



GLÓRIA D'OR
HOSPITAL

2Q21

Results
Conference Call

REDE D'OR
SÃO JUIZ

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The company is under no obligation to update these statements. The Company's future financial situation, operating results, market share and competitive position may differ substantially from those expressed or suggested by forward-looking statements. Many factors and values that may impact these results are beyond the company's ability to control.

Future projects could differ materially due to market conditions, changes in laws or government policies, changes in operational conditions and costs, changes in project schedules, operating performance, demands by clients and consumers, commercial negotiations or other technical and economic factors. For more detailed information, please refer to our Financial Statements, Reference Form (Formulário de Referência) and other relevant information on our investor relations website: www.ir.rededor.com.br

> CEO REMARKS



DIGITAL
PLATFORM



MERGER &
ACQUISITIONS



INVESTMENTS



COMPLEX
PROCEDURES



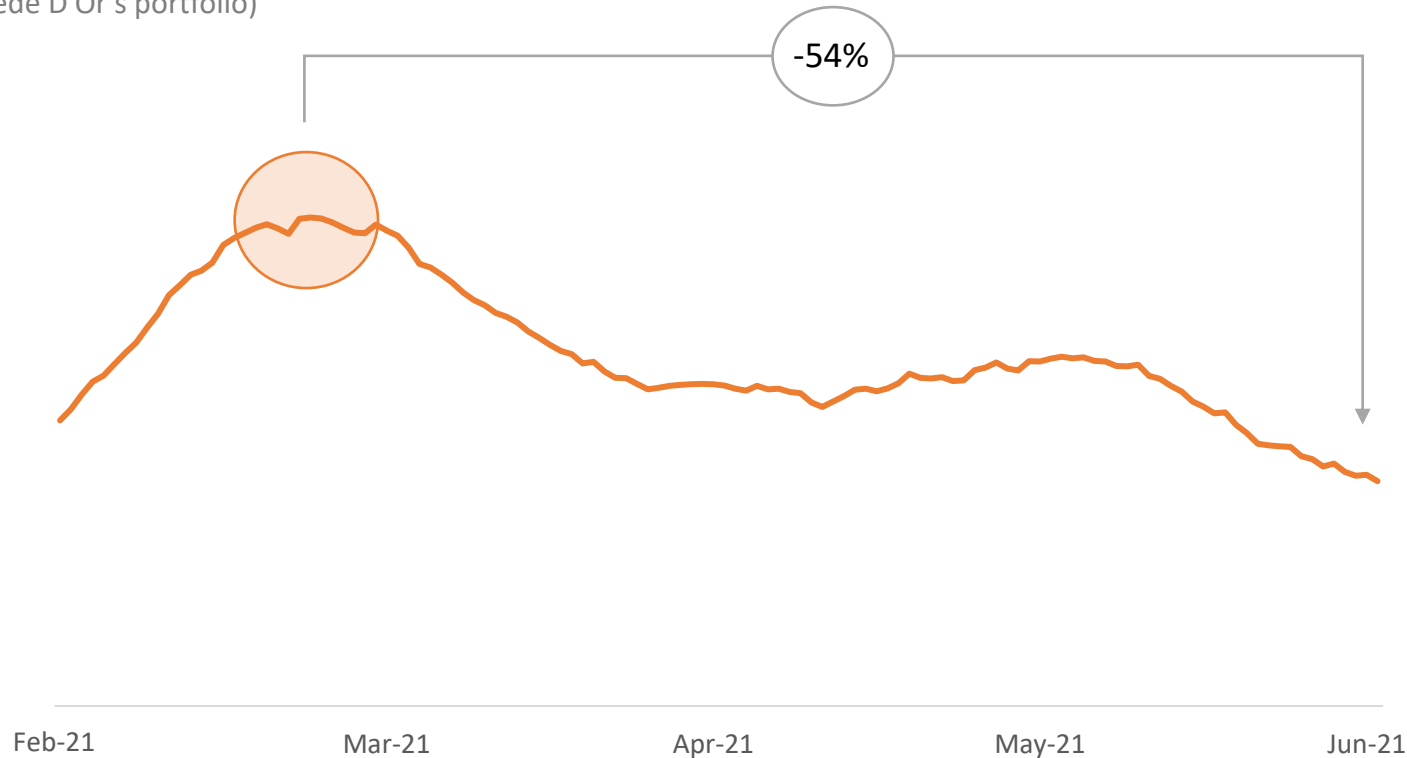
COVID-19
UPDATE



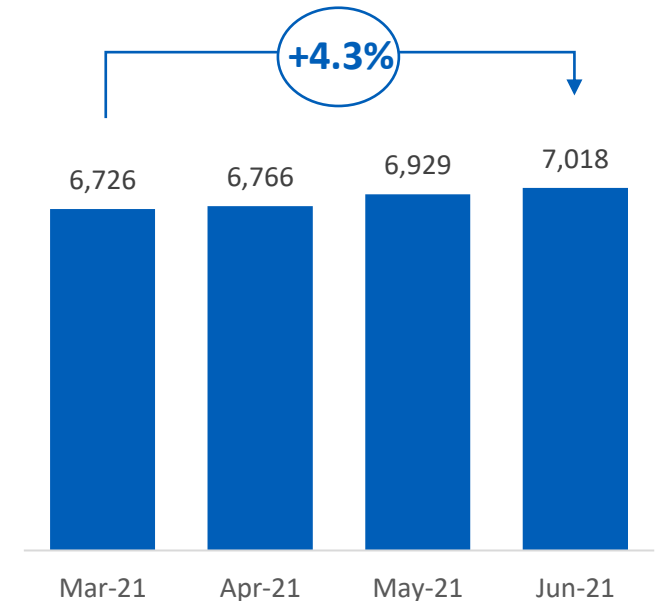
COMMERCIAL
AGREEMENTS

› COVID-19 UPDATE

Daily evolution of hospitalized Covid-19 patients
(Rede D'Or's portfolio)



