

# Institutional Presentation

4Q24





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**RADL**  
B3 LISTED NM

 **RDsaúde**  
for a healthier society.



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

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

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

## PHARMACIES

3,230

across every Brazilian state

## EMPLOYEES

64.8 K

at the end of the 4Q24

## ACTIVE CUSTOMERS

49.1 MM

in the last 12 months

## TICKETS

404 MM

in 2024

## GROSS REVENUE

R\$41.8 B

(2024)  
+15% Y/Y growth

## ADJUSTED EBITDA

R\$3.0 B

(2024)  
+15% Y/Y growth

## PHARMACY

#1

chain in Brazil in revenue and pharmacy count

## OPENINGS

330-350

new pharmacies in 2025 (guidance)

## NPS Net Promoter Score

91 PHARMACIES

76 APPS

## DIGITAL SESSIONS

177 MM

visits to our apps and websites in the 4Q24

## MARKET SHARE

16.5%

in 2024

## RATING BY MOODY'S

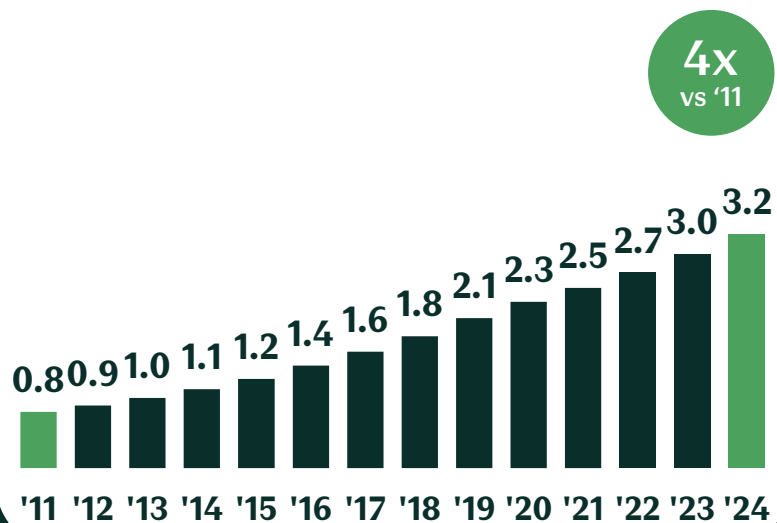
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We recorded 13 years of consistent high growth in pharmacy count, gross revenue and adj. EBITDA since the merger of Raia and Drogasil.

