

FINANCIAL STATEMENTS





Fleury S.A.

**Quarterly Information (ITR) at
September 30, 2025
and report on review of
quarterly information**



Report on review of quarterly information

To the Board of Directors and Stockholders
Fleury S.A.

Introduction

We have reviewed the accompanying parent company and consolidated interim accounting information of Fleury S.A. ("Company"), included in the Quarterly Information Form (ITR) for the quarter ended September 30, 2025, comprising the balance sheet at that date and the statements of income and comprehensive income for the quarter and nine-month period then ended, and the statements of changes in equity and cash flows for the nine-month period then ended, and explanatory notes.

Management is responsible for the preparation of the parent company and consolidated interim accounting information in accordance with the accounting standard CPC 21 - Interim Financial Reporting, of the Brazilian Accounting Pronouncements Committee (CPC) and International Accounting Standard (IAS) 34 - Interim Financial Reporting issued by the International Accounting Standards Board (IASB), as well as the presentation of this information in accordance with the standards issued by the Brazilian Securities Commission (CVM), applicable to the preparation of the Quarterly Information (ITR). Our responsibility is to express a conclusion on this interim accounting information based on our review.

Scope of review

We conducted our review in accordance with Brazilian and International Standards on Reviews of Interim Financial Information (NBC TR 2410 - Review of Interim Financial Information Performed by the Independent Auditor of the Entity, and ISRE 2410 - Review of Interim Financial Information Performed by the Independent Auditor of the Entity, respectively). A review of interim information consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Brazilian and International Standards on Auditing and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the accompanying parent company and consolidated interim accounting information included in the quarterly information referred to above has not been prepared, in all material respects, in accordance with CPC 21 and IAS 34 applicable to the preparation of the Quarterly Information, and presented in accordance with the standards issued by the CVM.

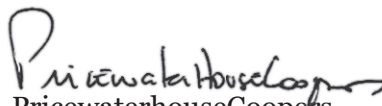


Fleury S.A.

Other matters - Statements of value added

The quarterly information referred to above includes the parent company and consolidated statements of value added for the nine-month period ended September 30, 2025. These statements are the responsibility of the Company's management and are presented as supplementary information under IAS 34. These statements have been subjected to review procedures performed together with the review of the interim accounting information for the purpose of concluding whether they are reconciled with the interim accounting information and accounting records, as applicable, and if their form and content are in accordance with the criteria defined in the accounting standard CPC 09 - "Statement of Value Added". Based on our review, nothing has come to our attention that causes us to believe that these statements of value added have not been properly prepared, in all material respects, in accordance with the criteria established in this accounting standard, and consistent with the parent company and consolidated interim accounting information taken as a whole.

São Paulo, November 5, 2025


PricewaterhouseCoopers
Auditores Independentes Ltda.
CRC 2SP000160/O-5

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Marcelo Orlando
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Contador CRC 1SP217518/O-7

**Notes to the individual and parent company
consolidated interim financial information as of September 30, 2025.**
In thousands of reais (R\$), unless otherwise indicated.

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See the accompanying notes to the financial statements.

Balance sheet
 All amounts in thousands of reais

Assets	Note	Parent Company		Consolidated	
		09/30/2025	12/31/2024	09/30/2025	12/31/2024
Current assets					
Cash and cash equivalents		3,162	6,765	11,689	21,788
Securities	5	1,916,812	1,934,674	2,500,949	2,319,955
Accounts receivable	6	1,073,502	866,878	1,911,173	1,634,904
Inventories	7	68,879	60,367	154,975	155,036
Recoverable taxes	8	11,197	15,334	18,599	21,602
IRPJ and CSLL recoverable		157,791	118,565	181,166	143,242
Other assets	9	40,945	36,399	85,544	79,267
Total current		3,272,288	3,038,982	4,864,095	4,375,794
Securities	5	120,125	52,089	109,787	104,218
Recoverable taxes	8	3,926	4,600	8,722	7,509
IRPJ and CSLL recoverable		-	3,427	4,670	18,341
Deferred income tax and social contribution	20	-	-	12,011	20,478
Judicial deposits	21	11,566	17,698	21,142	27,605
Accounts receivable	6	-	-	1,826	3,786
Other assets	9	19,382	26,236	46,281	45,529
Total long-term assets		154,999	104,050	204,439	227,466
Investments	10	4,567,879	4,419,687	109,652	81,910
Property, plant and equipment	11	801,768	823,828	1,344,449	1,375,065
Intangible assets	11	2,338,638	2,183,268	5,957,247	5,863,532
Right-of-use	12	682,744	740,826	1,104,344	1,138,643
Total non-current		8,546,028	8,271,659	8,720,131	8,686,616
Total assets		11,818,316	11,310,641	13,584,226	13,062,410
Liabilities and shareholders' equity					
Current liabilities					
Suppliers	13	349,861	327,529	721,344	704,009
Financing	14	14,370	17,491	17,715	22,387
Debentures	15	341,336	184,370	341,336	184,370
Lease	12	178,200	169,340	313,074	290,854
Labor obligations	16	274,446	245,214	438,976	381,902
Obligations and tax installments	17	34,378	27,651	69,669	62,176
Income tax and social contribution payable		-	-	47,677	36,405
Accounts payable - Acquisition of companies	18	33,186	5,741	65,391	42,573
Interest on own capital (JCP) and dividends paid		147,014	93	147,403	482
Other liabilities	19	13,222	20,999	38,516	17,655
Total current		1,386,013	998,428	2,201,101	1,742,813
Non-current liabilities					
Financing	14	-	-	1,083	1,657
Debentures	15	3,897,285	3,896,657	3,897,285	3,896,657
Lease	12	597,038	669,442	935,366	995,637
Deferred income tax and social contribution	20	296,325	334,060	543,129	571,796
Provision for tax, labor and civil risks	21	21,451	15,536	184,821	176,249
Obligations and tax installments	17	-	-	850	960
Accounts payable - Acquisition of companies	18	225,193	107,450	337,917	301,810
Other liabilities	19	-	-	2	-
Total non-current		5,037,292	5,023,145	5,900,453	5,944,766
Shareholders' equity					
Capital	23 a.	2,736,029	2,736,029	2,736,029	2,736,029
Capital reserve		1,915,603	1,915,603	1,915,603	1,915,603
Profit reserves		378,628	347,820	378,628	347,820
Treasury shares		(35,559)	(48,065)	(35,559)	(48,065)
Equity valuation adjustments		52,817	52,817	52,817	52,817
Income for the period		516,502	585,366	516,502	585,366
Interest on own capital		(169,009)	(300,502)	(169,009)	(300,502)
Shareholders' equity of controlling shareholders		5,395,011	5,289,068	5,395,011	5,289,068
Non-controlling interest		-	-	87,661	85,763
Total shareholders' equity		5,395,011	5,289,068	5,482,672	5,374,831
Total liabilities and shareholders' equity		11,818,316	11,310,641	13,584,226	13,062,410

See the accompanying notes to the financial statements.

Statements of income and of comprehensive income
Periods ended

In thousands of reais - R\$, except income per share

	Note	Parent Company			
		Three-month period September 30,		Nine-month period September 30,	
		2025	2024	2025	2024
Revenue from services rendered	25	1,262,714	1,091,646	3,538,889	3,256,441
Cost of services	26	(894,028)	(758,655)	(2,484,250)	(2,227,486)
Gross income		368,686	332,991	1,054,639	1,028,955
Operating (expenses) income					
General and administrative	27	(120,161)	(104,514)	(340,904)	(320,756)
Selling expenses	27	(11,729)	(11,445)	(32,459)	(31,068)
Other operating income (expenses), net	28	(6,015)	(1,704)	2,446	(18,077)
Equity method and adjustment for realization at fair value	10	89,020	78,542	194,217	196,679
Operating income before financial income (expense)		319,801	293,870	877,939	855,733
Financial income	29	69,000	46,105	195,666	93,270
Finance costs	29	(202,281)	(140,557)	(546,016)	(370,969)
Financial income (expense)		(133,281)	(94,452)	(350,350)	(277,699)
Profit before income tax and social contribution		186,520	199,418	527,589	578,034
Income tax and social contribution					
Current	20	16,037	16,834	(41,583)	(56,045)
Deferred	20	(17,640)	(25,547)	30,496	10,261
Net income for the year		184,917	190,705	516,502	532,250
Other comprehensive income					
Items that will be reclassified to income (loss) for the year in subsequent periods		-	-	-	-
Items that will not be reclassified to income (loss) for the year in subsequent periods		-	-	-	-
Total comprehensive income for the year					
Earnings per share attributable to Company's shareholders					
Basic earnings per share (weighted average)		0.34	0.35	0.95	0.98
Diluted earnings per share (weighted average)		0.34	0.35	0.95	0.98

See the accompanying notes to the financial statements.

Statements of income and of comprehensive income
Periods ended

In thousands of reais - R\$, except income per share

	Note	Consolidated			
		Three-month period September 30,		Nine-month period September 30,	
		2025	2024	2025	2024
Revenue from services rendered	25	2,190,979	1,962,671	6,230,585	5,845,321
Cost of services	26	(1,575,129)	(1,405,672)	(4,514,639)	(4,155,750)
Gross income		615,850	556,999	1,715,946	1,689,571
Operating (expenses) income					
General and administrative	27	(200,415)	(176,514)	(575,628)	(546,665)
Selling expenses	27	(38,133)	(43,879)	(121,338)	(128,180)
Other operating income (expenses), net	28	(7,313)	4,166	(3,820)	(16,131)
Equity method and adjustment for realization at fair value	10	(3,606)	(655)	(8,653)	(1,805)
Operating income before financial income (expense)		366,383	340,117	1,006,507	996,790
Financial income	29	90,060	62,182	249,761	137,861
Finance costs	29	(220,290)	(158,257)	(601,318)	(445,541)
Financial income (expense)		(130,230)	(96,075)	(351,557)	(307,680)
Profit before income tax and social contribution		236,153	244,042	654,950	689,110
Income tax and social contribution					
Current	20	(36,916)	(26,608)	(172,466)	(163,186)
Deferred	20	(16,989)	(30,742)	20,144	1,245
Net income for the year		182,248	186,692	502,628	527,169
Attributable to the partners:					
Controlling stockholders		184,917	190,705	516,502	532,250
Non-controlling stockholders		(2,669)	(4,013)	(13,874)	(5,081)
		182,248	186,692	502,628	527,169
Other comprehensive income					
Items that will be reclassified to income (loss) for the year in subsequent periods		-	-	-	-
Items that will not be reclassified to income (loss) for the year in subsequent periods		-	-	-	-
Total comprehensive income for the year		182,248	186,692	502,628	527,169

See the accompanying notes to the financial statements.

Statement of changes in shareholders' equity
Years ended
In thousands of reais – R\$

	Note	Capital			Profit reserves						Equity valuation adjustments	Income for the year	Shareholders' equity of controlling shareholders	Non-controlling interest	Total shareholders' equity
		Capital	Share-issuance expenses	Net capital	Capital reserve	Investment reserve	Statutory reserve	Legal reserve	Retained earnings	Treasury shares					
Balances at December 31, 2023		2,762,950	(26,921)	2,736,029	1,915,451	37,619	- 169,804	190,126	(39,462)	73,884	-	5,083,451	27,619	5,111,070	
Formation of statutory reserve		-	-	-	-	-	84,752	-	(84,752)	-	-	-	-	-	
Appropriation to investment reserve		-	-	-	-	24,838	-	-	(24,838)	-	-	-	-	-	
Appropriation of additional dividends		-	-	-	-	-	-	-	(80,536)	-	-	(80,536)	-	(80,536)	
Stock option plan		-	-	-	114	-	-	-	-	-	-	114	-	114	
Long-term incentive		-	-	-	-	-	-	-	-	(8,603)	-	(8,603)	-	(8,603)	
Non-controlling interest		-	-	-	-	-	-	-	-	-	-	-	62,714	62,714	
Income (loss) for the period		-	-	-	-	-	-	-	-	-	532,250	532,250	(5,081)	527,169	
Allocation of interest on own capital		-	-	-	-	-	-	-	-	-	(184,073)	(184,073)	-	(184,073)	
Balances at September 30, 2024		2,762,950	(26,921)	2,736,029	1,915,565	62,457	84,752	169,804	- (48,065)	73,884	348,177	5,342,603	85,252	5,427,855	
Balances at December 31, 2024		2,762,950	(26,921)	2,736,029	1,915,603	62,457	84,752	200,613	284,862	(48,065)	52,817	-	5,289,068	85,763	5,374,831
Formation of statutory reserve	23.b	-	-	-	-	-	30,808	-	(30,808)	-	-	-	-	-	
Appropriation to investment reserve		-	-	-	-	(2)	-	-	-	-	-	(2)	-	(2)	
Long-term incentive	23.e	-	-	-	-	-	-	-	-	12,506	-	12,506	-	12,506	
Non-controlling interest		-	-	-	-	-	-	-	-	-	-	-	15,772	15,772	
Income (loss) for the period		-	-	-	-	-	-	-	-	-	516,502	516,502	(13,874)	502,628	
Dividends		-	-	-	-	-	-	-	(254,054)	-	-	(254,054)	-	(254,054)	
Interest on own capital		-	-	-	-	-	-	-	-	-	(169,009)	(169,009)	-	(169,009)	
Balances at September 30, 2025		2,762,950	(26,921)	2,736,029	1,915,603	62,455	115,560	200,613	- (35,559)	52,817	347,493	5,395,011	87,661	5,482,672	

See the accompanying notes to the financial statements.

