GrupoFleury

100 YEARS

FUTURE
BUILT ON SCIENCE
AND TRUST

2Q26
EARNINGS

Revenue grows 14,4% and reaches R$ 2,5 bi,
EBITDA of R$ 612,9 mm with margin of 26,5% and
Net Income of R$ 221,9 million, growth of 45,7%

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Highlights:

2Q26

- Gross Revenue of **R$ 2.514,6 million, growth of 14,4%** over 2Q25
  - **B2C** growth of 15,0% (**11,6% organic**)
    - **Fleury Brand** growth of **12,0%**
    - **Others SP** growth of 27,7% (**12,9% organic**)
    - **Minas Gerais** growth of 19,2% (**14,3% organic**)
    - **Rio de Janeiro** growth of **8,9%**
    - **Regionals** with growth of **10,2%**
  - **B2B** growth of **12,2%**
  - **New Links** growth of **15,9%**
- EBITDA of **R$ 612,9 million**, 15,2% above 2Q25, with a **26,5% margin**
- Net Income **of R$ 221,9 million**, growth of 45,7% over 2Q25, with a **9,6% margin**

	2Q25	2Q26	Δ	6M25	6M26	Δ
Gross Revenue	2.197,8	2.514,6	+14,4%	4.386,2	4.924,8	+12,3%
Cancellations (% Gross Revenue)	*-1,4%*	*-1,3%*	*+13 bps*	*-1,4%*	*-1,3%*	*+11 bps*
Net Revenue	2.024,5	2.316,7	+14,4%	4.039,6	4.539,8	+12,4%
Gross Profit	528,0	644,1	+22,0%	1.100,1	1.272,2	+15,6%
Gross Margin (% NR)	*26,1%*	*27,8%*	*+173 bps*	*27,2%*	*28,0%*	*+79 bps*
EBITDA	532,1	612,9	+15,2%	1.079,7	1.218,9	+12,9%
EBITDA Margin (% NR)	*26,3%*	*26,5%*	*+18 bps*	*26,7%*	*26,9%*	*+12 bps*
Net Income	152,3	221,9	+45,7%	331,6	423,1	+27,6%
Net Margin (% NR)	*7,5%*	*9,6%*	*+205 bps*	*8,2%*	*9,3%*	*+111 bps*

Conference Call

- Date: August 07, 2026 – 11:00 (10:00 EDT)
- Click here to access the conference call

1. Management Comment

Consistency is the attribute that best defines the financial results delivered by Grupo Fleury. In 2Q26, the Company once again presents a combination of significant revenue growth, margin expansion, increased net income, stable leverage at comfortable levels, and higher return on invested capital. This set of positive indicators translates into value creation for shareholders and other stakeholders. This consistency results stem from the successful execution of the strategy established in 2021, combining organic growth with strategic acquisitions (allowing us to double our revenue since then), efficiency gains, service differentiation, and disciplined capital allocation.

In 2Q26, Gross Revenue rose 14,4% compared to 2Q25, reaching R$ 2,5 billion. EBITDA reached R$ 612,9 million, a 15,2% year-over-year increase. Net Income was R$ 221,9 million, 45,7% higher than in the same quarter of the previous year. The net margin rose from 7,5% to 9,6%, a gain of 205 bps. Taken together, these figures reflect an organization growing in a disciplined manner and generating strong returns from its assets. Clear evidence of this is the continuous rise in our ROIC; since 2Q23, when we combined the businesses of Grupo Fleury and Pardini, it has climbed from 14,0% to 17,8% this quarter.

The primary driver of revenue expansion was B2C Diagnostic Medicine, our origin and core business. Once again, the Fleury Brand stood out. In the year it celebrates its centenary, the Fleury Brand demonstrates exceptional vitality, reflected both in the operation's capacity for renewal and in the results achieved. In response to shifting demographics and behavioral trends, we opened the Milestone 100 PSC in São Paulo's Jardins district in May. In addition to offering a full portfolio of diagnostic tests, Milestone 100 PSC houses 'Fleury Lifecare', a suite of services focused on healthy longevity and grounded in the best available science. These competitive advantages of the Fleury Brand, combined with its reputation among end customers and its relationships with the medical community, have been pivotal in sustaining growth. In the second quarter of 2026, revenue for the Fleury Brand rose by 12,0% compared to the same period the previous year.

Similar resilience is observed in other B2C diagnostic medicine operations. In Minas Gerais, growth was 19,2% — with 14,3% coming from organic growth. Regional Brands grew by 10,2%, performing particularly well in markets such as Espírito Santo, Goiás, Pará, Paraná, and Rio Grande do Sul. The Others São Paulo Brands — comprising all brands except the Fleury Brand — grew by 27,7% during the period. This result is driven by a combination of organic expansion (12,9%) and inorganic growth resulting from recent acquisitions, such as Confiance (with 25 units in the Campinas region) and LSL (in Rio Claro). Acquisitions like these, executed based on strict criteria including cultural fit, geographic location, regional leadership, disciplined economic-financial parameters, and a rigorous integration process, contribute significantly to cost and expense dilution across our operations through economies of scale.

In May, we took another important step toward consolidating our B2C Diagnostic Medicine business in São Paulo by closing the acquisition of Femme, its results will be reported starting in the third quarter of 2026. Focused on women's health and offering a comprehensive portfolio of clinical analysis and imaging tests, Femme operates 12 service units and possesses a brand highly recognized by gynecologists and patients alike for its quality and welcoming approach.

In 2Q26, the B2B business, comprising Lab-to-Lab and Hospital operations, also delivered excellent performance. Gross revenue reached R$ 545,1 million, a 12,2% increase compared to 2Q25. The progress of the New Links initiative underscores the importance of offering services that extend beyond diagnostic medicine, enhancing the customer experience and relationships with payers through more integrated and sustainable care.

The consistent growth demonstrated by Grupo Fleury is accompanied by cost discipline, resulting in increased gross profit, EBITDA margin, and cash generation. Strong operational results showed a significant rise in the company's net income for the quarter. With the maturation of information technology investments, crucial for the integration of Hermes Pardini and for efficiency gains, our Capex is returning to its historical profile, balancing investments in IT and digital solutions, expanding service offerings and technical capacity, and renewing our equipment fleet and patient service centers.

We expanded the Company's business and pursued acquisitions while maintaining leverage at a stable level — at the end of the second quarter, this ratio stood at 1,1x, a suitable figure given the current environment of high interest rates.

Grupo Fleury's strategic positioning, offering solutions that contribute to prevention, health promotion, and outpatient monitoring for patients with chronic diseases, enables us to balance business growth with the sustainability of the healthcare system. Our strengths in medical excellence, innovation, efficiency, and scale translate into market share gains for our brands across different regions of the country.

We will continue our path, strengthening Grupo Fleury as one of the leaders in Brazil's healthcare sector and generating value for our shareholders.

Jeane Tsutsui

CEO

2. Lab-to-Lab

The 2023 business combination between Grupo Fleury and Hermes Pardini was transformed into several aspects. One key aspect was positioning the Company as a leader in the B2B Diagnostic Medicine market, specifically the "Lab-to-Lab" segment, where we leverage our infrastructure, technical expertise, and R&D innovation capabilities to serve partner hospitals and laboratories across Brazil. The Lab-to-Lab model, a business line expanded through the acquisition of Pardini, fulfills one of Grupo Fleury's core purposes: promoting access to high-quality, rapid, and efficient healthcare while simultaneously fostering the growth of thousands of independent laboratories.

Driven by the business combination, this model has continuously evolved. Today, we serve over 9.300 clients – ranging from small laboratories and hospitals to public agencies. This growth is attributed to a series of initiatives that boosted production capacity, decentralized and regionalized operations, increased portfolio complexity, and improved service delivery efficiency for these partners. Currently, the Lab-to-Lab division comprises 16 technical area located across 10 states. Together, they serve clients in 2.200 cities, covering approximately 80% of the Brazilian population. Of the nearly 369 million tests processed by Grupo Fleury in 2025, 47% were handled by the Lab-to-Lab division, which has a total addressable market of R$ 9,0 billion.

