

FLEURY
CORPORATE PRESENTATION
May/2022

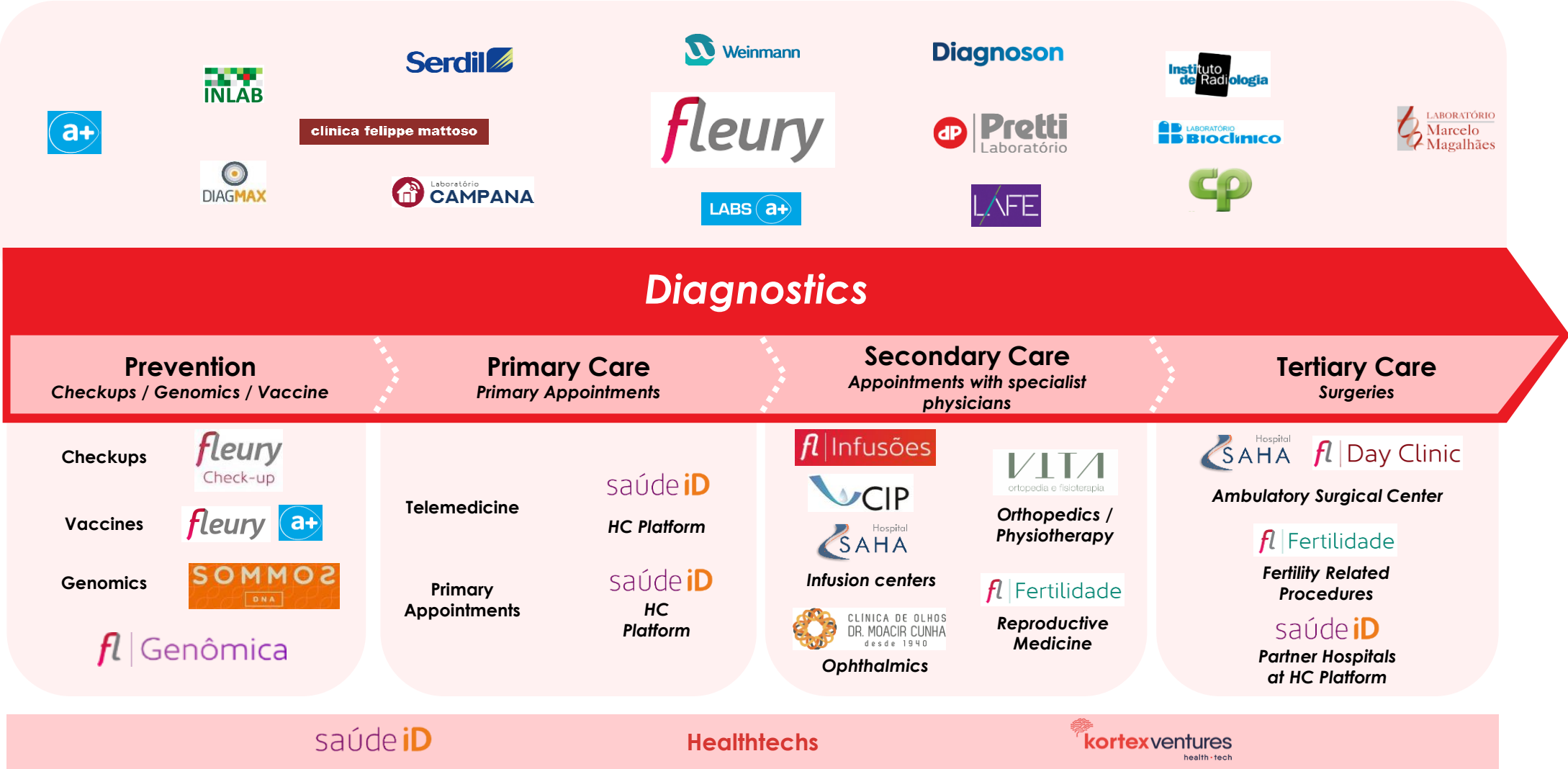




Fleury at a Glance



Integrated, preventive and hybrid healthcare ecosystem



96 years of a leading Brazilian healthcare company with different businesses and service models

Diagnostics

Diagnostics: 4.4 k types

Performed Test¹: Clinical Analysis - 97 mm

Imaging: 5 mm

New Links & HC Platform

Patient Service Centers 77% of Revenues¹

297 PSCs² in 10 states
(69% of the Brazilian market)



Hospital Operations 14% of Revenues¹

Strong presence in
renowned hospitals



Lab to Lab Operation 2% of Revenues¹

Providing high-complexity
tests for +600 labs



New Links and HC Platform 7% of Revenues¹

Patient Journey's
Coordination



¹ Data referred to 1Q22 LTM | ² PSCs: Patient Service Centers.

Closing of Marcelo Magalhães acquisition reinforces our core in diagnostics

- Reference in premium clinical analysis
- 13 PSCs in Recife metropolitan area
- Client's Home Service



The announcement of Saha acquisition further expanded our infusion services and Day Hospital procedures

- Specialized in:
 - Infusion therapy
 - Low complexity procedures in ambulatory surgical center (Day Hospital)
- Two sites:
 - São Paulo: infusion and surgeries
 - Osasco: infusion
- Since 2004

Saha
Centro de Infusões

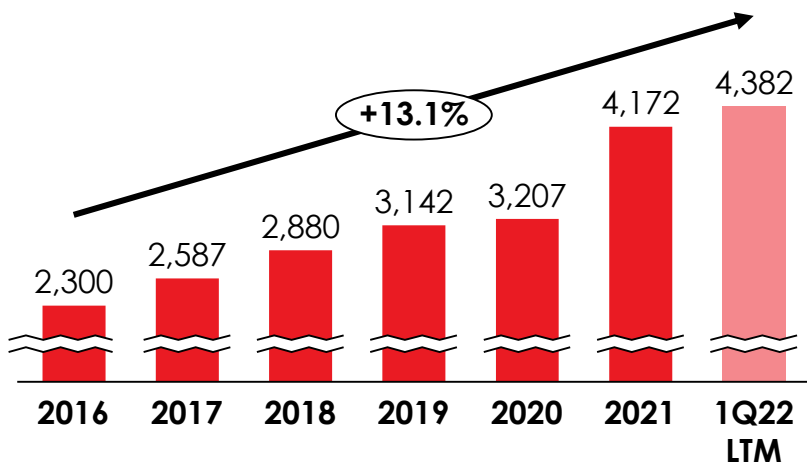


Hospital
SAHA

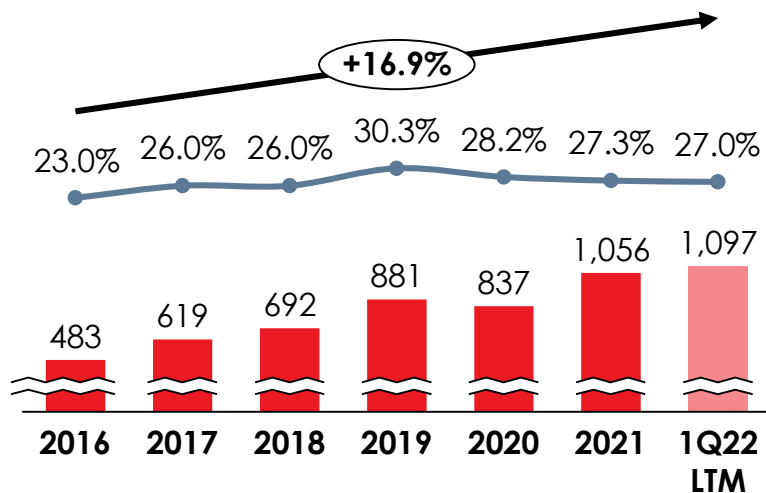


Key Financials

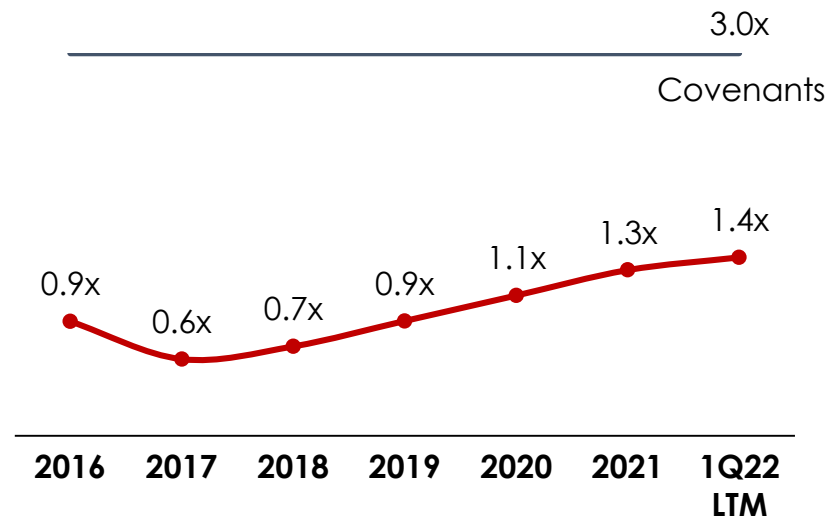
Gross Revenue (BRL MM)



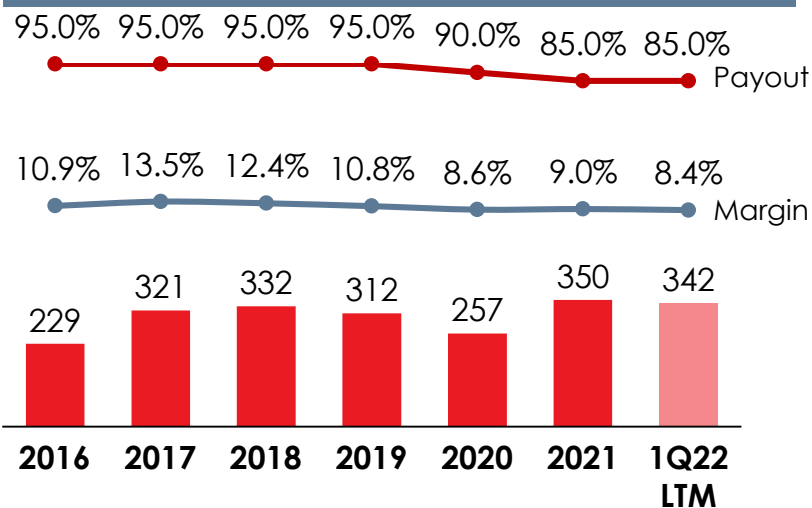
EBITDA & margin (BRL MM)



