bradsaúde

Corporate Presentation 1Q26

July

About Us

As Brazil’s most comprehensive healthcare ecosystem, Bradsaúde was created through the consolidation of leading companies that are industry leaders in their respective segments, combining expertise, scale, innovation, and financial strength to transform the healthcare experience.

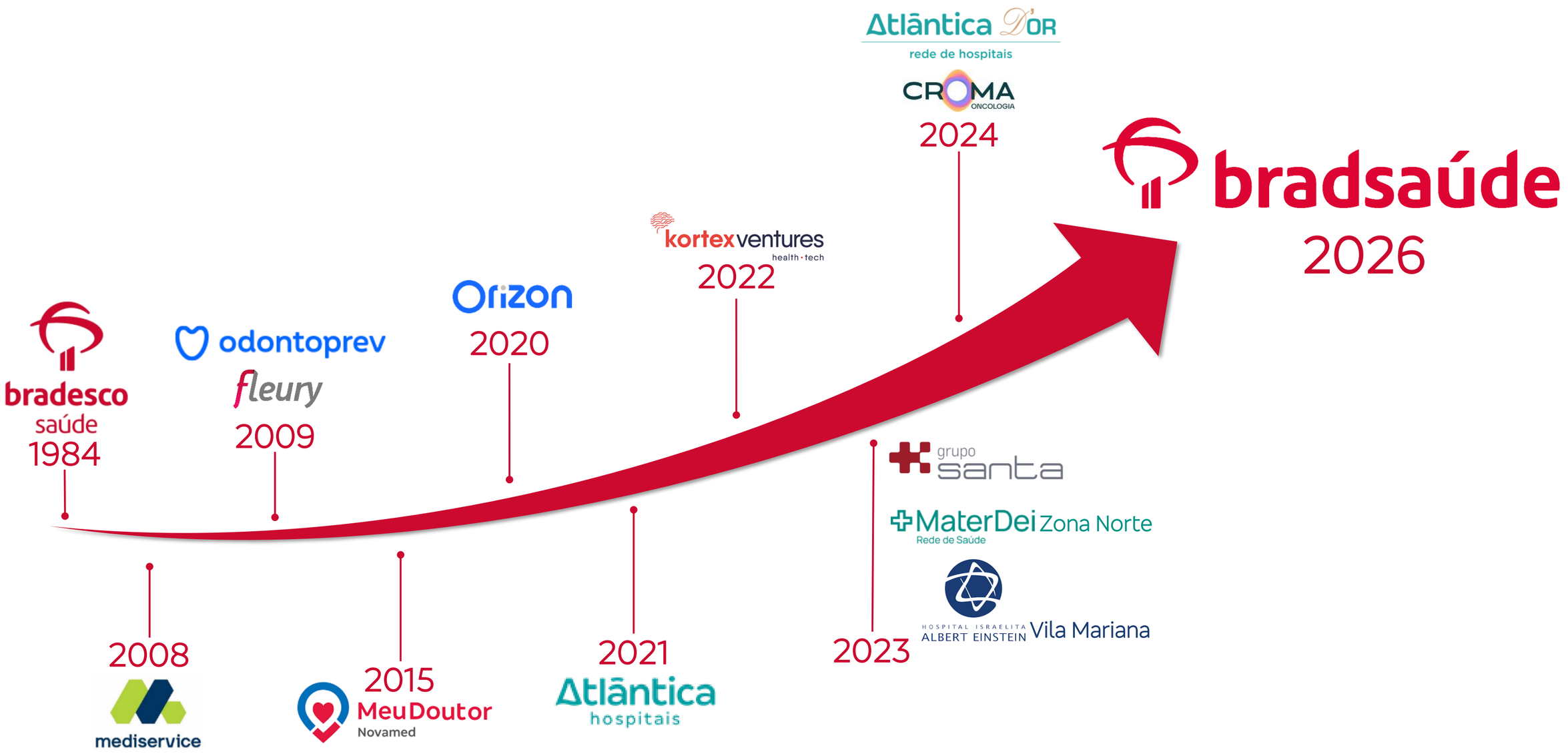
We bring together health and dental insurance providers, hospitals, primary care clinics, technology, and investments in diagnostics and oncology.

Bradsaúde comprises Bradesco Saúde, Odontoprev, Mediservice, Fleury (24.9%), Atlântica Hospitais, Meu Doutor Novamed, and Orizon, in addition to strategic stakes in new initiatives such as Croma Oncologia.

The ecosystem serves over 13 million beneficiaries, with approximately 4,000 hospital beds and an extensive care network across the country, operating in an open, non-verticalized model that combines efficiency, quality, and access.

We are driven by innovation, excellence, and a commitment to the sustainability of the business and the healthcare system. For us, healthcare is more than a service: it is a set of connected solutions designed to care for people at every stage of life, with responsibility, vision for the future, and focus on what truly matters.

Brazil's most comprehensive healthcare ecosystem



History

- **1984** – Bradesco Saúde is founded with the goal of expanding access to quality healthcare in Brazil
- **2008** – Mediservice is acquired, expanding corporate healthcare solutions
- **2009** – Partnerships with Odontoprev and Fleury expand dental and diagnostic care
- **2015** – Meu Doutor Novamed is launched, focusing on primary care and coordinated care
- **2020** – The acquisition of Orizon strengthens data intelligence and efficiency in healthcare management
- **2021** – Atlântica Hospitais is launched with a focus on investment in the hospital sector
- **2022** – Kortex Ventures drives innovation and new business in healthcare
- **2023** – Hospital investments in the Santa Group and a partnership with Mater Dei to build a hospital
- **2024** – Partnership between Rede D'Or and Atlântica Hospitais to create Atlântica D'Or; Croma Oncologia is established, a joint venture between Atlântica Hospitais, Fleury, and Beneficência Portuguesa; Partnership signed to build the Hospital Israelita Albert Einstein – Vila Mariana
- **2026** – Bradsaúde (B3: SAUD3) consolidates a complete, integrated, and connected healthcare ecosystem

Complete ecosystem

Solid growth avenues through commercial synergies and the development of services in an **open ecosystem**

fleury

+600 laboratories

MeuDoutor Novamed

860,000 visits in 2025 (+13% YoY)

CROMA ONCOLOGIA

4 oncology clinics

Orizon

kortex ventures health+tech

bradesco saúde

mediservice

odontoprev

bradsaúde

Atlântica hospitais

The 4th largest network in Brazil in terms of number of beds

Strategic Investments and Partnerships

grupo santa

1,448 beds

Atlântica D'OR rede de hospitais

2,100 beds

Vila Mariana EINSTEIN Hospital Israelita

302 beds

MaterDei Hospital

251 beds

4,101 beds

Business Synergies

+39,000
Banking Correspondents

4,600
Service Points

+40,000
brokers

A digital environment reinforced by a robust security layer



bradsaúde

kortexventures
health • tech

A venture capital firm with 11 portfolio companies and an extensive track record in the healthcare and technology sectors, dedicated to accelerating innovative businesses

100% digital
Requesting and tracking reimbursement for medical appointments

Loss ratio
A combination of technologies enabling greater processing capacity and more efficient controls

Novamed Appointments
Integrated primary care system

Orizon

A business unit with 160 clients, focusing on technology and applications in the healthcare sector.

Healthtech company specializing in medical intelligence, analytics, and automation

Technology and innovation to enhance the customer experience

Network locator
Hospitals, doctors, clinics, and labs all on a single screen

Proprietary technology platform for dentistry
Electronic medical records, risk management, and fraud prevention

Risk management and prevention

Digital Health Telemedicine
Remote consultations with specialized professionals by appointment

