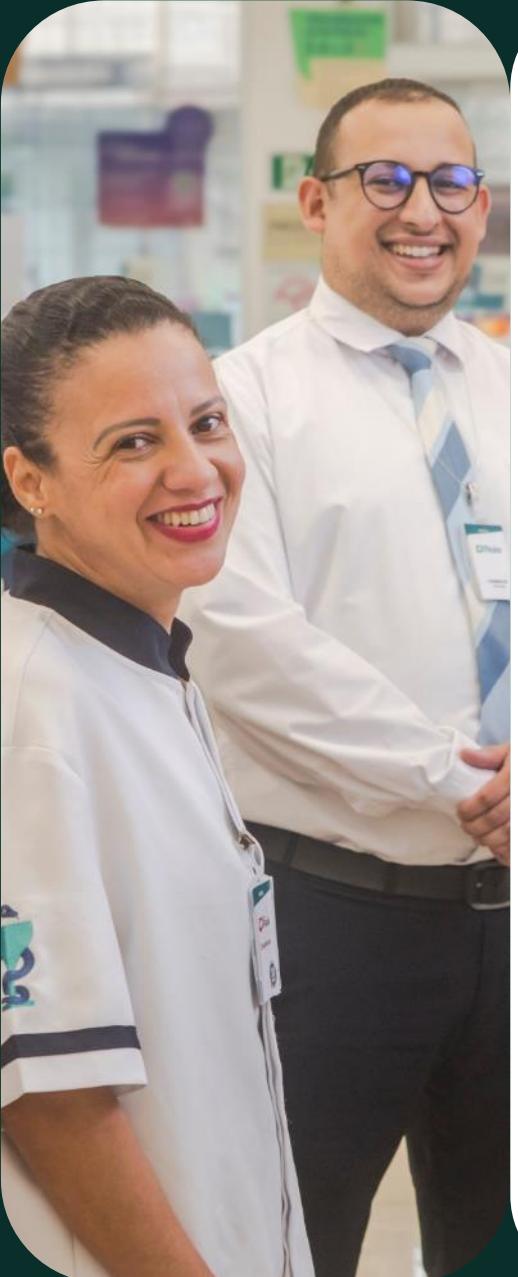


# Institutional Presentation

3Q25





## Legal Warning

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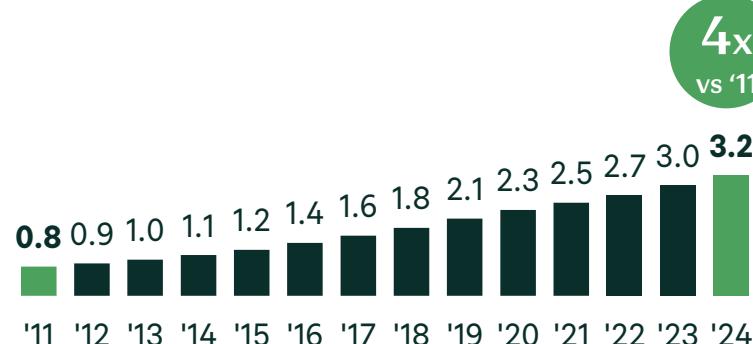
**RADL**  
B3 LISTED NM

**RDsaúde**  
DROGASIL | Raia



Since the merger of Raia and Drogasil in 2011, the company has built a consistent track record of growth and leadership in the sector.

Pharmacies  
Store count, thousands



PHARMACIES

**#3,453**

across every Brazilian state

EMPLOYEES

**69.9 K**

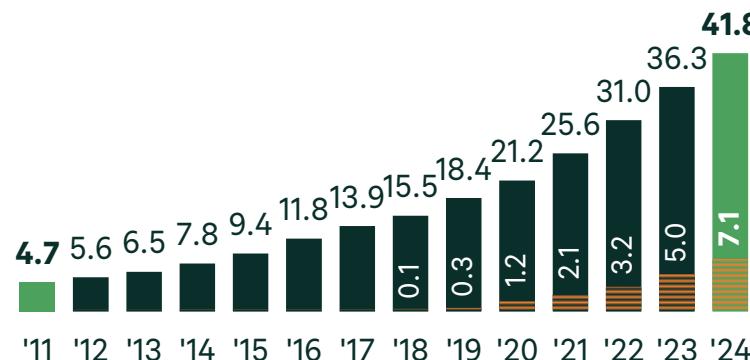
at the end of the 3Q25

PHARMACY CHAIN

**#1**

in Brazil, in revenue and pharmacy count

Total gross revenue  
R\$ billions, digital revenue (R\$ billions)