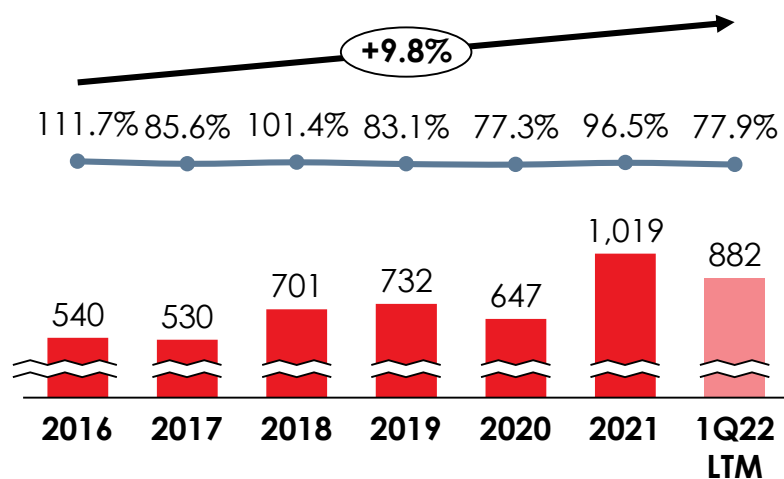
Leverage (Net debt / EBITDA)



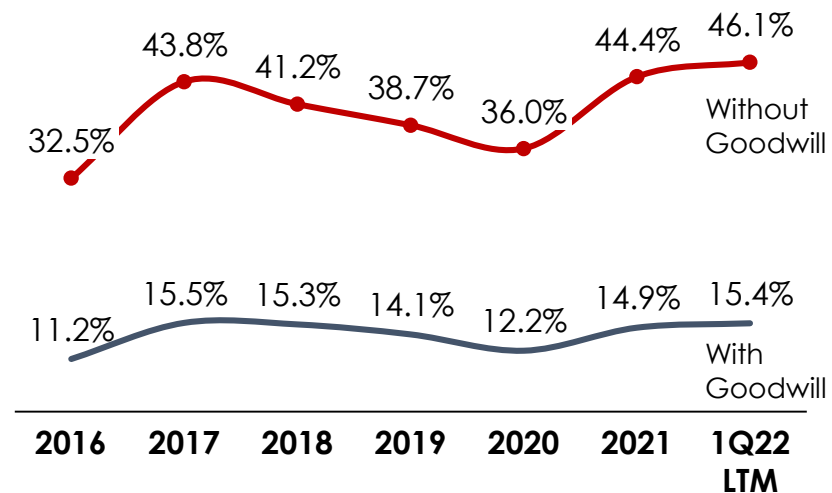
Net Income & margin (BRL MM)



Oper. Cash Flow & % EBITDA (BRL MM)



ROIC¹



¹ Without goodwill: it disconsidered goodwill from acquisitions.

Highlights

1Q22

Record in quarterly Revenue of R\$ 1.2 billion with 21.7% growth, EBITDA of R\$ 326.6 million with a 30.0% margin

Organic growth ex-Covid of 26.3% and organic growth of 11.8% reflected in all business lines

Record in quarterly Gross Revenue of R\$ 1,173.4 million

- **21.7%** growth **over 1Q21** (26.3% ex-Covid-19 and 11.8% organic)
- **52.3%** growth **over 1Q20**
- **Client's Home Service with expansion of 27.6% (8.1% of the revenue)**
- **Lower relevance of Covid-19 tests** (6.2% in 1Q22 vs. 9.7% in 1Q21)

EBITDA of R\$ 326.4 million

- 14.4% growth
- **30.0% of margin**

Net Income of R\$ 110.4 million

- 10.1% of margin

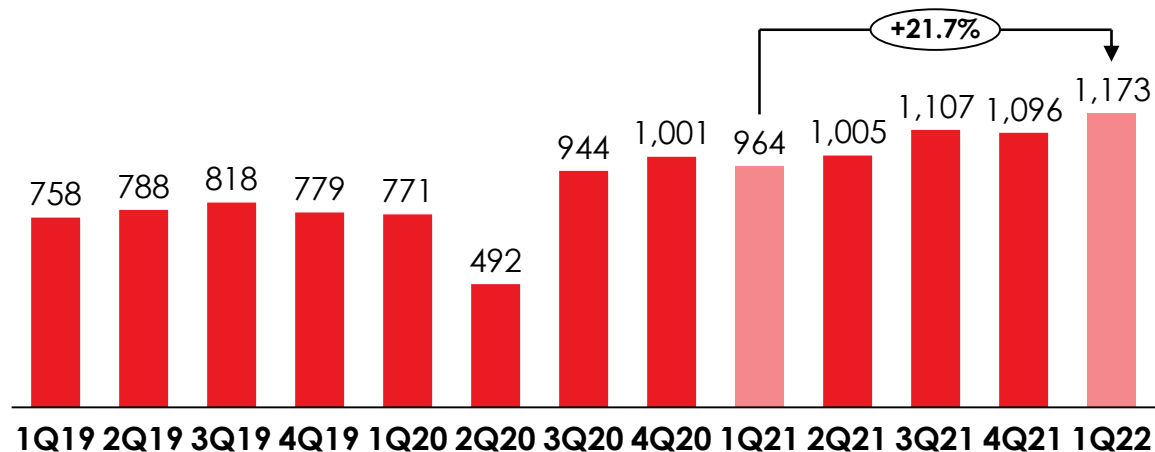
Acquisitions

- Laboratório Marcelo Magalhães: Closing on May 04th; **premium clinical analyses laboratory in Pernambuco**
- Saha: Acquisition announced on May 05th, focused on **infusion therapy** (Osasco and São Paulo) and low complexity procedures in ambulatory surgical center (day hospital; São Paulo)

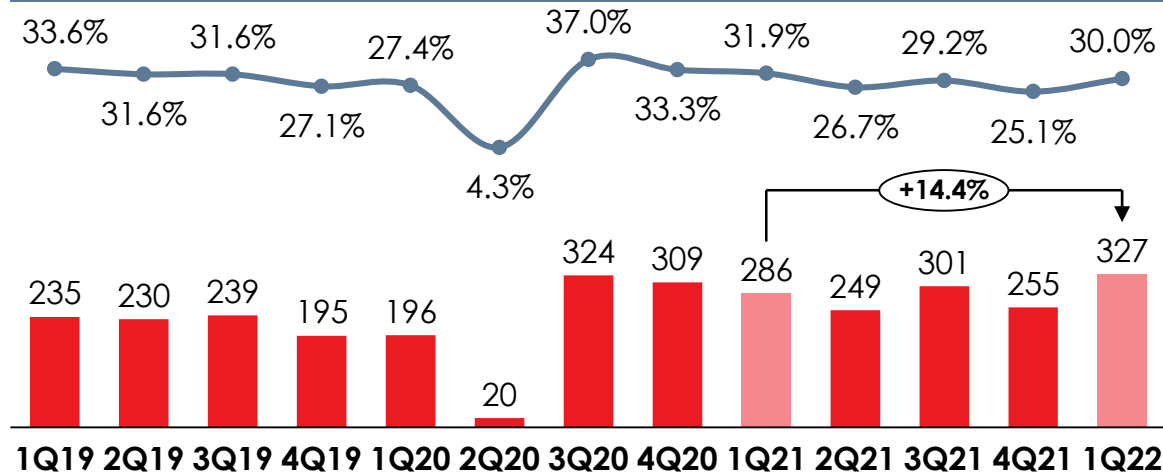
¹ Considering the FLRY3 share price on 12/30/2021.

Financial Indicators Have Shown Sustainable Growth

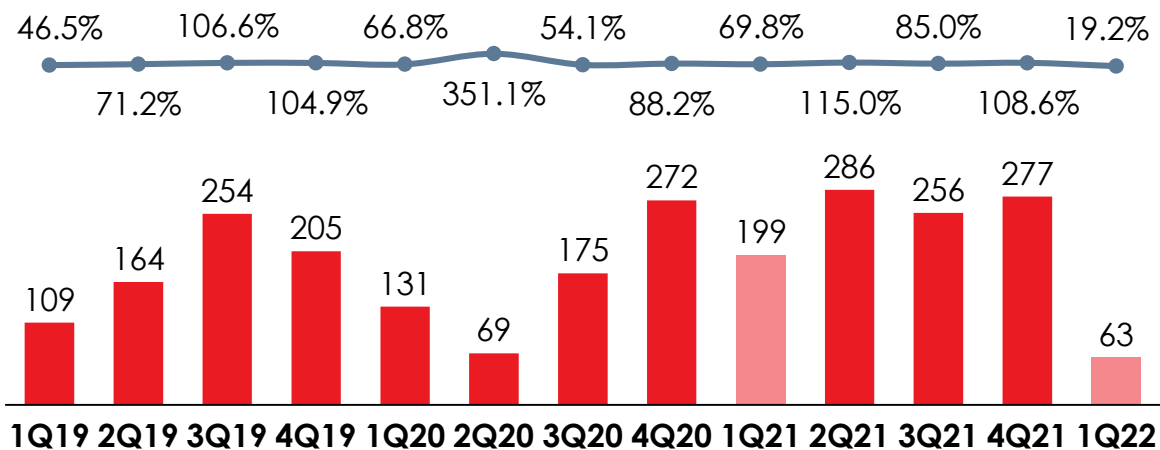
Quarterly Gross Revenue (BRL MM)



