



February, 2022

Investor Meeting Combination of Hapvida and GNDI

For additional information, please read carefully
the notice at the end of this presentation.



Grupo
NotreDame
Intermédica

A Transformational Combined Company



One of the largest vertical healthcare players in the world, with a leading position in Brazil



Combination of fastest growing healthcare operators and unbeatable MLR and profitability



Truly national presence with high geographic complementarity

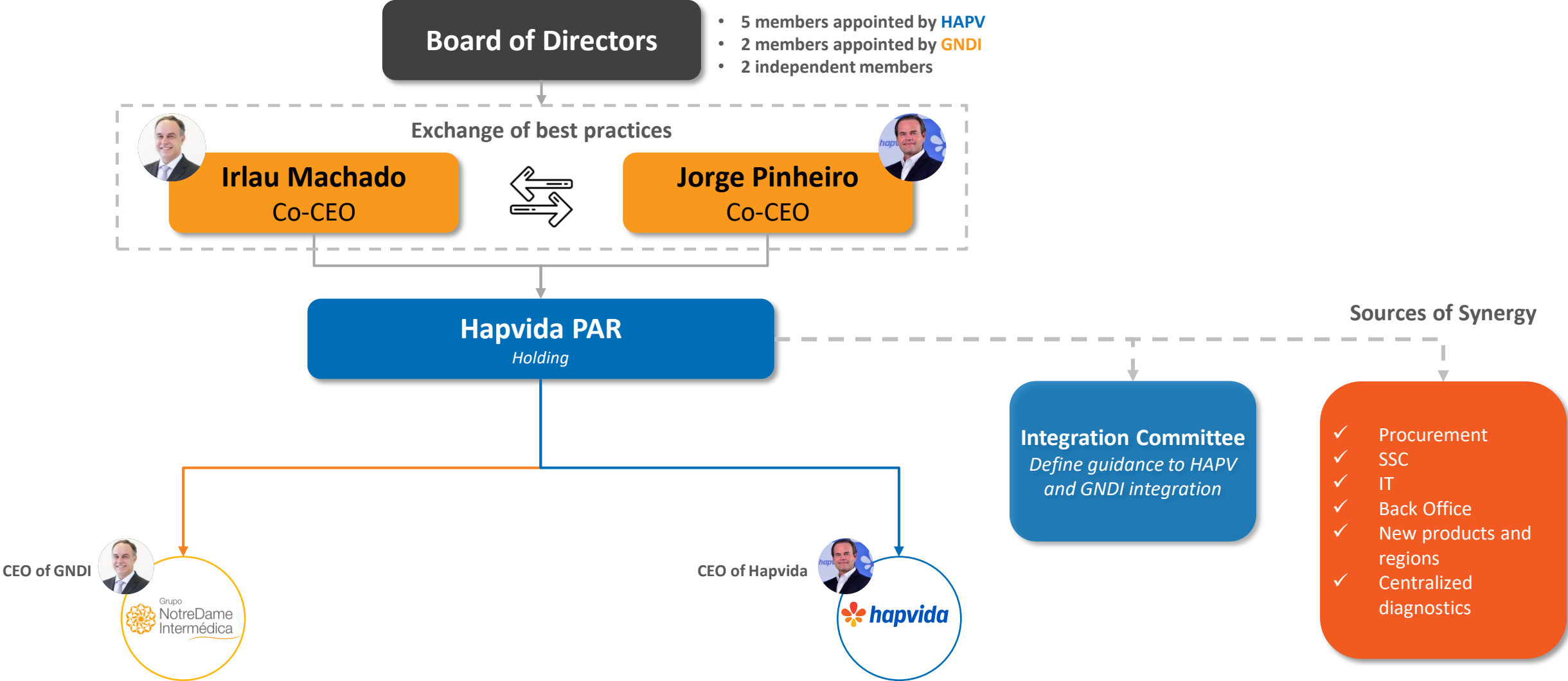


Superior customer value proposition and a large addressable market as key growth drivers



Clear synergies to capture through cross-sell opportunities and elimination of redundant costs

Structure Designed to Extract the Most from Each Team



The Combined Operation Will Maintain the Modus Operandi and Culture of Each Company While Capturing Significant Synergies