Since 2024, we have invested R$ 41,4 million in expanding eight of these 16 units and opening two new technical areas: one at the technical area in the Brooklin neighborhood of São Paulo, and another in Farrapos, Rio Grande do Sul, the latter being the first facility in the South region dedicated exclusively to Lab-to-Lab services. This expansion increased our annual processing capacity by 30%; the Brooklin facility alone added a potential capacity of 84 million tests per year. In April, the technical area in Vespasiano, Minas Gerais, received 205.483 samples for analysis in a single day, a world record. Alongside increasing capacity, we expanded our logistics routes, reaching laboratories and hospitals that previously lacked access to our Lab-to-Lab services. Today, we operate over 430 routes, covering a total of 93.000 kilometers daily.

Scale is fundamental. However, the expansion of our infrastructure is accompanied by technological sophistication that serves both the market and the patient. The technical area at the São Paulo, for instance, is equipped with Abbott's largest automated GLP (Good Laboratory Practice) line currently in operation worldwide. This technology enables the automatic prioritization of urgent samples, uninterrupted operation, and the scalability needed to keep pace with rising demand from partner laboratories. Currently, the facility releases 95% of test results within three hours, a critical benchmark for the market.

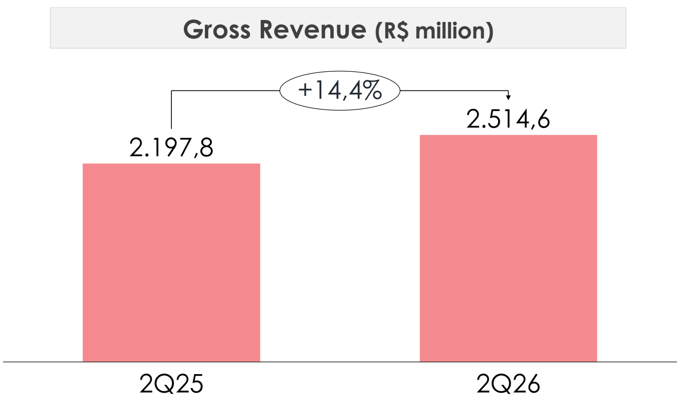
Grupo Fleury's Lab-to-Lab service offers over 9.000 tests, a portfolio built through continuous investment in research and development, as well as agreements with international companies, some of which are exclusive. Many of these are highly specialized tests that reach clients and patients in both the private and public healthcare sectors (as many partner laboratories have agreements with the SUS) without the need for local infrastructure or patient travel. One of the most recent agreements was established with Foundation Medicine, a Roche affiliate. Grupo Fleury is now responsible for the commercialization and logistics of the 'FoundationOne' precision oncology tests. Through highly personalized analysis, the trial-and-error cycle in cancer treatment is avoided, thereby increasing the chances of a cure and improving patient well-being while reducing healthcare system costs.

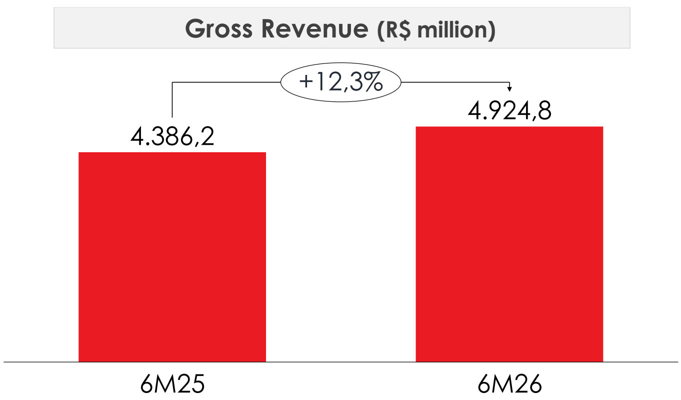
That is what providing access means to us. And Lab-to-Lab is increasingly a fundamental vehicle for realizing our purpose as a Company.

3. Income Statement

	2Q25	2Q26	Δ	6M25	6M26	Δ
Gross Revenue	**2.197,8**	**2.514,6**	***+14,4%***	**4.386,2**	**4.924,8**	***+12,3%***
Taxes	(138,3)	(160,5)	*+16,1%*	(275,5)	(312,0)	*+13,2%*
Cancellations	(35,0)	(37,4)	*+6,8%*	(71,1)	(73,0)	*+2,7%*
Cancellations (% Gross Revenue)	*-1,6%*	*-1,5%*	*+11 bps*	*-1,6%*	*-1,5%*	*+14 bps*
Net Revenue	**2.024,5**	**2.316,7**	***+14,4%***	**4.039,6**	**4.539,8**	***+12,4%***
Cost of Rendered Services	(1.496,6)	(1.672,5)	*+11,8%*	(2.939,5)	(3.267,6)	*+11,2%*
Gross Profit	**528,0**	**644,1**	***+22,0%***	**1.100,1**	**1.272,2**	***+15,6%***
Gross Margin (% NR)	***26,1%***	***27,8%***	***+173 bps***	***27,2%***	***28,0%***	***+79 bps***
Operating Expenses and Equity in Subsidiaries	(221,1)	(252,4)	*+14,2%*	(460,0)	(512,6)	*+11,4%*
Expenses (% NR)	*-10,9%*	*-10,9%*	*+3 bps*	*-11,4%*	*-11,3%*	*+9 bps*
EBITDA	**532,1**	**612,9**	***+15,2%***	**1.079,7**	**1.218,9**	***+12,9%***
EBITDA Margin (% NR)	***26,3%***	***26,5%***	***+18 bps***	***26,7%***	***26,9%***	***+12 bps***
Financial Results	(118,0)	(111,3)	*-5,7%*	(221,3)	(226,3)	*+2,3%*
EBT	**189,0**	**280,5**	***+48,4%***	**418,8**	**533,2**	***+27,3%***
Income Tax & Social Contribution	(44,4)	(61,1)	*+37,7%*	(98,4)	(116,2)	*+18,1%*
Effective Tax Rate	23,5%	21,8%	*-170 bps*	23,5%	21,8%	*-170 bps*
Net Income	**152,3**	**221,9**	***+45,7%***	**331,6**	**423,1**	***+27,6%***
Net Margin (% NR)	***7,5%***	***9,6%***	***+205 bps***	***8,2%***	***9,3%***	***+111 bps***

4. Gross Revenue





In the quarter, Gross Revenue reached R$ 2.514,6 million, representing growth of 14,4% (12,1% organic) compared to 2Q25. This performance was driven by:

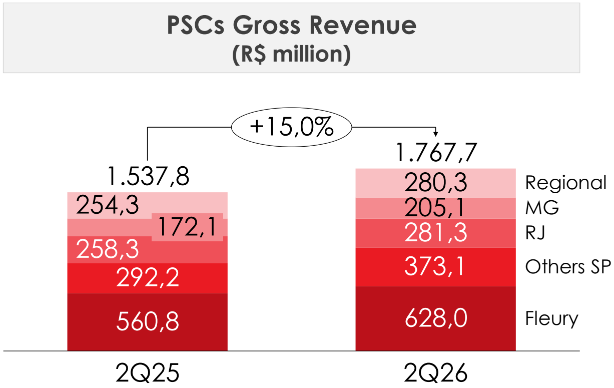
(i) B2C growth of 15,0% (11,6% organic)

