



# Institutional Presentation 3Q22



SulAmérica

# SulAmérica at a Glance

Solid business model with proven track record



# Highlights

Key figures

## Financial highlights (2021)



Revenues **R\$21.0 billion**



Total assets **R\$29.1 billion**



Shareholders' equity **R\$8.1 billion**

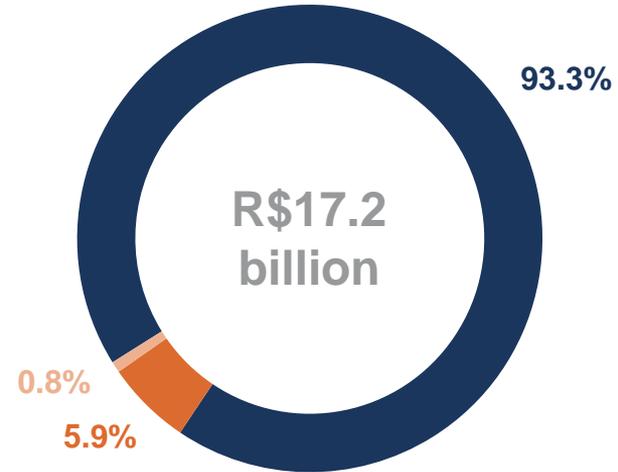


Gross Operating Margin **R\$1.3 billion**



Net income **R\$332.5 million**

## Revenue breakdown | 9M22



■ Health & Dental

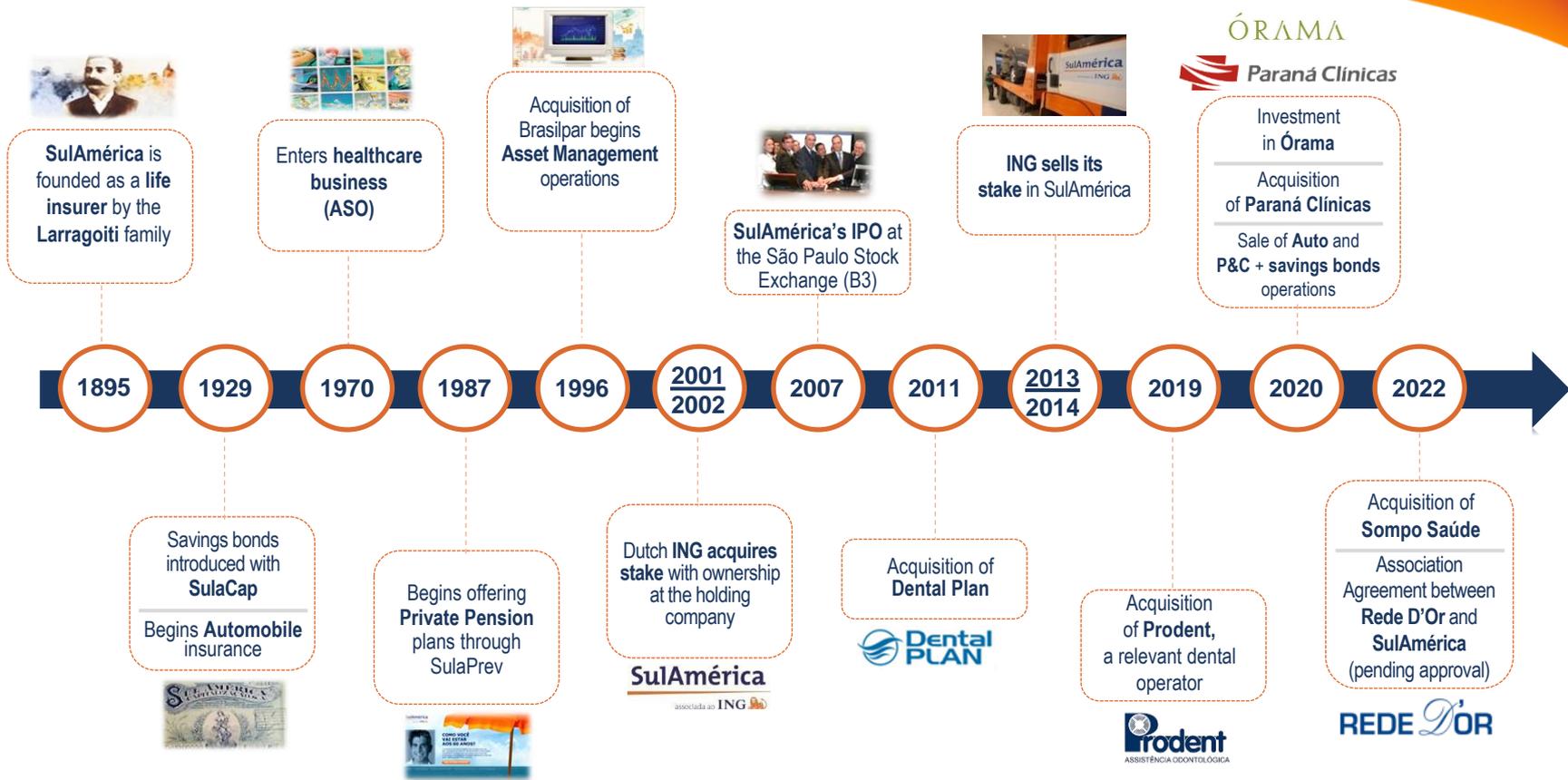
■ Life, Pension and Asset Management

■ Others<sup>(1)</sup>

<sup>(1)</sup> Other operating revenues consider the saving bonds segment and other Company revenues.

# SulAmérica

History of innovation, sustainable growth and well-known brand



# Governance and Shareholding Structure

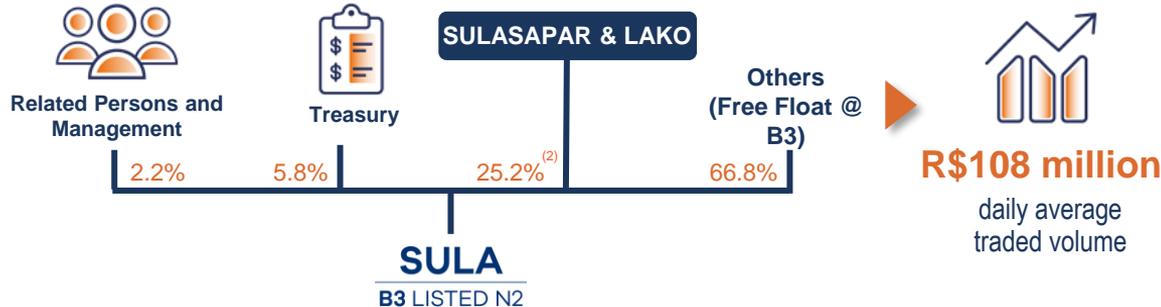
Best ESG practices

➤ Board of Directors and its Advisory Committees actively promote the Company's strategy and the continuous improvement of ESG practices

## Board of Directors



## Shareholding Structure<sup>(1)</sup>



## Signatory of global principles:



## Relevant sustainability indexes and ratings:



(1) Sep/22 figures.  
(2) Equivalent to 50.3% of total voting shares.

# Sustainability

Solid ESG practices: positive impact in 5 strategic topics supported by the themes of Innovation and Digital Transformation and Governance, Risks and Compliance (GRC) Culture

## Personnel Development

Strong support from **senior management** and the **Board of Directors**

5 pillars: **Gender Equality, LGBTI+, Race and Ethnicity, Generations and People with Disabilities**

- More than **500** employees in the **Pollination Groups**
- **Training** for **+2.7 thousand** people, including leaders, Executive Committee and Board of Directors
- Signing of the commitment "**Movimento ELAS Lideram 2030**", co-led by the Global Compact

## Talent and succession management

 **96%** executive positions with mapped successors

**91%** of key personnel retention in 2021

## Work and life balance

 Flexible working hours, home office, collaborative spaces, new dress code with individual appreciation

## Creation of Shared Value

### Aligned with **SDG #3 – Health and well-being**

*Saúde Ativa* program addressing health challenges



 Multidisciplinary process for assessing risks and product opportunities

### Technology focused on promoting access to healthcare and better life quality

 Coordinated Care

 Telemedicine

## Responsible Investment



- ESG integration in 100% of the equity and private credit portfolios
- Launch of labeled ESG products



Engagement with investee companies, reinforcing SulAmérica's positioning and commitments

## Responsible Value Chain



Social and environmental engagement and evaluation of suppliers



Training to disseminate sustainability content to brokers and suppliers

## Climate Change



Commitments to reduce emissions, energy and water consumptions, in addition to increase waste recycling



Use of technology and innovation for solutions to reduce consumption of natural resources and emissions

# Investment Highlights

Why invest in SulAmérica?



