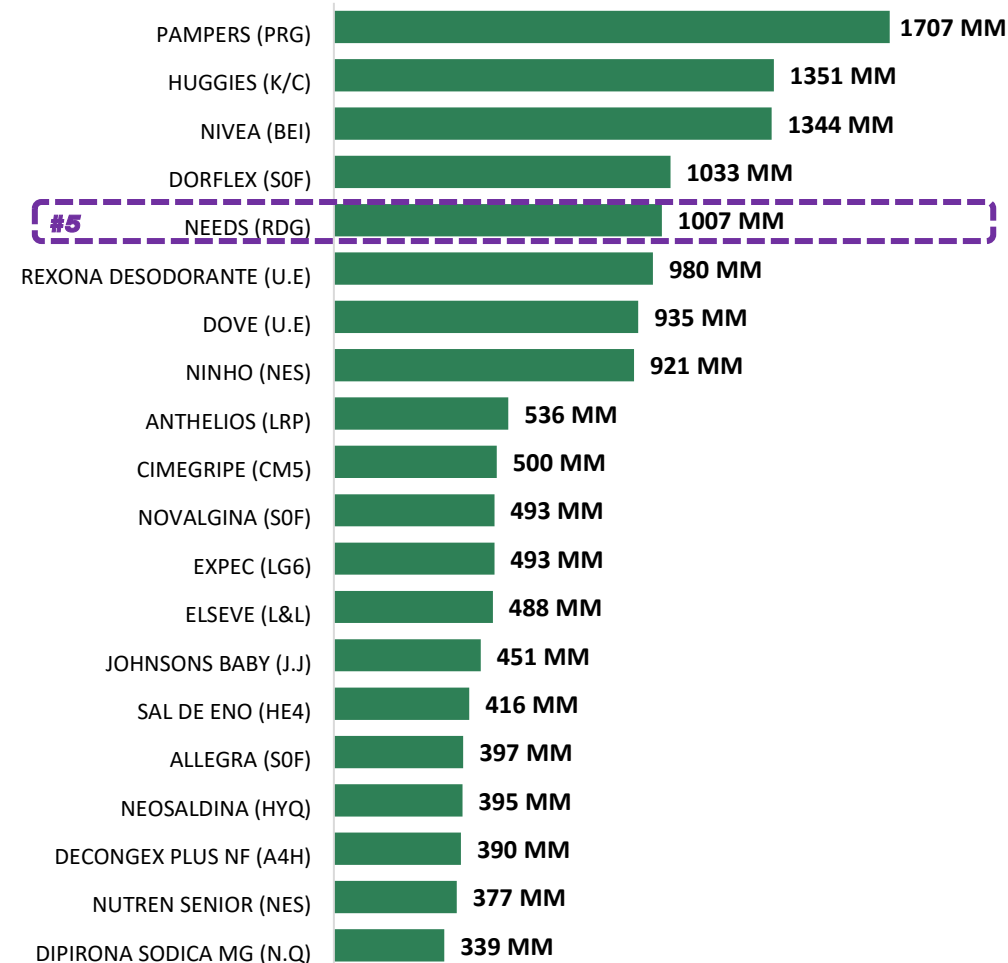
Leadership

- Over 600 SKUs
- 50 Categories
- 47 Suppliers

- Sunscreen
- Wet Wipes
- Facial Cleansing
- Facial Masks
 - First-aid
- Accessories



R\$ 1.0 B
(sell-out LTM Sep/23)



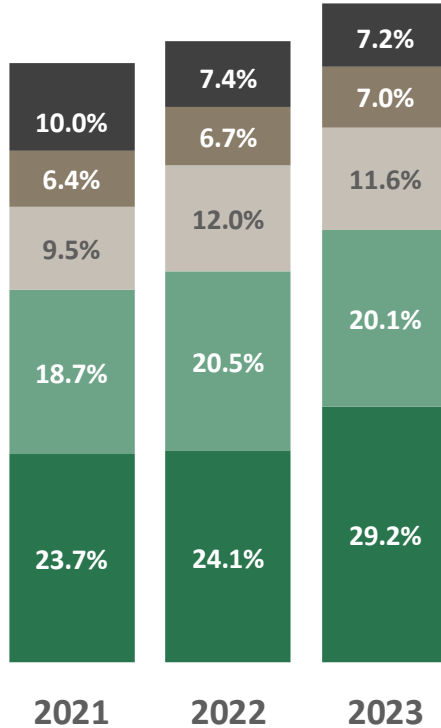
Source: IQVIA (MAT Jul/23).

Sunscreen: complete and innovative portfolio, covering all segments.



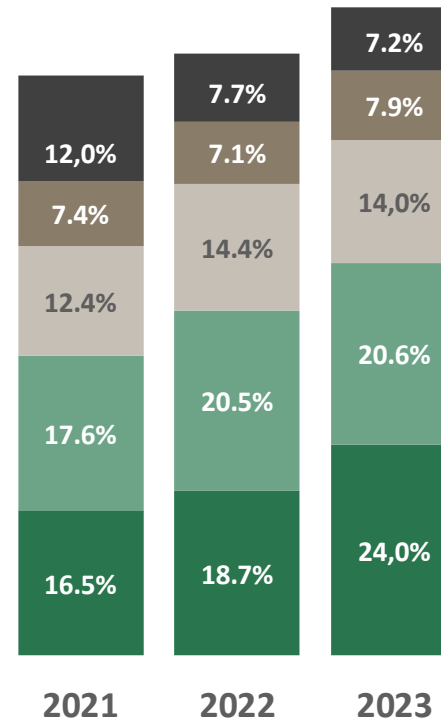
Needs Solar is the absolute leader in RD, with a strong increase in market share and profitability over the past two years.

Share - Units



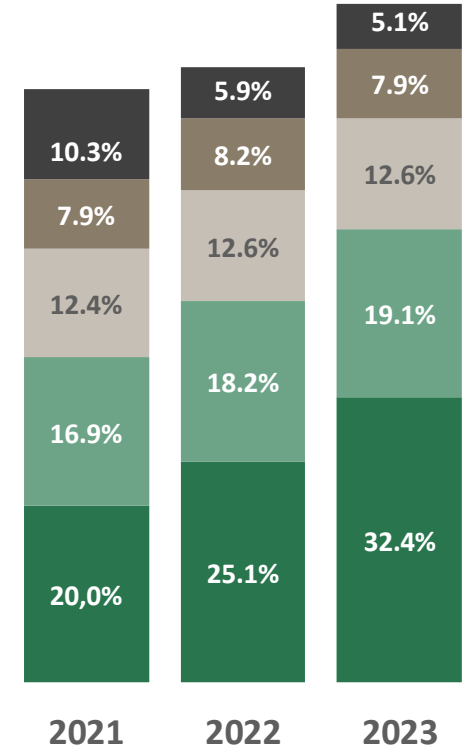
	Brand	22 x 21	23 x 22
Units	Needs	28.1%	62.9%
	Others	24.1%	25.8%

Share - Revenues



	Brand	22 x 21	23 x 22
Revenue	Needs	38.2%	118.0%
	Others	2.3%	53.3%

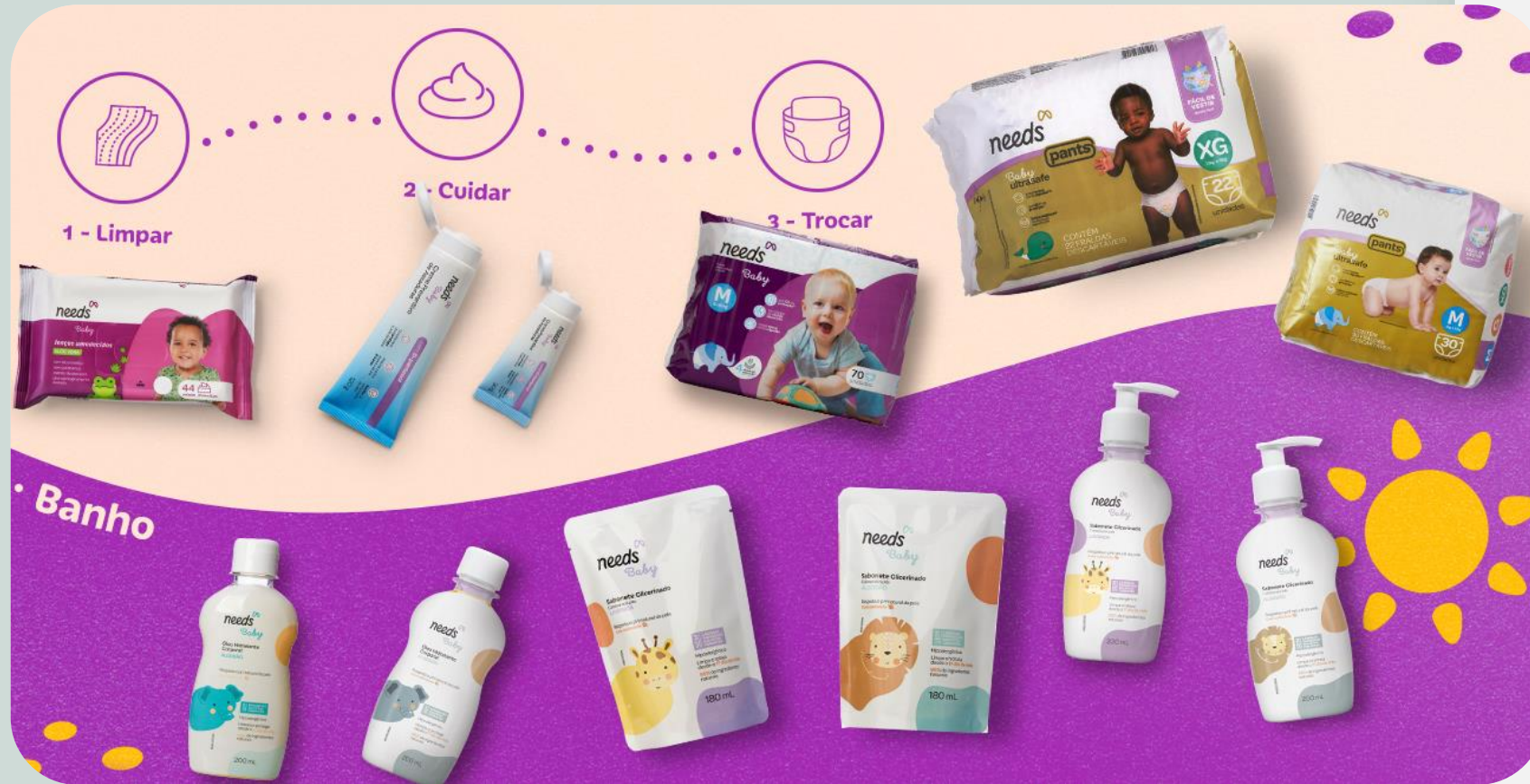
Share - Gross Profit



	Brand	22 x 21	23 x 22
GP	Needs	44.1%	92.1%
	Others	23.3%	40.8%

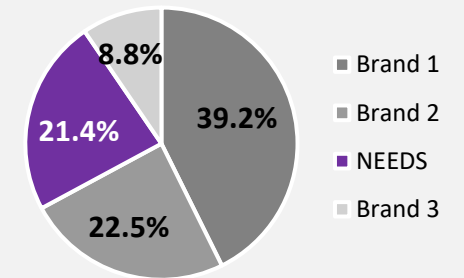
Babycare: Leadership in wet wipes and striving for vice-leadership in diapers. Portfolio expansion to include Baby Bath products.

Ranked #3 in Babycare with a complete portfolio in diapers and diaper-changing products.



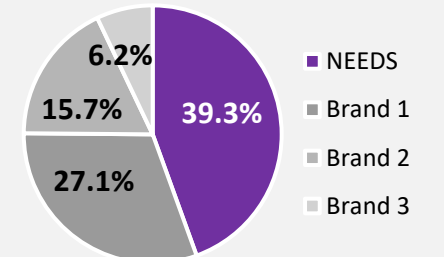
- #3 Brand in baby diapers: 21.4% of market share (units).
- Brand with the biggest market share gains(+4.1 pp)

SHARE VOLUME



- #1 Brand for wet wipes volume at RD

SHARE VOLUME

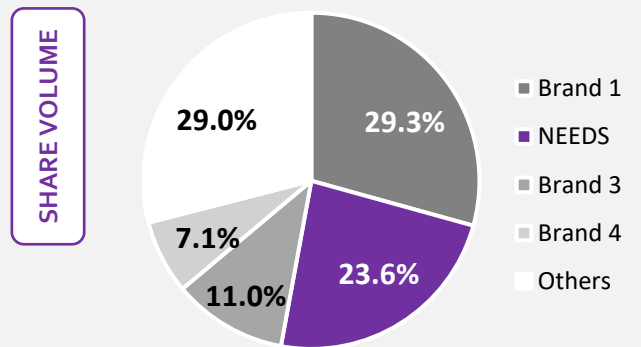


Skincare: Needs is the #2 brand in the category, offering innovation and a complete beauty care routine.

Ranked #2 in Skincare with a complete skin treatment routine.

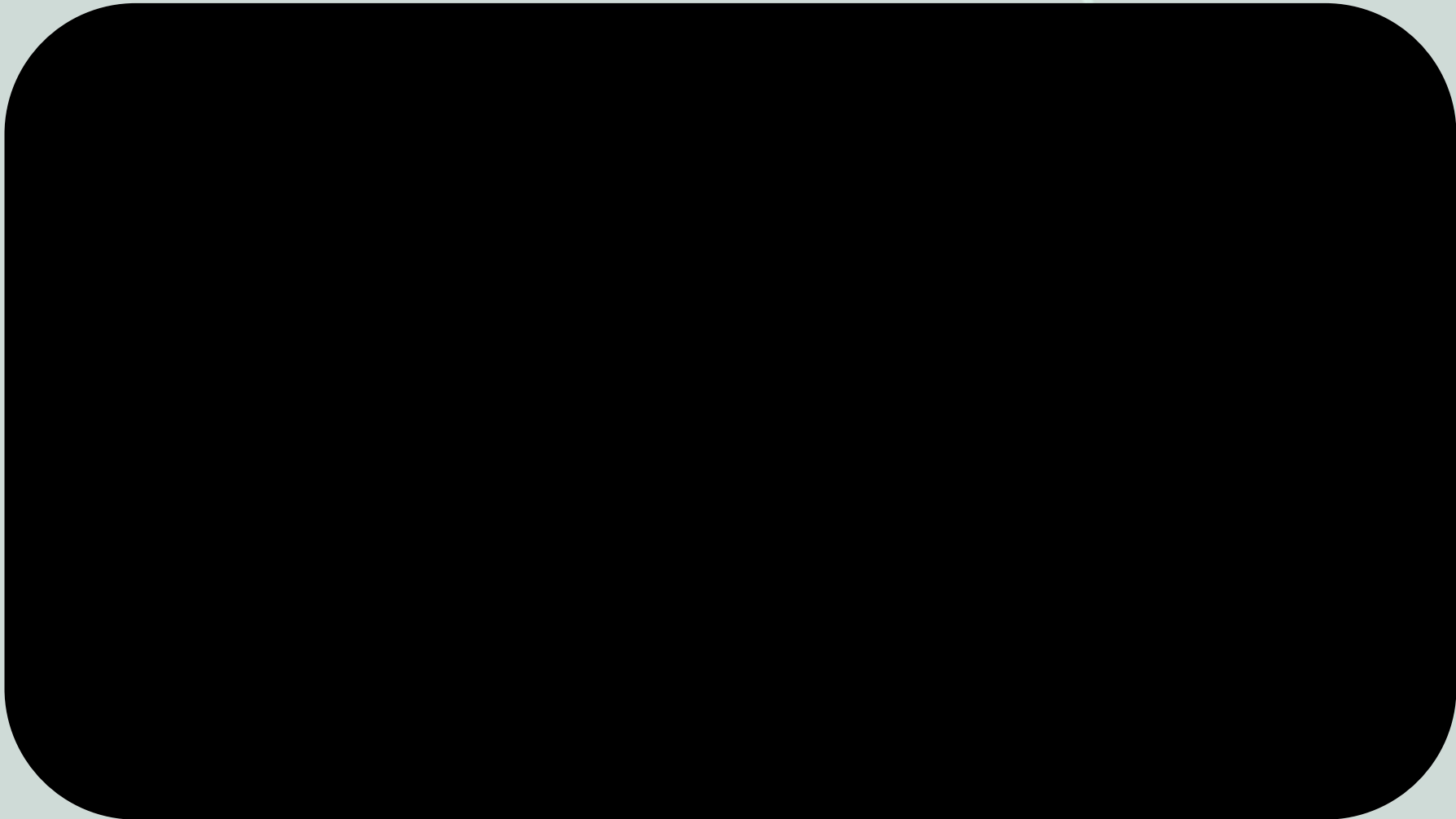


- Ranked #2 in massive Skin Treatment, 23.6% market share.
- Accelerated share gain (+2.2pp YoY).
- Leadership in **Cleansing and Facial Masks** subcategories.
- **10 pp gain in the Facial subcategory (13.7% → 23.8%)**



Brand Awareness: Building a brand through proprietary content and emotional connection.

- Needs Baby campaign featuring a video with an original soundtrack.
- 6.5 million views with a 65% retention rate (vs. ~14% general average) on YouTube.



Purchasing Consideration: Collaborating with influencers to reinforce the value proposition.

Reel by Gabriela Prioli – Teacher, lawyer and digital influencer:



Liked by [_lah](#) and others

gabrielprioli Esse papo é para você, mamãe! 💕
No dia a dia, nós mamães precisamos realizar escolhas inteligentes a todo momento, tanto para a nossa rotina, quanto para a saúde e segurança do nosso bebê. Com a linha Needs Baby, da @somosneeds, você realiza uma escolha inteligente, com produtos de ótima qualidade, acessíveis e importantes para os dias do dia a dia do seu bebê. Os produtos são encontrados em farmácias Droga Raia e Drogasil. #Publicidade

Instagram post for mothers on choosing **Needs Baby** for their everyday Baby Care products

✓ 15 million views stories & reels

✓ 6+ k interactions (likes, comments, shares, etc.)



Conversion: RD Ads Campaign.

Diapers case: 540k people reached via SMS and Email > 11k purchases > revenue of R\$ 841k.