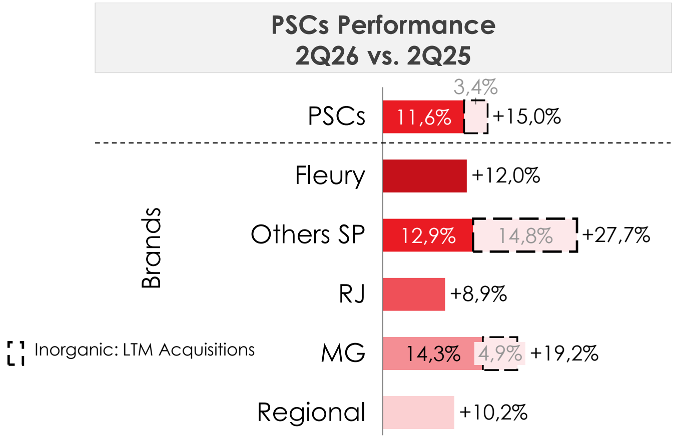
(ii) B2B growth of 12,2%

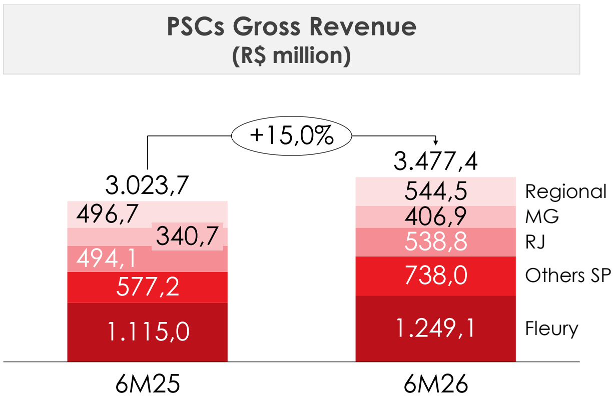
(iii) New Links growth of 15,9%

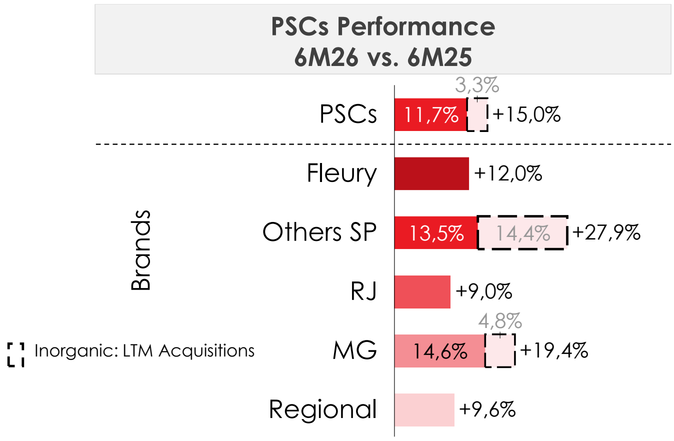
4.1. Diagnostics

4.1.1. Patient Service Center (PSC) per Brands









Note: Fleury: Fleury brand; MG: Hermes Pardini MG, Méthodos, Ecoar, LabClass, Sete Lagoas, Hemolab; RJ: Lafe, Felippe Mattoso, Labs a+, Centro de Medicina; Others SP: a+ SP, Hermes Pardini SP, Confiance, IACS, LSL, Dra. Odivânia; Regional: brands in BA, ES, GO, MA, PA, PE, PR, RN, RS and SC States.

Gross Revenue from Patient Service Centers grew 15,0% in the quarter, reaching R$ 1.767,7 million, primarily reflecting:

(i) Fleury Brand (+12,0%): Organic growth reflects market share gains in the premium segment within greater São Paulo, resulting from the brand's differentiation strategy.

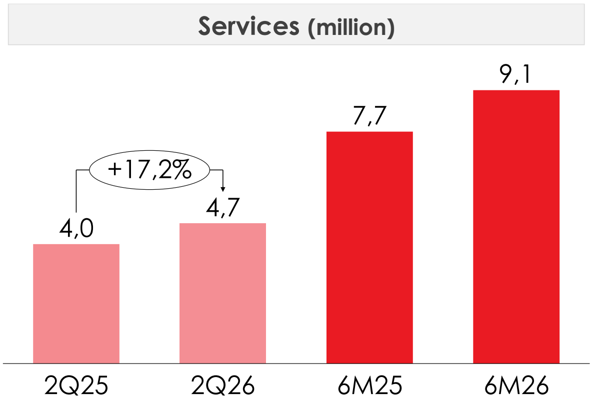
(ii) Others SP (+27,7%; +12,9% organic): This performance stems from strong organic results driven by an expanded service offering. Additionally, there is an inorganic impact from the addition of Confiance (Campinas) and LSL (Rio Claro).

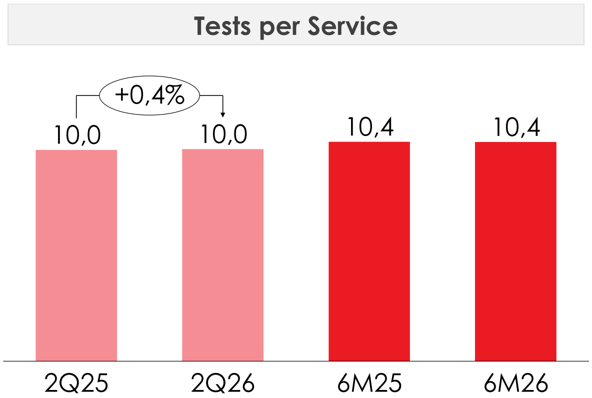
(iii) MG Brands (+19,2%; +14,3% organic): This trend results from market share gains driven by the growth of brands in the region, especially in the premium segment, and was boosted by the inorganic impact of Hemolab.

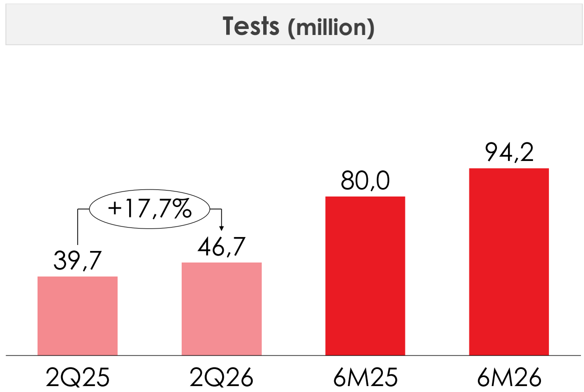
(iv) RJ Brands (+8,9%): This growth reflects strong organic execution, driving market share gains, especially in the intermediate segment.

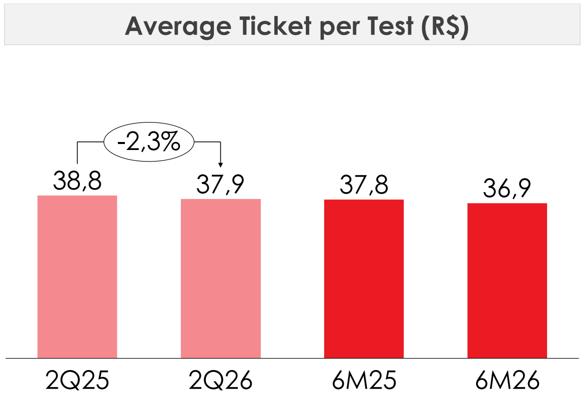
(v) Regional Brands (+10,2%): Growth is driven by strong performance, primarily in the ES, GO, PA, PR, and RS markets.

4.1.2. Volumes and Revenue per Exam









During the quarter, the number of patient visits reached 4,7 million, a 17,2% increase.

The volume of tests totaled 46,7 million for the quarter, an expansion of 17,7% driven by the rise in patient visits and bolstered by the inorganic impact of the acquisitions of Confiance, Hemolab, and LSL.

