

Institutional Presentation

2Q26





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RD Saúde is the leading pharmacy chain in Brazil with 3.7k locations. Our 53 MM active customers perform 1.3 MM purchases daily both physically and digitally.



#1 pharmacy chain
in revenue and pharmacy count



3,687 pharmacies
present in all 27 Brazilian states



53 MM active customers
in the last 12 months



1.3 MM purchases/day
average in the last 12 months



76k employees
at the end of the 2Q26



91 NPS
Net Promoter Score



31.0% digital sales
2Q26, +52% growth YoY



44 minutes
average delivery time



RADL

B3 LISTED NM

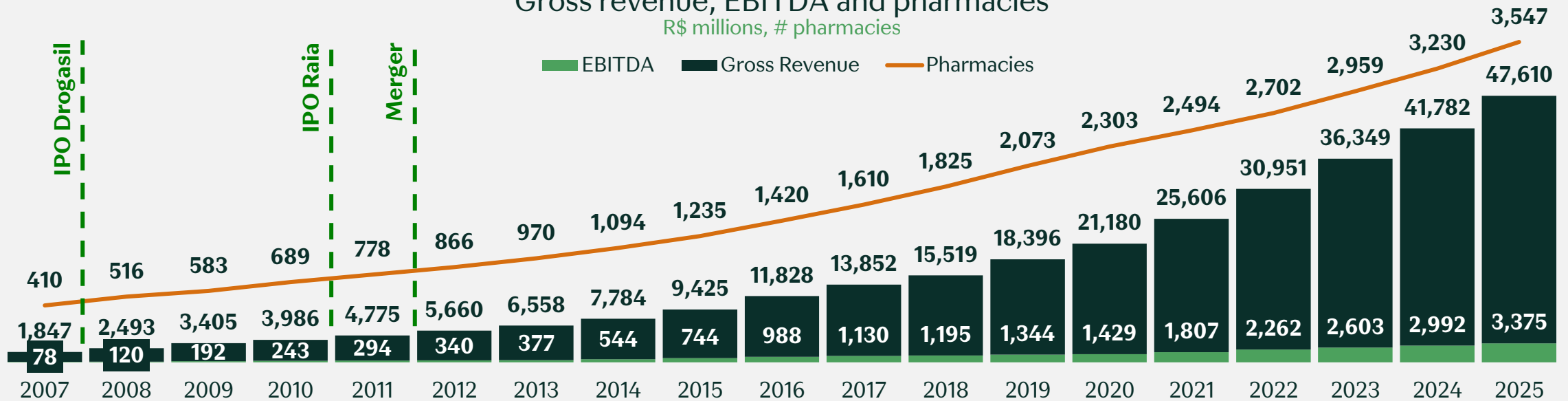
ADR **RADLY**

U.S.: OTC



RD Saúde was born in 2011 from the merger of Raia and Drogasil, boasting a centennial culture of care and a consistent performance track record.

Gross revenue, EBITDA and pharmacies
R\$ millions, # pharmacies



Raia founded in 1905



Stewardship of founding families w/ shareholder agreement until 2031



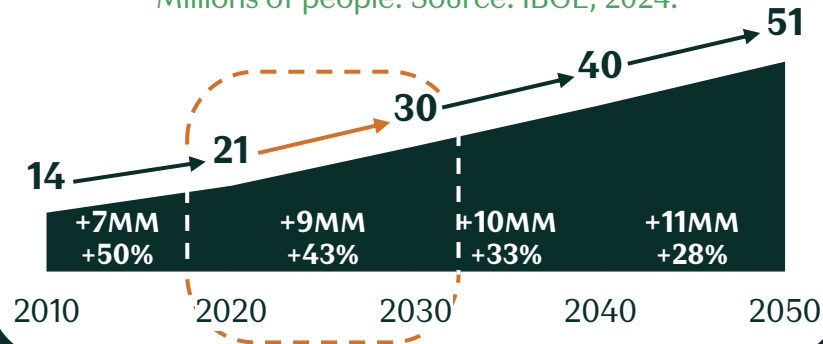
Drogasil founded in 1935



With Brazil's aging demographics driving long-term market growth, RD Saúde is well positioned to expand while gaining share and consolidating the market.

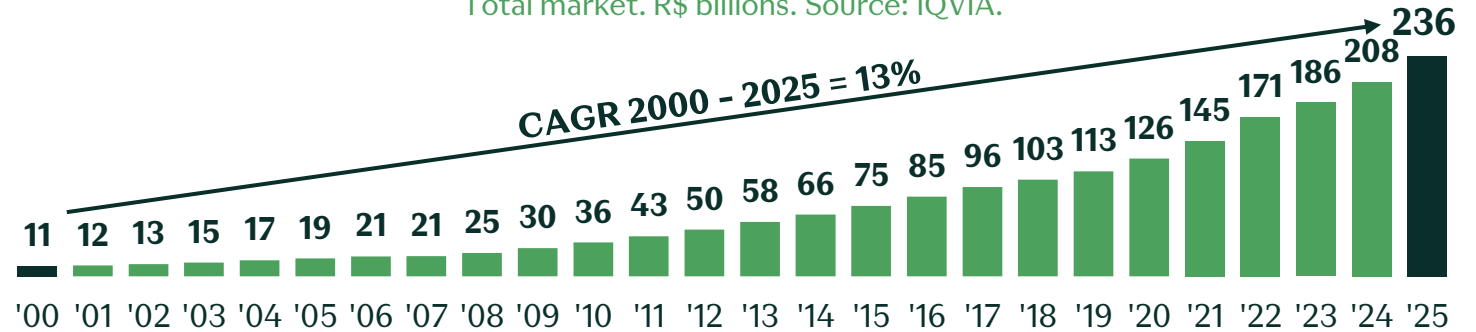
Brazilian population +65 years old

Millions of people. Source: IBGE, 2024.