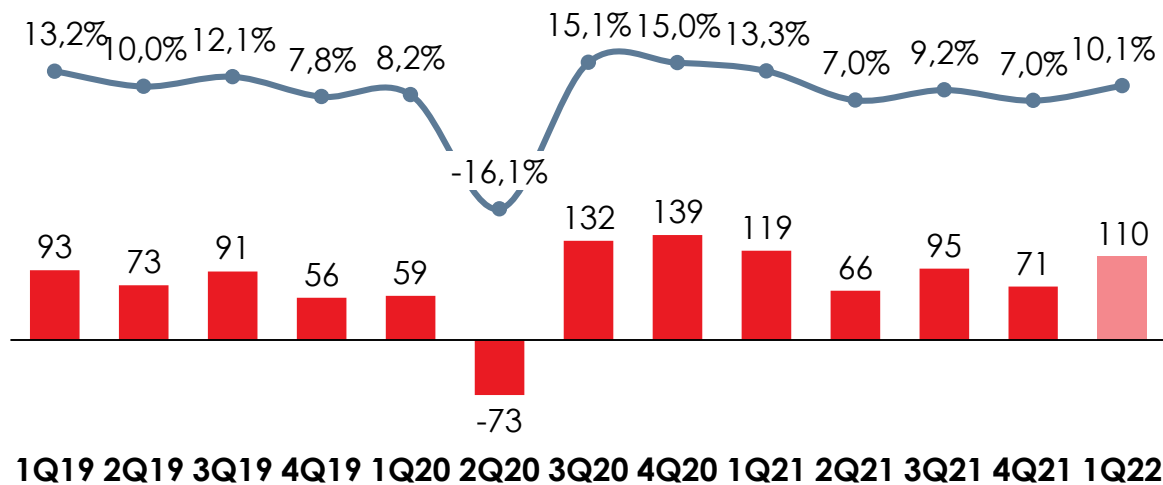
Quarterly EBITDA (BRL MM) and margin (%)



Quarterly Operating Cash Flow (BRL MM) / EBITDA (%)



Quarterly net income (BRL MM) and margin (%)





Our Businesses

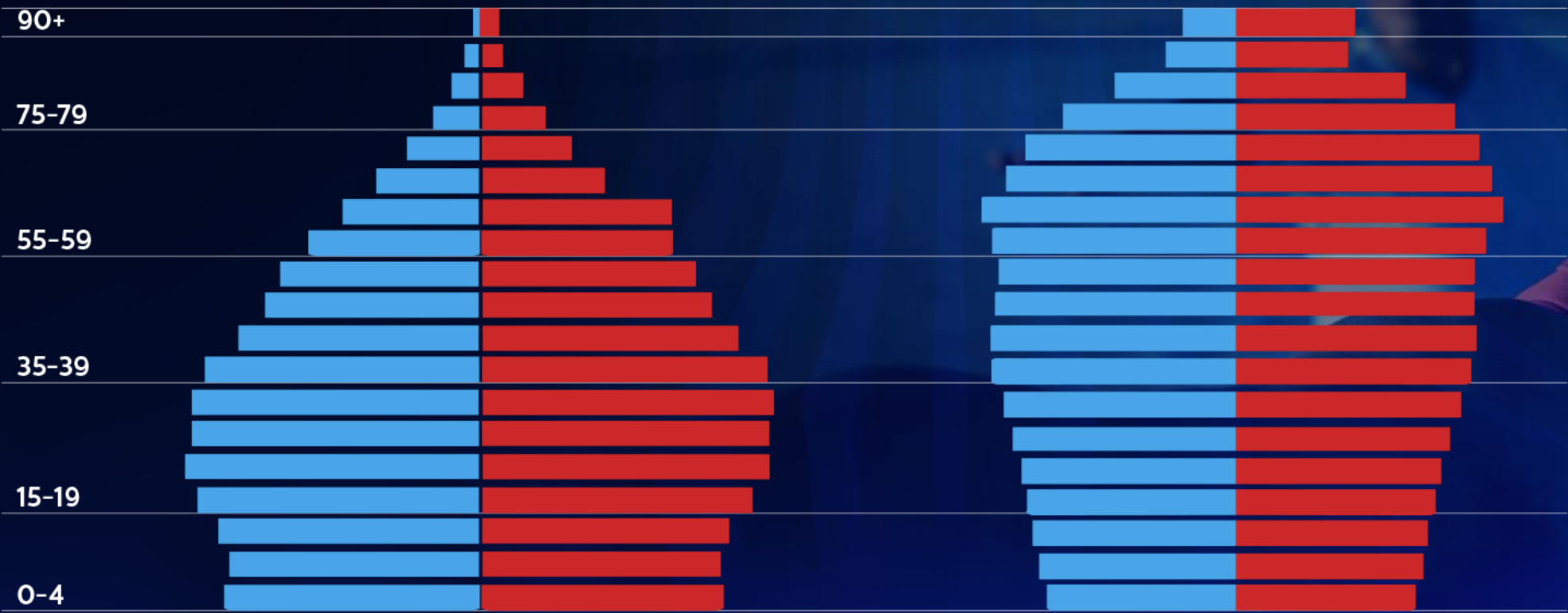


Aging of the Brazilian population

Every year, 1.2 million Brazilians over 60 years old

2018

2060



Growth avenues and strategy

①

Growing
maintaining
high-quality
**Diagnostic
Medicine**
services

②

Operating with
relevance at
New Links
of the value chain

③

Becoming the
**Largest Healthcare
Platform**
in number of
engaged users

COMPETITIVE ADVANTAGES

INNOVATION

MEDICAL
EXCELLENCE

REPUTATION

USE OF DATA

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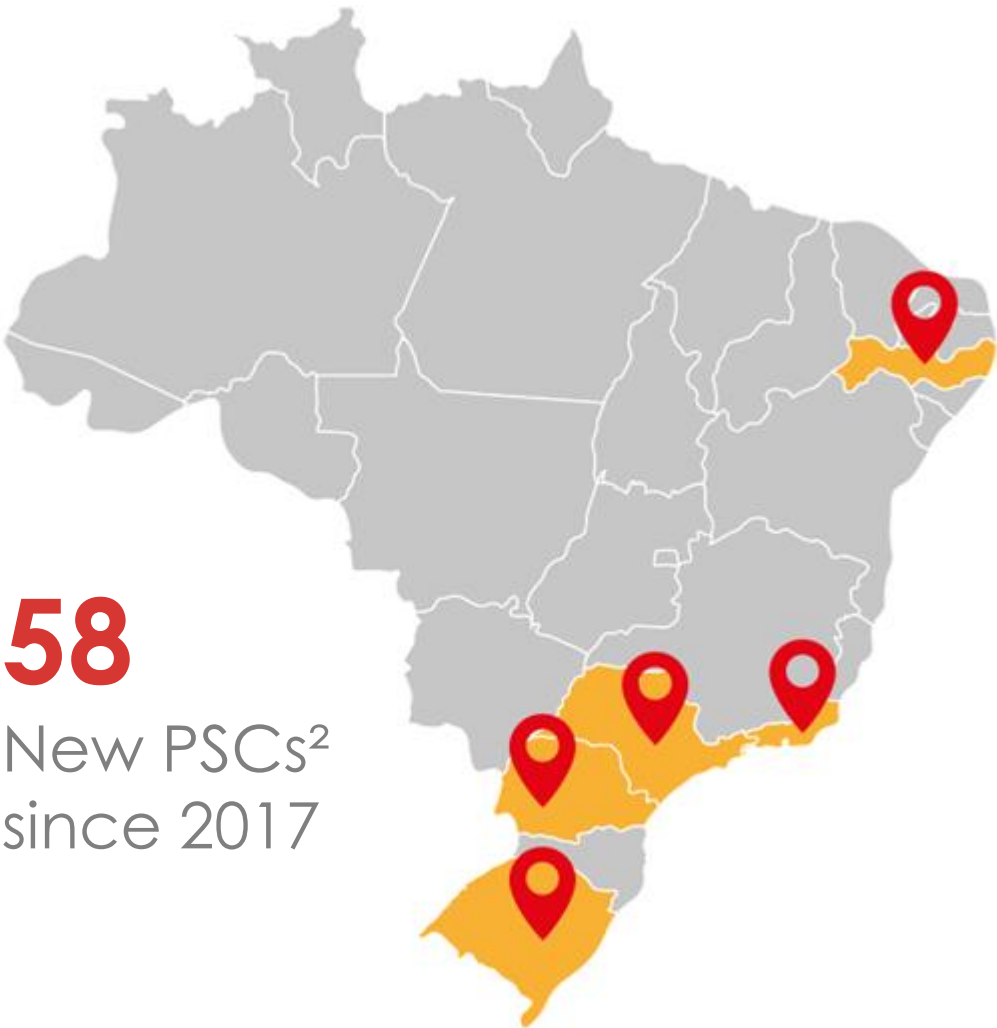
USE OF DATA




Recognized brands on premium and intermediate-high segments

States → ↓ Segment		São Paulo	Rio de Janeiro	Espírito Santo	South Region	Northeast Region	Federal District
<div></div> <div></div> <div></div>	Premium	<div>fleury</div> <div>medicina e saúde</div>	<div>clínica felippe mattoso</div>		<div>Weinmann</div> <div>LABORATÓRIO</div>	<div>LABORATÓRIO</div> <div>Marcelo Magalhães</div>	<div>fleury</div> <div>medicina e saúde</div>
	Intermediate	<div>a+</div> <div>medicina diagnóstica</div>	<div>LABS</div> <div>a+</div> <div>medicina diagnóstica</div> <div>LAFE</div> <div>LABORATÓRIO</div>	<div>dp</div> <div>Pretti</div> <div>Laboratório</div> <div>LABORATÓRIO</div> <div>Bioclinico</div>	<div>a+</div> <div>medicina diagnóstica</div> <div>Serdil</div>	<div>Diagnoson</div> <div>a+</div> <div>medicina diagnóstica</div> <div>CP</div> <div>patologia clínica</div> <div>INSTITUTO</div> <div>de Radiologia</div> <div>DIAGMAX</div> <div>INLAB</div> <div>laboratório</div>	<div>a+</div> <div>medicina diagnóstica</div>
	Basic	<div>Laboratório</div> <div>CAMPANA</div>					

¹ 100% Digital Lab.

Consolidation of the diagnostics market through organic expansion¹...



Region	Brand	# of new PSC's
São Paulo	<i>fleury</i> medicina e saúde 	33
Rio de Janeiro	LABS  <i>clínica felippe mattoso</i> 	13
Other Regions	 <i>Weinmann</i> LABORATÓRIO  <i>a+ medicina diagnóstica</i> 	12

+ Home Service
~ 25 PSCs

¹ As of 1Q22 | ² PSCs: Patient Service Centers.

... And complementary acquisitions



¹ It contemplates only acquisitions of diagnostic medicine acquired or announced up to 1Q22.