## Great opportunities in Health & Wealth

- Resilient segments, with consistent growth at double-digit rates, especially Health insurance, which has still low coverage in Brazil, in addition to opportunities in the Dental segment
- Increased prospects in Wealth given the low interest rate environment and pension reform



## Strong and credible brand with proven track record

- SulAmérica is one of the strongest brands in the markets in which it operates, with a relevant position in Health & Dental
- More than 126-years history with a long-term focus and sustainable results



## Strong financial profile and operating efficiency

- Track record of improving operating performance
- Well positioned to benefit from secular growth trends + industry consolidation



## Experienced independent management team + strong and diversified Board of Directors

- Seasoned Management Team and Board of Directors, with deep understanding of the Brazilian markets
- Combination of knowledge, tradition and increasing diversity, with a mix of profiles and experiences

# Diversified Distribution Model

Strong sales force and solid relationship with distribution network

## Corporate

Large corporate  
brokers



Corporate  
brokers



## Affinity

Large volume  
benefit administrators



Niche players with retail  
distribution



## Partnerships

Financial and  
retail institutions



Partnerships with  
bancassurance



## Retail

Independent  
brokers



**37,000+**  
independent  
brokers

**+50 branches supporting sales & distribution**

# Digital Transformation

Focus on efficiency for brokers

## Relationship Platform for Brokers



**CUSTOMER FOCUS: EASY ACCESS TO ALL CLIENTS PRODUCTS AND CROSS-SELL OPPORTUNITIES**

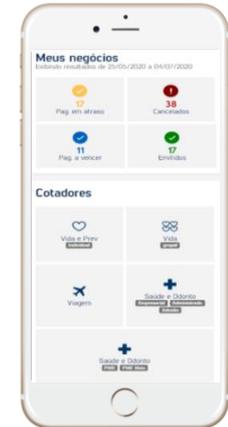
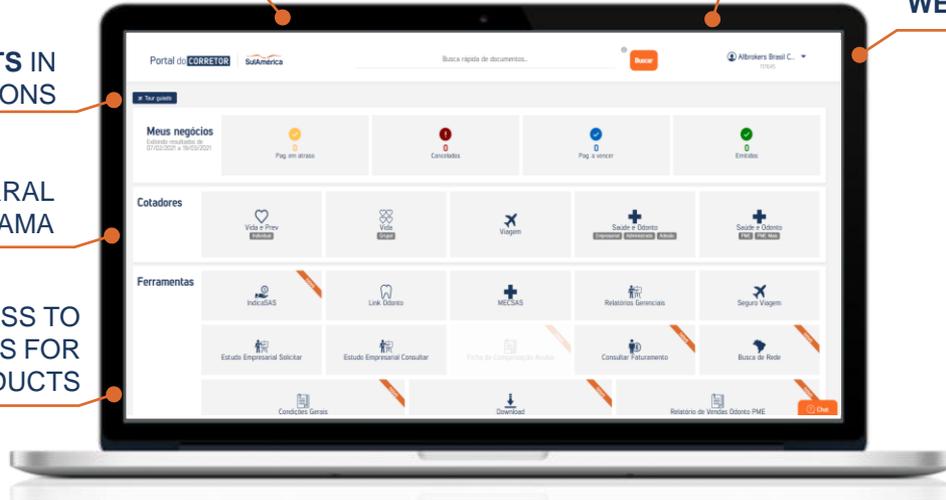
**PERSONALIZED ASSISTANCE TO HELP IMPROVE PRODUCTIVITY AND GENERATE BUSINESS OPPORTUNITIES**

**SEAMLESS TRANSITION BETWEEN WEB AND MOBILE PLATFORMS**

**+43K PARTICIPANTS IN ONLINE TRAINING SESSIONS**

**INDICASAS: REFERRAL PROGRAM TO ÔRAMA**

**FULLY ONLINE: EASY ACCESS TO ALL QUOTATION ENGINES FOR DIFFERENT PRODUCTS**



# Information Security and Data Privacy

Continuous improvements in processes and data management

- **Internal policies** to ensure the application of standards and guidelines for **information protection** of **intellectual property**, both for the **Company** and the **general public**

## Risk management

- **Continuous assessment** of emerging **cyber security risks**:



Review of procedures on **cyber threats**



**Security program** enhancement

## Safety and security culture

- **Data protection and cyber security culture program**, reaching all hierarchical levels:



Training and workshops



Campaigns and simulations  
(e.g. phishing prevention)

**Addressed themes:** data security and access management, personal data processing, GDPR.

(1) Refers to the new Brazilian data privacy regulation (LGPD).

## Guidelines and practices



**Policies and regulations**

- *Periodically reviewed and widely disclosed*
- *Applicable to the entire Company and its suppliers*



**Periodic analysis of vulnerabilities**



**Incident response plan**



## Data privacy



**Constant assessment** of potential impacts and privacy risks



**Data-mapping** across all business units



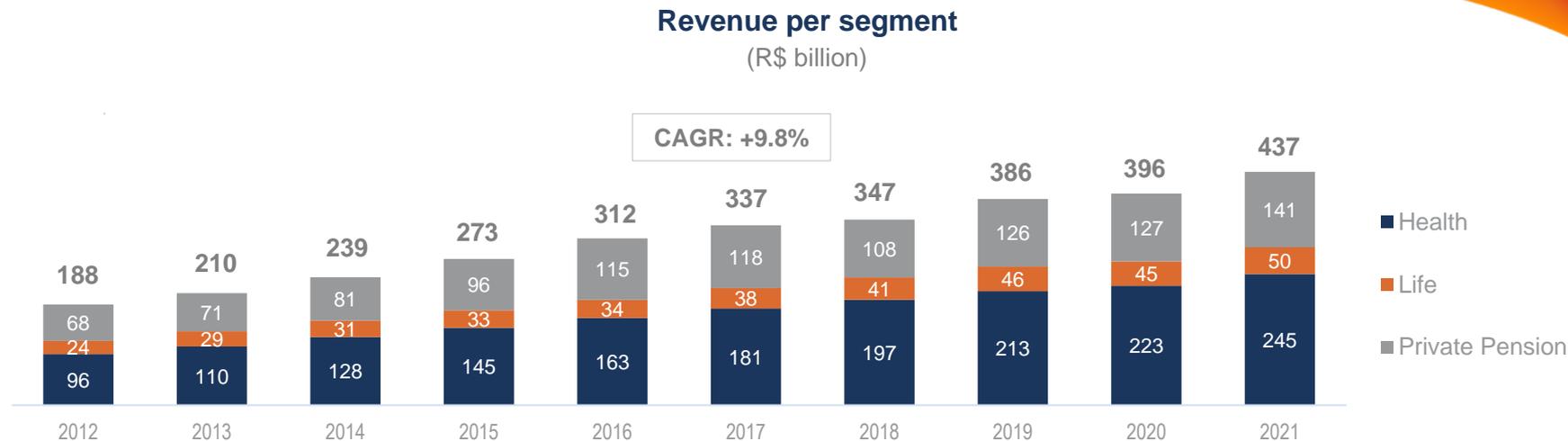
**GDPR<sup>(1)</sup> Working Group** to address issues and demands



Development of **data privacy policy**

# Secular Growth Trend

Resilient sectors and still highly underpenetrated in Brazil



### Penetration per segment in Brazil

Health



**23%**  
of population

Dental



**14%**  
of population

Life

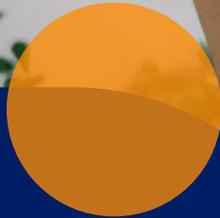


**19%**  
of population

Pension



**6%**  
of population



# Health & Dental



# Health & Dental

Several options for customers in a broad portfolio



## LARGE CORPORATE

Over 100 members



## SMALL & MEDIUM ENTERPRISES

3 to 99 members



## AFFINITY

Professional bodies, associations and organizations

### Main features

- Nationwide coverage with wide range of products for all types of companies
- Broad preferred and high quality provider network
- Comprehensive portfolio
- New line of regional and more affordable products
- Offers based in high quality care
- Policies with annual price adjustments
- Well-being programs and Care Coordination strategy
- Increased use of technology and digital tools
- Co-payment programs – gaining relevance in the portfolio

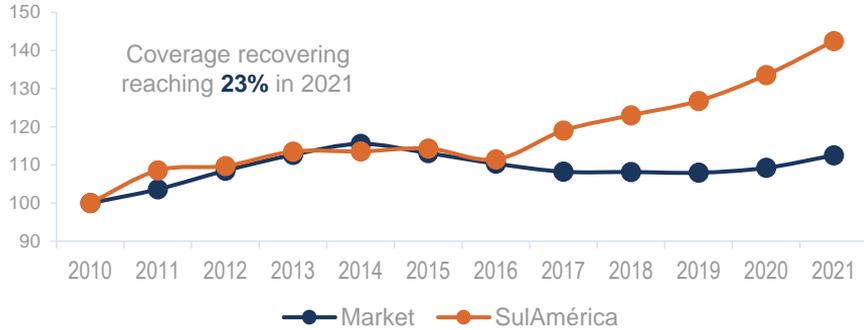


# Market – Health

Market penetration opportunity

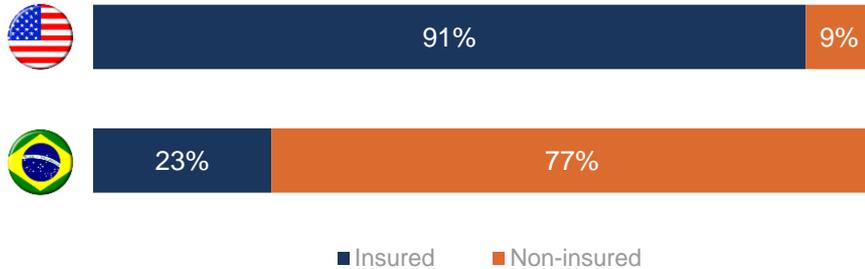
## Insured beneficiaries evolution

(indexed on 2010)

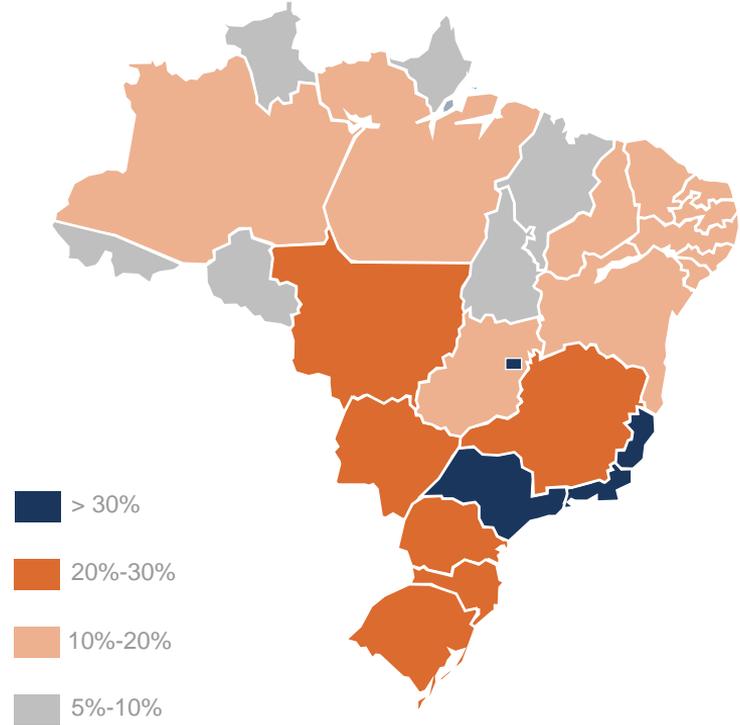


## Health plan penetration

(% of population)