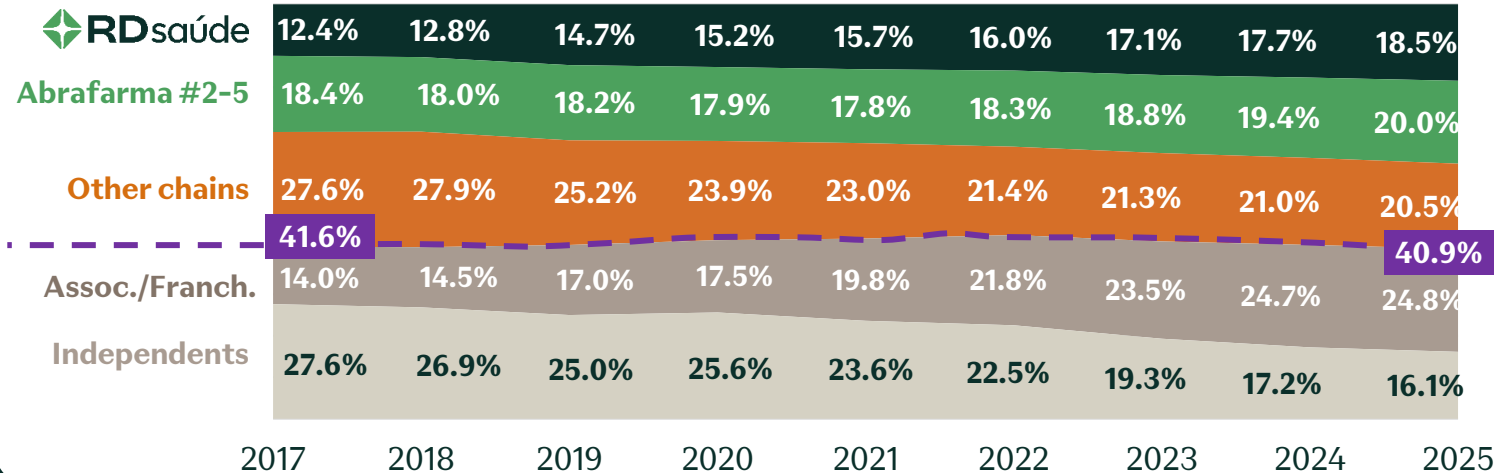
Pharma market maintains an accelerated long-term growth

Total market. R\$ billions. Source: IQVIA.



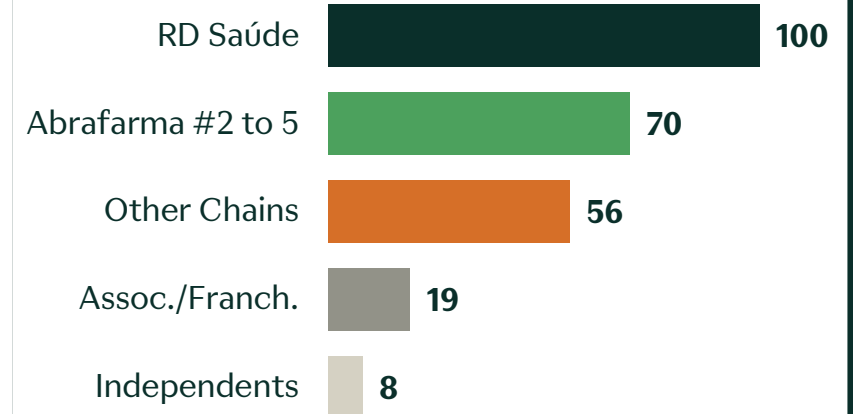
Market share

(Retail participation by consumer price, sell-out + sell-in)