Patient-day daily average
(Rede D'Or's portfolio)



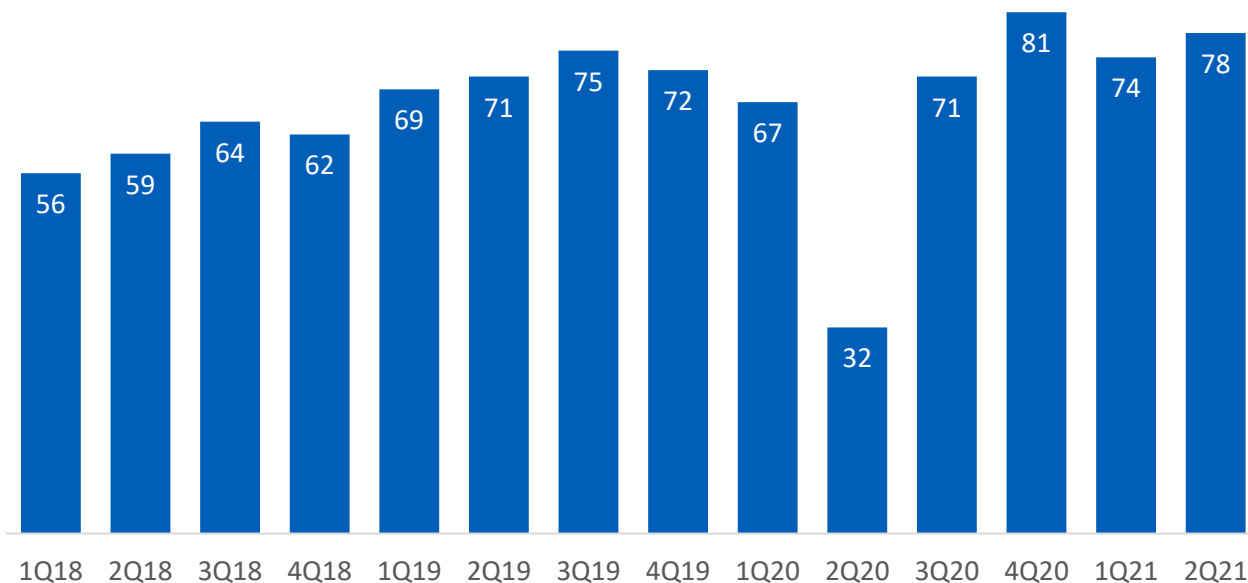
-31.4%
COVID-19 PATIENTS
IN THE SAME PERIOD

Despite a sequential reduction in COVID-19 patients since March 2021, the average number of patient-day grew by 4.3% between March and June 2021.

› OPERATIONAL INDICATORS (1/2)

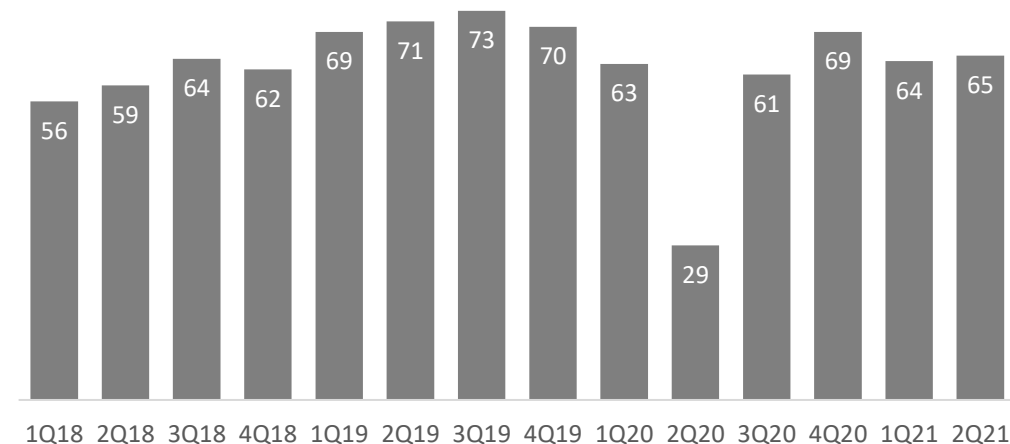
Evolution of total surgeries

(Thousand surgeries)



Same-base: total surgeries

(Thousand surgeries)