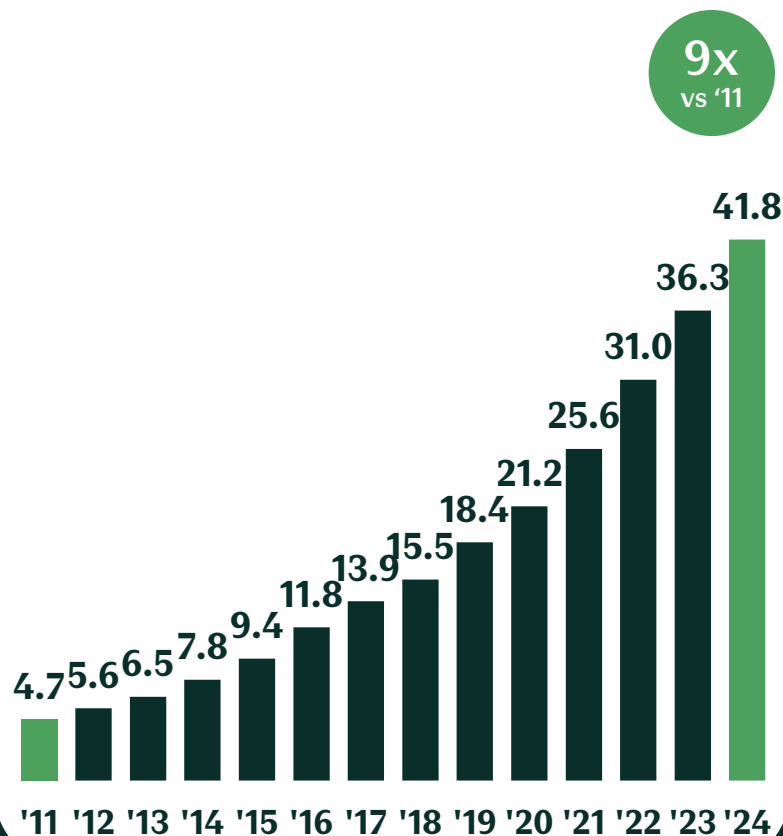
### Pharmacies

Store count, thousands



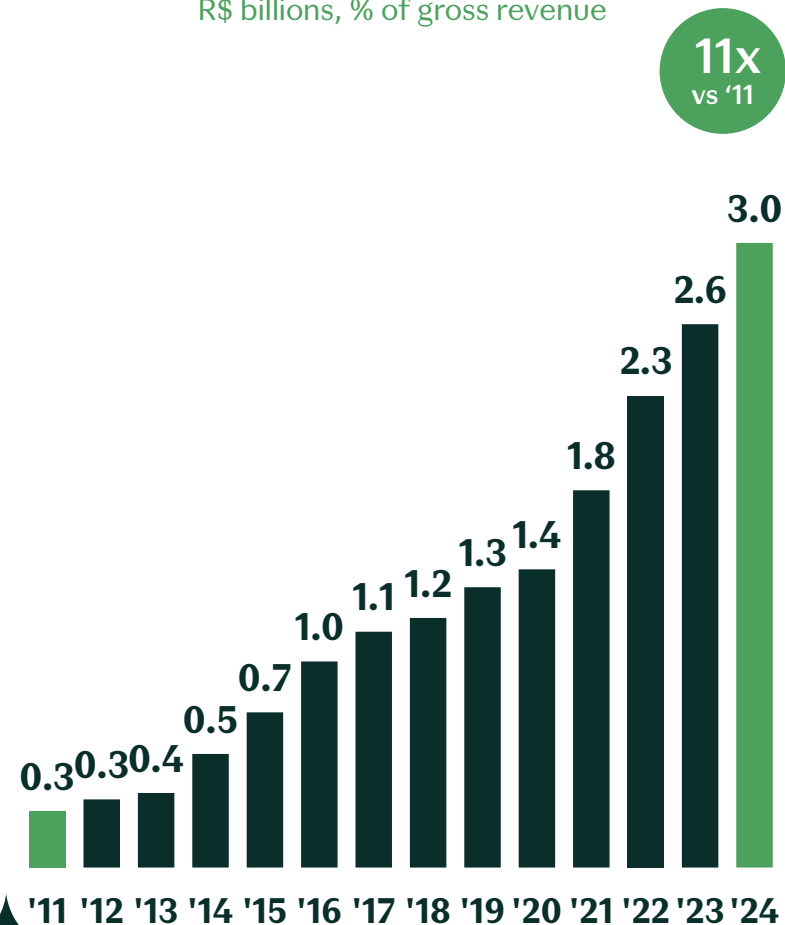
### Gross revenue

R\$ billions