Average sales per pharmacy

2025, index 100 = RD Saúde

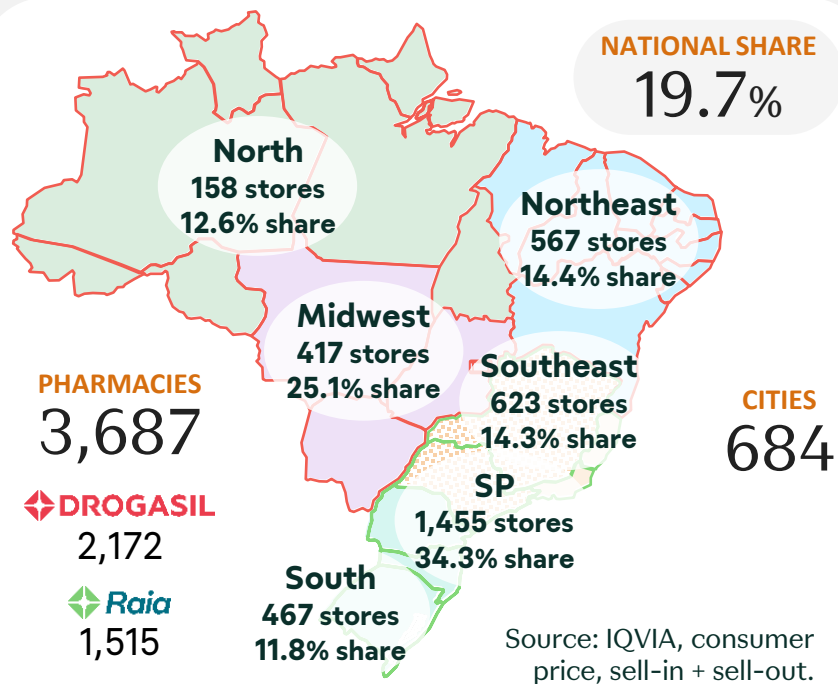




Our growing pharmacy chain offers health and wellness products in every state of Brazil with robust economics and attractive consolidation potential.



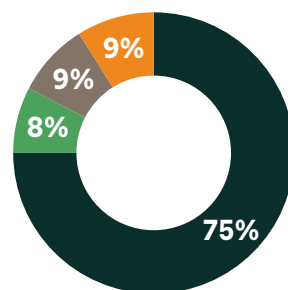
Guidance 2026
330-350 new
pharmacies



Pharmacy portfolio

Age structure

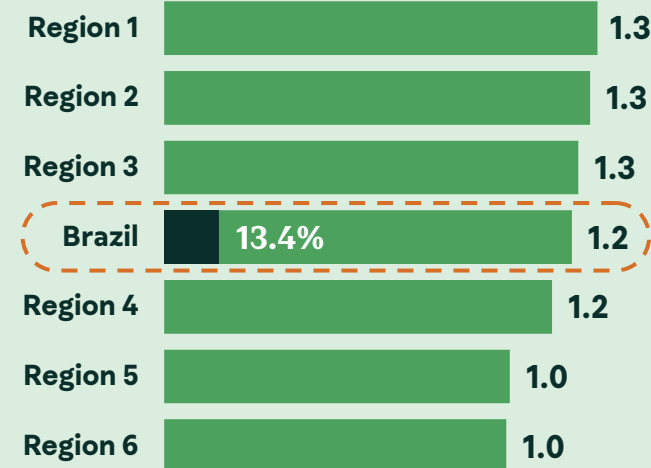
- Mature
- Year 3
- Year 2
- Year 1



Maturity
achieved at the
start of the
4th year.

Mature store performance*

R\$ MM, % of gross revenue, 2Q26 LTM



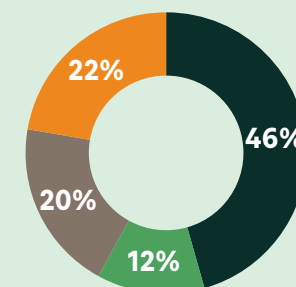
■ 4-wall EBITDA ■ Gross revenue

* EBITDA excludes DCs and regional expenses.

Retail sales mix

2Q26

- Branded Rx
- Generics
- OTC
- HPC





Our customer-centric approach allows us to enhance engagement and loyalty through frequent interactions and holistic journey management.



Profiles and Bonds

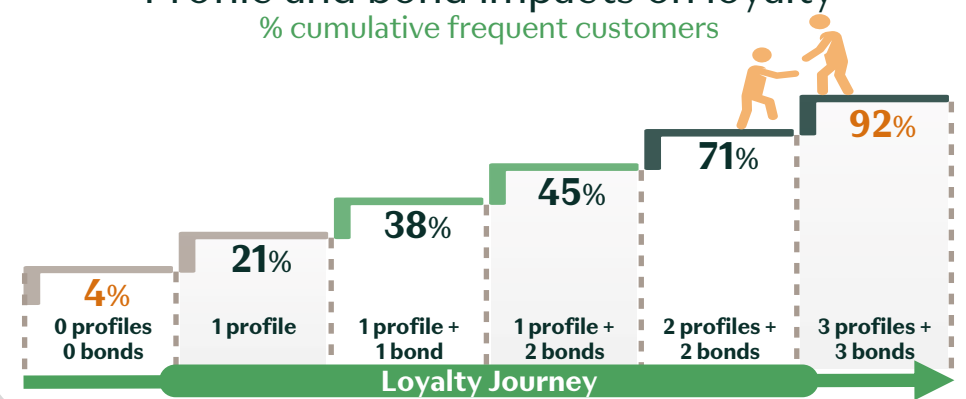
CAV* (average = 100)

Chronic Use	161	App	173	Rapid Delivery	180
Profile B	224	Stix	182	Health Services	208
Profile C	236	Bond A	165	Bond C	129
Profile D	264	Bond B	188	Bond D	238

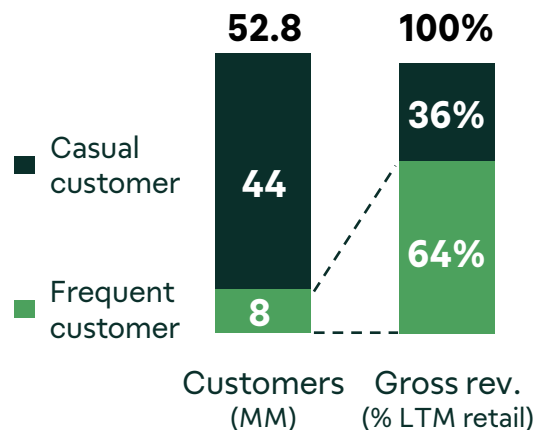
* CAV = Customer Annual Value (LTM gross profit).