GROSS REVENUE

**R\$ 45.5 B**

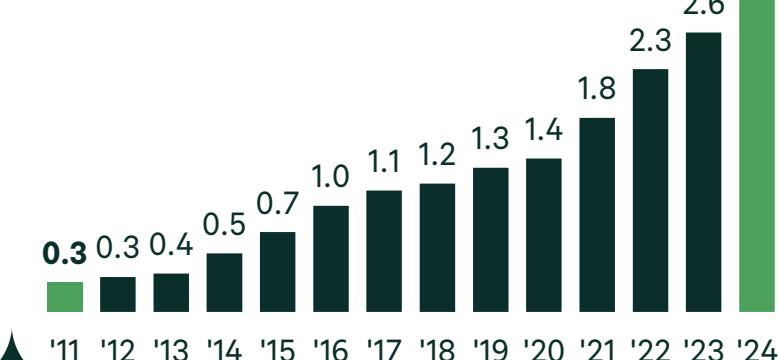
3Q25 LTM  
+12% YoY

DIGITAL REVENUE

**R\$ 9.8 B**

3Q25 LTM, +49% YoY  
23% of retail gross revenue

Adjusted EBITDA  
R\$ billions



ADJUSTED EBITDA

**R\$ 3.1 B**

3Q25 LTM  
7% of gross revenue

MARKET SHARE

**16.8%**

in the 3Q25, +0.8 pp,  
with gains in every region

ACTIVE CUSTOMERS

**51.0 MM**

in the last 12 months

TICKETS

**429 MM**

in the last 12 months

NPS Net Promoter Score

**91 PHARMACIES**  
**79 APPS**

OPENINGS

**330-350**  
new pharmacies per year  
in 2025 and 2026 (guidance)

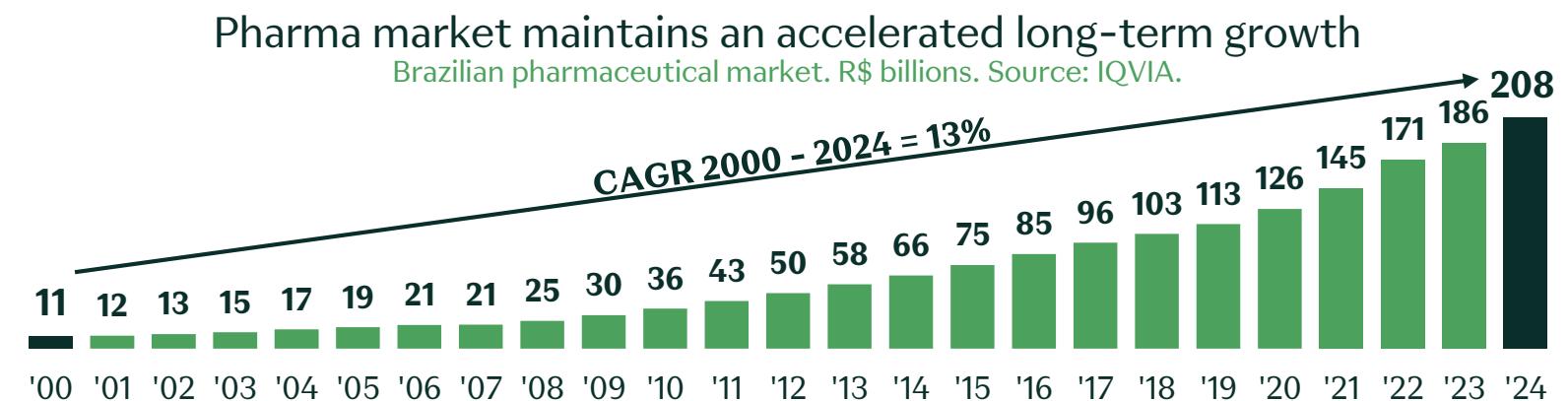
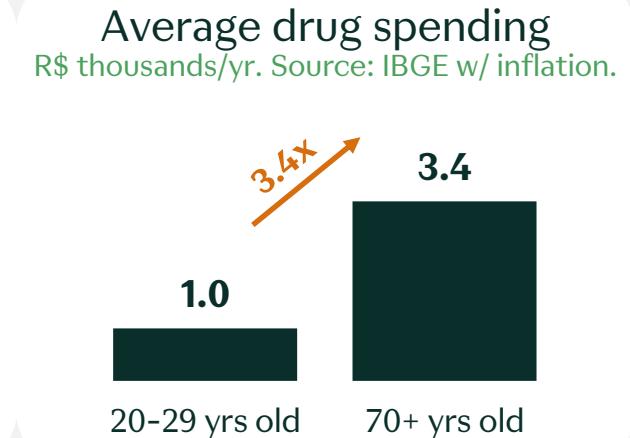
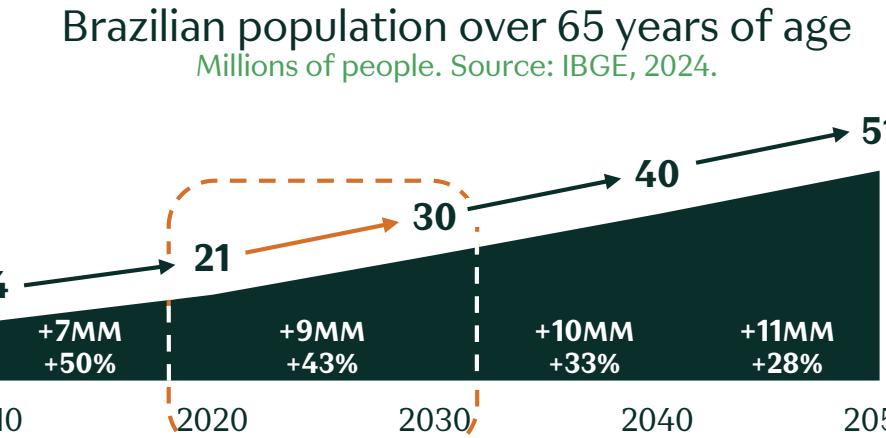
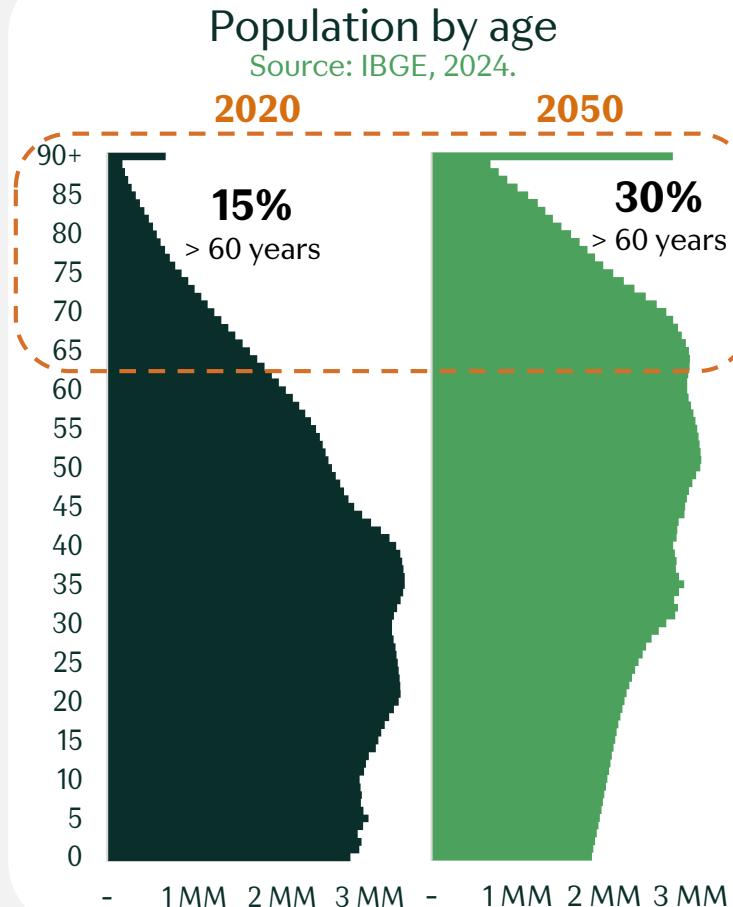
RATING BY MOODY'S