Gross revenue per test was R$ 37,9 for the quarter, a 2,3% decrease; this is attributed to a shift in the test mix, with a higher proportion of clinical analysis tests and tests from mid-range/basic brands (segments that generate attractive returns and margins for the Company).

4.2. B2B: Lab-to-Lab and Hospitals

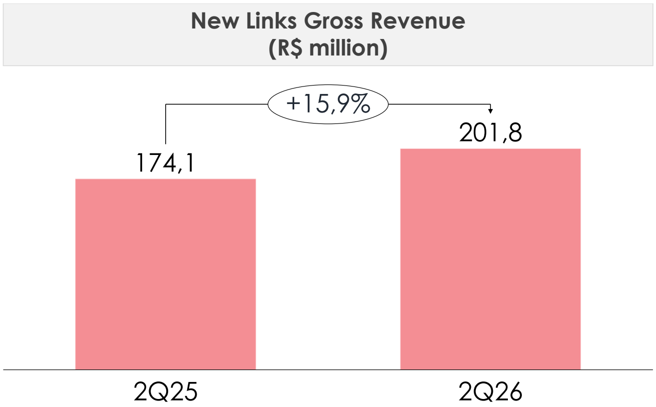
	2Q25	2Q26	Δ	6M25	6M26	Δ
Gross Revenue (R$ Million)	485,9	545,1	+12,2%	966,0	1.051,6	+8,9%
Test Volume (Million)	49,7	60,3	+21,2%	99,0	117,3	+18,5%
Average Ticket per Test (R$)	9,8	9,0	-7,4%	9,8	9,0	-8,1%

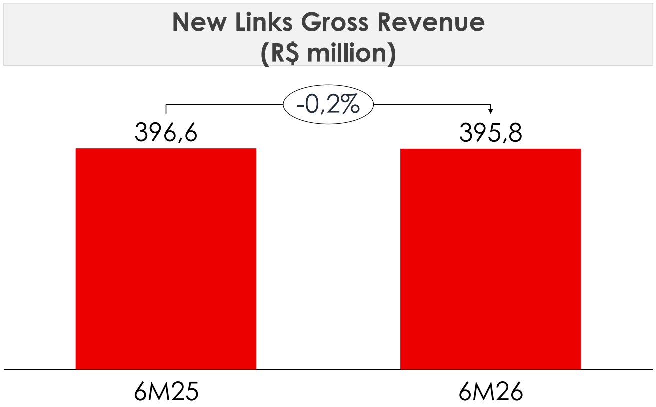
Gross Revenue from B2B expanded by 12,2% in the quarter, driven by:

(i) Lab-to-Lab: Strong growth in test volumes resulting from an increased share of wallet in basic tests, which have lower price points and attractive margins.

(ii) Hospitals: A segment that benefited from the influenza outbreak in 2Q26.

4.3. New Links





Gross Revenue from New Links in the quarter reached R$ 201,8 million, with an expansion of 15,9% due to growth in all businesses, especially infusions of non-oncological medications.

New Links accounted for 8,0% of the Company's Revenue in the quarter.

5. Gross Profit

	2Q25		2Q26		Δ		6M25		6M26		Δ	
	R$ MM	% NR	R$ MM	% NR	%	bps	R$ MM	% NR	R$ MM	% NR	%	bps
Net Revenue	**2.024,5**	**100,0%**	**2.316,7**	**100,0%**	***+14,4%***	**-**	**4.039,6**	**100,0%**	**4.539,8**	**100,0%**	***+12,4%***	**-**
Cost of Services	**(1.496,6)**	**-73,9%**	**(1.672,5)**	**-72,2%**	***+11,8%***	***+173 bps***	**(2.939,5)**	**-72,8%**	**(3.267,6)**	**-72,0%**	***+11,2%***	***+79 bps***
Personnel and Medical Services	(628,8)	-31,1%	(693,3)	-29,9%	*+10,3%*	*+113 bps*	(1.205,5)	-29,8%	(1.368,7)	-30,2%	*+13,5%*	*-31 bps*
Services with Occupancy and Utilities	(268,4)	-13,3%	(321,9)	-13,9%	*+19,9%*	*-64 bps*	(529,0)	-13,1%	(607,0)	-13,4%	*+14,7%*	*-28 bps*
Materials and Test Intermediation	(424,9)	-21,0%	(484,6)	-20,9%	*+14,1%*	*+7 bps*	(862,8)	-21,4%	(935,6)	-20,6%	*+8,4%*	*+75 bps*
Depreciation and Amortization	(170,0)	-8,4%	(164,3)	-7,1%	*-3,4%*	*+131 bps*	(330,9)	-8,2%	(341,7)	-7,5%	*+3,3%*	*+66 bps*
General Expenses	(4,4)	-0,2%	(8,4)	-0,4%	*+89,6%*	*-14 bps*	(11,3)	-0,3%	(14,6)	-0,3%	*+28,9%*	*-4 bps*
Gross Profit	**528,0**	**26,1%**	**644,1**	**27,8%**	***+22,0%***	***+173 bps***	**1.100,1**	**27,2%**	**1.272,2**	**28,0%**	***+15,6%***	***+79 bps***

In the quarter, Gross Profit reached R$ 644,1 million, an increase of 22,0%, with a Gross Margin of 27,8%, representing an expansion of 173 bps. This performance is primarily explained by:

- **Depreciation and Amortization (+131 bps):** This decrease is explained by the shift in the Company's Capex profile, resulting from lower investments in IT and Digital.
- **Personnel and Medical Services (+113 bps):** The contraction in this line item is mainly due to the dilution of fixed costs driven by increased volume.
- **Services with Occupancy and Utilities (-64 bps):** This increase reflects higher variable costs at the units, driven by a rise in the volume of exams and patients.

6. Operating Expenses

	2Q25		2Q26		Δ		6M25		6M26		Δ	
	R$ MM	% NR	R$ MM	% NR	%	bps	R$ MM	% NR	R$ MM	% NR	%	bps
Gross Profit	**528,0**	**26,1%**	**644,1**	**27,8%**	***+22,0%***	***+173 bps***	**1.100,1**	**27,2%**	**1.272,2**	**28,0%**	***+15,6%***	***+79 bps***
Op. Expenses and Equity in Sub.	**(221,1)**	**-10,9%**	**(252,4)**	**-10,9%**	***+14,2%***	***+3 bps***	**(460,0)**	**-11,4%**	**(512,6)**	**-11,3%**	***+11,4%***	***+9 bps***
G&A	(126,6)	-6,3%	(148,2)	-6,4%	*+17,1%*	*-15 bps*	(271,6)	-6,7%	(300,7)	-6,6%	*+10,7%*	*+10 bps*
Commercial Expenses	(41,4)	-2,0%	(48,0)	-2,1%	*+15,8%*	*-2 bps*	(83,2)	-2,1%	(94,3)	-2,1%	*+13,4%*	*-2 bps*
Depreciation and Amortization	(52,4)	-2,6%	(51,5)	-2,2%	*-1,7%*	*+36 bps*	(103,6)	-2,6%	(107,2)	-2,4%	*+3,4%*	*+20 bps*
Other Operating Income (Expenses)	0,3	0,0%	(2,7)	-0,1%	*-1069,8%*	*-13 bps*	(4,7)	-0,1%	(18,6)	-0,4%	*+295,4%*	*-29 bps*
Reversal (Provision) for Contingency	1,8	0,1%	3,4	0,1%	*+88,6%*	*+6 bps*	8,2	0,2%	18,6	0,4%	*+126,6%*	*+21 bps*
Equity in Subsidiaries	(2,8)	-0,1%	(5,4)	-0,2%	*+93,3%*	*-9 bps*	(5,0)	-0,1%	(10,4)	-0,2%	*+106,6%*	*-10 bps*
EBIT	**306,9**	**15,2%**	**391,8**	**16,9%**	***+27,6%***	***+175 bps***	**640,1**	**15,8%**	**759,6**	**16,7%**	***+18,7%***	***+89 bps***

Operating expenses for the quarter represented 10,9% of Net Revenue, in line with the same quarter of the previous year, driven primarily by:

- **General and Administrative Expenses (-15 bps):** The stability of this line item reflects the Company's discipline in expense control.
- **Depreciation and Amortization (+36 bps):** This decrease is explained by the shift in the Company's Capex profile, resulting from lower investments in IT and Digital.