Statement of cash flows
Years ended
In thousands of reais – R\$

	Note	Parent Company		Consolidated	
		09/30/2025	09/30/2024	09/30/2025	09/30/2024
Net income for the year		516,502	532,250	502,628	527,169
Items not affecting cash:					
Income tax and social contribution	20	11,087	45,784	152,322	161,941
Accrued financial income and expenses	29	350,350	277,700	351,557	307,680
Depreciation and amortization	26/27	397,677	347,717	663,919	577,967
Equity method and adjustment for realization at fair value	10	(194,217)	(196,679)	8,653	2,213
Long-term incentive	24	18,483	12,984	19,101	13,156
Provision for tax, labor and civil risks	21	3,217	10,380	483	6,729
Estimated losses from disallowances and default	25/28	90,508	77,900	119,504	
Profit sharing		53,104	44,592	75,860	69,891
Other		47,163	24,732	52,905	12,897
Cash flow from operating activities before changes in assets and liabilities		1,293,874	1,177,360	1,946,932	1,783,381
(Increase) decrease in accounts receivable	6	(231,441)	(208,751)	(387,392)	(361,670)
(Increase) decrease in inventories	7	6,400	(1,436)	2,100	(4,311)
(Increase) decrease in recoverable taxes	8	(4,823)	52,092	2,180	55,047
(Increase) decrease in judicial deposits	21	6,146	(810)	6,463	(1,889)
(Increase) decrease in other assets	9	456	10,747	(6,109)	(9,035)
Increase (decrease) in suppliers	13	(14,156)	(3,194)	4,605	25,161
Increase (decrease) in labor obligations	16	(13,341)	(22,653)	(11,526)	(6,626)
Increase (decrease) in tax liabilities	17	5,552	5,635	5,445	11,408
Increase (decrease) in scheduling of tax payments	17	-	(3,532)	(1,515)	(19,303)
Increase (decrease) in other liabilities	19/21	(6,520)	3,417	29,282	(12,393)
Total change in assets and liabilities		(251,727)	(168,485)	(356,467)	(323,611)
Income tax and social contribution paid		(566p)	(43,218)	(62,590)	(92,921)
Net cash from operating activities		1,041,581	965,657	1,527,875	1,366,849
Acquisition of property, plant and equipment and intangible assets	11	(237,729)	(196,522)	(334,322)	(277,557)
Securities - funding and income	5	61,081	(1,113,068)	(186,564)	(1,289,105)
Payments for acquired companies less cash and cash equivalents	18	(101,584)	(45,181)	(128,777)	(157,185)
Paid-up capital in subsidiary		(37,000)	(99,012)	(26,046)	-
Other		2,176	2,090	-	(22,312)
Net cash from (used) in investment activities		(313,056)	(1,451,693)	(675,709)	(1,746,159)
Funding of debentures	15	-	1,000,000	-	1,000,000
(Principal) repayment of financing and debentures	14/15	-	-	(77)	(191)
Interest paid on financing and debentures	14/15	(280,114)	(231,935)	(280,130)	(231,982)
Financial commissions and other		(2,806)	(3,211)	(2,804)	(3,837)
Purchase of treasury shares		-	(20,915)	-	(20,915)
Lease payment	12	(192,042)	(191,845)	(320,510)	(300,986)
Dividends and interest on own capital paid	23	(254,045)	(81,029)	(254,045)	(81,029)
New supplier financing - drawee risk operations	14	72,905	63,735	93,320	79,017
Settlement (principal) drawee risk	14	(76,026)	(55,105)	(98,019)	(70,053)
Net cash (from) used in financing activities		(732,128)	479,695	(862,265)	370,024
Increase (decrease) in cash and cash equivalents		(3,603)	(6,341)	(10,099)	(9,286)
Cash and cash equivalents					
At the beginning of the year		6,765	9,675	21,788	21,920
At the end of the year		3,162	3,334	11,689	12,634
Changes in cash and cash equivalents		(3,603)	(6,341)	(10,099)	(9,286)

See the accompanying notes to the financial statements.

Statement of added value
Years ended
In thousands of reais – R\$

	Parent Company		Consolidated	
	09/30/2025	09/30/2024	09/30/2025	09/30/2024
Income	3,788,412	3,485,938	6,667,764	6,260,127
Gross revenue from services rendered (net)	3,855,411	3,533,967	6,752,324	6,315,023
Estimated losses from disallowances	(82,509)	(71,437)	(106,959)	(93,102)
Other revenues	15,510	23,408	22,399	38,206
Inputs acquired from third parties	(1,495,976)	(1,341,824)	(2,933,613)	(2,737,910)
Cost of services	(1,403,287)	(1,238,846)	(2,736,127)	(2,524,451)
Materials, energy, outsourced services and other	(93,930)	(99,171)	(200,311)	(213,459)
(Loss)/recovery of asset values	1,241	(3,807)	2,825	-
Gross value added	2,292,436	2,144,114	3,734,151	3,522,217
Depreciation and amortization	(397,677)	(347,717)	(663,919)	(577,967)
Net added value	1,894,759	1,796,397	3,070,232	2,944,250
Value added received through transfers	399,433	294,464	253,191	142,213
Equity method and adjustment for realization at fair value	194,217	196,679	(8,653)	(1,805)
Financial income (except PIS and COFINS)	205,216	97,785	261,844	144,018
Total value added to distribute	2,294,192	2,090,861	3,323,423	3,086,463
Distribution of value added	(2,294,192)	(2,090,861)	(3,323,423)	(3,086,463)
Personnel and charges	(802,729)	(749,004)	(1,325,950)	(1,248,707)
Direct compensation	(551,973)	(536,144)	(944,467)	(911,659)
Benefits	(205,923)	(169,225)	(300,992)	(260,800)
Severance indemnity fund (FGTS)	(44,833)	(43,635)	(80,491)	(76,248)
Taxes, fees and contributions	(394,540)	(404,793)	(832,794)	(797,364)
Federal	(275,021)	(296,340)	(627,019)	(608,576)
Municipal	(119,519)	(108,453)	(203,311)	(186,042)
State	-	-	(2,464)	(2,746)
Third-party capital remuneration	(580,421)	(404,814)	(662,051)	(513,223)
Rents	(8,896)	5,985	(19,862)	(11,007)
Interest	(546,016)	(370,969)	(601,318)	(445,542)
Other operating expenses	(25,509)	(39,830)	(40,871)	(56,674)
Remuneration of own capital	(516,502)	(532,250)	(502,628)	(527,169)
Income for the year	(347,493)	(348,177)	(347,493)	(348,177)
Interest on own capital	(169,009)	(184,073)	(169,009)	(184,073)
Non-controlling interest in retained (earnings)			13,874	5,081

See the accompanying notes to the financial statements.

**Notes to the individual and parent company
consolidated interim financial information as of September 30, 2025.**
In thousands of reais (R\$), unless otherwise indicated.

1. Operations

1.1 The Company

Fleury S.A. ("Fleury", "Parent Company" or "Company" and, together with its subsidiaries, "Fleury Group" or "Group") is a publicly-held corporation listed in the Novo Mercado segment of B3 S.A. – Brasil, Bolsa e Balcão, under the ticker "FLRY3", headquartered in the city of São Paulo. The Company is engaged in the provision of medical services in the diagnostic, laboratory support (Lab-to-Lab), infusions, clinical analysis, health management, medical care, orthopedics and ophthalmology areas and toxicological exams.

The Fleury Group is present in the major capital cities in Brazil such as São Paulo, Rio de Janeiro, Belo Horizonte, Recife, Goiânia, among others, with 603 service units and mobile service operations engaging approximately 23 thousand employees and 5 thousand doctors.

1.2 Tax Reform

In the third quarter of 2025, the regulations of the Tax Reform progressed with the approval, by the Federal Senate, of Complementary Bill 108/2024, which establishes the IBS Management Committee, currently under new review by the Chamber of Deputies.

The PLP 16/2025, which addresses the exclusion of CBS and IBS from the calculation basis of current taxes during the transition period, remains under discussion.

Starting in January 2026, according to Constitutional Amendment 132/2023, the mandatory operational testing phase will begin, with the issue of tax documents containing the symbolic highlight of 0.9% of CBS and 0.1% of IBS, without collection.

As a result of extensive mapping of the impacts of tax reform on its processes, the Company began the update of its IT systems, aiming to ensure compliance and efficiency in light of the new tax requirements.

1.3 Merger of subsidiary – CIP Centro de Infusões

On April 24, 2025, the Shareholders' Meeting of Fleury S.A. approved the merger of CIP - Centro de Infusões Pacaembu Ltda. The purpose of the merger was to reduce costs related to business management, increase business synergy and optimize the corporate structure.

The net assets absorbed was:

Assets	04/30/2025	Liabilities	04/30/2025
Cash and cash equivalents	93	Suppliers	36,488
Accounts receivable	65,690	Loans and financing	1,766
Securities	99,747	Lease	2,007
Inventories	14,029	Tax liabilities	5,628
Recoverable taxes	2,274	Labor obligations	1,974
IRPJ and CSLL recoverable	7,728	Accounts payable - Acquisition of companies	107,200
Other assets	1,162	Liabilities	155,063
Investments	105,423		
Property, plant and equipment	4,712		
Intangible assets	37,256		
Right-of-use	3,595	Shareholders' equity	186,646
Total assets	341,709	Total liabilities and shareholders' equity	341,709

2. Presentation of financial information

The Audit Committee recommended the approval of the annual financial statements to the Board of Directors on October 27, 2025. The Board of Directors approved them on October 27, 2025.

The individual parent company and consolidated financial quarterly information was prepared and is being presented according to the accounting practices adopted in Brazil, including the pronouncements issued by the Accounting Pronouncements Committee (CPC), as well as by the International Financial Reporting Standards (IFRS - IAS 34) issued by the International Accounting Standards Board (IASB).

The accounting practices and policies (which include the principles of measurement, recognition and valuation of assets and liabilities), in addition to the main accounting judgments and sources of uncertainty about estimates adopted in the preparation of this quarterly information, are consistent with those adopted and disclosed in annual financial statements for the year ended December 31, 2024 and, therefore, must be analyzed as a whole.

All relevant information of significance used by Management in performing its duties is presented in these financial statements, as per OCPC07.

The individual parent company and consolidated quarterly information is being presented in thousands of Real/Reais (R\$), the functional currency of the Fleury Group.

a) Subsidiaries and jointly-controlled subsidiary

The consolidated financial statements include the balances of Fleury S.A., its subsidiaries, special-purpose entities represented by exclusive investment funds and interest in jointly-controlled subsidiary, calculated under the equity method as follows:

	Ownership percentage of Fleury S.A.	
	09/30/2025	12/31/2024
Direct subsidiaries:		
Centro de Infusões Pacaembu Ltda. ("CIP") (a)	-	100%
Clínica São Lucas de Balneário Camboriú Ltda. ("São Lucas")	100%	100%
Eco-Rad Serviços Médicos Ltda. ("São Lucas")	100%	100%
Fleury Centro de Procedimentos Médicos Avançados S.A. ("Fleury CPMA")	100%	100%
Fundo de Investimento Kortex Ventures ("Kortex")	54%	54%
Gênese Análises Genômicas S.A.	55%	55%
Inda-Lab Análises Clínicas Ltda. ("Confiance") (b)	100%	-
Instituto Hermes Pardini S.A. ("Hermes Pardini")	100%	100%
Labclin Laboratório Clínico de Campinas Ltda. ("Confiance") (b)	100%	-
Laboratório de Análises Clínicas Confiance Ltda. ("Confiance") (b)	100%	-
Métodos Laboratório, Análises Clínicas e Hematologia Ltda.	100%	100%
Serviços Médicos Clínica São Lucas Ltda. ("São Lucas")	100%	100%
São Lucas – Centro de Diagnóstico por Imagem Ltda. ("São Lucas")	100%	100%
Serviços Laboratoriais Liberato Ltda. ("São Lucas")	100%	100%
Saha Centro de Infusões Ltda.	100%	-
Saha Serviços Médicos e Hospitalares Ltda.	100%	-
Indirect subsidiaries:		
Centro Avançado de Oftalmologia S.A. (Moacir Group)	80%	80%
Clínica de Olhos Dr. Moacir Cunha S.A. (Moacir Group)	80%	80%
CPC – Centro de Patologia Clínica Ltda.	100%	100%
Diagnóstico por Imagem Sete Lagoas Ltda. (CEMED)	100%	100%
Fleury Serviços Ortopédicos S.A. (Holding company Vita)	67%	67%
Hemolab Laboratório de Patologia Clínica Ltda (c)	100%	-
HSB - Hugo Silvano Brandão Ltda.	100%	100%
Instituto 9 de julho – Serviços Médicos S.A. (Moacir Group)	80%	80%
IACS - Instituto de Análises Clínicas de Santos S.A.	95%	95%
IRN - Instituto de Radiologia de Natal Ltda.	100%	100%
Laboratório Bioclínico Ltda.	100%	100%
Laboratório de Pat. Clínica Dr. Paulo Cordeiro de Azevedo Ltda. (LPA)	100%	100%
Laboratório Padrão S.A.	100%	100%
Laboratório Pretti Ltda.	100%	100%
Moscogliato – Serviço de Ultrassom Ltda. (Clínica Dra. Odivânia)	100%	100%
PARDIS - Pardini Distribuidora Ltda.	100%	100%
Clínica Oftalmológica São Lucas Ltda. (Retina Clinic)	100%	100%
Sansão Holding S.A.	100%	100%
SantéCorp Ltda.	100%	100%
Saúde iD Ltda.	100%	100%
Toxicologia Pardini Laboratórios S.A.	100%	100%
Vita Clínicas Medicina Especializada Ltda.	100%	100%
Exclusive Investment Funds:		
Bradesco Fundo de Investimento em cotas FI Renda Fixa Crédito Privado Exclusivo Beta	100%	100%
Itaú Fundo de Investimento Ômega CIC RF referenciado DI – Resp. Limitada	100%	100%
Jointly-controlled subsidiary:		
Croma Oncologia S.A.	33%	33%

- (a) Merged on April 24, 2025 by Fleury S.A. (Note 1.5), with this, the CIP investments The CIP investments (Saha Centro de Infusões Ltda. and Saha Serviços Médicos e Hospitalares Ltda.) become direct subsidiaries of Fleury S.A.
- (b) Conclusion of the acquisition in June 2025 (Note 3).
- (c) Conclusion of the acquisition in August 2025 (Note 3).