Online Psychology
Easy access to psychologists through Bradesco Saúde's digital channels



bradsaúde

Highlights

Revenues 1Q26

R$ 13.4 billion

Net income 1Q26

R$ 1.3 billion

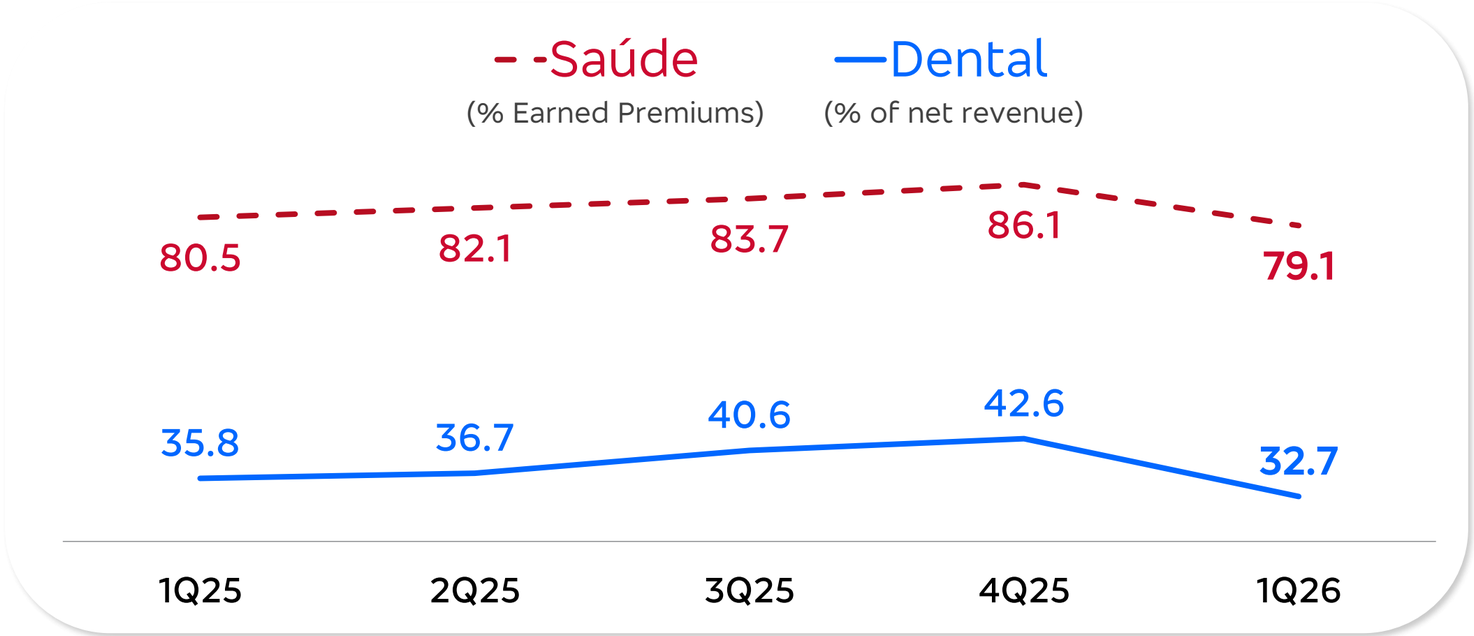
Net additions of 193,000 beneficiaries in the quarter and **710,000 over the past 12 months** result in a total of **13.4 million members**