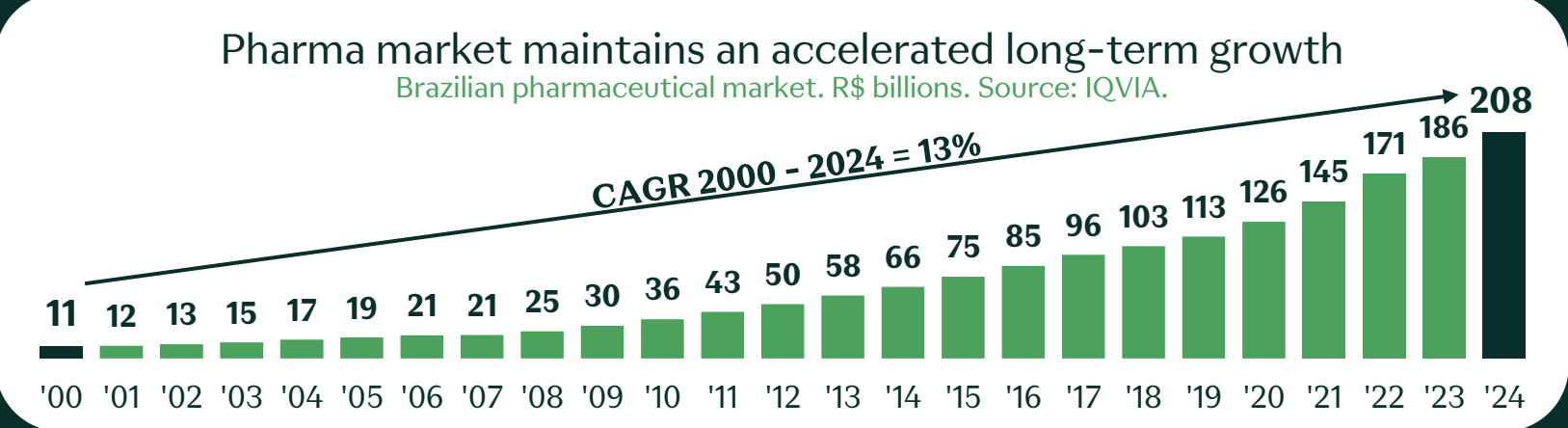
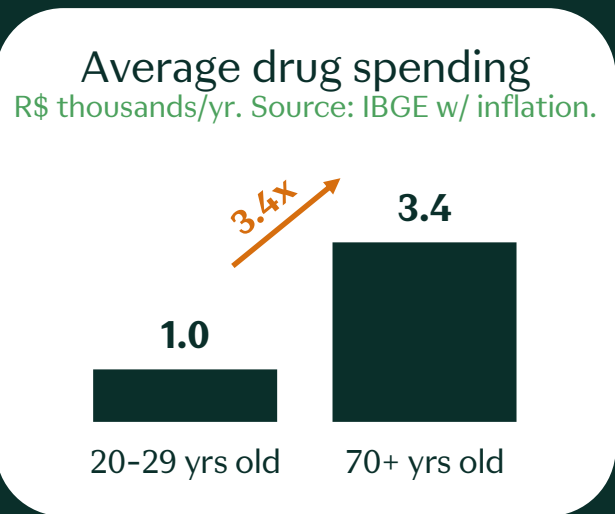
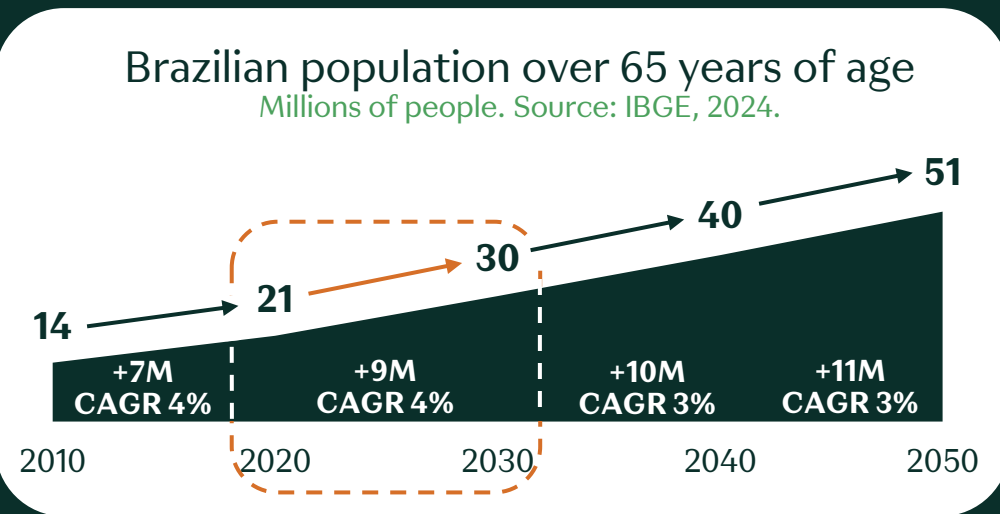
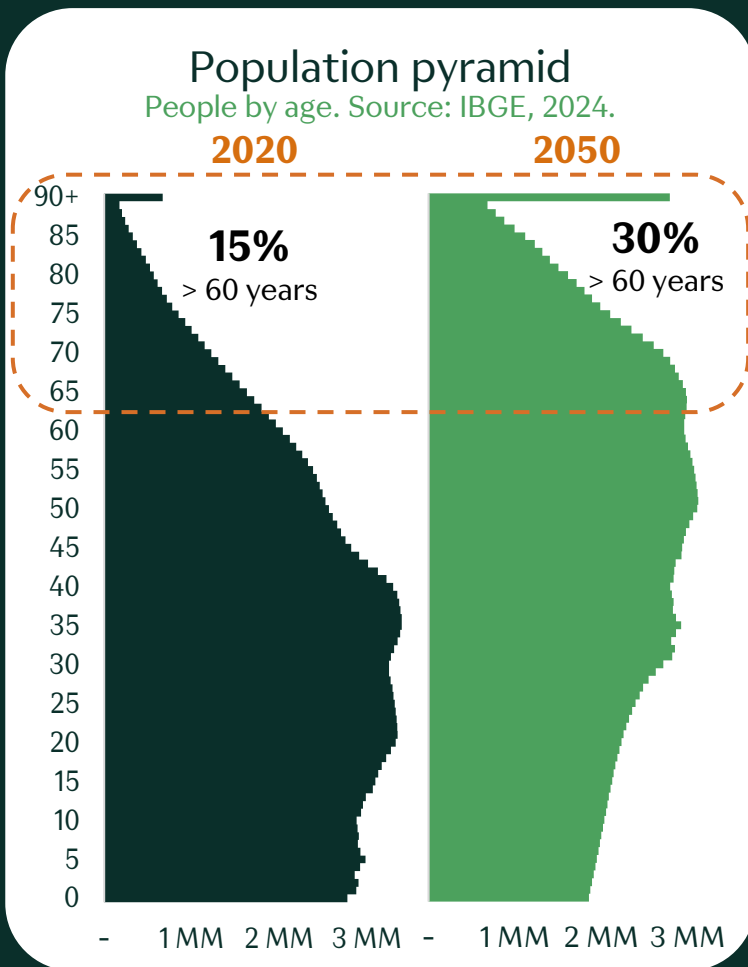
### Adjusted EBITDA