Main activities:

CIP and Saha: immunobiological drug infusion center;

Clínica de Olhos Dr. Moacir Cunha and Retina Clinic: ophthalmology service centers;

CPC, Pretti, Bioclínico, Métodos, Confiance and Hemolab: clinical analysis laboratory services;

Croma: preventive, integrated solutions, and clinical research in oncology;
Fleury CPMA, IRN Group and São Lucas: diagnostic imaging and clinical analysis services;
Fleury S.A.: diagnostic imaging, clinical analysis, fertility, and infusions;
Gênesis: integrated solutions, research, development of processes and services in genomics;
Instituto Hermes Pardini: clinical analysis, medical imaging, laboratory support (Lab-to-Lab);
Kortex: investment fund in startups engaged in digital health, diagnostic medicine and personalized medicine;
Pardis: resale of merchandise for application in the processing of clinical analysis;
SantéCorp: health management including telemedicine;
Toxicologia Pardini: toxicological exam;
Vita: medicine services specialized in orthopedics;

b) Accounting standards and interpretations in force and not yet in force

The Company identified the following standards and interpretations, whose impacts are being assessed and will be reflected in accordance with their respective effects:

i) IFRS S1 and S2 standards – General Requirements for Disclosure of Sustainability-related Financial Information and Climate-related Disclosures

In line with CVM Resolution 227/2025, which establishes requirements for the disclosure of risks and opportunities related to sustainability and climate, the Company is assessing the impacts of the regulation and the necessary adjustments for its implementation. Although it already has annual targets related to climate change, the process of adapting to the new requirements is underway. The mandatory requirement for adoption begins for the years as of January 1, 2026.

ii) IFRS 18 Standard – Presentation and Disclosure of Financial Statements

IFRS 18 introduces sets of new requirements to foster consistency in the presentation and disclosure of financial statements. The main changes to the standard are as follows: i) New categories and subtotals in the statement of income: operational, investment, and financing; ii) Disclosure of non-GAAP metrics (EBITDA) in notes; and iii) Presentation of operating expenses specified by type. The compliance with this standard will be carried out, according to the official validity as of January 1, 2027.

3. Business Combination – Company acquisitions during the period

a) Grupo Confiance Medicina Diagnóstica

On June 3, 2025, the acquisition of all the quotas issued by the companies that make up Confiance Medicina Diagnóstica was completed: Laboratório de Análises Clínicas Confiance Ltda., Labclin Laboratório Clínico de Campinas Ltda. and Inda-Lab Análises Clínicas Ltda. The company was acquired for the amount of R\$ 130 million, of which R\$ 100 million was paid in cash and R\$ 30 million was retained for the purposes of adjusting the purchase price/indemnity.

i. Net identifiable assets acquired

The combined assets and liabilities acquired on the date control is obtained are presented below:

Assets	05/31/2025	Liabilities	05/31/2025
Cash and cash equivalents	3,652	Suppliers	6,009
Accounts receivable	8,513	Loans and financing	1,288
Inventories	1,076	Lease	6,359
Recoverable taxes	164	Tax liabilities	3,957
Other assets	755	Labor obligations	5,790
Investments	655	Other liabilities	1,563
Property, plant and equipment	2,741	Liabilities	24,966
Right-of-use	6,359	Shareholders' equity	(1,051)
Total assets	23,915	Total liabilities and shareholders' equity	23,915

ii. Allocation of transferred consideration price and goodwill:

Value of acquisition	130,000
Price adjustment	(5,049)
Net acquisition value	124,951
Shareholders' equity	(1,051)
Surplus - property, plant and equipment	398
Surplus of Intangible assets (Brand)	20,431
Deferred tax	(135)
Goodwill on business combination (goodwill)	105,308

b) Hemolab

On August 1, 2025, the acquisition of 100% of the issue quotas of Hemolab Laboratório de Patologia Clínica Ltda was completed through its wholly-owned subsidiary Instituto Hermes Pardini S.A. Hemolab operates in clinical analysis tests, clinical pathology, and vaccination in 15 service units in nine municipalities in the state of Minas Gerais (Carandaí, Congonhas, Conselheiro Lafaiete, Entre Rios de Minas, Itaverava, Jeceaba, Ouro Branco, Santana dos Montes, and São Brás de Suaçuí). The acquisition amount was R\$ 39.5 million, with R\$ 27.5 million paid in cash and R\$ 12.0 million retained for purchase price adjustment/indemnity purposes.

i. Net identifiable assets acquired

The estimated allocation of the amount paid was based on an assessment of the fair value of net assets acquired on date of obtaining control.

Assets	07/31/2025	Liabilities	07/31/2025
Cash and cash equivalents	549	Suppliers	1,328
Inventories	4	Loans and financing	1,546
Recoverable taxes	219	Lease	1,311
Property, plant and equipment	2,127	Tax liabilities	30
Right-of-use	1,311	Labor obligations	402
		Other liabilities	19
		Liabilities	4,636
		Shareholders' equity	(426)
Total assets	4,210	Total liabilities and shareholders' equity	4,210

ii. Estimate for allocation of transferred consideration price:

Value of acquisition	39,518
Price adjustment	(907)
Net acquisition value	38,611
Shareholders' equity	(426)
Goodwill on business combination (goodwill)	38.185

4. Risk management

The main risk factors to which the Company and its subsidiaries are exposed are financial, operational, environmental risks, including market, foreign exchange, interest rate, credit and liquidity risk. These risks, which are inherent to our activities, are managed through internal policies and controls supervised and monitored through monthly management reports. The Company has a risk policy that seeks to ensure that those parties responsible for decision-making have timely access to information about the risks to which the Fleury group is exposed, aiming to ensure the achievement of objectives, reducing them to acceptable levels.

Considering that there were no changes in the operational and environmental risk policies disclosed in the financial statements for the year ended December 31, 2024, they are not being presented in this quarterly information.

Fair value hierarchy

The assumptions used by the Company to determine the hierarchy and disclose the fair values of financial instruments are as follows:

- Level 1: quoted price in active markets for identical assets or liabilities;
- Level 2: techniques that determine fair value based on observable factors, either directly or indirectly.
- Level 3: techniques based on internal methodologies that are not based on observable data in the market.

a) Accounting classification and fair values – Consolidated

Financial assets	Level 1	Level 2
Cash and cash equivalents	11,689	-
Securities	-	2,610,736
Accounts receivable	1,912,999	-
Other call option credits	26,097	-
Financial liabilities		
Suppliers	(721,344)	-
Lease	(1,248,440)	-
Financing, except supplier financing - drawee risk	(1,909)	-
Supplier financing - drawee risk	(16,889)	-
Debentures	-	(4,238,621)
Tax installments	-	(51)
Interest on own capital (JCP) and dividends paid	(147,403)	-
Accounts payable - Acquisition of companies	(392,868)	(10,440)
Balances at September 30, 2025	(578,068)	(1,638,376)
December 31, 2024	(672,575)	(1,665,573)

Due to the nature of balances, the fair value of the Company's financial instrument balances approximate their book values. The comparison between the calculated values and fair values did not present material differences.

b) Capital management

Fleury Group monitors capital based on the consolidated leverage ratio, as shown below:

	09/30/2025	12/31/2024
Debentures and financing, except supplier financing - drawee risk	4,240,530	4,083,483
Accounts payable from acquisitions	403,308	344,383
Supplier financing - drawee risk	16,889	21,588
Cash and cash equivalents	(11,689)	(21,788)
Securities	(2,610,736)	(2,424,173)
Net debt	2,038,302	2,003,493
EBITDA LTM* (Earnings before interest, taxes, depreciation and amortization)	2,084,468	1,981,950
Leverage ratio (Net debt / EBITDA LTM*)	0.98	1.01

(*) LTM (last twelve months)

c) Financial and market risks

Liquidity risk

Regarding liquidity and respective obligations, we show the Fleury Group's liabilities and financial instruments, by maturity brackets, corresponding to the remaining period in the balance sheet up to the contractual date of maturity in the charts below. The amounts disclosed are contracted (consolidated) undiscounted cash flows, and, therefore, they do not agree directly with the book values.

September 30, 2025	Book value	Amount contracted	≤01 year	01-02 years	02-05 years	>5 years
Debentures	4,238,621	6,326,617	706,179	1,035,797	3,649,637	935,004
Lease	1,248,440	1,761,049	417,062	328,747	522,084	493,156
Suppliers	721,344	721,344	721,344	-	-	-
Accounts payable - acquisition of companies	403,308	604,669	88,403	88,656	174,193	253,417
Other liabilities	43,970	43,970	43,970	-	-	-
Supplier financing - drawee risk	16,889	16,889	16,889	-	-	-
Financing	1,909	2,171	937	904	330	-
	6,674,481	9,476,709	1,994,784	1,454,104	4,346,244	1,681,577

Foreign exchange risk

The Fleury Group uses derivatives to hedge exposures to foreign currency of certain suppliers of inputs. Derivatives are recognized at fair value on their execution date and remeasured on a monthly basis. The effects on income (loss) are recognized in Financial income and/or expenses.

The equity balance of these liabilities as at September 30, 2025 is R\$ 27,428, and the net derivative of this operation is R\$ 1,451.

d) Statement of sensitivity analysis

Sensitivity analysis for interest rate changes

For the calculation of the probable scenario, we used the CDI (Interbank Deposit Certificate) rate as of September 30, 2025. The "Possible" and "Remote" scenarios consider a reduction in this rate of 0.25 p.p. and 0.50 p.p., per annum, respectively.

The results in nominal terms were as follows:

	Book balance		Possible	Remote
	CDI (p.a.)	14.90%	14.65%	14.40%
Interest earning bank deposits - Securities	2,610,736	389,000	382,473	375,946
Debentures	(4,238,621)	(631,555)	(620,958)	(610,361)
Net exposure in CDI	(1,627,885)	(242,555)	(238,485)	(234,415)

5. Securities

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Fund quotas - Pegged to the DI rate (a)	1,971,473	1,934,674	2,583,337	2,401,115
Bank Deposit Certificates (CDB)	23,579	21,712	23,579	21,712
Kortex - Venture Capital	41,885	30,377	3,820	1,346
Total	2,036,937	1,986,763	2,610,736	2,424,173
Current	1,916,812	1,934,674	2,500,949	2,319,955
Non-current	120,125	52,089	109,787	104,218

(a) Remunerated at the weighted average rate of 102.75% of CDI in 2025 (107.04% in 2024).