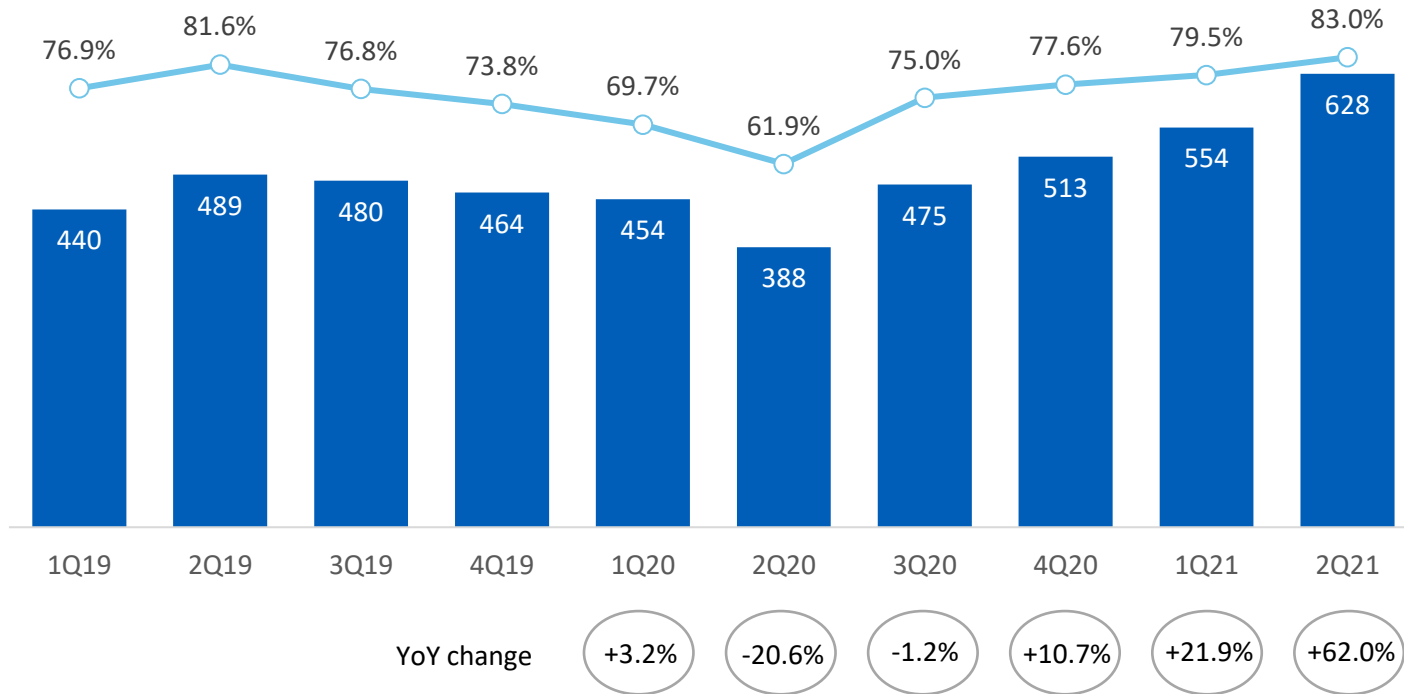


Even with the resumption of procedures in the Company's hospitals, the same basis analysis suggests that the pandemic still represents an obstacle to the complete re-establishment of procedures.

› OPERATIONAL INDICATORS (2/2)

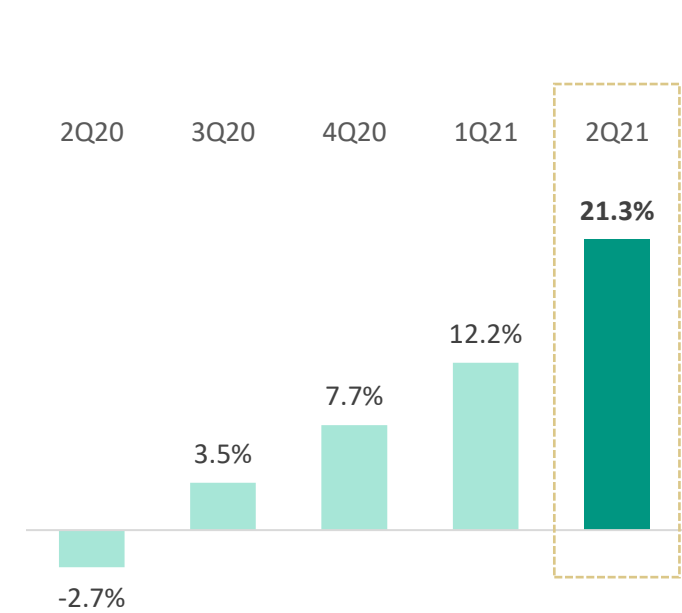
Patient-day volume and average occupancy rate

(patient-day in thousand; %)