Supported by highly qualified professionals



Highly qualified physicians

Specialists

+3,2k

Master's
degree

305

PhDs

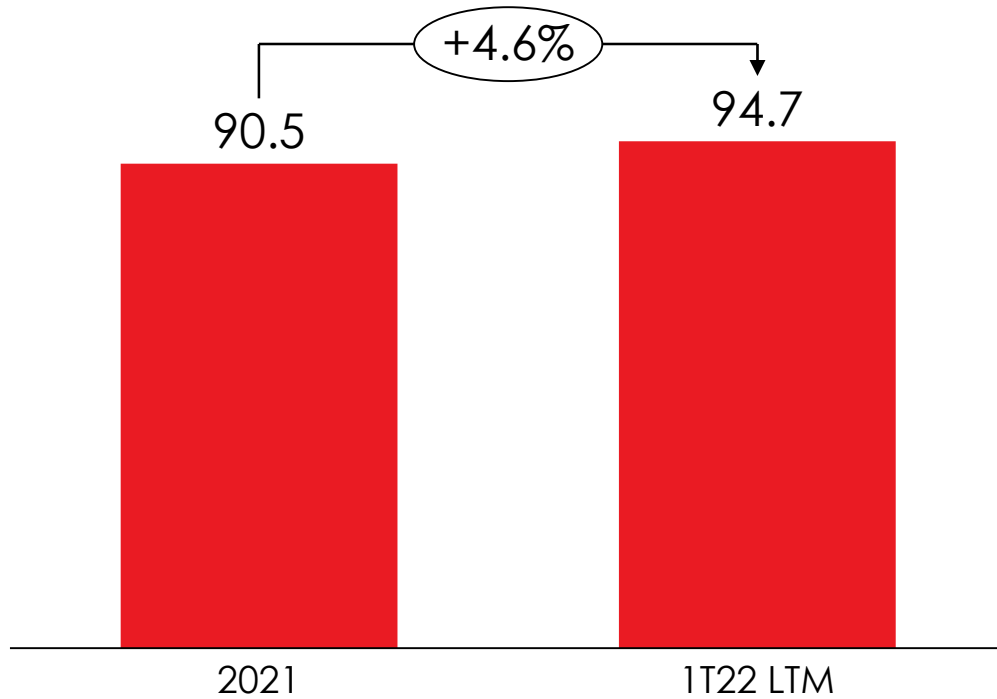
255

Full-time
Professors

20

Leadership in Genomics in Brazil

Revenue growth in Genomics (%)



300 Tests in Genomics

REVENUE IN 1Q22 LTM:
BRL 94.7 MM

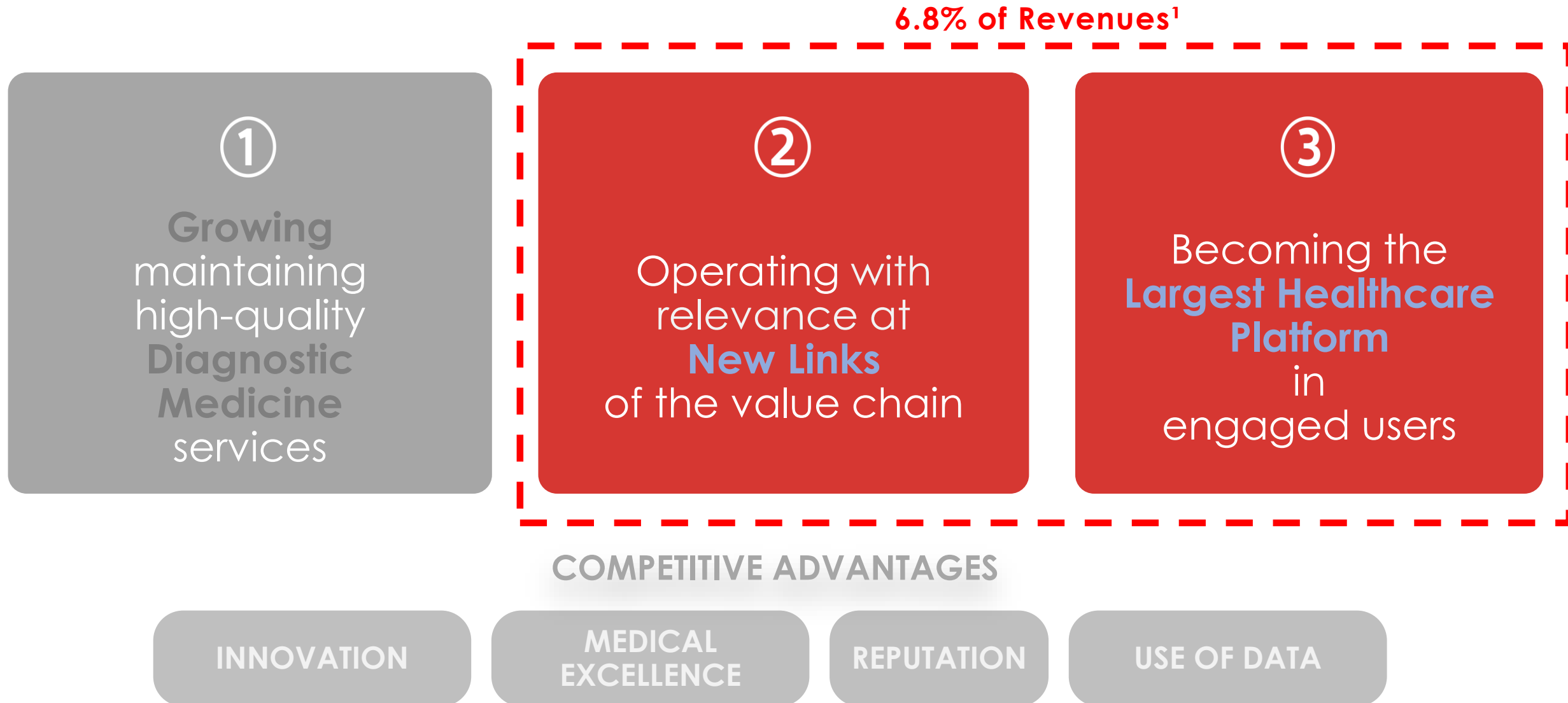
Joint venture with 'Hospital Israelita Albert Einstein'¹ creates a even stronger genomics platform



Largest Genomics Portfolio in Brazil
2025e Addressable market: BRL 2.0 billion

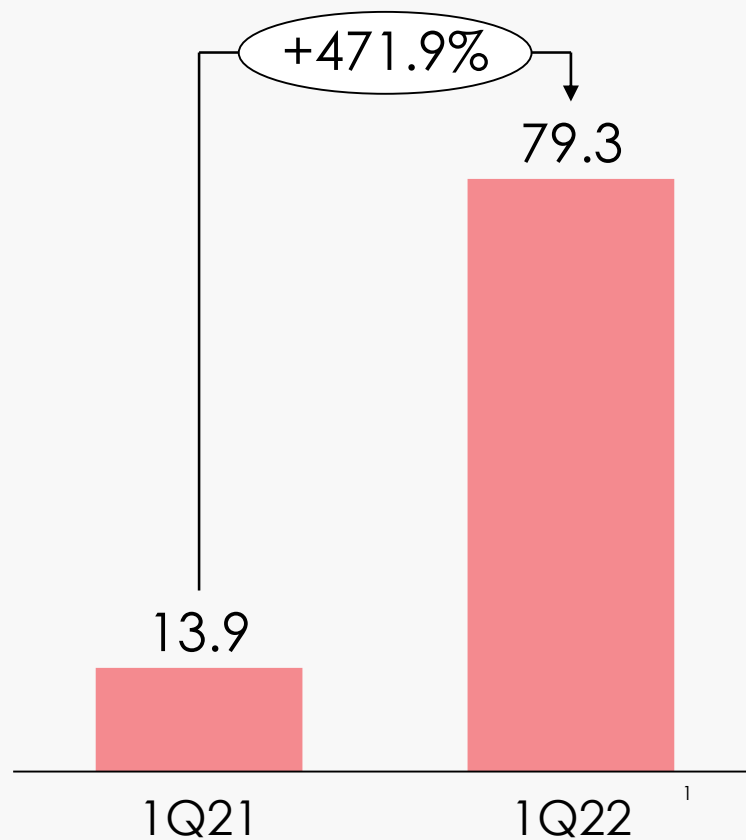
¹ HIAE: Leader Hospital In Brazil in the high-end segment.

New Links and saúde iD HC platform already accounts for 6.8% of revenues...



¹ 1Q22 LTM figures

... And presents robust growth



¹ Includes Day Clinic, Fertility, Infusion, CIP, Moacir Cunha and Vita Ortopedia.

Growth avenues and strategy

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COMPETITIVE ADVANTAGES

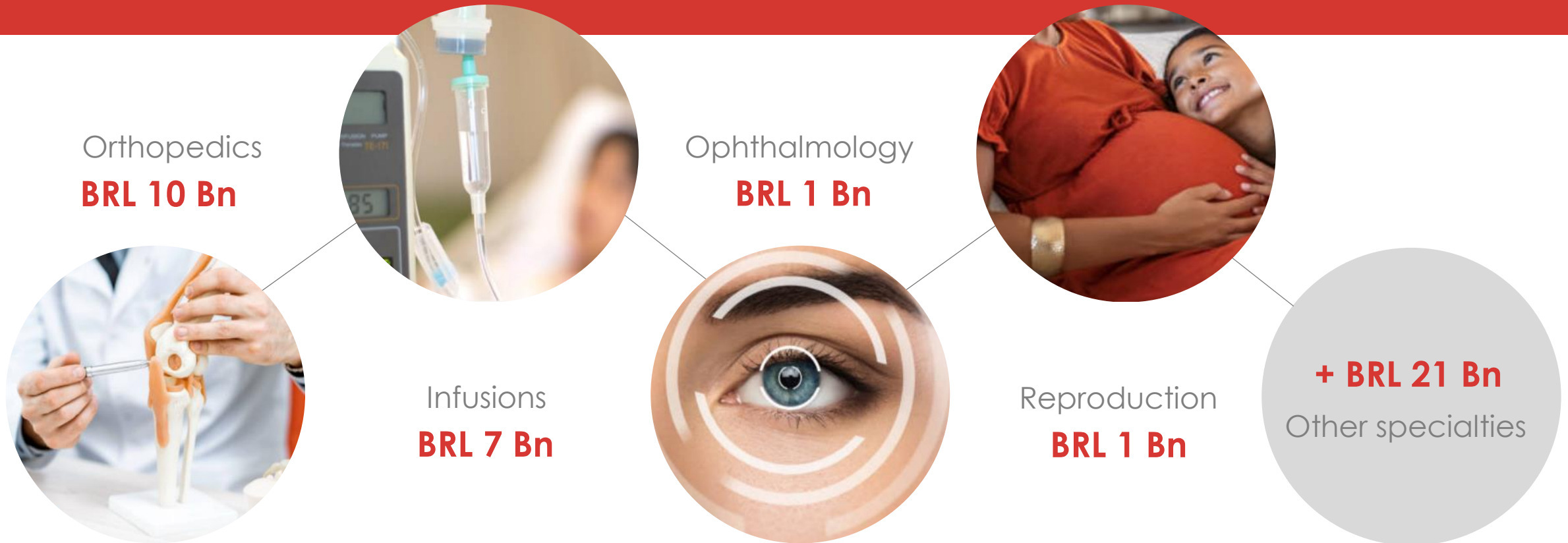
INNOVATION

MEDICAL
EXCELLENCE

REPUTATION

USE OF DATA

New Links and Potential New Specialties brings an additional BRL 40 billion addressable market



