



Earnings Presentation 3Q21

November 12, 2021

SAFE HARBOR

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Dasa's Mission:

“Be the health that each individual desires and the world needs.”

Management Comments



**Diagnostics
unit
continues to
thrive**



**Hospitals:
high growth,
improving
efficiency**







**Progress on
navigation and Nav
digital platform**



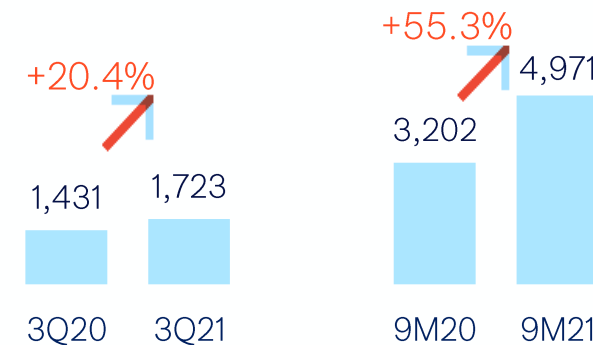
**M&A
integration
and balance
sheet update**

Outpatient Care, Diagnostics and Care Coordination

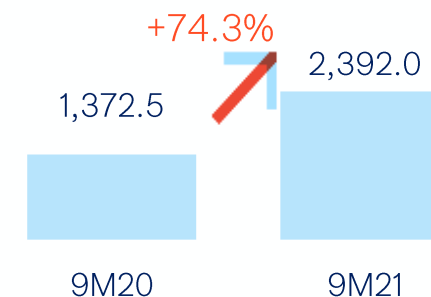
-  Trusted brands and high-quality service
-  Technology improving the user experience
-  Strong uptick in at-home exam collections
-  High growth initiatives: Dasa Empresas, Care Coordination and Genomics



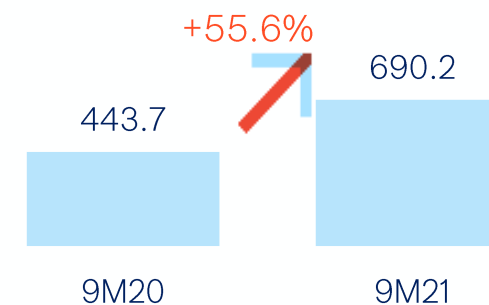
Net Revenues (R\$m)



Online Scheduling ('000)



At-home diagnostics ('000)



Hospitals & Oncology



Resilient performance, despite declining COVID-19 hospitalizations



Strong emphasis on operational and clinical excellence and efficiency

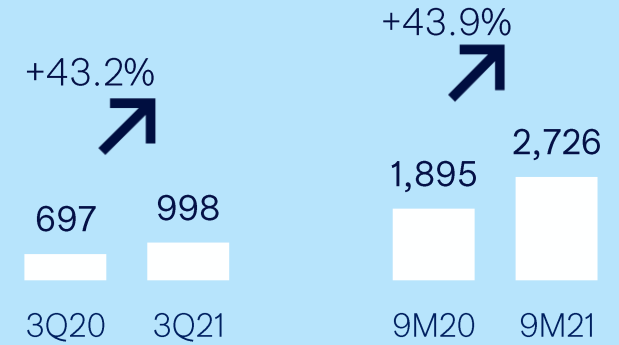


Bed turnover rate trend improving

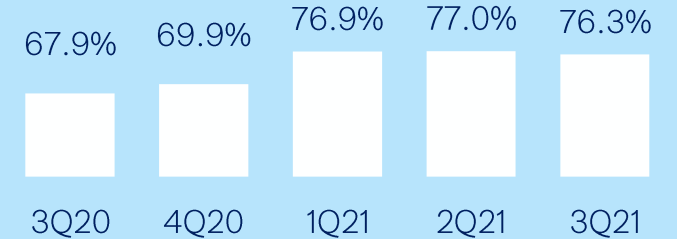


Net Revenues (R\$m)

