



Tax Transparency
Report
2024

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Polaris Headquarters - Tax Management

About the report

Welcome to Fleury Group's 2024 Tax Transparency Report.

We confirm our dedication to transparency with this document, which is being released for the third year in a row. It features the key results for the Fleury Group's fiscal year, which lasted from January 1 to December 31, 2024.

One of the primary ways the Fleury Group supports public finances in the areas where we operate is through tax payments. This activity closely relates to the United Nations' (UN) eighth Sustainable Development Goal (SDG): Decent Work and Economic Growth and is a crucial component of our positive social impact.

Our commitment to SDG 8 is reflected both in the generation of economic value and in social initiatives that foster local development, decent employment, and productive inclusion.

TAX CONTRIBUTION AND SUPPORT FOR LOCAL DEVELOPMENT

Fleury Group makes financial contributions through tax incentive laws, supporting projects focused on health, education, culture, and sports. These investments are made possible by means such as:

- Cultural/artistic activities and Audiovisual (Ministry of Culture);
- Sports (Ministry of Sports);
- Fumcad/Fia - Municipal Fund for the Rights of Children and Adolescents.

These actions promote social well-being, create local jobs, strengthen the economy of the communities served, and expand access to essential services.

JOB CREATION AND INCLUSION

Our commitment to human development is translated into:

- Professional training programs and internal talent development;
- Diversity and inclusion policies, expanding opportunities for historically underrepresented groups;
- Partnerships with educational institutions for technical and scientific training, particularly in the health sector.

SUSTAINABLE ECONOMIC DEVELOPMENT

Apart from creating jobs, Fleury Group invests in:

- Technological innovation and continuous improvement of laboratory and healthcare processes;
- Responsible environmental management, with certifications such as ISO 14001 and waste reduction programs;
- Community projects focused on preventive health and education in vulnerable regions.

These activities help to enhance the local economy and create a virtuous cycle of sustainable development.

When used appropriately, tax money may fund initiatives that encourage employment, infrastructure, education, professional training, basic services, and social protection.

The purpose of this Tax Transparency Report is to connect our values to our responsible tax governance approach by giving our stakeholders an understandable and easily available summary of the Fleury Group's tax contribution and its beneficial social effect.

Throughout the text, relevant tax incentives are detailed, the effective tax rate is reconciled, and **Total Tax Contribution (TTC)** is presented, reflecting the Company's role as a tax collector and taxpayer.

The TTC is structured into three categories according to the nature of the taxes: (1) profit taxes; (2) goods and services taxes; and (3) payroll taxes.

The tax contribution will also be classified according to its collection into*:

- **Taxes borne:** amount owed and collected by the company to the government, such as IRPJ, CSLL, PIS/COFINS on own revenues, ISSQN, ICMS, employer INSS;
- **Withheld taxes from third parties:** amounts withheld from third parties and collected by the government, such as employees' social security contributions, withholding income tax on salaries or services, ICMS or ISSQN taxes on sales, and PIS/COFINS taxes on third-party revenues.

The figures presented take into account the collection of our actual contribution to the public coffers (disbursements and compensations).

* Learn more about the taxes mentioned throughout the report in the Glossary.

Total Tax Contribution measures, in a comprehensive and transparent manner, the Fleury Group's fiscal impact on society, highlighting its commitment to economic sustainability and the strengthening of public finances.

Aiming at the best governance and transparency practices adopted internationally, this report was prepared in accordance with the guidelines of the Global Reporting Initiative (GRI), specifically based on GRI content 207 – Taxes.

This standard addresses the increasing need for higher corporate transparency and fiscal accountability from governments, public society, and investors. It encourages more openness in the disclosure of tax information by providing guidance to companies on how to disclose their tax activities in a responsible, uniform, and transparent way. It is organized into four aspects.

- 1. Approach to tax:** principles, policies, and strategies that guide tax management;
- 2. Tax governance, control, and risk management:** tax governance structure and risk mitigation tools;
- 3. Stakeholder engagement:** interaction between the organization and stakeholders on tax matters;
- 4. Country-by-country reporting:** disclosure of economic, financial, and tax information by jurisdiction where the company operates.



Polaris Headquarters - Tax Team



More information

If you have any questions, suggestions, or requests for information, please contact us: tributario@grupofleury.com.br

Message from the Board of Directors

As it celebrated its 98th anniversary in 2024, the Fleury Group solidified its standing as a leader in operational excellence and healthcare. We achieved solid outcomes by concentrating on sustainable growth, and our Gross Revenue of R\$ 8.3 billion represented a 19.5% increase over 2023.

Such performance is reflective of the consistency of our business model, the methodical execution of our strategy, and our commitment to a diverse, safe, and inclusive workplace.

Our activities also bring a direct impact on society. In 2024, Total Tax Contribution (TTC) hit R\$ 1.36 billion, a 7.4% increase compared to the previous year, showing how our operations have grown while reinforcing our role in funding public policies and the country's economic development.

One of the primary subjects on our 2024 agenda was the Tax Reform, which is expected to be implemented starting in 2025. We established an internal Working Group to anticipate possibilities, evaluate the impacts, and get the Company ready for the changes.

Because of our proactive strategy, we have a competitive edge in navigating tax system changes securely while preserving compliance, tax efficiency, and long-term value generation.

We are dedicated to openness, governance, and tax accountability, which are pillars that support our trajectory and propel the Fleury Group's future.



JOSÉ ANTÔNIO DE ALMEIDA FILIPPO

Executive Director of Finance, Investor Relations and Legal

Message from Tax Managers

In 2024, the first full year following the Fleury Group and Pardini Group's commercial merger, the tax sector was crucial and revolutionary. Consolidating a culture of integrity, openness, and financial excellence—values that support trust in our company—was something we spearheaded.

We encouraged major reorganization during this time, establishing divisions for Direct and Indirect Tax Coordination, which improved our processes' accuracy, efficiency, and flexibility. This development improved our governance and equipped the department to face the difficulties of a constantly shifting tax environment.

In response to Tax Reform, we proactively set up a multidisciplinary working group to map out the effects and make sure the transition was safe and responsible.

The purchase of Grupo São Lucas in Santa Catarina also marked a significant expansion cycle for us. These actions inspire us and enhance our job by introducing novel contexts and challenges into our daily routine.

Amid so many changes, the dedication and commitment of the tax team were instrumental in ensuring the continuity, compliance, and soundness of our tax processes. We remain unwavering in our mission to contribute to the Group's sustainable growth with responsibility, innovation, and purpose.



GISELE SCHNEIDER

Senior Manager of Controllershship, Taxes, Integration, Risks, and Internal Controls



WEBERTHON CORREIA NUNES

Tax Manager

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The Fleury Group



About us

We are Fleury Group.

We started off as a clinical analysis laboratory in 1926. We have grown over the years and developed a business model centered on providing comprehensive and integrated solutions for the full patient healthcare experience.

Headquartered in São Paulo (SP) and operating nationwide, we are a benchmark in the Brazilian healthcare sector, recognized by the medical community and society for our technical excellence, customer service, and management, as well as our ability to drive the sector forward through innovation and the adoption of ESG best practices.

Our enthusiasm for medicine and unwavering intent to pursue excellence in all facets of our work have been our driving forces since the beginning. Those that love what they do offer their best, which is why our essence is founded on passion, particularly for our people.

We do our best because we are passionate about what we do.



Mission

To provide even more complete and integrated solutions for healthcare management and personal wellbeing, with excellence, humanity and sustainability.