## Coverage per State

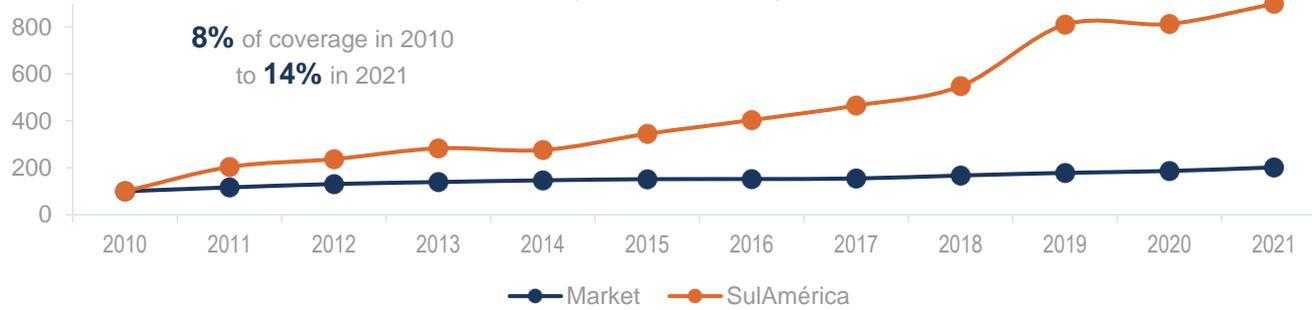


# Market – Dental

Market penetration opportunity

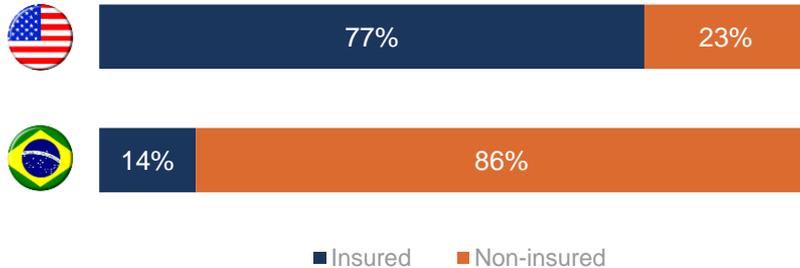
## Insured members evolution

(indexed on 2010)



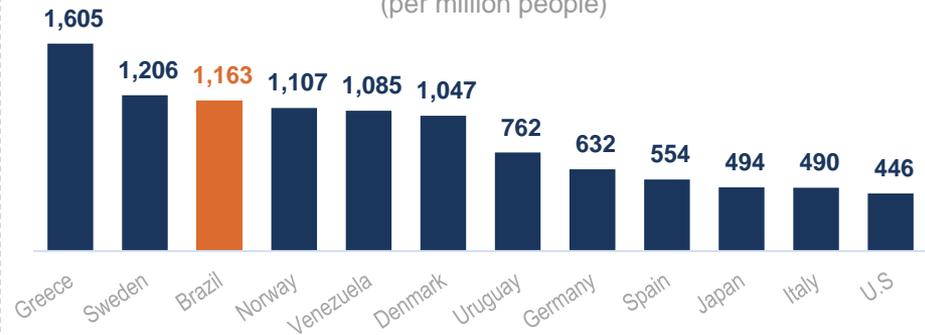
## Dental plan penetration

(% of population)



## # dentists per inhabitants

(per million people)

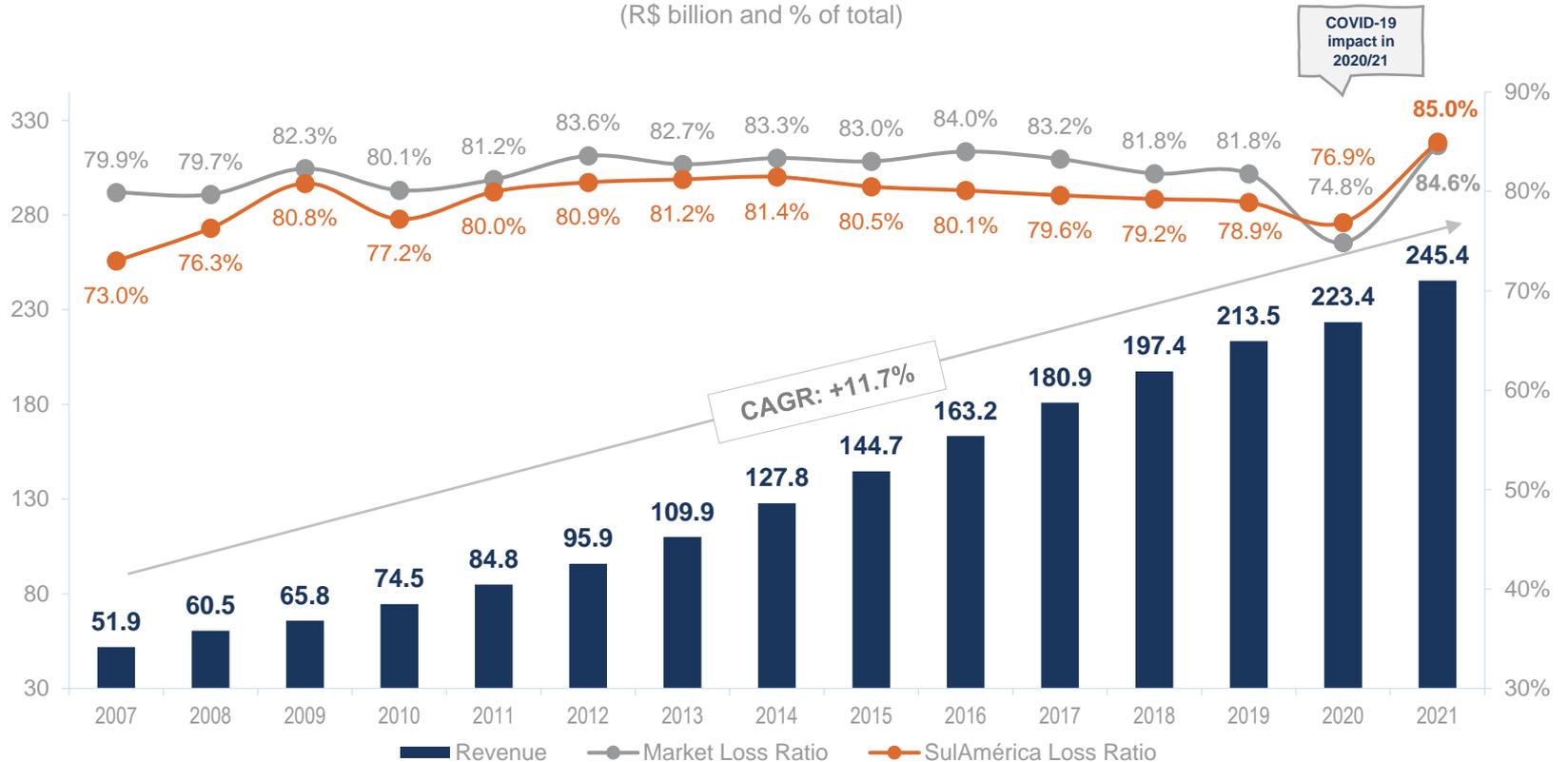


# Market – Health & Dental

Evolution of private healthcare market

## Total market revenue and loss ratio

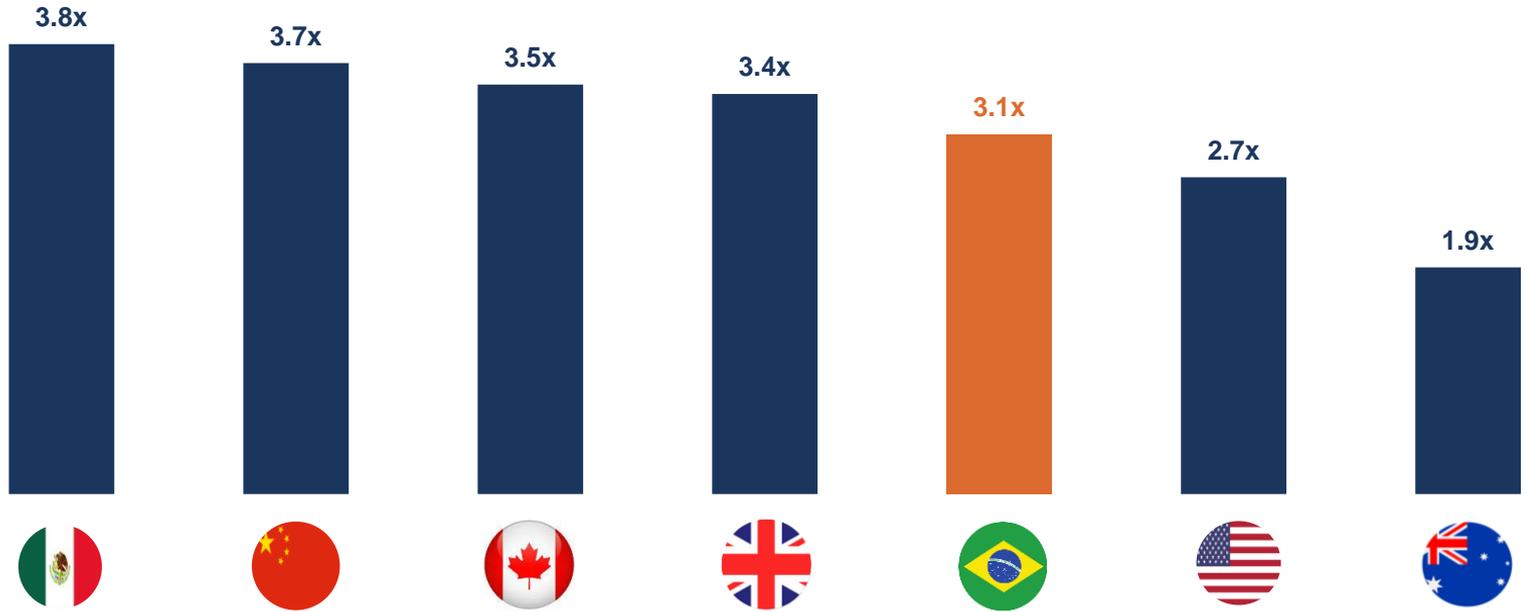
(R\$ billion and % of total)