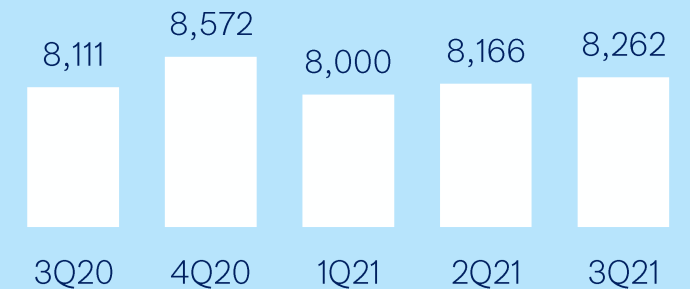
DASA



Occupancy rate (%)



Average Ticket (R\$)



Navigation: adding layer of growth

01 Identification

02 Engagement strategy

03 Navigation success

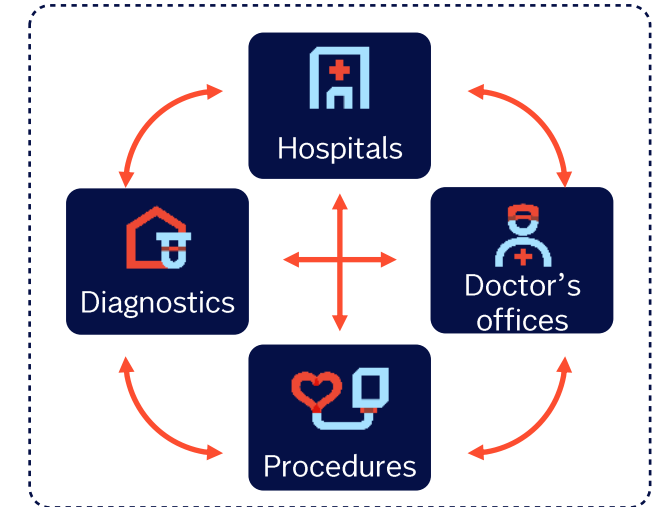
Data Lake



Omnichannel Platform



Clients



- **25 initiatives** deployed to drive navigation
- Navigation strategies touched **43k users in 9 months**, representing 0.5% of ecosystem direct users
- Even at early stage, navigation **already contributing to revenue growth** by reaching right patient profiles

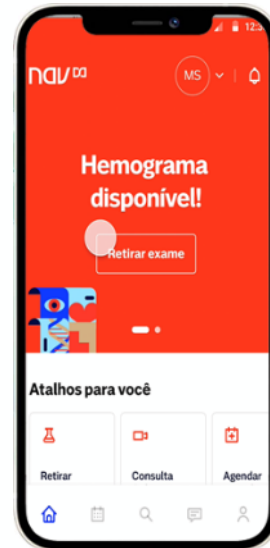
Nav: preparing the foundation to scale, while still growing strongly



Connecting Dasa with
patients...

- Investment in **quality and features** during 3Q21
- Nav unique users (**patients**) reached **635k** in nine month period
- **Telemedicine** reached **128k** appointments realized in nine months
- Potential **growth in short-term** as users are directed to platform to access lab results

nav



...seamless, direct connection
between **doctors** and Dasa



- Nav Pro unique users (**physicians**) reached **9k** in nine month period
- Registered physicians show **higher engagement** with the ecosystem
- **Uplift to revenues** for Nav Pro users versus control group
- **Potential growth** as more professionals engage with the platform

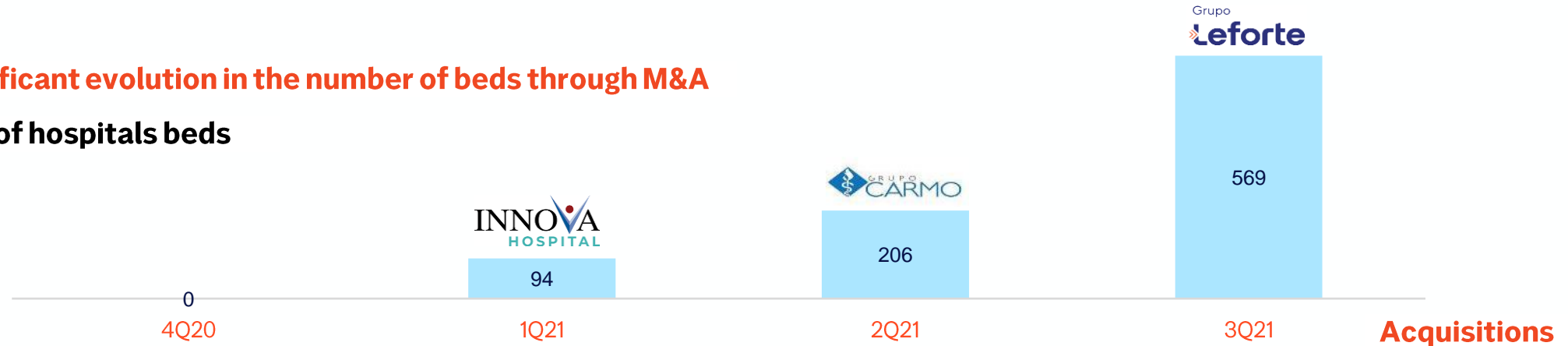
M&A strategy YTD has expanded our capacity to navigate