Building our new links initiatives via inorganic and organic expansion



- Infusion therapy
- 6 sites in São Paulo State



- Reference in orthopedic appointments, surgeries and physiotherapy
- 9 sites in the São Paulo city



CLÍNICA DE OLHOS
DR. MOACIR CUNHA
desde 1940

- Renowned ophthalmology sites in São Paulo state
- Appointments, tests and surgeries in 2 centers in São Paulo city



- Reproductive medicine
- Greenfield launched in 2021 in São Paulo City



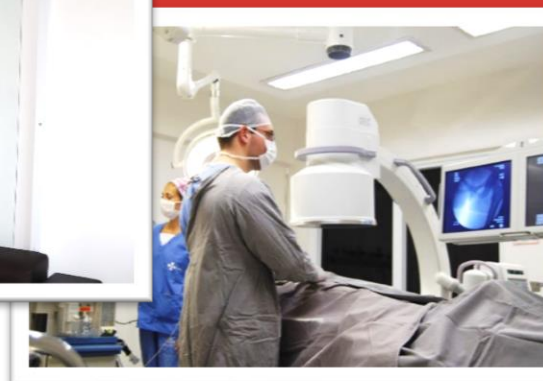
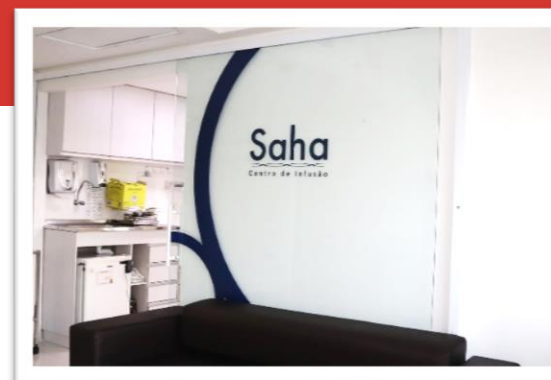
Building our new links initiatives via inorganic and organic expansion



- Reference in premium clinical analysis
- Client's Home Service
- 13 PSCs in greater Recife



- Infusion therapy
- Low complexity procedures in ambulatory surgical center (Day Hospital)
- 2 sites in greater São Paulo



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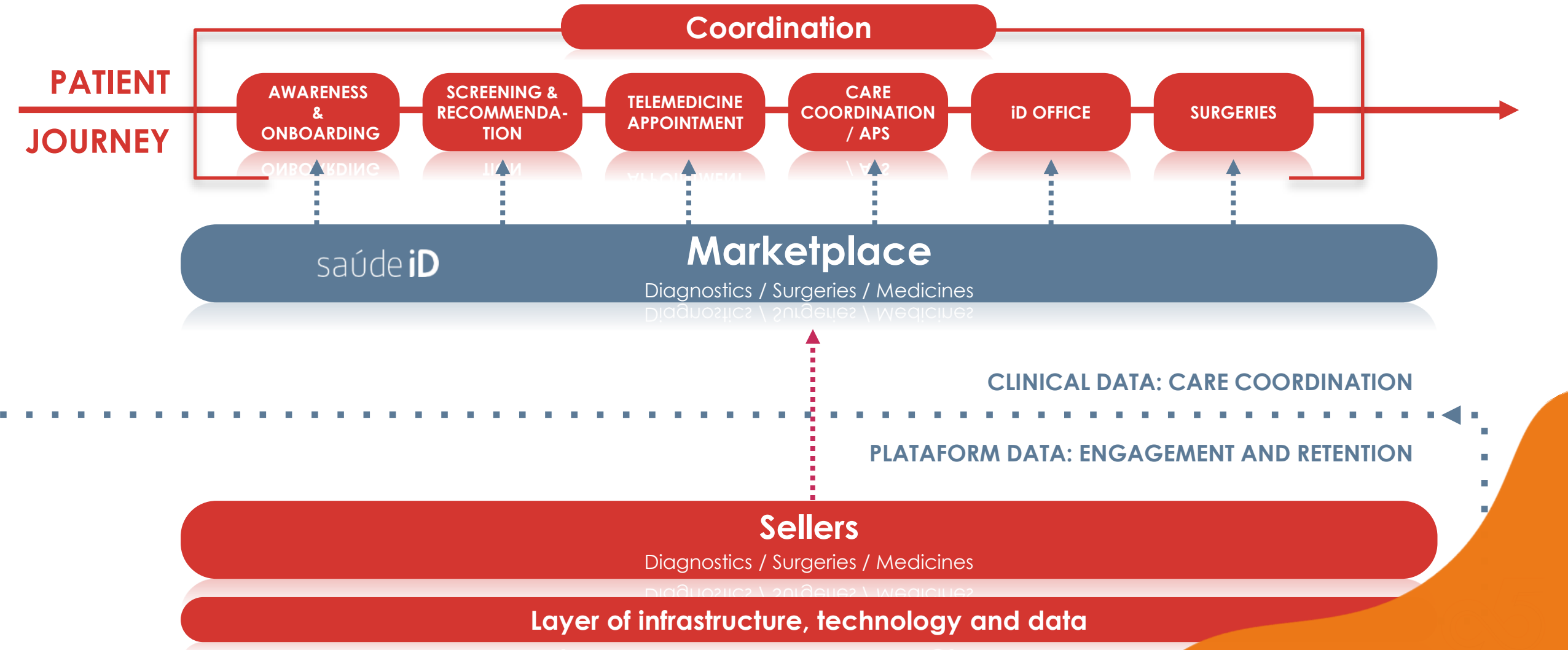
REPUTATION

USE OF DATA

saúde iD will transform the healthcare sector through three product lines with a BRL18 billion addressable market

	Marketplace	Corporate Solutions	Physicians Solutions
Purchases via Platform	<ul style="list-style-type: none">Telemedicine appointmentsDiagnosticsSurgeries...	<ul style="list-style-type: none">Telemedicine appointmentsDigital and In-Person Health Management	<ul style="list-style-type: none">Digital Doctor's OfficeContinuing Medical Education
Addressable market	BRL 9 Bn (Out of pocket)	BRL 8 Bn	BRL 1 Bn

saúde iD supports the whole patients journey



saúde **iD**

AWARENESS
& ONBOARDING

SCREENING &
RECOMMENDATION

TELEMEDICINE
APPOINTMENT

CARE
COORDINATION /
PRIMARY HEALTH
CARE

ID OFFICE

PROCEDURES &
SURGERIES

MARKETPLACE

DIAGNOSTICS / SURGERIES / MEDICINES

CLINICAL DATA INTEGRATION AND THE PLATFORM



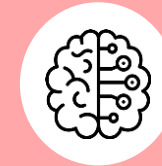
CONSUMPTION
RECOMMENDATION ENGINE



MACHINE LEARNING & A.I.



DIGITAL HEALTH AVATAR WITH
FULL VIEW OF THE INDIVIDUAL



PREDICTIVE ALGORITHMS FOR
CLINICAL CONDITIONS

saúde iD leadership formed by 5 C-levels with important backgrounds that drive the construction of the Platform



**Hans Lenk
(CEO)**

- MBA at INSEAD
- 6 years at Grupo Fleury (last position as Director of Strategy, Inov., New Businesses and Business Analytics)
- 2 years as a consultant at BCG



**Ricardo Nicolli
(CMO & CPO)**

- MBA at Harvard Business School
- 3 years at Grupo Fleury (last position as Sr. Manager of Strategy, Inov. e Novos Negócios and Head of Business at Saúde iD)
- 4 years as in strategic consulting (A.T. Kearney)



**Ana Claudia Pinto
(CMO)**

- PhD from UNIFESP
- MBA from Insper and specialization at Columbia Business School
- 6 years at Sharecare (last Chief Medical Officer (CMO) position)
- Experiences in companies such as: AxisMed/Telefonica, Mercer Marsh Benefits, Care Plus



**Lana Brandão
(CHRO)**

- MBA at INSEAD
- 2 years at Grupo XP, responsible for HR Business Partners
- Experiences in companies such as: 1 year at J&J and Votorantim



**Dilson Canovas
(CFO)**

- MBA at FGV
- 7 years at Cooper Standard (CFO)
- Experiences in companies such as: JAC Motors, Mercedes Benz, Johnson Controls, EvoBus and DaimlerChrysler