Solid and Sustainable Growth of Leading Companies in the Segment



Hapvida Operation at a Glance

GNDI Operation at a Glance

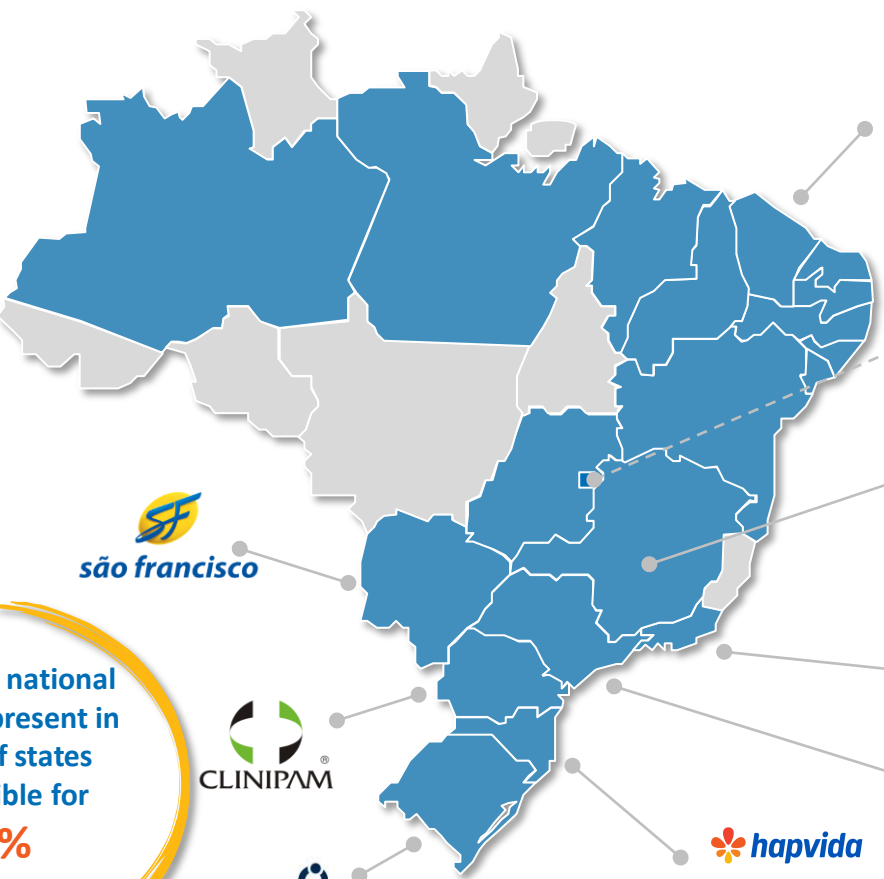
	2014	3Q21 LTM	Δ 3Q21LTM vs 2014	2014	3Q21 LTM	Δ 3Q21LTM vs 2014
Operational Revenues	R\$ 1.9 bn	R\$ 9.6 bn	+ R\$ 7.7 bn	R\$ 2.4 bn	R\$ 12.1 bn	+ R\$ 9.7 bn
Members – Health Operation	1.0 mm lives	4.3 mm lives	+ 3.3 mm lives	1.6 mm lives	4.3 mm lives	+ 2.7 mm lives
Market Share – Health Operation	2.1%	8.8%	+ 6.7%	3.2%	8.8%	+5.6%
Members – Dental Operation	1.7 mm members	3.2 mm members	+ 1.5 mm members	0.9 mm members	3.3 mm members	+ 2.4 mm members
Number of Hospitals	20	47	+ 27 hospitals	8	34	+ 26 hospitals
Number of Beds	1,137	2,988	+ 1,851	823	3,899	+ 3,076
Number of Clinical Centers	85	203	+ 118 CCs	47	87	+ 40 CCs
Headcount	7.0k	38.0k	+ 31.0k employees	7.0 k	22.0 k	+ 15.0 k employees
Geographic Footprint			+ 8 States			+ 4 States

Great Advantage of Geographic Scale Offering a National Solution



Verticalized operations in 19 of the 27 Brazilian capitals

National		Product
States	Capital	Hospital
AL	Maceió	✓
AM	Manaus	✓
BA	Salvador	✓
CE	Fortaleza	✓
DF	Brasília	✓
GO	Goiânia	✓
MA	São Luís	✓
MG	Belo Horizonte	✓
MS	Campo Grande	✓
PA	Belém	✓
PB	João Pessoa	✓
PE	Recife	✓
PI	Teresina	✓
PR	Curitiba	✓
RJ	Rio de Janeiro	✓
RN	Natal	✓
RS	Porto Alegre	✓
SE	Aracaju	✓
SP	São Paulo	✓
AC	Rio Branco	✗
AP	Macapá	✗
ES	Vitória	✗
MT	Cuiabá	✗
RO	Porto Velho	✗
RR	Boa Vista	✗
SC	Florianópolis	✗ ¹
TO	Palmas	✗