(a) Changes in the balance of TVM

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Opening balance	1,986,763	674,885	2,424,173	1,035,695
Investment	2,214,451	5,035,275	3,933,048	7,073,772
CIP merger	99,747	-	-	-
Acquisition of subsidiary	-	-	3,128	-
Earnings	188,743	139,705	240,201	191,089
Redemption	(2,452,767)	(3,863,102)	(3,989,814)	(5,876,383)
Total	2,036,937	1,986,763	2,610,736	2,424,173

6. Accounts receivable

a) Breakdown of balance

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Amounts billed	881,528	776,621	1,374,677	1,247,494
Amounts to be billed	225,122	137,673	597,890	474,070
	1,106,650	914,294	1,972,567	1,721,564
Estimated losses from disallowances and default	(33,148)	(47,416)	(59,568)	(82,874)
Total	1,073,502	866,878	1,912,999	1,638,690
Current	1,073,502	866,878	1,911,173	1,634,904
Non-current	-	-	1,826	3,786

The Company and its subsidiaries have a certain degree of concentration in their client portfolios. As of September 30, 2025, the ten main clients accounted for 56.02% of the total portfolio (56.98% as of December 31, 2024).

b) Aging analysis

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Not yet due	968,947	727,222	1,745,775	1,422,908
Overdue (days)				
≤120	78,846	111,128	136,857	169,612
121–360	45,052	56,476	68,888	91,917
>361	13,805	19,468	21,047	37,127
Total	1,106,650	914,294	1,972,567	1,721,564

c) Changes in estimated losses from disallowances and default

	Parent Company		Consolidated	
	09/30/2025	09/30/2024	09/30/2025	09/30/2024
Balance at the beginning of the year	(47,416)	(21,172)	(82,874)	(43,192)
Additions of disallowances net of reversals (Note 25)	(79,746)	(61,171)	(95,494)	(73,557)
Additions of default, net of reversals (Note 28)	(2,763)	(10,266)	(11,465)	(19,545)
Merger / Business combination	(933)	-	-	(2,275)
Write-offs, net of non-collectible securities	97,710	43,929	130,265	59,188
Balance at the end of the year	(33,148)	(48,680)	(59,568)	(79,381)

7. Inventories

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Diagnostic kits	25,825	30,160	80,985	81,033
Nursing and sample collection materials	16,633	16,582	26,924	25,194
Auxiliary laboratory materials (Infusion) (a)	13,211	1,871	20,951	24,480
Auxiliary laboratory materials	11,933	11,250	15,837	14,299
Administrative, promotional and other materials	3,642	4,110	9,602	9,478
Good for resale	-	-	2,466	4,060
Auxiliary laboratory materials (Ophthalmology)	-	-	2,247	1,553
Subtotal	71,244	63,973	159,012	160,097
Loss allowance	(2,365)	(3,606)	(4,037)	(5,061)
Total	68,879	60,367	154,975	155,036

(a) The increase in the parent company is related to the merger of CIP.

8. Recoverable taxes

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
PIS AND COFINS	7,239	11,349	15,186	15,402
ISS	7,094	6,952	8,844	8,550
ICMS	-	-	2,190	3,220
INSS	790	1,633	1,101	1,939
Total	15,123	19,934	27,321	29,111
Current	11,197	15,334	18,599	21,602
Non-current	3,926	4,600	8,722	7,509

9. Other assets

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Advance to suppliers	13,342	8,669	44,515	36,697
Financial asset - Purchase option Vita	-	-	26,097	19,250
Costs with obtaining contracts	21,272	25,007	21,272	25,007
Prepaid expenses	13,234	12,109	17,250	16,359
Employee credits/payroll	9,352	12,466	15,251	20,105
Other credits receivable	3,127	4,384	7,440	7,378
Total	60,327	62,635	131,825	124,796
Current	40,945	36,399	85,544	79,267
Non-current	19,382	26,236	46,281	45,529

Non-current balances as of September 30, 2025 are as follows:

	Parent Company	Consolidated
2026	2,938	3,740
2027	3,451	3,451
>2028	12,993	39,090
Total	19,382	46,281

10. Investments

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Direct/indirect subsidiary	4,532,371	4,393,887	-	-
Investees of the Kortex Fund	-	-	73,150	55,195
Croma Oncologia	21,590	10,244	21,590	10,244
Prontmed	8,826	10,464	8,826	10,464
Other interests	5,092	5,092	6,086	6,007
Total	4,567,879	4,419,687	109,652	81,910

Significant information about Parent Company's investments

Direct subsidiaries	Base Date	Interest in paid-up capital - %	Capital quotas (qty)	Shareholders' equity	Income (loss) for the year
Hermes Pardini Group	09/30/2025	100%	1,196,122	1,683,284	187,499
	12/31/2024	100%	1,196,122	1,495,785	227,022
Fleury CPMA	09/30/2025	100%	1,021,594	1,025,913	44,710
	12/31/2024	100%	1,021,594	949,921	15,928
CIP Group	09/30/2025	-	-	-	-
	12/31/2024	100%	97,991	181,372	19,285
Saha	09/30/2025	100%	48,035	40,534	(4,373)
	12/31/2024	0%	-	-	-
São Lucas	09/30/2025	100%	25,562	34,335	10,914
	12/31/2024	100%	19,700	22,916	4,540
Genesis	09/30/2025	55%	111,020	49,728	(19,977)
	12/31/2024	55%	91,020	66,050	(13,815)
Métodos	09/30/2025	100%	2,336	12,561	5,474
	12/31/2024	100%	2,336	7,330	6,539
Confiance	09/30/2025	100%	3,705	5,270	6,315
	-	-	-	-	-

Changes in balances of investments:

Parent Company – Fleury S.A., investor:

Investees	Balance at 12/31/2024	Full. Capital	Equity in results of subsidiaries	Realization of surplus and loss	Merger	Acquisition	Other changes	Balance at 09/30/2025
IHP Group	2,992,360	-	187,499	(35,026)	-	-	-	3,144,833
Fleury CPMA	949,936	-	44,710	-	-	-	-	994,646
CIP Group	306,999	-	5,274	(25)	(311,457)	-	(791)	-
Confiance	-	1,000	6,315	1	-	124,951	135	132,402
Saha	-	4,500	313	(103)	105,423	-	351	110,484
São Lucas	74,329	500	10,914	(2,395)	-	-	-	83,348
Métodos	32,983	-	5,474	(102)	-	-	-	38,355
Genesis	37,280	11,000	(19,977)	-	-	-	-	28,303
Croma Oncologia	10,244	20,000	(8,654)	-	-	-	-	21,590
Prontmed	10,464	-	-	-	-	-	(1,638)	8,826
Other	5,092	-	-	-	-	-	-	5,092
Total	4,419,687	37,000	231,868	(37,650)	(206,034)	124,951	(1,943)	4,567,879

Changes - Consolidated:

Investor	Investees	Balance at 12/31/2024	Full. Capital	Equity in results of subsidiaries	Other changes (a)	Balance at 09/30/2025
Kortex	Sundry	55,195	11,546	-	6,409	73,150
Fleury S.A.	Prontmed	10,464	-	-	(1,638)	8,826
Fleury S.A.	Croma Oncologia	10,244	20,000	(8,654)	-	21,590
Fleury S.A.	Other	6,007	-	-	79	6,086
		81,910	31,546	(8,654)	4,850	109,652

(a) These refer essentially to fair value updates on Kortex investees, fair value on Prontmed and updates on investments in the subsidiary São Lucas.

11. Property, plant and equipment and intangible assets

a) Balances of property, plant and equipment

Parent Company	Average annual depreciation rate (%)	Cost	Accumulated depreciation	Net balance	
				09/30/2025	12/31/2024
Machinery and equipment	10	997,264	(590,412)	406,852	409,988
Improvements and facilities	17	1,073,682	(811,237)	262,445	282,134
Expansion in progress	-	59,675	-	59,675	64,899
Property and land	2	41,395	(8,584)	32,811	33,158
Other (a)	11	198,053	(158,068)	39,985	33,649
Total		2,370,069	(1,568,301)	801,768	823,828

(a) Includes vehicles, furniture, fixtures and IT equipment.

Consolidated	Average annual depreciation rate (%)	Cost	Accumulated depreciation	Net balance	
				09/30/2025	12/31/2024
Machinery and equipment	10	1,761,408	(1,059,991)	701,417	728,479
Improvements and facilities	17	1,412,756	(983,154)	429,602	445,707
Expansion in progress	-	91,599	-	91,599	87,713
Property and land	2	46,285	(11,301)	34,984	35,478
Other (a)	11	346,857	(260,010)	86,847	77,688
Total		3,658,905	(2,314,456)	1,344,449	1,375,065

(a) Includes vehicles, furniture, fixtures and IT equipment.

b) Changes in property, plant and equipment balances

Parent Company	Balance at 12/31/2024	Additions	Net write-offs	Depreciation	Reclass./ Transfer	Merger (b)	Net balance at 09/30/2025
Machinery and equipment	409,988	-	2,528	(50,075)	43,848	563	406,852
Improvements and facilities	282,134	476	-	(63,425)	39,802	3,458	262,445
Expansion in progress	64,899	94,070	-	-	(99,338)	44	59,675
Property and land	33,158	-	-	(347)	-	-	32,811
Others (a)	33,649	-	(4)	(8,559)	13,904	995	39,985
Total	823,828	94,546	2,524	(122,406)	(1,784)	5,060	801,768

(a) Includes vehicles, furniture, fixtures and IT equipment.

(b) merger of company CIP

Parent Company	Balance at 12/31/2023	Additions	Net write-offs	Depreciation	Reclass./ Transfer	Balance at 09/30/2024
Machinery and equipment	401,322	12,939	(18,393)	(45,697)	53,453	403,624
Improvements and facilities	286,399	37,248	(3,679)	(58,094)	22,512	284,386
Expansion in progress	70,469	51,025	-	-	(76,620)	44,874
Property and land	33,625	-	-	(350)	-	33,275
Others (a)	38,899	3,242	(174)	(8,319)	1,465	35,113
Total	830,714	104,454	(22,246)	(112,460)	810	801,272

(a) Includes vehicles, furniture, fixtures and IT equipment.

Consolidated	Net balance at 12/31/2024	Business Combination (b)	Additions	Net write-offs	Depreciation	Reclass./ Transfer	Balance at 09/30/2025
Machinery and equipment	728,479	1,859	20,950	2,111	(101,742)	49,760	701,417
Improvements and facilities	445,707	13	3,655	(3,521)	(78,333)	62,081	429,602
Expansion in progress	87,713	-	127,230	(308)	-	(123,036)	91,599
Property and land	35,478	1	-	-	(495)	-	34,984
Others (a)	77,688	3,393	6,918	(553)	(16,368)	15,769	86,847
Total	1,375,065	5,266	158,753	(2,271)	(196,938)	4,574	1,344,449

(a) Includes vehicles, furniture, fixtures and IT equipment.

(b) Opening balance of the new companies Confiance and Hemolab.

Consolidated	Balance at 12/31/2023	Business Combination (c)	Additions	Write-offs	Depreciation	Reclass./ Transfer	Surplus and loss Note 03	Genesis Operation (b)	Balance at 09/30/2024
Machinery and equipment	707,548	10,146	37,369	(4,321)	(104,407)	56,076	3,056	7,102	712,569
Improvements and facilities	449,445	2,032	50,895	(1,666)	(71,532)	24,036	-	-	453,210
Expansion in progress	73,035	-	63,791	(61)	-	(84,375)	-	2,803	55,193
Property and land	33,624	191	-	-	(349)	2,177	-	-	35,643
Others (a)	84,840	524	4,148	(288)	(16,362)	4,878	63	165	77,968
Total	1,348,492	12,893	156,203	(6,336)	(192,650)	2,792	3,119	10,070	1,334,583

(a) Includes vehicles, furniture, fixtures and IT equipment.

(b) They refer to the net assets at the initial date of the consolidation of the company Gênesis.

(c) Opening balance company São Lucas

c) Balances

Parent Company	Average annual depreciation rate (%)	Cost	Accumulated depreciation	Net balance	
				09/30/2025	12/31/2024
Goodwill - Future profitability	-	1,942,595	(44,413)	1,898,182	1,773,279
Licenses and software developed	20	1,113,286	(837,399)	275,887	209,048
Trademarks and patents	7	127,507	(11,253)	116,254	79,986
IT projects in progress	-	41,134	-	41,134	116,539
Internally developed products	-	4,579	-	4,579	4,416
Commercial point	10	2,732	(130)	2,602	-
Total		3,231,833	(893,195)	2,338,638	2,183,268

Consolidated	Average annual depreciation rate (%)	Cost	Accumulated depreciation	Net balance	
				09/30/2025	12/31/2024
Goodwill - Future profitability	-	4,456,250	(44,414)	4,411,836	4,268,342
Trademarks and patents	7	786,773	(26,588)	760,185	741,675
Licenses and software developed	20	1,408,779	(1,011,395)	397,384	344,356
Client contracts	10	553,117	(259,647)	293,470	318,627
IT projects in progress	-	52,604	-	52,604	145,232
Commercial points	10	41,572	(13,401)	28,171	31,345
Internally developed products	20	17,360	(3,764)	13,596	13,954
Non-competition agreement	7	868	(867)	1	1
Total		7,317,323	(1,360,076)	5,957,247	5,863,532

d) Changes in intangible asset balances

Parent Company	Net balance at 12/31/2024	Additions	Write-offs	Amortization	Reclass./Trans.	Merger (a)	Net balance at 09/30/2025
Goodwill - Future profitability	1,773,279	-	-	-	-	124,903	1,898,182
Licenses and software	209,048	-	(6,808)	(144,596)	217,944	299	275,887
Trademarks and patents	79,986	-	-	(222)	-	36,490	116,254
IT projects in progress	116,539	143,183	-	-	(219,055)	467	41,134
Internally developed products	4,416	-	-	-	163	-	4,579
Commercial point	-	-	-	(130)	2,732	-	2,602
Total	2,183,268	143,183	(6,808)	(144,948)	1,784	162,159	2,338,638

(a) merger of company CIP

Parent Company	Balance at 12/31/2023	Additions	Write-offs	Amortization	Transfers	Balance at 09/30/2024
Goodwill - Future profitability	1,773,279	-	-	-	-	1,773,279
Licenses and software	168,127	58,020	(2,743)	(107,011)	75,630	192,023
IT projects in progress	139,790	32,057	(160)	-	(76,440)	95,247
Trademarks and patents	80,300	-	-	(240)	-	80,060
Internally developed products	6,690	1,991	(5,731)	-	-	2,950
Total	2,168,186	92,068	(8,634)	(107,251)	(810)	2,143,559

Consolidated	Net balance at 12/31/2024	Business combination (a)	Additions	Write-offs	Amortization	Reclass./Trans.	Net balance at 09/30/2025
Goodwill - Future profitability	4,268,342	143,494	-	-	-	-	4,411,836
Trademarks and patents	741,675	20,431	-	-	(2,457)	536	760,185
Licenses and software	344,356	-	22,155	(3,293)	(203,787)	237,953	397,384
Client contracts	318,627	-	-	-	(27,341)	2,184	293,470
IT projects in progress	145,232	-	153,304	-	-	(245,932)	52,604
Commercial points	31,345	-	-	(2,732)	(455)	(13)	28,171
Internally developed products	13,954	-	110	(333)	(807)	672	13,596
Non-competition agreement	1	-	-	-	-	-	1
Total	5,863,532	163,925	175,569	(6,358)	(234,847)	(4,574)	5,957,247

(a) Opening balance of the new companies Confiance and Hemolab.