Hospitals

Significant evolution in the number of beds through M&A



of hospitals beds



Diagnostics and Others



exame
ANÁLISES CLÍNICAS

Focused on diagnostics
64 units

hemat
laboratório e saúde

Diagnostics company
located in São José do
Rio Preto / SP



GESTO
A corretora de saúde que faz diferente

Development of health plan
management systems

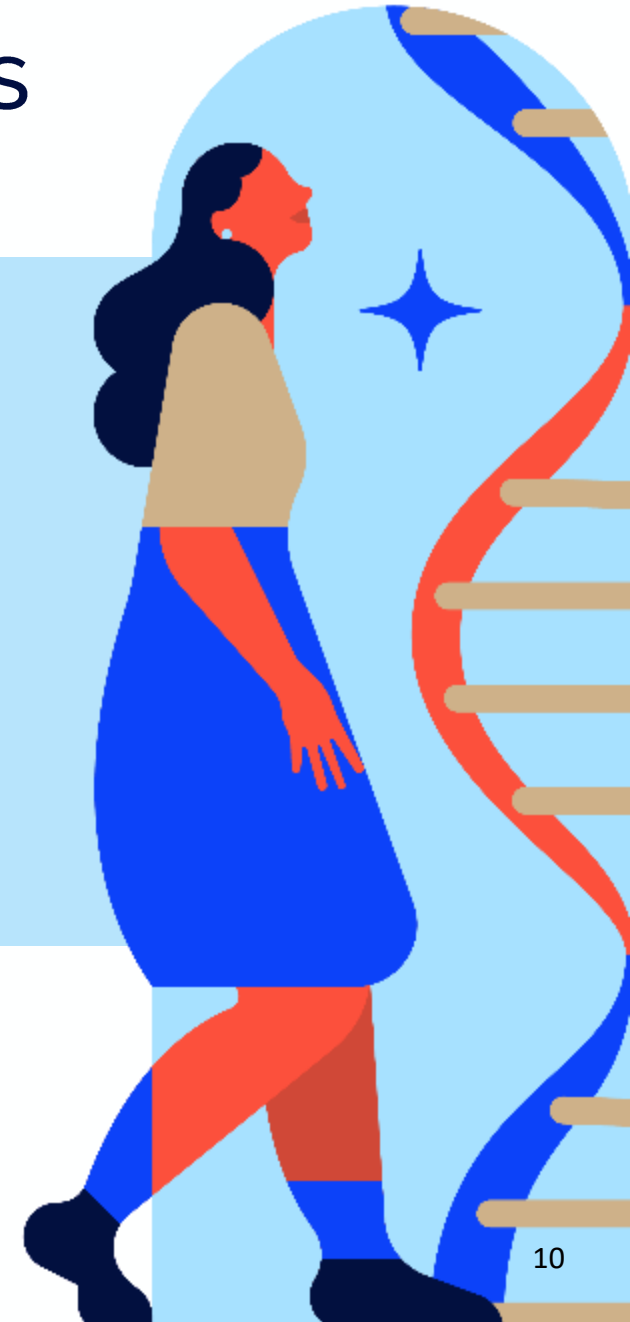
grupo **case**
benefícios e seguros

Solutions for the
management of
benefits and health
insurance

Pending Hospital & Oncology Acquisitions

	Hospital	Location	Total beds	Consolidation	Announcement
	Innova	Diadema, SP	94	Jan/21	Jan/21
	Nossa Senhora do Carmo	Rio de Janeiro, RJ	264	Apr/21	Sep/21
	Leforte	São Paulo, SP	569	Sep/21	Nov/20
	Subtotal		927		
	Hospital São Domingos	São Luis, MA	370	Pending	Mar/21
	Hospital da Bahia	Salvador, BA	309	Pending	Jun/21
	Clinica AMO	BA / RN / SE	0	Pending	Jun/21
	Hospital Paraná	Maringá, PA	162	Pending	Jul/21
	Subtotal		841		