7. EBITDA

	2Q25		2Q26		Δ		6M25		6M26		Δ	
	R$ MM	% NR	R$ MM	% NR	%	bps	R$ MM	% NR	R$ MM	% NR	%	bps
EBIT	**306,9**	**15,2%**	**391,8**	**16,9%**	***+27,6%***	***+175 bps***	**640,1**	**15,8%**	**759,6**	**16,7%**	***+18,7%***	***+89 bps***
D&A	222,4	11,0%	215,8	9,3%	*-3,0%*	*-167 bps*	434,5	10,8%	448,9	9,9%	*+3,3%*	*-87 bps*
Equity in Subsidiaries	2,8	0,1%	5,4	0,2%	*+93,3%*	*+9 bps*	5,0	0,1%	10,4	0,2%	*+106,6%*	*+10 bps*
EBITDA	**532,1**	**26,3%**	**612,9**	**26,5%**	***+15,2%***	***+18 bps***	**1.079,7**	**26,7%**	**1.218,9**	**26,9%**	***+12,9%***	***+12 bps***

EBITDA totaled R$ 612,9 million this quarter, an increase of 15,2% with a margin of 26,5%, 18 bps higher than in the same period last year. This performance resulted from an increase in Operating Profit, partially offset by a decrease in Depreciation and Amortization.

8. Financial Result and Net Debt

8.1. Financial Result

	2Q25		2Q26		Δ		6M25		6M26		Δ	
	R$ MM	% NR	R$ MM	% NR	%	bps	R$ MM	% NR	R$ MM	% NR	%	bps
EBIT	**306,9**	**15,2%**	**391,8**	**16,9%**	***+27,6%***	***+175 bps***	**640,1**	**15,8%**	**759,6**	**16,7%**	***+18,7%***	***+89 bps***
Financial Result	**(118,0)**	**-5,8%**	**(111,3)**	**-4,8%**	***-5,7%***	***+102 bps***	**(221,3)**	**-5,5%**	**(226,3)**	**-5,0%**	***+2,3%***	***+49 bps***
Financial Revenue	80,6	4,0%	79,5	3,4%	*-1,4%*	*-55 bps*	159,7	4,0%	160,3	3,5%	*+0,4%*	*-42 bps*
Financial Expenses	(198,6)	-9,8%	(190,8)	-8,2%	*-3,9%*	*+157 bps*	(381,0)	-9,4%	(386,7)	-8,5%	*+1,5%*	***+92 bps***
EBT	**189,0**	**9,3%**	**280,5**	**12,1%**	***+48,4%***	***+277 bps***	**418,8**	**10,4%**	**533,2**	**11,7%**	***+27,3%***	*+138 bps*

In this quarter, the financial result represented an expense of R$ 111,3 million, a reduction of 102 bps compared to the same period of the previous year.

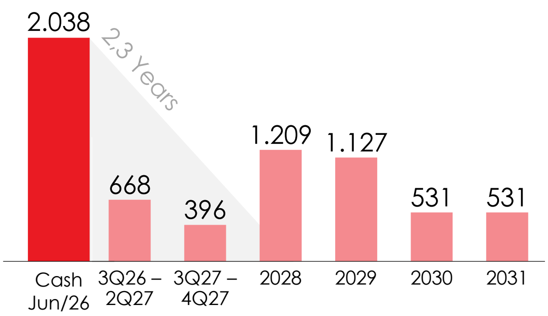
8.2. Net Debt

	03/31/2026	06/30/2026	Δ 2Q26-1Q26	06/30/2025	Δ 2Q26-2Q25
Gross Debt	4.543,5	4.460,1	*-1,8%*	4.510,8	*-1,1%*
(-) Cash and Cash Equivalents	2.266,6	2.037,7	*-10,1%*	2.190,8	*-7,0%*
Net Debt	**2.276,9**	**2.422,5**	***+6,4%***	**2.320,0**	***+4,4%***
EBITDA LTM	2.193,4	2.274,2	*+3,7%*	2.022,5	*+12,4%*
Net Debt/EBITDA	1,0x	1,1x	*+0,0x*	1,1x	*-0,1x*

Leverage stood at 1,1x at the end of the quarter, in line with 2Q25 and 1Q26. The Company is demonstrating resilience in the high-interest-rate environment, with leverage well below the 3,0x limit established by debt covenants.

Below is the amortization schedule and debt profile.

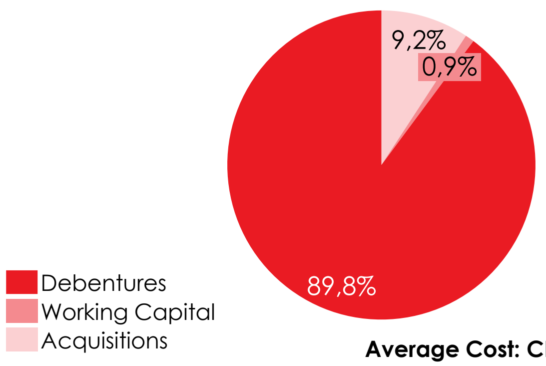
Debt amortization (R$ million)



Liability Management

	4Q23	2Q26
Term:	3,5 years	2,8 years
Cost:	CDI+1,41%	CDI+1,00%
Moody's:	AA+.br positive	AAA.br stable

Debt Profile



Average Cost: CDI + 1,00%

Specifically, as a result of the completion of the Femme acquisition, the average cost of debt increased (1Q26: CDI + 0,94%; 2Q26: CDI + 1,00%) and the average maturity decreased (1Q26: 3,1 years; 2Q26: 2,8 years). That company carried debt with a shorter maturity and higher cost than the Grupo Fleury's consolidated debt. Such debt obligations were settled following the closing of the transaction and will be recognized in the 3Q26 Financial Statements.

9. Net Income

	2Q25		2Q26		Δ		6M25		6M26		Δ	
	R$ MM	% NR	R$ MM	% NR	%	bps	R$ MM	% NR	R$ MM	% NR	%	bps
EBIT	**189,0**	**9,3%**	**280,5**	**12,1%**	***+48,4%***	***+277 bps***	**418,8**	**10,4%**	**533,2**	**11,7%**	***+27,3%***	***138 bps***
Income Tax and Social Contribution	(44,4)	-2,2%	(61,1)	-2,6%	*+37,7%*	*-45 bps*	(98,4)	-2,4%	(116,2)	-2,6%	*+18,1%*	*-12 bps*
Effective Tax Rate	*23,5%*	-	*21,8%*	-	*-7,2%*	*-170 bps*	*23,5%*	-	*21,8%*	-	*-7,2%*	*-170 bps*
Net Income Before Minorities Share	**144,6**	**7,1%**	**219,3**	**9,5%**	***+51,7%***	***+233 bps***	**320,4**	**7,9%**	**417,0**	**9,2%**	***+30,2%***	***125 bps***
Minorities Share	7,7	0,4%	2,5	0,1%	*-67,5%*	*-27 bps*	11,2	0,3%	6,1	0,1%	*-45,8%*	*-14 bps*
Net Income	**152,3**	**7,5%**	**221,9**	**9,6%**	***+45,7%***	***+205 bps***	**331,6**	**8,2%**	**423,1**	**9,3%**	***+27,6%***	***111 bps***

In the quarter, the effective income tax rate was 21,8%, reflecting the management of innovation-related expenses and increased eligibility for tax benefits under the "Lei do Bem" (Good Law).