Oncology: Volume of procedures

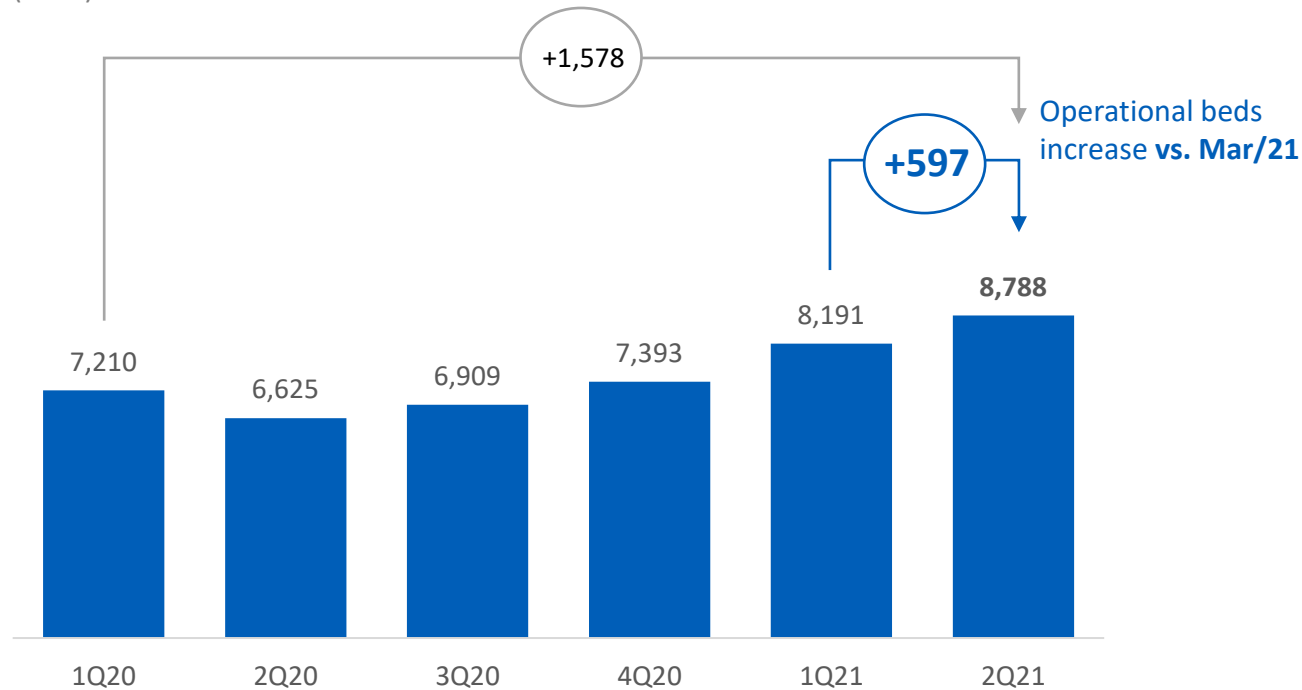
(infusions; YoY)



Rede D'Or's solid recovery and bed expansion is supported by high levels of utilization and occupation of hospital and oncology infrastructure leading to strong results.

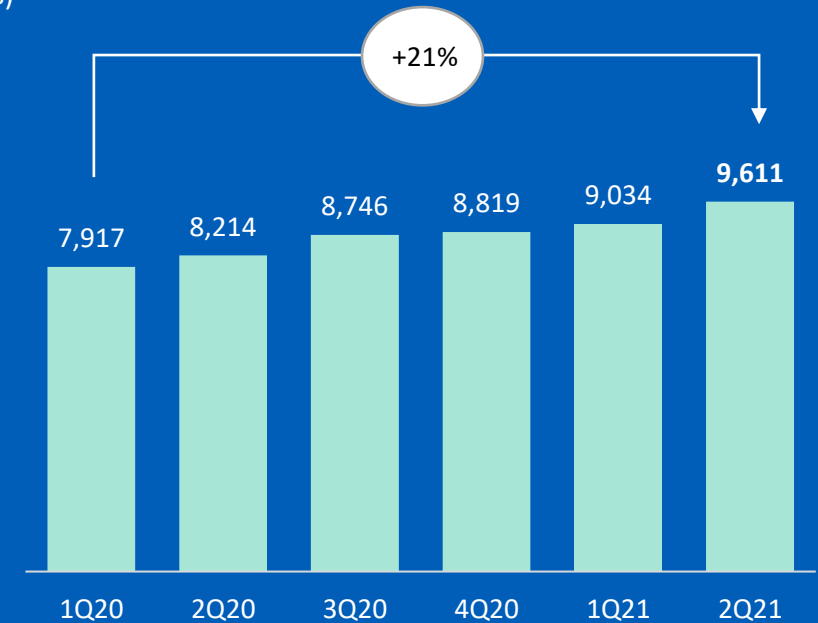
› HOSPITAL BEDS EVOLUTION

Evolution of operational beds
(beds)



▶ Active bed management during the pandemic combined with the success of the M&A strategy led to the optimization of operational structure.

Total beds
(beds)