841 Beds pending closing



Dasa Playbook: Hospital & Oncology Integrations



1 Cost Synergies

1

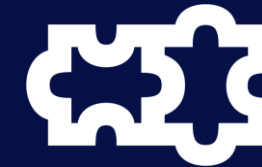
- Focus on **people** and **culture**
- Strengthen **management** team
- Implement **price list** with suppliers, review contracts
- G&A efficiency
- Review **revenue quality**, terms with payors



2 Increase complexity and services portfolio

2

- Increase **clinical complexity** and **efficiency**
- Broaden portfolio of **services offered**
- Implement **IT playbook**



3 Expansion

3

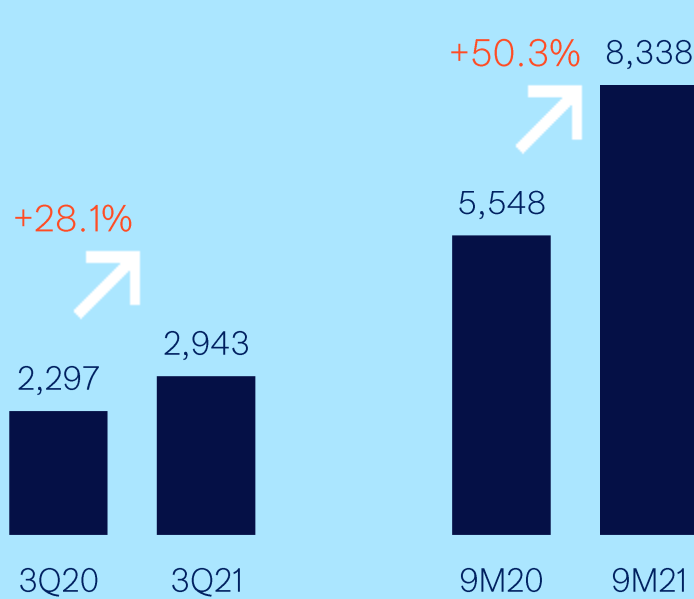
- **Brownfield** opportunities (capex)

Financial and Operational Highlights 3Q21



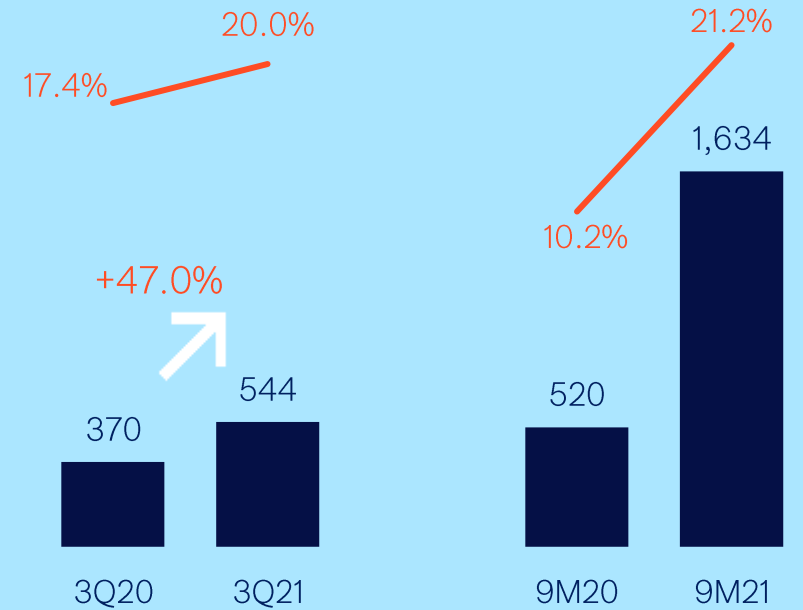
Gross Operating Revenue (R\$m)