**AAA.br**

11x  
vs '11



## Demand growth has been driven by an aging population.

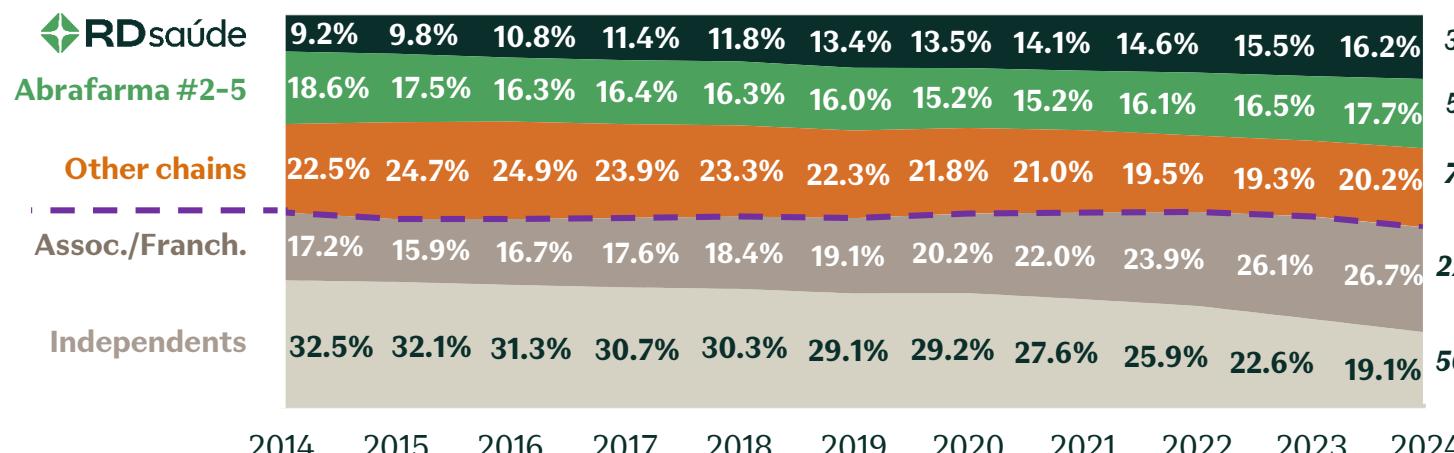




# A fragmented market offers significant opportunities for long-term consolidation and expansion.



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



number of pharmacies

3.2k

5.1k

7.6k

27.4k

77.9k

50.5k

93.8k

(chains)

(other players)

(total)

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



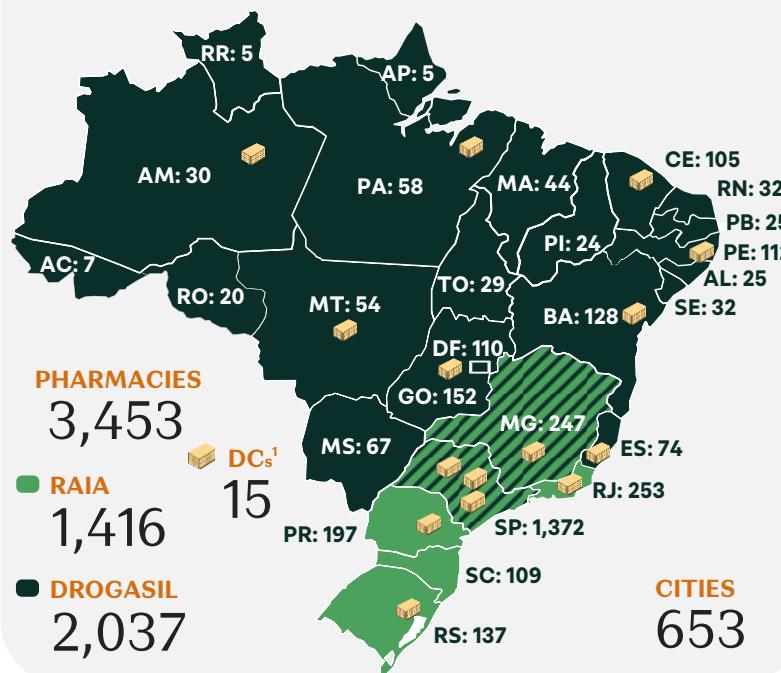
Source: IQVIA.



# National growth marked by a unique pace and diversification, with guidance of 330–350 new pharmacies in 2026. Real IRR above 20%, net of cannibalization.

## Geographic presence

3Q25



95% of the Brazilian A-class population in a radius of 1.5 km

<sup>1</sup> The Distribution Center in Viana/ES began operations in November 2025.