# Market – Medical Inflation

Running at high levels globally, not only in Brazil

### Medical inflation vs. benchmark CPI

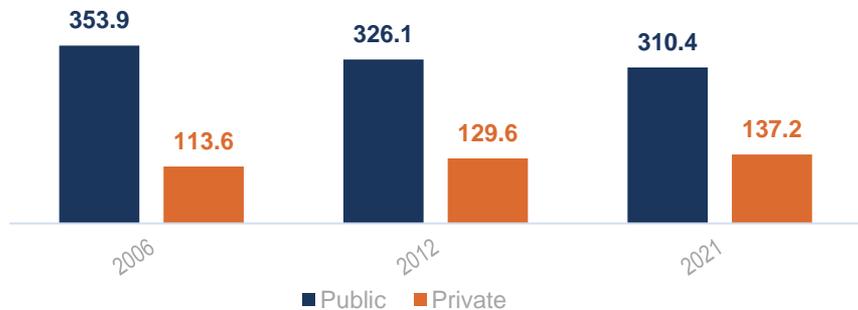


# Health Providers in Brazil

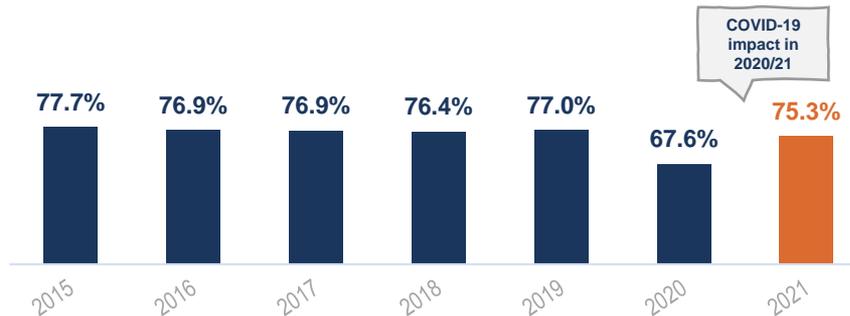
Hospital beds and utilization levels evolution

## Hospital beds evolution

(thousand)

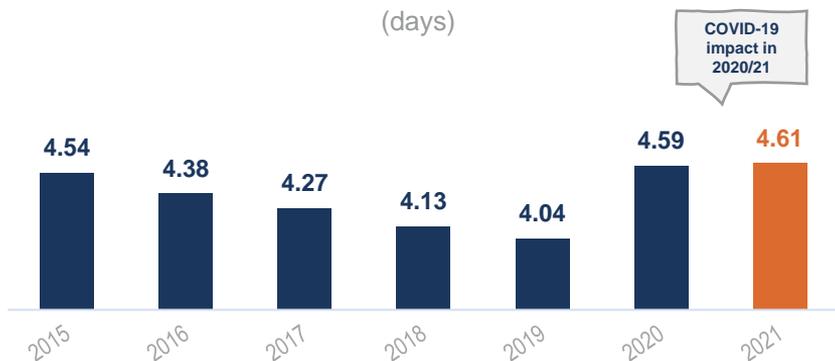


## Private hospitals occupancy rate

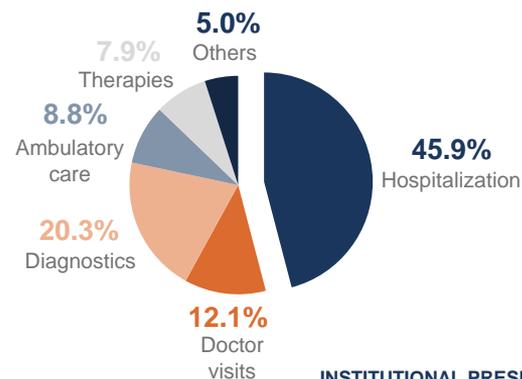


## Average length of stay in private hospital beds

(days)

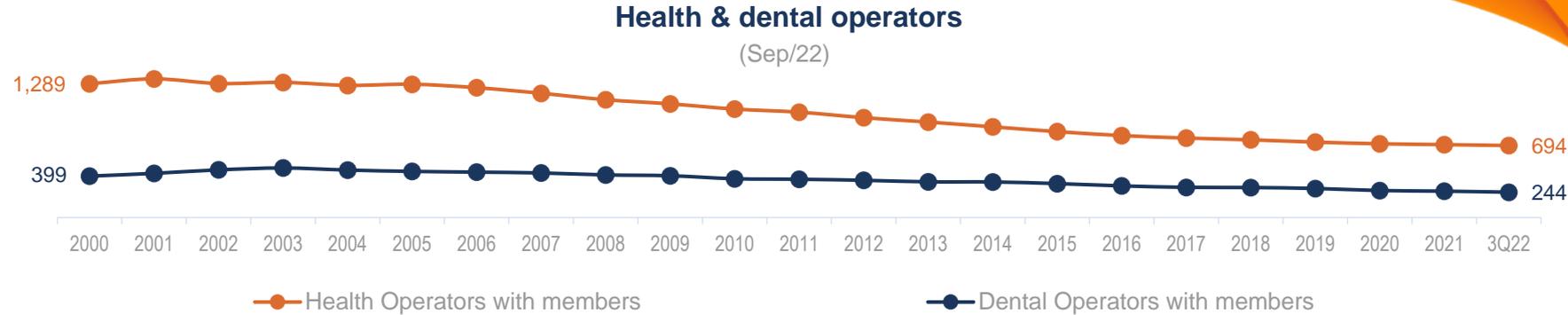


## Health plan operators expenses breakdown

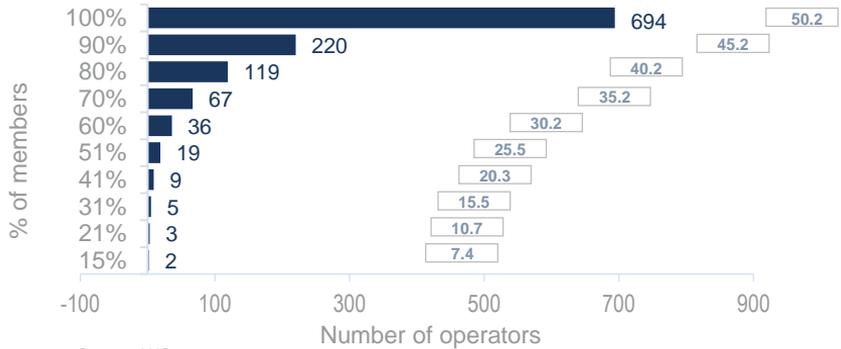


# Health and Dental Market

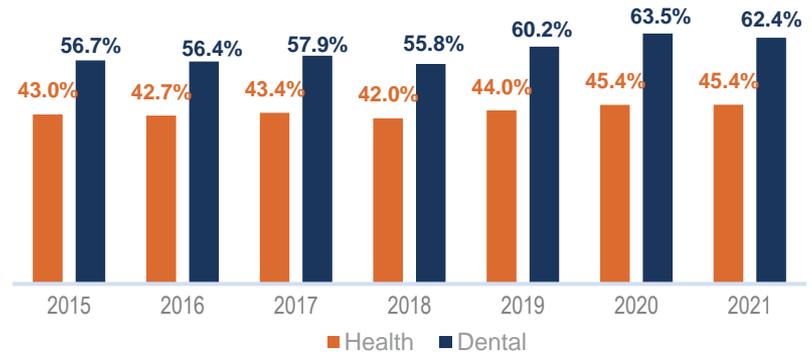
Consolidation is accelerating



### Health members & operators (million members – Sep/22)



### Top 5 health & dental operators (% of revenues – Dec/21)



# Health and Dental Market

Profile per type of insurance plan

Market	Insured members <sup>(1)</sup>	MoM change <sup>(1)</sup>	Coverage rate
As of Sep/22 	50,199,241	+0.42%	23%
	30,527,249	+0.70%	14%

Health & Dental total market members<sup>(2)</sup>  
(million)



Source: ANS.

(1) Numbers subject to retroactive changes by ANS. (2) Does not consider "other" and "not informed" members in health.

# Health and Dental Market

Market share in revenues



## HEALTH

Top 10 players

1 <sup>st</sup>	13.6%	Bradesco
2 <sup>nd</sup>	11.5%	hapvida    NotreDame Intermedica
3 <sup>rd</sup>	10.6%	SulAmerica
4 <sup>th</sup>	8.2%	Amil
5 <sup>th</sup>	3.1%	Central Nacional Unimed
6 <sup>th</sup>	2.6%	Unimed Belo Horizonte
7 <sup>th</sup>	2.3%	Unimed Rio
8 <sup>th</sup>	2.3%	PREVENT SENIOR
9 <sup>th</sup>	1.8%	SEGUROS Unimed
10 <sup>th</sup>	1.5%	Unimed Porto Alegre

57% among the top 10 players



## DENTAL

Top 10 players

1 <sup>st</sup>	32.4%	Bradesco OdontoPrev
2 <sup>nd</sup>	12.1%	hapvida    NotreDame Intermedica
3 <sup>rd</sup>	11.5%	Amil Dental
4 <sup>th</sup>	7.4%	SulAmerica
5 <sup>th</sup>	5.0%	MetLife
6 <sup>th</sup>	2.4%	PORTO SEGURO Odontológico
7 <sup>th</sup>	2.4%	DENTAL UNI A HEBERLEINER GROUP
8 <sup>th</sup>	2.3%	SEGUROS Unimed
9 <sup>th</sup>	1.8%	UNIODONTO CAMPINAS
10 <sup>th</sup>	1.7%	Omint SEGUROS