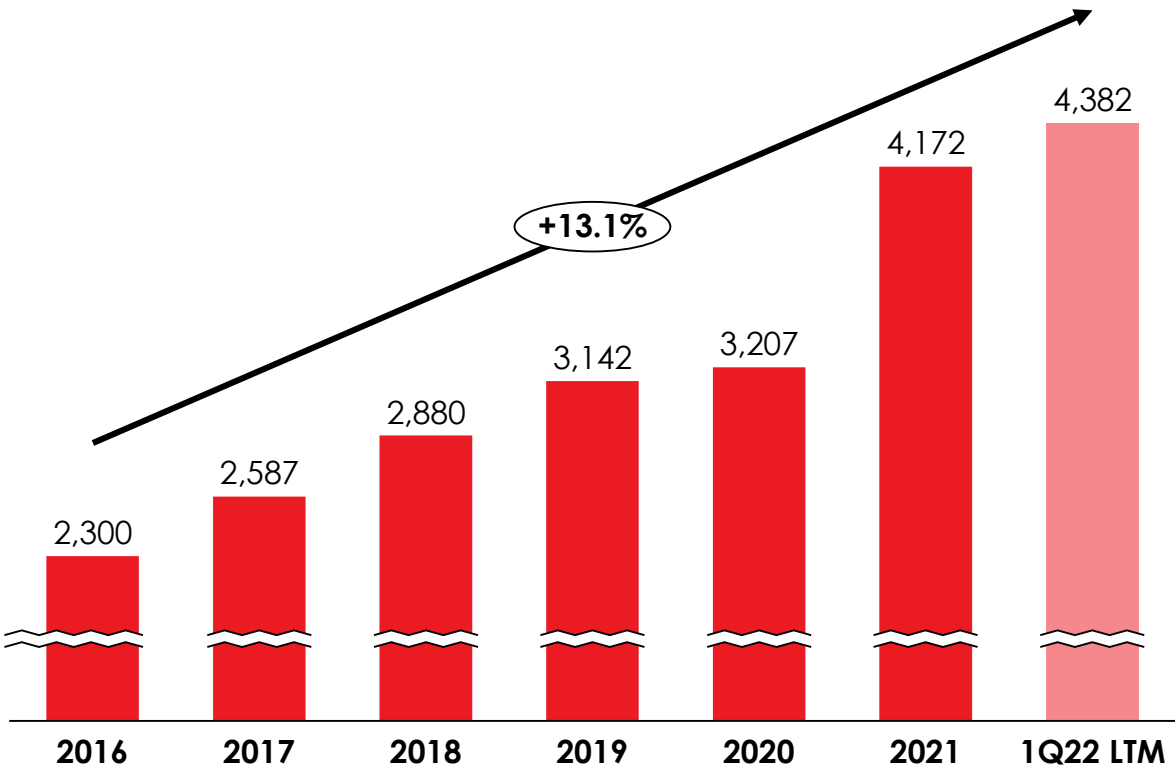


Financials

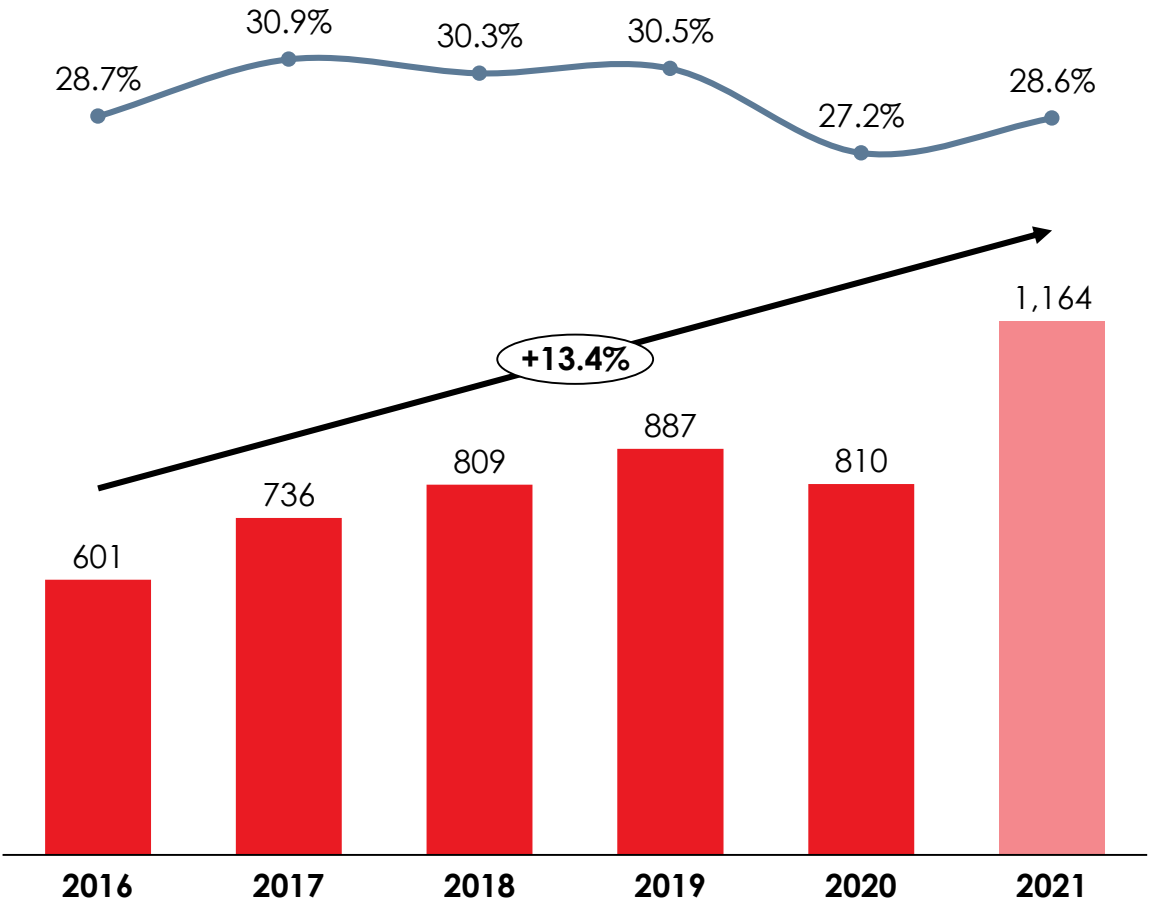


Financial indicators have shown sustainable growth

Gross Revenue (BRL MM)

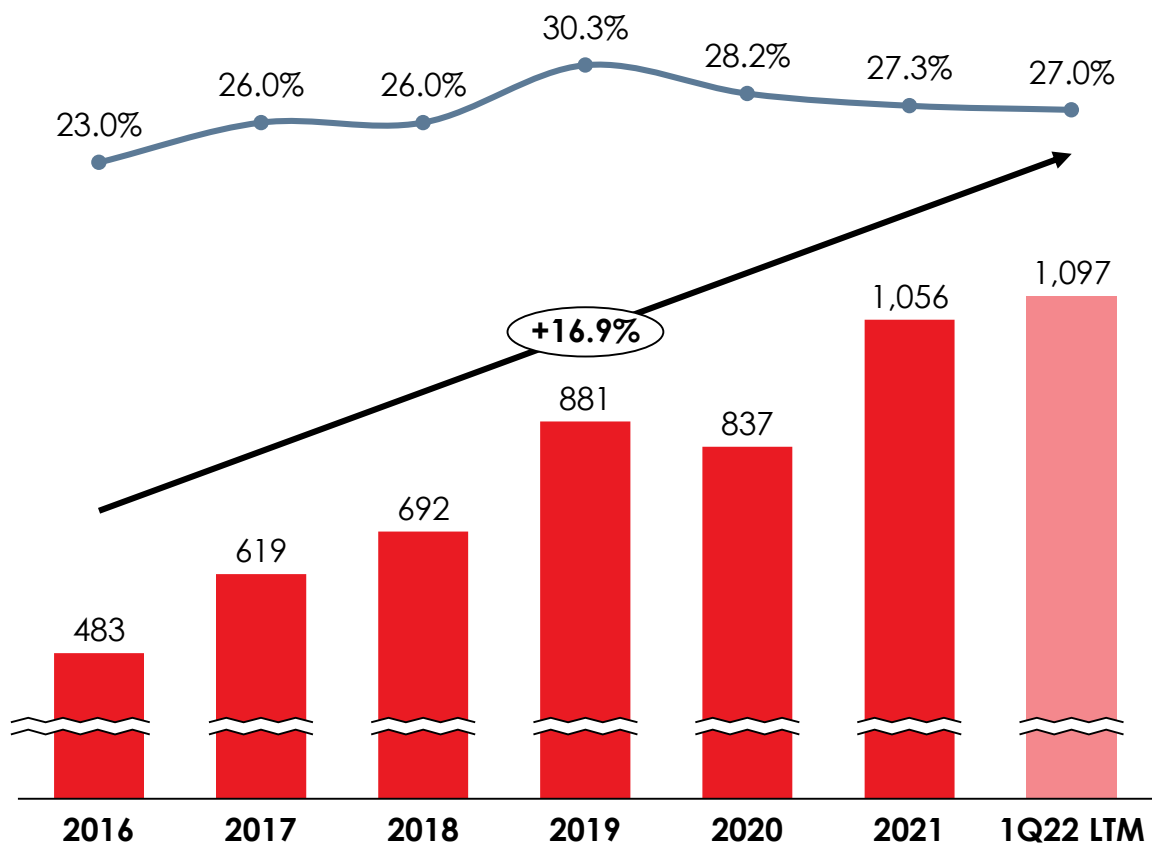


Gross Profit (BRL MM) and margin (%)

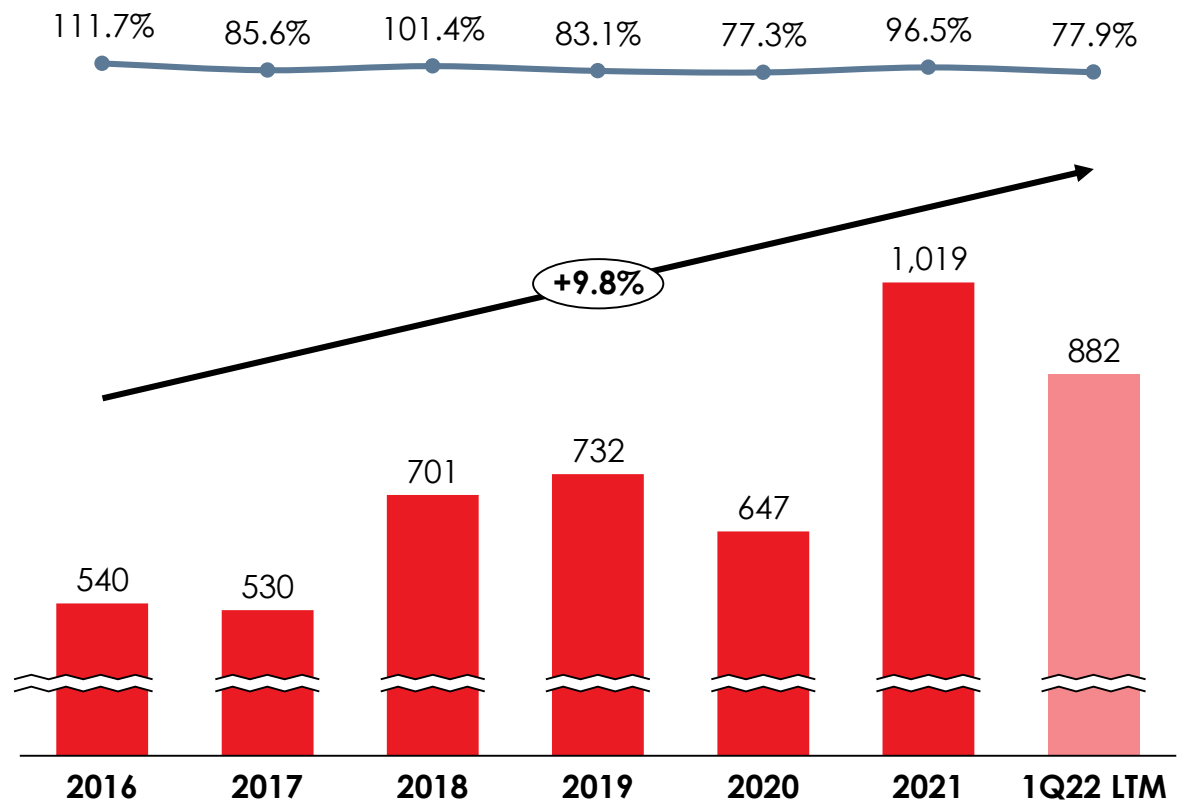


Financial indicators have shown sustainable growth

EBITDA (BRL MM) and margin (%)