Vision

Health and wellbeing for people's full realization.



Values

Excellence, Respect, Interdependence, Solidarity, Focus on the Customer, Integrity, Innovation and Enthusiasm.



Polaris Headquarters - Tax Management and Integration

2024 Highlights



R\$ 8.3 billion
Gross accounting revenue(+19.5%)



R\$ 1.36 billion
Tax contribution (+7.4%)



R\$ 1.12 billion
Taxes borne (+10.9%)



R\$ 246.9 million
Taxes collected from third parties (-8.8%)



R\$ 190 million
Recoverable taxes



34 companies
make up the Fleury Group's care journey



Business combination
first full year following integration
with the Pardini Group



New acquisitions
São Lucas Centro de Diagnósticos



30 employees
make up the tax area, with one
promotion and four turnovers in 2024



Tax Reform
structuring of a working group,
diagnosis of PLP68, and mapping of
impacted areas and processes



Tax Transparency Trophy
in recognition of the 2023 Financial Statements



39th Anefac Award
Gisele Schneider recognized as
Accounting Professional of the Year

2

Tax Management



Relevant tax factors

Tax Reform

The year 2024 saw significant advances in the regulation of Tax Reform, with relevant impacts for the healthcare sector and for the Fleury Group. In December, the Federal Senate approved Complementary Law Project (PLP) 68/2024, which regulates the levying of dual Value Added Tax (VAT)*, detailing the rules for Contribution on Goods and Services (CBS) and Goods and Services Tax (IBS).

For the healthcare sector, the regulation introduced specific measures, such as a 60% reduction in the standard VAT rate, up to 100% exemption for 383 medicines, and tax reductions for medical devices.

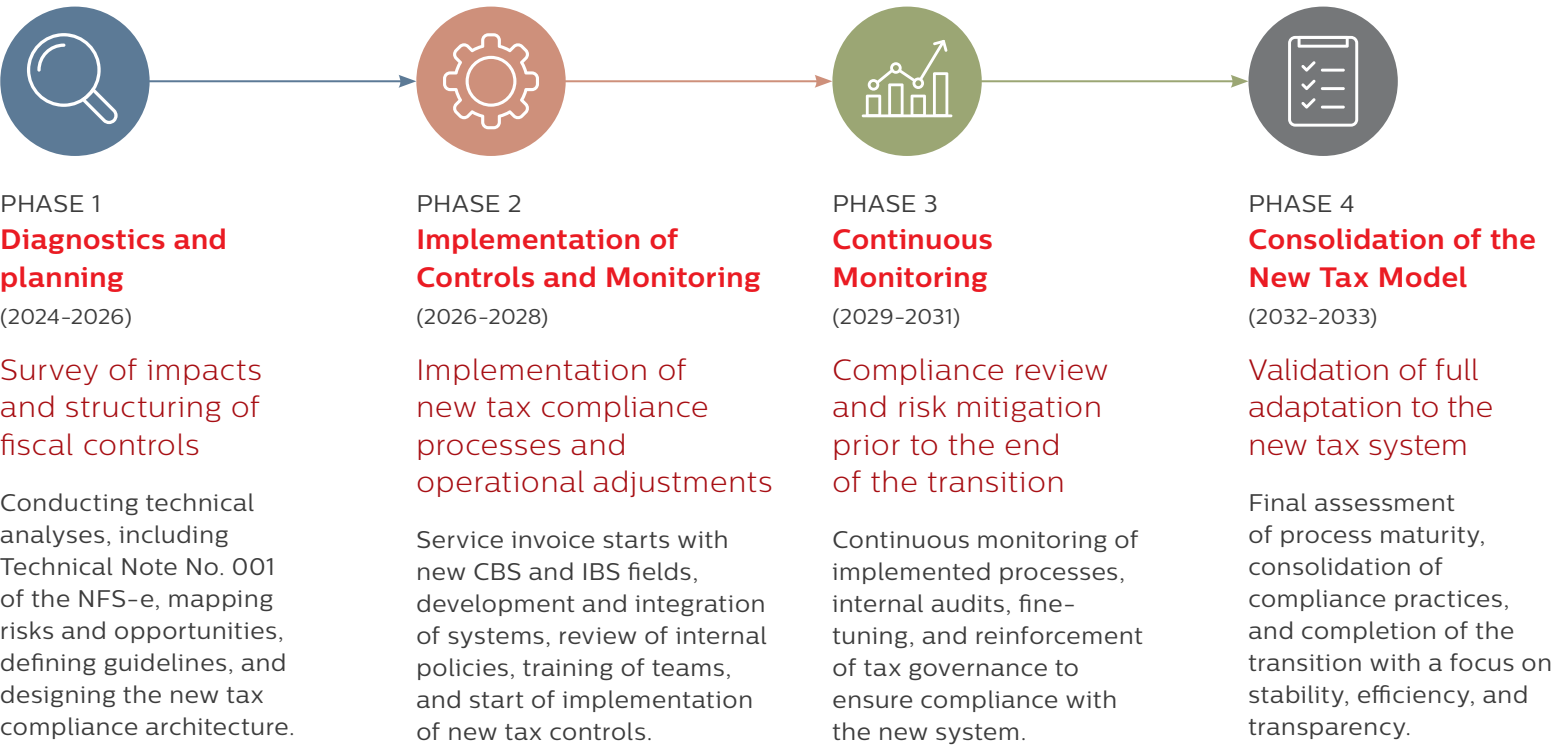
Within this context, 2024 was a crucial year for the Fleury Group to prepare in a structured manner for the changes that will be in force from 2026 and extend until 2033. Committed to transparency and accountability, we will keep our stakeholders continuously informed about the progress, lessons learned, and challenges faced throughout this transition process.

* A type of taxation levied on the value added at each stage of the production chain and sale of goods and services.

Mindful of the complexity of the proposed changes, we began a careful assessment of the Reform’s impact on our operations and developed a robust action plan structured in four phases. This plan includes clear guidelines and defined timelines to monitor the implementation of the new tax

model (CBS and IBS), focusing on risk mitigation and the responsible tailoring of our activities. We remain attentive and engaged in each stage of this journey, ensuring the compliance and sustainability of the Group’s operations.

ACTION PLAN



Details of Phase 1 of the action plan (2024–2026)

Phase 1 of the action plan, underway between 2024 and 2026, includes a number of structuring initiatives aimed at preparing the Fleury Group for the new tax scenario. The following details the main areas of focus for this phase, which directly reflect the strategic objectives of diagnosis and planning.



FINANCIAL MANAGEMENT AND CASH FLOW

- Cash flow adjustment to split taxes and payments, requiring greater operational control and financial predictability;
- Preparation for the split payment model, with a direct impact on liquidity and receivables management;
- Need for integration between financial, accounting, and tax systems, ensuring traceability and automation of tax split processes;
- Assessment and possible restructuring of ERP platforms and management tools to support new legal and operational requirements.



BILLING AND ACCOUNTING

- Restatement of billing processes to clearly distinguish between amounts related to taxes and goods, in accordance with the requirements of the new tax model;
- Adjustment of electronic tax document issuance systems (such as NFS-e), with a focus on the correct identification and splitting of taxes in 2026;
- Review of accounting and reconciliation routines to reflect the new tax calculation and bookkeeping structure;
- Preparation for split payment's impact on revenue and tax accounting, requiring adjustments to chart of accounts and management reports.