79% among the top 10 players

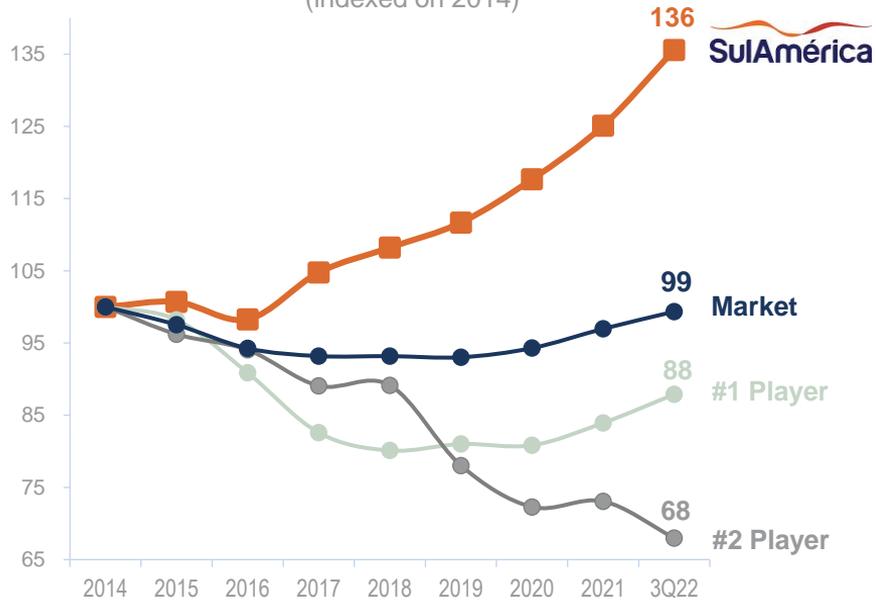
# Solid Growth Trend in Health

In different environments, SulAmérica has been outperforming

➤ SulAmérica has been **growing above the market** and **organically gaining market share**

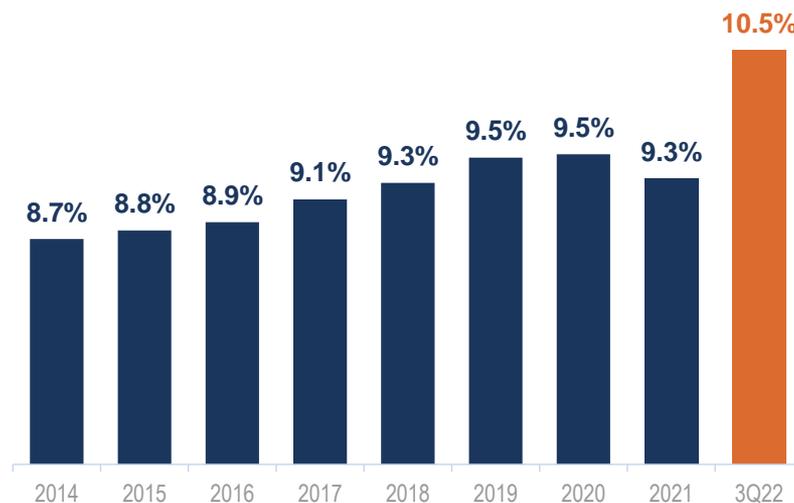
## Health membership evolution

(indexed on 2014)



## SulAmérica's market share<sup>1</sup>

(% of total market revenues)



# Health and Dental

## Overview

 **2.8 million** beneficiaries<sup>(1)</sup>

 **2.1 million** beneficiaries<sup>(1)</sup>



 **36%** of health clients have dental

 **44%** of dental clients have health



 **+1,200** hospitals

 **+3,600** laboratories

 **+17,700** health providers

 **+11,000** dental providers

## Service & Operating Highlights

  
Health and wellness management in a Coordinated Care strategy

  
**346k** Hospitalizations

  
**24k** birth deliveries

  
**12.1 million** doctor visits scheduled

  
procurement and delivery of special drugs

  
**20 million** pre-authorized procedures

  
**+14 million** processed reimbursements

  
**68 million** diagnostic tests requested

# Digital Transformation

Focus on improving user experience and access to healthcare

## Digital App – Health

FIRST IN BRAZIL TO USE MACHINE LEARNING FOR **APP-BASED REIMBURSEMENTS**  
NO MORE PAPER AND MAIL

FIRST TO PROVIDE ACCESS CONTROL THROUGH **FACE RECOGNITION**

**TOP RANKED** APP WITH A RATING OF 4.7/5

**TOP 10 DOWNLOADED APP** (HEALTH & MEDICINE)  
OVER 2.0 MILLION USERS



**IN-APP VIDEO CALLS WITH DOCTORS AND PSYCHOLOGISTS**

**ENHANCEMENTS** DURING THE **COVID-19 PANDEMIC**: INCREASED USE OF **TECHNOLOGY** AND **DIGITAL TOOLS**



**~3.3 million** digital appointments and therapies since Jan/20

# Claims Management

More than 30 initiatives to curb costs and frequency



## Sourcing

direct purchase of drugs and special materials



**Second opinion** protocols



**Medical audit** teams



**Prior validation** of medical procedures



**Packages** of procedures, **global daily rates**, **bundles**, among others



**Medical board**



**Predictive audit** with advanced analytics



**Fraud prevention**

## Results



## New Payment Models

(% total claims)

39%

42%

43%

45%

2019

2020

2021

3Q22

Note: 2021 figures.



Evolution in value-based compensation



**+250 hospitals and clinics** with price list negotiated for materials



**~27% savings** on direct purchase of materials



**Better diagnostic assertiveness** and **increase** in **non-surgical** recommendations



**+380 hospitals** with negotiated process for direct purchase of special materials and drugs

# Care Coordination

Integration of the healthcare market



**NPS<sup>(1)</sup>**



**84**

**Coordinated Care**

(1) NPS considers year-to-date figures.  
(2) Coordinated Care physicians. .

## Main figures



**+922k**

**active beneficiaries**

**33%**  
of total



**~4,500**

**health professionals**

(physicians, psychologists, therapists and other)

# Care Coordination

Improved experience and a more cost-effective journey

Docway

## HEALTH ON SCREEN

+3.1 mm appointments with on-duty physicians and specialists since Jan/20



## EFFECTIVE VIRTUAL-FIRST CARE

~90% resolution rate in virtual appointments



## MEDICAL PHONE ORIENTATION

+221k appointments since Jan/20



sharecare

## HEALTH PROGRAMS

10 programs  
+280k beneficiaries



## LINES OF CARE

+39k impacted beneficiaries



## DATA STRATIFICATION

with predictive and detection models



## NETWORK OF SPECIALISTS

+4k partners in +16 states



## LABS

Lab IN with integrated results (Fleury A+)  
55 cities in SP and RJ with home assistance



## PHARMACY

Discounts of up to 70% in +25k pharmacies



## PRIMARY CARE

18 clinics in 13 cities  
17 in-company ambulatories



## HOSPITALS & EMERGENCY CARE



## CARE TRANSITION

+600 hospitalized beneficiaries monitored per month  
~4k beneficiaries in home care

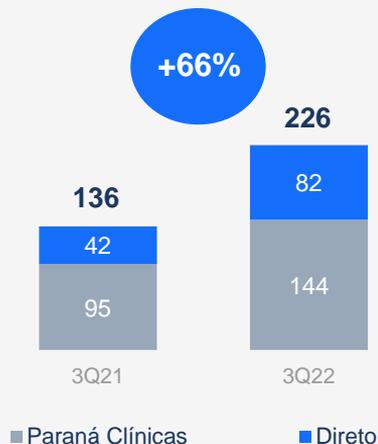


# Mid-ticket Strategy

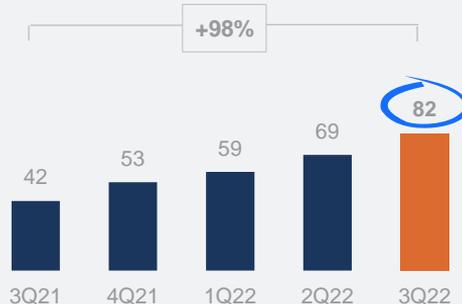
Product diversification allowing expansion in strategic regions

**+226k** beneficiaries in the **mid-ticket** segment

**Beneficiaries – Mid-ticket**  
(thousand)



## SulAmérica DIRETO



- **More affordable** product with **optimized** and **high quality** network
- **12 regions** reached in the country
- Based on **new payment models**
- **Direto Mais**: product with **national coverage** launched in September/22

## Paraná Clínicas

Uma empresa SulAmérica



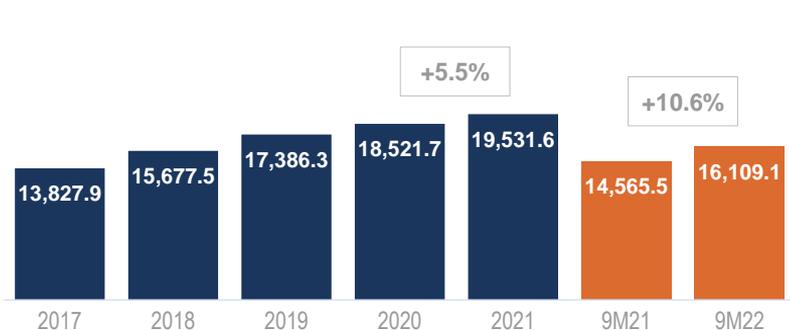
- **Semi-vertical** model
- Acquisition of **Santa Casa de Ponta Grossa** in October/21 adding approximately **22 thousand lives**
- **Organic expansion** to strategic regions of Paraná State

# Health and Dental

Financial and operational highlights

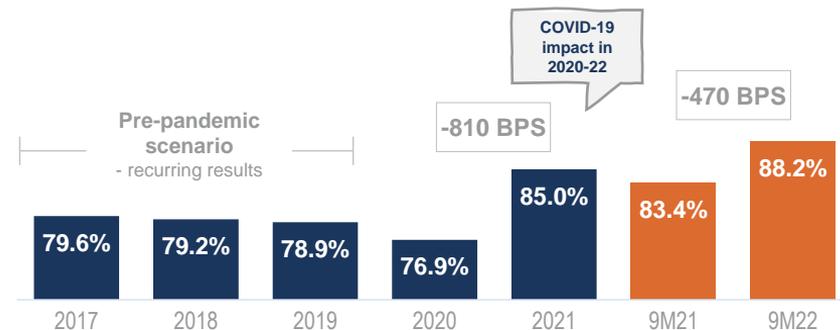
## Operating Revenues

(R\$ million)