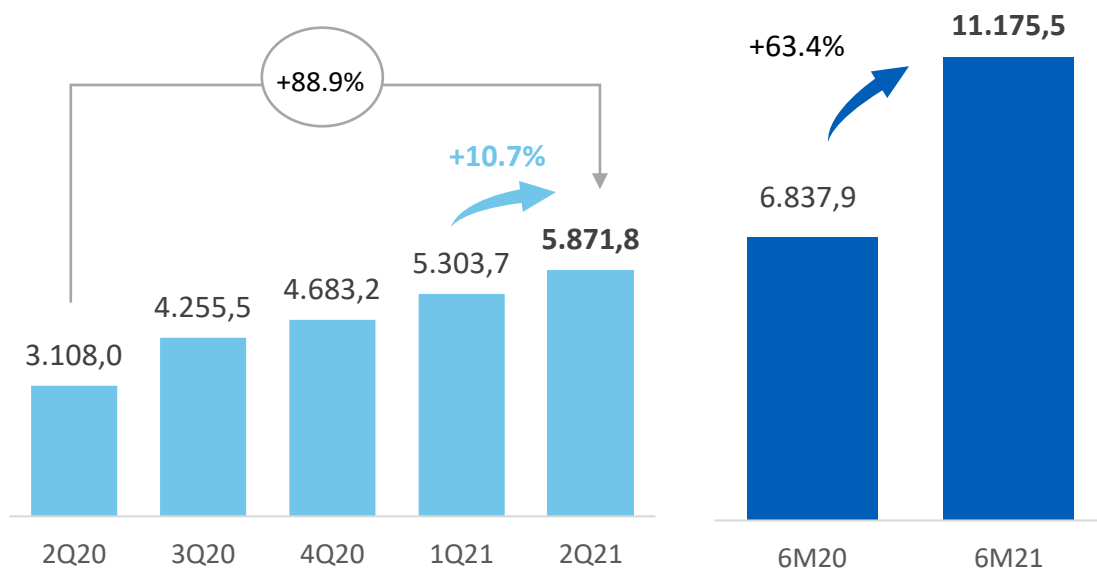


Consistent M&A strategy with **1,637** beds added⁽¹⁾ through 12 acquisitions announced since the IPO.

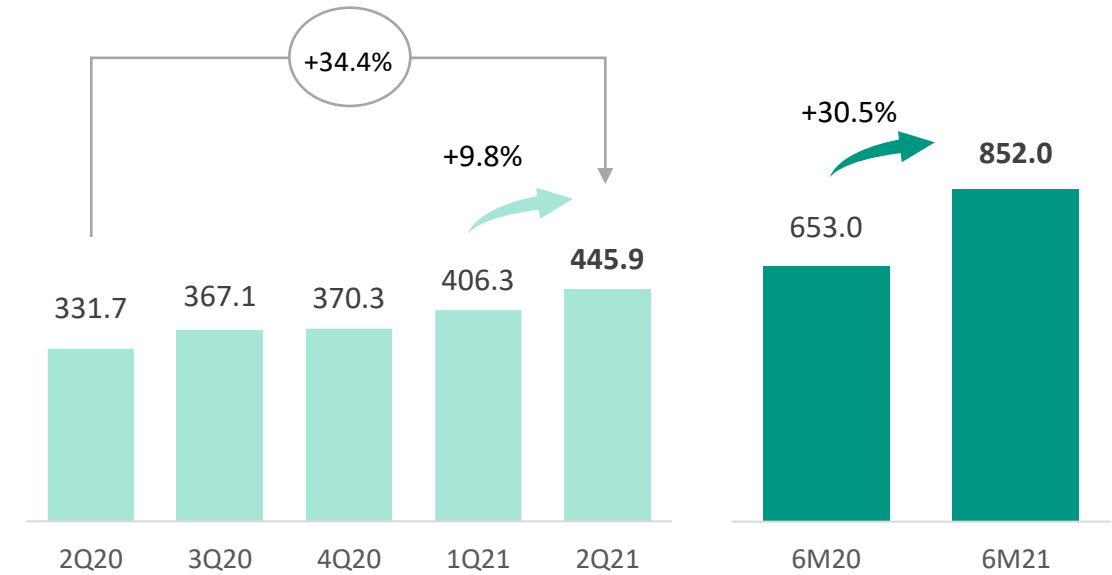
(1) Including beds from announced acquisitions in process of formal conclusion; since October 2020.

> GROSS REVENUES

Total gross revenues
(R\$ million)



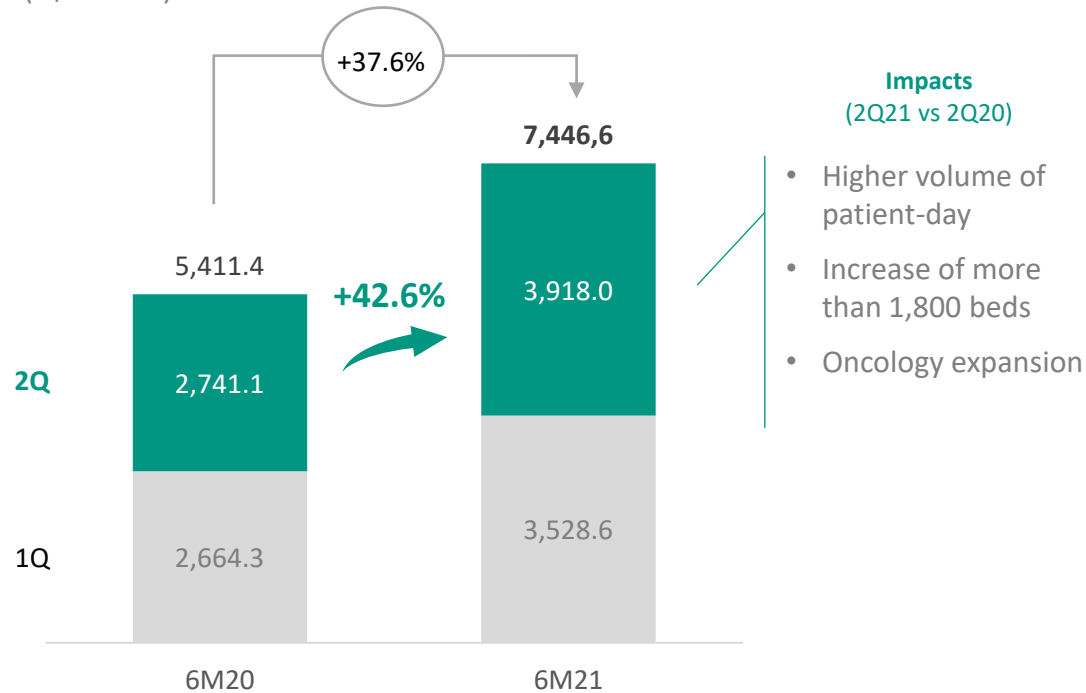
Oncology (infusions) gross revenues
(R\$ million)