SUPPLY CHAIN AND PRICING STRATEGIES

- Review of supply planning to consider the impacts of taxation at the destination, requiring reassessment of logistics routes, distribution centers, and contracts with suppliers;
- Redesign of pricing strategies, considering the new tax composition and its effects on margins, competitiveness, and price elasticity;
- Purchasing and pricing management systems need to be adjusted to correctly reflect taxes levied by destination.



TAX BENEFITS AND CREDIT MANAGEMENT

- Introduction of new processes aimed at efficiently capturing tax credits throughout the supply chain;
- Mapping and reassessment of current tax benefits, with a focus on maintaining or adapting them to the new tax model;
- Development of automated systems and controls for credit management and tax offsets, ensuring traceability and compliance;
- Integration between tax, accounting, and technology departments to ensure the proper use of credits under the new system (CBS and IBS);
- Continuous monitoring of tax recovery opportunities and regional or sectoral incentives.



COMPLIANCE WITH ANCILLARY OBLIGATIONS

- Implementation of ongoing adjustments to tax processes to ensure compliance with new legal requirements arising from the Tax Reform;
- Updating and redesign of digital tax bookkeeping systems (such as SPED, EFD-Contribuições, and future CBS and IBS obligations);
- Monitoring of regulations and technical guidelines issued by federal entities and the tax administration;
- Integration between tax, accounting, and technology departments to ensure consistency, traceability, and timeliness in ancillary deliveries.



Expected impacts and prospects

The implementation of the Tax Reform will bring far-reaching changes to tax assessment, control, and compliance models. For Fleury Group, the impacts go beyond regulatory adaptation and involve the restructuring of financial, accounting, operational, and technological processes, requiring integrated action across a number of Company departments.

Phase 1 of the action plan already reveals this complexity, with initiatives focused on tax degrouping, preparation for the split payment model, review of pricing strategies, strengthening of tax governance, and adaptation to new ancillary obligations. These moves reinforce the Group's commitment to compliance, tax efficiency, and long-term sustainability.

As we move forward with the plan's next phases, we'll keep focusing on gradually implementing the new controls, continuously monitoring risks, and consolidating a tax model that's consistent with best market practices. We'll stay on top of any additional regulations and guidelines from federal agencies, always aiming to ensure a safe, transparent, and responsible transition.



Evaluation and Monitoring

The development of the action plan to comply with the Tax Reform was the result of a significant technical and strategic effort. Between July and December 2024, over 800 hours of multidisciplinary work were dedicated to this effort, affecting the tax, accounting, financial, legal, technology, and operations departments. This intense work made it possible to map out the main impacts of the new law on Fleury Group processes and lay down solid guidelines for a safe and efficient transition.

As part of this process, we conducted a detailed analysis of municipalities' adherence to the national NFS-e platform. Out of the 116 municipalities where Fleury Group operates, only 45 were included in the official list released in September 2024, with 49% adhering to the National Environment and 22% using the National Issuer. This scenario emphasizes the need for continuous and targeted monitoring, ensuring the smooth flow of tax operations and alignment with legal requirements in all locations.

Internal communication was another vital pillar. The tax department kept the company abreast of developments through five editions of the "Enfoque Tributário" newsletter, as well as active participation in relevant forums such as ASUG, GEIFS, and Abramed, strengthening technical alignment with the sector and best market practices.

In the legislative arena, we continuously monitored public hearings in the Senate and used artificial intelligence to track the 2,171 amendments presented, in addition to the 64 new amendments during the final vote on PLP 68/2024. This ensured a comprehensive and up-to-date view of the possible impacts on the healthcare sector.

Complementing this effort, we conducted a comprehensive mapping of the CNAEs (National Classification of Economic Activities) of the Group's 34 companies, identifying applicable tax benefits and assessing the material impact on secondary activities. This technical analysis ensures the proper classification of operations and enhances compliance with the guidelines of the new legislation.

Fleury Group closes 2024 with a bold action plan, a solid foundation of technical expertise, and an ongoing commitment to compliance, transparency, and tax sustainability.

The work carried out so far prepares the Company for the next Tax Reform milestones, focusing on the stepwise implementation of new controls, regulatory monitoring, and the consolidation of a modern, efficient tax model aligned with industry best practices.



More information

For more information on this topic, visit the [Tax Reform website](#).

Tax strategy

GRI 207-1

Quality and accountability are important to Fleury Group, and we incorporate the ESG agenda into every facet of our business operations. Regarding governance, we prioritize excellence in the tax domain of finance, consistently enhancing information security, controls, and compliance.


All decisions regarding tax payments are based on the Company's values and consider potential risks to our business and stakeholders. We therefore focus on more economical and sustainable tax systems, always in line with legislation, case law, and the Company's strategic values.

In this regard, our tax strategy is based on **Integrity, Transparency, and Excellence**. We act with precision when **calculating taxes**, using strict processes and in full compliance with current legislation, reinforcing our commitment to **tax liability**.

Every year, we improve our procedures by **implementing innovative technologies and practices**, that increase the security, accuracy, and efficiency of tax management. Among the main initiatives implemented during the year, the following stand out:

- **Automation of ISSQN calculation**, with direct integration between billing systems and the municipal database, providing greater reliability of information while reducing risk of inconsistencies.
- **Implementation of smart systems for calculating IRPJ and CSLL taxes**, employing automated cross-referencing of accounting and tax data, which optimizes tax closing time and minimizes the margin of error;
- **Daily tax monitoring**, through automated systems that track the organization's tax status with federal, state, and municipal tax authorities, enabling swift responses to any notifications or pending issues;
- **Continuous improvement of tax compliance**, with periodic review of internal routines in response to legislative changes and ongoing training of the teams involved.

These initiatives confirm our commitment to efficient, proactive tax management aligned with best practices in tax governance.



More information
Access Fleury Group's [Integrity Policy](#) and [Tax Policy](#).

Principles and Values of Tax Strategy

Tax management and relations with authorities follow the principles described in our Tax Policy, which guides our transparent actions, in accordance with Fleury Group's values and principles.



Responsibility

Making decisions in line with current regulations, avoiding risks and ensuring legitimate and efficient taxation.



Transparency

Comply with tax legislation and regulations by collecting taxes and submitting ancillary obligations.



Good faith

Building relations with the authorities based on respect for the law, loyalty, trust, professionalism, collaboration and reciprocity, without prejudice to legitimate disputes.



Proactivity

Seeking improvements in processes to prevent and reduce significant tax risks.

Tax risk management

Fleury Group's risk management is based on the guidelines of our Risk Management Policy, which covers all of the Group's departments and companies, including subsidiaries.

The Company's risk management is mirrored in its tax management, as the latter must comply with corporate policies and the risk matrix, as well as follow the governance and risk standards defined for Fleury Group as a whole.

To this end, the use of technology has been an important asset in monitoring the Company's tax compliance. Last year, we implemented a real-time monitoring system for the tax situation of all Group companies at the municipal, state, and federal levels.

We closed 2024 with the monitoring of the Group's 34 companies, considering 749 CNPJs (Corporate Taxpayer IDs) and Municipal Registrations, located in 15 states and 116 municipalities (learn more on page 26).

This system allowed for greater control over the maintenance of Debt Clearance Certificates (CND), supporting transparency, tax strategy, and the Company's best practices.