Profile and bond impacts on loyalty

% cumulative frequent customers

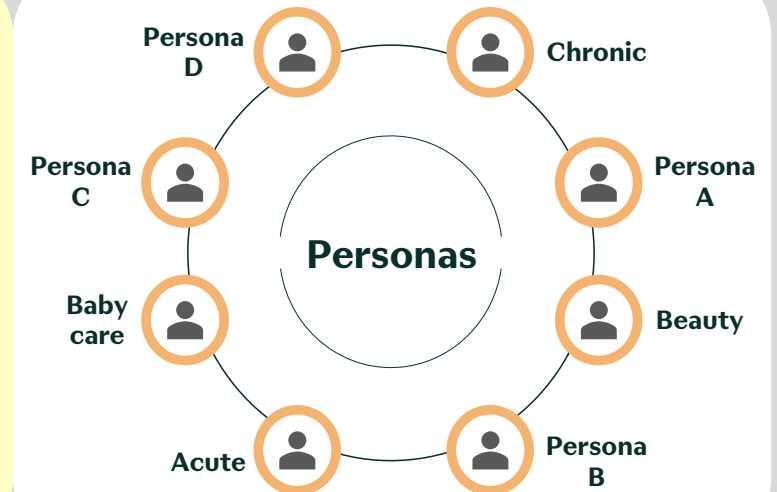


Segmentation



Customer Behavior

	Overall average	Omni. customer
Quantity	53MM	12MM
Annual Frequency	9x year	21x year
Spending	100%	182%
Gross profit	100%	171%





Our deep understanding of customer behavior and category management position us for leadership in health services & GLP-1.

Health services

Health services boost loyalty & engagement

- ◆ **2.5x** customer frequency & spending
- ◆ **~40% market share** in vaccines
- ◆ **Pharmacist empowerment** in health with minimal investments



◆ Services NPS	94
◆ Services portfolio	40
◆ Health Hubs	3.1k
◆ Vaccination rooms	442
◆ Services performed (2Q26 LTM)	6 MM

GLP-1

Demand continues to **outstrip** supply & RD Saúde is positioned to benefit from production ramp-up

Our competitive advantages

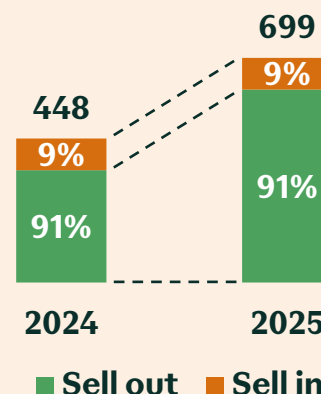
- ◆ **Cold chain availability**
R\$ 27 MM in DC & pharmacy investments
- ◆ **Superior industry relationship**
Leading market share, national presence
- ◆ **Omnichannel experience**
Thermolabile deliveries, <60 min delivery, 95% of A-Class within 1.5 km

Growth prospects

- ◆ **~1 MM monthly buyers in Brazil (1H26)**
Less than 1% of the Brazilian population
- ◆ **End of semaglutide patent in Apr/26**
New suppliers, volumes, prices & access
- ◆ **Future developments**
New treatments & combinations



GLP-1 sales per channel
Thousands, boxes sold/month.
Source: IQVIA.