Consolidated	Balance at 12/31/2023	Business Combination (b)	Additions	Write-offs	Amortization	Reclass./Trans.	Surplus - Note 09	Genesis Operation (a)	Balance at 09/30/2024
Goodwill - Future profitability	4,223,505	47,237	-	-	-	(457)	1,184	-	4,271,469
Trademarks and patents	722,819	10,035	-	-	(2,757)	454	12,493	-	743,044
Client contracts	352,391	-	-	-	(25,390)	-	-	-	327,001
Licenses and software	303,321	242	73,136	(1,346)	(139,382)	80,482	-	2,612	319,065
IT projects in progress	160,211	-	48,880	(2,454)	-	(85,993)	-	5,073	125,717
Commercial points	35,619	-	-	-	(3,206)	-	-	-	32,413
Internally developed products	9,634	-	2,181	(1,991)	(952)	2,722	-	-	11,594
Non-competition agreement	6	-	-	-	(6)	-	-	-	-
Total	5,807,506	57,514	124,197	(5,791)	(171,693)	(2,792)	13,677	7,685	5,830,303

(a) They refer to net assets on the initial date of consolidation, as mentioned in the Operations, 1.2 New Businesses - Genesis.

(b) Opening balance of the new companies Confiance and Hemolab.

12. Right-of-use assets and lease liabilities

a) Balances of right-of-use assets

Parent Company	Average annual depreciation rate (%)	Cost	Accumulated amortization	Net balance	
				09/30/2025	12/31/2024
Properties	13	1,334,192	(715,020)	619,172	658,866
Machinery and equipment	20	126,432	(76,129)	50,303	64,347
IT equipment	25	50,116	(38,763)	11,353	16,315
Vehicles	50	20,538	(18,622)	1,916	1,298
Total		1,531,278	(848,534)	682,744	740,826

Consolidated	Average annual depreciation rate (%)	Cost	Accumulated amortization	Net balance	
				09/30/2025	12/31/2024
Properties	13	1,904,916	(980,834)	924,082	965,596
Machinery and equipment	20	337,629	(186,561)	151,068	131,603
IT equipment	25	76,177	(52,396)	23,781	31,943
Vehicles	50	46,091	(40,678)	5,413	9,501
Total		2,364,813	(1,260,469)	1,104,344	1,138,643

b) Changes
i) Right-of-use assets

Parent Company	Balance at 12/31/2024	Merger	Addition	Renegotiations	Write-off	Amortizations	Balance at 09/30/2025
Properties	658,866	3,534	60,777	1,015	(7,124)	(97,896)	619,172
Machinery and equipment	64,347	-	37,286	-	(25,795)	(25,535)	50,303
IT equipment	16,315	62	388	-	(110)	(5,302)	11,353
Vehicles	1,298	-	2,320	-	(112)	(1,590)	1,916
Total	740,826	3,596	100,771	1,015	(33,141)	(130,323)	682,744

Parent Company	Balance at 12/31/2023	Additions	Renegotiations	Write-offs	Amortizations	Balance at 09/30/2024
Properties	739,420	26,381	2,566	(11,852)	(96,612)	659,903
Machinery and equipment	95,559	-	-	-	(23,409)	72,150
IT equipment	12,534	9,444	-	(8)	(5,078)	16,892
Vehicles	5,041	-	-	-	(2,907)	2,134
Total	852,554	35,825	2,566	(11,860)	(128,006)	751,079

Consolidated	Balance at 12/31/2024	Business combination (a)	Addition	Renegotiations	Write-off	Amortizations	Balance at 09/30/2025
Properties	965,596	7,499	110,515	6,486	(8,070)	(157,944)	924,082
Machinery and equipment	131,603	172	86,229	24,022	(32,170)	(58,788)	151,068
IT equipment	31,943	-	618	677.00	(110)	(9,347)	23,781
Vehicles	9,501	-	2,602	(506.00)	(128)	(6,056)	5,413
Total	1,138,643	7,671	199,964	30,679	(40,478)	(232,135)	1,104,344

(a) Opening balance of the new companies Confiance and Hemolab.

Consolidated	Balance at 12/31/2023	Business combination (a)	Additions	Renegotiations	Write-offs	Amortizations	Other changes	Balance at 09/30/2024
Properties	1,068,354	6,445	62,315	6,972	(16,269)	(152,164)	184	975,836
Machinery and equipment	180,711	-	8,549	49	(1,705)	(46,028)	(27)	141,549
IT equipment	26,072	-	11,511	716	(17)	(8,191)	-	30,091
Vehicles	19,958	-	2,669	(101)	(3,356)	(7,241)	-	11,930
Total	1,295,095	6,445	85,044	7,636	(21,347)	(213,624)	157	1,159,406

(a) Opening balance of the new company São Lucas

ii) Lease liabilities

	Parent Company		Consolidated	
	09/30/2025	09/30/2024	09/30/2025	09/30/2024
Balance at the beginning of the period	838,782	950,316	1,286,491	1,431,476
Realization of adjustment to present value	59,056	65,696	88,843	94,341
New agreements	100,771	35,825	199,964	85,044
Renegotiations	1,016	2,566	30,680	7,636
Business combination (Note 3)	-	-	7,671	6,445
Low	(36,118)	(12,228)	(44,695)	(20,621)
Amortization of interest	(59,073)	(65,696)	(88,859)	(94,384)
Amortization of principal	(132,969)	(126,149)	(231,653)	(206,602)
Merger of companies	3,773	-	-	-
Other changes	-	-	(2)	124
Balance at the end of the period	775,238	850,330	1,248,440	1,303,459

c) Minimum lease payments

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
≤01 year	242,067	239,470	412,783	393,587
>01 year	923,977	1,034,851	1,348,266	1,436,291
	1,166,044	1,274,321	1,761,049	1,829,878
(-) Future financial charges	(390,806)	(435,539)	(512,609)	(543,387)
Present value of minimum payments	775,238	838,782	1,248,440	1,286,491
Current	178,200	169,340	313,074	290,854
Non-current	597,038	669,442	935,366	995,637

The non-current portion matures as of September 30, 2025 are as follows:

	Parent Company	Consolidated
2026	43,640	73,102
2027	114,710	215,324
>2028	438,688	646,940
Total	597,038	935,366

d) Discount rate:

The weighted average discount rates applied to lease contracts as of September 30, 2025.

are 9.04% for contracts maturing between 1 and 5 years, 9.09% for contracts maturing between 6 and 10 years and 8.99% for contracts maturing over 10 years.

e) Impact on income (loss) for the period

	Parent Company		Consolidated	
	09/30/2025	09/30/2024	09/30/2025	09/30/2024
Depreciation of right-of-use	130,322	128,006	232,134	213,624
Appropriation of interest of leases	59,056	65,696	88,843	94,341
Income (loss) from write-off in the period	2,978	368	4,217	(726)

13. Suppliers

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Domestic suppliers	289,957	273,626	608,344	602,169
Suppliers - medical services	57,769	53,466	109,490	100,422
Foreign suppliers	2,135	437	3,510	1,418
Total	349,861	327,529	721,344	704,009

14. Financing

Fleury group has supplier financing - drawee risk transactions mainly with Banco Itaú. As of September 30, 2025, the sum was R\$ 14,370 (R\$ 17,491 as of December 31, 2024) in the parent company.

In the Consolidated, changes are as follows:

Consolidated	Balance at 12/31/2024	New operations	Interest incurred	Interest paid	Amortization of principal	Balance at 09/30/2025
Supplier financing - drawee risk	21,588	93,320	-	-	(98,019)	16,889
FINEP	2,456	-	135	(109)	(573)	1,909
Total	24,044	93,320	135	(109)	(98,592)	18,798
Current	22,387					17,715
Non-current	1,657					1,083

15. Debentures

a) Balances

	Issue amount (R\$)	Quantity	Final maturity	Semi-annual interest	Total issued
5 th issue - 2 nd series	1,000	300,000	Dec 2027	CDI + 1.20% p.a.	300,000
6 th issue - 3 rd series	1,000	375,000	July 2028	CDI + 1.75% p.a.	375,000
7 th issue - 1 st series	1,000	350,000	Apr 2027	CDI + 1.35% p.a.	350,000
7 th issue - 2 nd series	1,000	350,000	Apr 2029	CDI + 1.55% p.a.	350,000
8 th issue - single series	1,000	500,000	Oct 2028	CDI + 1.23% p.a.	500,000
9 th issue - 1 st series	1,000	500,000	May 2029	CDI + 0.55% p.a.	500,000
9 th issue - 2 nd series	1,000	500,000	May 2031	CDI + 0.67% p.a.	500,000
10 th issue - 1 st series	1,000	562,500	Oct 2029	CDI + 0.45% p.a.	562,500
10 th issue - 2 nd series	1,000	562,500	Oct 2031	CDI + 0.55% p.a.	562,500

The debentures were placed through a public offering of simple debentures with restricted placement efforts. The proceeds from debentures placements for working capital purposes, under its cash strategy, to extend its debt tenures and retain funds for investments and acquisitions in the coming years. The debentures issued are unsecured and not convertible into shares.

Brazilian Reais	12/31/2024	Interest incurred	Interest paid	Other operations	09/30/2025
5 th issue – 2 nd series	301,511	33,222	(20,968)	-	313,765
6 th issue – 3 rd series	397,570	43,099	(51,454)	-	389,215
7 th issue – 1 st series	357,940	39,422	(22,827)	-	374,535
7 th issue – 2 nd series	358,071	39,978	(23,183)	-	374,866
8 th issue – single series	510,997	55,830	(32,371)	-	534,456
9 th issue – 1 st series	506,655	52,966	(31,760)	-	527,861
9 th issue – 2 nd series	506,724	53,443	(32,067)	-	528,100
10 th issue – 1 st series	572,859	59,273	(32,605)	-	599,527
10 th issue – 2 nd series	572,952	59,719	(32,878)	-	599,793
Transaction cost	(4,252)	-	-	755	3,497
Total	4,081,027	436,952	(280,113)	755	4,238,621
Current	184,370				341,336
Non-current	3,896,657				3,897,285

The portion recognized in Non-current liabilities as of September 30, 2025 matured as follows:

Maturity	Issue 2nd series	Issue 3rd series	Issue 1st series	Issue 2nd series	Issue single series	Issue 1st series	Issue 2nd series	Issue 2nd series	Issue 2nd series	Consolidated
2026	100,000	-	-	-	-	-	-	-	-	100,000
2027	100,000	-	350,000	-	250,000	-	-	-	-	700,000
2028	-	375,000	-	-	250,000	250,000	-	281,250	-	1,156,250
2029	-	-	-	350,000	-	250,000	-	281,250	-	881,250
2030	-	-	-	-	-	-	250,000	-	281,250	531,250
2031	-	-	-	-	-	-	250,000	-	281,250	531,250
Total	200,000	375,000	350,000	350,000	500,000	500,000	500,000	562,500	562,500	3,900,000

Contract clauses (covenants)

The debentures are subject to financial covenants, and their maturity may be accelerated in the event the Company fails to comply with the following financial ratio:

- Net financial debt/*Earnings Before Interest Depreciation and Amortization* (EBITDA) - LTM (last twelve months) - lower than or equal to 3.0 times.

As of September 30, 2025, the Fleury Group was in compliance with the following financial ratios and other covenants. The other information referring to this Note did not undergo significant changes in relation to that disclosed in Note 15 - Debentures, of the financial statements for the year ended December 31, 2024.

16. Labor obligations

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Provision for vacation and social security charges	83,490	88,932	150,930	150,942
Provision for 13 th salary payable and charges	31,889	-	59,590	-
Provision for profit sharing	44,458	55,418	78,040	79,515
Salaries and social security charges payable	51,826	34,868	74,939	73,332
Commission and Bonus	32,485	40,476	37,537	44,030
Provision for health care	25,523	14,541	25,868	14,493
Provision for overtime	2,019	9,557	7,186	16,395
Other	2,756	1,422	4,886	3,195
Total	274,446	245,214	438,976	381,902

17. Obligations and tax installments

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
ISS on turnover	23,236	18,359	49,424	43,825
PIS/COFINS on Billing	2,606	2,072	7,882	6,109
PIS, COFINS, CSRF	3,313	3,329	5,767	5,550
Withholding Income Tax (IRRF)	1,379	1,649	2,778	3,184
Withholding INSS	1,136	1,089	1,633	1,682
IPTU (Municipal Property Tax)	1,427	-	1,427	-
Other	1,281	1,153	1,608	2,786
Total	34,378	27,651	70,519	63,136
Current	34,378	27,651	69,669	62,176
Non-current	-	-	850	960

18. Accounts payable – Acquisition of companies

Relates to obligations assumed on acquisition of companies, to be settled as provided for in the contracts, updated monthly mainly based on CDI and IPCA IBGE.