Net Income totaled R$ 221,9 million, a 45,7% increase, with a margin of 9,6%, up 205 bps from the same period the previous year, driven primarily by the rise in EBT.

10. Investments

	2Q25	2Q26	Δ	6M25	6M26	Δ
Capex	**141,5**	**75,7**	***-46,5%***	**208,3**	**136,3**	***-34,6%***
IT/Digital	86,9	19,8	*-77,2%*	117,2	38,9	*-66,8%*
Diagnostic Equipment Renewal and Maintenance	24,0	12,9	*-46,2%*	40,6	21,5	*-47,1%*
New PSC's, Offer Expansion and Techinical Areas	30,6	43,0	*+40,6%*	50,5	75,9	*+50,3%*

Capex totaled R$ 75,7 million this quarter, down 46,5% from the same period last year. Allocation has returned to its historical profile, with lower investments in IT and Digital and a greater focus on expanding the offering and the capacity of technical areas.

11. Cash Flow

	2Q25	2Q26	Δ	6M25	6M26	Δ
EBITDA	**532,1**	**612,9**	***+15,2%***	**1.079,7**	**1.218,9**	***+12,9%***
Provisions (reversions)	66,5	70,5	*+6,1%*	133,9	140,9	*+5,2%*
Income Tax Paid	(7,9)	(9,7)	*+23,2%*	(52,3)	(47,3)	*-9,6%*
Others Operating Results	(0,5)	1,7	*-448,4%*	43,7	15,8	*-63,9%*
Working Capital Variation:	(103,2)	20,4	*-119,8%*	(395,6)	(367,9)	*-7,0%*
Trade Accounts Receivables	(109,4)	(66,1)	*-39,6%*	(304,5)	(364,5)	*+19,7%*
Suppliers	(18,8)	51,9	*-375,6%*	(48,1)	(14,9)	*-69,0%*
Salaries / Charges	30,2	31,1	*+3,0%*	(55,3)	(55,3)	*-0,1%*
Others Assets and Liabilities	(5,1)	3,5	*-168,0%*	12,4	66,9	*+441,4%*
(=) Operating Cash Flow	**487,1**	**695,8**	***+42,9%***	**809,4**	**960,4**	***+18,7%***
Capital Expenditures	(141,5)	(75,7)	*-46,5%*	(208,3)	(136,3)	*-34,6%*
Others Investing Activities	353,6	150,6	*-57,4%*	216,5	151,2	*-30,2%*
(=) Free Cash Flow to Firm (FCFF)	**699,2**	**770,7**	***+10,2%***	**817,5**	**975,2**	***+19,3%***
Interest Paid / Received	(229,6)	(278,6)	*+21,3%*	(254,3)	(311,0)	*+22,3%*
Change in Debt	(3,2)	(85,5)	*+2582,2%*	(4,9)	(125,8)	*+2454,7%*
Leasing	(105,5)	(112,5)	*+6,7%*	(211,6)	(220,4)	*+4,2%*
(=) Free Cash Flow to Equity (FCFE)	**361,0**	**294,1**	***-18,5%***	**346,7**	**318,0**	***-8,3%***
Dividends and Interest on Capital	(254,0)	(222,9)	*-12,3%*	(254,0)	(223,3)	*-12,1%*
Payment of Acquisitions	(107,0)	(61,9)	*-42,2%*	(107,0)	(97,4)	*-9,0%*
(=) Cash Flow	**(0,1)**	**9,3**	**-**	**(14,4)**	**(2,7)**	***-81,1%***

Cash Flow Indicators	2Q25	2Q26	Δ	6M25	6M26	Δ
Average Collection Period (days)	*77*	*76*	*-1*	*77*	*78*	*+0*
Average Payment Period (days)	*61*	*66*	*+4*	*62*	*67*	*+5*

Operating cash generation reached R$ 695,8 million for the quarter, a 42,9% increase compared to the same period of the previous year. Over the last 12 months, cash conversion reached 100,5% of EBITDA.

During the quarter, the average collection period decreased by one day, while the average payment period increased by four days.

12. Attachments

12.1. Performance Indicators

(R$ mil)

	2Q24	3Q24	4Q24	1Q25	2Q25	3Q25	4Q25	1Q26	2Q26
Income Statement									
Gross Revenue	2.136,9	2.133,2	1.994,3	2.188,4	2.197,8	2.378,6	2.238,2	2.410,2	2.514,6
Net Revenue	1.978,2	1.962,7	1.839,3	2.015,1	2.024,5	2.191,0	2.060,6	2.223,1	2.316,7
COGS	(1.410,9)	(1.405,7)	(1.385,8)	(1.443,0)	(1.496,6)	(1.575,1)	(1.570,5)	(1.595,1)	(1.672,5)
SG&A	(237,9)	(216,9)	(252,6)	(238,9)	(221,1)	(249,5)	(275,4)	(260,3)	(252,4)
EBIT	329,4	340,1	200,9	333,2	306,9	366,4	214,6	367,8	391,8
EBITDA	522,0	537,4	405,4	547,6	532,1	599,4	455,9	606,0	612,9
Net Finance Income	(101,3)	(96,1)	(103,6)	(103,4)	(118,0)	(130,2)	(116,4)	(115,1)	(111,3)
Net Income	173,6	190,7	83,9	179,3	152,3	184,9	96,3	201,2	221,9
Result Indicators									
Cancellation Index	-1,0%	-1,4%	-1,3%	-1,4%	-1,4%	-1,4%	-1,4%	-1,3%	-1,3%
Gross Margin	*28,7%*	*28,4%*	*24,7%*	*28,4%*	*26,1%*	*28,1%*	*23,8%*	*28,3%*	*27,8%*
EBIT Margin	*15,4%*	*15,9%*	*10,1%*	*15,2%*	*14,0%*	*15,4%*	*9,6%*	*15,3%*	*15,6%*
EBITDA Margin	*26,4%*	*27,4%*	*22,0%*	*27,2%*	*26,3%*	*27,4%*	*22,1%*	*27,3%*	*26,5%*
Effective Tax Rate	*-24,5%*	*-23,5%*	*-21,4%*	*-23,5%*	*-23,5%*	*-22,8%*	*-4,3%*	*-21,8%*	*-21,8%*
Net Margin	*8,8%*	*9,7%*	*4,6%*	*8,9%*	*7,5%*	*8,4%*	*4,7%*	*9,1%*	*9,6%*
Financial Debt									
Cash & Equivalents	2.126,9	2.337,4	2.446,0	2.545,3	2.190,8	2.622,4	2.275,0	2.266,6	2.037,7
Gross Debt	4.141,0	4.209,9	4.449,5	4.565,0	4.510,8	4.660,7	4.457,8	4.543,5	4.460,1
Net Debt	2.014,0	1.872,5	2.003,5	2.019,7	2.320,0	2.038,3	2.182,8	2.276,9	2.422,5
Net Debt / EBITDA LTM	1,0x	1,0x	1,0x	1,0x	1,1x	1,0x	1,0x	1,0x	1,1x
Profitability and Return									
ROIC without Goodwill LTM	37,5%	37,8%	38,3%	40,0%	38,6%	38,7%	38,9%	39,7%	41,6%
ROIC LTM[1]	15,9%	16,1%	16,4%	16,9%	16,4%	16,5%	16,6%	17,0%	17,8%
Cash Flow Indicators									
Operating Cash Flow	588,2	558,7	563,6	322,3	487,1	718,5	605,9	264,6	695,8
Cash conversion	112,7%	104,0%	139,0%	58,9%	91,5%	119,9%	132,9%	43,7%	113,5%

[1] Excluding goodwill and surplus value from the Hermes Pardini acquisition

12.2. Balance Sheet

(R$ 000)