ROAE 12M

24.8%

Loss ratio

✓ **Loss ratio: 79.1%** for Health and **32.7%** for Dental

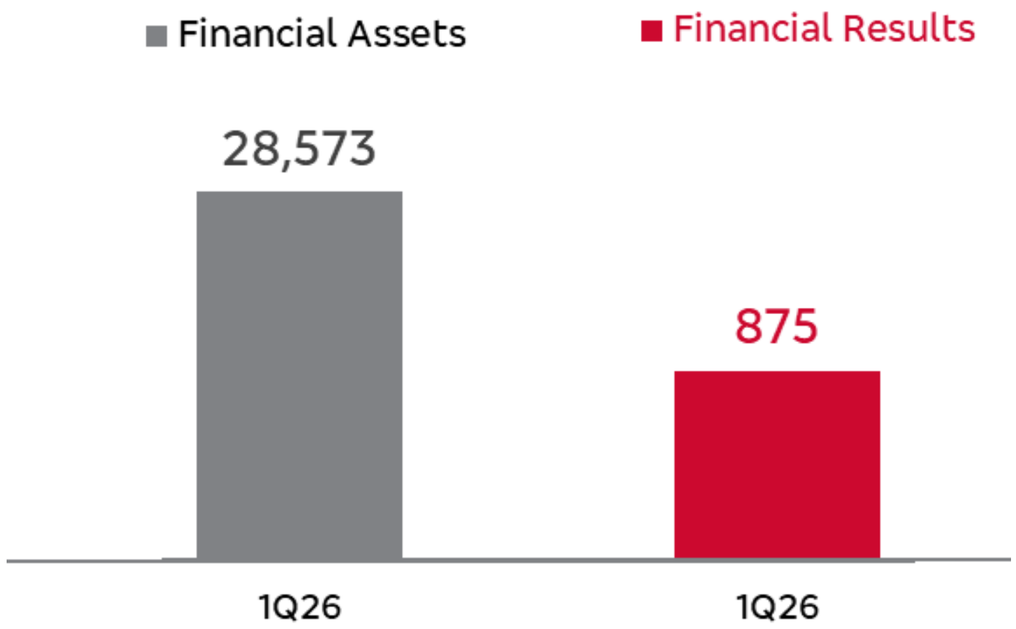




Financial Results

Financial Assets and Financial Results

R$ million



Net income

Net income

R$ 1.3 billion

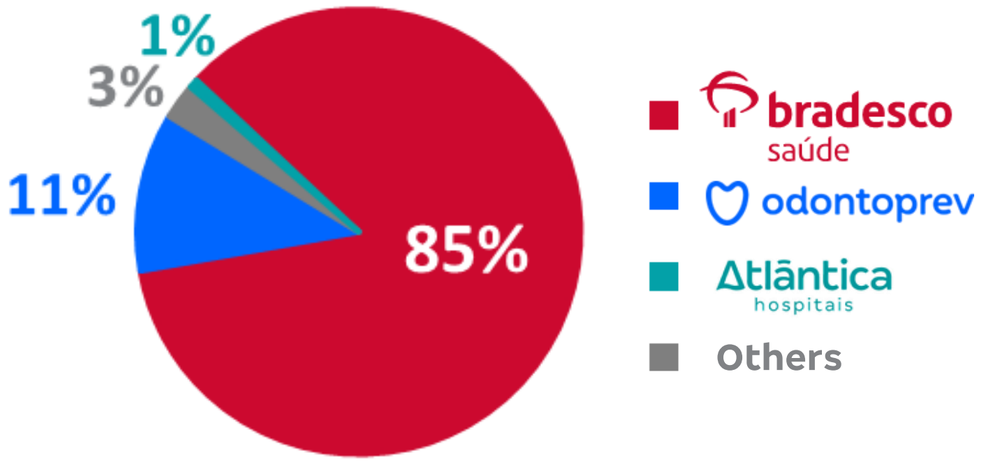
ROAE

12M

24.8%

Composition of Net Income

1Q26

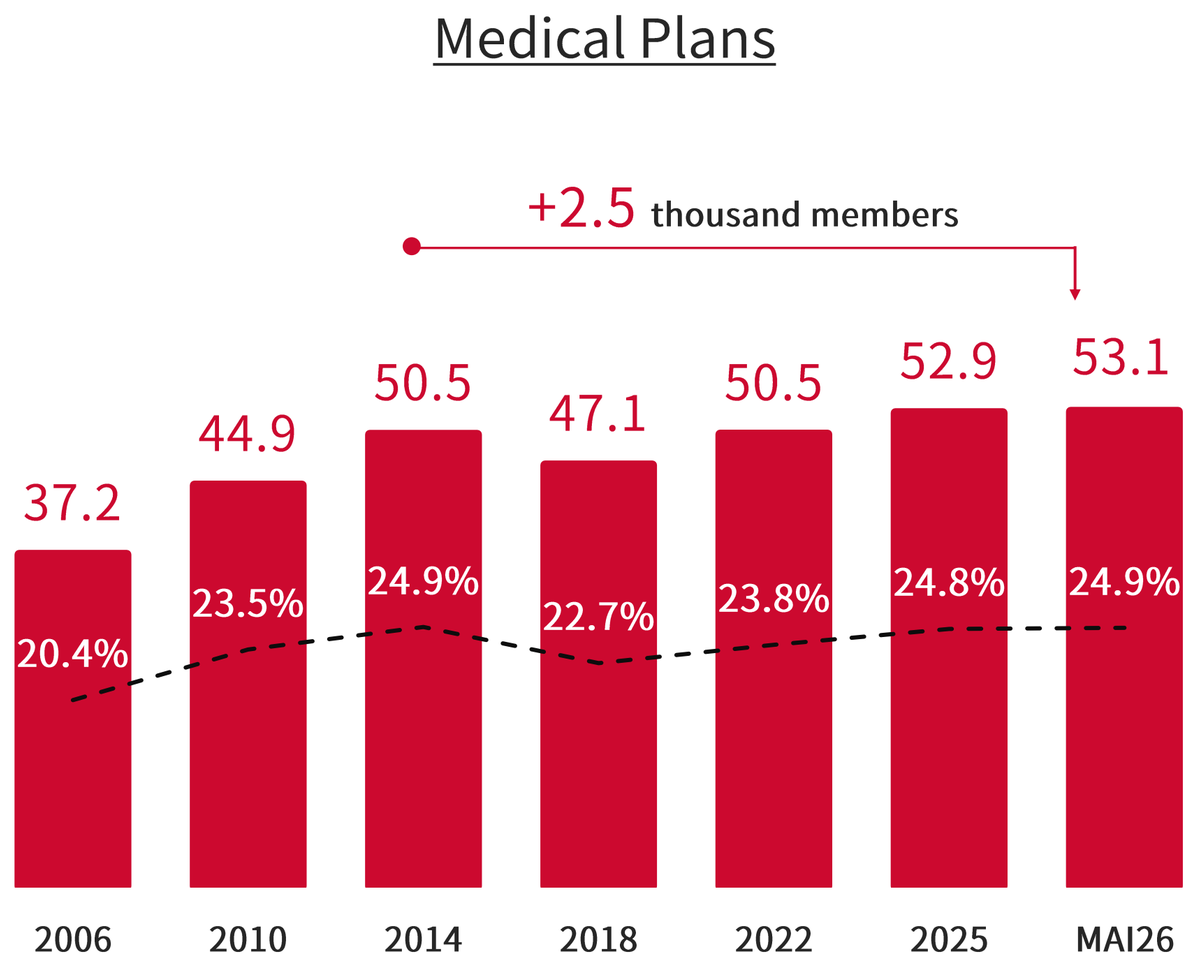


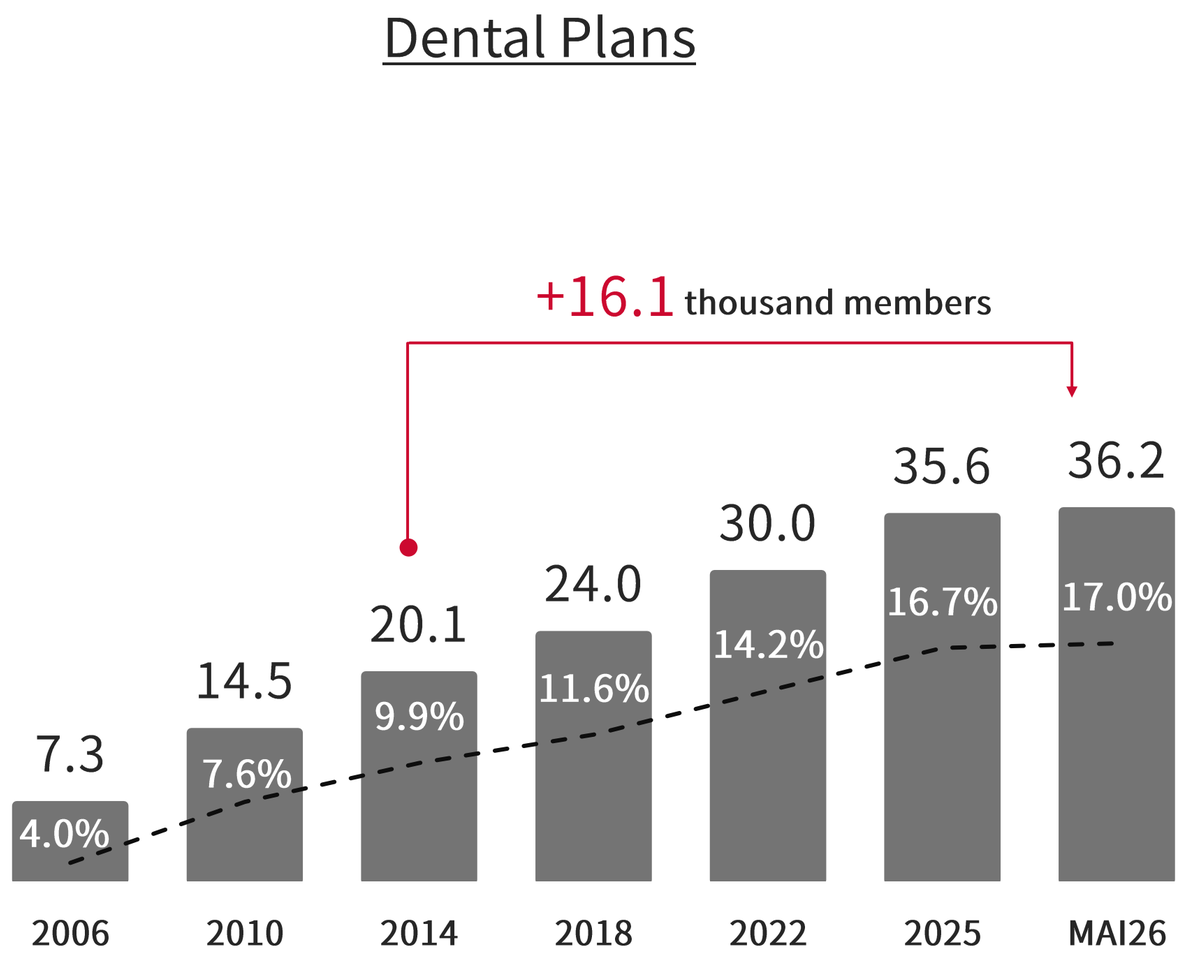
bradesco saúde



Medical and dental plans: different penetration profiles

Thousand lives



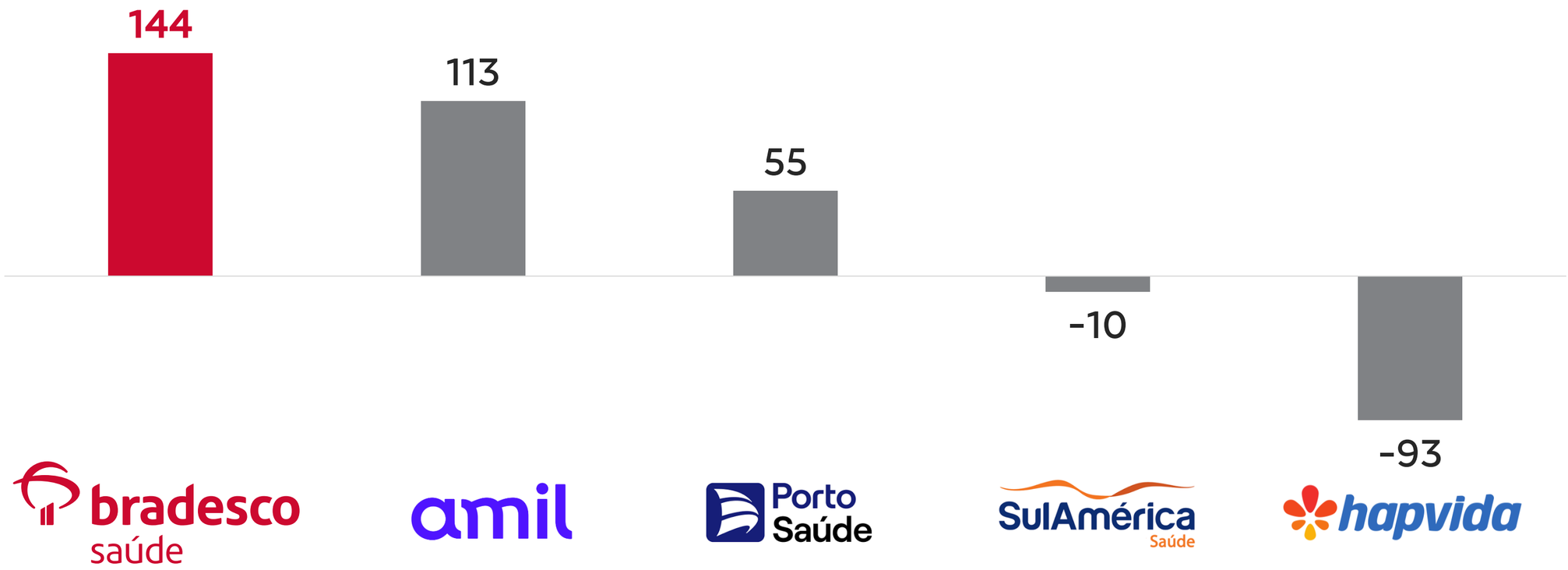


Source: ANS e IBGE

– – –% total brazilian population