## Performance by region\*

R\$ millions, 3Q25 LTM

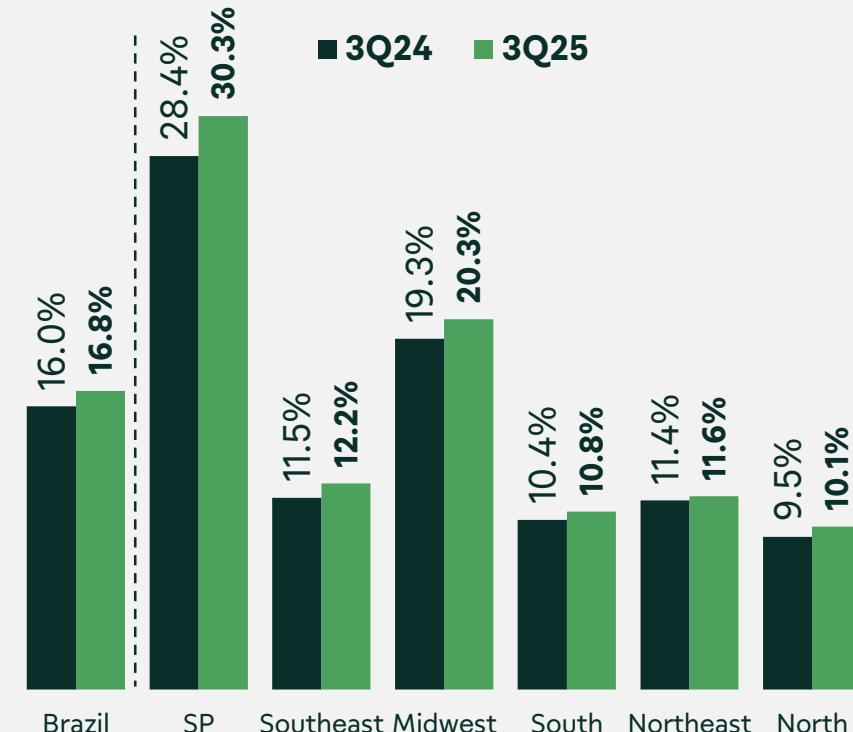


■ 4-wall EBITDA ■ Gross revenue

## Market share

Quarterly retail share at list price  
Sell-out + Sell-in

■ 3Q24 ■ 3Q25

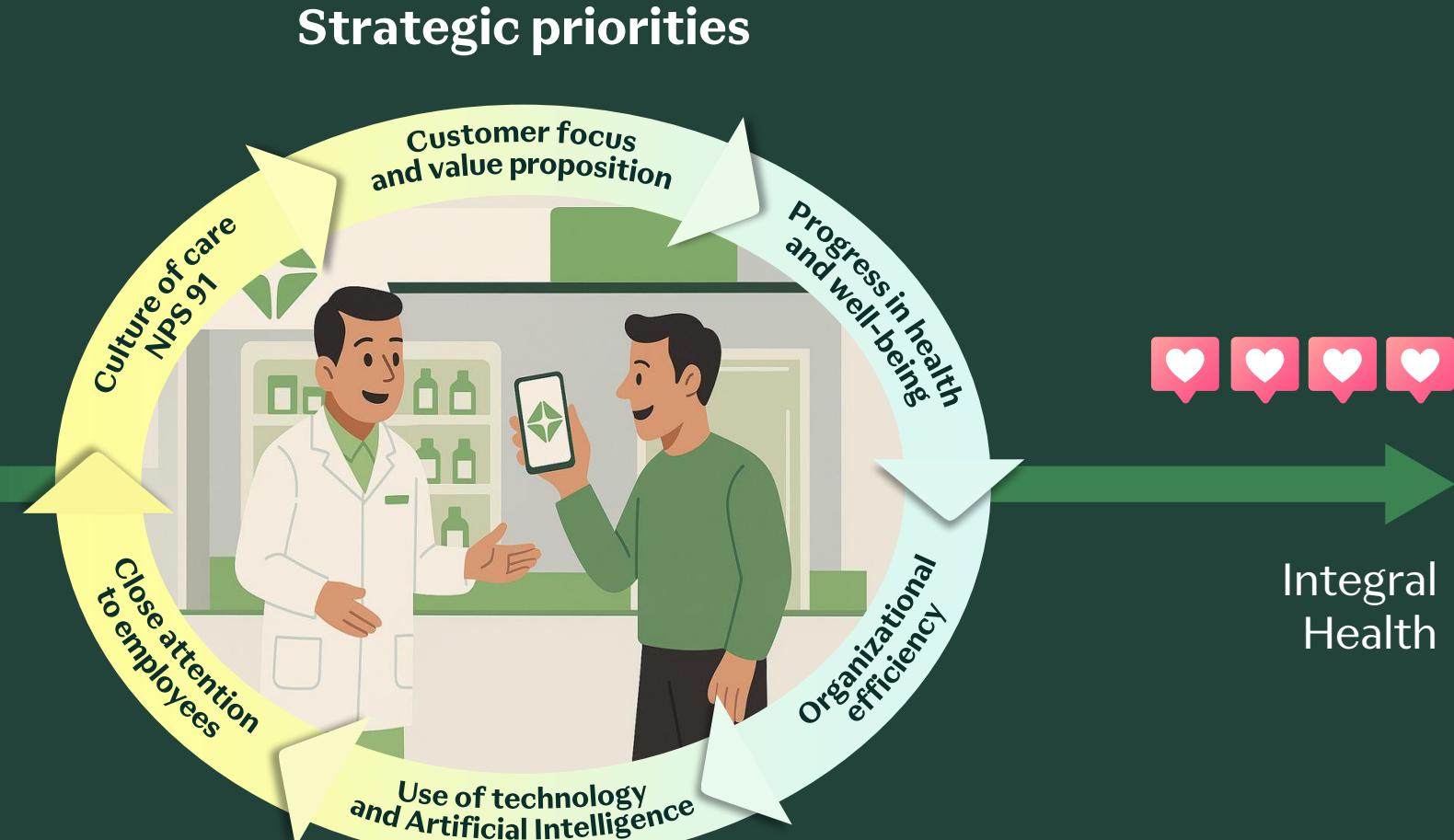


\* Mature stores. 4-wall EBITDA excludes distribution centers and regional expenses.