Combined national structure present in a total of states responsible for **92%** of Brazilian GDP

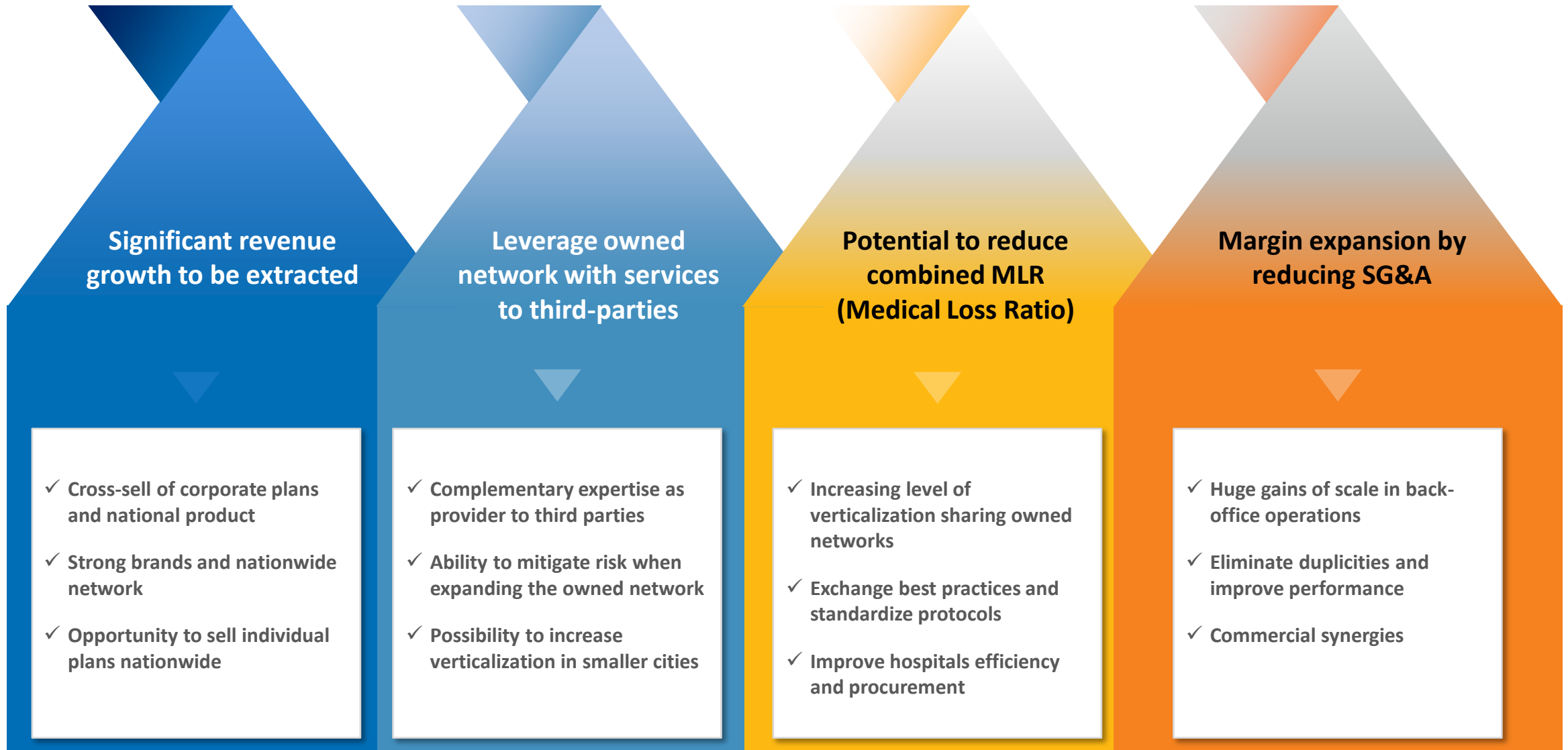


■ Presence of the Combined Company

Well established brands and infrastructure covering almost all states in the country

Following the ANS criteria for National plans, the Group would have operations in 19/27 capitals (ANS criteria for classifying the plan as National = having hospitals in all Brazilian capitals for emergency care); (1) There is a hospital in Joinville and Itajaí.
Source: Public information on the companies' website

Clear Synergies to be Captured



Large Growth Potential Leveraging on its National Infrastructure



~40% of potential sales on corporate plans are currently declined due to lack of national coverage solution...