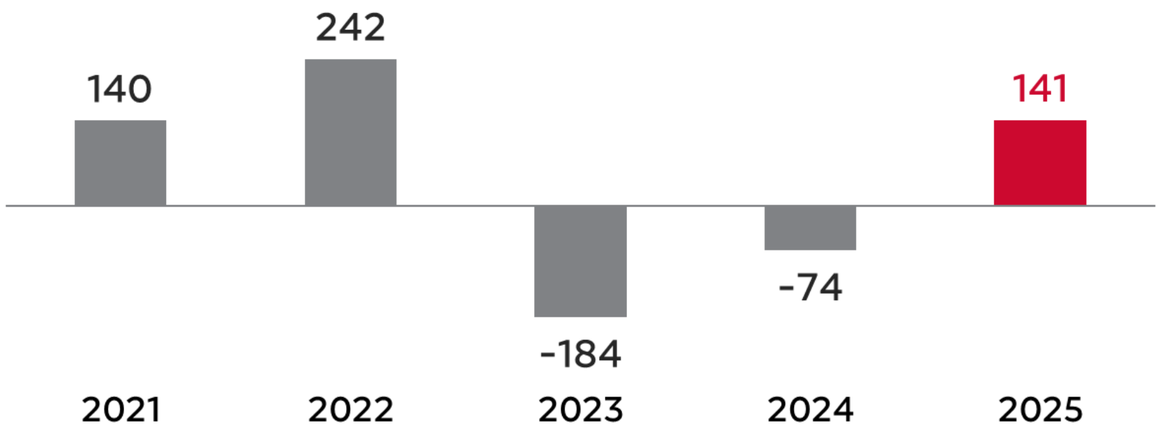
Health: Net additions Jan–May 2026

Thousand lives, key players

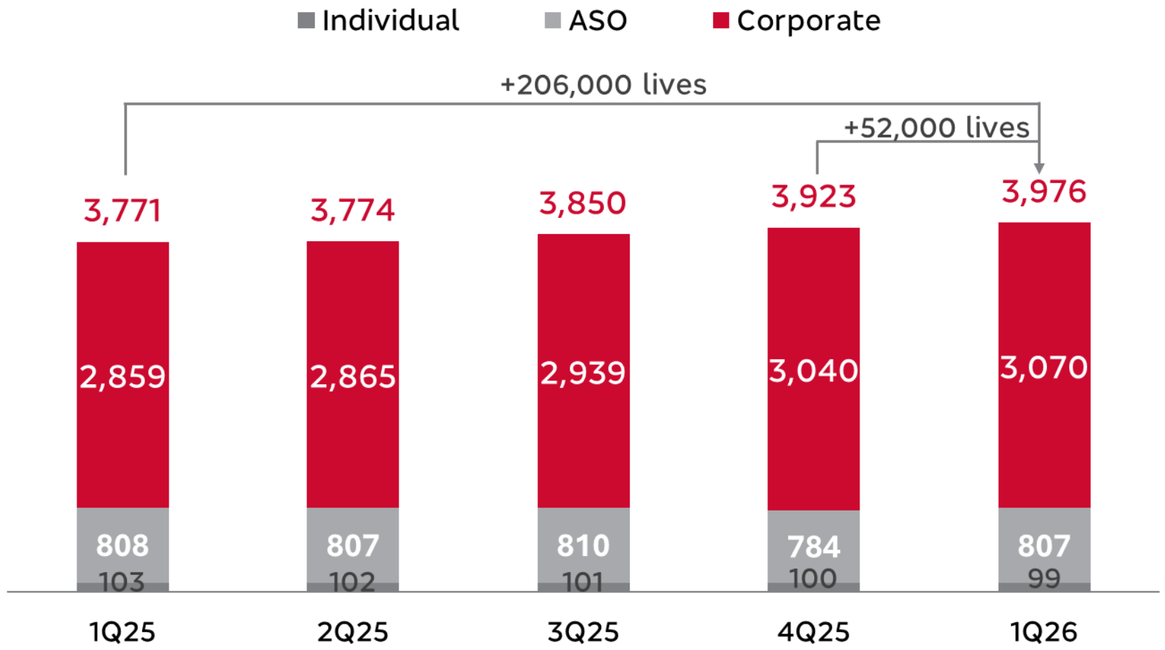


Source: Bradsaúde and ANS

Net additions LTM
Thousand lives

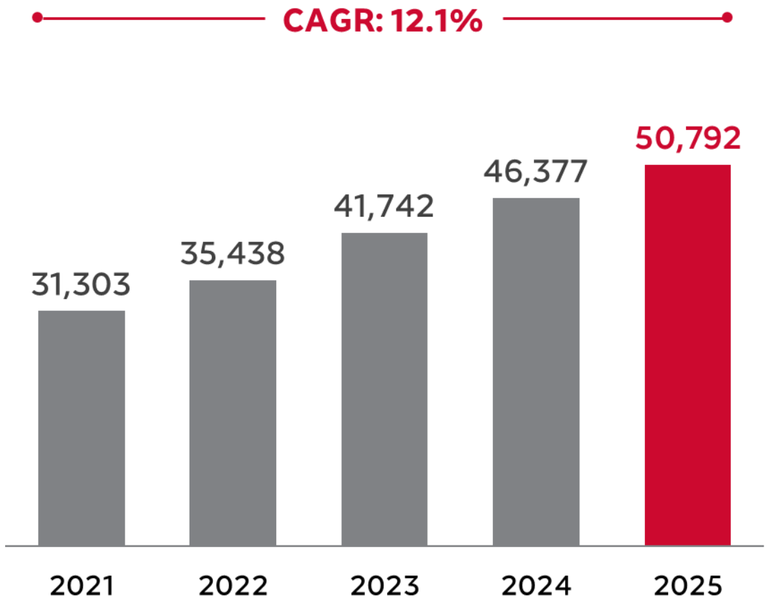


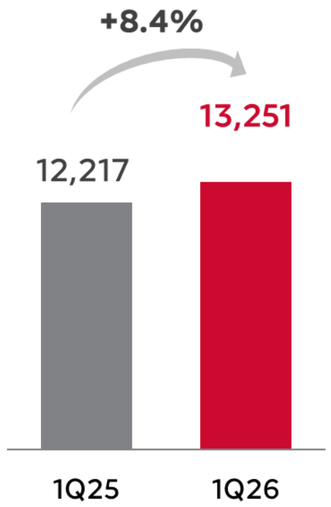
Beneficiaries
Thousand lives



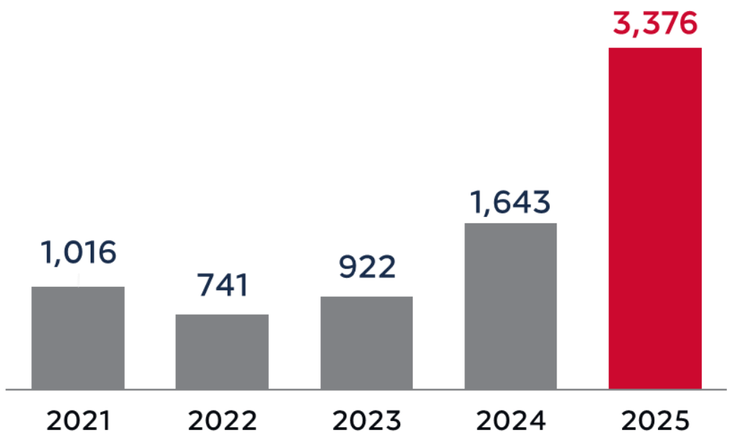


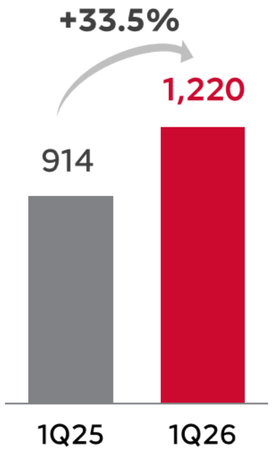
Written Premiums
R$ million





Net income
R$ million



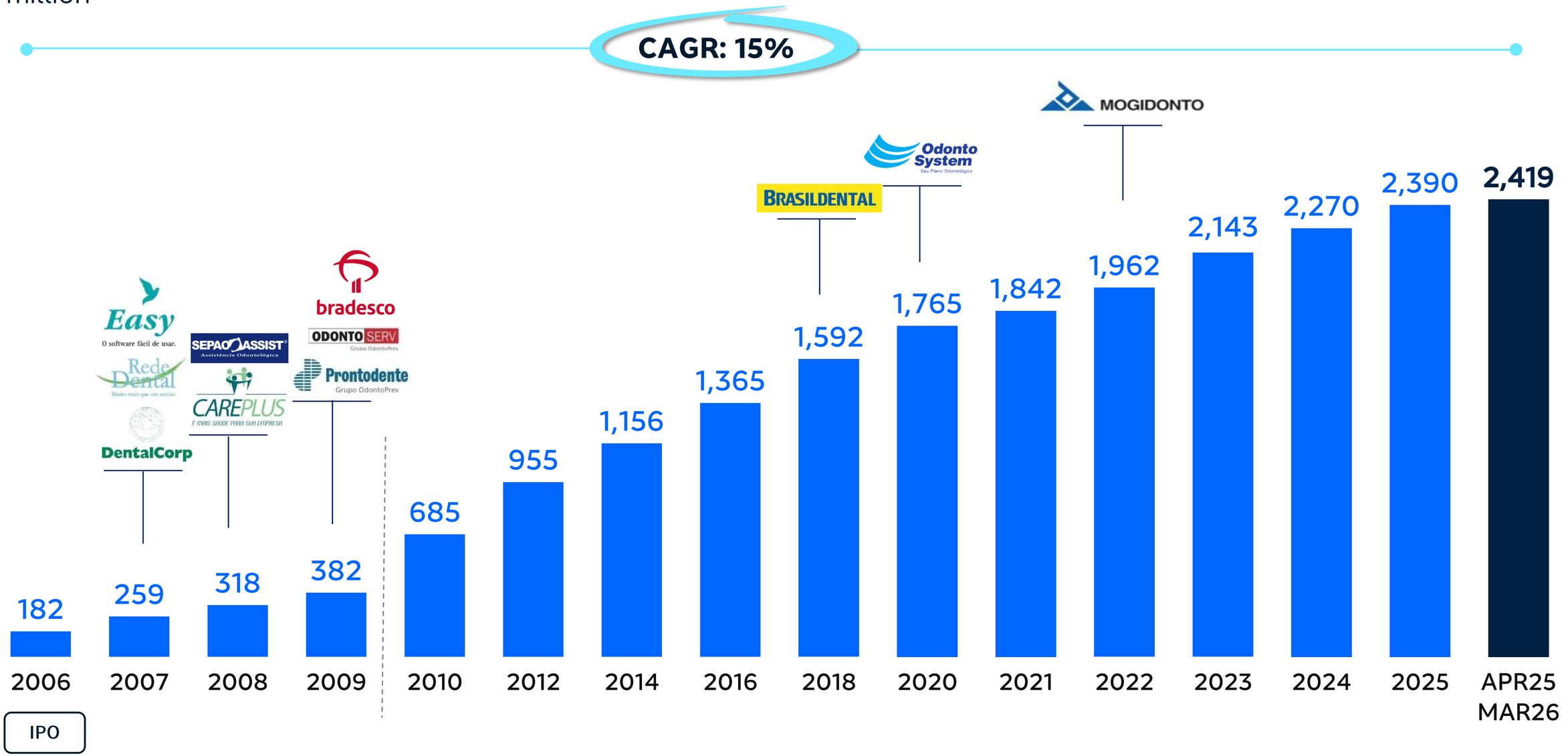


odontoprev



Odontoprev: Net revenue has grown at a CAGR of 15% since the IPO in 2006