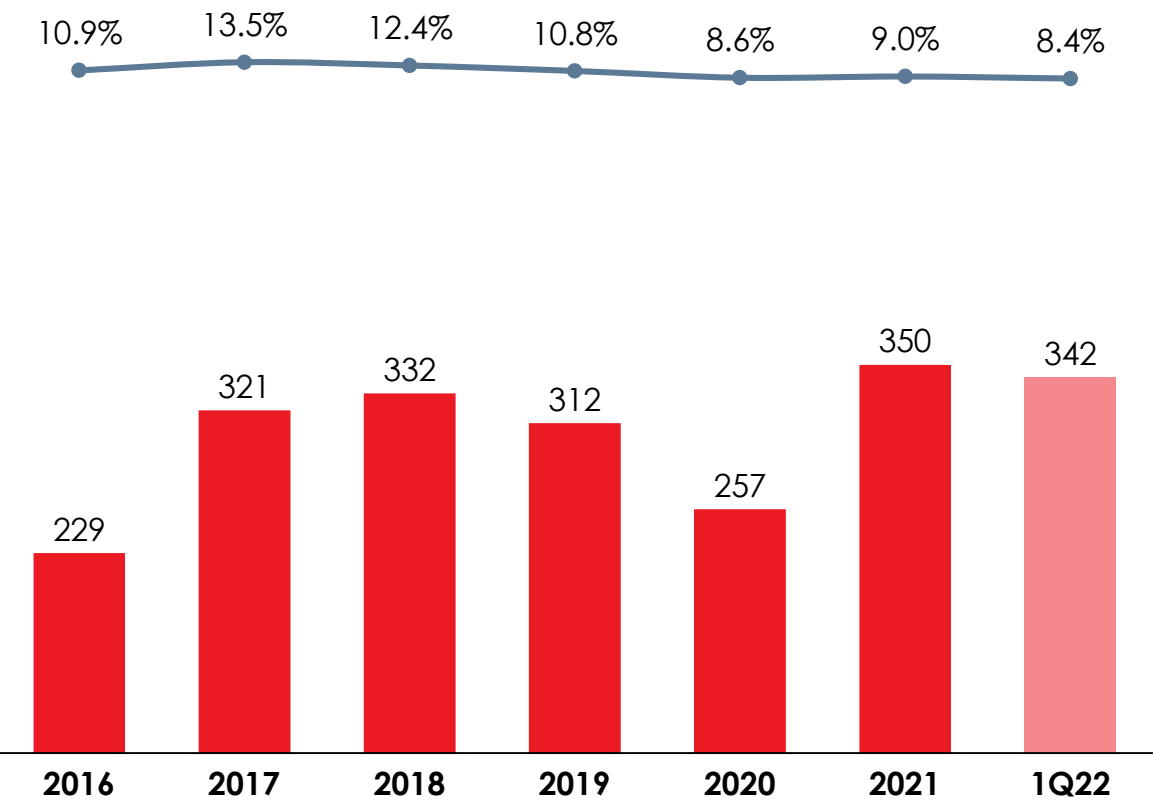


Operating Cash Flow (BRL MM) and % EBITDA

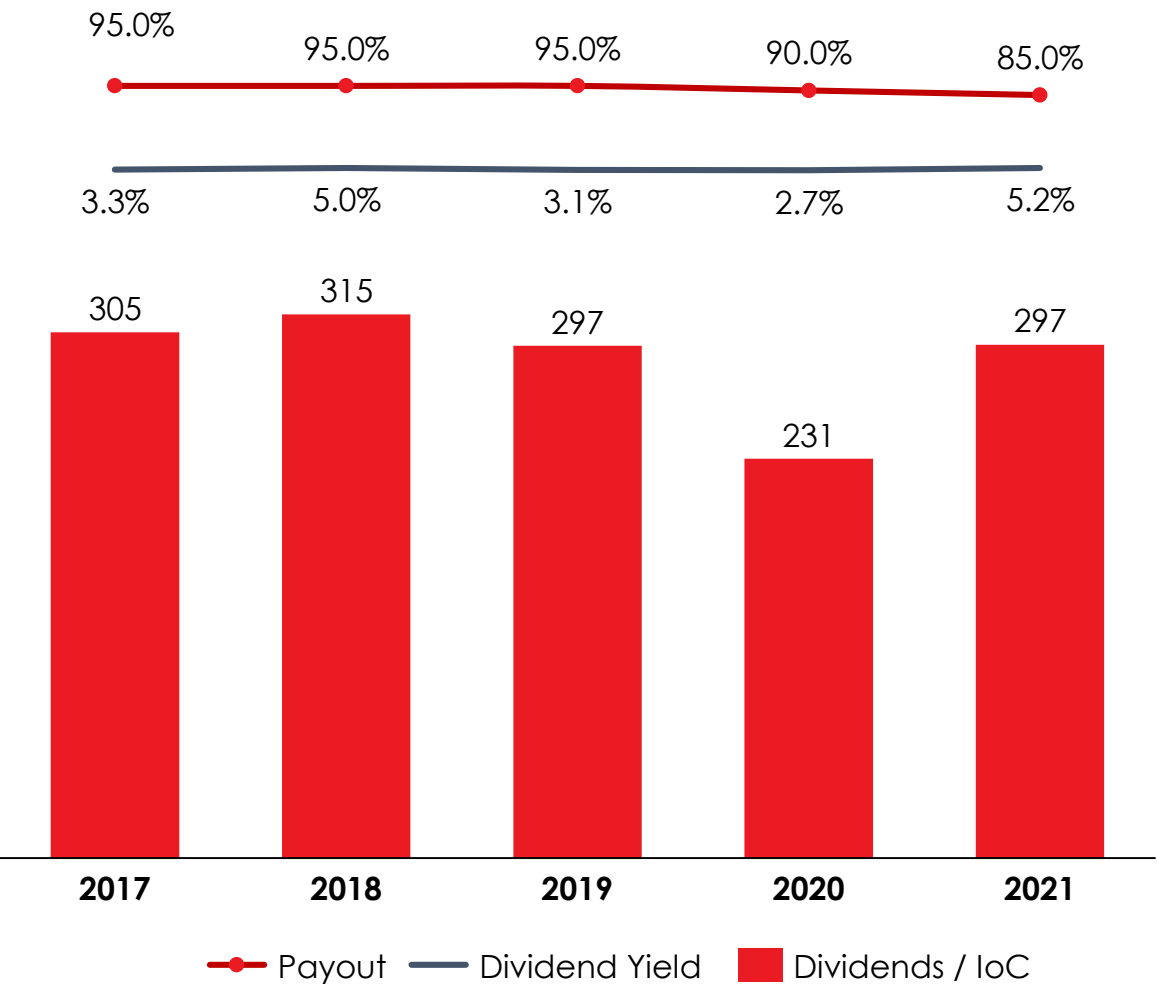


Financial indicators have shown sustainable growth

Net income (BRL MM) and margin (%)

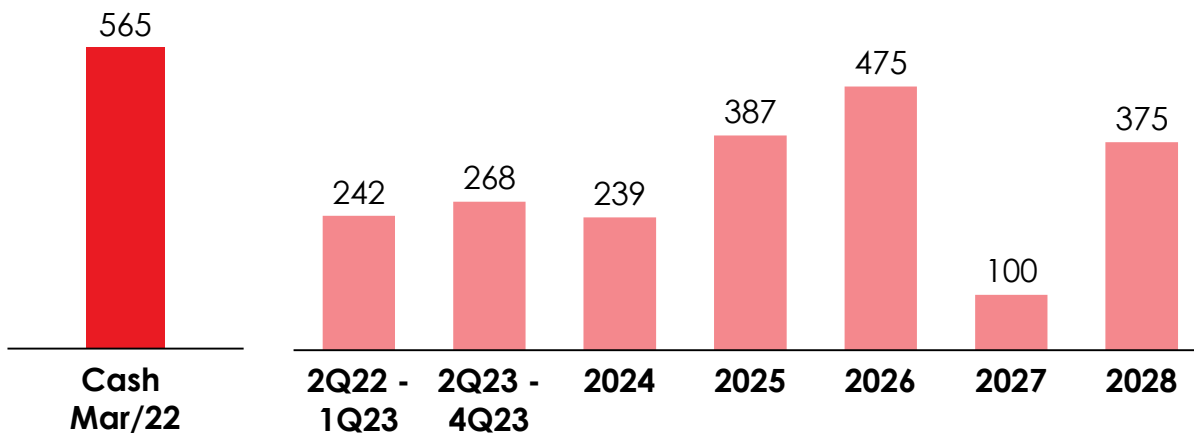


Dividends and IoC (BRL MM)