...which represents ~1 million lives that could be captured in the next 3 years on top of our existing organic growth...



...if captured, this would represent an increase of ~2.1% in the Combined Company's current market share

The sale of national products could bring a run-rate EBITDA of R\$800 mm in 3 years

Large Pool of Cost and Expenses Synergies' Opportunities

Costs



**Supplies
(Purchase)**



**Supplies
(Third-Party
Services)**



**Accredited
Network Sharing**



SAD

- ✓ **Renegotiation of supplies** is one of the main short-term synergies
- ✓ **Optimization and renegotiation** of existing contracts
- ✓ **Overlapping lives** present opportunity for cost reduction
- ✓ **Increase in the operational efficiency** of the SAD network
- ✓ **Gain of scale**

R\$320 mm

Expenses



G&A



**Commercial
Strategy**

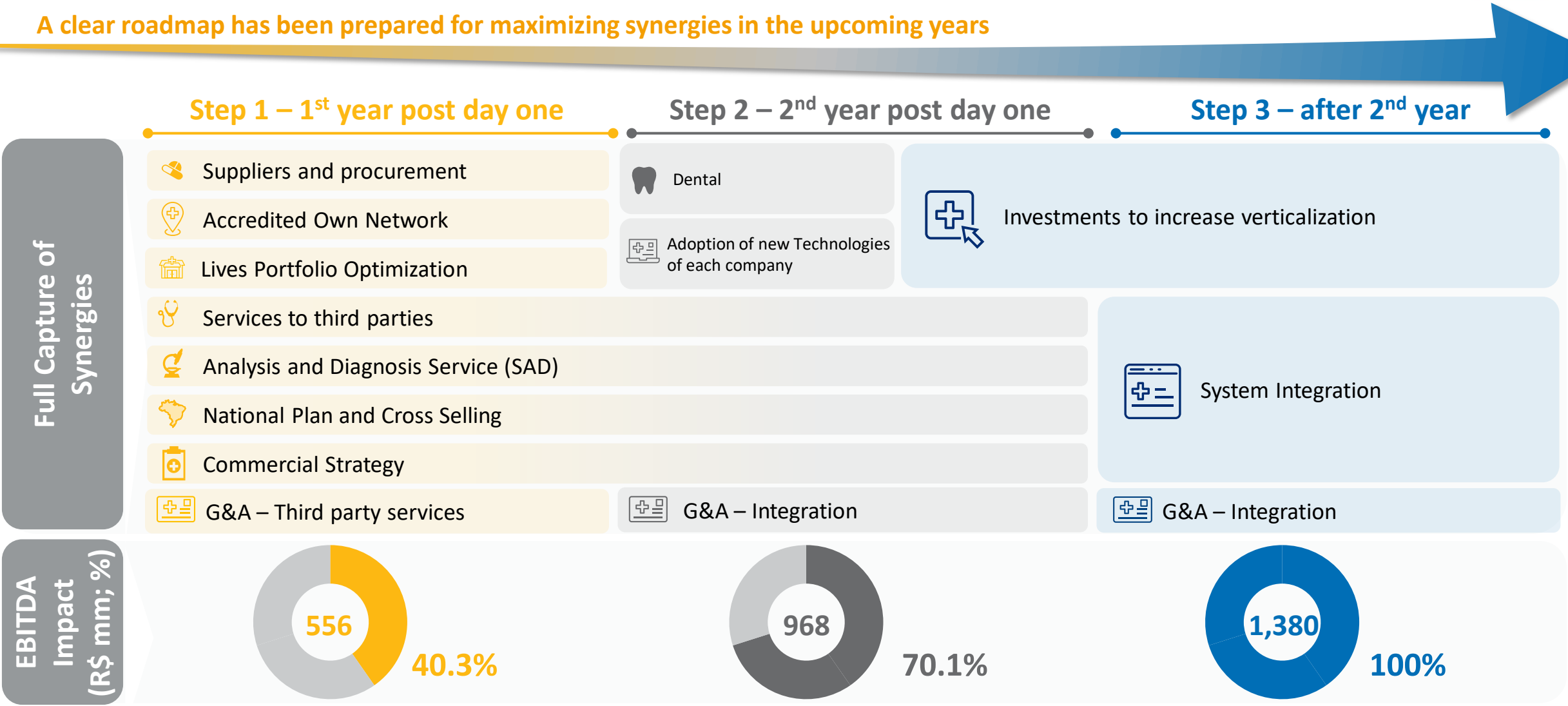
- ✓ **Integration of common areas** of both companies
- ✓ Team **optimization** and **operationality**
- ✓ **Efficiency gain** through commercial strategies