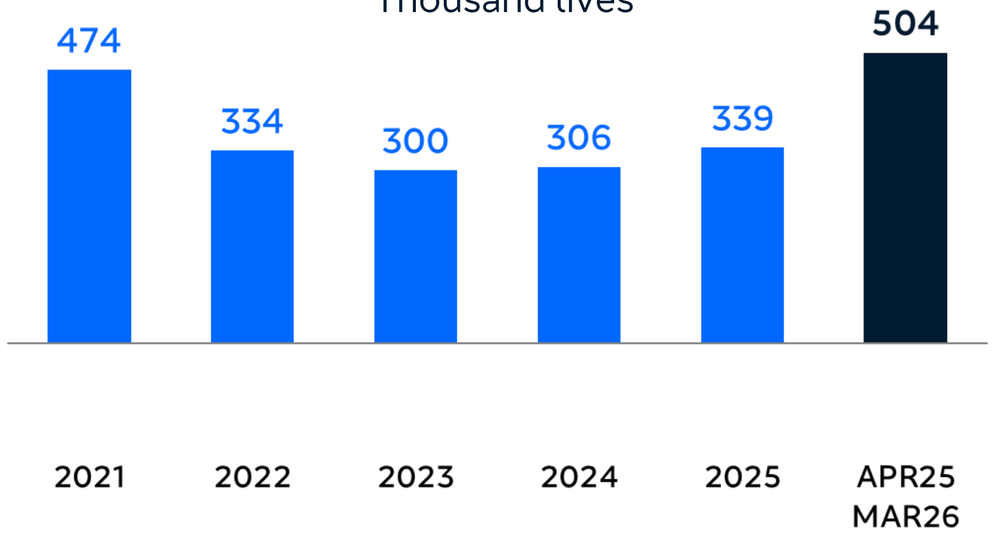
R$ million





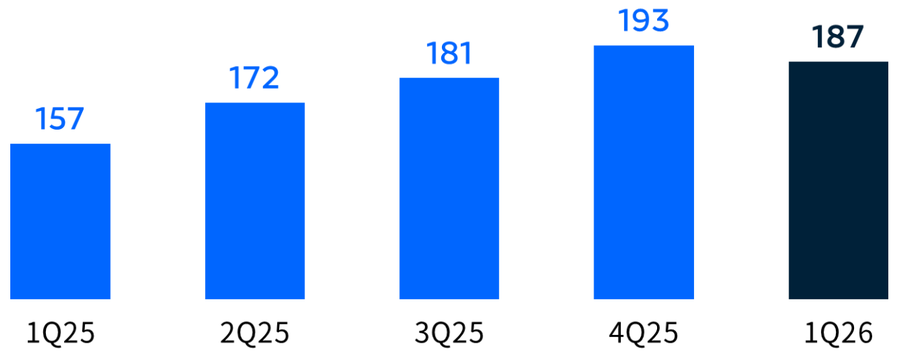
Net additions LTM

Thousand lives



bradesco dental SME: Net additions LTM

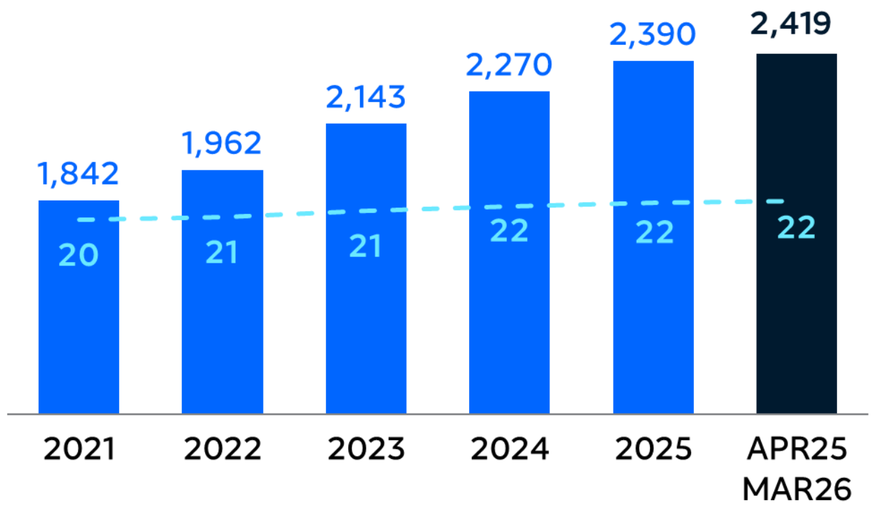
Thousand lives

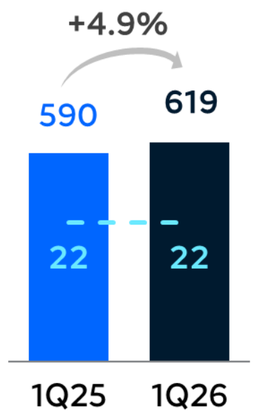




Net Revenue and Average Ticket

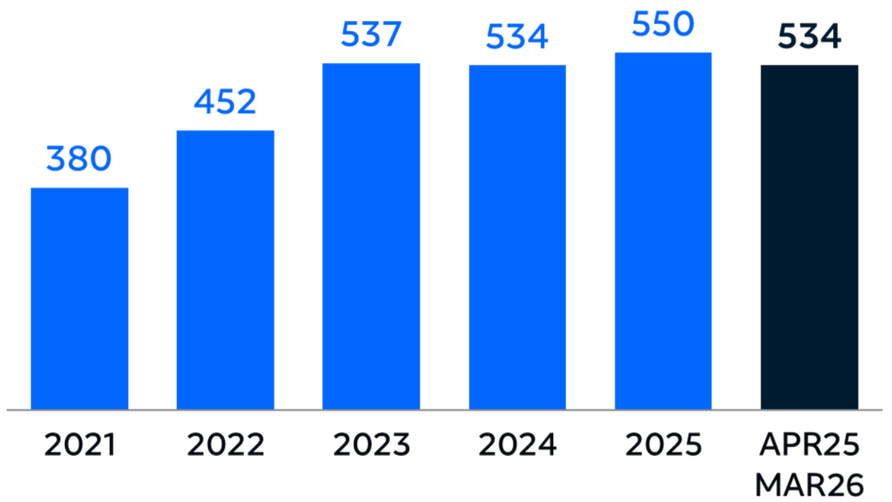
R$ million

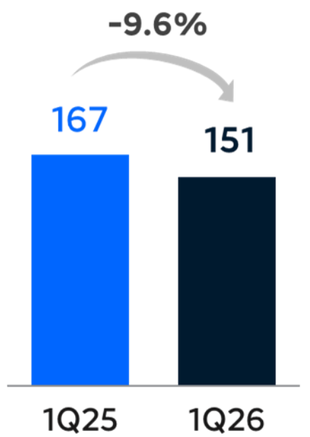




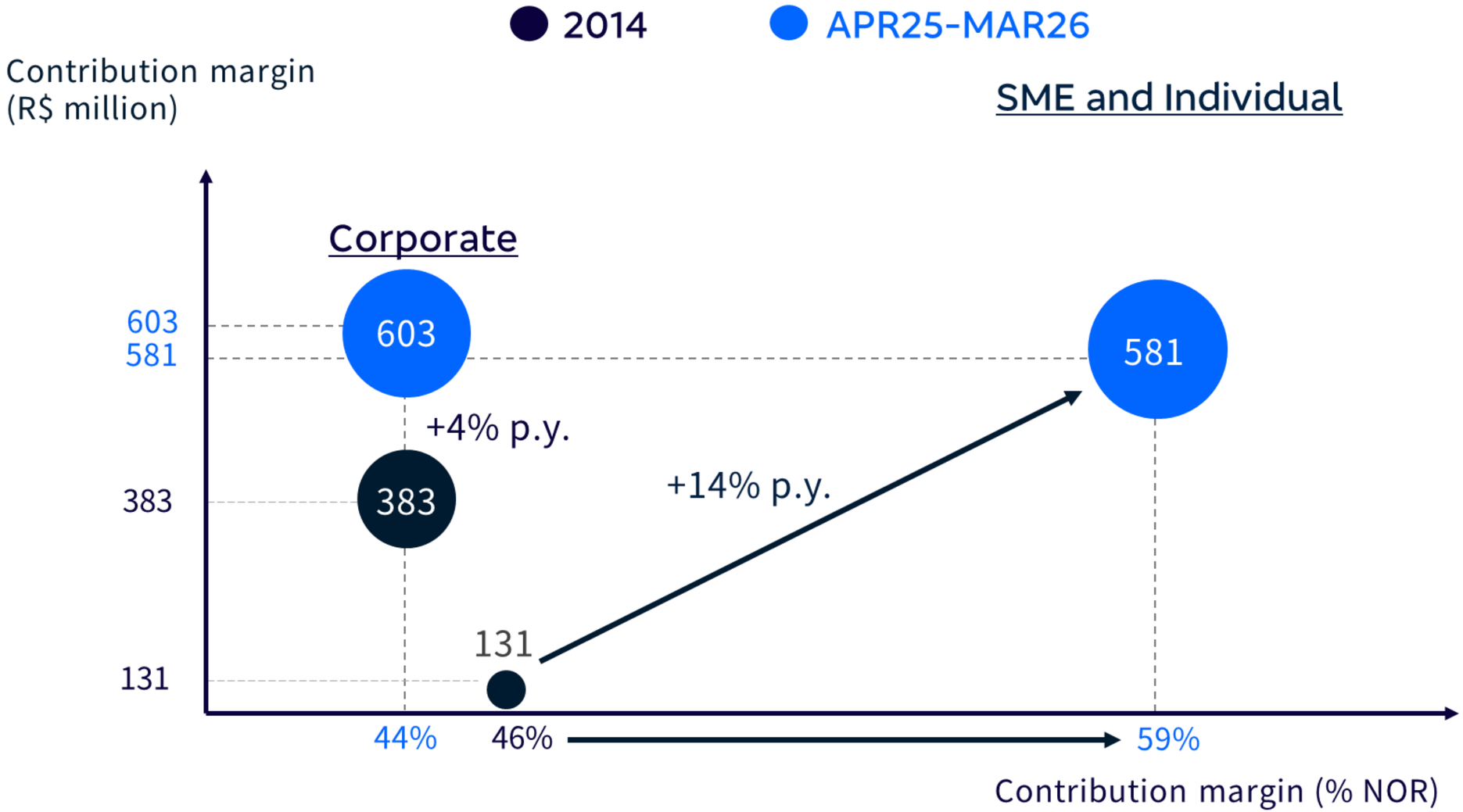
Net income

R$ million





Contribution Margin by segment



Contribution margin = NOR – Cost of services – Selling expenses

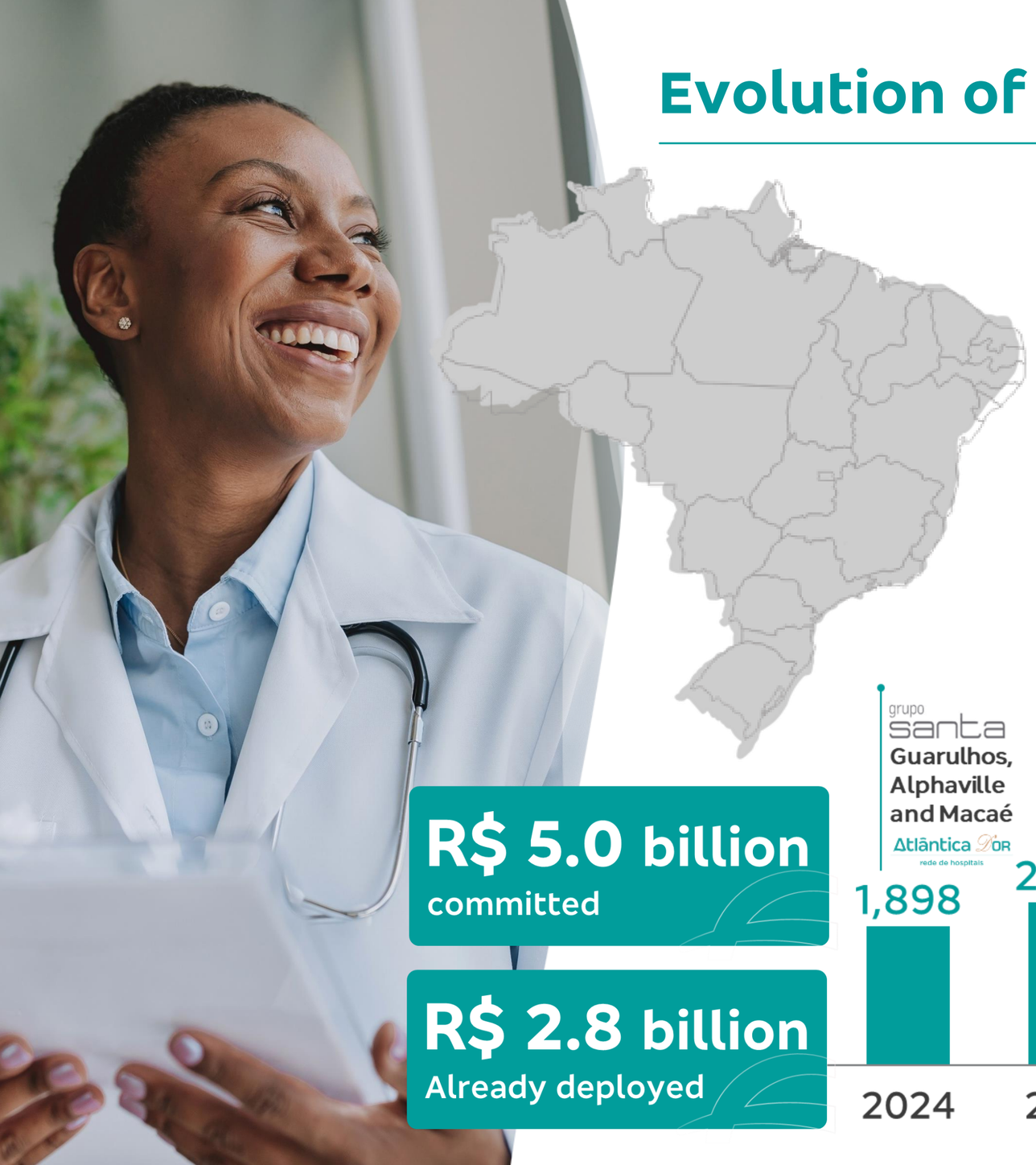