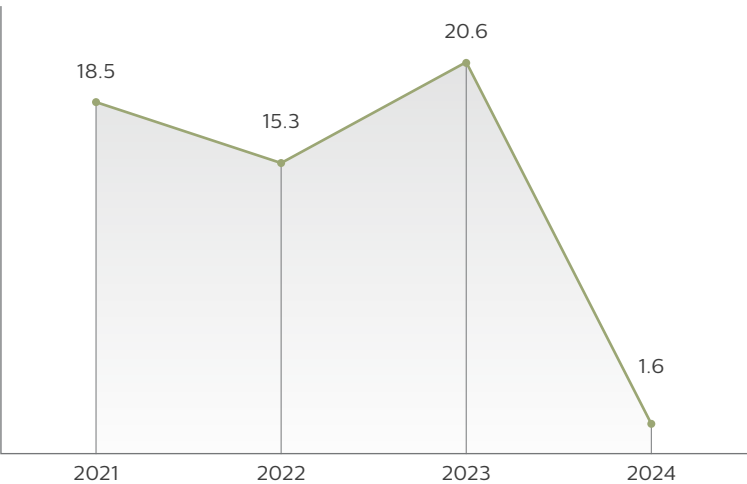
Fiscal Transparency and Installment Payment Management

Fleury Group restates its commitment to tax responsibility and transparency, values that are key to our relationship with the market and society.

As a result, in 2024, we anticipated to pay the tax payments due by 2030. This move illustrates our dedication to not deferring tax responsibilities, resulting in increased legal and financial stability.

Below, we present the history of the balances of these installments, representing the amounts originally paid in installments and which were liquidated in advance.

EVOLUTION OF INSTALLMENT PAYMENTS



This initiative brings tangible benefits to the Company and all our stakeholders. By settling these tax obligations in advance, we avoid the build-up of future debts and additional costs related to interest and penalties. Furthermore, this practice improves our financial planning, providing greater predictability to cash flow.

More significantly, by demonstrating the Fleury Group's dedication to honesty and long-term viability, this open and accountable approach boosts the trust of investors, clients, staff, and society at large.

As a result, we are among the market's most aligned companies in terms of sound governance and tax management practices, assuring ethical and responsible conduct in all of our commercial activities.



More information

Access Fleury Group's [Risk Management Policy](#) and the [Trust Code](#).

Institutional relations and advocacy GRI 207-3

Fleury Group has a transparent and open relationship with regulatory agencies, according to all legal requirements in order to respond swiftly and efficiently to regulatory inspections.

In interactions with public, governmental, and regulatory organizations, we are represented by a number of organizations.

These associations act as spokespersons for the sector, advocating for health-related issues and encouraging the drafting of public policies that value diagnostic medicine as an essential part of healthcare for the Brazilian population. Among the associations of which the Fleury Group is a member, the following stand out:

- Union of Hospitals, Clinics and Labs in the State of São Paulo (SINDHOSP/FESAUDE);
- Digital Health Brazil (SDB);
- Brazilian Society of Clinical Pathology/Laboratory Medicine;
- Instituto Coalizão Saúde;
- Brazilian Association of Diagnostic Medicine (ABRAMED);
- American Chamber of Commerce SP (AMCHAM).

We also actively participate in important sector forums and boards, such as the Board of Digital Health Brazil and the Strategic Committee for Government Relations at the American Chamber of Commerce in São Paulo (AMCHAM SP), in addition to having occupied a position on the Board of Directors of the Instituto Coalizão Saúde.

Consistent with the Fleury Group's Code of Trust and Sponsorship and Donations Policy, we do not make any kind of political contributions, whether in cash or in other forms. Nor do we support election campaigns, political organizations, lobbyists, lobbying entities, trade associations, or groups that promote tax exemptions or influence votes on measures, laws, or referendums.



Tax department structure

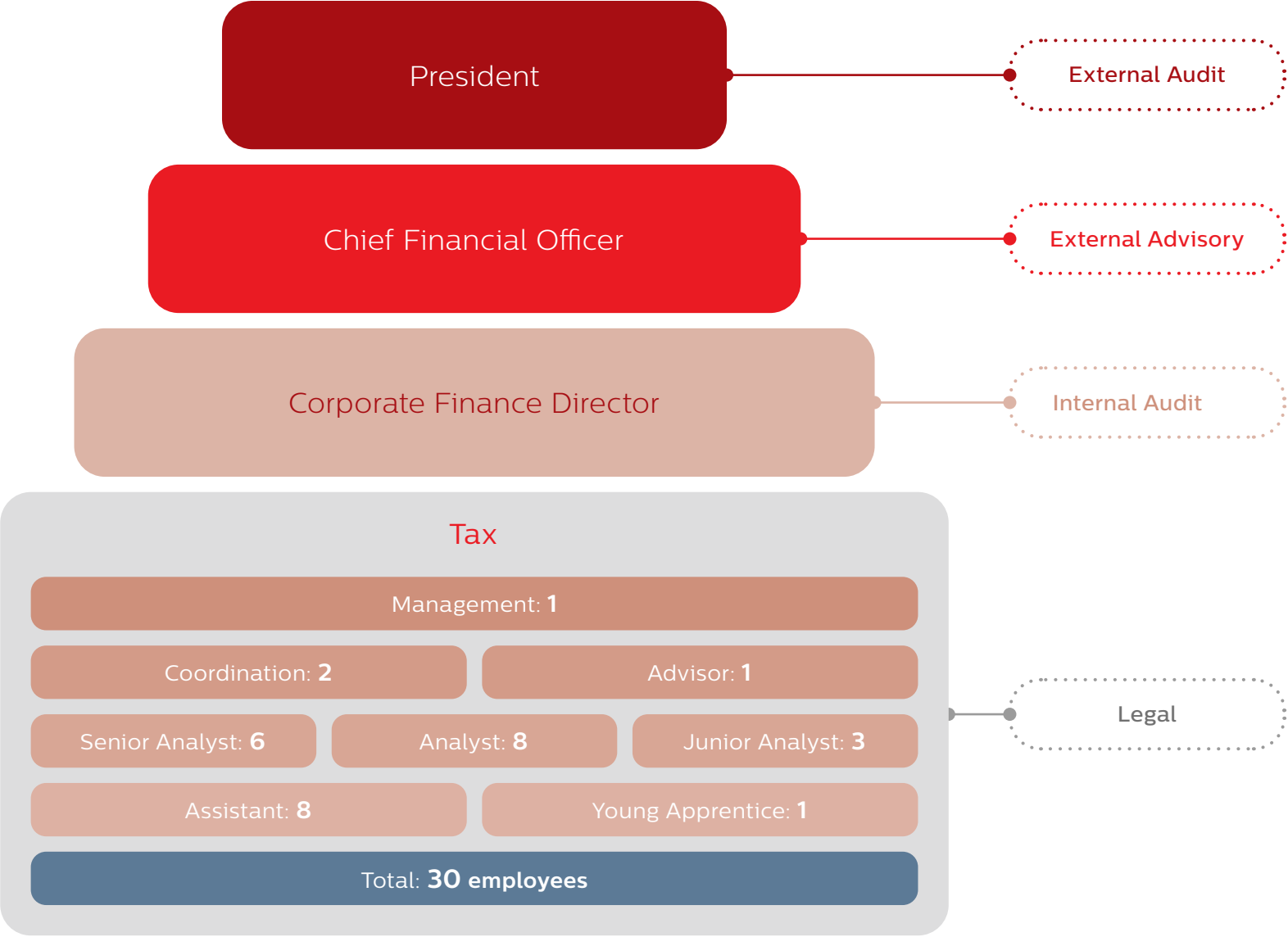
GRI 207-2

We rely on a solid governance structure composed of different levels that ensure the strategic management and corporate oversight of the Fleury Group.