R\$ billions, % of gross revenue





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

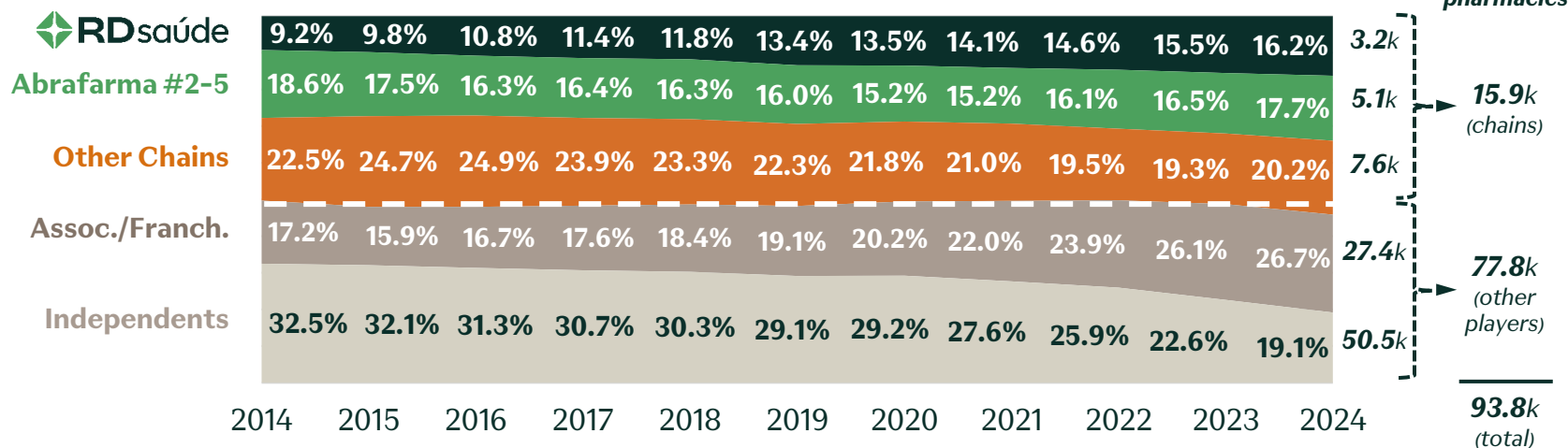




# The fragmented pharmacy market offers ample opportunity for consolidation and long-term growth.



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



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

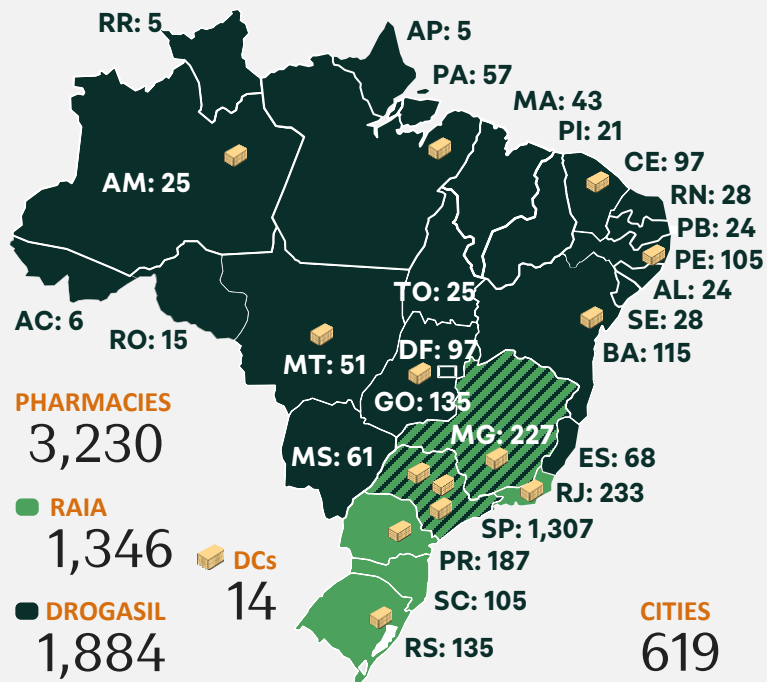


Source: IQVIA.



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

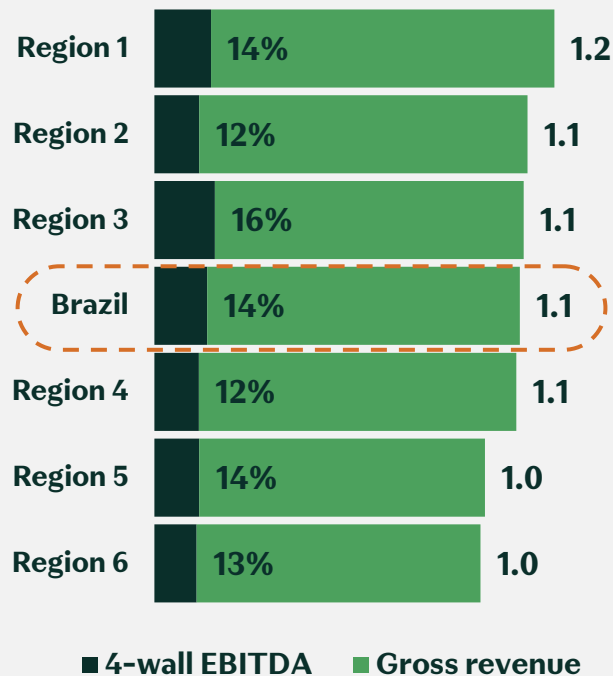
## Geographic presence (4Q24)



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

## Performance by region\*

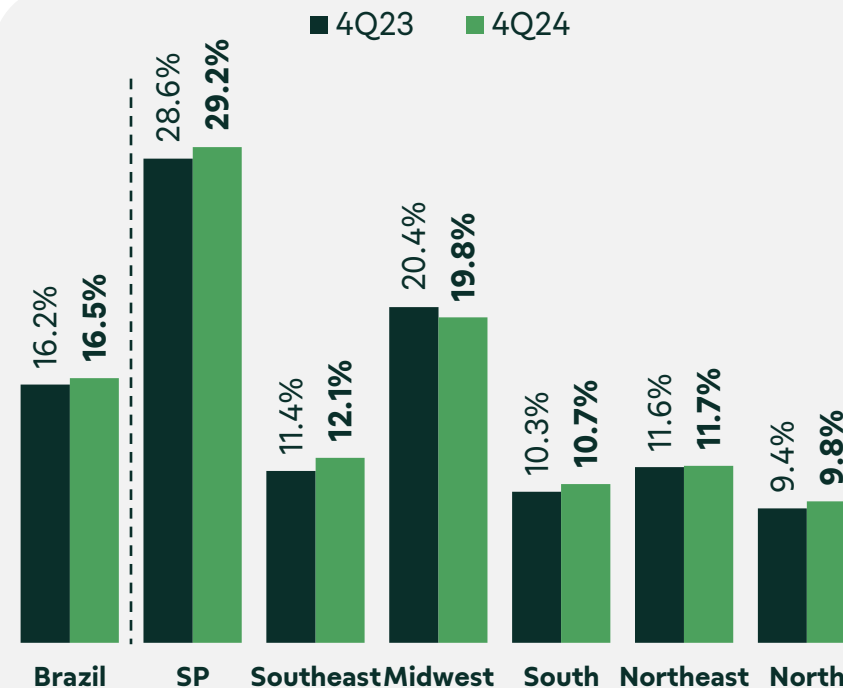
R\$ millions, 2024



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

## Market share

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



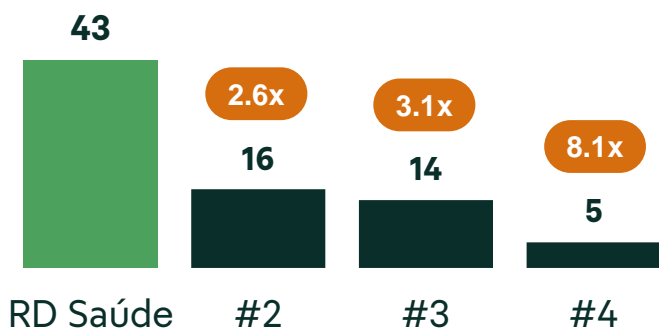
Source: IQVIA. Southeast excludes SP.