Source: IQVIA. Southeast excludes SP.



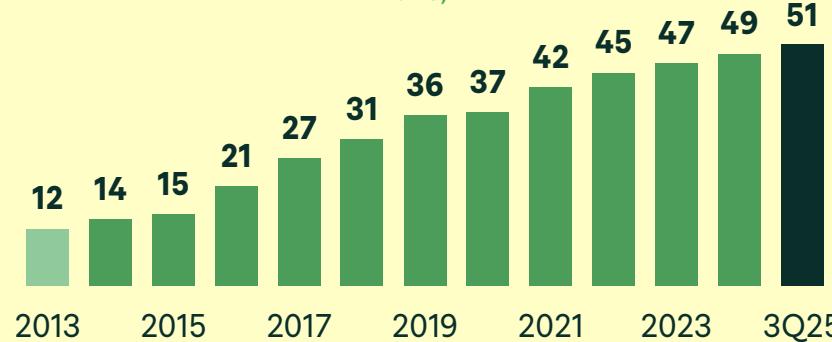
**Our Health and Wellness strategy is built on six priority themes, integrated across the organization to drive operational excellence.**



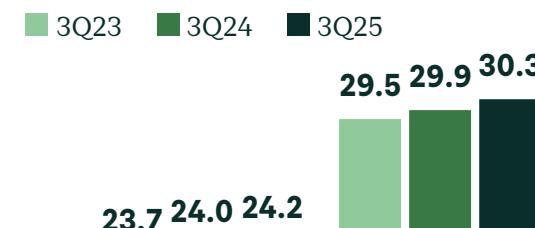


**Our greatest asset is the customer. In-store experience increases engagement, while digitalization strengthens relationships and frequency, enhancing LTV.**

### Total active customers Millions, LTM



### Purchasing frequency Annual purchase quantity



### Average vs. Omnichannel customer



### Customer segmentation<sup>1</sup>



<sup>1</sup> Millions of customers, % LTM retail gross revenue.





# Profiles and relationships: our audience of 51 MM active customers is expanding and highly qualified, offering unique segmentation opportunities in omni retail.

**211 MM Brazilians**

**Population aged 65+ (IBGE)**

2020: 21 MM

2050: 51 MM

+1 MM per year

**51 MM active customers**

97% identified purchases

8 purchases per year

778 MM digital visits LTM

**8 MM frequent customers**

24 purchases per year

9x spending of casual customers

9x gross profit (CAV\*)

## Customer Lifecycle Management

### Acquisition

Attracting new customers

### Activation

Engaging and increasing customer profitability within RD

### Loyalty

Building relationships and relevance

### Retention and Recovery

Re-engaging customers showing signs of churn

## Profiles

CAV\* (average = 100)

Chronic **161**

Profile B **224**

Profile C **236**

Profile D **264**

## Bonds (examples)

### DIGITAL

### HEALTH

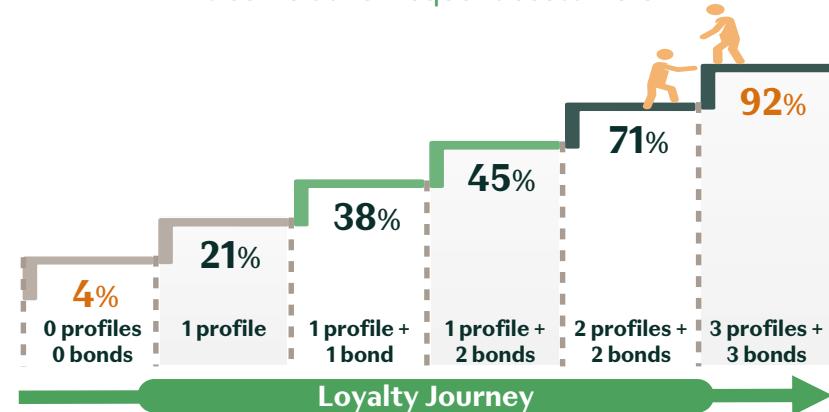
App **173** Rapid delivery **180**

Stix **182** Health Services **208**

Bond A **165** Bond C **129**

Bond B **188** Bond D **238**

## Profile and bond impacts on loyalty % cumulative frequent customers



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

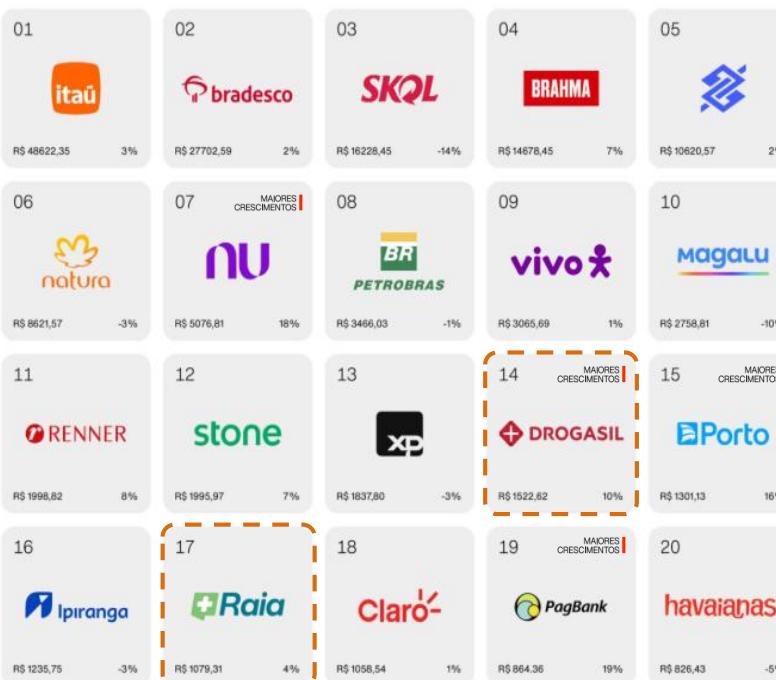


# Growth is sustained by brands recognized across Brazil (Raia and Drogasil), offering a broad assortment that promotes customer health and well-being.