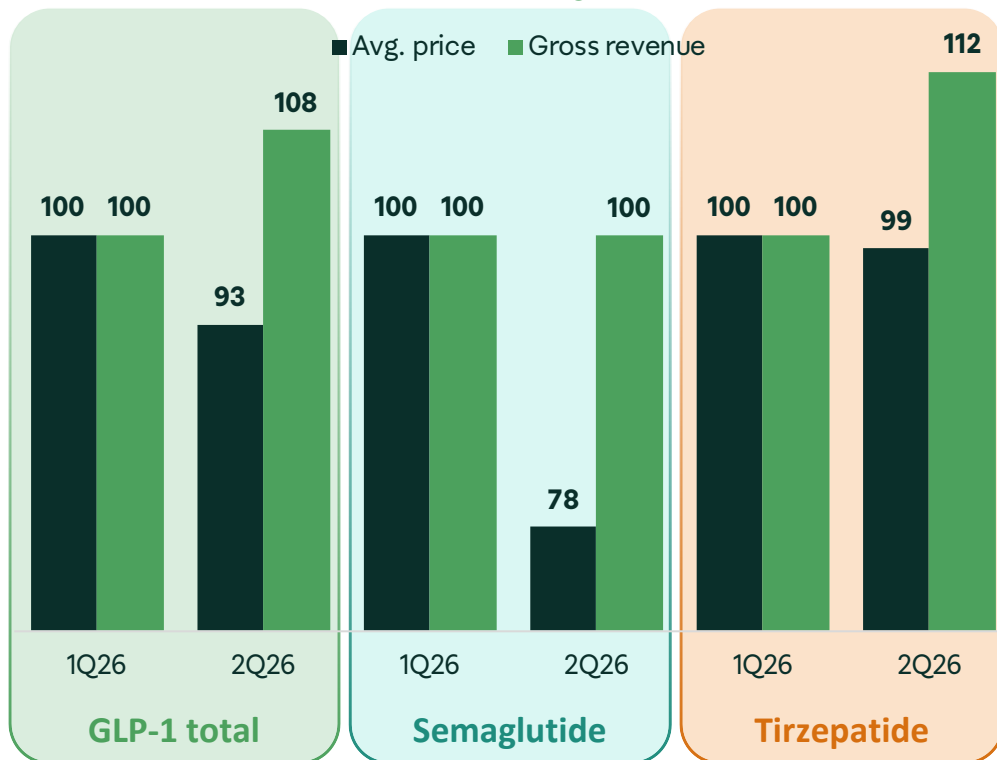




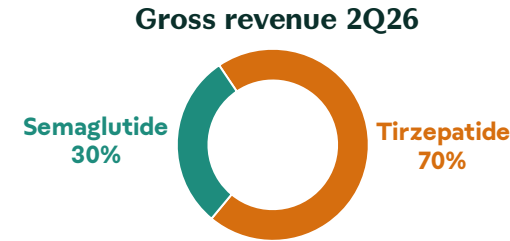
We are well positioned to capture the emerging GLP-1 opportunity, driven by improving accessibility and a robust development pipeline.

Access to GLP-1 is still in its early stages...

GLP-1 elasticity - Price x Gross revenue
Base 100 = 1Q26



...while the GLP-1 market is still only 1 MM units/month...



213.4 MM Total population
Age 18+:
95.9 MM Obesity/Overweight
38.1 MM Hypertension
8.4 MM Heart disease
7.9 MM Diabetes

Sources: IBGE (Portal Cidades e Estados 2025, PNS 2019) & IQVIA (monthly avg. June/26 YTD).

...and there is a robust pipeline ahead:

GLP-1 active ingredients

- ✓ Dulaglutide
- ✓ Liraglutide
- ✓ Semaglutide
- ✓ Tirzepatide
- ⌚ Retatrutide
- ⌚ Orforglipron
- ⌚ Others...

Innovation and accessibility

- ✓ Patented
- ✓ Biosimilars
- ⌚ Generics

Dosage forms

- ✓ Injectable pens
- ⌚ Oral formulas
- ⌚ Long-acting

Treatment modalities

- ✓ GLP-1 agonists
- ✓ Dual agonists
- ⌚ Triple agonists
- ⌚ Amylin therapies
- ⌚ siRNA
- ⌚ Antibodies
- ⌚ Combinations

Semaglutide medications

Ozempic	Wegovy	Rybelsus	Extensor	Poviztra	Ozivry
Owozy	Seemasun	Zempneo	Semavy	Orsema	

Recently approved by ANVISA (July 29, 2026)

+13 additional products awaiting regulatory approval



Our scale and retail expertise enables the development of a robust private label offering and a omnichannel retail media solution with Impulso.

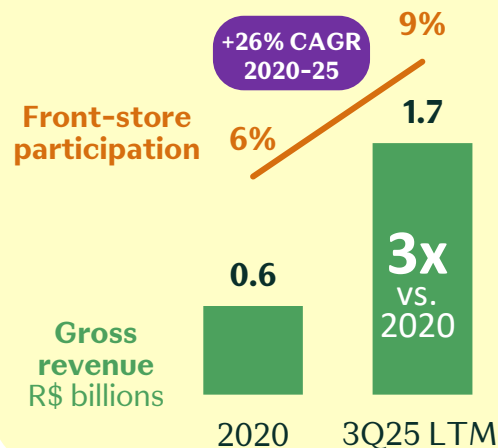
Highlights

+15 pp avg. gross margin
vs. front-store ex-exclusive brands

33% market share
(source: IQVIA Jun/25 LTM)