R\$260 mm

Total EBITDA Impact of +R\$580 mm

Synergy Timeline and Integration Plan

A clear roadmap has been prepared for maximizing synergies in the upcoming years

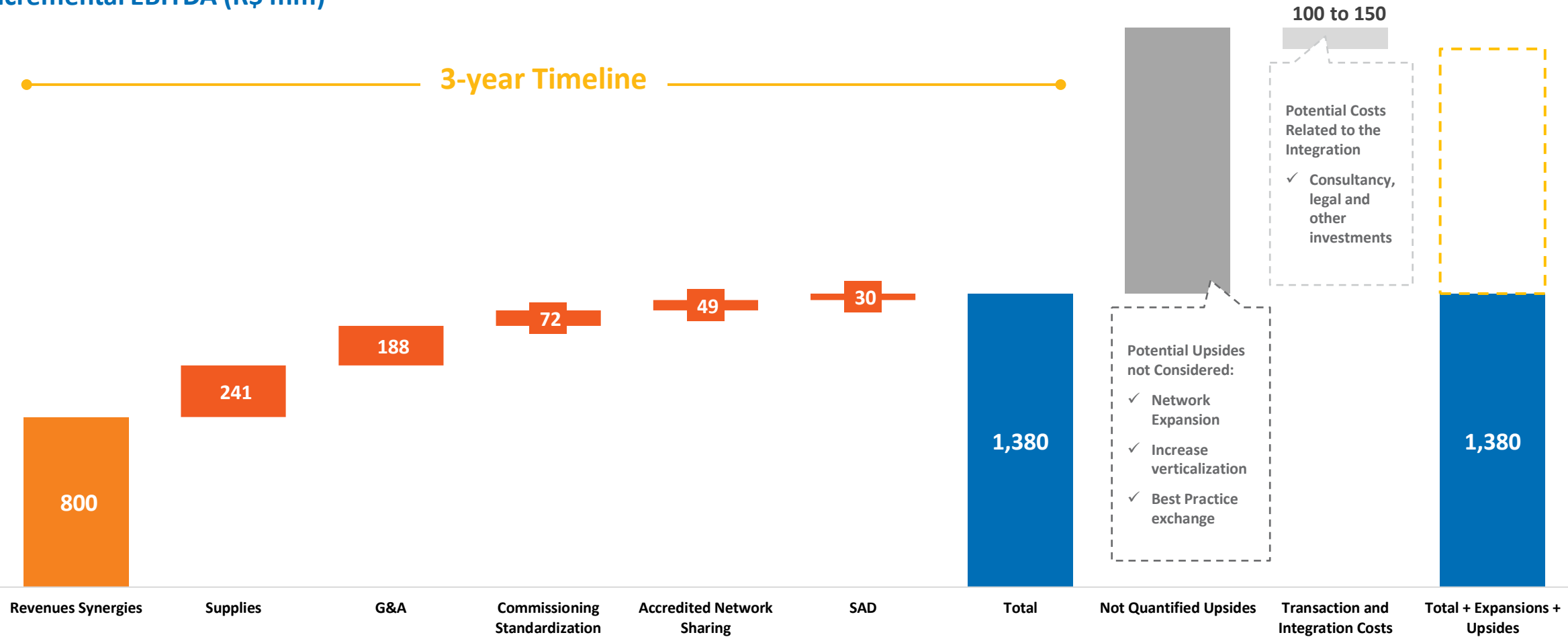


Significant Goodwill and Tax Shield Synergies to be Captured

Source: Companies and Bain Consulting estimates.

Huge Potential Value Generation

Incremental EBITDA (R\$ mm)



R\$1.4 bn of Mapped Incremental EBITDA to be Fully Captured in 3 Years

Source: Companies and Bain Consulting estimates.

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