Email + Messages

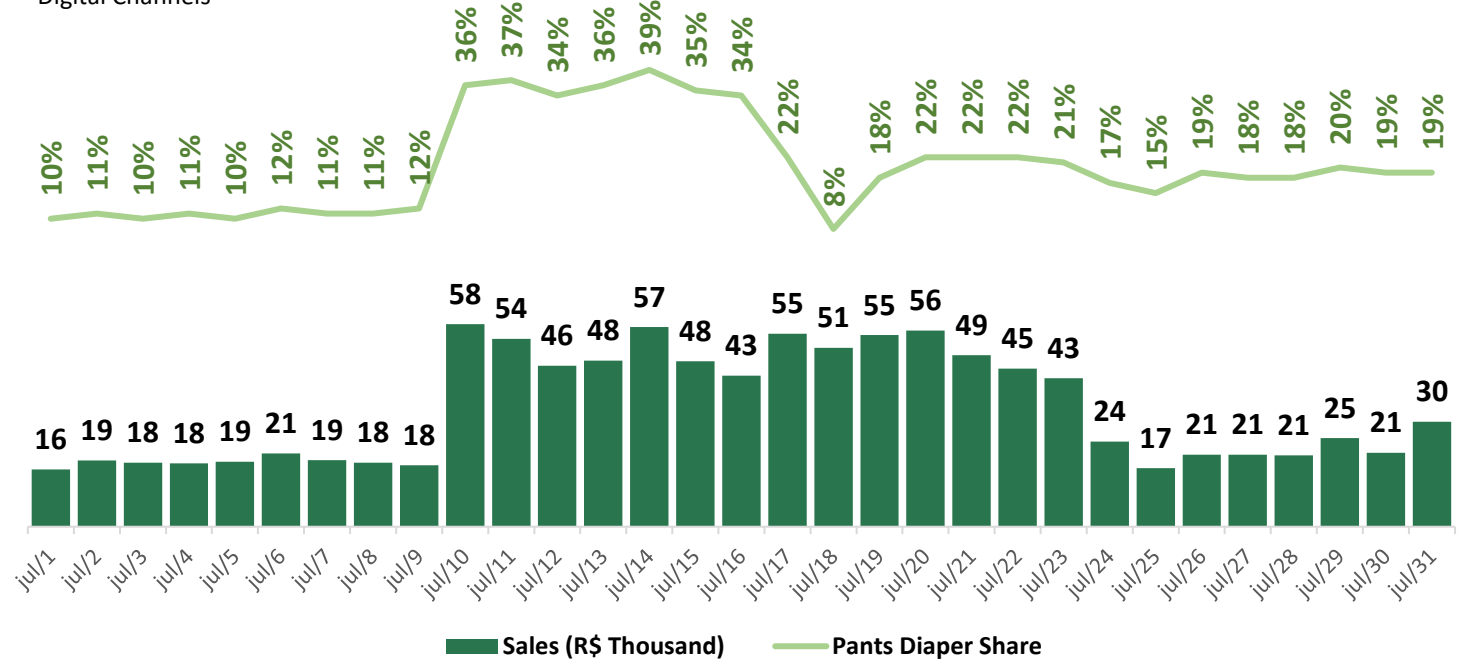
DROGA RAIÁ: É hora de aproveitar Fralda Needs Pant Baby Ultra-safe por apenas R\$0,89 a tira, até 23/07! Confira em <https://bit.ly/3pvlrON> (PARE p/sair)

Social media & influencers



Sales and Share Pre and During Campaign: Diapers Pants

Digital Channels



RESULTS

- Investment: R\$ 70k
- Impact: 540k people
- Buyers: 11k
- Sales : R\$ 841k
- ROAS: 12x
- 3x Increase in Digital Sales and Share

Natz: RD's Natural Health brand, with 51 SKUs and 130 more to be launched by 2026.

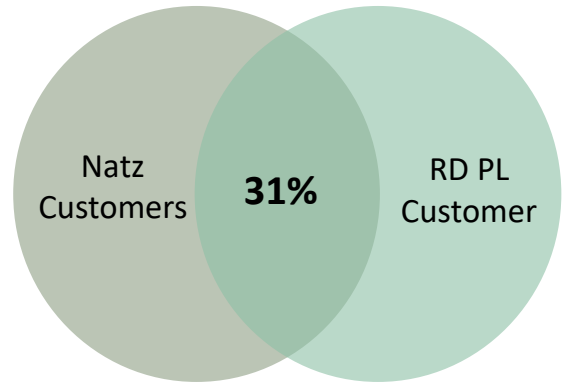
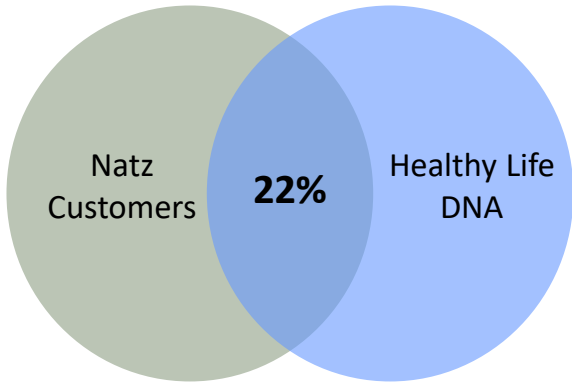


- **Launch: October 2022;**
- **Brand with strong appeal in health (natural ingredients), sustainability (packaging), and aligned with RD LOVS strategy;**
- **RD's first circular economy project, with numerous awards in packaging and sustainability forums.**

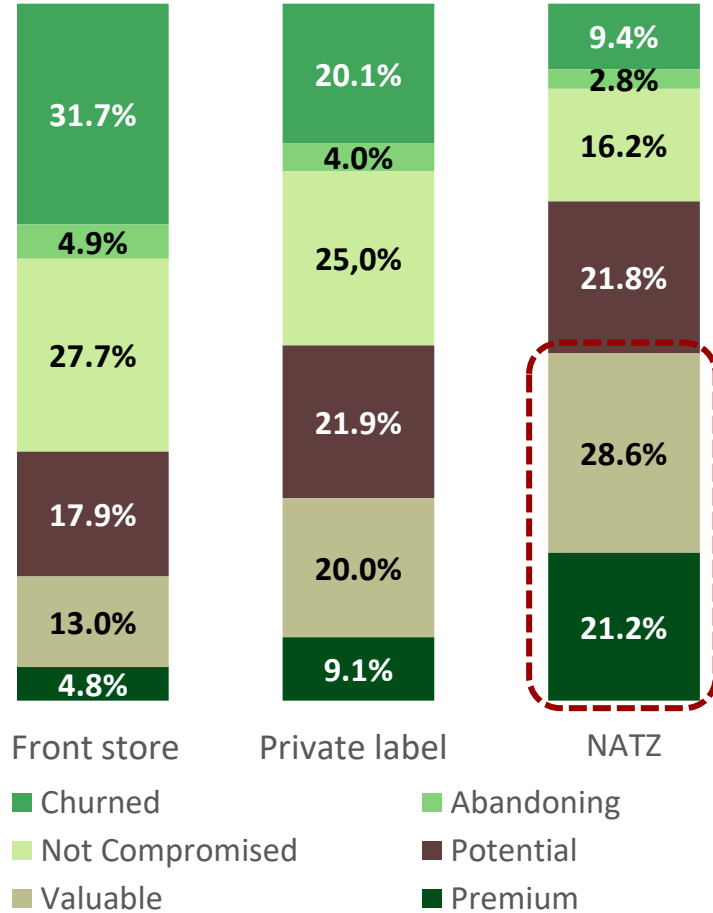
- **51 SKUs launched;**
- **130 programmed launches until 2026;**
- **#1 Brand in essential oils (93% share), Honey (98%), Evening Primrose (64%) e Flaxseed (49%).**

Natz Launching: strong adherence of loyal customers with healthy lifestyle DNA

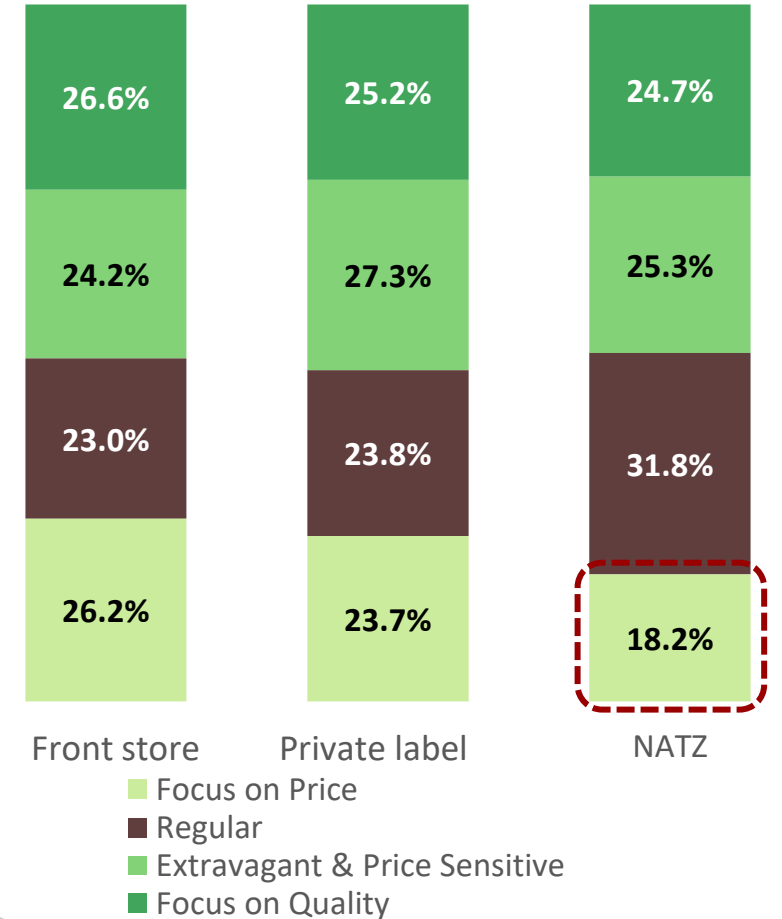
49k new customers
or Churned, RD Front store (9%)



Shopping Habits – more Valuable & Premium Customers



Price Sensitivity – Less Promo habit, enabling better branding activity



RD

Day

2023



RD Day ²⁰²³

RD Day ²⁰²³

Intermediary Q&A



Break

New Pharmacy & More Health



Renato Raduan
VP Pharmacies,
Omnichannel, Supply &
Expansion



Transformation of the **New Pharmacy**



Experience & Convenience Modern & Digital Pharmacy

1. Digital & Omnichannel journey (convenience & services)
2. Quick, pleasant and personalized shopping experience
3. Health & wellness value proposition



Humanized & Specialized Service

Recovering the traditional pharmacy

1. Humanized (intimate) & specialized service
2. Active presence of the pharmacist within the pharmacy and the community
3. Recovery of pharmaceutical and health services



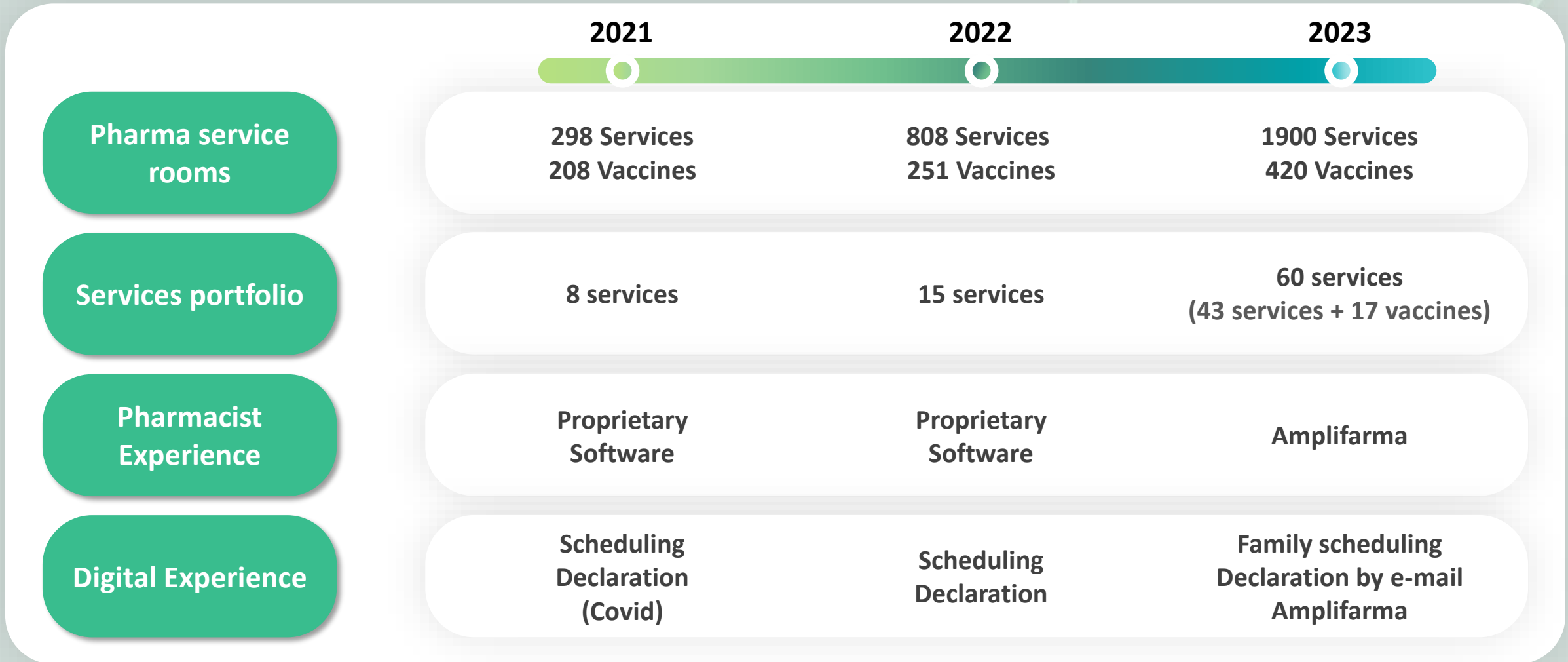
We have achieved relevant **progress** in health services.



In thousands	Sep/23 YTD	Var
Pharmaceutical Svcs.	2,296	+64%
COVID tests / self tests	1,062	-73%
Vaccines	150	+7%
RDTs	22	+1,158%

We advanced in the main value proposition pillars.

Major advances of the year:



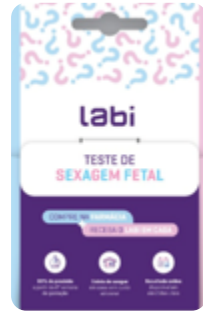
Examples of portfolio improvements.

19 new services

Nebulization



Fetal sexing



Blood typing



CAE* Dengue



Rotavirus Rotateq



Hpv 9 Gardasil 9



Influenza 60+ Efluelda



Teleinterconsultation



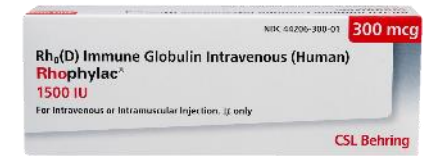
CAE* Biosys



Herpes Zoster Shingrix



Immunological antibody (antirh-) Rophylac



Dengue Qdenga



*Clinical Analysis Exam

We advanced in our main value proposition pillars.

KPIs:

Average / Day / Service / Pharmacy

Excluding COVID-19 tests:

1H22
3.96

1H23
6.79

NSS 1H23

RD
90.02

Services
92.12

RD Customer vs. Services Customer

Services customers have a 2.5x greater frequency, with a highlight on the Chronic & Healthy Lifestyle profiles.

489 k
customers, quarter*

Total RD

Pharma Services

Average spending (index 100 / quarter*)

100

255

Frequency (index 100 / quarter*)

100

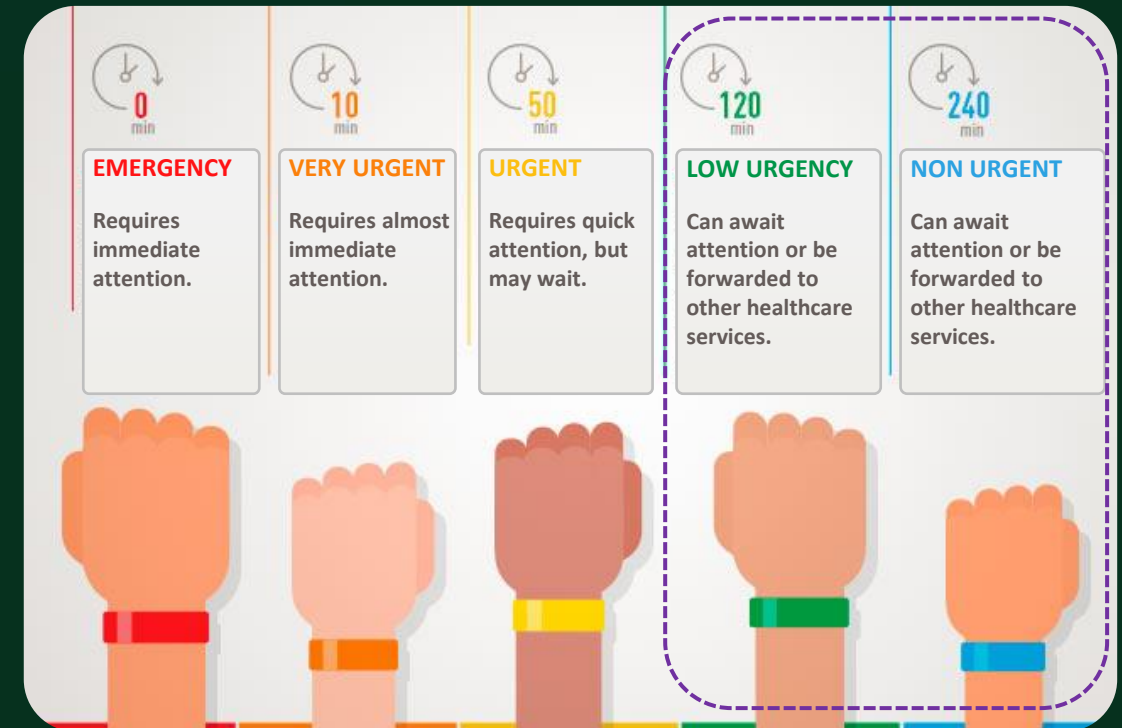
246

*Data up to Jul/23

We can have a more proactive role in Primary Care.