## Most Valuable Brazilian Brands

Source: Interbrand MBMV 24/25

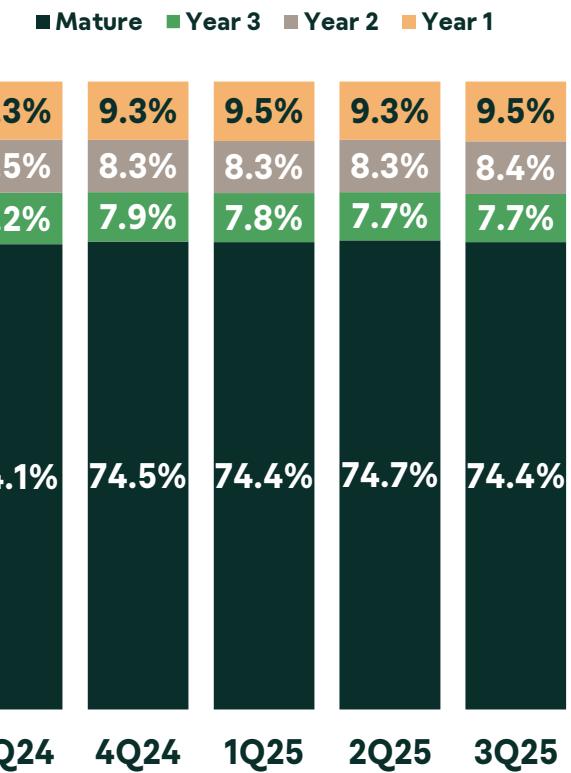
- ❖ **Raia:** among the five brand ranking increases (Top 20 YoY);
- ❖ **Drogasil:** among the four fastest-growing brands (YoY).



## Sales mix



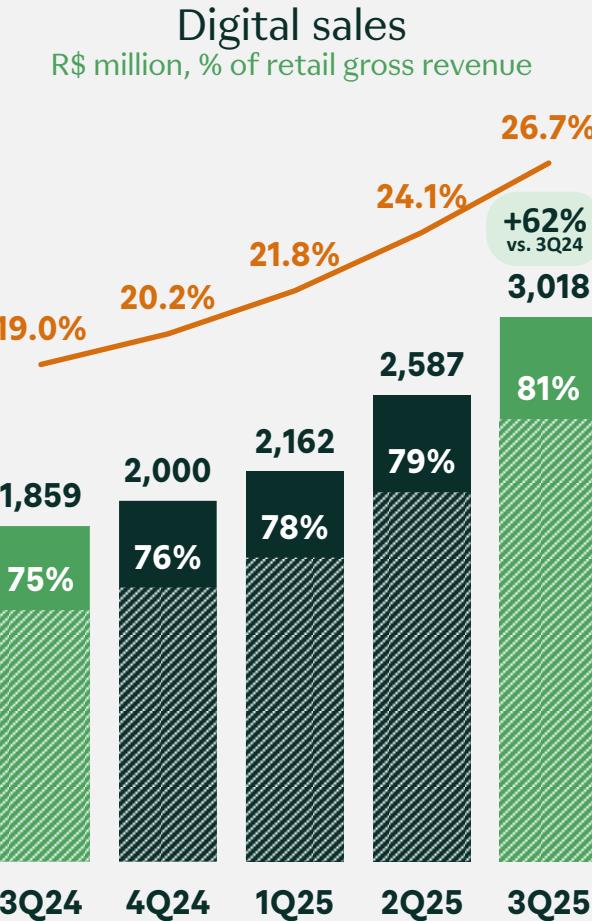
## Pharmacy portfolio



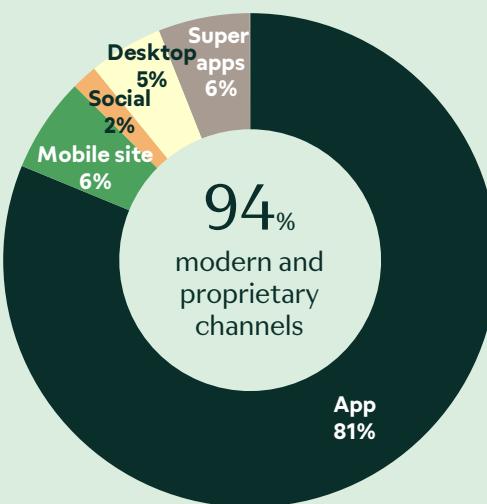
\* Services.



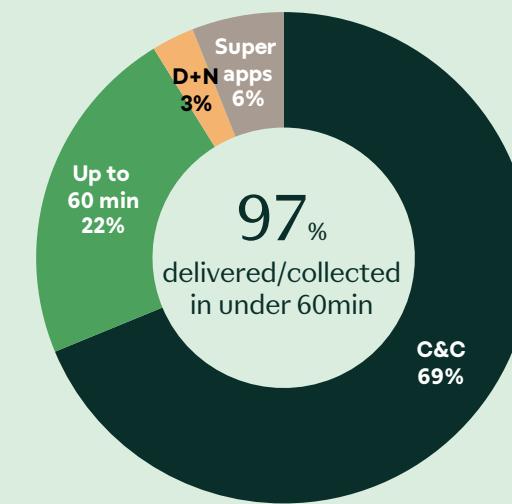
**Digital sales grew 62%, reaching R\$ 3.0 B in the 3Q25, representing 26.7% of gross revenue, with 81% through apps and 97% delivered/picked up within 60 minutes.**