The Board of Directors is in charge of approving and reviewing the Group's tax strategy and policy. Together with the Executive Board, the Board of Directors encourages and supervises the implementation and compliance with best practices on this matter in organizational processes, avoiding tax inefficiencies through legal procedures and well-defined internal processes.

With a focus on tax compliance, tax processes undergo periodic reviews conducted by the Group's Internal Audit department. At the end of each review cycle, a report is drawn up with eventual recommendations and opportunities for improvement, which is then presented to the Company's leadership.

As part of the financial statement auditing process, selected tax procedures are reviewed annually by an independent external auditor, who issues a report with recommendations, when applicable.



Our people

GRI 207-2



Fleury Group’s tax department is responsible for ensuring full compliance with the company’s tax obligations, acting strategically and operationally at the federal, state, and municipal levels.

The team consists of 30 professionals dedicated to ensuring compliance with current tax legislation and regulations. These employees work strategically in tax management, from monitoring constantly evolving laws, through tax planning and calculation, to the provision of tax obligations.

The team we have is crucial in making sure that tax obligations are met effectively and in getting the business ready for the ongoing challenges that the tax environment presents.



More information

Access Fleury Group’s [2024 Sustainability Report](#) for additional information about our employees and recognitions.

Diversity in the tax department

We consider diversity, equality, and inclusion as opportunities to strengthen our values and restate our commitment to respect and care for people.

For this reason, we strive to build inclusive and welcoming work environments where everyone feels safe to be who they truly are. Our goal is to attract diverse talent and create opportunities for personal and professional development, encouraging each individual to evolve and reach their full potential.

Diversity by gender	Female	Male	Total
Management positions (total)	2	1	3
Management positions (%)	66.7%	33.3%	
Employees (total)	25	5	30
Employees (%)	83.3%	16.7%	

Diversity by age group	Under 30 years old	Between 30 and 50	Over 50 years old	Total
Employees (total)	6	21	3	30
Employees (%)	20.0%	70.0%	10.0%	

Diversity by race	White	Black	Asian	Total
Employees (total)	16	13	1	30
Employees (%)	53.3%	43.3%	3.3%	

Diversity by tenure	Up to 3 years	Between 3 and 10	Over 10 years	Total
Employees (total)	13	12	5	30
Employees (%)	43.3%	40.0%	16.7%	


OUR RESPONSIBILITIES

Compliance and Conformity

- **Compliance with Tax Obligations:** ensure that all tax obligations, such as paying taxes and filing returns, are met within the established deadlines;
- **Regulations and standards:** monitor changes in tax legislation and assess impacts on the company to ensure ongoing compliance.

Tax Planning

- **Tax strategies:** develop and implement strategies to minimize the company's tax burden, analyzing the best scenario for the business and taking advantage of tax benefits and incentives;
- **Structuring of operations:** assess tax aspects when opening new branches, creating new businesses, taxation on contracts, new products, and services.

**More information**

Access the [Tax Policy](#) to learn more about the responsibilities of Fleury Group's tax department.

AREAS IN WHICH THE TAX OFFICE WORKS



Our main activities include monitoring and performing tasks related to:



Direct taxes

- Calculation and collection of IRPJ and CSLL (current and deferred);
- Preparation and delivery of ancillary obligations (ECF, PERDCOMP, DIRB, etc.);
- Compliance with inspections and audits;
- Preparation of explanatory notes and management reports;
- Projection studies and tax planning.



Indirect taxes

- Calculation and collection of PIS, COFINS, ISSQN and ICMS;
- Delivery of ancillary obligations (DCTF-Web, EFD-Reinf, EFD-Contribuições, etc.);
- Monitoring of federal, state, and municipal tax legislation;
- Technical support for expansion and restructuring projects.



Compliance and strategy

- Dissemination of legal updates to impacted areas;
- Identification of tax savings opportunities;
- Participation in strategic projects and continuous improvement;
- Process automation and tax risk reduction.

The tax department is essential to ensure tax compliance, optimize the tax burden, and support the business in various activities.

Training on Artificial Intelligence

Training on the application of artificial intelligence (AI) in financial procedures was given to the tax department of the Fleury Group in July.

The content presented outlined some of the main AIs available and how to apply them in different contexts in the workplace, from content generation, answers to everyday questions, assistance with writing tasks and presentations.

The training also emphasized the relevance of data privacy when using such tools, a major part of Fleury Group's commitment to information security.

Events

Transparent financial statements

On June 21, the Regional Accounting Board of the State of São Paulo (CRC-SP), in partnership with the National Association of Finance, Administration and Accounting Executives (ANEFAC), held an online lecture on Transparent Financial Statements.

Fleury Group, six-time winner of the Transparency Trophy for Financial Statements, was represented at the event by Senior Controller and Tax Manager Gisele Schneider, who addressed the challenges faced in preparing such statements and ensuring clear and objective disclosure of results.

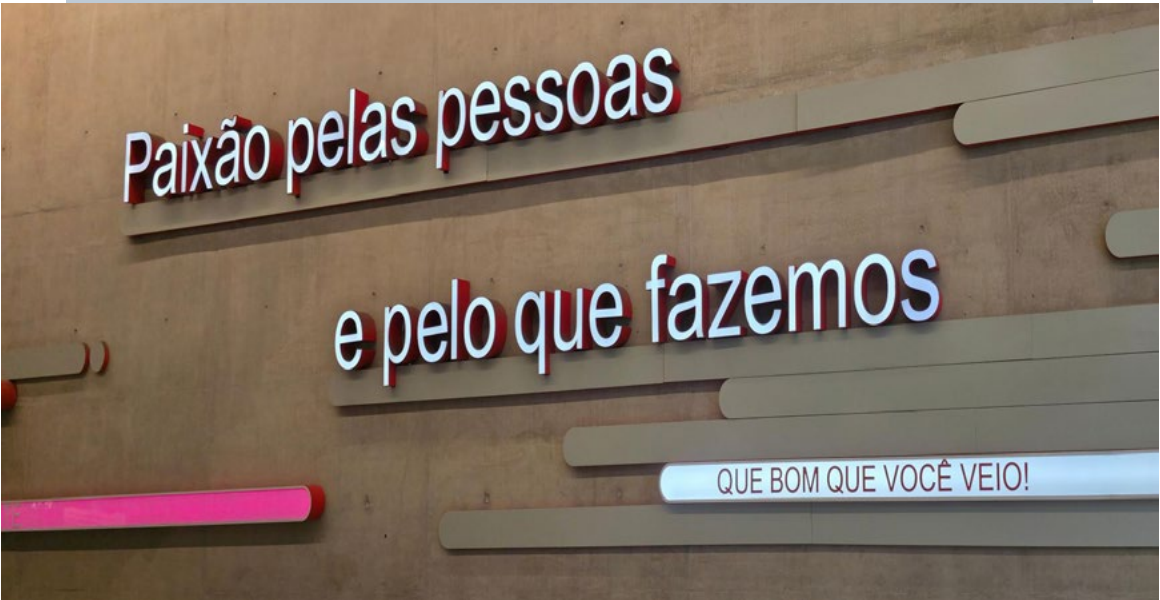
14th Abrasca Accounting and Auditing Meeting

The 14th Accounting and Auditing Meeting of the Brazilian Association of Listed Companies (Abrasca), held in August 2024, gathered industry professionals to discuss and share knowledge on the most critical topics in accounting and auditing.