Revenue & Participation

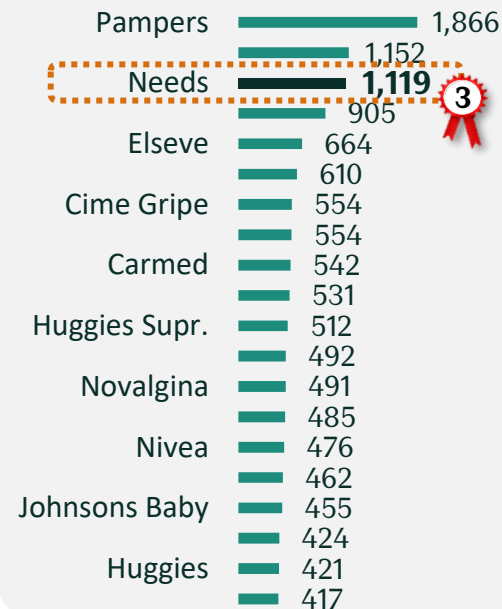
Exclusive Brands at RD Saúde



Private Label

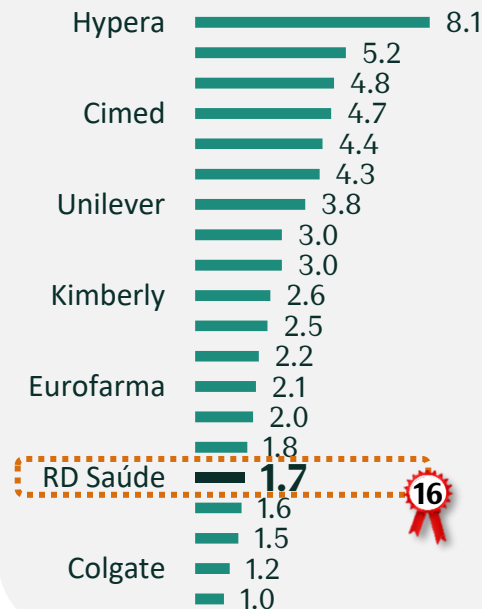
Brands

IQVIA LTM Jun/25, CPP, R\$ millions



Front-store corps.

R\$ billions, 3Q25 LTM



Exclusive brands in leading positions at RD Saúde



Retail Media

Leveraging our pharma leadership to boost supplier results

- ♦ **864 MM digital visits in 2025**
- ♦ **~500 1P suppliers** of which **~25** are top 50 advertisers in Brazil
- ♦ **440 MM purchases, 97% identified (2025)**
- ♦ **5th largest DOOH player in Brazil (10k screens)**



impulso
soluções de mídia RD Saúde



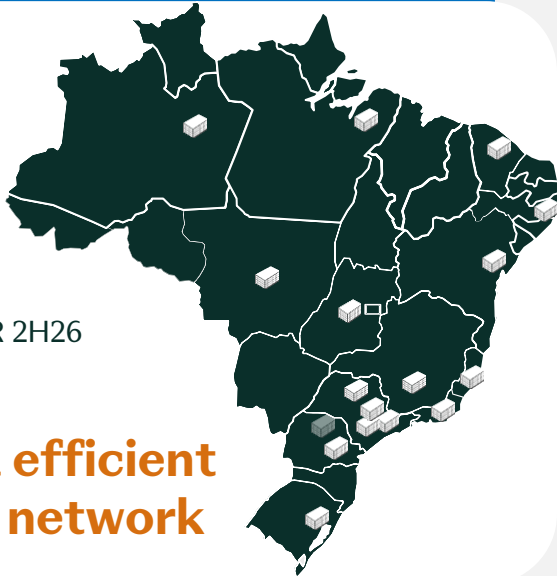
Our pharmacies are complemented by an unmatched health & wellness digital experience, supported by a robust and evolving nationwide logistics network.

Supply-chain & middle-mile

16
Distribution
Centers

+1 DC in 2026:
✓ Londrina/PR 2H26

**Robust & efficient
logistics network**

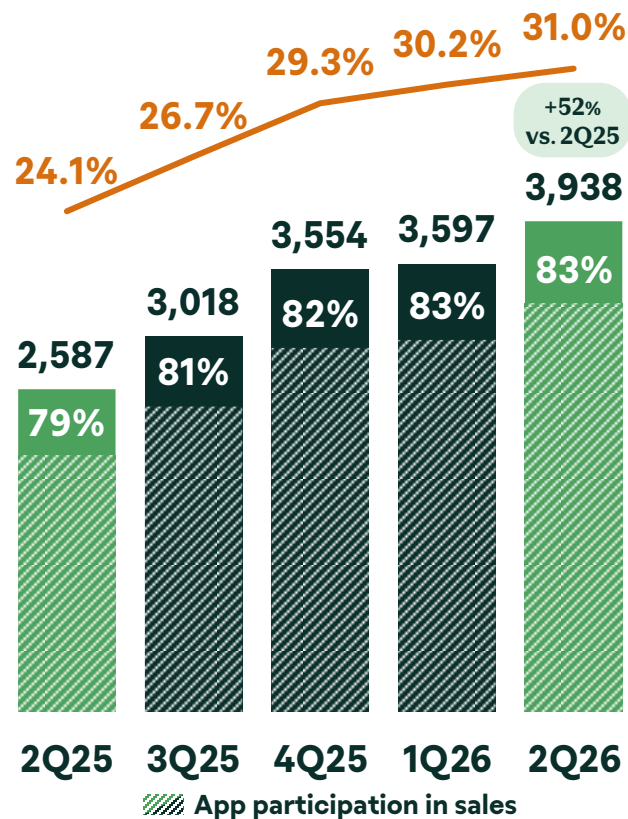


Automated DC
in Viana, ES

Digital & last-mile

Digital sales

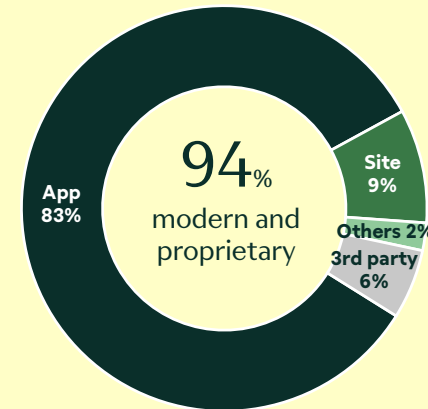
R\$ million, % of retail gross revenue



■ Rev. of digital channels — Retail particip.