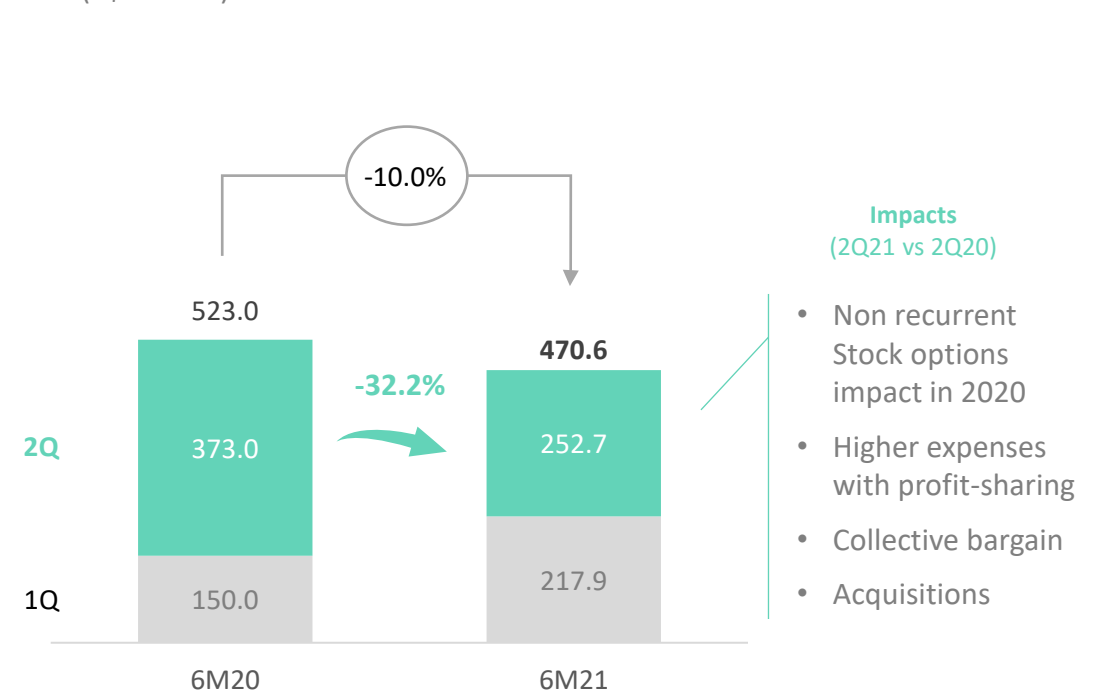
New quarterly revenues record driven by patients and procedures volume growth in addition to the expansion of the Oncology business and increase in operational beds.

› COSTS AND EXPENSES

Cost of services
(R\$ million)



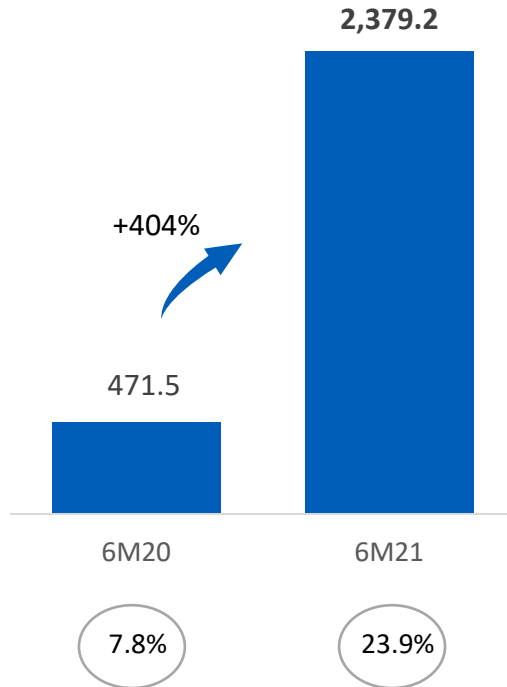
General and Administrative expenses
(R\$ million)