	12/31/2025	06/30/2026
Assets		
Current assets		
Cash and cash equivalents	21.772	19.060
Securities	2.140.619	1.880.069
Accounts receivable	1.747.166	2.094.735
Inventories	180.702	156.590
Recoverable taxes	22.863	243.400
IRPJ and CSLL recoverable	225.290	-
Other assets	83.053	145.076
Total current assets	**4.421.465**	**4.538.930**
Long-term assets		
Securities	112.622	138.544
Deferred income tax and social contribution	11.058	10.269
Recoverable taxes	1.989	8.754
IRPJ and CSLL recoverable	7.956	-
Judicial deposits	19.488	13.274
Other accounts receivable	9.532	4.742
Other assets	67.116	61.144
Total long-term assets	**229.761**	**236.727**
Investments	111.772	169.324
Property, plants and equipment	1.379.255	1.404.052
Intangible assets	5.979.637	6.006.075
Right-of-use	1.098.591	1.203.367
Total non-current assets	**8.799.016**	**9.019.545**
Total assets	**13.220.481**	**13.558.475**

	12/31/2025	06/30/2026
Liabilities and shareholders' equity		
Current liabilities		
Suppliers	800.133	840.735
Loans and financing	17.358	41.631
Debentures	214.745	557.886
Lease	318.732	319.569
Labor obligations	407.632	406.046
Tax liabilities	59.250	79.919
Income tax and social contribution payable	38.280	33.089
Accounts payable - acqusitions	79.339	68.124
Interest on own capital and dividends payable	291.836	71.216
Other liabilities	18.375	20.744
Total current liabilities	**2.245.680**	**2.438.959**
Non-current liabilities		
Loans and financing	892	510
Debentures	3.797.474	3.447.853
Lease	922.242	1.041.536
Deferred income and tax contributions	557.540	527.353
Provision for tax, labor and civil risks	180.504	168.203
Tax installments	850	550
Accounts payable - acqusitions	348.031	344.139
Interest on own capital and dividends payable	71.000	71.000
Total non-currents liabilities	**5.878.533**	**5.601.144**
Shareholders' equity		
Capital	2.736.029	2.736.029
Capital reserve	1.915.603	1.928.699
Retained earnings	332.450	332.449
Treasury shares	(35.559)	(55.478)
Equity valuation adjustments	52.817	52.817
Income for the period	-	423.062
Shareholders' equity of controlling shareholders	**5.001.340**	**5.417.578**
Non-controlling interest	94.928	100.794
Total shareholders' equity	**5.096.268**	**5.518.372**
Total liabilities and shareholders' equity	**13.220.481**	**13.558.475**

12.3. Income Statement

(R$ 000)

	2Q25	2Q26	6M25	6M26
Revenue from rendering of services	**2.024.533**	**2.316.654**	**4.039.607**	**4.539.771**
Cost of services rendered	(1.496.555)	(1.672.515)	(2.939.510)	(3.267.567)
Gross income	**527.978**	**644.139**	**1.100.097**	**1.272.205**
Operating (expenses) income				
General and adminstrative	(178.949)	(199.715)	(375.213)	(407.853)
Selling expenses	(41.424)	(47.969)	(83.205)	(94.322)
Other operating expenses, net	2.082	672	3.493	(28)
Equity method and adjustment for realization at fair value	(2.776)	(5.365)	(5.047)	(10.426)
Operating income before financial income (expenses)	**306.911**	**391.762**	**640.125**	**759.575**
Financial income	80.601	79.499	159.701	160.314
Financial expenses	(198.558)	(190.785)	(381.028)	(386.660)
Financial income (expense)	**(117.957)**	**(111.286)**	**(221.327)**	**(226.346)**
Income before income tax and social contribution	**188.954**	**280.476**	**418.797**	**533.229**
Income tax and social contribution				
Current	(88.710)	(90.160)	(135.550)	(144.865)
Difered	44.306	29.016	37.133	28.621
Net income for the period	**144.550**	**219.332**	**320.380**	**416.985**
Atributable for shareholders:				
Controlling	152.299	221.850	331.585	423.062
Non-controlling	(7.749)	(2.518)	(11.205)	(6.077)

12.4. EBITDA Breakdown

According to CVM 156 (R$ 000)

	2Q25	2Q26	Δ	6M25	6M26	Δ
	R$ MM	R$ MM	%	R$ MM	R$ MM	%
Net Income	**152,3**	**221,9**	***+45,7%***	**331,6**	**423,1**	***+27,6%***
(-) Financial Expenses	118,0	111,3	*-5,7%*	221,3	226,3	*+2,3%*
(-) Income Tax and Social Contribution	44,4	61,1	*+37,7%*	98,4	116,2	*+18,1%*
(+) Depreciation and Amortization	222,4	215,8	*-3,0%*	434,5	448,9	*+3,3%*
(-) Equity in subsidiaries	2,8	5,4	*+93,3%*	5,0	10,4	*+106,6%*
(-) Minorities	(7,7)	(2,5)	*-67,5%*	(11,2)	(6,1)	*-45,8%*
EBITDA	**532,1**	**612,9**	***+15,2%***	**1.079,7**	**1.218,9**	***+12,9%***
EBITDA Margin (% NR)	***26,3%***	***26,5%***	**+18 bps**	***26,7%***	***26,9%***	**+12 bps**

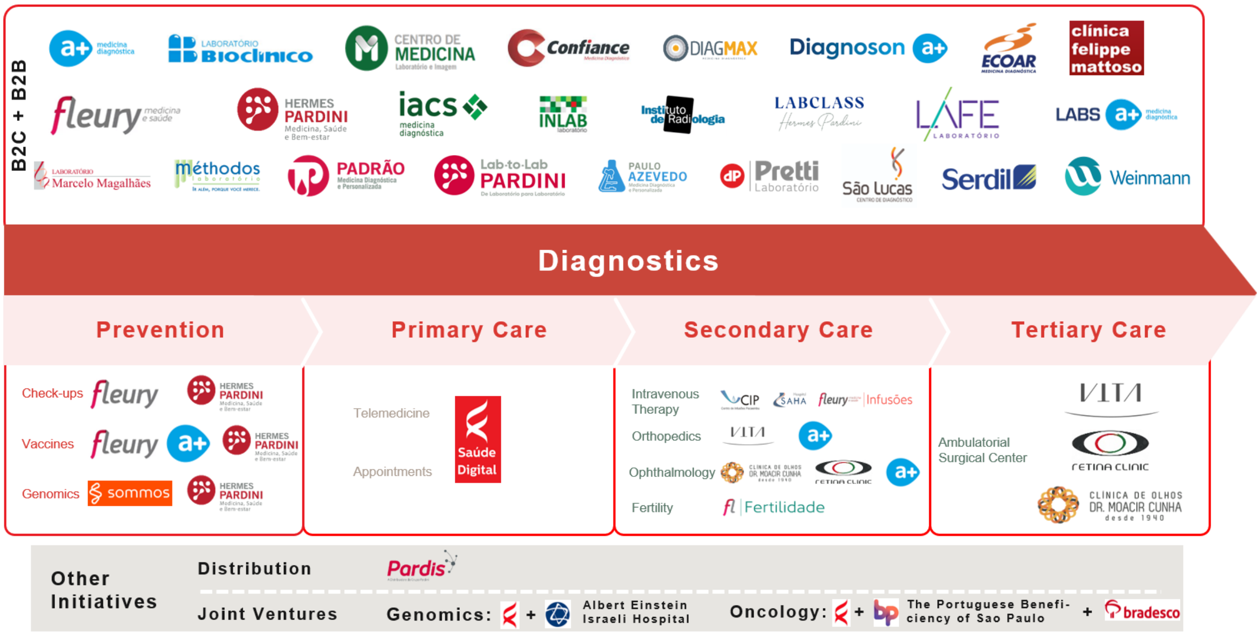
12.5. Cash Flow Statement

(R$ 000)