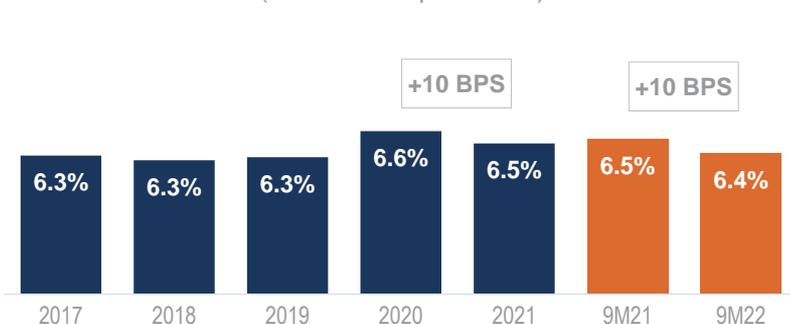
## Loss ratio

(% of earned premiums)



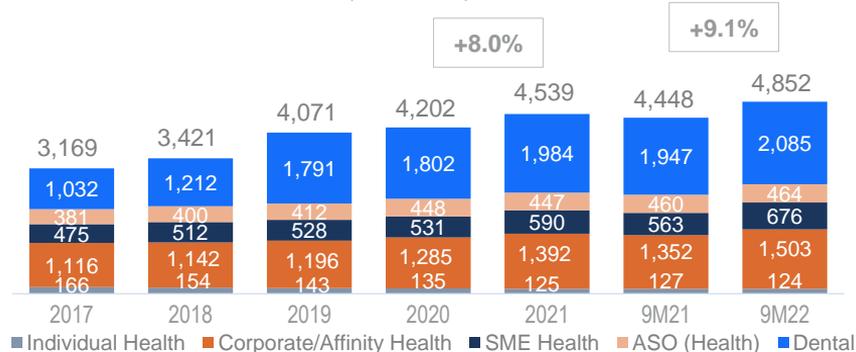
## Acquisition cost ratio

(% of earned premiums)



## Beneficiaries<sup>(1)</sup>

(thousand)



■ Individual Health ■ Corporate/Affinity Health ■ SME Health ■ ASO (Health) ■ Dental

(1) As of 2Q22, considers the beneficiaries of Somo Saúde distributed in their respective portfolios.



# Life, Pension & Asset Management



# Life Portfolio

## Overview



**GROUP AND SME**



**INDIVIDUAL**



**CREDIT LIFE**



**TRAVEL**

### Main features

- Death, accidental death and/or disability, funeral, critical diseases
- Travel insurance fully online gaining share
- Access to telemedicine
- Casualty lump sum product also offered
- 12-month contracts, no long-tail risk
- COVID-19 coverage

**4.1 mm**

insured lives

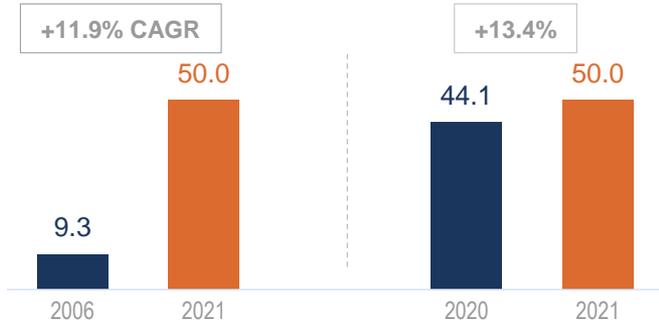
**R\$589 mm**

in revenues/year

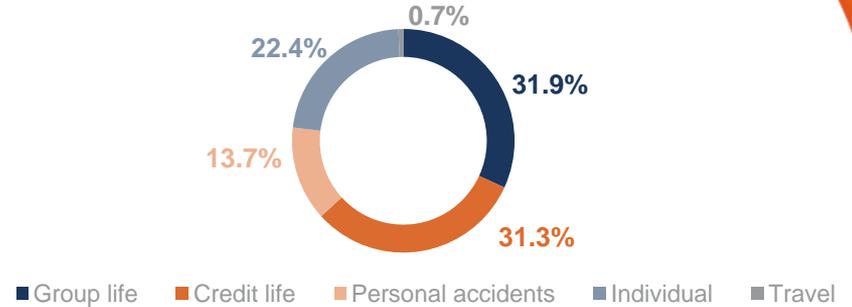
# Market – Life

Overview

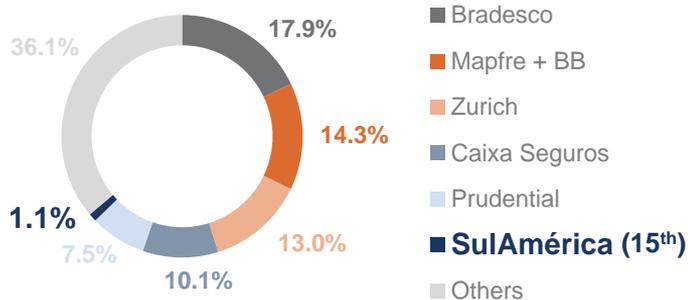
### Premiums (R\$ billion)



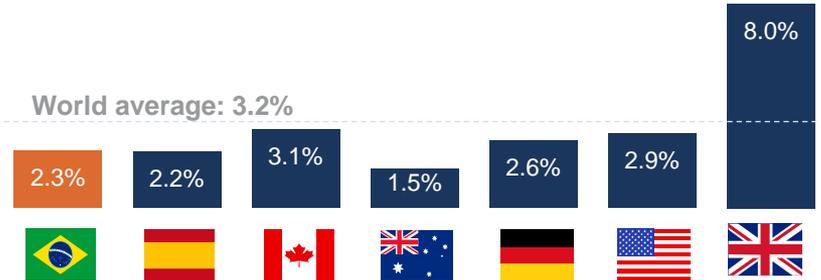
### Premium breakdown by insurance line (% of total premiums; 2021)



### Market share (% of total premiums; 2021)



### Life insurance penetration (insurance penetration as % of GDP; 2019)



# Private Pension Portfolio

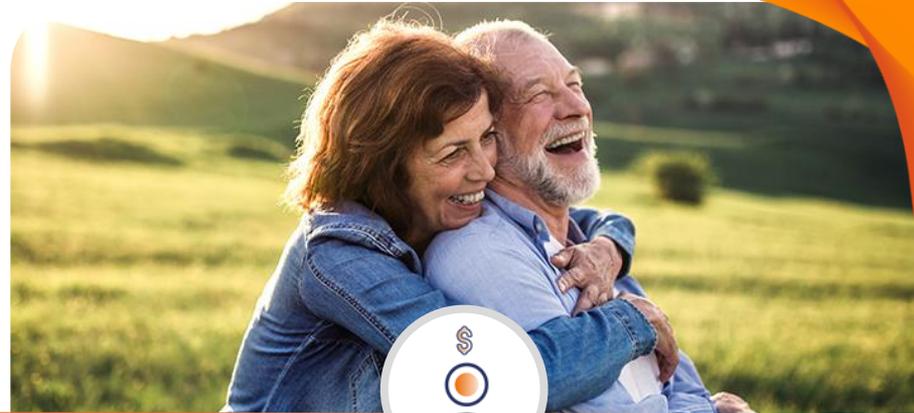
Overview



**GROUP**

## Main features

- Offer of PGBL and VGBL products for companies and individuals
- Special services for family offices and investment distributors
- Wide list of funds to fit any profile and tailor-made services for HR departments
- Combined Value Proposition (Life + Pension + Asset Management)
- 9 sales offices specialized in Life, Investments and Pension
- Access to telemedicine



**INDIVIDUAL**



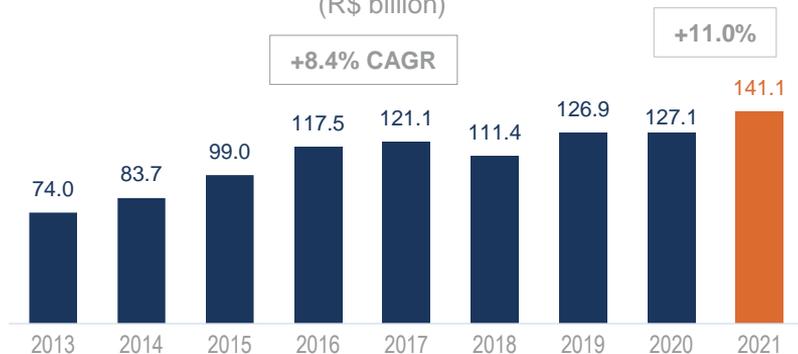
**R\$9.9 bn**  
in pension reserves

# Market – Private Pension

## Overview

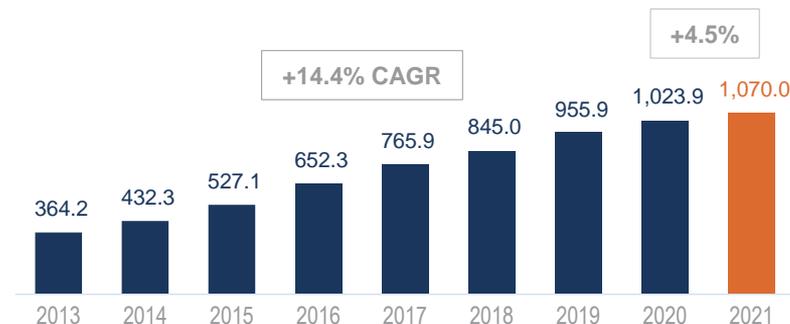
### Contributions

(R\$ billion)



### Technical reserves

(R\$ billion)