Primary Care (PC) is the **first level of healthcare** and is characterized by a **set of healthcare actions**, both individually and collectively, that covers **health promotion and protection, the prevention of complications, the diagnostic, treatment, rehabilitation, damage control and preservation of health** with the objective of developing an integral care that positively impacts the collective health. (Brazilian Ministry of Health)

- ✓ PC is broad, accessible and based on the community, can solve between **80% and 90%** of the healthcare needs of an individual over the course of his life.
- ✓ There is evidence that **quality primary care can reduce total spending in health and improves efficiency**, such as reducing hospitalization.
- ✓ **80%** of emergency room admissions are classified as green or blue (low urgency).



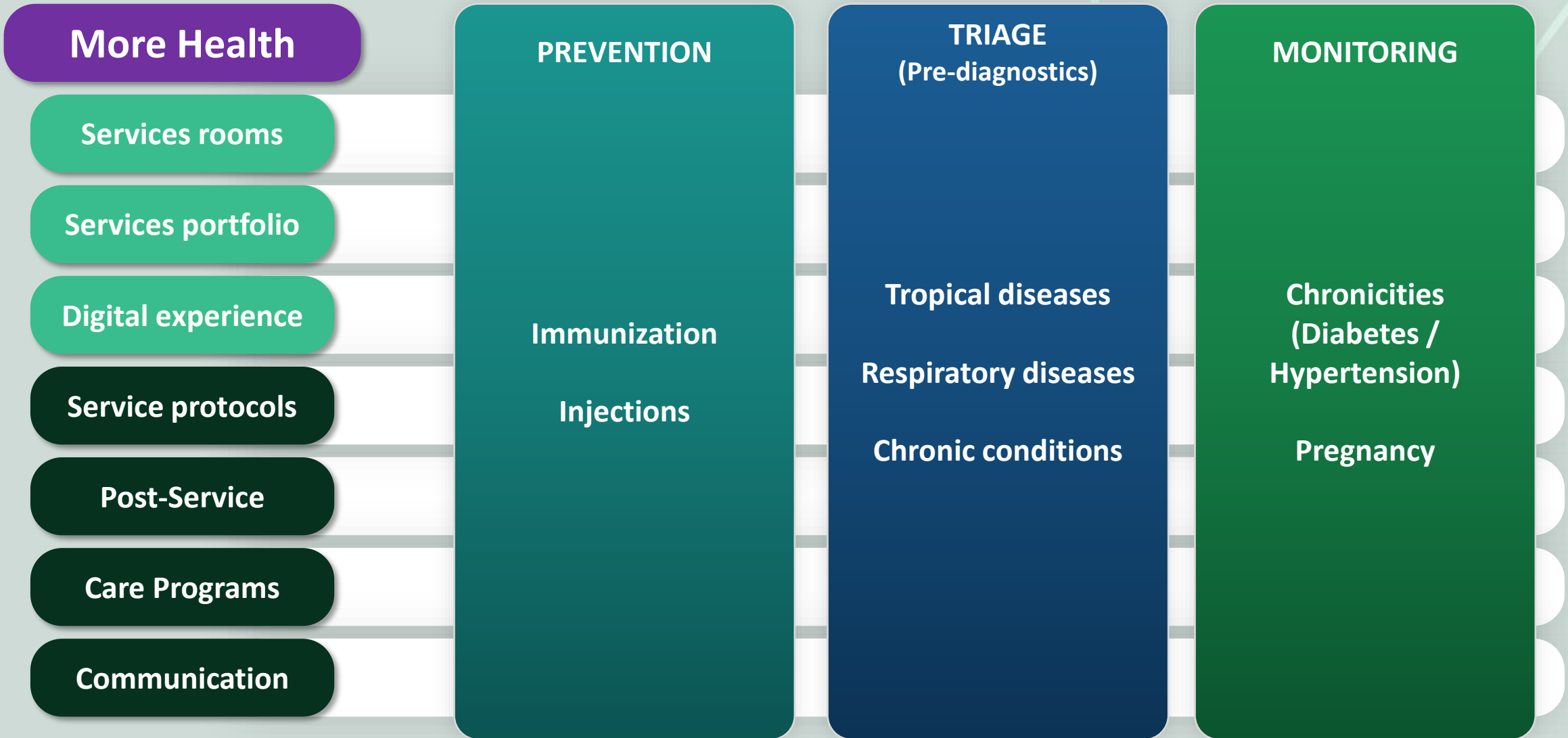
According to Primary Care data from private institutions, 85% of admissions can be resolved **without going to an emergency room.**

Total admissions in 2022
84k

Total admissions in 2023
62k (September YTD)

EMERGENCY ROOM ADMISSIONS	% OF TOTAL
ACUTE RESPIRATORY INFECTION	9.60
COUGHING	6.22
UNSPECIFIED ABDOMINAL PAIN	4.20
LOWER BACK PAIN	3.91
NE CORONAVIRUS INFECTION	3.68
NE ACUTE TONSILLITIS	3.25
ACUTE SINUSITIS	3.19
GENERAL MEDICAL EXAM	2.50
NE ACUTE SINUSITIS	2.44
ARTICULATION PAIN	2.39
ACUTE CYSTITIS	2.28
FUNCTIONAL DIARRHEA	2.17
HEADACHE	1.81
UNSPECIFIED PAIN	1.60

Our health services value proposition.



We are developing complementary training for our pharmacists.

Pharmacist

TECHNICAL JOURNEY

✓ Pharmacy Operations

- **PRAF (on-the-job training)**
+ Warmth, + Health, Best Solution
Service
Dispensing registration
Reverse logistics
Team training
Health categories

1,200

pharmacist-managers

470

Pharmacy interns

10,100

pharmacists

220

with grad courses

1,600

employees studying
Pharmacy

900

with educational
incentives/partnerships

✓ Pharmaceutical Services + Vaccines

- **Remote training + In-person**
Glycemic levels, lobe piercing, hypertension, bandaging,
adult and child immunization
Rapid Diagnostic Tests
 - Beta HCG
 - Hemoglobin
 - Vitamin D
 - And others

2023 training

+3,150 pharmacists
+ 78 k hours

HEALTH JOURNEY

✓ Health Coaching New in 2023

- Pharmacists as a “health navigator”,
(Customer moment: Acute, chronic & promotion)
- **40 hour Journey:** In-person / Remote / Live

2023 training

+1,100 employees
+ 44 k hours



In addition to having partners for certification of courses and protocols.

Pharmacist

NEW JOURNEY IN PRIMARY CARE (BEGINNING 2024)

Partnership with Health Institutions

Creation of obligatory journey content

Content in **Care Management:**

- » Pharmacists in **primary care**;
- » **Evaluation** of patient health needs;
- » **Health management**;
- » **Pharmacist's role** in basic care;
- » Communication & **health education**;
- » General concepts & **healthcare**;
- » And other content.

Content in **Pharmaceutical Care:**

- » **Pharmaceutical prescriptions**;
- » **Patient clinical evaluation**;
- » **Patient-centric care**;
- » **Interprofessional** collaboration;
- » **Chronic disease** approaches;
- » **Triage & monitoring**;
- » And other content.

RD University + Health Institutions (Certified by the Brazilian Ministry of Education)

Micro-certification modules that may add up to a graduation degree

- » Micro-certification for the **Technical + Health Journey**
- » Micro-certification in **Care Management**
- » Micro-certification in **Pharmaceutical care**
- » Micro-certification in **Health Coaching Competencies**



Grad course

Pharmaceutical Care

We are developing a virtual assistant to support our teams.

Treatment suggestion support



You: No.

Alcyr: Did any specific event trigger the headache, such as sunlight exposure, stress or sleep deprivation?

You : Stress.

Alcyr: Understood. Besides the headache, does the customer have any other symptoms, such as nausea, sensibility to light or to sound?

You : No.

...



RD

Day

2023

New Pharmacy & More Care



Marcello De Zagottis
VP Commercial & Marketing



Programa **+cuidado**

na rotina (*More Care in your Routine Program*)



More Care Program

More Care benefits

Exclusive coupons

stix Points

More Care Right Dose

More Care Routine

More Care Subscription

More Health Spaces

More Health
pharmaceutical services

More Health
exams

operated by **labi**

More Health
tele-inter-consultation

Raia & Drogasil
Compounding

Raia & Drogasil
Specialty Medicine

There is a **great opportunity** to improve our customers' health and create value for our businesses.



60 MM

Chronic Patients



50-70%

Prescriptions reach the pharmacies



< 50%

Adhere to the treatment



15%

Continue after 3 months

Source: SUS; Nat. Assoc of Chain Drug Stores – NACDES; WHO

Facts

- ✓ Silent diseases lead to forgetting treatment
- ✓ Customers do not comprehend the consequences
- ✓ Customers are not assisted
- ✓ Prescriptions have a high monthly cost
- ✓ Short-term vs. Long-term benefits



Adherence to treatment:

14.4 million

Chronic customers

3.4 months

Average treatment duration

+R\$ 150 million

= 0.1 month of treatment

Programa
+cuidado  
na rotina (More Care in your Routine Program)

RD's program that assists chronic patients with their treatment routine

The program

ASSISTS IN THE PURCHASING AND USE OF THE MEDICINE



Medicine usage and repurchase reminders to avoid gap days

CONNECTION WITH RD PHARMACISTS



Hotline to speak with pharmacists about treatments and Treatment Support contact for treatment initiation

CONNECTION WITH FAMILY MEMBERS



Caretaker engagement with medicine repurchasing support and pathology understanding

EDUCATION & ENGAGEMENT RULES



Education about chronicities and relationship rules to support the patient's treatment

STIX POINTS AS A REWARD AND LINKING WITH SUBSCRIPTIONS



+100 Stix points on repurchasing and subscription convenience with the correct timing within the journey



RD's program that assists chronic patients with their treatment routine



The evolution

PHASE **1** PATIENT WITH HIS MEDICATION

Assist and incentivize patients with their medication within the treatment

PHASE **2** PHARMACISTS & FAMILY

Bring the patient's family supporters and treatment professionals closer. Create convenience in the process for all

PHASE **3** PATHOLOGY & THE RD ECOSYSTEM

Connect solutions/ecosystem bonds that may assist in controlling the pathology

Example: Subscription, Safepill, Pharmaceutical services and Vitat programs)

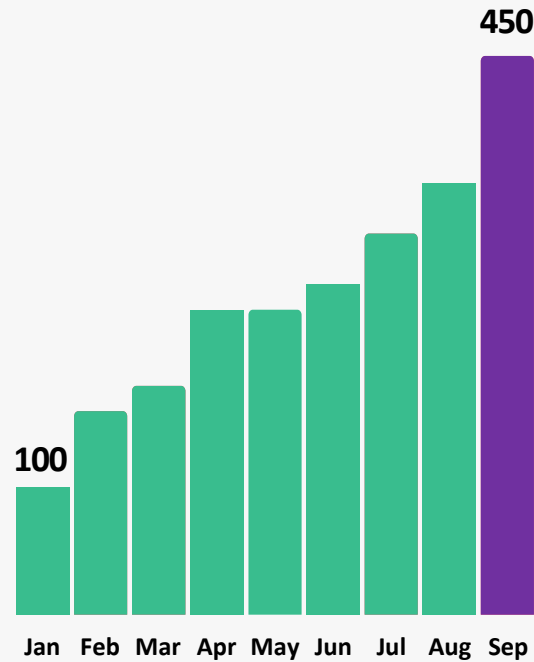
Primeira Caixa
"First Box"



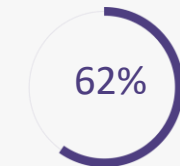
The evolution of the free samples strategy

2023 contracts

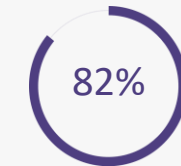
Jan = Index 100



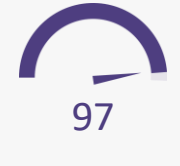
2023 Results Highlights



Conversion Boxes released by doctors



Conversion of patient accesses



Average NSS of the program users



2 days

Average time to collect

First Box Model 2



First Box Model 3



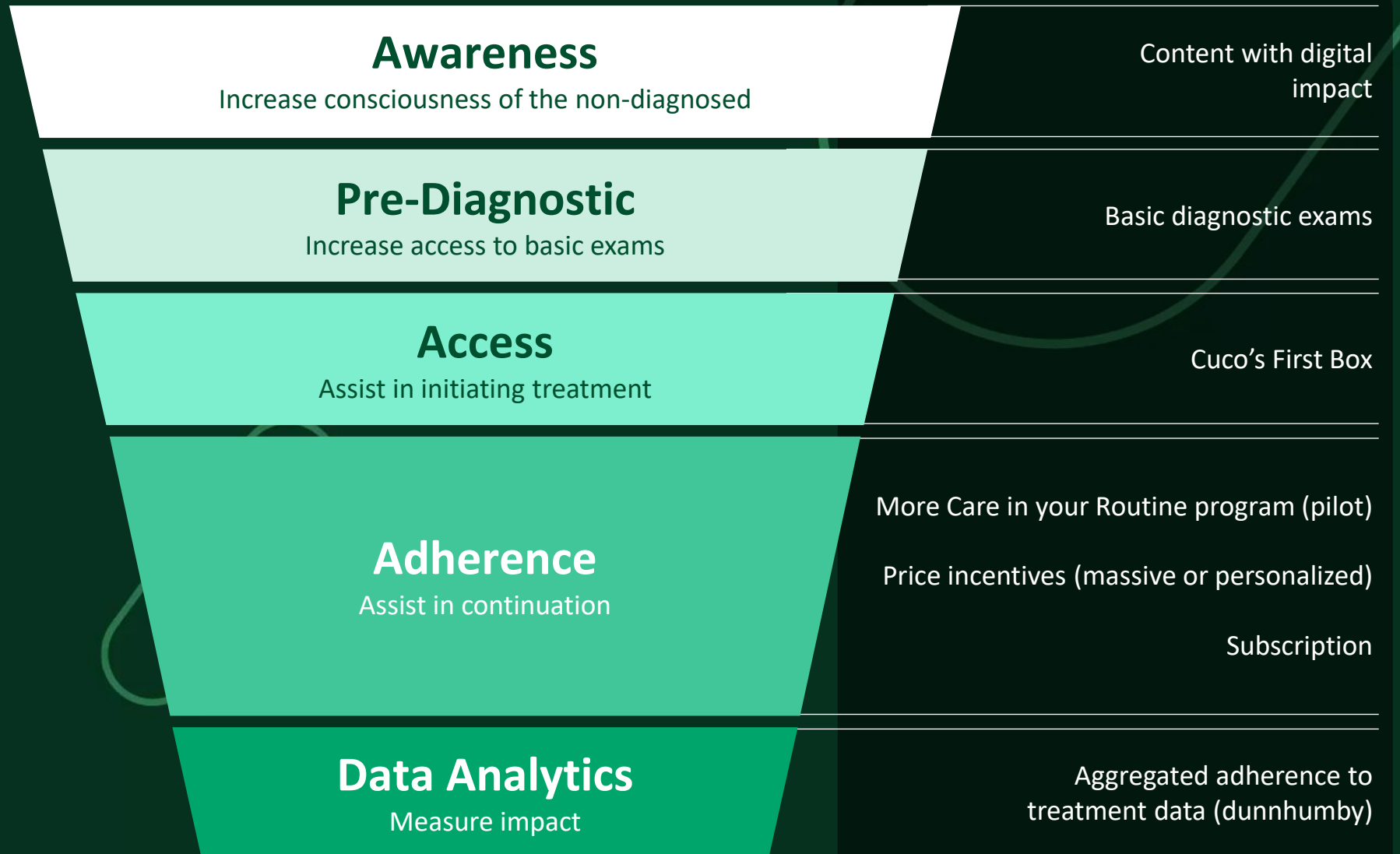
First Box Model 4



More Health

RD is positioned in every treatment step to **support patients** and be the **industry's main partner**.