The balances are recorded at present value and therefore may differ from the amounts in the acquisition documents.

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Saha	107,524	-	107,524	102,913
Marcelo Magalhães	39,224	40,043	39,224	40,043
Confiance	31,418	-	31,418	-
Vita	-	-	30,823	23,357
São Lucas	26,309	28,545	26,309	23,944
Diagmax (a)	23,579	21,712	23,579	21,712
LPA	-	-	20,375	18,464
CIP	19,335	17,522	19,335	17,522
Bioclínico	-	-	12,920	11,708
Hemolab	-	-	12,007	-
Pretti	-	-	10,619	9,623
IACS	-	-	10,440	8,719
Moacir	-	-	9,359	8,481
Retina	-	-	8,698	7,883
Lafe (a)	-	-	7,004	11,806
CPC	-	-	5,257	6,578
Eco-rad	5,066	-	5,066	4,601
Outros (a)	5,924	5,369	23,351	27,029
Total	258,379	113,191	403,308	344,383
Current	33,186	5,741	65,391	42,573
Non-current	225,193	107,450	337,917	301,810

(a) Part of it includes withheld from the sellers as an escrow deposit, classified as securities (Note 5).

Changes in obligations for purchase of investments are as follows:

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Opening balance	113,191	81,260	344,383	397,673
Acquisitions of companies	124,951	69,786	163,562	69,786
Indexation charges	15,005	9,563	28,555	51,436
Payments	(101,952)	(47,401)	(140,039)	(155,686)
Merger	107,200	-	-	-
Other	(16)	(17)	6,847	(18,826)
Total	258,379	113,191	403,308	344,383

Non-current balances are shown as follows:

	Parent Company	Consolidated
2026	-	21,748
2027	30,387	68,907
>2028	194,806	247,262
Total	225,193	337,917

19. Other liabilities

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Advance from clients	2,496	667	24,967	9,722
Balances payable from health care plan operators	7,696	5,851	11,639	7,123
Intercompany transaction (asset sale)	3,015	13,672	-	-
Other	15	809	1,912	810
Total	13,222	20,999	38,518	17,655
Current	13,222	20,999	38,516	17,655
Non-current	-	-	2	-

20. Current and deferred income tax and social contribution

a) Balances

	Parent Company			Consolidated		
	Balance sheet		Income (loss)	Balance sheet		Income (loss)
	09/30/2025	12/31/2024	09/30/2025	09/30/2025	12/31/2024	09/30/2025
Tax x accounting difference - leases	34,710	35,581	(871)	50,114	50,492	(378)
Tax x accounting difference - depreciation	50,076	30,056	20,020	50,076	30,056	20,020
Provision for legal risks	21,120	19,106	2,014	31,205	30,517	688
Indexation charges - Accounts payable from acquisitions	18,370	6,245	12,125	28,900	19,628	9,272
Linearization of effective rate	26,849	-	26,849	26,849	-	26,849
Provision for profit sharing	17,621	18,842	(1,221)	24,710	26,681	(1,971)
Tax loss carryforwards	-	-	-	24,186	24,625	(439)
Losses on disallowances and default	12,036	16,121	(4,085)	22,328	28,589	(6,261)
Labor provision	13,708	15,547	(1,839)	20,358	24,849	(4,491)
Provision for long-term incentives	8,180	10,501	(2,321)	8,990	10,826	(1,836)
Effects of goodwill amortization for tax purposes	(539,997)	(512,626)	(27,371)	(706,101)	(668,410)	(37,691)
Surplus (loss) on the acquisition of subsidiary	39,492	26,715	12,777	(113,641)	(128,343)	14,702
Other	1,509	(148)	1,657	907	(828)	1,735
Deferred tax assets (liabilities), net	(296,325)	(334,060)	37,735	(531,118)	(551,318)	20,200

Reflected on the balance sheet as follows:	Parent Company	Consolidated
Opening balance	(334,060)	(551,318)
Tax income/(expenses) recognized in income (loss)	30,497	20,144
Changes in equity not affecting income (loss)	7,238	56
Deferred tax assets (liabilities), net	(296,325)	(531,118)

Deferred taxes by company at September 30, 2025 are shown below:

	Deferred income tax and social contribution		Net balance	
	Assets	Liabilities	Parent Company	Consolidated
Laboratório Padrão S.A.	2,440	-	-	2,440
Vita Clínicas Medicina Especializada Ltda.	1,640	-	-	1,640
CPC – Centro de Patologia Clínica Ltda.	1,949	-	-	1,949
Laboratório de Pat. Clínica Dr. Paulo Cordeiro de Azevedo Ltda. (LPA)	1,149	-	-	1,149
IACS - Instituto de Análises Clínicas de Santos S.A.	1,211	-	-	1,211
IRN - Instituto de Radiologia de Natal Ltda.	919	-	-	919
Toxicologia Pardini Laboratórios S.A.	668	-	-	668
Clínica Oftalmológica São Lucas Ltda. (Retina Clinic)	470	-	-	470
Laboratório Pretti Ltda.	413	-	-	413
Other companies	1,152	-	-	1,152
Subtotal	12,011	-	-	12,011
Fleury S.A.	244,025	(540,350)	(296,325)	(296,325)
Business combination - recorded in the investment group	1,821	(114,797)	-	(112,976)
Instituto Hermes Pardini S.A. ("Hermes Pardini")	39,561	(123,506)	-	(83,945)
Fleury Centro de Procedimentos Médicos Avançados S.A. ("Fleury CPMA")	34,894	(84,777)	-	(49,883)
Subtotal	320,301	(863,430)	(296,325)	(543,129)
Total deferred tax assets (liabilities)	332,312	(863,430)	(296,325)	(531,118)

Considering that part of the deferred tax asset arises from temporary differences, in the Consolidated, this balance is expected to be realized as follows:

≤12 months	166,079
>12 months	166,233
Total	332,312

b) Income tax and social contribution on net income, current and deferred, in income (loss) are reconciled as follows:

	Parent Company		Consolidated	
	09/30/2025	09/30/2024	09/30/2025	09/30/2024
Income before income tax (IRPJ) and social contribution (CSLL)	527,589	578,034	654,950	689,109
(x) Combined statutory nominal rate	34%	34%	34%	34%
(=) IRPJ and CSLL expense	(179,380)	(196,532)	(222,683)	(234,297)
Tax credits not recognized (a)	-	-	(21,828)	(10,819)
Other permanent additions (exclusions), net	5,146	1,409	(192)	870
Technological Innovation - "Lei do Bem"	-	1,054	-	4,426
Equity in results of subsidiaries	78,835	78,922	2,942	752
Adjustments resulting from companies under the presumed profit tax regime	-	-	5,127	7,765
Linearization effect of the effective rate	26,849	6,777	26,849	6,777
Interest on own capital	57,463	62,585	57,463	62,585
Income tax and social contribution expense	(11,087)	(45,785)	(152,322)	(161,941)
Current	(41,583)	(56,045)	(172,466)	(163,186)
Deferred	30,496	10,261	20,144	1,245
Effective rate - %	2.10%	7.92%	23.26%	23.50%

(a) Refers to deferred IRPJ and CSLL on balances of tax loss carryforwards and negative CSLL calculation basis not recorded in the period.

21. Provision for tax, labor, civil risks

a) Breakdown of balance

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Civil	12,725	7,630	43,953	34,525
Labor	30,815	26,530	41,528	33,609
Tax	18,579	22,034	34,047	39,039
Subtotal	62,119	56,194	119,528	107,173
Loss on lawsuits	-	-	110,344	113,246
Judicial deposits (lawsuits assessed as probable losses)	(40,668)	(40,658)	(45,051)	(44,170)
Total	21,451	15,536	184,821	176,249
Judicial Deposits (non-current assets)	(11,566)	(17,698)	(21,142)	(27,605)

b) Changes – Consolidated

	Balance at 12/31/2024	Addition/Reversal	Business combination	Reclassifications/ Payments	Indexation accrual	Balance at 09/30/2025
Civil	34,525	4,554	-	1,814	3,060	43,953
Labor	33,609	5,212	-	(119)	2,826	41,528
Tax	39,039	(6,181)	20	(891)	2,060	34,047
Subtotal	107,173	3,585	20	804	7,946	119,528
Formation of loss	127,744	(3,101)	-	199	-	124,842
Realization of loss	(14,498)	-	-	-	-	(14,498)
Judicial Deposits	(44,170)	-	-	(879)	(2)	(45,051)
Total	176,249	484	20	124	7,944	184,821

c) Lawsuits classified as probable losses, for which no provision is set up:

Tax

The Company has tax lawsuits classified as probable loss, totaling R\$ 34,047 as of September 30, 2025 (R\$ 39,039 as of December 31, 2024). Of this amount, R\$ 12,101 (R\$ 14,375 as of December 31, 2024) are provisioned to cover risks related to the ICMS Import issue, in which the unconstitutionality of Law 11001/2001, which instituted the levying of ICMS on import operations in the state of São Paulo, is being discussed. The issue has now been settled by the Federal Supreme Court, which, in a decision with general repercussion, decided that Law 11001/2001 is constitutional.

Of this amount, the Company also has administrative and judicial proceedings originating from companies acquired by Fleury S.A., at the federal level, totaling R\$ 12,427 (R\$ 11,773 as of December 31, 2024), and mainly involving discussions related to corporate income tax (IRPJ) and social contribution (CSLL).

The residual amount of R\$ 9,519 (R\$ 12,891 as of December 31, 2024) refers to various other tax matters, which together represent the total amount provisioned.

Civil

In the civil courts, the Company has lawsuits classified as probable loss that total R\$ 43,953 as of September 30, 2025 (R\$ 34,525 as of December 31, 2024). This amount is distributed among different types of claims, with R\$8,669 related to a collection action that is already in the closing phase and R\$13,428 related to the execution of extrajudicial titles, both situations are duly provided for in purchase and sale agreements of quotas, in addition to R\$21,856 associated with other various causes.

Labor

As of September 30, 2025, the Company has lawsuits in the labor courts classified as probable losses totaling R\$ 41,528 (R\$ 33,609 as of December 31, 2024), which (i) R\$ 38,919 (R\$ 30,623 as of December 31, 2024) refers to lawsuits (such as labor claims from former employees, class actions, annulment actions); (ii) R\$ 2,120 (R\$ 2,514 as of December 31, 2024) refer to joint liability lawsuits filed by employees of companies that provide specialized services to the Company on an outsourced basis and (iii) ongoing administrative proceedings, totaling R\$ 489 (R\$ 472 as of December 31, 2024).

e) Lawsuits classified as possible loss

As of September 30, 2025, the consolidated amount was approximately R\$ 740,643 (R\$ 663,696 as of December 31, 2024).

Tax

Tax proceedings classified as possible loss total R\$ 466,256 (R\$ 420,250 as of December 31, 2024) and are broken down into federal taxes, social security contributions, state taxes, and municipal taxes.

At the federal level, administrative and judicial proceedings classified as a possible loss total R\$ 245,391 (R\$ 230,579 on December 31, 2024), most of which are related to the non-mandatory payment of federal taxes, such as IRPJ, CSLL, PIS and COFINS.

The social security discussions total R\$ 72,589 (R\$ 63,527 as of December 31, 2024).

In the state context, the judicial discussions total R\$5,432 (R\$5,991 as of December 31, 2024).

At the municipal level, the administrative and judicial proceedings classified as possible losses totaled R\$ 142,844 (R\$ 120,153 as of December 31, 2024) and relate mainly to cases involving the Tax on Services (ISS) and the Location of the Provision of Clinical Analysis Services.

Civil

At the Civil level, the Company has lawsuits classified as possible loss totaling R\$ 124,427 (R\$ 119,813 as of December 31, 2024), of which R\$ 64,885 (R\$ 58,478 as of December 31, 2024) related mainly to civil liability lawsuits with claims for property damages and mental distress arising, among other reasons, from alleged diagnostic error or procedural failure, it is worth emphasizing the lawsuits related to failure in provision of services amounting to R\$ 40,865 (R\$ 42,643 as of December 31, 2024) and other lawsuits involving different claims totaling R\$ 18,676 (R\$ 18,692 as of December 31, 2024).

Labor

As of September 30, 2025, labor lawsuits classified as possible loss total R\$ 149,960 (R\$ 123,633 as of December 31, 2024) of which (i) R\$ 128,139 (R\$ 101,504 as of December 31, 2024) refer to lawsuits (such as labor claims of former employees, relief from judgment, public civil lawsuits, annulment and tax enforcement actions, enforcement action); (ii) R\$ 21,372 (R\$ 21,709 as of December 31, 2024) refer to joint liability lawsuits filed by employees of companies that provide specialized services to the Company on an outsourced basis and (iii) ongoing administrative proceedings, totaling R\$ 449 (R\$ 420 as of December 31, 2024).