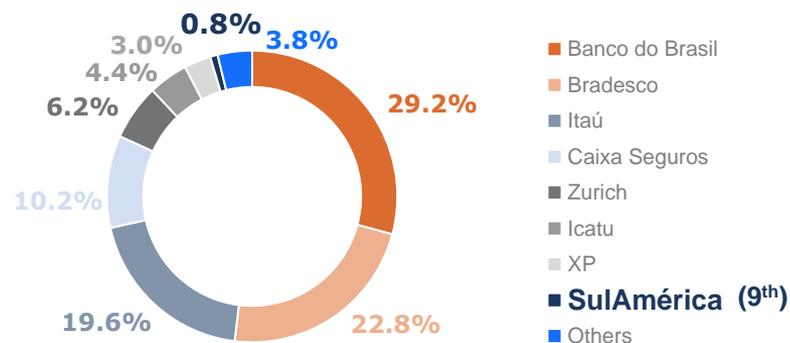
### Contribution breakdown

(% of total contribution; 2021)



### Market share

(% of total technical reserves; 2021)



# Asset Management

Solid track record with domestic investment expertise



**FIXED INCOME**



**EQUITIES**



**MULTISTRATEGY**

## Main features

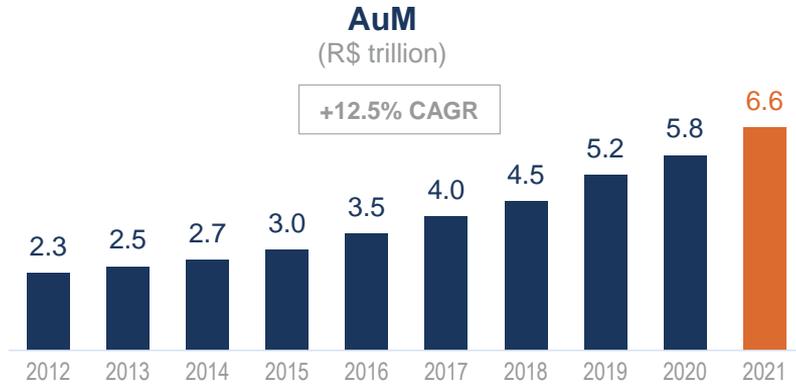
- One of the largest independent asset managers in Brazil with ~3% market share
- Diversified portfolio with equity and fixed income products for pension funds, corporates and individuals
- National partnerships (ADAM Capital, ARX, Brasil Plural, Constellation, JGP, Ibiúna, Occam, Safari, Panamby e Pandhora)
- Highest S&P Rating: “AMP-1 – Very Strong”
- Signatory of PRI (Principles for Responsible Investment) since 2009



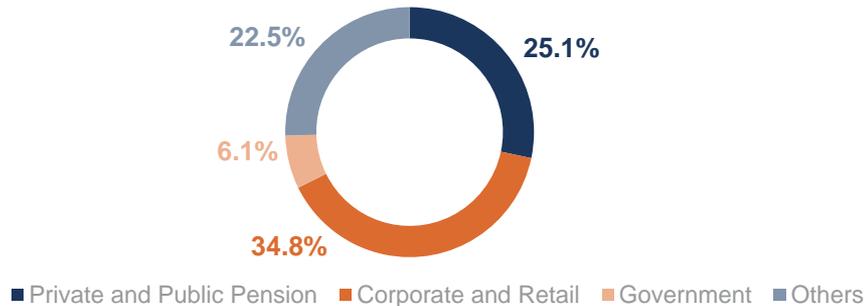
**R\$54.6 bn**  
in assets under management

# Market – Asset Management

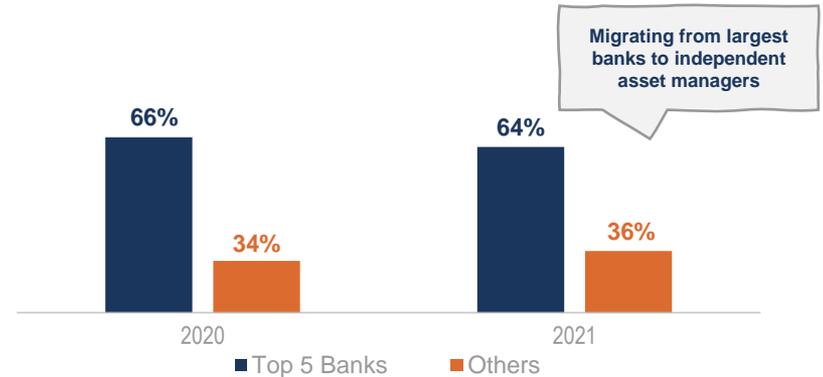
## Overview



### AuM by investor type (% of total AuM; 2021)



### Market share in investment funds in Brazil



# Strategic Investment in Órama

Focus on digital investment platforms

ÓRAMA

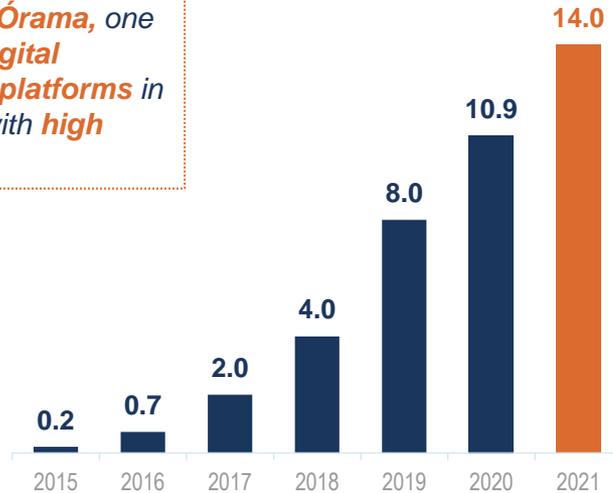


*25% stake in Órama, one of the main digital investments platforms in the country, with high growth rates*

## Assets under Custody (AuC)

(R\$ billion)

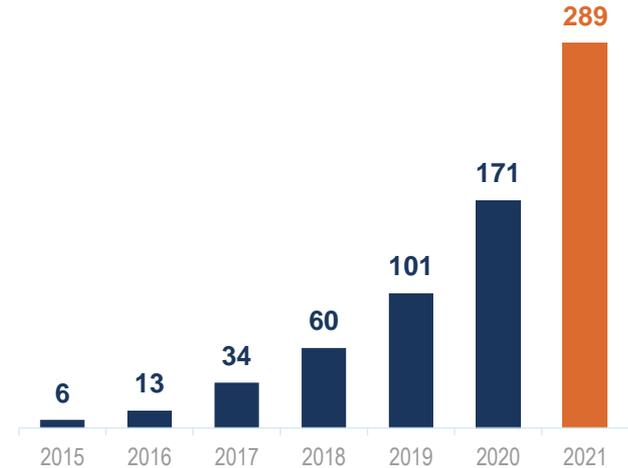
+28%



## Open Accounts

(thousand)

+69%



**Distribution opportunity:** leveraging the broker channel through referral platform for Órama – 3.7k brokers enrolled



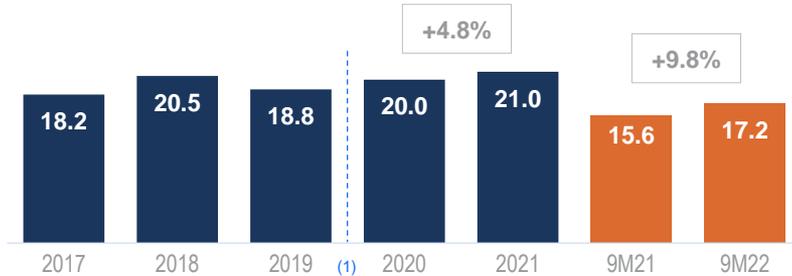
# Financial Highlights

# Consolidated Figures

## Financial highlights

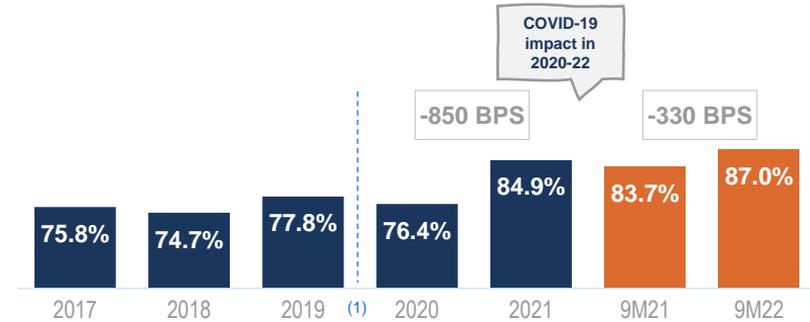
### Operating revenues

(R\$ billion)



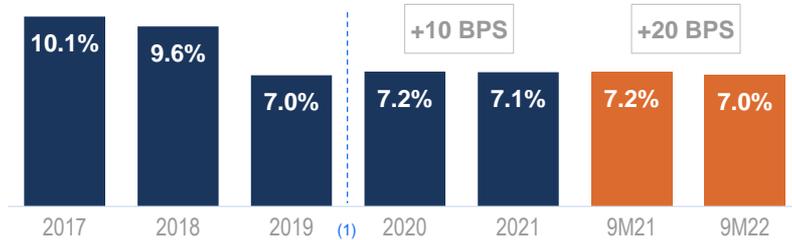
### Loss ratio

(% of earned premiums)



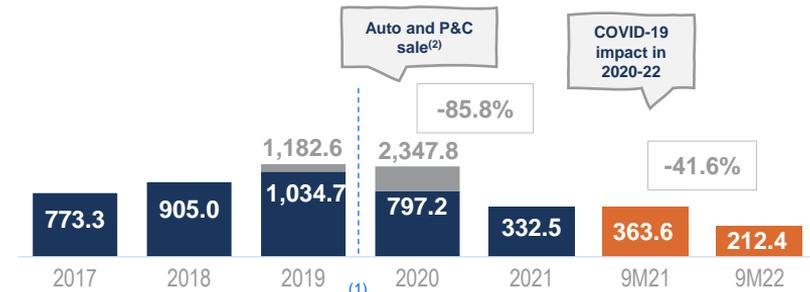
### Acquisition cost ratio

(% of earned premiums)



### Net income

(R\$ million)



(1) Figures until 2018 consider auto and P&C discontinued operations.