Chronic treatment funnel



RD

Day

2023

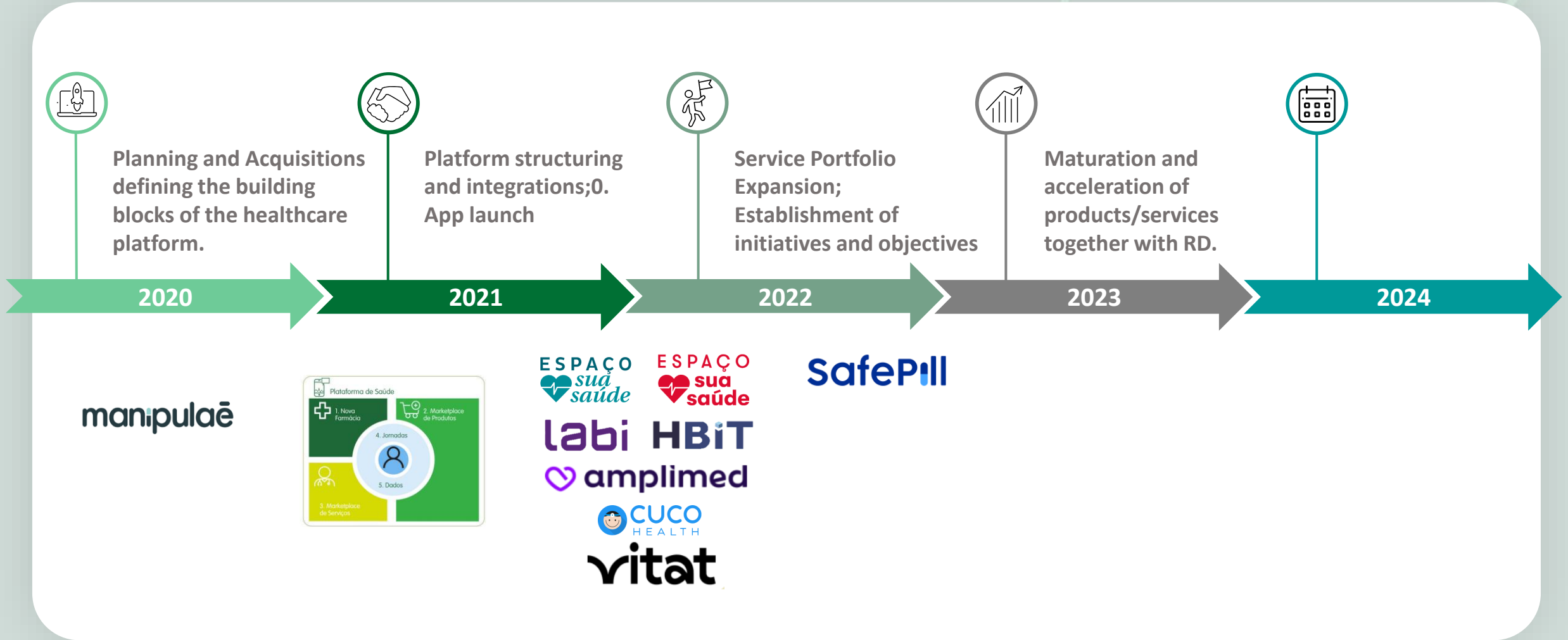


Health Platform

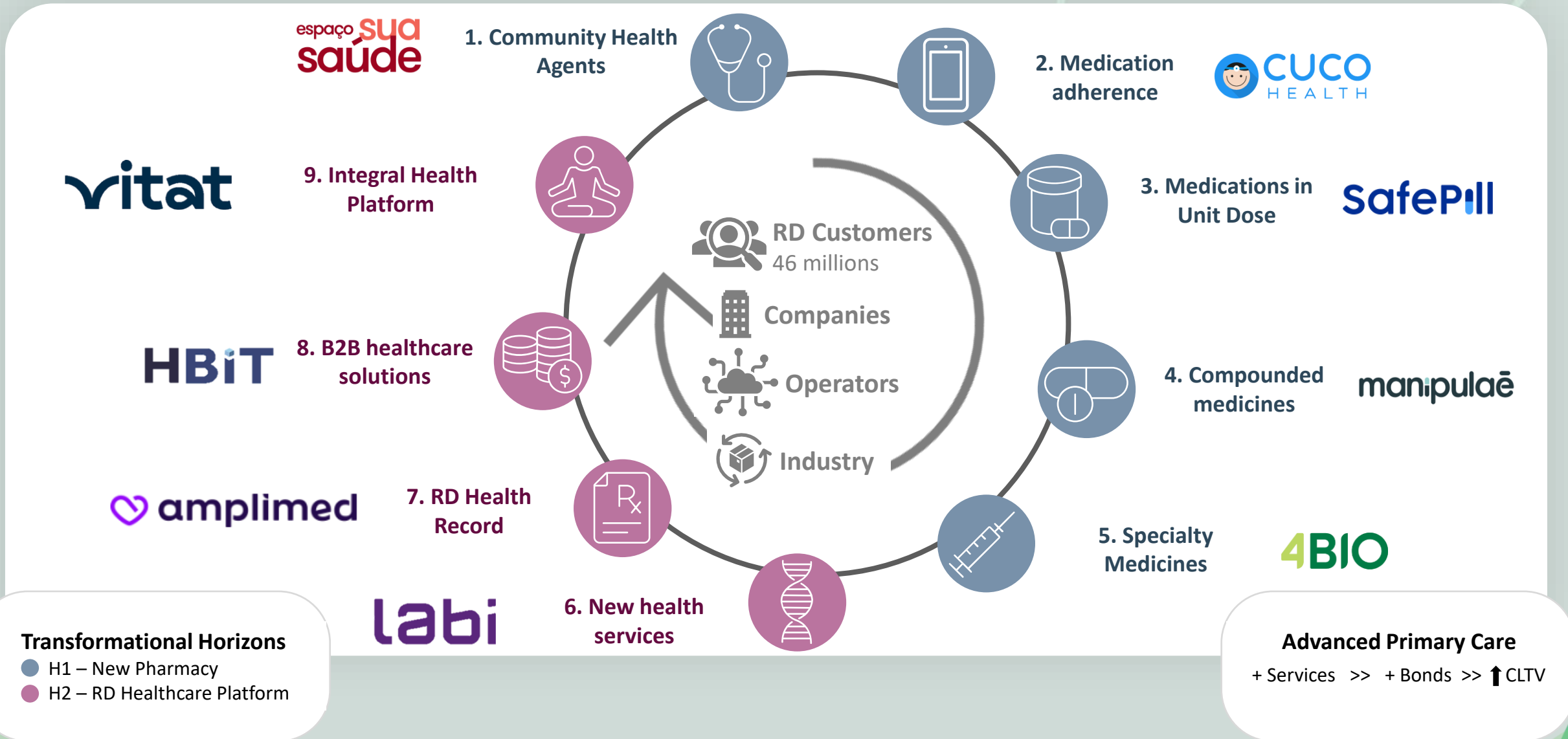


Bruno Pipponzi
VP Health Businesses

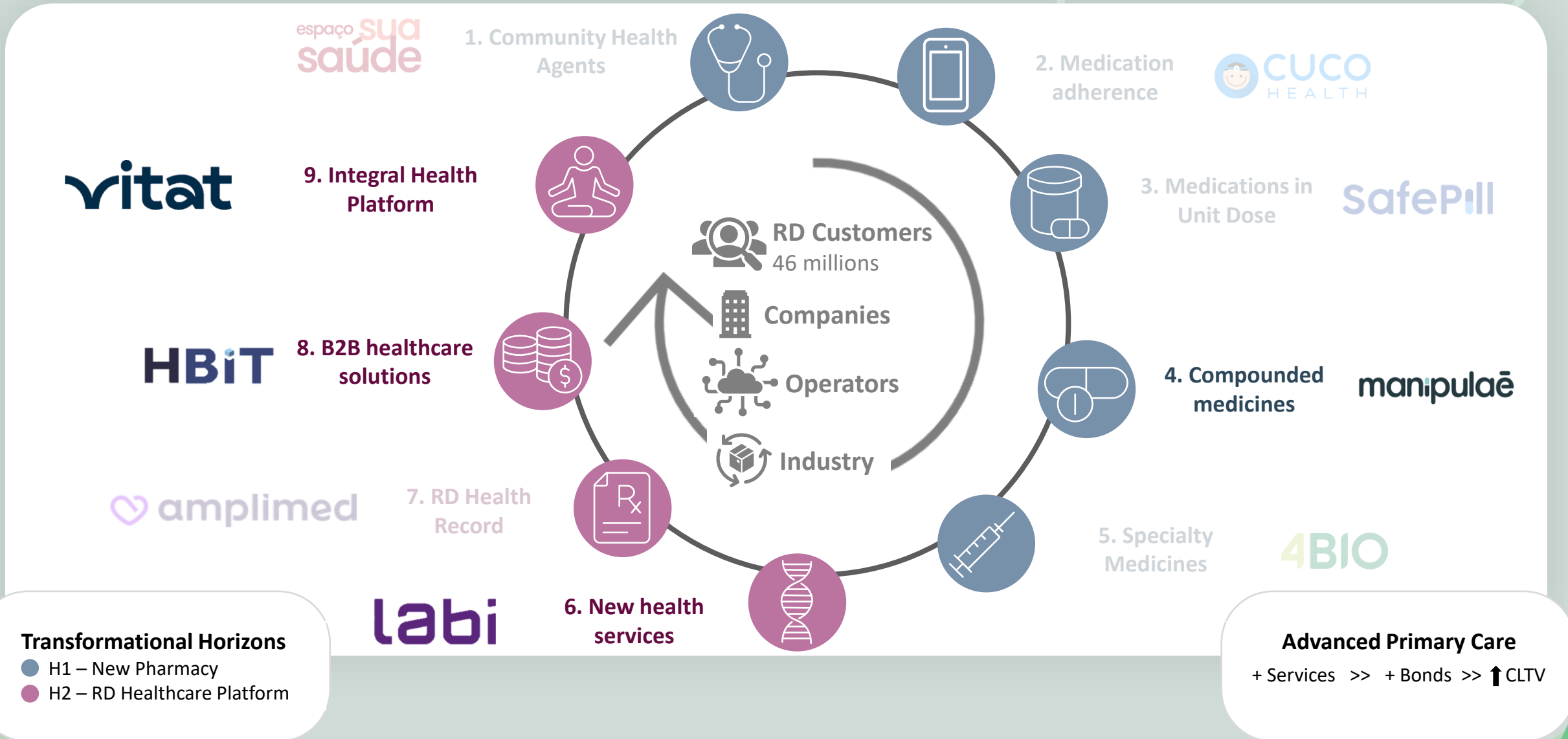
The **RD Health Platform** has been taking important steps in its evolution since 2020.



Currently, the RD health platform comprises a menu of services and solutions that expand the health journeys of RD's 46M customers.



Currently, the RD health platform comprises a menu of services and solutions that expand the health journeys of RD's 46M customers.



Transformational Horizons

- H1 – New Pharmacy
- H2 – RD Healthcare Platform

Advanced Primary Care
 + Services >> + Bonds >> ↑ CLTV

Evolving from a marketplace to being RD's Compounded Medicines company.



1

Quality at Scale



We set a Qualitative and Scalable, operation, with laboratories to offer formulas to RD customers

2

Digital Journey Development



3

Rebranding to Raia / Drogasil Manipulação



Expansion of the Health Services Portfolio

1

Quality support and test reports

Quality control and reports of **22k tests** carried out in pharmacy health hubs.



2

Tele-inter-consultation in Pharmacies

+ 1,000 services carried out in the pilot in Labi units - **NPS 87**;

Current operation in 10 stores in the greater SP area;

Negotiations for testing services with healthcare providers.



3

Home Care

300 thousand services provided since the beginning of the year;

Initial focus on **Exams and vaccines**. Recently began applying medicines through health insurance company.



Targeted Customers

- **Corporations**
 - ✓ Large
 - ✓ Medium
 - ✓ Small
- **Small Operators**

Portfolio Strategy

- **BI & Analytics**
 - 820k holders
 - 1.4 MM lives
- **Health Programs**
 - NPS from 95 to 98
- **In-Company Clinics and Primary Care**

Launched Products

- **Mental Health** (severe cases)
- **Expansion of the “Programa Família”** (fertility, trans and others)
- **In-company clinics + health workforce**
- **2nd medical opinion + medical audit**
- **Telemedecine integrated into health plans**

Some of our customers

Claro
Vivo
EDP
Energisa
Fahz (Ambev)

Heineken
Grupo Petrópolis
Aché
Azul
Braskem

Comgás
Capgemini
Anbima
iFood
Mercado Livre

Raízen
Cosan
Eurofarma
Grupo NC (EMS)
União Química



Tenho diabetes, e agora?

Queremos que você seja protagonista de sua jornada de saúde e autocuidado, aprendendo a tomar decisões simples e práticas no dia a dia que melhorem sua qualidade de vida e acrescentem mais vida aos seus dias.

Quero conhecer

Você terá uma jornada completa e personalizada

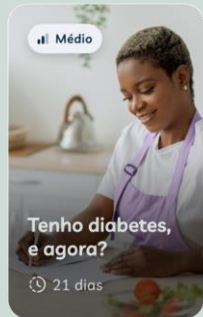
Se você foi diagnosticado com pré-Diabetes ou Diabetes tipo 2, não tem complicações agudas e tem mais de 18 anos, temos uma jornada incrível para te ajudar a conviver com o Diabetes.



Autocuidado e multibenefícios andam juntos no Clube Vitat Cuida



- + Consultas
- + Descontos
- + Comunidade



Free programs

210 thousand YTD*
Vitac App Users

Wellness Club
6x R\$ 19.90

180 thousand YTD*
Users engaged in one of the available programs

Nutrition
6x R\$ 19.90

6 thousand YTD*
Users in paid programs

Type 2 Diabetes
6x R\$ 49.90

23 thousand YTD*
Highly engaged users

* YTD Oct'23

One of the biggest health content portals in Brazil



1 - Content

Over 17k health and wellness content curated and directing to products and services in the RD ecosystem via AI.

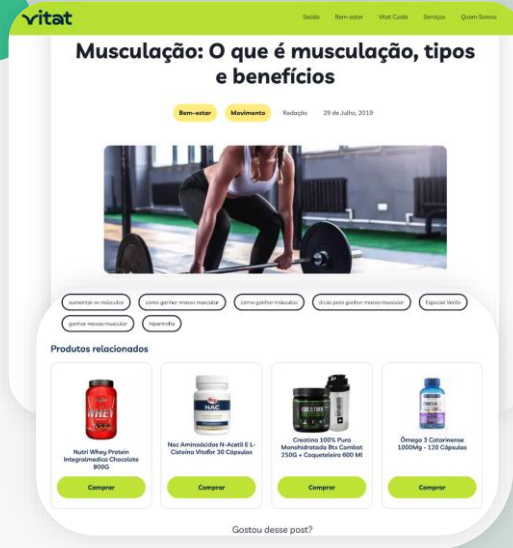
49.8 MM YTD

Unique Users in Vitat Portal

50k YTD

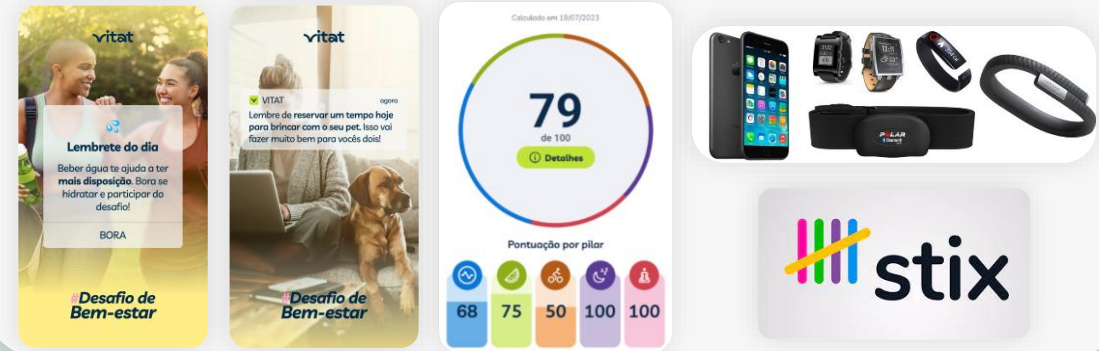
Users directed to Raia and Drogasil.
2x higher CTR.

YTD Oct'23



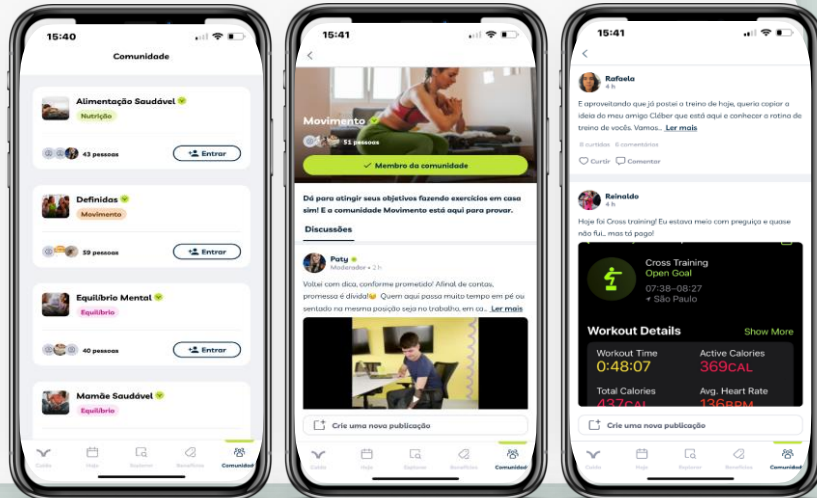
2 - Gamification

Gamification system linked to STIX that allows to modulate incentives based on healthy habits.



4 - Communities

Launch of the communities tool with a focus on increasing connection and engagement in care programs.



3 - Services Marketplace

Expansion of partnerships related to digital health and wellness services and solutions with a focus on expanding benefits to users engaged in the programs.



RD

Day

2023

Digital Transformation



Fernando Varela
VP Digital Transformation



2023 is a year of new heights for Digital Transformation with great results being achieved together with several areas of RD.

SOFTWARE ENGINEERING

PRODUCTION LINE MODULATION
(microservices)



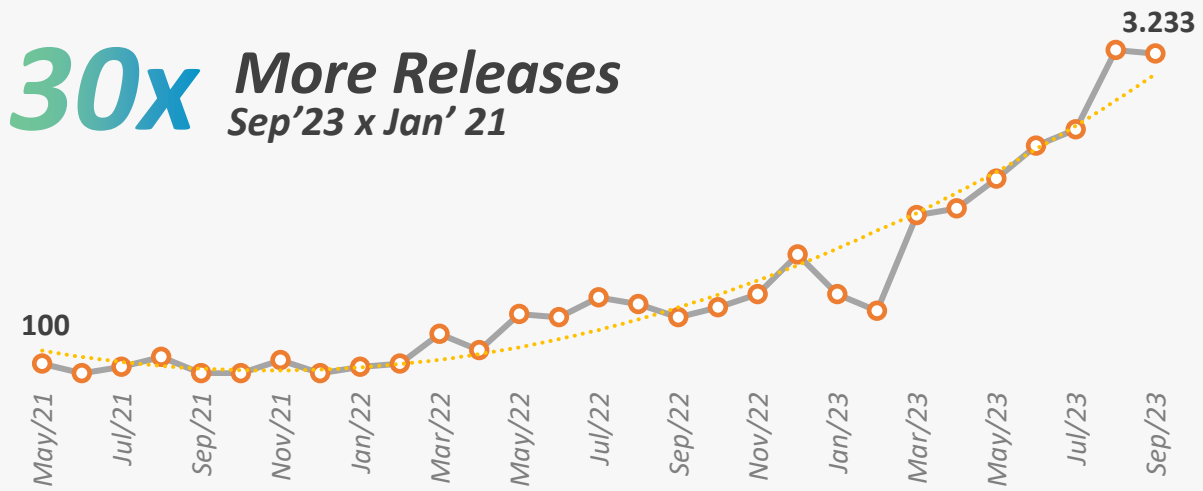
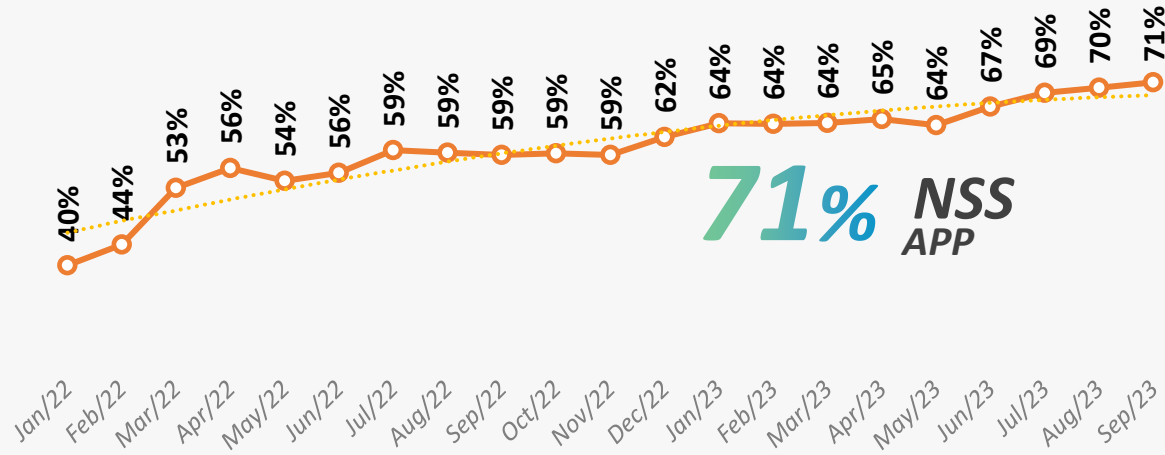
TESTS & OPTIMIZATIONS ACCELERATION

8x

INTEGRATION MANAGEMENT



TECH ARCHITECTURE



SUPPORT PLATFORM



DIGITAL OPERATIONS

2x

DIGITAL TELEMETRY

4.0

DATA PROTECTION MATURITY



PRODUCT CATALOGING

We'll keep the transformation pace in 2024, stepping up the program...