	2Q25	2Q26	6M25	6M26
Net income for the period	**144.550**	**219.333**	**320.380**	**416.986**
Items not affecting cash:				
Income tax and social contribution	44.404	61.144	98.417	116.244
Accrued financial income and expenses	117.959	111.286	221.327	226.346
Depreciation and amortization	222.404	215.806	434.545	448.928
Equity method and adjustment for realization at fair valu	2.776	5.364	5.047	10.426
Long-term incentive	4.150	9.778	11.145	15.931
Provision for tax, labor and civil risks	(1.801)	(3.397)	(8.198)	(18.576)
Estimated losses from disallowances and default	38.868	41.533	79.814	81.275
Profit sharing	25.272	22.606	51.126	62.260
Other	(498)	1.721	43.691	15.758
Cash flow from operating activities	**598.084**	**685.174**	**1.257.294**	**1.375.578**
Accounts receivable	(109.364)	(66.102)	(304.530)	(364.547)
Inventories	5.919	(4.022)	5.480	25.861
Recoverable taxes	(11.771)	(1.388)	(16.116)	27.681
Judicial deposits	23	10.272	(566)	6.213
Other assets	(5.660)	(6.663)	6.169	(41.936)
Suppliers	(18.829)	51.895	(48.122)	(14.938)
Labor obligations	30.177	31.086	(55.311)	(55.268)
Tax liabilities	509	16.975	7.391	47.150
Scheduling of tax payments	(76)	(225)	(1.420)	344
Other liabilities	5.912	(11.452)	11.417	1.575
Total change in assets and liabilities	**(103.160)**	**20.376**	**(395.608)**	**(367.865)**
Income tax and social contribution	(7.874)	(9.702)	(52.309)	(47.304)
Net cash from operating activities	**487.050**	**695.848**	**809.377**	**960.409**
Acquisiition of fixed and intangible assets	(141.477)	(75.722)	(208.347)	(136.334)
Securities - funding and income	354.396	238.220	240.813	234.628
Payments for acquired companies less cash and cash equivalents	(107.020)	(61.893)	(107.020)	(97.427)
Paid-up capital in subsidiary	3.545	(62.628)	(20.000)	(58.459)
Income from financial investments	-	-	-	-
Other investments activities	(4.299)	(25.000)	(4.299)	(25.000)
Net cash generated in investment activities	**105.145**	**12.977**	**(98.853)**	**(82.592)**
Payment of financing and debentures	77	(81.142)	-	(81.333)
Interests paid on financing and debentures	(228.717)	(277.558)	(252.344)	(308.815)
Financial commissions and others	(890)	(1.036)	(1.934)	(2.199)
Share buyback	-	(2.000)	-	(35.574)
Payment of lease	(105.460)	(112.512)	(211.633)	(220.434)
Dividends and interest on own capital paid	(254.045)	(222.897)	(254.045)	(223.288)
Suppliers financing - drawee risk	(3.264)	(2.340)	(4.924)	(8.886)
Net cash used in investing activities	**(592.299)**	**(699.485)**	**(724.880)**	**(880.529)**
Increase (decrease) in cash and cash equivalents	**(104)**	**9.340**	**(14.356)**	**(2.712)**
Cash and cash equivalents				
At the beginning of the period	7.536	9.720	21.788	21.772
At the end of the period	7.432	19.060	7.432	19.060
Changes in cash and cash equivalents	**(104)**	**9.340**	**(14.356)**	**(2.712)**

13. About Grupo Fleury

Founded in 1926, we are one of Brazil's largest and most respected healthcare organizations, serving as a benchmark for the medical community and the public thanks to the quality of our technical and medical care, service, and management. With a workforce of over 23.200 employees and 5.200 physicians in 2025. Our brands' role in the individual's healthcare journey:



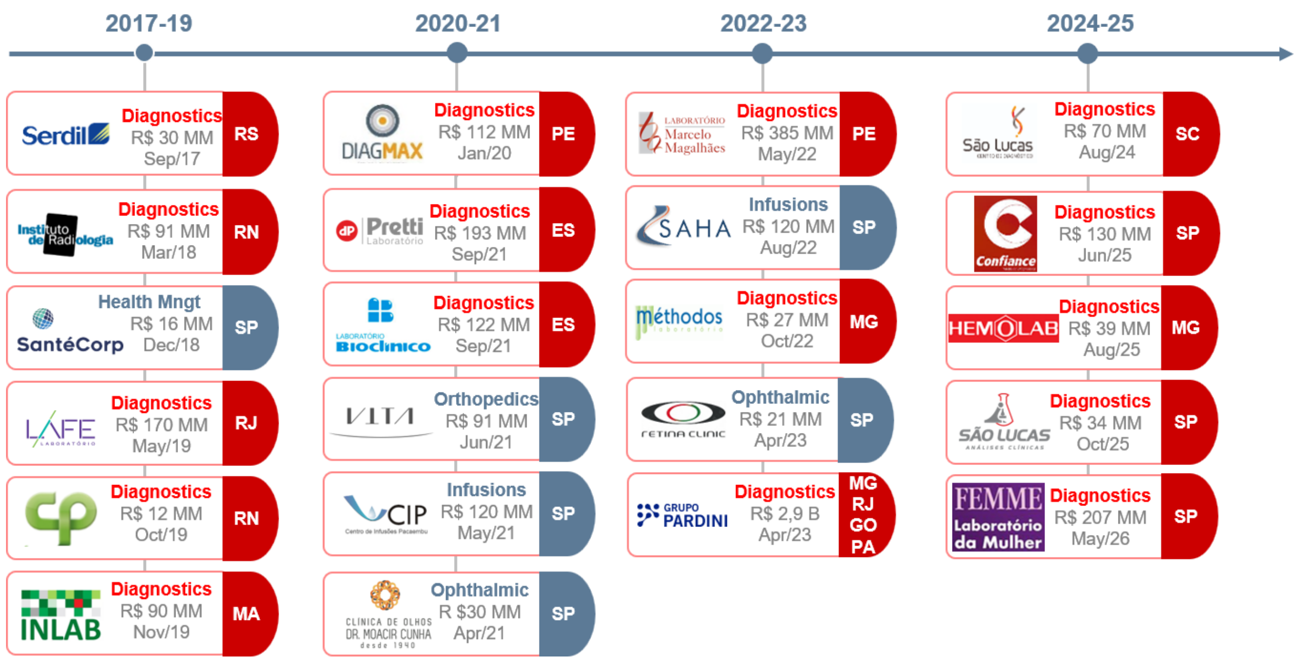
We operate in three business units:

	B2C Diagnostic Medicine	B2B Diagnostic Medicine	New Links
Business Units	B2C Diagnostic Medicine	B2B Diagnostic Medicine	New Links
2Q26 LTM Revenues	**70%** **- PSC: 62%** **- Mobile: 8%***	**21%**	**9%**
	34 Regional Brands 583 Patient Service Centers	National wide reach 9.300+ L2L Clients 9 Brands 35+ Hospital Clients	5 Specialties 10 Brands 29 Units Telemedicine Others

* Equivalent to 10,9% of B2C or 71 patient service centers

- **B2C Diagnostic Medicine:** Physical service units and mobile diagnostic medicine service.
- **B2B Diagnostic Medicine:** Provision of services to diagnostic laboratories (lab-to-lab) and hospitals throughout the country.
- **New Links:** Infusion Therapy, Orthopedics, Ophthalmology, Reproductive Medicine and Oncology.

Since 2017, 16 acquisitions in diagnostic medicine have been completed, adding brands, new service units, and new operating regions. In New Links segment, six acquisitions were completed.



Summary

GrupoFleury

Paixão pelas pessoas e pelo que fazemos.