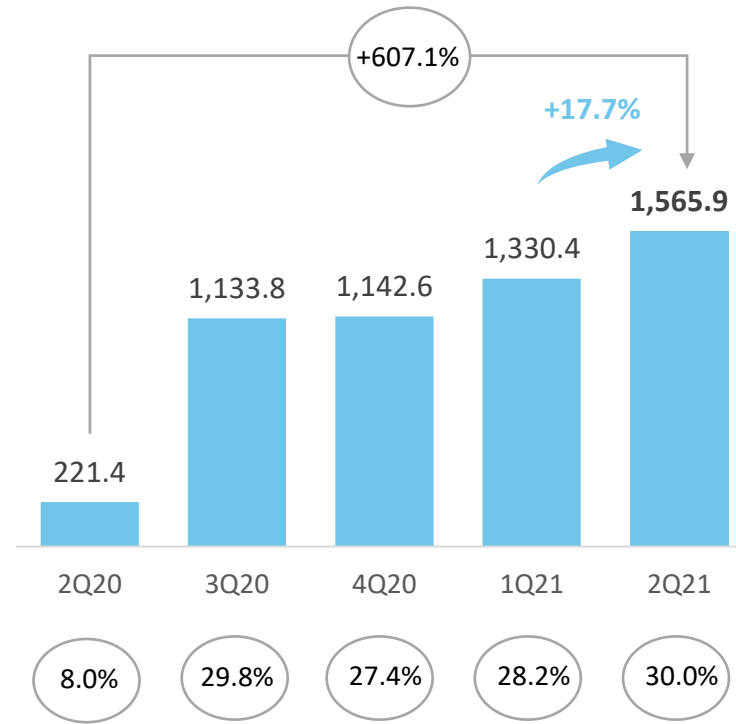
As seen in revenues, costs increased due to higher volume of patients and surgeries as well as the strong expansion in operational beds and the oncology business.

› EBITDA, NET INCOME AND CASH GENERATION

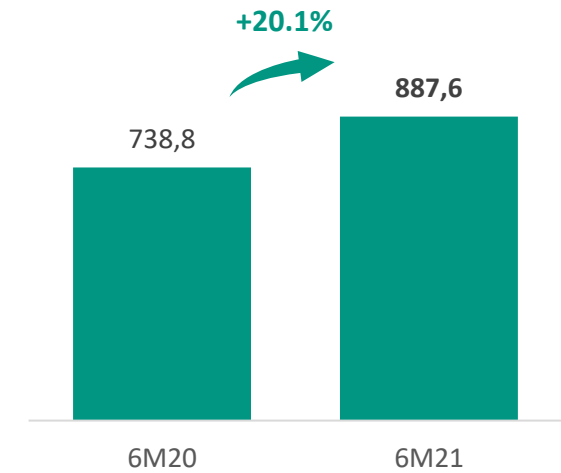
Reported EBITDA and margin
(R\$ million, %)



Adjusted EBITDA and margin evolution
(R\$ million, %)



Adjusted cash flow generation⁽¹⁾
(R\$ million, %)



R\$ 880.2
MILLION IN 6M21
Reported net income

(1) Excluding non-recurring costs and expenses related to the COVID-19 pandemic; M&A expenses and other non-recurring items.

Consistent planning and execution driving results.

› DEBT PROFILE

As of June, 30 2021:

Gross debt: **R\$22,140.1** million

Gross debt average cost: **CDI + 1.3% p.y.**

Gross debt average term: **5.7 years**

% of foreign currency debt: **37.6%**

% of foreign currency debt with full foreign exchange hedging: **100%**

Cash and cash equivalents**: **R\$14,601.8** million

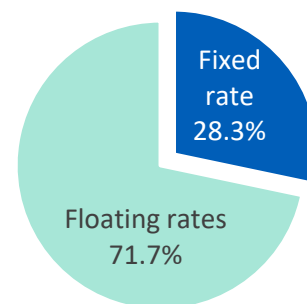
Net debt: **R\$7,538.4** million

Net debt/EBITDA 12M: **1.7x**

Covenants tied to leverage ratios: **None**

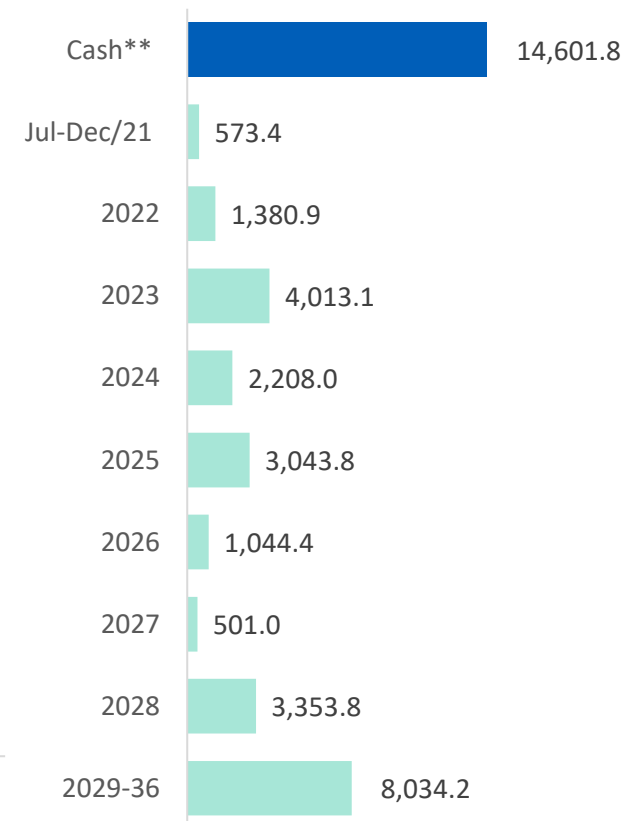
Gross debt profile

per index

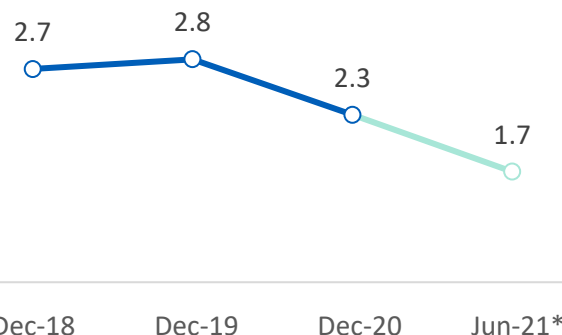


Debt amortization schedule

(R\$ million)