SOFTWARE ENGINEERING

ECOSYSTEM
APPLICATIONS
MODULATION (LEGACY)



OPTIMIZE WEBSITE AND
APP PLATFORMS



SIMPLIFY MARTECH
ECOSYSTEM



OPTIMIZE ORDERS &
PAYMENTS PLATFORM



EXPERIENCE
ECOSSISTEMA DIGITAL

LEADTIME REDUCTION
PRODUCTIVITY INCREASE
NEW CAPACITY MODEL

EFICIENCY & CAPACITY

OPTIMIZE CLOUD
APPLICATIONS



REFACTOR MAIN
DATABASES

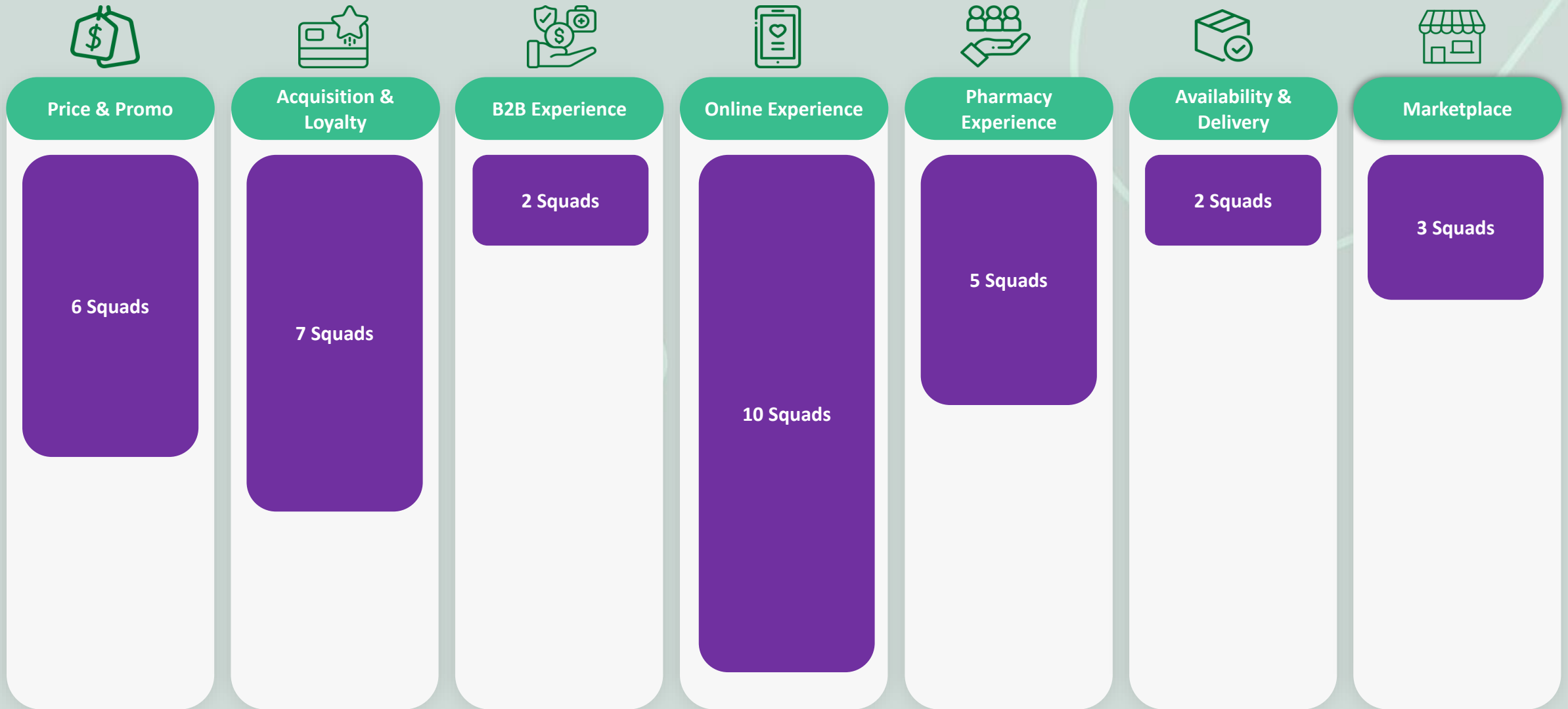
TELEMETRY
DEMOCRATIZATION



EXPLORE AI
CODING



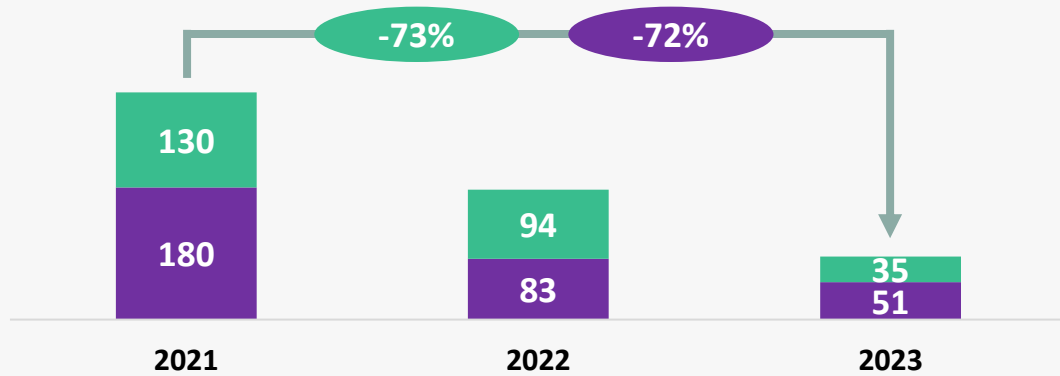
Our **Digital Products area** is organized in 7 Tribes and 35 Squads:



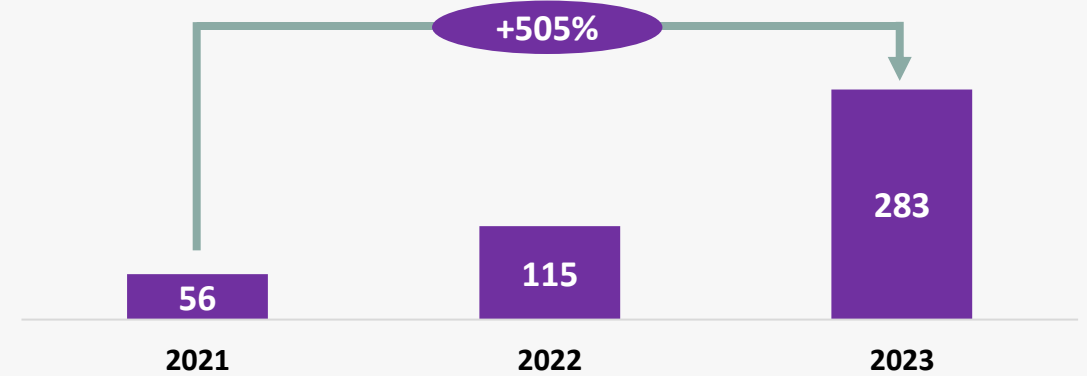
These work fronts in partnership with our IT and data teams are already bringing results and significant improvements in productivity and capacity.

Historical Lead Time

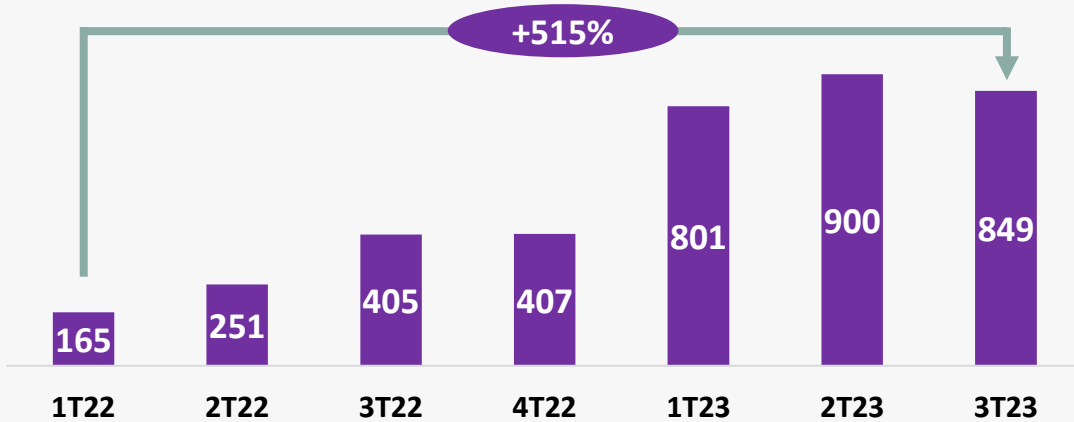
■ Upstream ■ Downstream



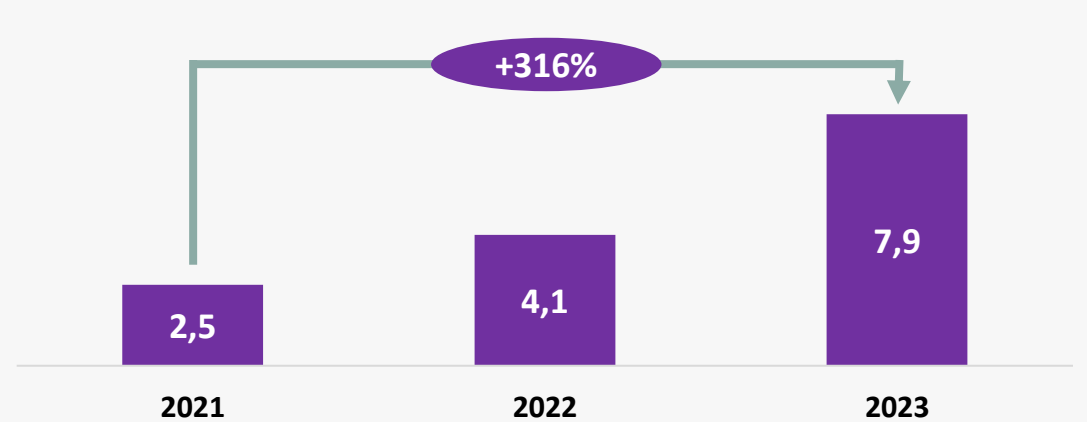
Average Digital Product Delivery per Month



Total Product Delivery per Quarter



Average Product Delivery per Squad per Month



2024 Vision & Initiatives: 6 initiatives reinforcing our focus. Greater autonomy for areas and partnerships. More digital, relevant and personalized.

Intense use of data with a focus on the digitalization of health. Values to be Captured :



**INFORMATION
DEMOCRATIZATION
DATASKILLS & ANALYTIC
CULTURE**
Structure & Capacity evolution



**SQUADS' DATA CHAPTER,
GROWTH,
AREAS / BUSINESS**
Process allocation structuring



USE CASES & DATA SCIENCE
Use Cases Prioritization
using AI Test & Learn



**EVOLVE MARTECH & UNIFIED
CUSTOMER VISION**
Customer Journeys & Activation
at all moments



**DATA HUB CREATION /
HEALTHCARE PLATFORM**
Develop secured data
exchange platform

6 initiatives for 2024:

**1. Data
democratization &
management
(DataX);**

**2. Data Science in
Business Areas &
Squads;**

**3. Governance &
new use cases
execution;**

**4. Martech democratization
across areas and Unified
Customer Vision in the ecosystem;**

**5. digital channels customer
tagging:**

**6. Cybersecurity &
Data Hub
creation.**

Digital Transformation moves forward together with our Customer Understanding and Bond / Digital Products Management, with the different company areas as enablers



+ Digital

- Digital products releases & speed (4x);
- Release Quality (4x);
- Structuring fronts (API Gateway) & NPS (Payment) (4x);
- Focus on “live tests” (N2D);
- Maturation of digital teams through business knowledge = higher productivity (N2D);
- Data chapter on Tribes and Squads



+ Health

- Parallelism and autonomy on Solutions (“time-to-market” & interdependency) (4x);
- Digital approximation + RD Ventures;
- Health datahub (Platform) (security, infrastructure, data and customer vision).



+ Efficiency & Personalization

- Information democratization / “data-driven decisions” and analytical culture (Data);
- Relevant and valuable Use Cases + Artificial Intelligence (Data) (NT AI);
- Data & Tools to allow personalization and loyalty, by bonds and product insights (customer vision, Martech, Tagging & Data).

RD

Day

2023

Market Vision & Outlook



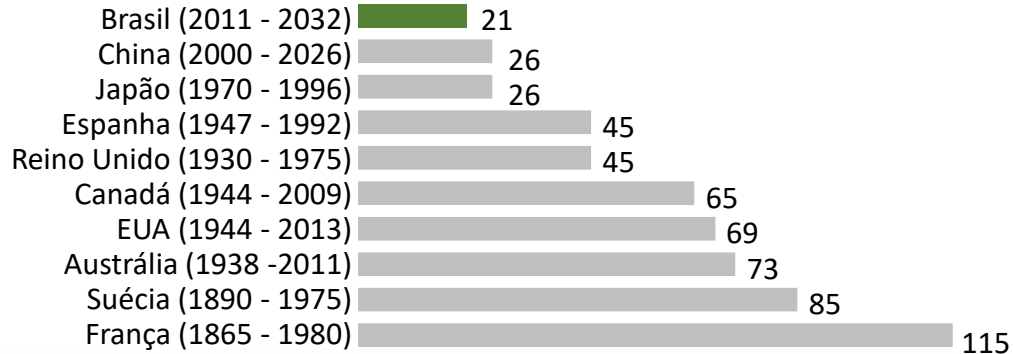
Eugênio De Zagottis
VP IR & Business Development



Fragmented market with secular growth in demand due to the aging of the population.

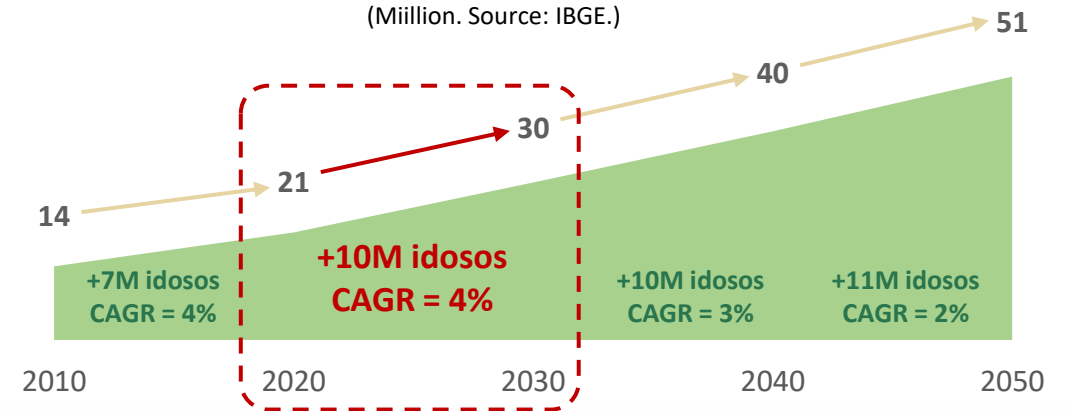
Rapid Population Aging

(# years for population above 65y to grow from 7% to 14%. Source: The World Bank.)



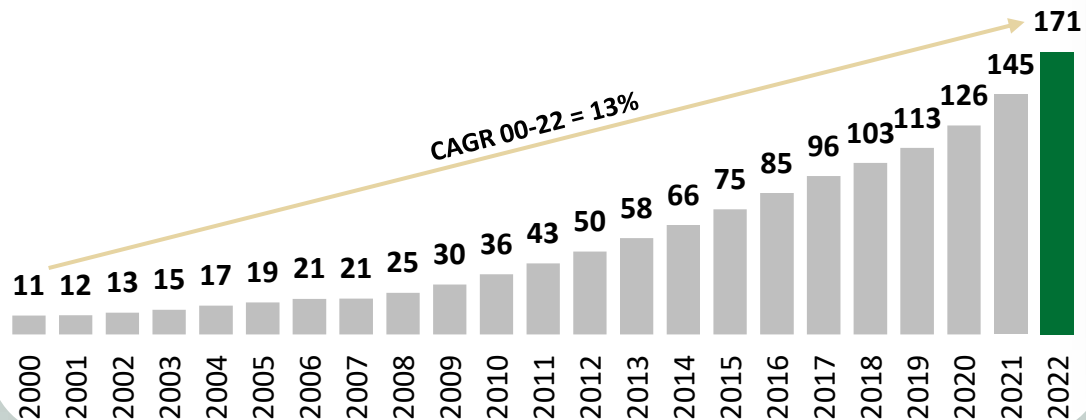
Brazilian Population above 65 years

(Million. Source: IBGE.)