**Digital channel mix**  
% of digital sales, 3Q25



**Delivery mix**  
% of digital sales, 3Q25



**App NPS**

72 75 78 79 79

3Q24 4Q24 1Q25 2Q25 3Q25

**Delivery + C&C NPS**

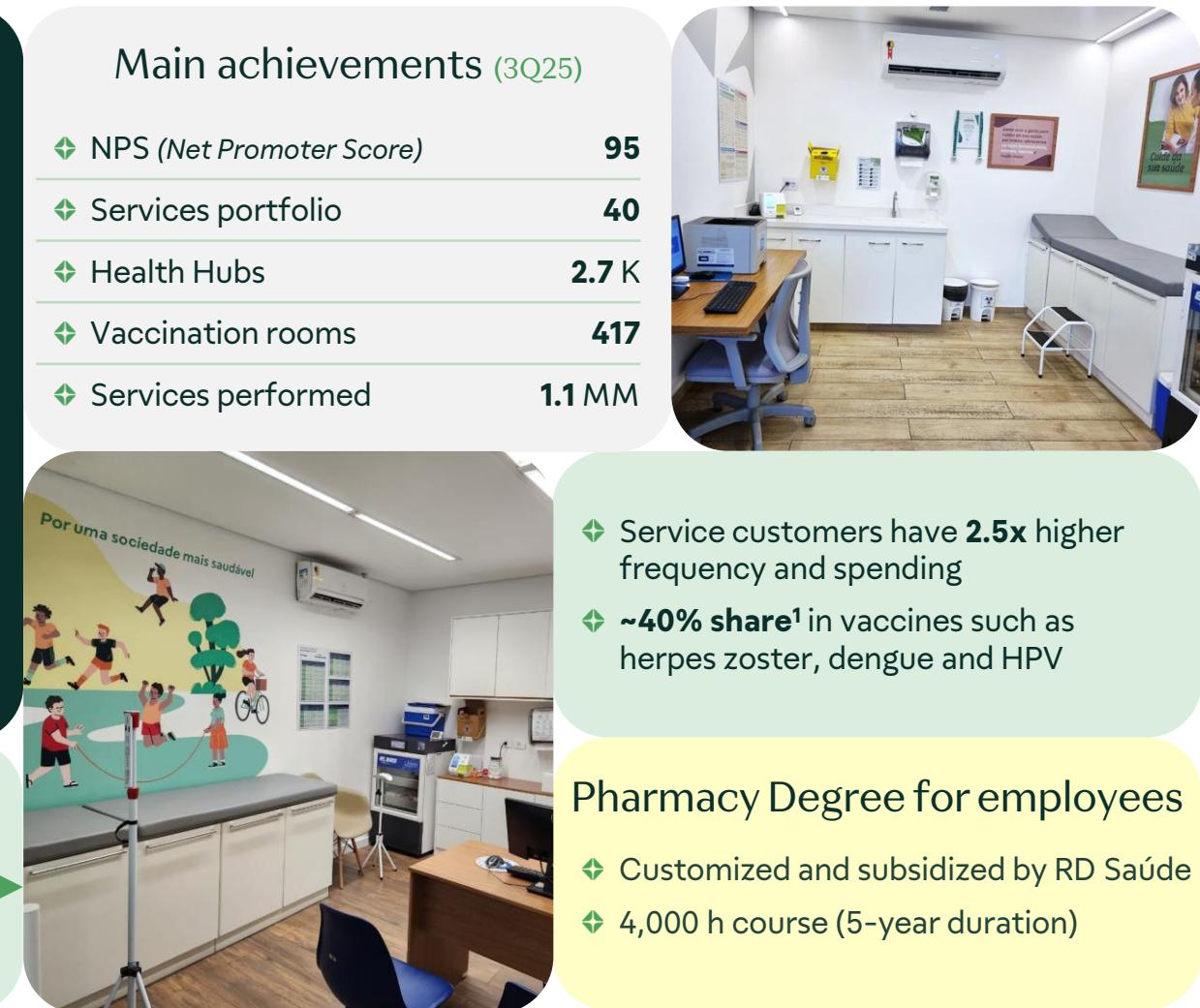
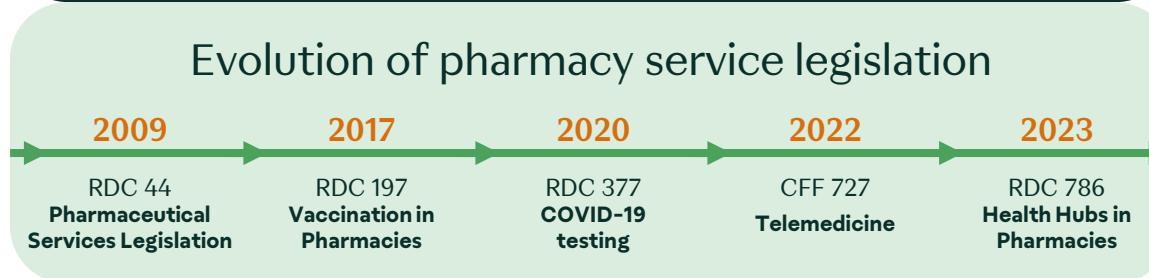
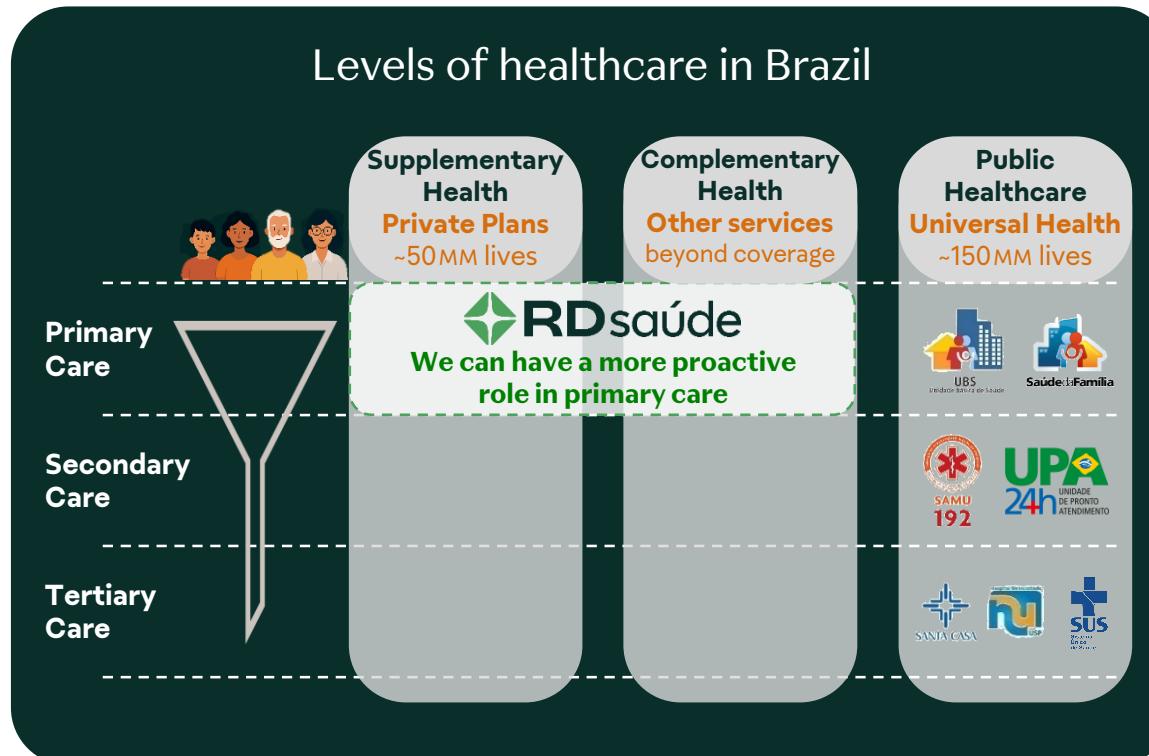
78 78 81 82 83