Among the topics discussed, the use of Artificial Intelligence (AI) in accounting and the application of IFRS S1 and S2* sustainability standards and IFRS 18 for the disclosure of Primary Financial Statements stand out.

Our Accounting and Tax Transformation coordinator, Fabio do Val, contributed to a panel on “Artificial Intelligence in Accounting,” which addressed important innovations and trends, such as process automation and data analysis.

* IFRS S1 and IFRS S2 standards, issued by the International Sustainability Standards Board (ISSB) of the International Financial Reporting Standards (IFRS) Foundation, regulate the disclosure of sustainability-related financial information.



Acknowledgments



Handing over of the 40th ANEFAC Award – Professional of the Year | Credit: ANEFAC

40th ANEFAC Award – Professional of the Year

The ANEFAC Professional of the Year Award was created to recognize executives who have excelled in the areas of Economics/Finance, Administration, and Accounting. Since 2017, the award has continued to lend exposure and credibility to the work of those who have contributed substantially to the growth of companies and the market in which they operate.

In 2024, Gisele Schneider, Senior Manager of Controllershship and Taxes at Fleury Group, won the award in the Accounting category.



ANEFAC Transparency Trophy 2024 | Credit: ANEFAC

ANEFAC Transparency Trophy 2024

For the seventh year in a row, having received recognition in two of them, Fleury Group was awarded the Transparency Trophy at the 28th edition of the ANEFAC Award, in recognition of its 2023 Financial Statements.

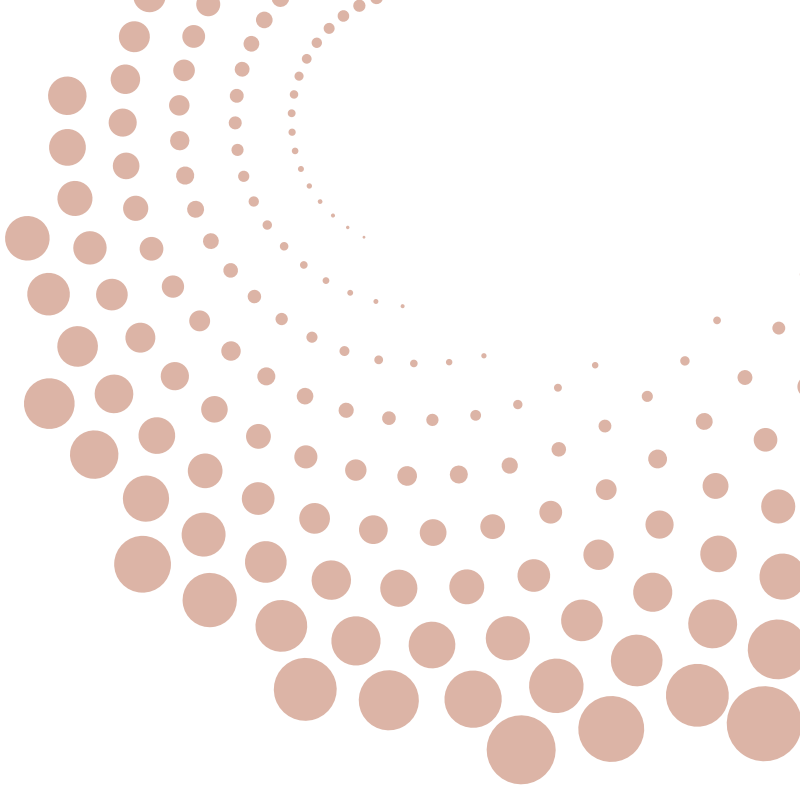
The event took place in August 2024 and awarded the financial statements from 30 organizations ranked according to their revenue. For the first time, we were awarded the trophy in the revenue category of R\$ 5 to R\$ 20 billion.

This recognition mirrors the outstanding work of the Controllershship team.

5th edition of Tax Day – ANEFAC

In August 2024, the 5th edition of Tax Day was held, an event organized by ANEFAC, with the theme “Sustainable Tax Management.”

The event addressed topics such as Artificial Tax Intelligence, ethics and tax planning, changes in the profile of tax professionals, efficient process management, and Tax Reform. Fleury Group was represented by Weberthon Nunes, Tax Manager, and Luciene Ribeiro, Controllershship Integration Coordinator.



3

Performance



Total Tax Contribution (TTC)

By transparently disclosing all details of our tax contributions—covering taxes on goods and services, as well as social security contributions—we reveal the important role we play in society through the payment of taxes.

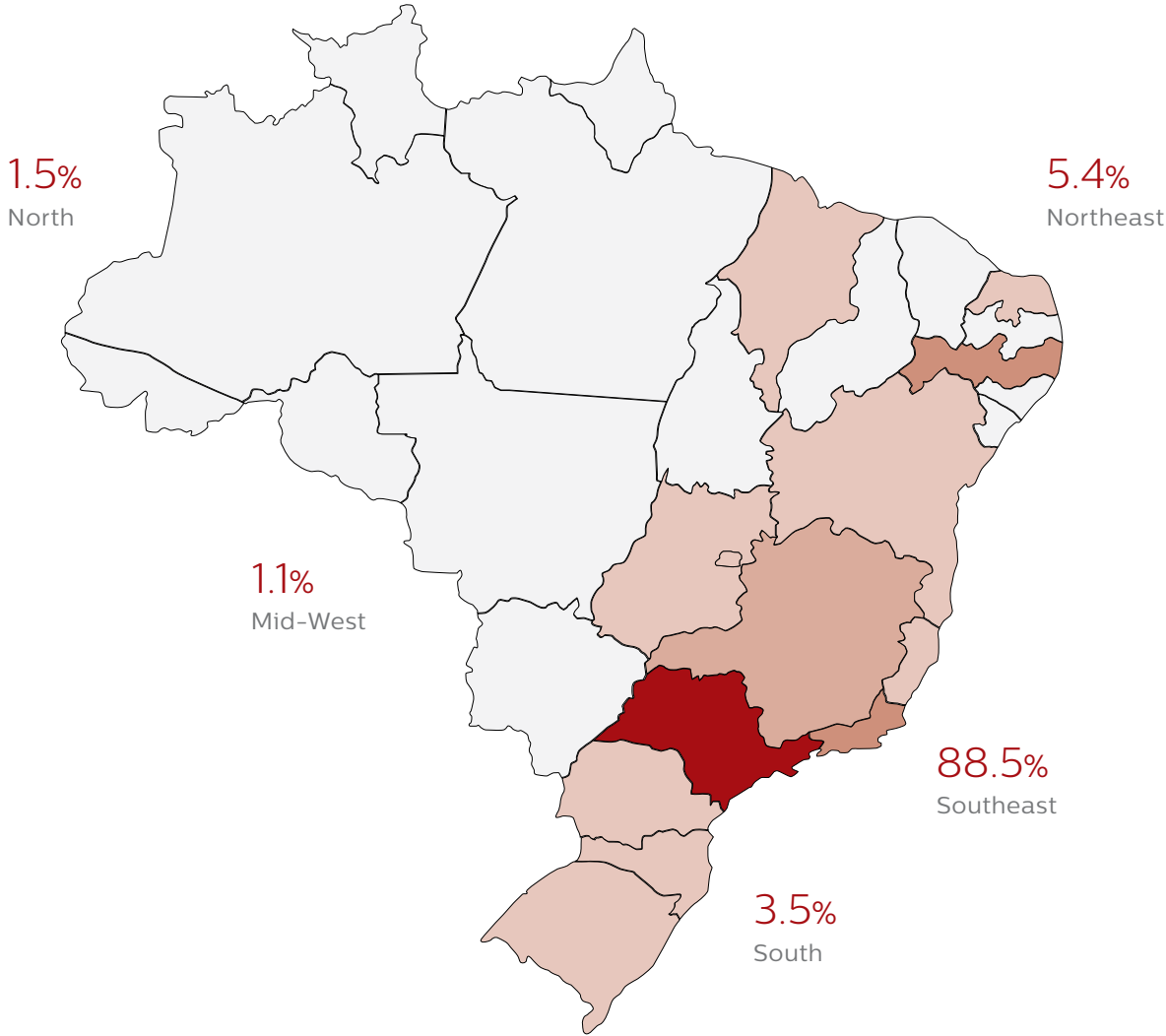
In 2024, the Fleury Group’s tax contribution totaled R\$ 1.36 billion.