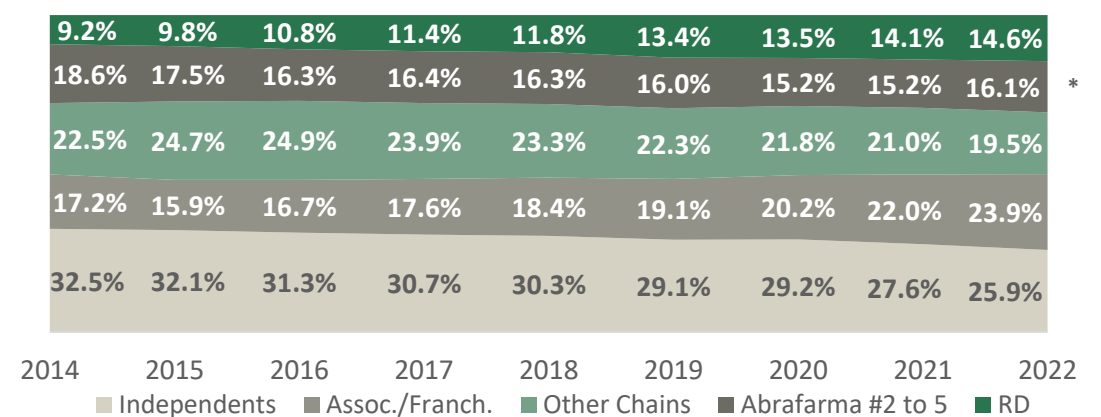
Pharma Market maintains an accelerated long-term growth

Brazilian pharmaceutical market. R\$ Billion. Source: IQVIA.)



Fragmented Market: opportunity for consolidation

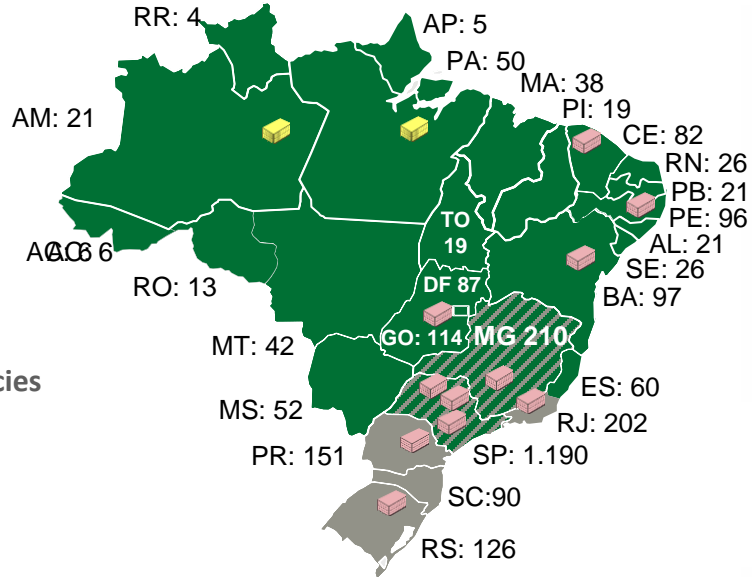
(Market share. Source: IQVIA.)



Considers in 2022 the acquisition of Extrafarma by Pague Menos on a pro forma basis for the entire year, reclassifying the company from the Other Chains group to ABRAFARMA #2 to #5.

Unique national platform, with growing capillarity and market share. Consistent store economics and marginal returns nationwide.

RD Footprint 3Q23

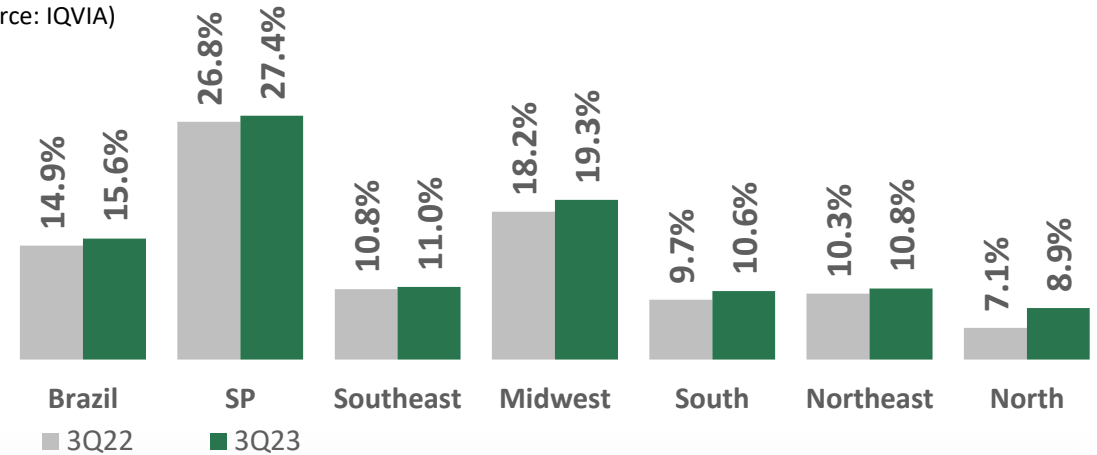


Total: 2,868 pharmacies

- Raia: 1,207
- Drogasil: 1,661
- Distrib. centers: 12
- Future DCs: 2

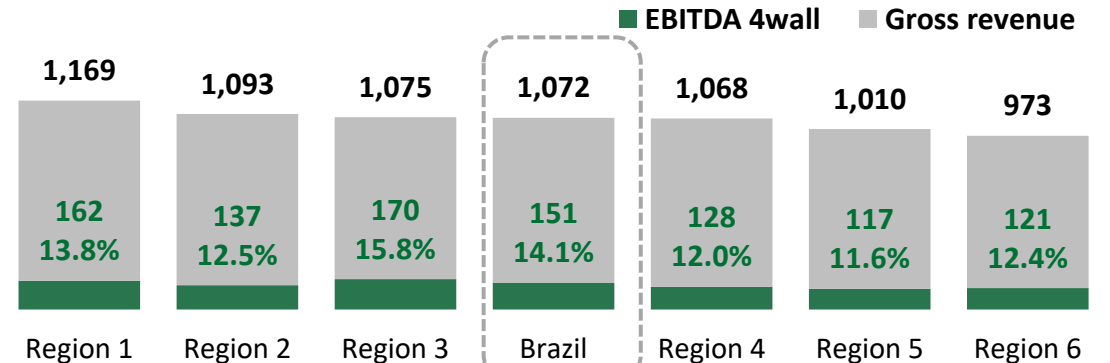
Market share

(Source: IQVIA)

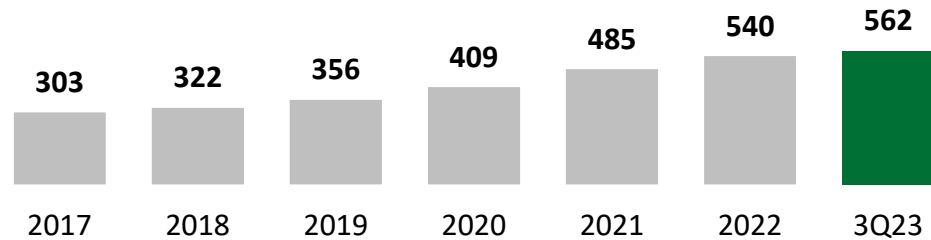


Sales & EBITDA per Mature Store

(R\$ thousands, monthly average 3Q23 LTM)



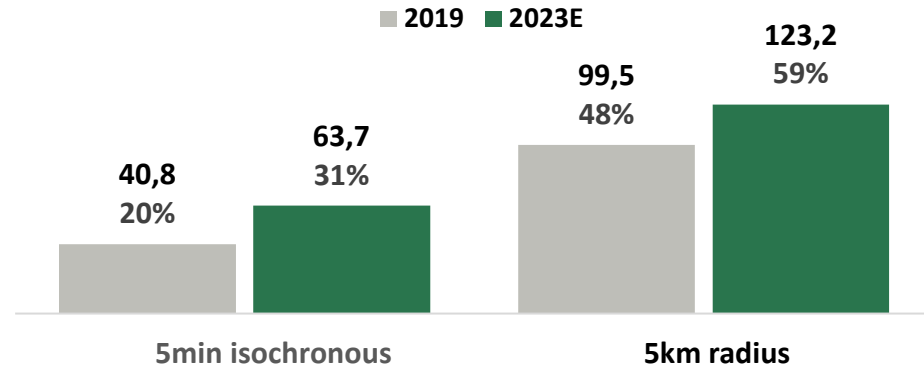
Number of municipalities with Pharmacies



* 4-wall EBITDA (stores), not including Distribution Centers and regional expenses.

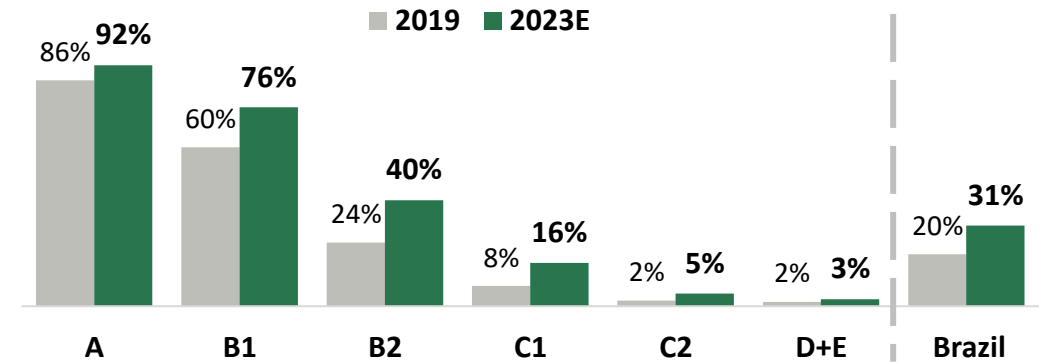
Our expansion still has a long path ahead to improve **proximity and convenience** for the expanded middle class with a real IRR, net of cannibalization, above 20%.

5min and 5km coverage



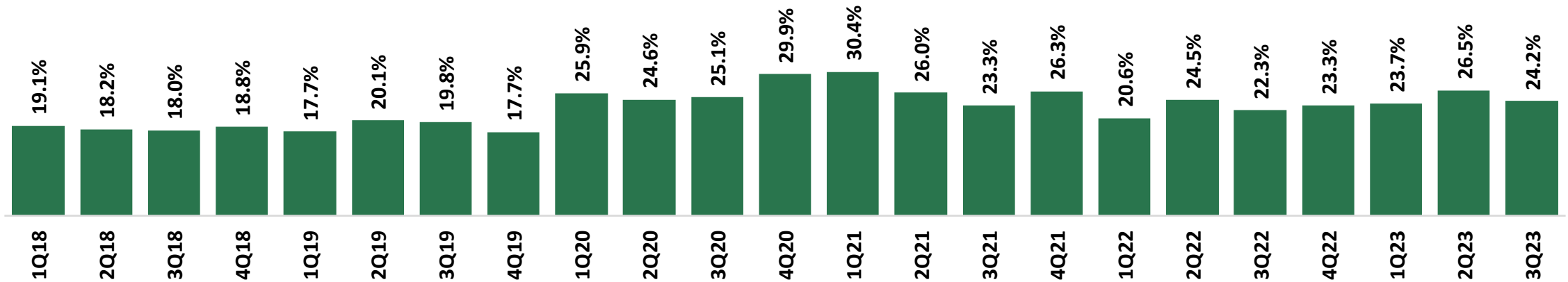
5min coverage evolution

(population % by social class)



Projected Real IRR of LTM expansion

(annual return, ex-cannibalization, 10 years tenure)



We increased our guidance to **more than 1,100 stores** between 2022-2025, sustaining the same recent geographic and demographic diversification.

New Guidance*

2023

270 Openings

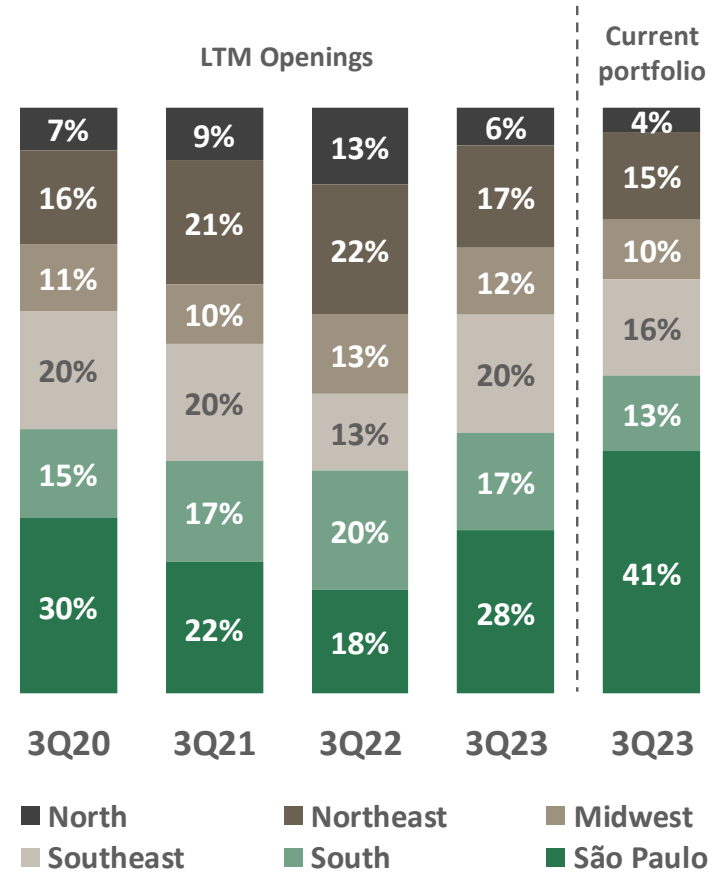
2024 & 2025

280-300 Openings / year

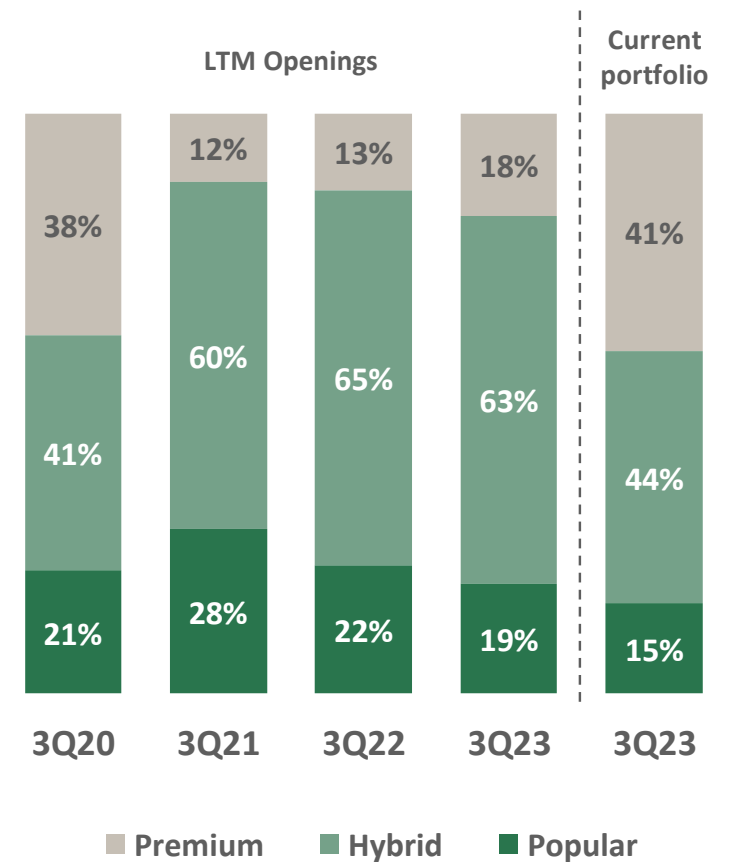
sustaining geographic and demographic decentralization



Geographic decentralization



Demographic decentralization



* Gross openings. Does not includes closures.

2025 RD Strategy

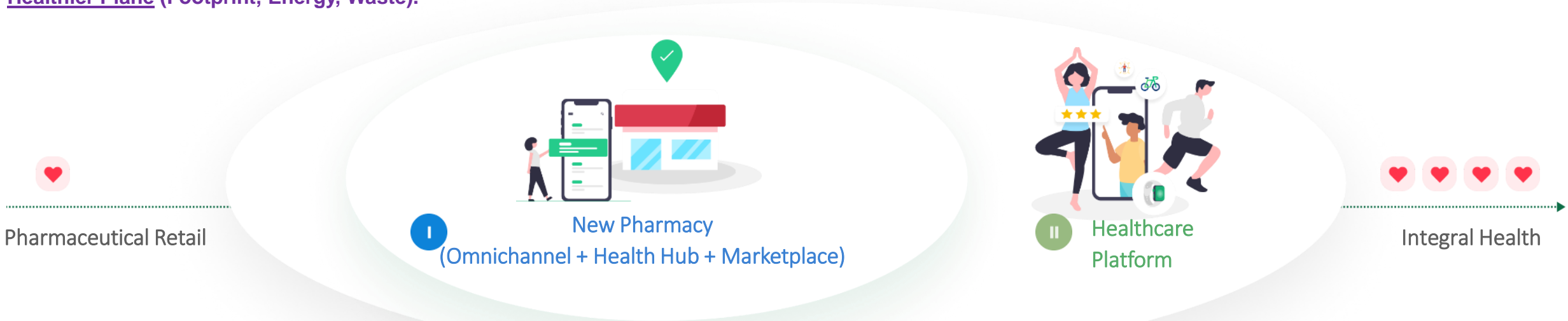
Together for a Healthier Society

Healthier People (Employees, Customers, Community);

Healthier Businesses (Diversity, Education, Shared Value);

Healthier Plane (Footprint, Energy, Waste).