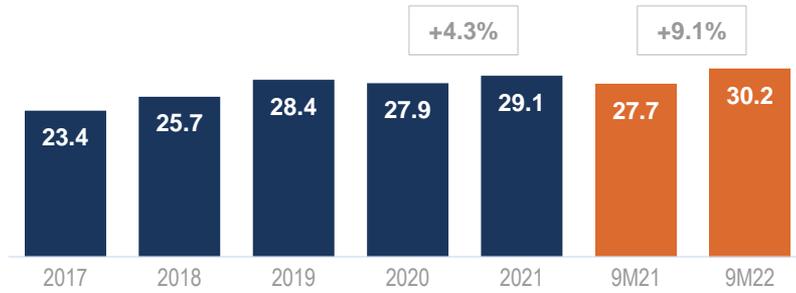
(2) Net Income and its respective variations from 2020 onwards presents both the effects of the COVID-19 pandemic and gains from the sale of auto and P&C segments, concluded in Jul/20.

■ Discontinued Operations

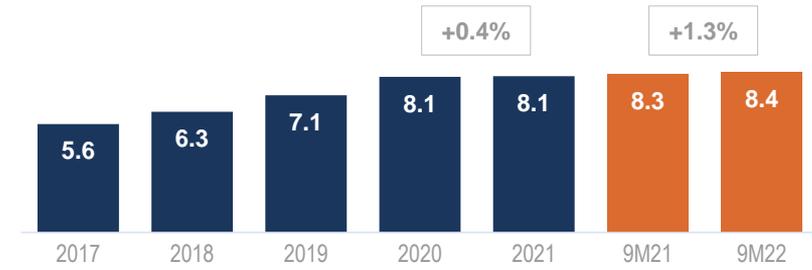
# Consolidated Figures

Financial highlights

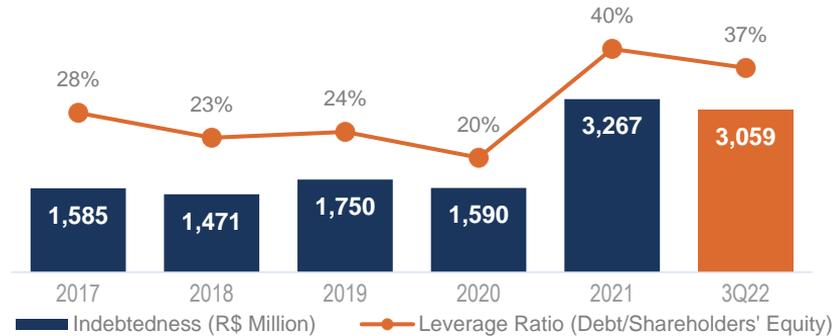
### Assets<sup>(1)</sup> (R\$ billion)



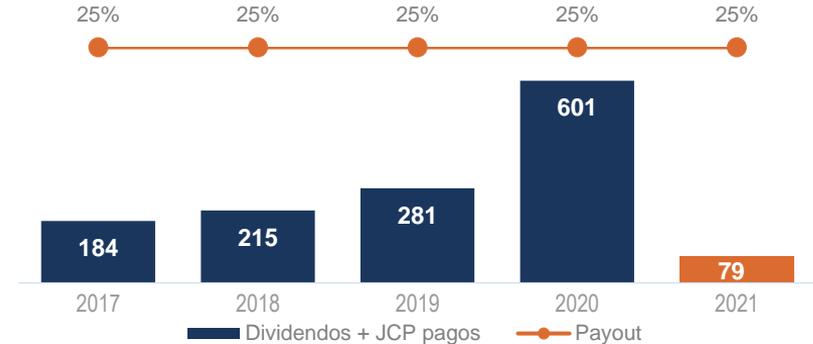
### Shareholders' equity<sup>(1)</sup> (R\$ billion)



### Debt and leverage ratio<sup>(1)</sup> (R\$ million / %)



### Dividends and payout (R\$ million / %)

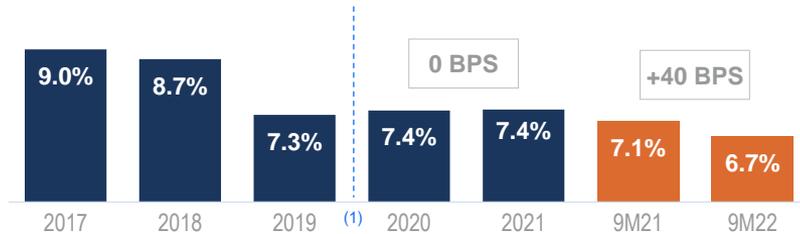


<sup>(1)</sup> Figures until 2019 consider auto and P&C discontinued operations, divested in Jul/20.

# Consolidated Figures

## Financial highlights

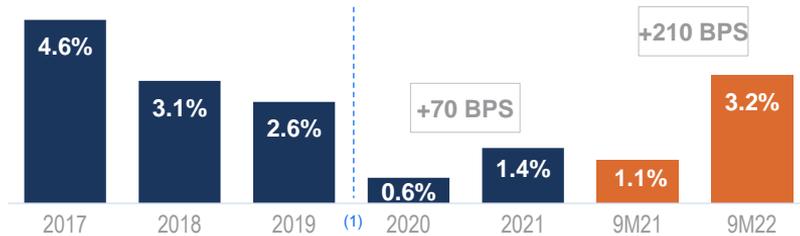
**General & administrative expenses ratio<sup>(2)</sup>**  
(% operating revenues)



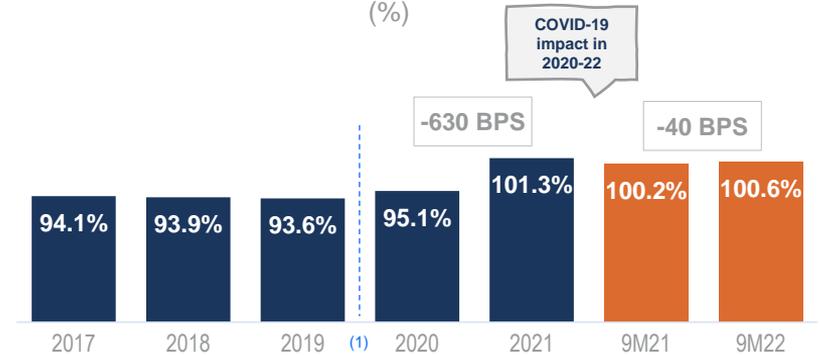
**Combined ratio<sup>(3)</sup>**  
(%)



**Investment income ratio**  
(% of retained premiums)



**Operating ratio<sup>(4)</sup>**  
(%)



(1) Figures until 2018 consider auto and P&C discontinued operations.  
(2) G&A ratio does not consider extraordinary items as of 2019.

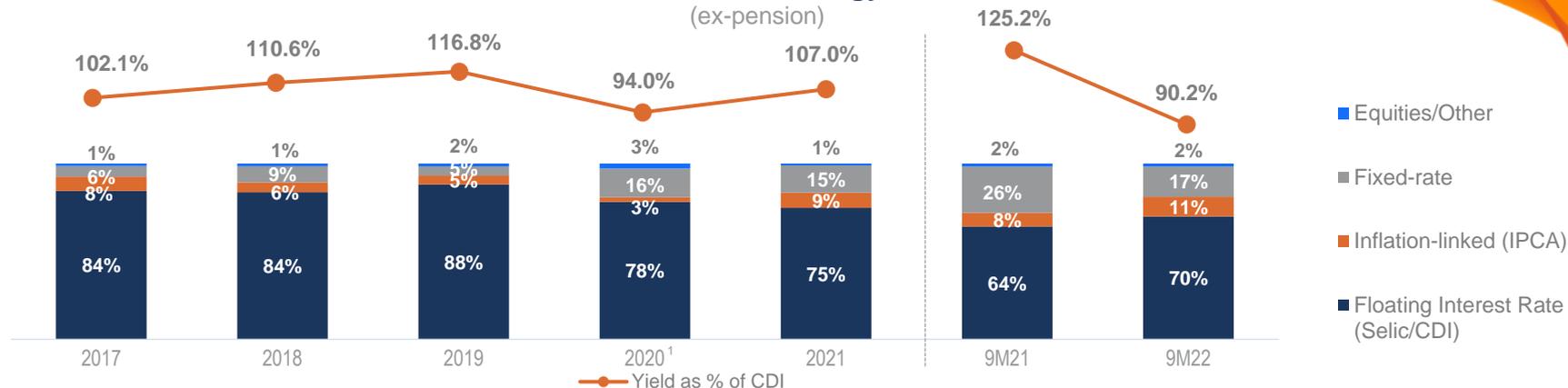
(3) Equals the sum of the loss ratio, acquisition cost ratio, other insurance operating revenues and expenses ratio, insurance tax expenses ratio and G&A ratio. (4) Equals the difference between the combined ratio and the investment income ratio, which is calculated over retained premiums.

# Insurance Float

Investment strategy and allocation

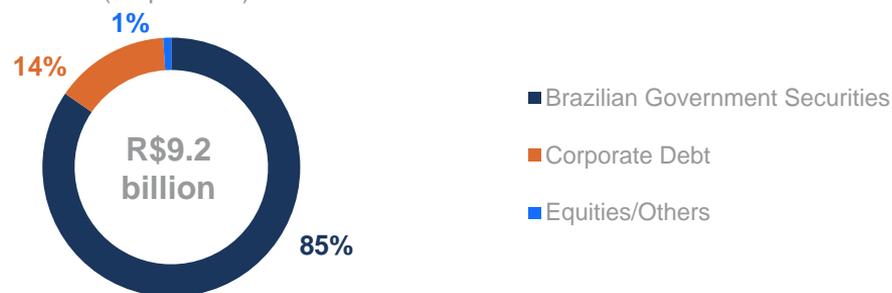
## Investment strategy<sup>(1)</sup>

(ex-pension)



## Investment allocation

(ex-pension)



<sup>(1)</sup> Since 2020, considers the allocation and profitability of proprietary assets related only to continuing operations (ex-private pension), excluding auto and P&C segments.

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