Atlântica

Hospitais e participações



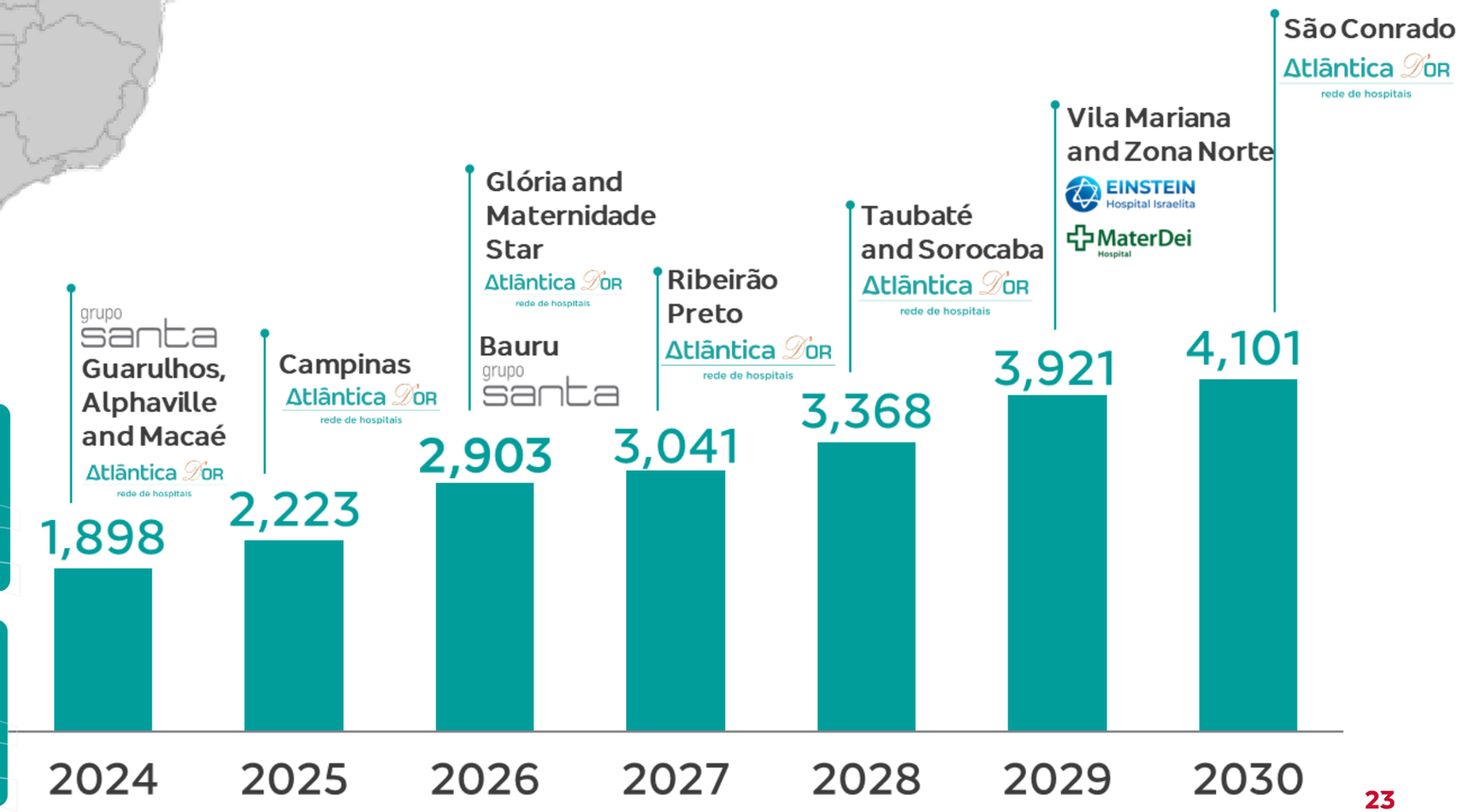
Evolution of total beds

Atlântica
Hospitais e Participações



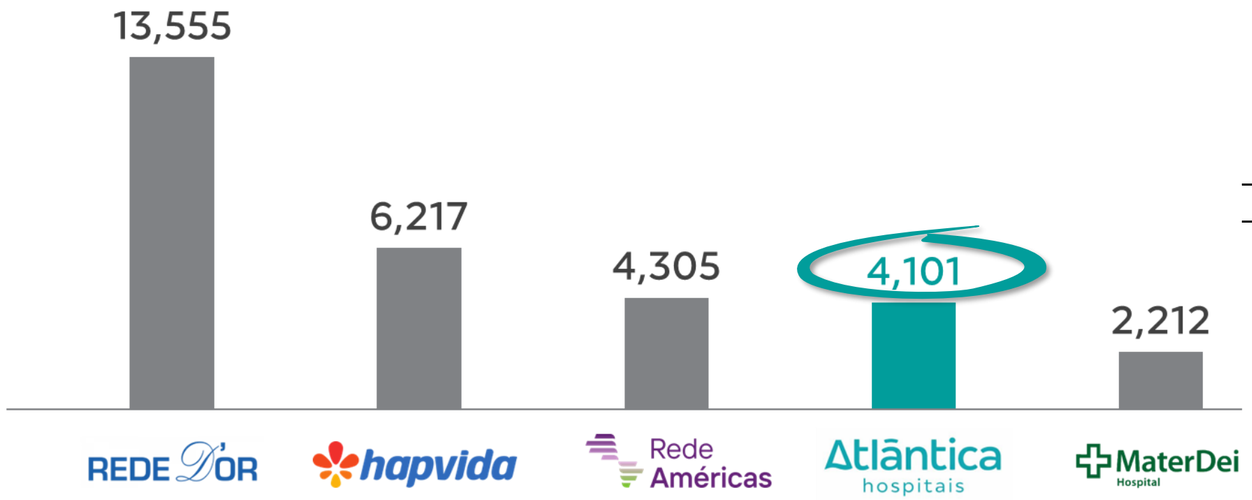
R$ 5.0 billion
committed

R$ 2.8 billion
Already deployed



4th largest in Brazil in terms of number of beds

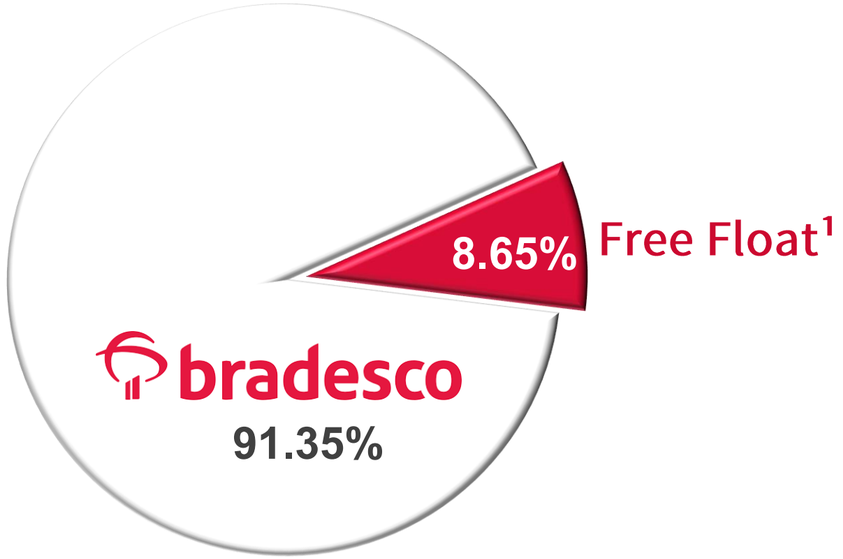
1Q26



Assets	Date of partnership / Openings	# beds
Albert Einstein	**March 2023**	**302**
Vila Mariana	4Q29	302
Mater Dei	**December 2023**	**251**
Zona Norte	4Q29	251
Atlântica D'or	**May 2024**	**2,100**
Guarulhos	November 2024	268
Alphaville	November 2024	212
Macaé	November 2024	140
Campinas	April 2025	325
Glória	February 2026	337
Maternidade Star	March 2026	173
Ribeirão Preto	2Q27	138
Taubaté	1Q28	161
Sorocaba	2Q28	166
São Conrado	3Q30	180
Grupo Santa	**October 2024**	**1,448**
Santa Lúcia Gama (DF)	October 2024	199
Santa Lúcia Sul (DF)	October 2024	402
Santa Lúcia Norte (DF)	October 2024	201
Santa Lúcia Taguatinga (DF)	October 2024	24
Hospital Ortopédico (MT)	October 2024	25
Hospital Santa Rosa (MT)	October 2024	163
Ânima Centro Hospitalar (GO)	October 2024	192
Hospital do Coração (MS)	October 2024	72
Hospital Bauru (SP)	June 2026	170
TOTAL		**4,101**