This amount represents a 7.4% rise over 2023 (R\$ 1.27 billion), a result that is still due to the business -merger between Fleury and Pardini, which significantly expanded the Company’s overall operational and financial performance.

Tax distribution

Last year, all taxes collected by Fleury Group were directed to the regions where we operate, with ISSQN (Services Tax) paid in all locations where we provide our diagnostic medicine services.

TAX RECOGNITION BY REGION (%)

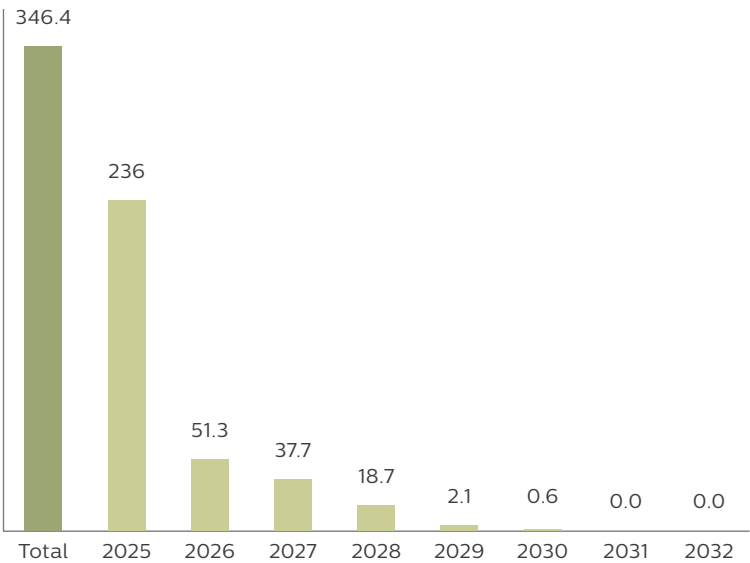


Tax credits

We monitor the tax assets related to goodwill, tax credits, and tax losses of Fleury Group and its subsidiaries. We ended 2024 with a total of R\$ 1.015 billion in tax credits, distributed among IRPJ and CSLL credits, accrued tax losses, and amounts arising from business merger transactions.

These assets are monitored with technical precision and aligned with current accounting and tax regulations, ensuring their correct accounting and usage. The efficient management of these credits contributes directly to the optimization of the tax burden and to the company's long-term financial sustainability.

ESTIMATED USAGE (R\$ MILLION)



Goodwill amortization

R\$ 131.1 million to be amortized

Acquisitions

R\$ 668.5 million

Tax Credits

R\$ 190.7 million

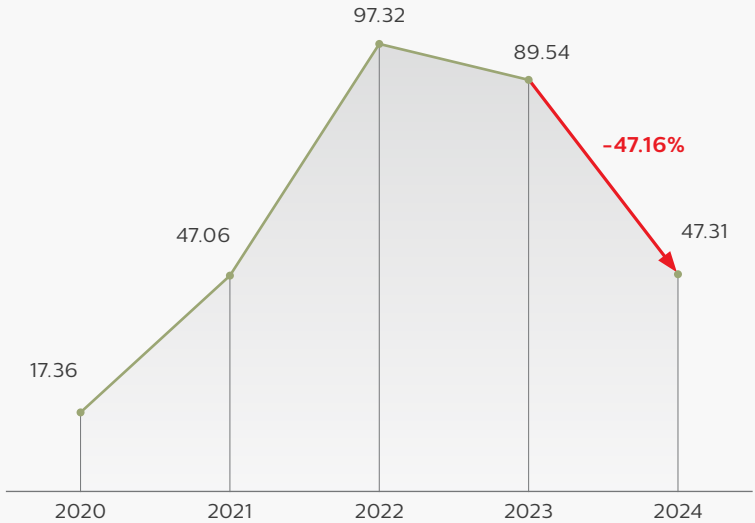
Accumulated Losses

R\$ 24.6 million

Tax proceedings

In 2024, Fleury Group, with the support of its legal advisors, monitored 426 tax proceedings, totaling approximately R\$ 569.7 million in taxes. Most of these proceedings are classified as possible losses, as detailed in the Company's financial statements, where the nature and constitution of these contingencies can also be seen.

CONSTITUTION OF PROCEEDINGS IN THE LAST FIVE YEARS (R\$ MILLION)



More information

Access the Company's [Financial Statements](#) for more information.

Tax clearance certificates

In line with Fleury S.A.'s commitment to tax compliance and transparency, we continuously monitor tax clearance certificates at the federal, state, and municipal levels, covering all companies within the Group.

In 2024, 34 companies were monitored, spread across 116 municipalities and 15 states, totaling 749 CNPJs (Corporate Taxpayer Identification Numbers) and municipal registrations. The findings show the consistency of our tax controls, even though they reflect the operational challenges faced in some locations.

Despite maintaining high compliance rates, there was a slight reduction in percentages compared to the previous year. This variation is mainly due to situations involving certain companies and locations at the end of 2024*:

- **Federal:** Saha Infusões, Fleury Ortopedia, and Instituto 9 de Julho companies reported pending issues that impacted the overall index.
- **State:** The Fleury Group unit in the state of Maranhão (São Luís) was responsible for the marginal reduction in the indicator.
- **Municipal:** companies based in the cities of Recife (PE), Serra (ES), and Natal (RN) faced challenges in renewing their certificates, contributing to the percentage drop.

*The certificates were regularized in 2025.

The Group continues to act proactively to settle these situations, focusing on maintaining tax compliance in all jurisdictions and preserving the Company's legal and reputation security.

FEDERAL



STATE



MUNICIPAL



Taxes borne

In 2024, Fleury Group collected R\$ 1.12 billion in borne taxes—that is, those levied directly on the Company’s operating revenue, payroll, and profits—to the public coffers, representing a 10.9% rise compared to 2023 (R\$ 1 billion).

As for Corporate Income Tax (IRPJ) and Social Contribution on Net Income (CSLL), nominal rates of 25% and 9%, respectively, apply. Within the Group, some companies are taxed under the Actual Profit system, while others follow the Presumed Profit system, whose calculation basis is determined by a percentage set by law according to the operation type. Currently, we apply rates of 8% for IRPJ and 12% for CSLL.

With regard to PIS and COFINS contributions, the Group’s revenues are mostly subject to the cumulative tax rates (0.65% and 3%, respectively). Under this system, there is no possibility of appropriating tax credits. Contributions to PIS and COFINS represent the second largest volume of taxes paid by Fleury Group.