2030 Ambition: to become the group that contributes the most towards a healthier society in Brazil.



Focus on people

Customer centricity

Logistics 1P and 3P

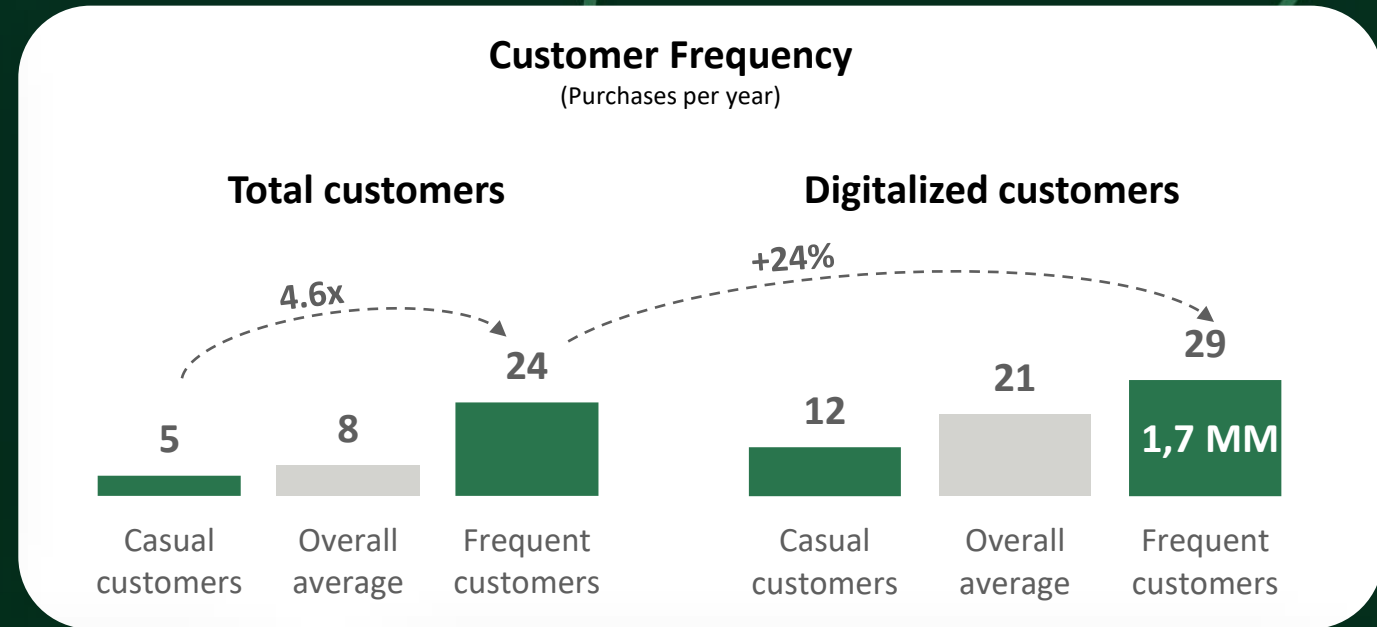
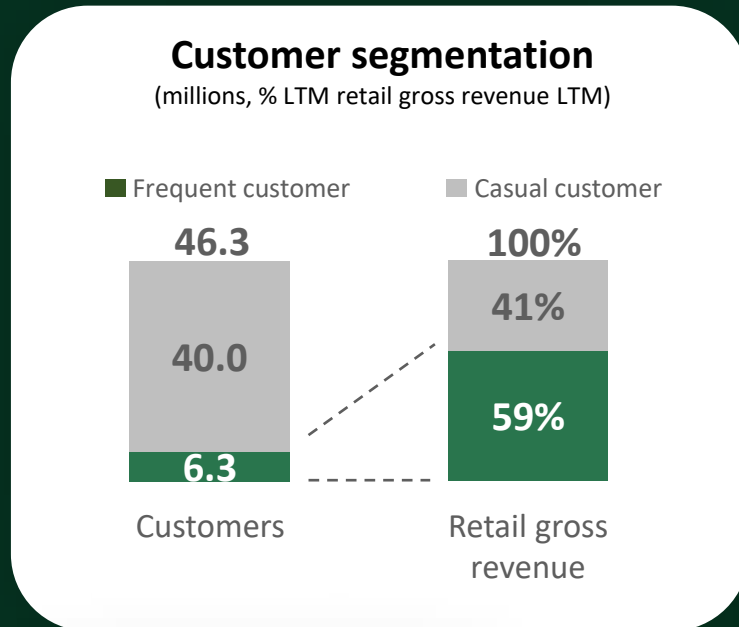
Technology, data and agile organization

Digital and innovative culture

RD Ventures

Digitalization leverages our customer base, with very high frequency, and the unique capillarity of **2,9k pharmacies in the best corners** in the country.

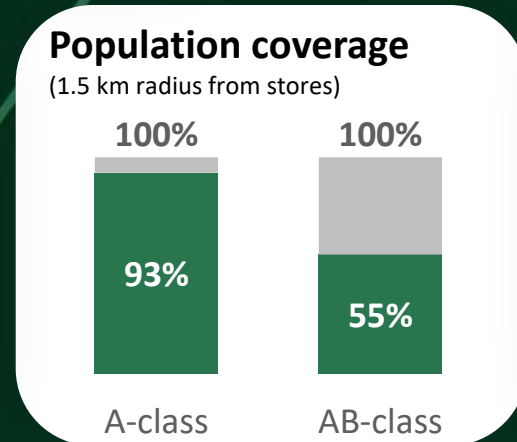
Customer base and frequency of unique purchases



Greatest capillarity in Brazilian retail

Total: 2,868 Pharmacies

Raia: **1,207**
 Drogasil: **1,661**
 CDs: **12**

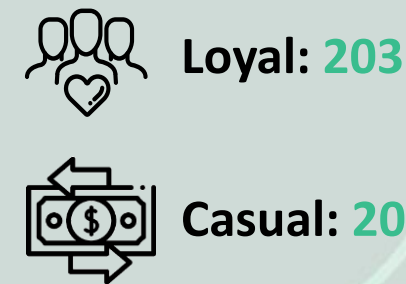


- ✓ **7.3%** of RD customers are digitalized, representing **26%** of the frequent customers;
- ✓ **95%** of digital customers are omni (physical + digital);
- ✓ Omnichannel customers represent **23%** of retail sales;
- ✓ **93%** of digital orders are delivered by Pharmacies.

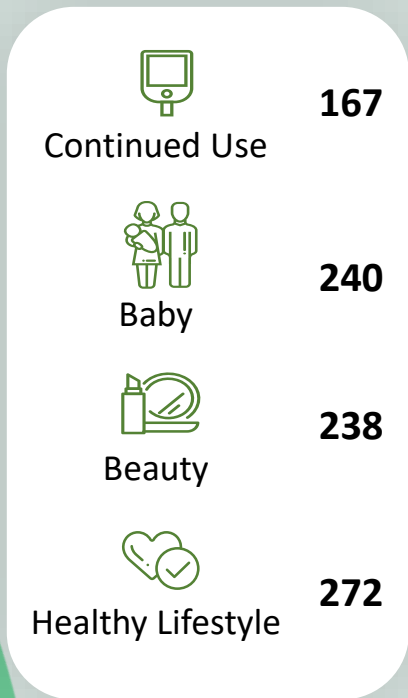
Our digital and health strategy aims to build bonds with each customer to enhance Customer Annual Value (CAV) according to their profile

CAV = Customer Annual Value
 Annual R\$ Gross margin per customer
 (index: average = 100)

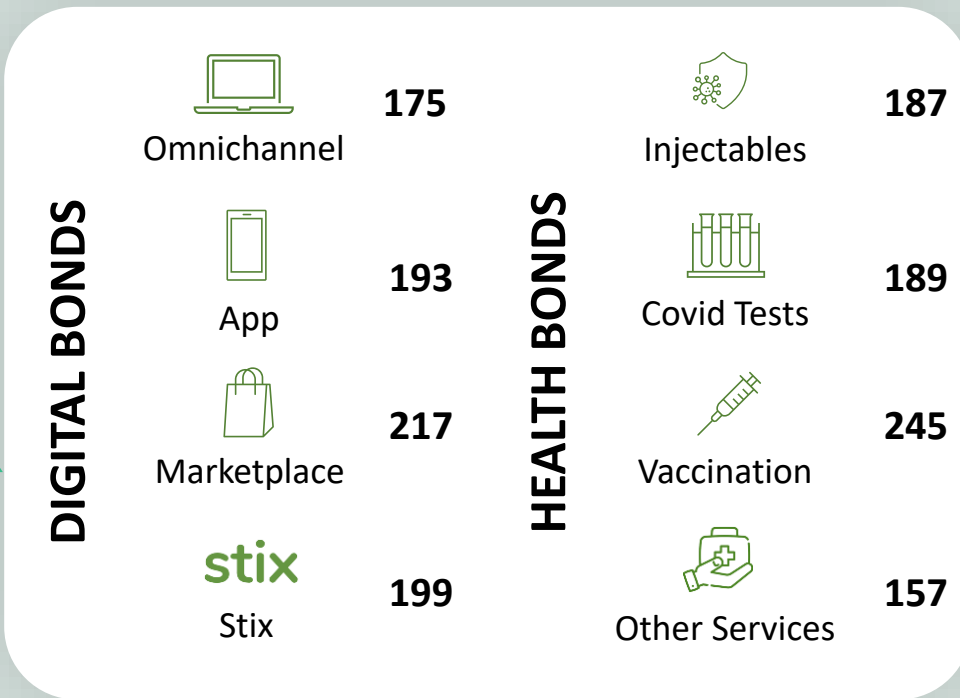
Average CAV 100
 per customer (index)



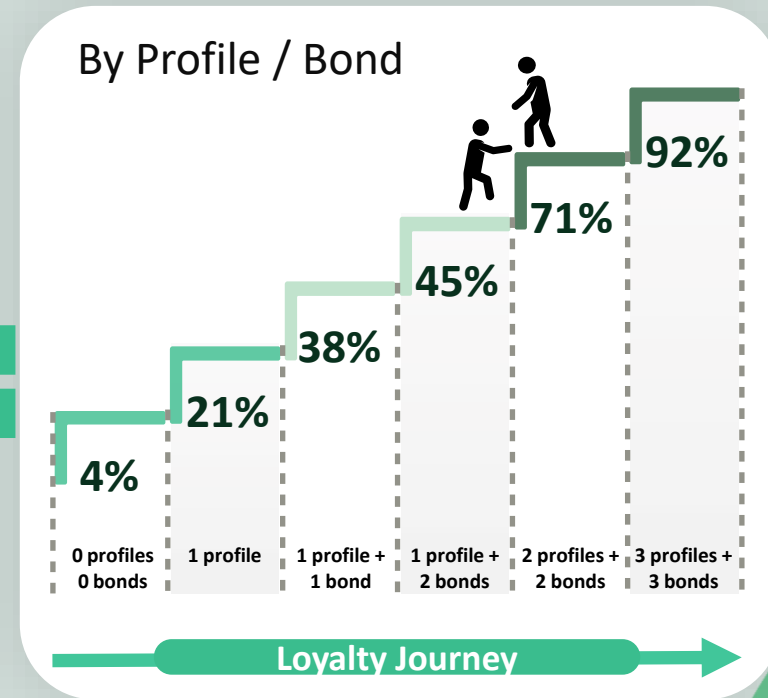
CAV by Profile



CAV by Bond



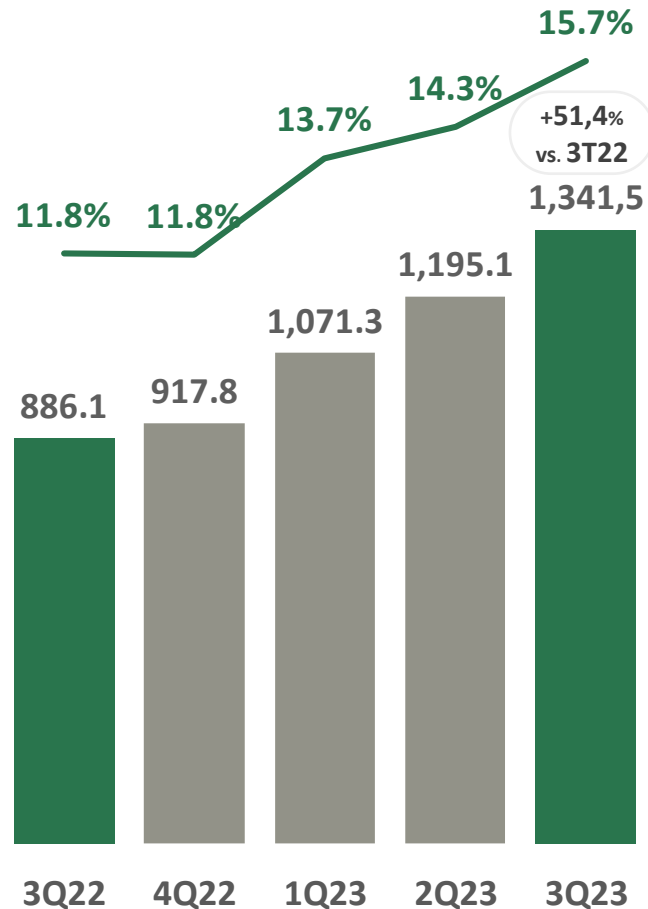
% Cumulative Loyal Customer Base



We reached 15,7% of sales through our Digital Channels, with 93% through modern and proprietary channels. Marketplace already forecasts **GMV of R\$ 114 million annualized.**

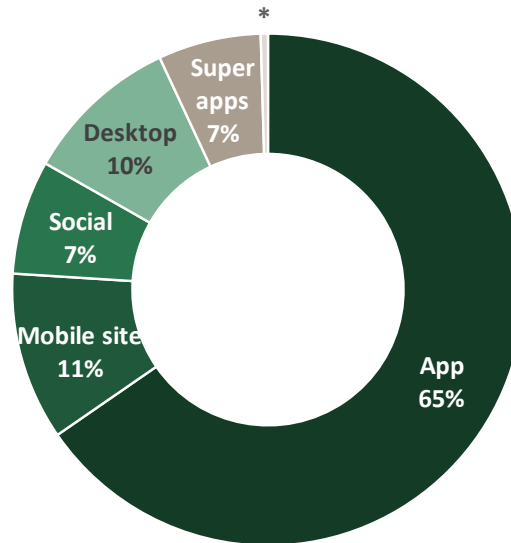
Digital sales and penetration

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

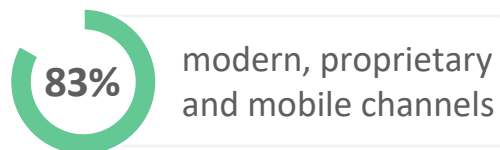
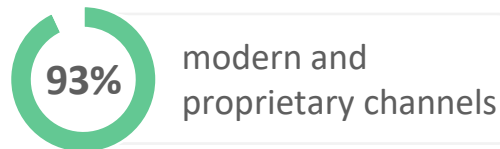


Digital Channel

(% of digital sales)

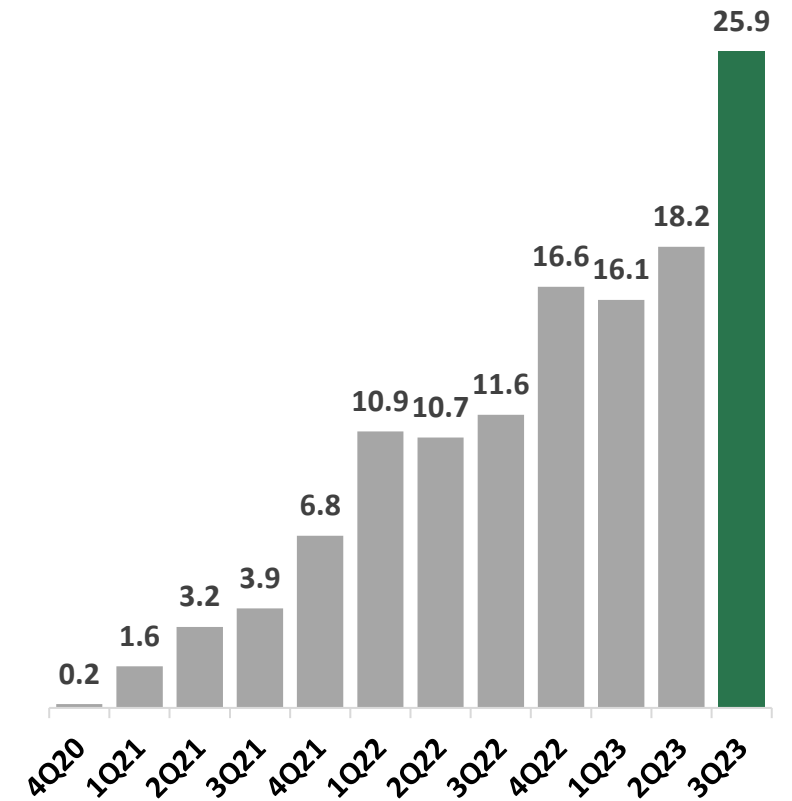


* Call Center represents < 1% of the mix.



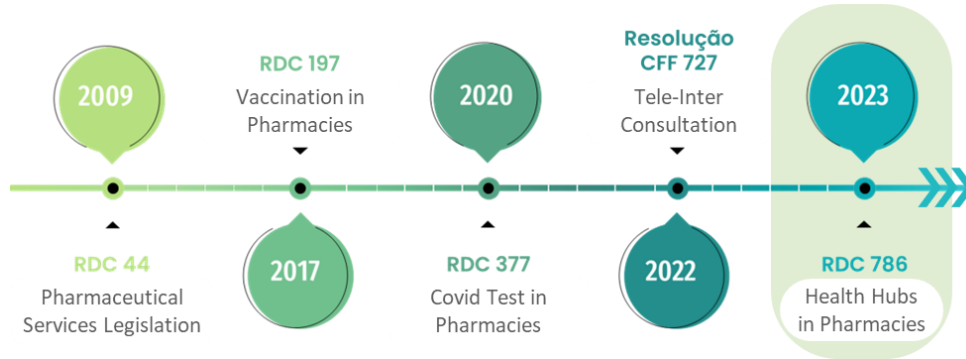
Marketplace GMV

(R\$ millions)



We advanced in **Health Services** and started our Vitat omnichannel Health Platform, focusing on chronic patients, with **high CAV** and complex care.