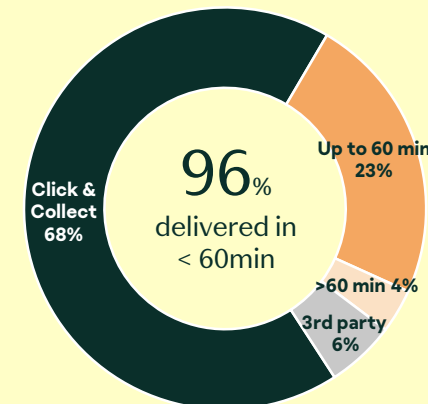
Digital channel mix

% of digital sales, 2Q26



Delivery mix

% of digital sales, 2Q26



Highlights

3.7 k
pharmacies
serving digital
(delivery+collect)

44 min
average delivery

81
App NPS

>40%
digital market share

>80%
pharmacies supplied
daily with a 1 day
lead-time

1.2 B
items separated and
sold in 2025



Digital is an extension of pharmacy care, reinforced by other integrated structural moats that were built over a century and are difficult to replicate.



An efficient physical infrastructure with proximity and supporting Health

3.7k pharmacies serving as omnichannel hubs

In 684 cities with 79% of the pharma market

95% of the A-class within 1.5 km

15k pharmacists providing healthcare support



A modern digital platform that expands the pharmacy's reach

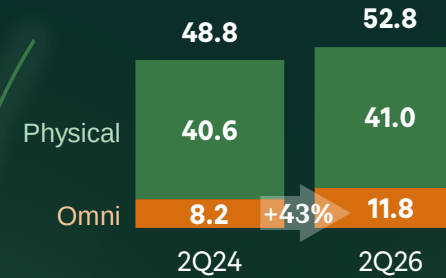
94% of sales through proprietary channels

96% delivered in <60 min (44 min average)

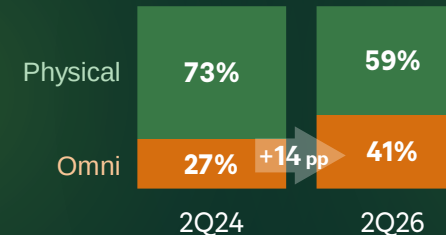
Fast delivery for temperature-controlled SKUs

Intelligent order allocation across pharmacies

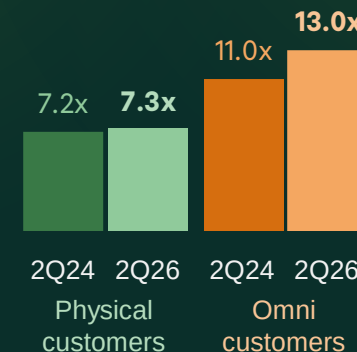
Active customers (MM)



Sales by customer type



Purchases per year



91 Pharmacy NPS

81 App NPS
(+10 vs. 2Q24)

457 MM
Tickets LTM

1.1 billion
Digital visits LTM

68% Digital sales collected (c&c)

83% Digital app penetration

The company has been accelerating its technological transformation agenda with the ever growing use of AI in the development of new routines.

Hackathons

10h of training

3 days of development

15% of the solutions are **plug-and-play**; the rest can be implemented within 10 weeks.

Under the “traditional IT model”, projects would take ~ **6 months**, at a cost of ~ **R\$ 1.5 MM.**

#1 AI-powered automations

-  **96** participants
-  **44** projects
-  **31** mentors
-  **20** departments

Tool/Technology used



Examples of solutions:

- ◆ Monitoring competitor prices
- ◆ Automating legal drafts
- ◆ NPS back office automation

#2 Apps built with Vibe Coding

-  **90** participants
-  **45** projects
-  **42** mentors
-  **30** departments

Tool/Technology used



Examples of solutions:

- ◆ Variable compensation calculator
- ◆ Shrinkage simulator
- ◆ SSC request management

Cultural Impact

Did the event strengthen RD's culture?



Do you feel prepared to apply the content?



Has your perception of RD Saúde improved?