# With a faster expansion and a higher store productivity, RD Saúde expands scale and efficiency advantages vs. competition.

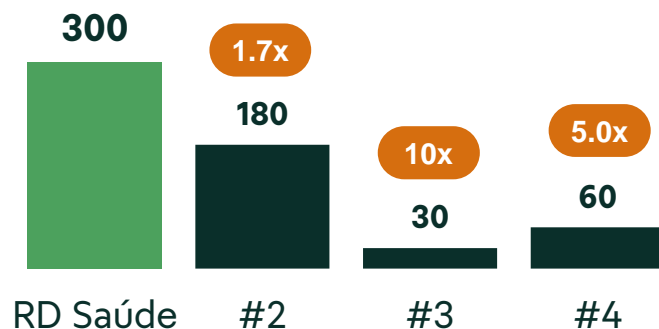
## 3Q24 annualized sales

R\$ billions



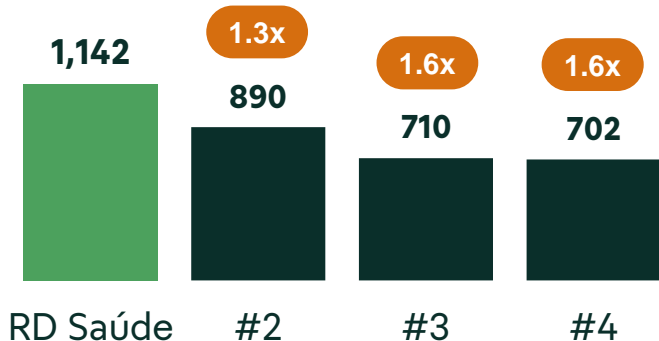
## Expansion guidance

2024, number of stores



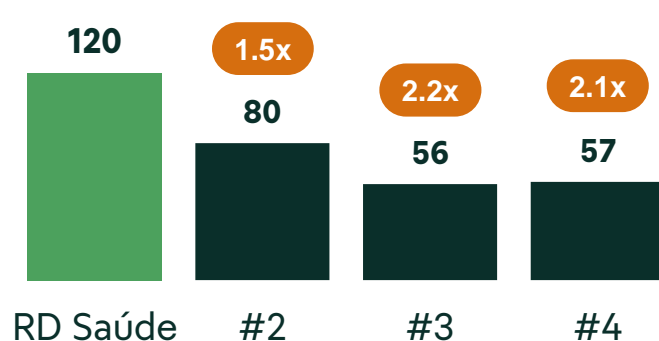
## Average sales per store

3Q24, R\$ thousands/month



## Contribution margin per store

3Q24, R\$ thousands/month



## Progressive expansion of competitive advantages

- ◆ Price competitiveness;
- ◆ Brand strength;
- ◆ Investment capacity;
- ◆ Management structure;
- ◆ Quality of execution;
- ◆ Access to capital.

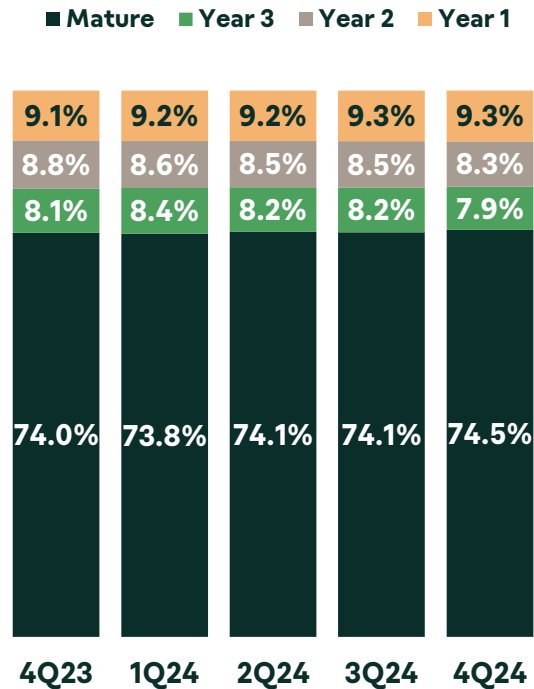
\* Source: public info for listed competitors #3 and #4 and RD's estimates for unlisted competitor #2 (10% revenue growth over 2023, maintenance of historical contribution margin and expansion target of 2024 announced in the press). All data is pre-IFRS 16.