Public civil actions

The Public Civil Actions in which the Company was mentioned which were disclosed in Note 22 of the financial statements as of December 31, 2024 continue to be monitored, containing the following updates:

In the labor courts, the Company was summoned in a Public Civil Action (ACP) filed before the Labor Court of São Paulo, due to alleged failure met the legal quota of people with disabilities. The Company has proved that it has made every effort to comply with the quota. The decisions handed down at lower and higher courts were favorable to the company. The Labor Prosecutor's Office filed an appeal and is currently awaiting judgment of an internal appeal at the Superior Labor Court.

The Company was summoned in a Public Civil Action (ACP) pending before the Labor Courts of São Paulo, in which the Public Labor Ministry (MPT) pleads for Fleury's conviction due to the alleged noncompliance with rules related to workers' health and safety. The Company presented its defense proving the regularity of the requests made in the dispute. The decisions rendered in the lower and higher courts extinguished all claims that conveyed obligations to do things related to health and safety, but ordered the Company to pay an indemnity for past damages. Currently, the analysis of the Public Prosecutor's appeal is awaited for submission to the Superior Labor Court.

22. Related parties

Impacts on statement of income and balance sheet

Companies	Parent Company	Nature of the operation	Assets		Liabilities		Income (loss) - Income/(expense)	
			09/30/2025	12/31/2024	09/30/2025	12/31/2024	09/30/2025	09/30/2024
Companhia Brasileira de Soluções e Serviços – Alelo.	Service provider - Benefits (Meal and Food Voucher)		-	2,520	-	10,162	(101,705)	(94,862)
Bradesco Vida e Previdência S.A.	Service Provider - Benefits (Private pension)		-	-	-	669	(4,519)	(5,096)
Bradesco Saúde S.A.	Service provider - Benefits (Healthcare plan – Employees)		-	-	-	8,718	(63,394)	(53,888)
Banco Bradesco S.A.	Sale of payroll and financial transactions		955,009	963,697	1,755	667	92,511	12,910
OdontoPrev S.A.	Service provider - Benefits (Odontological plan – Employees)		-	-	-	262	(2,387)	(2,799)
CM Médicos Associados Ltda.	Service provider - Rendering of medical services		-	-	-	155	(1,636)	(1,390)
Mediservice Operadora de Planos de Saúde S.A.	Service provider - Benefits (Healthcare plan – Employees)		-	-	882	1,612	(16,251)	-
Swiss RE Corporate Solutions Brasil	Service Provider - Directors and Officers (D&O) Liability		-	-	-	-	(136)	-
Transinc Fundo de Investimento Imobiliário - FII.	Rental provider - Property lease classified under CPC 06		4,256	5,292	5,283	6,191	(1,196)	(1,223)
Harmonikos Participações e Empreendimentos Ltda.	Rental provider - Property lease classified under CPC 06		3,818	6,364	4,424	7,045	(2,330)	(2,567)
Amicabilis Participações e Empreendimentos Ltda.	Rental provider - Property lease classified under CPC 06		5,663	9,438	8,835	12,072	(3,592)	(3,885)
BSP Empreendimentos Imobiliários Ltda.	Rental provider - Property lease classified under CPC 06		172,023	182,396	194,122	197,392	(22,246)	(22,551)
Prontmed Tecnologia de dados em Saúde.	Corporate investment and Service provision (use of the digital platform)		-	-	-	61	-	100
Instituto Hermes Pardini S.A.	Sale of property, plant and equipment		-	-	3,015	13,672	-	-
Gênese Análises Genômicas S.A.	Processing of exams - Clinical Analysis		-	7,352	-	-	44,999	40,001
CPC Ltda.	Processing of exams - Clinical Analysis		141	89	-	-	963	856
Fleury CPMA S.A.	Processing of exams and transfer of benefits (Healthcare plan)		1,052	753	-	-	7,977	8,869
Métodos Laboratório, Análises Clínicas e Hematologia Ltda.	Processing of exams - Clinical Analysis		-	-	-	-	-	58
Instituto Hermes Pardini S.A.	Processing of exams - Clinical Analysis		2,423	702	-	-	7,630	6,055
Laboratório Pretti Ltda.	Processing of exams - Clinical Analysis		-	7	-	-	114	172
Laboratório Bioclínico Ltda.	Processing of exams - Clinical Analysis		-	15	-	-	74	194
Gênese Análises Genômicas S.A.	Sublease and expense reimbursement (labor of dedicated employees)		108	-	-	-	972	149
Saude iD.	Transfer of benefits (Healthcare plan – Employees)		-	-	-	-	-	112
Instituto Hermes Pardini S.A.	Transfer of benefits (Healthcare plan – Employees)		-	-	-	-	-	164
Santécorp Holding Ltda.	Sublease and expense reimbursement (labor of dedicated employees)		2	-	-	-	62	310
Clínica de olhos Dr. Moacir Cunha S.A.	Sublease and expense reimbursement (labor of dedicated employees)		13	41	-	-	142	125
Fleury Centro de Procedimentos Médicos Avançados S.A.	Sublease and expense reimbursement (labor of dedicated employees)		102	-	-	-	268	302
Vita Clínicas Medicina Especializada Ltda.	Sublease and expense reimbursement (labor of dedicated employees)		43	101	-	-	108	262
CIP - Centro de Infusões Pacaembu Ltda.	Expense reimbursement (labor of dedicated employees)		-	41	-	-	46	126
Clínica Oftalmológica São Lucas Ltda. (Retina Clinic)	Expense reimbursement (labor of dedicated employees)		-	41	-	-	41	107
Saha Centro de Infusões Ltda.	Expense reimbursement (labor of dedicated employees)		-	59	-	-	59	126
			1,144,653	1,178,908	218,316	258,678	(63,426)	(117,263)

Consolidated		Assets		Liabilities		Income (loss) - Income/(expense)	
Companies	Nature of the operation	09/30/2025	12/31/2024	09/30/2025	12/31/2024	09/30/2025	09/30/2024
Companhia Brasileira de Soluções e Serviços – Alelo.	Service provider - Benefits (Meal and Food Voucher)	-	2,847	7	11,019	(111,700)	(99,889)
Bradesco Vida e Previdência S.A.	Service Provider - Benefits (Private pension)	-	-	-	682	(4,596)	(5,163)
Bradesco Saúde S.A.	Service provider - Benefits (Healthcare plan – Employees)	-	-	309	8,931	(67,962)	(54,463)
Banco Bradesco S.A.	Sale of payroll and financial transactions	1,535,327	1,343,175	1,751	9,722	137,445	26,750
OdontoPrev S.A.	Service provider - Benefits (Odontological plan – Employees)	-	-	8	277	(2,558)	(2,920)
CM Médicos Associados Ltda.	Service provider - Rendering of medical services	-	-	-	155	(1,636)	(1,390)
Mediservice Operadora de Planos de Saúde S.A.	Service provider - Benefits (Healthcare plan – Employees)	-	-	924	1,612	(17,006)	-
Swiss RE Corporate Solutions Brasil	Service Provider - Directors and Officers (D&O) Liability	-	-	-	-	(136)	-
Prontmed Tecnologia de dados em Saúde.	Service provision (use of the digital platform)	-	-	-	166	(950)	-
Transinc Fundo de Investimento Imobiliário - FII.	Rental provider - Property lease classified under CPC 06	4,256	5,292	5,283	6,191	(1,196)	(1,223)
Harmonikos Participações e Empreendimentos Ltda.	Rental provider - Property lease classified under CPC 06	3,818	6,364	4,424	7,045	(2,330)	(2,567)
Amicabilis Participações e Empreendimentos Ltda.	Rental provider - Property lease classified under CPC 06	5,663	9,438	8,835	12,072	(3,592)	(3,885)
BSP Empreendimentos Imobiliários Ltda.	Rental provider - Property lease classified under CPC 06	172,023	182,396	194,122	197,392	(22,246)	(22,551)
Operis Administração Imobiliária Ltda.	Rental provider - Property lease classified under CPC 06	4,812	5,775	6,272	6,937	(1,202)	-
AP Imobiliária Ltda.	Rental provider - Property lease classified under CPC 06	9,266	11,563	12,014	14,354	(2,859)	(3,016)
Azevedo e Dias Administração Patrimonial Ltda.	Rental provider - Property lease classified under CPC 06	1,603	3,208	1,864	3,655	(1,770)	(1,880)
Bitoliz Consultoria de imóvel Ltda.	Rental provider - Property lease classified under CPC 06	2,019	2,267	2,300	2,511	(391)	(382)
Companhia de Locação das Américas	Rental provider - Property lease classified under CPC 06	2,757	-	3,741	-	(701)	-
Dumont Empreendimentos Imobiliários Ltda.	Rental provider - Property lease classified under CPC 06	28,716	3,159	37,076	4,173	(8,766)	(738)
Empreendimentos Imobiliários Vista Alegre Ltda	Rental provider - Property lease classified under CPC 06	7,919	35,789	9,005	44,263	(1,531)	(9,269)
Paes e Alcantara Serviços Ltda.	Rental provider - Property lease classified under CPC 06	20,072	8,860	21,866	9,803	(3,351)	(1,500)
Villa de Migliori Participações Ltda.	Rental provider - Property lease classified under CPC 06	3,015	20,818	3,676	22,128	(3,914)	(3,323)
Serra Participações Ltda.	Rental provider - Property lease classified under CPC 06	2,030	2,202	2,120	2,237	(314)	(33)
Scaas Participações Ltda.	Rental provider - Property lease classified under CPC 06	5,251	5,698	5,485	5,785	(814)	(85)
Syl Administração de Bens Ltda.	Rental provider - Property lease classified under CPC 06	1,768	1,918	1,847	1,948	(274)	(29)
		1,810,315	1,650,769	322,929	373,058	(124,350)	(187,556)

Banco Bradesco, a shareholder with an indirect ownership interest in the Company, holds a stake and/or control in companies and health plan operators with commercial relationship with the Fleury group, being amongst the largest clients. The consolidated statement of income (gross income) from these clients totaled 11.1% as of September 30, 2025 (9.9% as of September 30, 2024).

No asset and liability operations were identified, except the equity in results of subsidiaries in relation to Cromax Oncologia, whose partner is Atlântica Hospitais, an indirect subsidiary of Banco Bradesco S.A.

a) Directors' fees and Board's remuneration

The remuneration of directors and members of Management was approved at Meeting held on April 26, 2025 and are calculated in "General and administrative expenses" caption in the statement of income.

	Parent Company	
	09/30/2025	09/30/2024
Directors' fees and Board's remuneration		
Management	26,483	21,506
Salaries, social charges and benefits	11,501	9,962
Share-based payments	6,573	3,804
Bonus and Profit sharing	8,164	7,529
Post-employment benefits	245	211
Board of Directors	7,890	7,046
Salaries, social charges and benefits	7,890	7,046
Total	34,373	28,552

The Company grants post-employment benefits to its management, consisting of private pension and life insurance.

The Fleury Group remunerates its employees through profit sharing, according to the performance verified during the year versus the established goals. This remuneration is recognized as a liability and profit-sharing expense, based on a methodology that considers the estimated achievement of these goals.

The expense recognized in the Parent Company related to the profit sharing program, which includes employees and management, totaled R\$ 53,104 in the period ended September 30, 2025 (R\$ 44,592 as of September 30, 2024). In the Consolidated, the total was R\$ 75,860 in the period ended September 30, 2025 (R\$ 69,891 in the year ended September 30, 2024).

23.Shareholders' equity

a) Capital

The Company has an authorized capital of R\$ 4,000,000,000 (four billion reais) in common shares as provided for in its Bylaws. The capital as of September 30, 2025, fully paid-up, is R\$ 2,762,950, represented by 547,191,026 common, registered, book-entry shares with no par value. The net amount of capital, discounted from share-issuance expenses is R\$ 2,736,029.

b) Statutory reserve

At the Annual and Extraordinary Shareholders' Meeting held on April 24, 2025, the allocation of the Company's income (loss) for 2024 was approved. The amount of R\$ 30,808 was retained, allocated to the statutory profit retention reserve, aiming to finance additional investments of fixed and working capital, in addition to the expansion and development of the activities comprising the Company's corporate purpose.

c) Dividends

On April 24, the Annual and Extraordinary Shareholders' Meeting ratified the approval of the payment of dividends to stockholders in the gross amount of R\$ 254,053 million for 2024, which was made on May 9, 2025.

d) Interest on own capital

On August 7, 2025, the Board of Directors approved the payment of interest on capital to stockholders, in the gross amount of R\$ 169,009 million, with the payment occurring on October 3, 2025.