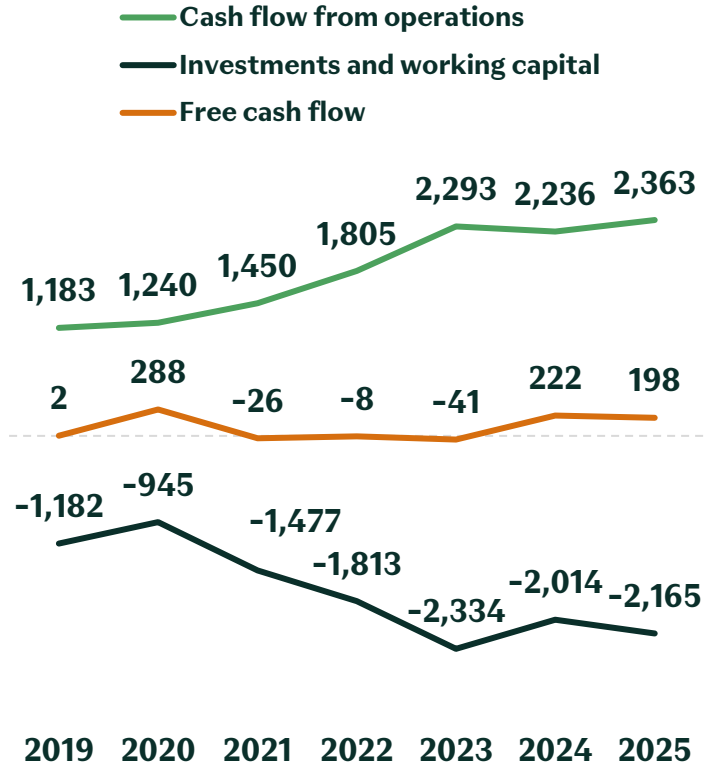




With a robust balance sheet, leading market position and clear competitive advantages, we reinvest into the business in order to accelerate consolidation.

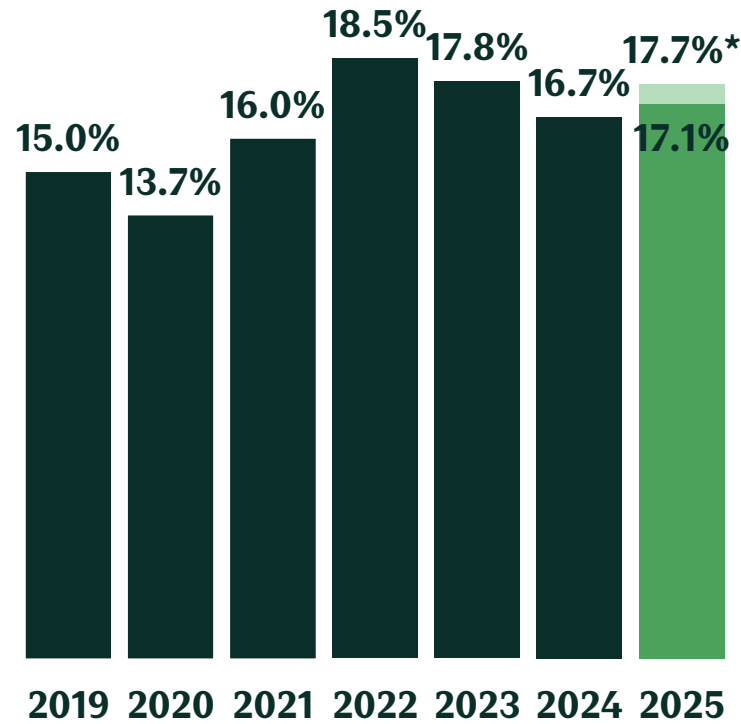
Free Cash Flow

R\$ millions



0.8x
2Q26 net debt/EBITDA

ROIC



* Considers the sale of discontinued operations of 4Bio

AAA.br
Rating by Moody's



Centennial culture of care

Since 1905 and with NPS 91



Nationally recognized brands

Raia & Drogasil among Top 20 by Interbrand



Proximity to the customer

84 MM customers within 1.5 km



Careers built within the Company

Regional managers with avg. 19 years at RD



Modern store footprint

3.7k pharmacies, 3k opened since Jan/12



Digital through proprietary channels

31% of retail sales, 83% via apps

Performance & Investment Power





Our business is built since 1905 based on long-term goals for sustainable value creation, with governance, people and the environment in focus.

◆ About RD Saúde



Since 1905,
stewardship of
founding families



~75% free float, with
the remainder held by
controlling shareholders



**Shareholder
agreement**
until 2031

◆ Healthier People and Businesses



63% of operational
leadership positions
held by women



100% of pharmacy
leaders developed
within RD Saúde



100h of training and
10k employees enrolled
in grad/postgrad

◆ Healthier Planet



100% of operations
supplied by renewable
sources



100% of pharmacies
equipped with medicine
disposal bins



Healthcare: vaccines,
services and rapid
diagnostic tests



Emissions reduction
scopes 1-2 and
agenda for scope 3



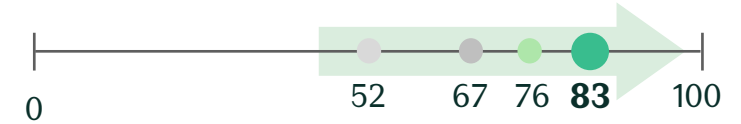
Route planning, efficient
vehicle utilization, and
fleet electrification



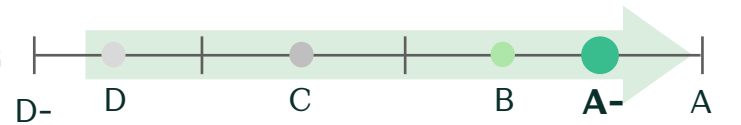
Certification ISO
14001, ISO 45001 and
LEED for DCs

Improving recognition of our ESG efforts

ISE B3



CDP



MSCI



Listed in the major Brazilian Sustainability indices

ISE B3

ICO2 B3

IDIVERSA B3



ISO / IEC 27001 2022 (BSI)

Information Security and **Privacy/LGPD**
Certification in Digital Channels (App and
Website) and Univers PBM



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