3Q24 4Q24 1Q25 2Q25 3Q25

\*Call center < 1% of the channel mix.



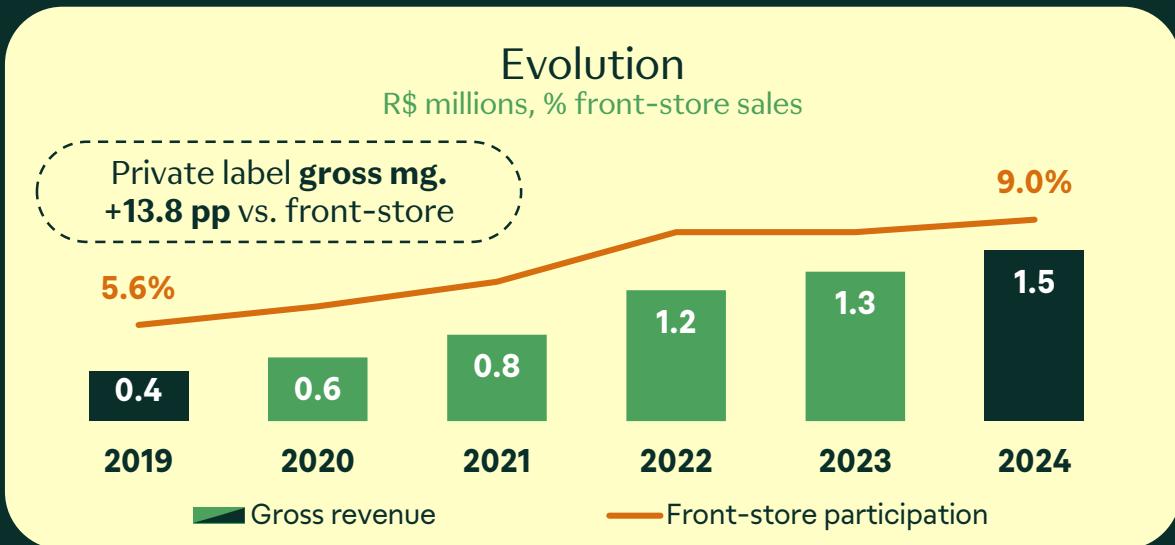
# Proximity to customers, enabled by Raia and Drogasil's extensive footprint, enables opportunities in low-complexity primary care.



<sup>1</sup>Pharmacy market share (Source: IQVIA).



# Exclusive brands that promote health and well-being reinforce the company's commitment to customers and the business's sustainability.



### Top 20 brands

IQVIA MAT Jun/25, CPP<sup>1</sup>, R\$ millions

Pampers	1,866
Rexona De.	1,152
Needs	1,119
Dorflex	905
Elseve	664
Ninho Fases	610
Cime Gripe	554
Expec	554
Needs, RD Saúde's largest brand, is the market's #3	542
Calmed	542
Anthelios	531
Huggies Supr.	512
Sal de Eno	492
Novalgina	491
Nutren	485
Nivea	476
Dove De.	462
Johnsons Baby	455
Neosaldina	424
Huggies	421
Buscopan	417

<sup>1</sup> CPP = Consumer Purchase Price.



# 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?





# Sustainability in action: people and the planet at the core of the strategy.

## ❖ 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



65% of operational  
leadership positions  
held by women



100% of pharmacy  
leaders developed  
within RD Saúde



100h of training and  
2k employees enrolled  
in grad/postgrad

## ❖ Healthier Planet



100% of operations  
supplied by renewable  
sources



100% of pharmacies  
equipped with medicine  
disposal bins



Emissions reduction  
scopes 1-2 and  
agenda for scope 3



Route planning, efficient  
vehicle utilization, and  
**fleet** electrification



**Healthcare:** vaccines,  
services and rapid  
diagnostic tests



**Certification** ISO  
14001, ISO 45001 and  
LEED for DCs

## Improving recognition of our ESG efforts

ISE B3

0

52

67

76

83

100

CDP

D-

D

C

C

B

B

A-

A-

A

A

AAA

2020

2021

2022

2023/2024

MSCI

CCC

B

BB

BBB

A

AAA

## IDIVERSA B3

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



ISO / IEC 27001  
2022 (BSI)



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