Interest on own capital, net of withheld income tax, will be recorded as mandatory minimum dividends for the year ending December 31, 2025.

e) Treasury shares

Changes in treasury shares:

	Number of shares	Average share price, net of fees and brokerage	Total value
Balance at 12/31/2024	2,911,287	16.51	48,065
Disposal of shares	(735,732)	17.00	(12,506)
Balance at 09/30/2025	2,175,555	16.35	35,559

24. Employee benefits

a) Private pension

The Company is a sponsor of the supplementary pension entity named and currently managed by Bradesco Vida e Previdência S.A. and Sul América S.A., which mainly aims at supplementing the government pension benefits. The plan is a of a defined contribution nature and during the period ended September 30, 2025 the Company made contributions in the amount of R\$ 1,868 (R\$ 2,245 as of September 30, 2024), recorded in "Costs of services provided" and "General and Administrative Expenses".

b) Long-term incentives

The information about the plan is disclosed in the annual financial statements for the year ended December 31, 2024.

i) 2016–2018 Stock options granted

Changes in the year were as follows:

		2018	
		May 10	June 20
Balance at 12/31/2024	Options	136,125	17,625
	Average price in the period	27.66	26.24
Canceled	Options	(102,250)	(11,750)
Balance at 09/30/2025	Options	33,875	5,875

As of September 30, 2025, the market value of each share was R\$ 16.14 (R\$ 15.43 as of September 30, 2024).

ii) Long-term incentive – Deferred shares

As of September 30, 2025, the Company recognized a “pro-rata” expense in the amount of R\$ 19,101 in general administrative expenses referring to the deferred stock option plan (R\$ 11,045 as of September 30, 2024).

25. Revenue from services rendered

	Parent Company			
	Three-month period ended September 30,		Nine-month period ended September 30,	
	2025	2024	2025	2024
Gross income	1,376,686	1,190,748	3,863,410	3,540,430
Taxes	(84,248)	(72,973)	(236,776)	(216,355)
Disallowances	(26,977)	(23,150)	(79,746)	(61,171)
Rebates	(2,747)	(2,979)	(7,999)	(6,463)
Net revenue	1,262,714	1,091,646	3,538,889	3,256,441

	Consolidated			
	Three-month period ended September 30,		Nine-month period ended September 30,	
	2025	2024	2025	2024
Gross income	2,378,626	2,133,178	6,764,869	6,325,659
Taxes	(150,707)	(136,299)	(426,245)	(396,145)
Disallowances	(32,437)	(30,207)	(95,494)	(73,557)
Rebates	(4,503)	(4,001)	(12,545)	(10,636)
Net revenue	2,190,979	1,962,671	6,230,585	5,845,321

The net sales for the main lines of the Company's services (Diagnostic Medicine and Integrated Medicine), is presented in Note 31 - Segment Information.

26. Cost of services rendered

	Parent Company			
	Three-month period ended September 30,		Nine-month period ended September 30,	
	2025	2024	2025	2024
Medical personnel and services	(392,043)	(349,579)	(1,115,507)	(1,046,614)
Direct material and test intermediation	(208,566)	(152,927)	(529,546)	(426,715)
Rentals, services with occupancy and utilities	(174,064)	(150,389)	(502,490)	(447,273)
Depreciation and amortization	(118,355)	(98,444)	(330,249)	(296,050)
General expenses	(1,000)	(7,316)	(6,458)	(10,834)
Total	(894,028)	(758,655)	(2,484,250)	(2,227,486)

	Consolidated			
	Three-month period ended September 30,		Nine-month period ended September 30,	
	2025	2024	2025	2024
Medical personnel and services	(653,924)	(584,497)	(1,859,448)	(1,736,451)
Direct material and test intermediation	(451,367)	(408,903)	(1,314,193)	(1,225,585)
Rentals, services with occupancy and utilities	(290,252)	(248,722)	(819,202)	(724,868)
Depreciation and amortization	(175,424)	(153,788)	(506,336)	(450,935)
General expenses	(4,162)	(9,762)	(15,460)	(17,911)
Total	(1,575,129)	(1,405,672)	(4,514,639)	(4,155,750)

27. General, administrative, commercial and sales expenses

	Parent Company			
	Three-month period ended September 30,		Nine-month period ended September 30,	
	2025	2024	2025	2024
Personnel and benefits	(75,071)	(65,724)	(217,064)	(206,583)
Depreciation and amortization	(22,673)	(18,219)	(67,428)	(51,667)
IT and telecommunications	(2,276)	(3,284)	(6,548)	(9,402)
Institutional and legal matters	(3,402)	(3,787)	(9,975)	(18,223)
Outsourced services	(4,574)	(3,212)	(11,547)	(9,430)
Real estate and utilities	(4,390)	(4,196)	(12,455)	(11,652)
Marketing	(10,198)	(8,957)	(26,687)	(23,723)
Other expenses	(9,306)	(8,580)	(21,659)	(21,144)
Total	(131,890)	(115,959)	(373,363)	(351,824)
General and administrative expenses	(120,161)	(104,514)	(340,904)	(320,756)
Selling expenses	(11,729)	(11,445)	(32,459)	(31,068)
Total	(131,890)	(115,959)	(373,363)	(351,824)

	Consolidated			
	Three-month period ended September 30,		Nine-month period ended September 30,	
	2025	2024	2025	2024
Personnel and benefits	(117,110)	(108,819)	(344,773)	(338,677)
Depreciation and amortization	(53,951)	(42,821)	(157,583)	(127,032)
IT and telecommunications	(18,152)	(16,400)	(58,181)	(59,510)
Institutional and legal matters	(5,508)	(5,893)	(16,866)	(25,980)
Outsourced services	(6,363)	(5,799)	(15,971)	(18,168)
Real estate and utilities	(4,868)	(6,446)	(14,562)	(18,737)
Marketing	(17,000)	(17,333)	(46,274)	(43,917)
Other expenses	(15,596)	(16,882)	(42,756)	(42,824)
Total	(238,548)	(220,393)	(696,966)	(674,845)
General and administrative expenses	(200,415)	(176,514)	(575,628)	(546,665)
Selling expenses	(38,133)	(43,879)	(121,338)	(128,180)
Total	(238,548)	(220,393)	(696,966)	(674,845)

28. Other operating income (expenses), net

	Parent Company			
	Three-month period ended September 30,		Nine-month period ended September 30,	
	2025	2024	2025	2024
Provision/losses with defaulted parties	(651)	(880)	(2,763)	(10,266)
Reversal (provision) for tax, labor and civil risks	(9,476)	(14,350)	(3,217)	(10,380)
Income (loss) in write-off/sale of assets	(2,668)	(1,781)	611	(6,236)
Other income (expenses)	6,780	15,307	7,815	8,805
Total	(6,015)	(1,704)	2,446	(18,077)

	Consolidated			
	Three-month period ended September 30,		Nine-month period ended September 30,	
	2025	2024	2025	2024
Provision/losses with defaulted parties	(2,751)	(5,017)	(11,465)	(19,545)
Reversal (provision) for tax, labor and civil risks	(8,681)	(6,094)	(483)	(6,729)
Income (loss) in write-off/sale of assets	(4,384)	(903)	(593)	(5,643)
Other income (expenses)	8,503	16,180	8,721	15,786
Total	(7,313)	4,166	(3,820)	(16,131)

29. Financial income (expense)

	Parent Company			
	Three-month period ended September 30,		Nine-month period ended September 30,	
	2025	2024	2025	2024
Financial income:				
Yield from Interest Earning Bank Deposits	66,859	45,210	188,743	88,091
Indexation accrual of taxes and judicial deposits	5,172	2,848	15,785	8,125
Exchange-rate change	23	130	199	210
PIS/COFINS on financial income	(3,364)	(2,249)	(9,550)	(4,515)
Other financial income	310	166	489	1,359
Total	69,000	46,105	195,666	93,270
Financial expenses:				
Interest on debentures and financing	(161,786)	(110,124)	(436,952)	(279,655)
Lease interest	(19,475)	(21,433)	(59,056)	(65,696)
Commissions and discounts granted	(11,721)	(2,262)	(26,891)	(6,492)
Indexation accrual - Accounts payable - Acquisition of companies	(6,512)	(2,289)	(15,005)	(6,543)
Indexation accrual of contingencies	(1,151)	(1,435)	(3,577)	(9,236)
Derivatives	(1,188)	(72)	(2,127)	32
Interest and indexation accruals	(197)	(1,521)	(853)	(946)
Exchange-rate change	(130)	(78)	(409)	(208)
Other	(121)	(1,343)	(1,146)	(2,225)
Total	(202,281)	(140,557)	(546,016)	(370,969)
Net financial income (expense)	(133,281)	(94,452)	(350,350)	(277,699)

	Consolidated			
	Three-month period ended September 30,		Nine-month period ended September 30,	
	2025	2024	2025	2024
Financial income:				
Yield from Interest Earning Bank Deposits	87,334	59,177	240,201	124,032
Indexation accrual of taxes and judicial deposits	5,919	4,129	18,441	12,837
Exchange-rate change	84	201	416	393
PIS/COFINS on financial income	(4,392)	(2,801)	(12,082)	(6,157)
Other financial income	1,115	1,476	2,785	6,756
Total	90,060	62,182	249,761	137,861
Financial expenses:				
Interest on debentures and financing	(161,869)	(110,171)	(437,127)	(279,799)
Lease interest	(29,870)	(30,870)	(88,843)	(94,304)
Indexation accrual - Accounts payable - Acquisition of companies	(10,213)	(7,418)	(28,555)	(39,082)
Commissions and discounts granted	(11,879)	(2,811)	(27,619)	(7,917)
Indexation accrual of contingencies	(2,901)	(1,595)	(7,944)	(11,162)
Derivatives	(1,188)	(72)	(2,127)	32
Interest and indexation accruals	(520)	(2,232)	(1,836)	(3,944)
Exchange-rate change	(171)	(267)	(609)	(612)
Other	(1,679)	(2,821)	(6,658)	(8,753)
Total	(220,290)	(158,257)	(601,318)	(445,541)
Net financial income (expense)	(130,230)	(96,075)	(351,557)	(307,680)

30. Earnings per share - Parent Company

Basic earnings per share are calculated by dividing profit attributable to company shareholders by the weighted average number of common shares during the period.

Diluted earnings per share are calculated by adjusting the weighted average number of common shares, presuming the conversion of all the potential diluted common shares.

The Company had potentially dilutable common shares due to the stock option plan.

	Parent Company	
	09/30/2025	09/30/2024
Income attributable to Company's controlling shareholders	516,502	532,250
Weighted average number of common shares outstanding (-) treasury shares	544,923,841	545,436,917
Basic earnings per share – R\$	0.95	0.98
(+) Adjustment by stock options	3,114	30,193
(=) Weighted average of number of common shares for diluted earnings per share	544,926,955	545,467,110
Diluted earnings per share - R\$	0.95	0.98

31. Information per business segment

As of September 30, 2025, the Fleury Group's Management conducts its analyses based on two reportable business segments: Diagnostic Medicine and Integrated Medicine. The segments presented in the financial statements are strategic business units that offer different products and services.

	Period ended 09/30/2025		
	Diagnostic medicine	Integrated medicine	Consolidated
Net revenue	4,352,073	1,878,512	6,230,585
EBITDA	1,469,036	210,043	1,679,079
Equity in results of subsidiaries	-	(8,653)	(8,653)
Depreciation and amortization	-	-	(663,919)
Financial income (expense)	-	-	(351,557)
EBIT	-	-	654,950

	Period ended 09/30/2024		
	Diagnostic medicine	Integrated medicine	Consolidated
Net revenue	3,923,928	1,921,393	5,845,321
EBITDA	1,330,155	246,407	1,576,562
Equity in results of subsidiaries	-	(1,805)	(1,805)
Depreciation and amortization	-	-	(577,967)
Financial income (expense)	-	-	(307,680)
EBIT	-	-	689,110

32. Insurance coverage

The Company takes out insurance for potential risks related to its assets, loss of profits and/or liabilities in amounts sufficient to cover possible claims (unaudited), considering the nature of its activities and in accordance with the assessment of Management and its specialized consultants. The full premium of the consolidated insurance policies in effect as of September 30, 2025 is R\$ 5,331. The contracts are effective until April 12, 2026 and 2027.

The maximum insured amount of the main insurance coverages, as of September 30, 2025, is as follows:

	Consolidated
Operational risks	880,413
Civil liability, including cyber risks	182,000
International transport – Imports - US\$	750

33. Subsequent event

a) Aquisição de LSL – Laboratório de Análises Clínicas

On August 1, 2025, the Company completed the acquisition of 100% of the equity interest in LSL – Laboratório de Análises Clínicas Ltda. The acquired company operates in clinical pathology, and vaccination services, and has 3 service units in the municipalities of Rio Claro and Santa Gertrudes in the state São Paulo. The acquisition value was R\$ 34 million.

b) Contrato de compra e venda - GIP Medicina Diagnóstica – Femme Laboratório da Mulher

On November 4, 2025, the Company announced that it has entered into a Share Purchase Agreement and Other Covenants for the acquisition of 100% of the shares issued by GIP Medicina Diagnóstica S.A.

A GIP conducts its activities under the brand 'FEMME Laboratório da Mulher' operates in clinical pathology, ambulatory, diagnostic, and therapeutic care and vaccination services, with a focus on women's health, operating 12 service units in the city of São Paulo.

The total acquisition value is R\$ 207,5 million and is subject to certain adjustments and withholdings, including the deduction of the net debt of GIP as verified on the closing date.

The completion of the Acquisition is subject to customary precedent conditions for this type of transaction, including the approval by CADE.

In due course, a General Shareholders' Meeting of the Company will be convened to ratify the Acquisition by its shareholders, pursuant to Article 256 of Law No. 6,404/76.

Jeane Tsutsui

CEO

José Antônio de Almeida Filippo

Chief Financial, Legal and Investor Relations Officer

Gisele Schneider

Director of Controllership – Accountant - CRC 1SP304488