HEALTH SERVICES



Portfolio

- 43 Services
- 1.900 Hubs
- 17 Vaccines
- 300 VacRooms
- On-line scheduling
- Digital declaration

thousands	YTD Sep/23	Var
Pharmaceutical Services	2.296	+64%
Covid Tests / Selftests	1.062	-73%
Vaccines	150	+7%
RDTs	22	+1.158%



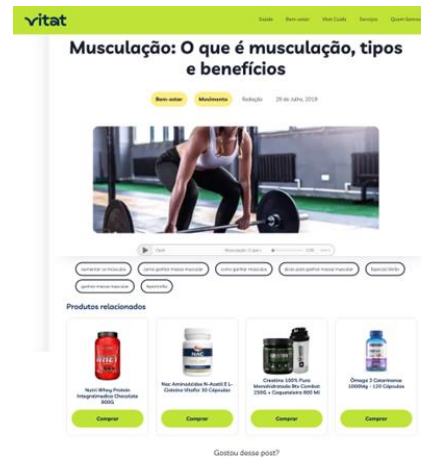
Customers have **2.5x** higher spending and frequency

Sep/23 Services

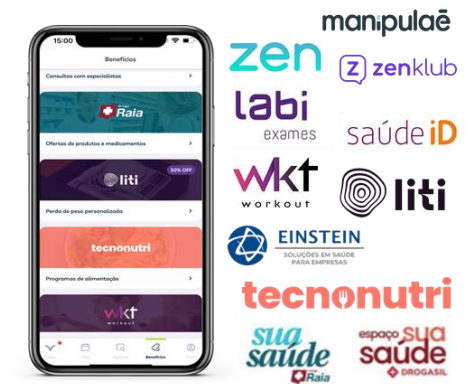
NPS 92

HEALTH PLATFORM

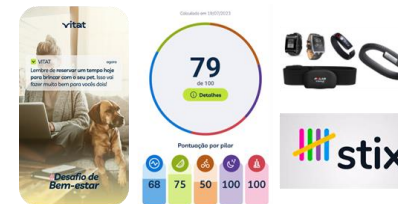
1 Content



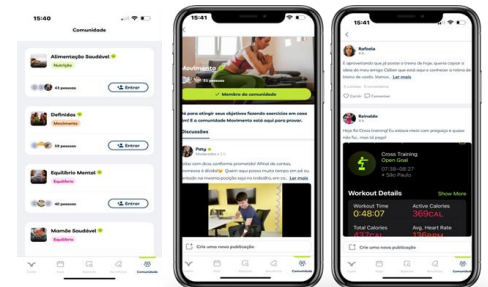
2 Services Marketplace



3 Gamification



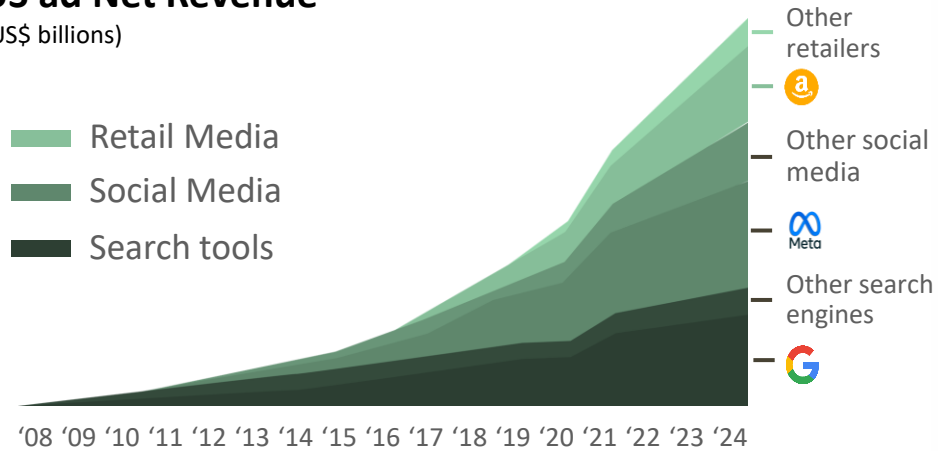
4 Communities



RD could be the leader in the pharmaceutical & HPC digital advertising business, creating engagement in Health, Wellness & Beauty and providing discounts to the customers.

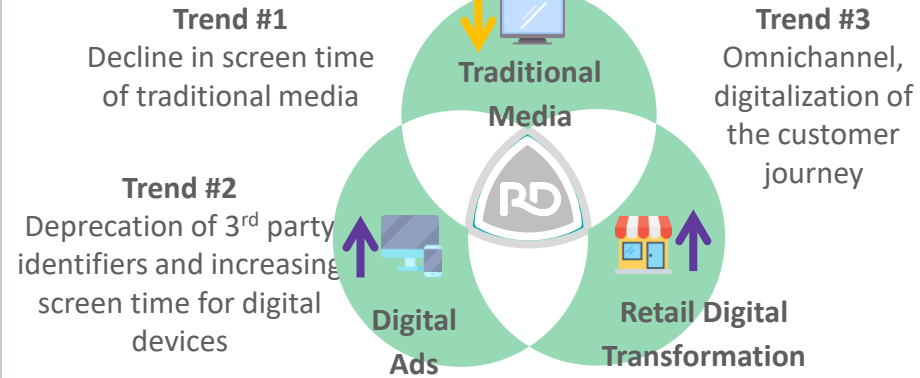
US ad Net Revenue

(US\$ billions)



Source: eMarketer, October 2021.

1st party data is the fuel for retail media growth

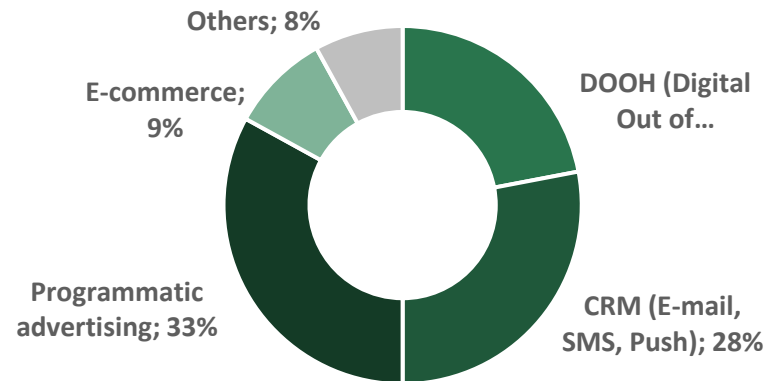


Source: Aster Capital.



Product portfolio

(3Q23, % of gross revenue)



The best customers and experience:

- 46MM customers; 353MM transactions
- 97% sales identification;
- 100% anonymized data
- Totally compliant to GDPR

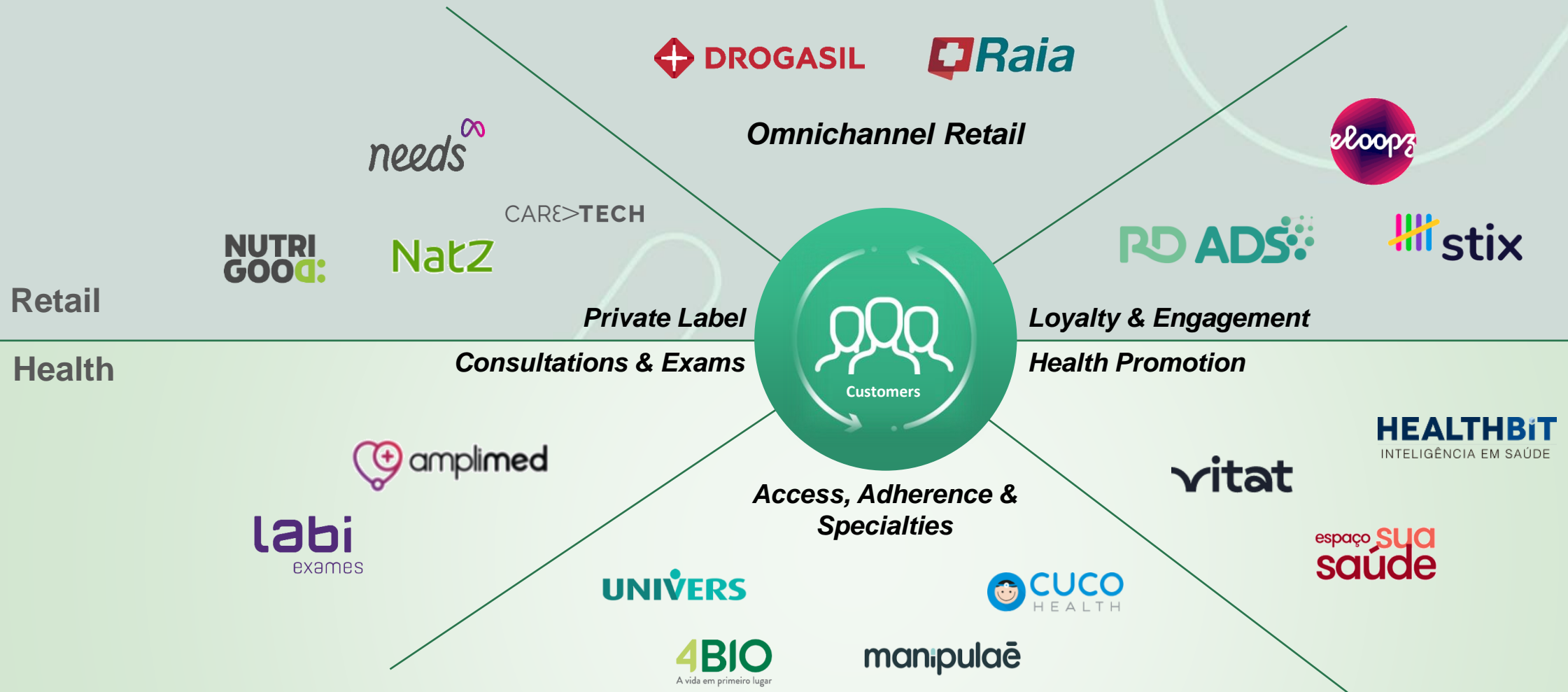
Physical and digital presence:

- 562 cities;
- 2,9 thousand pharmacies;
- 1.5km distant from 92% of the A-class;
- 5km away from 59% of the population;

Increased relevance with partners:

- 500 1P suppliers;
- 25 of the Top 50 advertisers in Brazil;
- Domain of Category Management and purchase behavior.
- Top 10 digital channel (retail audience in Brazil).

To implement the strategy, we created an **Integral Health Ecosystem**, with investments in start-ups, JVs and greenfield.



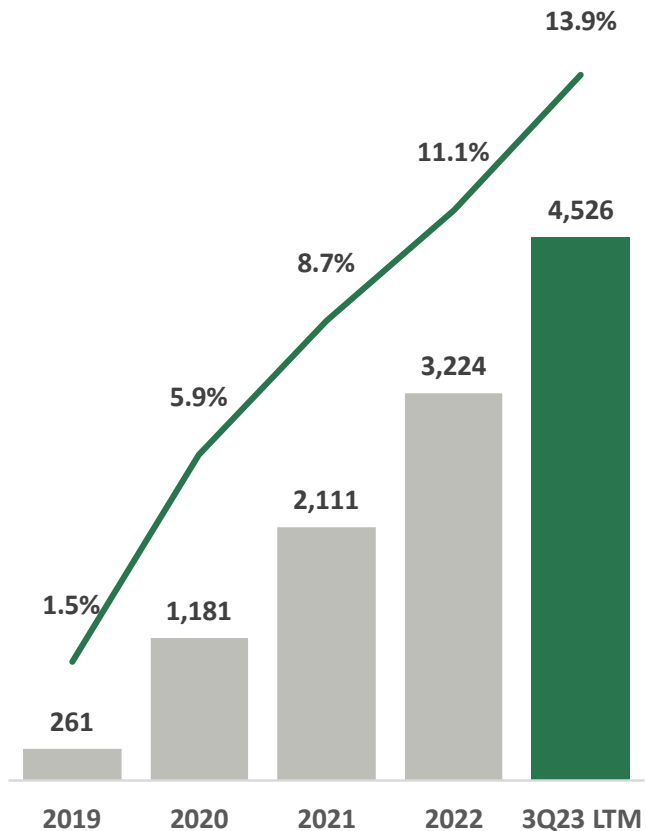
Retail

Health

In 4 years we have multiplied our digital activity by 17x and 4Bio by 3x, which have smaller margins. Yet, we are increasing margins and doubling EBITDA in value.

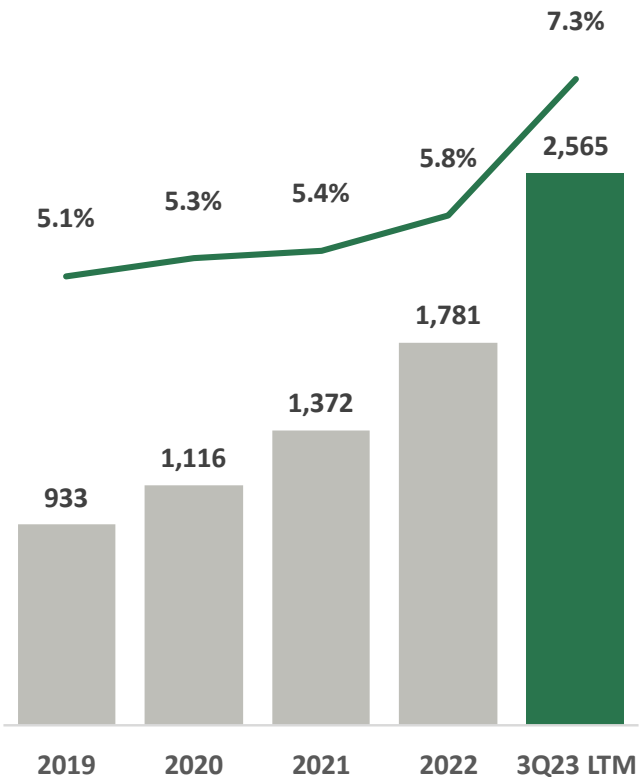
Digital channels; Sales & Penetration

(R\$ millions, % sales penetration in retail)



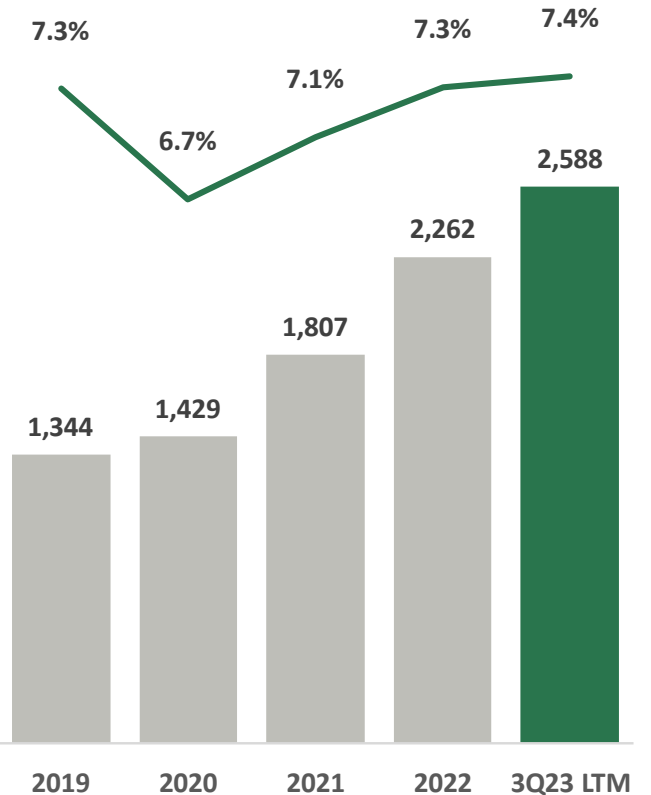
4Bio Sales

(R\$ millions; % of consolidated sales)

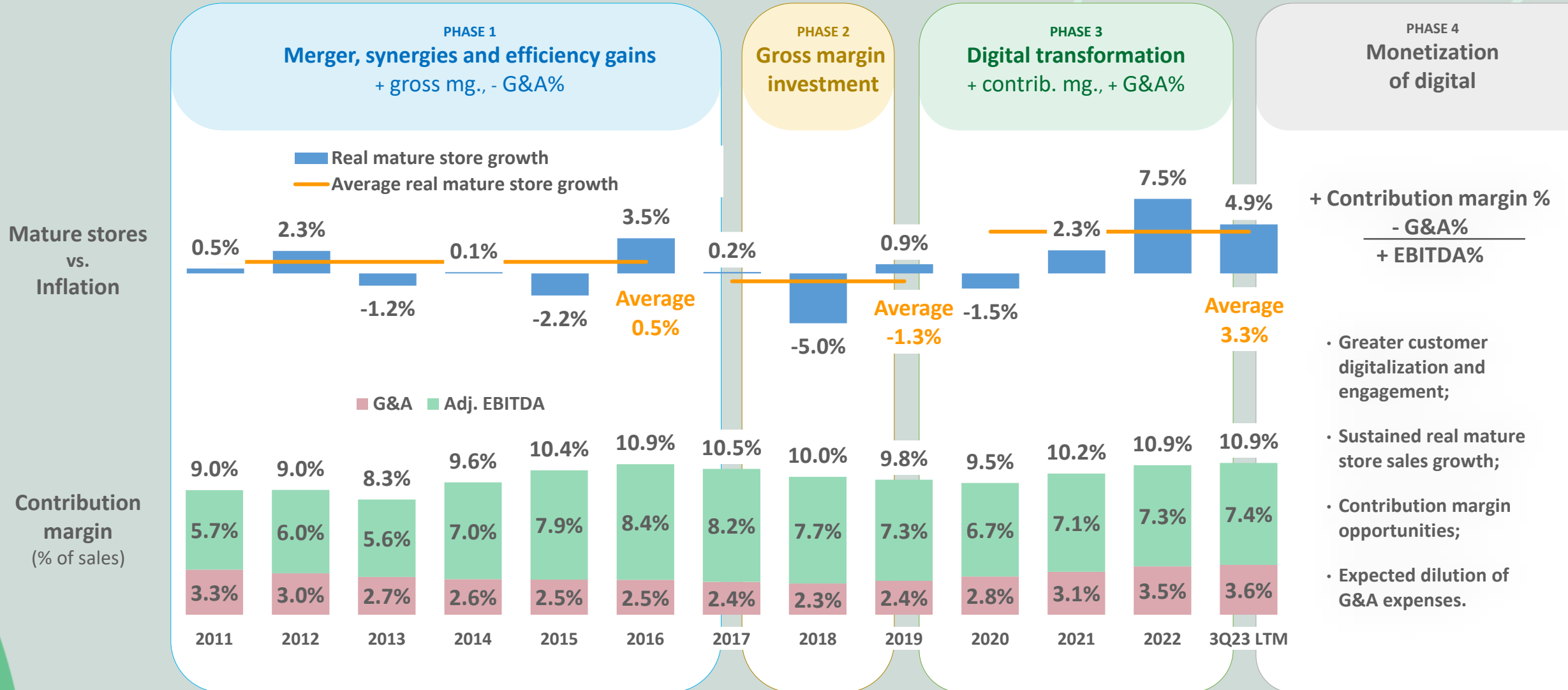


Consolidated Adj. EBITDA

(R\$ millions)



With the Digital Transformation profitability ramp-up, we expect to keep increasing EBITDA margin with a growing contribution margin and gradually diluting G&A.



RD

Day

2023

Q&A

RD Day 2023

RD Day 2023

THANK YOU