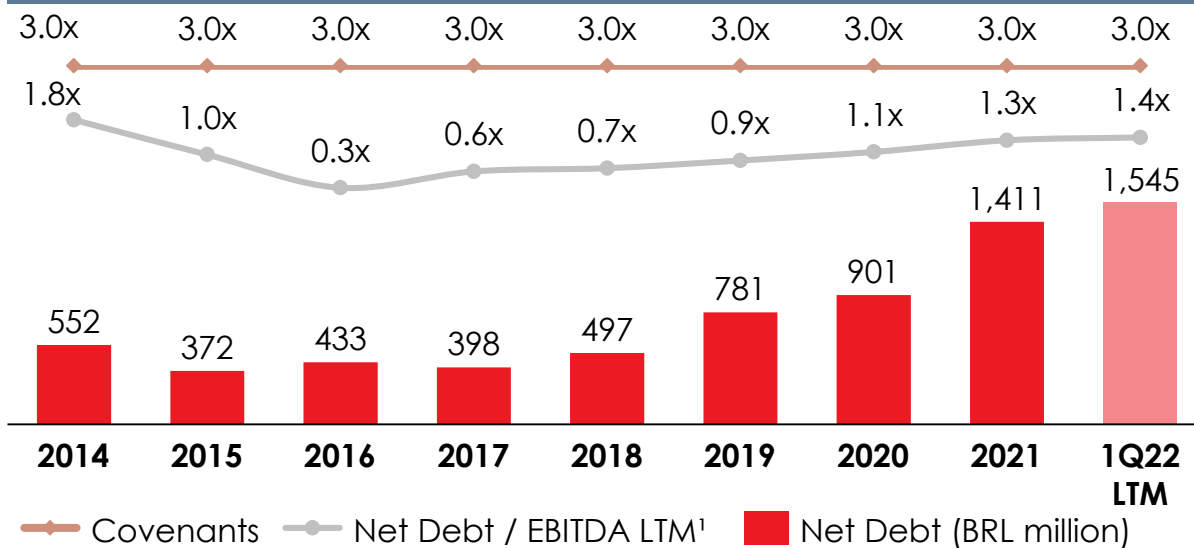


Healthy level of the company leverage

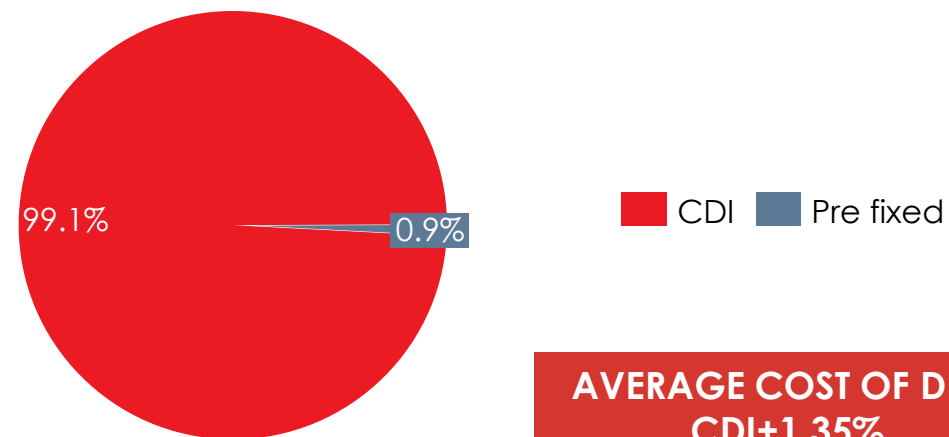
Amortization Schedule (BRL MM)



Net Debt (BRL MM), Net Debt / EBITDA LTM and Covenants



Gross debt per Index



AVERAGE COST OF DEBT
CDI+1.35%

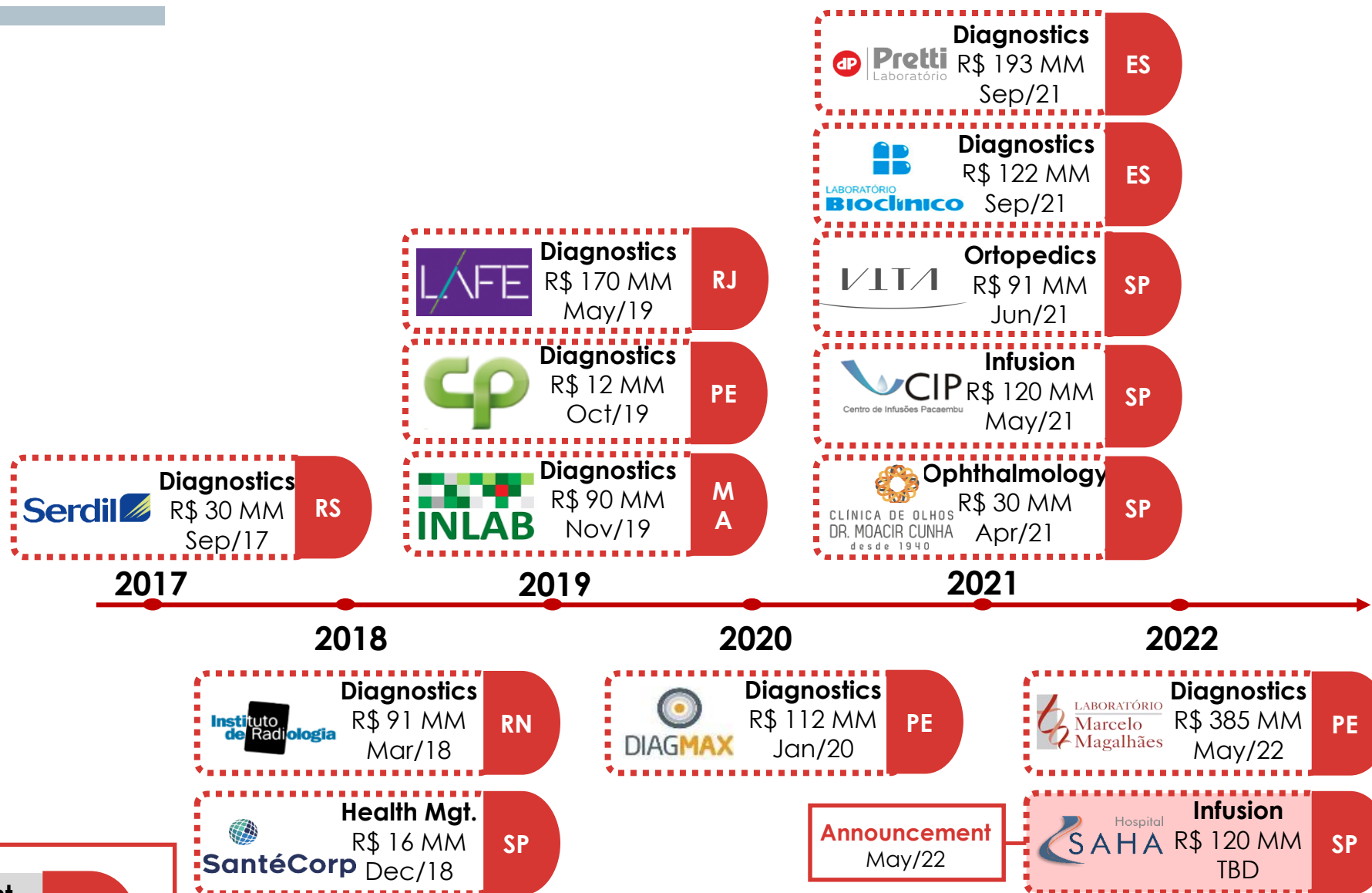
¹ Payments subject to res judicata, therefore, it is not possible to determine the payment date.



Other relevant pieces of information



Acquisitions¹



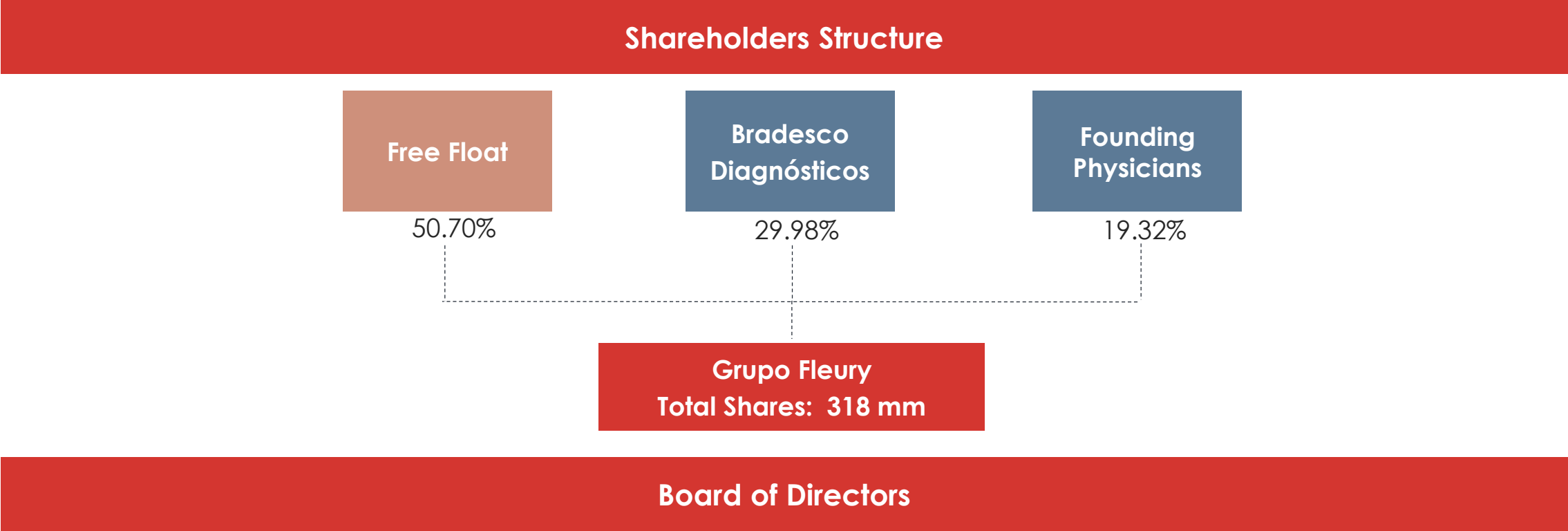
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Segment
Company Price
 Closing date **State**

Creation Of Business Units And Grouping Of Corporate Areas To Support Business Growth



Shareholders Structure¹



10 members

- 4 Independent
- 3 by the Founding Physicians
- 3 by Bradesco Diagnósticos

Advisory Committees

- Fiscal Board
- Audit, Finance, Risk & Integrity Committee
- Culture and People Committee
- Transformation Committee
- ESG Committee

¹ As of March 2022.

Feel free to reach our Investor Relations Team:



<https://ri.fleury.com.br/>



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