R\$2.9 billion in 3Q21
 R\$8.3 billion in 9M21



Adj. EBITDA and Adj. Margin (R\$m and %)

R\$544 million in 3Q21
 R\$1.6 billion in 9M21

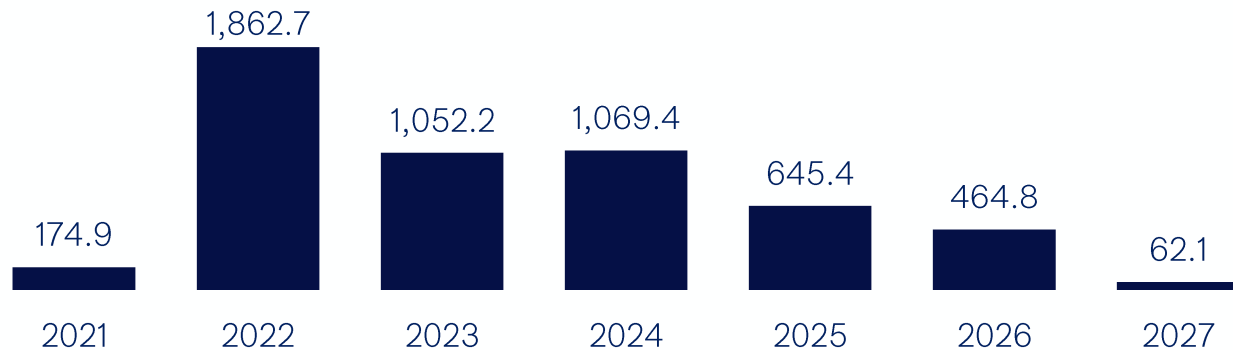


Indebtedness

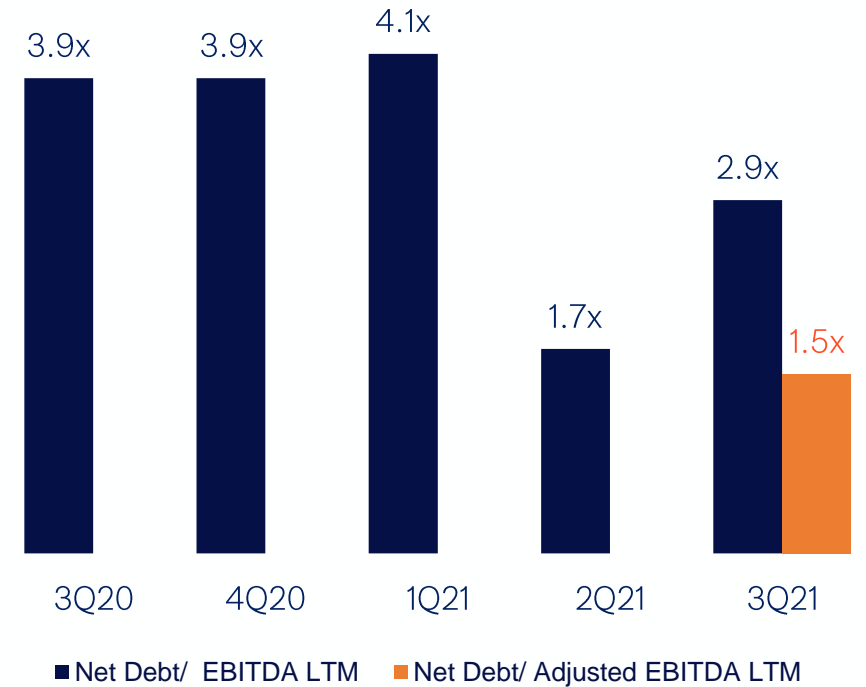
Position as of September 30, 2021

- Gross Debt: R\$5,332 million
- Cash and cash equivalents: 2,212 million
- Net debt: R\$3,120 million
- Average cost of debt: CDI + 1.4% p.a.
- Average term of debt: 2.0 years

Schedule of Debt Amortization (R\$m)



Leverage (Net Debt/ EBITDA LTM)





Thank you

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