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

## Pharmacy portfolio



### ASSERTIVENESS

98%<sup>LTM</sup><sup>1</sup>

### GUIDANCE

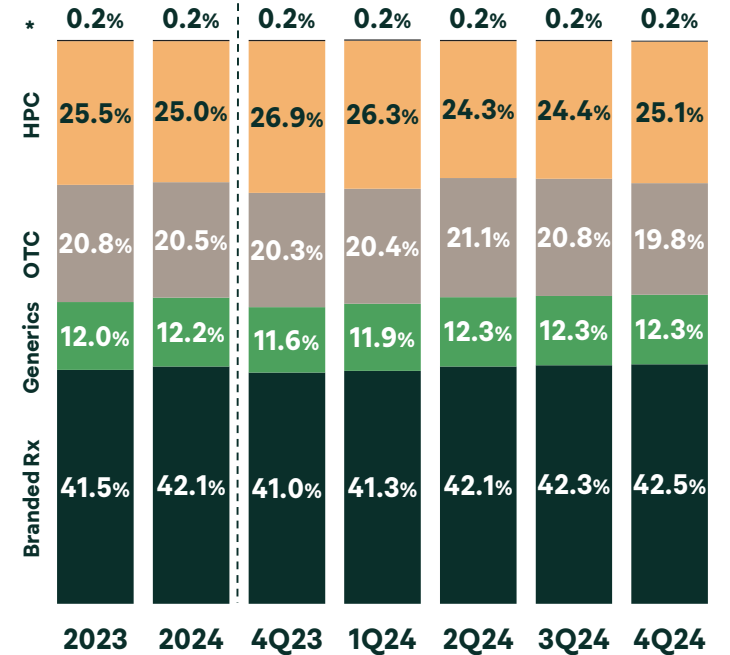
330-350

gross openings  
in 2025.

### RAMP-UP

Store maturation  
after three  
full years.

## Retail sales mix



<sup>1</sup> Considers the % of store closures within the maturation process, which correspond to expansion mistakes, divided by the LTM openings.

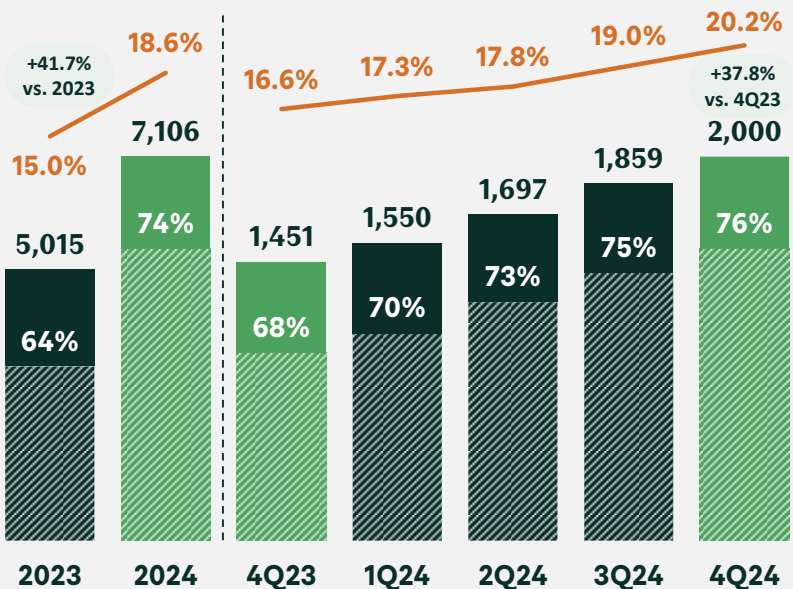
\*Services



Digital sales of R\$ 7.1 billion in 2024 (+41.7% vs. 2023), retail penetration of 20.2% in the 4Q24. 75% via apps and 96% delivered or collected within 60 minutes.

### Digital Sales and penetration

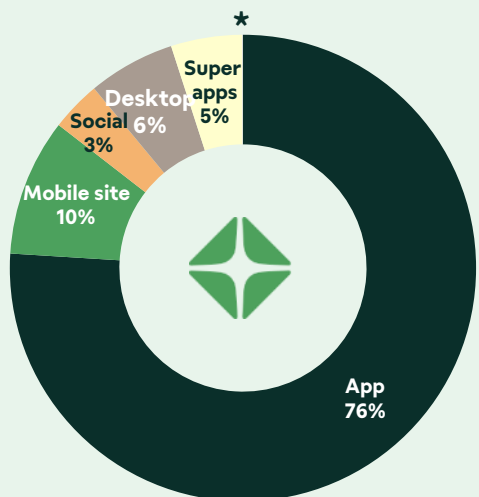
R\$ millions, % of retail gross revenue



— Retail penetration    ▨ App participation in sales    ■ Revenue of digital channels

### Digital channel mix

% of digital sales



95%

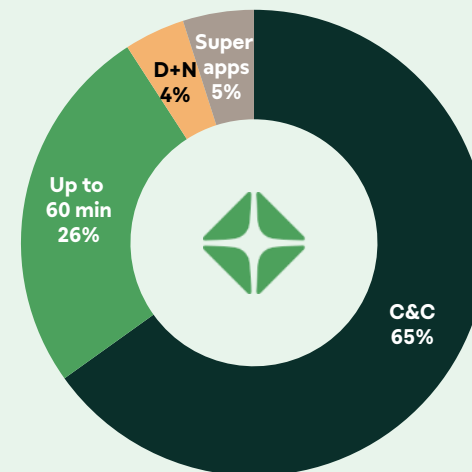
modern and proprietary channels

89%

proprietary channels through mobile devices

### Delivery mix

% of digital sales



98%

fulfilled by pharmacies (incl. D+N)