Net debt/EBITDA 12M*



Issuances
in the quarter

+R\$1.5 billion

CRI maturity in 2036

+R\$1.78 billion

Primary issuance of stocks (*Follow-On*)

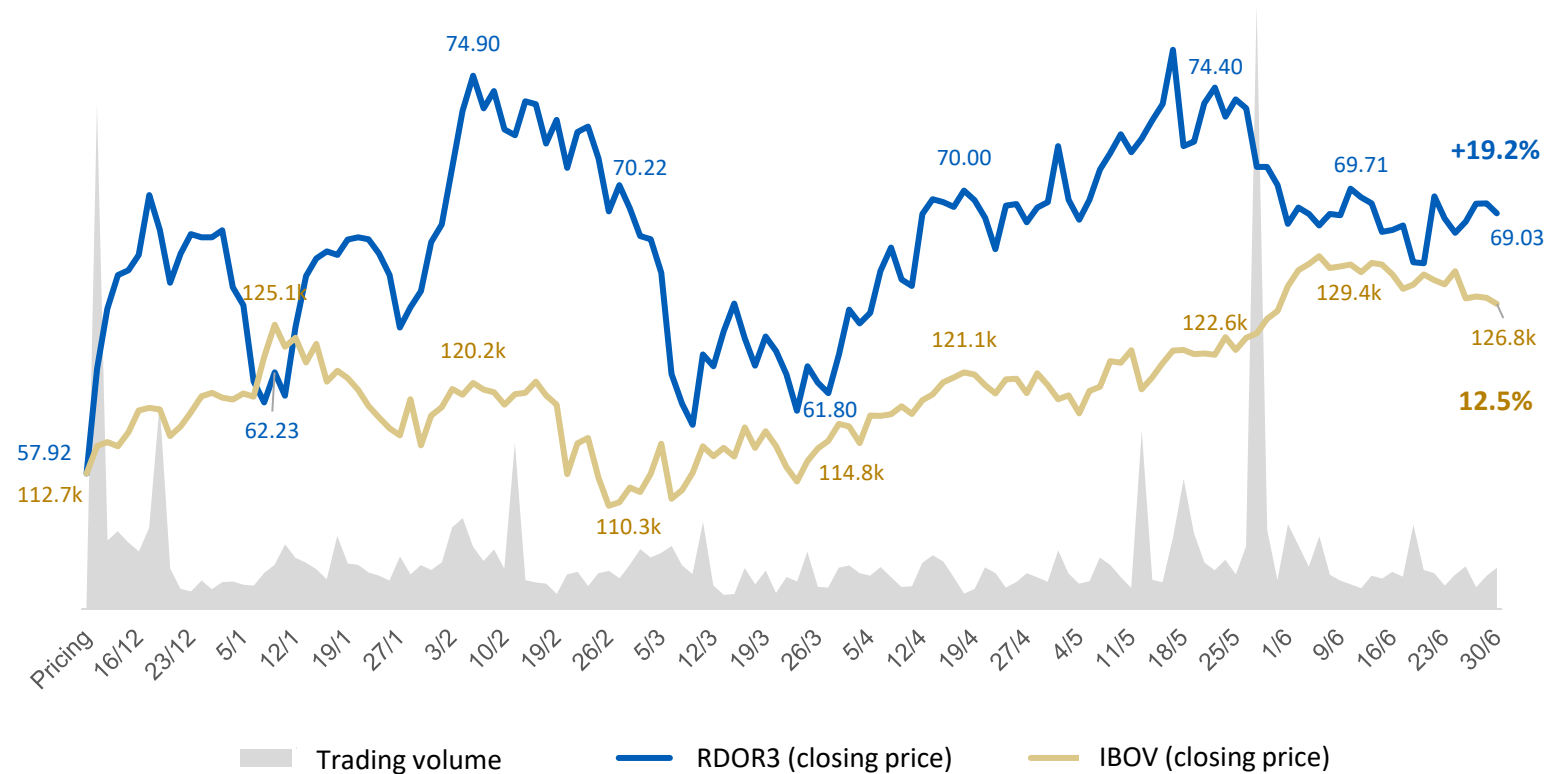
(*) EBITDA in the last 12 months.

(**) Cash and cash equivalents.

RDOR3 PERFORMANCE

RDOR3 performance and traded volume vs. IBOV since Rede D'Or's IPO

(From December, 10 2020 (IPO) to June, 30 2021)



Shareholder composition

June, 30 2021

46.3%

Free float

50.5%

Controlling family

Management and treasury = 3.2%

RDOR3 in B3	2Q21
Outstanding shares – end of period	2,010,367,155
Treasury shares – end of period	38,913,916
Closing price (R\$) - end of period	69.03
Average closing price (R\$)	70.18
Average daily traded volume (R\$ million)	171.2
Daily average of trades	9,046
Market cap (R\$ million) – end of period	136,089

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