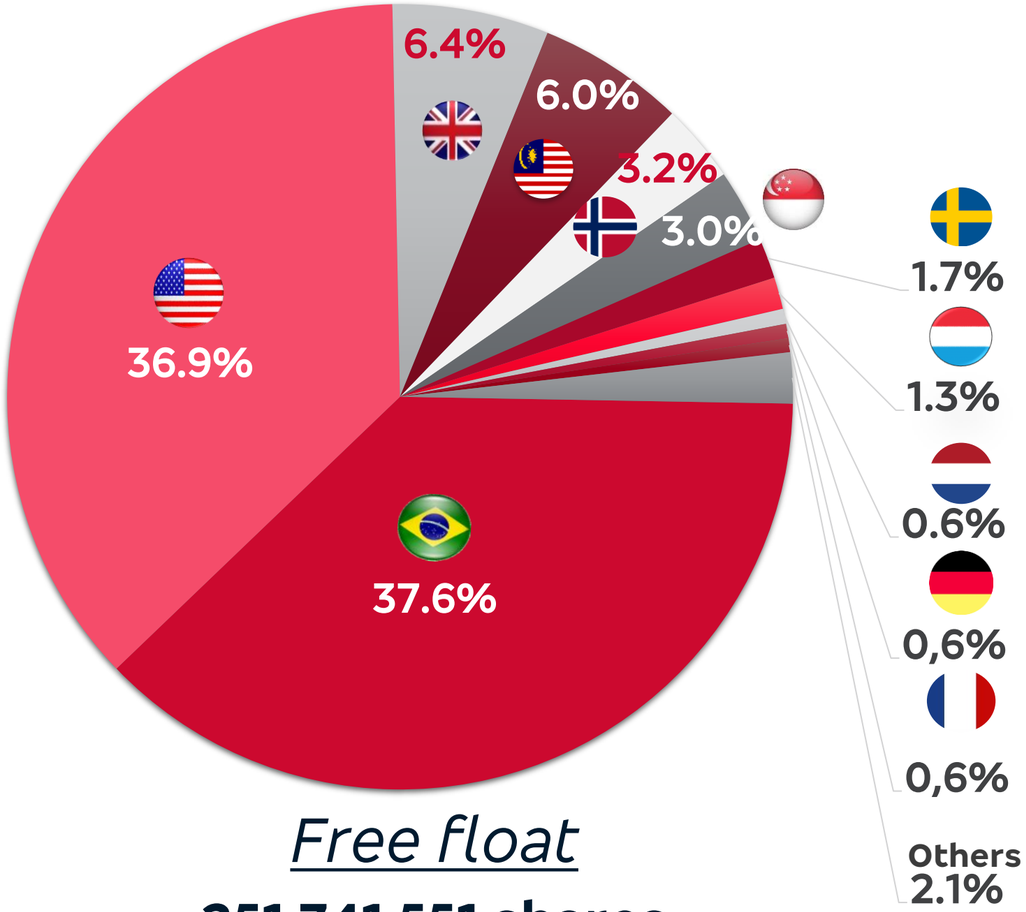
Globalized ownership structure

June/26



Total Capital

2,924,199,731 shares



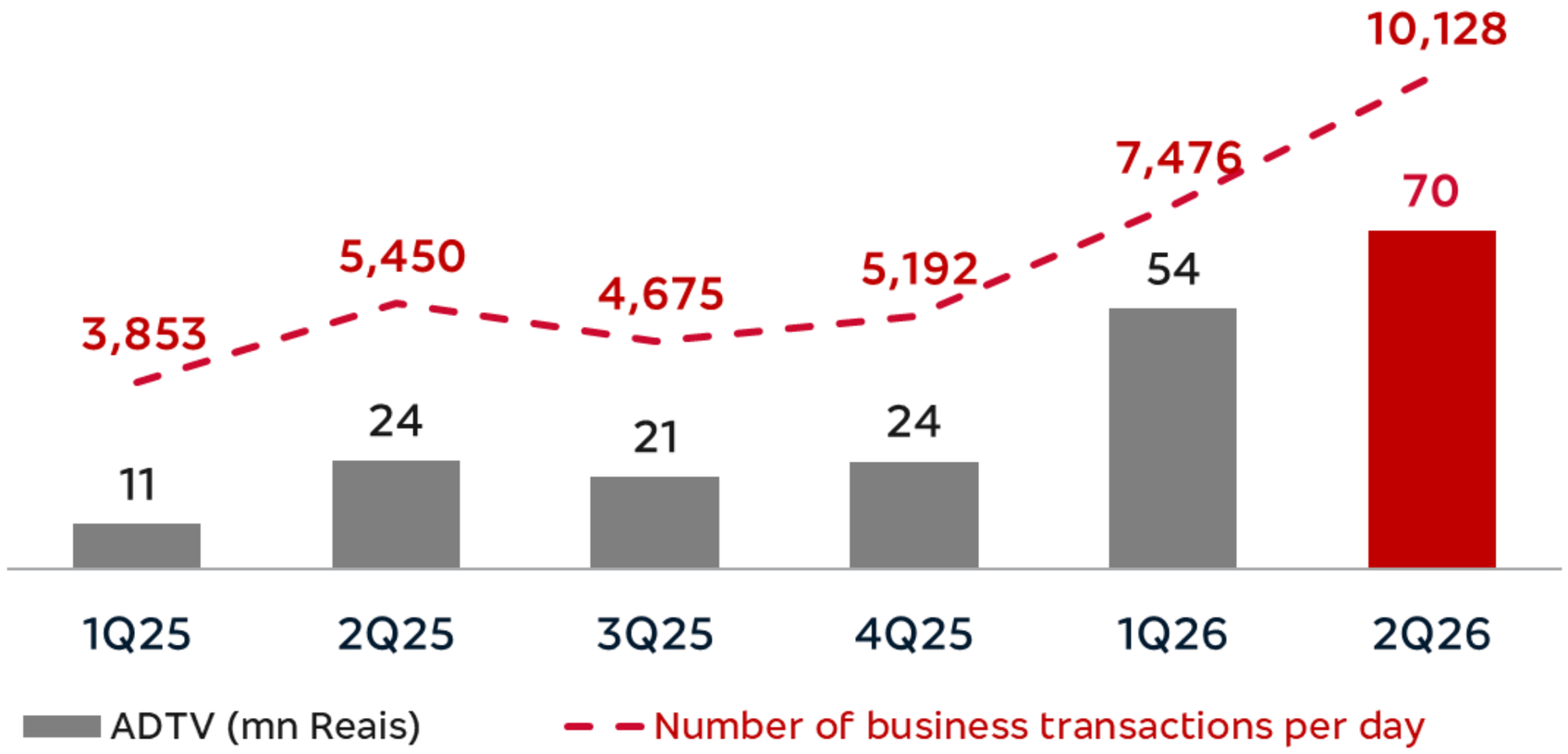
Free float

251,741,551 shares

Source: Bradsaúde | Updated June 30, 2026 ¹Includes Administrators

Increasing liquidity of SAUD3

Bradsaúde lauching on February 27, 2026 tripled the ADTV



[1]Last updated June 30, 2026

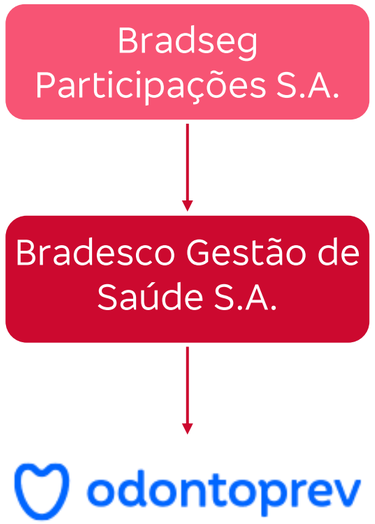
Corporate Restructurings

Consolidation of 100% of Odontoprev's earnings
(Minority shareholders line)

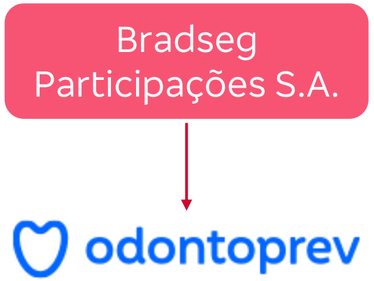
1 Bradesco Saúde
Jan–Sept 2025 (9M25)



2 Bradesco Gestão de Saúde
Jan-Nov 2025 (11M25)



3 Bradseg
Jan-Dec 2025 (12M25)



Sources (Only in Portuguese):

DF 2025 – Evento Societário

Material Fact 12.18.25

DF 2025 – NE 9 Participações Societárias

Material Fact 01.06.26

Material Fact 03.31.26

Corporate structure



[1]Excludes 732,100 treasury shares from the calculation of the ownership stake;
[2]Joint ventures to be formed between Atlântica Hospitais and Mater Dei and Einstein for the construction of the Zona Norte and Vila Mariana hospitals, respectively. Operations are scheduled to begin in 2030, at which point the joint ventures will become a joint venture controlled by the Company, which will hold a 51% stake.

Upcoming Investor Relations Events

Date	Broker	Location	Event
Aug 3			Earnings Release Q226
Aug 4			Videoconference Q226
Aug 4	Itaú BBA		Investor Presentation | São Paulo
Ago 10	bradesco bbi		Apresentação a investidores | São Paulo
Ago 11	bradesco bbi		NDR | Chile
Aug 17	Santander		27ª Annual Conference | São Paulo
Aug 18	xp		CEO Conference Brazil | Rio de Janeiro
Ago 20-21	btg pactual		NDR | Rio de Janeiro
Aug 24	J.P.Morgan		Consumer and Healthcare Check Up | São Paulo
Sep 8	citi		Citi GEMS Conference 2026 | NY
Sep 9	UBS BB Investment Bank		Global Emerging Markets Conference | NY
Sep 15-16	Morgan Stanley		29th Annual Latin America Conference | London
Sep 29-30	btg pactual		BTG CEO Conference | NY
Oct 15	Itaú BBA		Healthcare Day | SP
Nov 17-18	bradesco bbi		16th Annual CEO Forum | NY
Nov 23-24	Itaú BBA		19th Annual LatAm Conference| London
Dec 2	J.P.Morgan		Brazil Opportunities Conference | São Paulo

Bradsaúde's investor relations activities, including conferences, webcasts, one-on-one meetings, and public presentations, are always conducted with the participation of the Company's CEO, CFO, and/or Head of Investor Relations.

INVESTOR RELATIONS

E-mail: ir@saud3.com.br