96%

delivered in up to 60 minutes



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

TOGETHER FOR A HEALTHIER SOCIETY



HEALTHIER PEOPLE  
Employees, Customers, Community



HEALTHIER BUSINESSES  
Diversity, Education, Shared Value



HEALTHIER PLANET  
Emissions, Energy, Waste



Pharmaceutical Retail



Integral Health



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

Engagement is the result of the entire customer journey

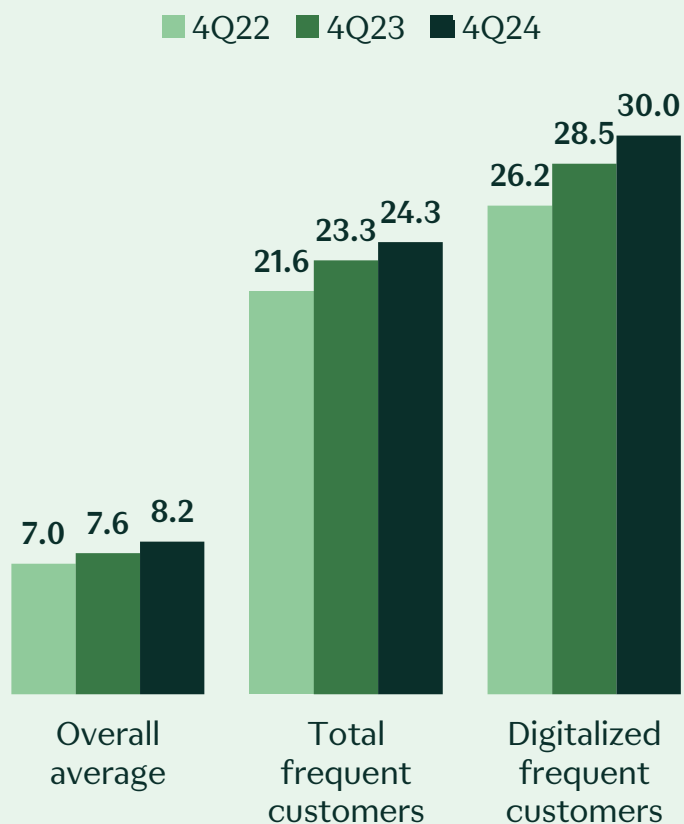


Customer segmentation\*

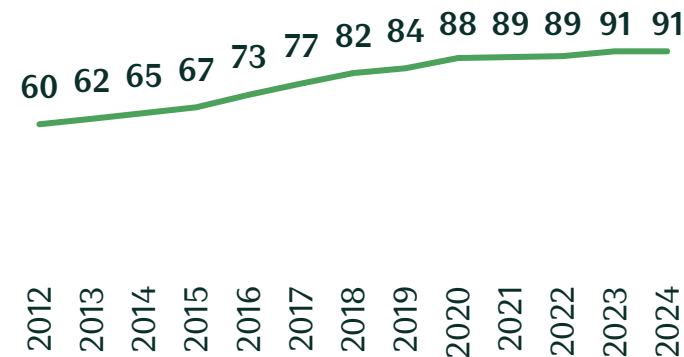


\* Millions of customers, % LTM retail gross revenue.

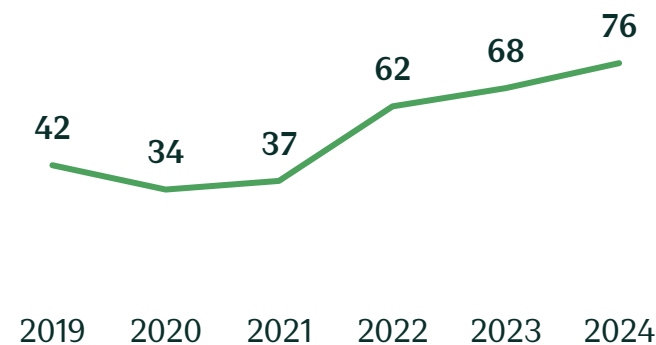
Annual purchasing frequency



Pharmacy NPS



App NPS\*\*



\*\* Estimated 2019 and 2020 criteria for current methodology.



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

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

Average CAV <sup>INDEX</sup> per customer **100**

20

Casual customer

206

Frequent customer (10x vs. Casual)

## CAV by profile

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

X

## CAV by bond

### EXAMPLES OF DIGITAL BONDS

Bond X	164
App	176
Bond Y	193
Stix	193

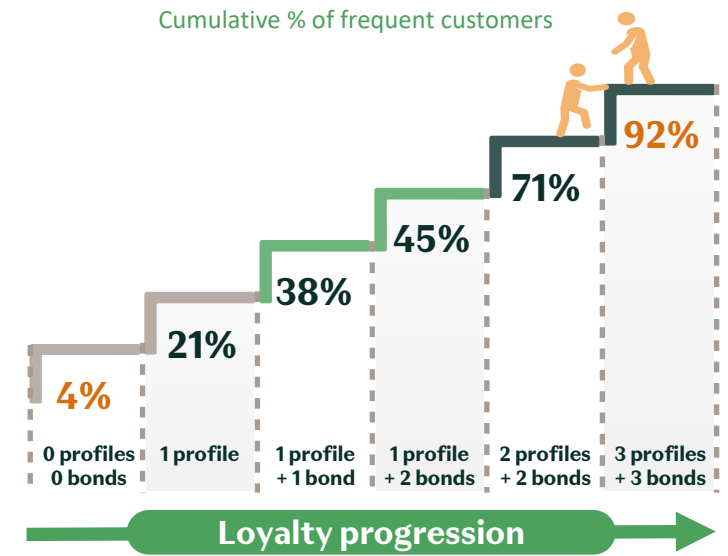
### EXAMPLES OF HEALTH BONDS

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

=

## Profile and bond impact on loyalty

Cumulative % of frequent customers



12-month view, Sep/24.



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



### Main achievements (4Q24)

◆ NPS (Net Promoter Score)	<b>93</b>
◆ Available services	<b>40</b>
◆ Types of vaccines	<b>23</b>
◆ EAC* rooms	<b>2.0k</b>
◆ Health Hubs	<b>2.4k</b>
◆ Vaccination rooms	<b>379</b>
◆ Pharmaceutical services	<b>1.6 MM</b>

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



### Pharmacy Degree provided for employees

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

\* Clinical Analysis Exams.

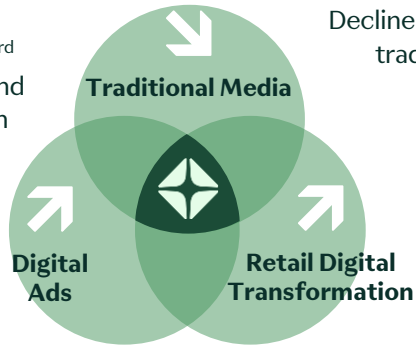


# Impulso is the retail media business of RD Saúde, a reference in consumer health media, impacting customer engagement, interest and LTV.

## 1st party data is key for retail media growth

### Trend #2

Depreciation of 3rd party identifiers and increasing screen time for digital devices



### Trend #1

Decline in screen time of traditional media

### Trend #3

Omnichannel, digitalization of the customer journey

Source: Aster Capital.

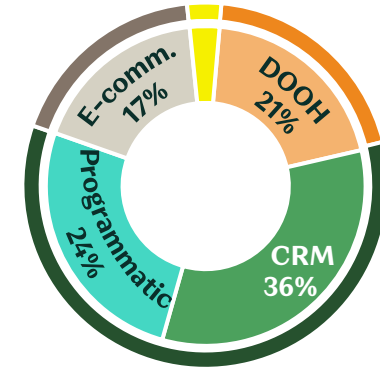
## RD Ads is now

# impulso

soluções de mídia RDsaúde

## Impulso, revenue breakdown (3Q24):

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



## The best customers and experience

- 49.1 million customers
- 97% sales identification
- 404 million transactions (2024)

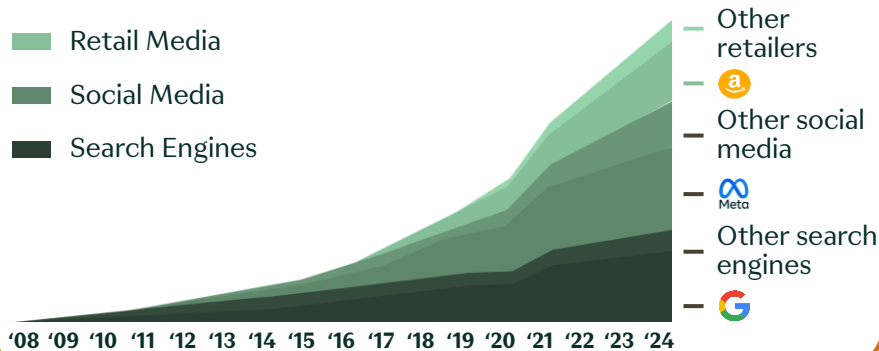
## Physical and digital presence

- 619 cities and 3.2 k pharmacies
- 94% of the A-class population from our stores
- 5 km away from 60% of the population
- Top 10 digital channel (retail audience in Brazil)

## Increased relevance with partners

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

## USA ad net revenue\*



\* Source: eMarketer, October 2021.

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



Retail Solutions

Health Solutions







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

G

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

S

- **67%** of women in operational leadership;
- **100%** in-house developed pharmacy leadership;
- **Low turnover** compared to the sector;
- **Inclusion and diversity** programs;
- **Integral health**: physical, mental, social & environmental support programs;
- **49 MM** active customers w/ high freq. and 600k health services/month;
- Access to health: **60%** of the pop. within a 5km radius of our pharmacies.

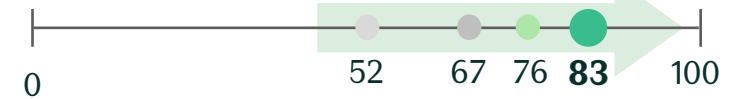
employees  
customer

E

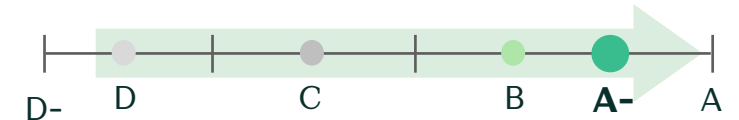
- **100%** of pharmacies collecting expired and unused medicines (389 tons in 2024) preventing contamination;
- **100%** of the operation supplied with renewable energy;
- Climate: reducing scopes 1 and 2, monitoring scope 3, and GHG inventory;
- Certifications: ISO 14001, ISO 45001 and LEED.

## Improving recognition of our ESG efforts

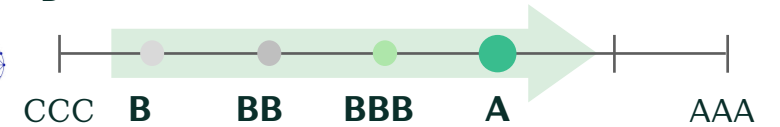
ISE B3



CDP



MSCI



2020

2021

2022

2023

IDIVERSA B3

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

ISO / IEC 27001 : 2022 (BSI)

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