TAXES BORNE

R\$ 1.12 billion
Total (+10.9%)

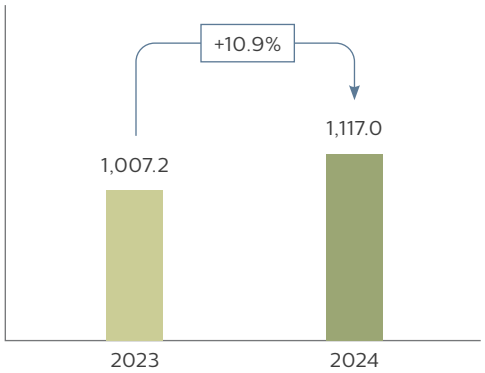
R\$ 176.8 million
IRPJ/CSLL (+59.9%)

R\$ 303 million
INSS (-9.2%)

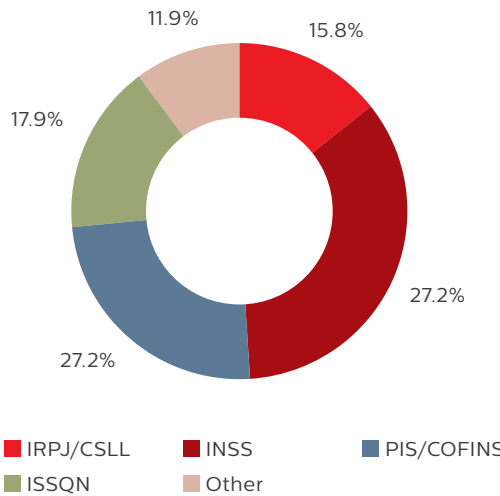
R\$ 304.0 million
PIS/COFINS (+16.5%)

R\$ 199.7 million
ISSQN (+14.4%)

R\$ 131.9 million
Other taxes (+4.8%)



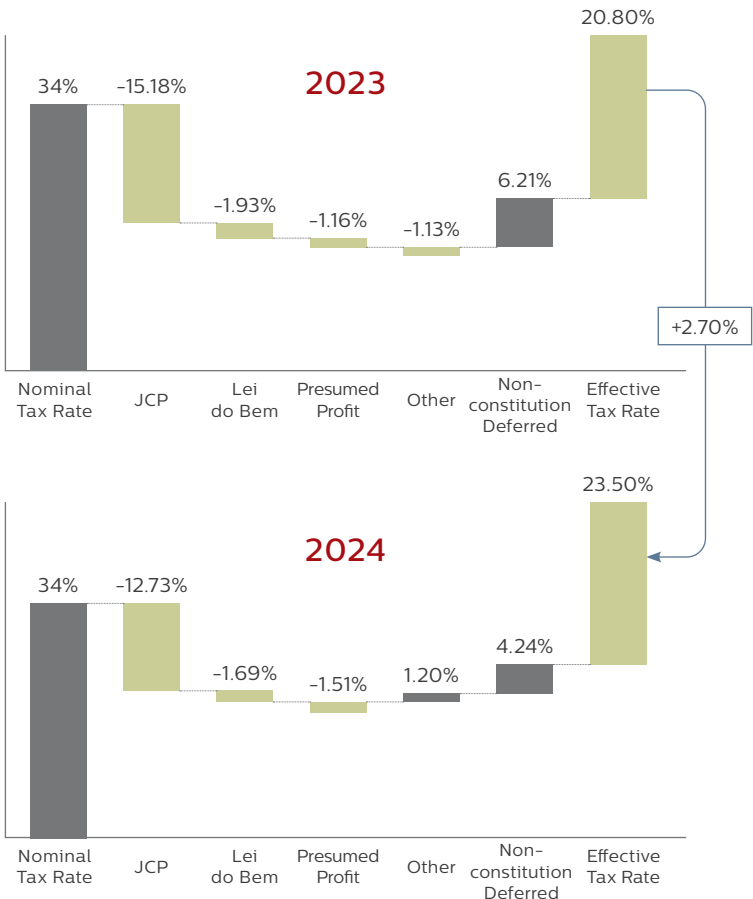
TAXES BORNE DISTRIBUTION (%)



Effective tax rate reconciliation

The reconciliation of the effective tax rate objectively presents the events that occurred during the fiscal year that influenced the nominal tax rate (defined by law), highlighting the tax burden effectively borne by the company.

IRPJ/CSLL EFFECTIVE TAX RATE (%)



Taxes collected from third parties

Fleury Group strictly complies with current legislation on the withholding of taxes on behalf of third parties. Therefore, part of the contribution made in 2024 refers to taxes collected from third parties and subsequently passed on to the government.

In the last year, the total taxes withheld from third parties amounted to R\$ 246.9 million, representing a 8.8% drop compared to 2023 (R\$ 270.6 million).



Tax Team at the Fleury Group Logistics Center in Vargem Grande Paulista, São Paulo

TAXES COLLECTED FROM THIRD PARTIES

R\$ 246.9 million
Total (-8.8%)

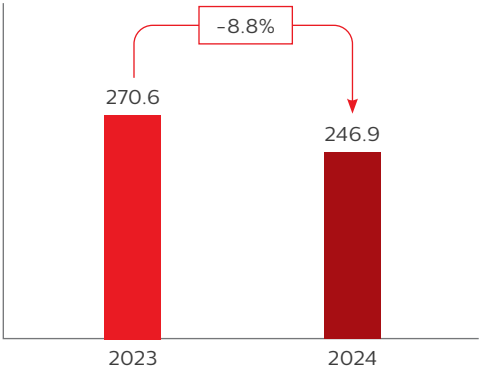
R\$ 116.7 million
IRRF (-5.0%)

R\$ 56.5 million
INSS (-32.7%)

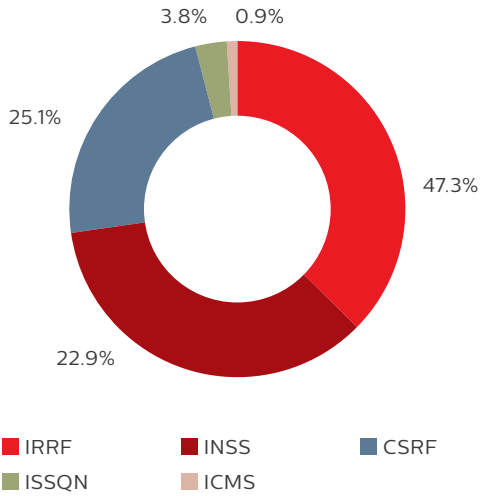
R\$ 62.0 million
CSRF (+11.2%)

R\$ 9.4 million
ISSQN (+29.0%)

R\$ 2.3 million
ICMS (+238.8%)



TAXES COLLECTED FROM THIRD PARTIES DISTRIBUTION (%)



Recoverable taxes

At the close of 2024, Fleury Group recorded a total of R\$ 190 million in recoverable taxes on its consolidated balance sheet.

These amounts correspond mainly to advance payments made by third parties at the time the services were contracted and will be deducted against taxes owed by the Company. These amounts, which relate mainly to certain taxes, are expected to be recovered over the next fiscal year.

RECOVERABLE TAXES DISTRIBUTION

R\$ 162 million
IRPJ/CSLL

R\$ 8 million
ISSQN

R\$ 15 million
PIS/COFINS

R\$ 3 million
ICMS

R\$ 2 million
INSS



The Lei do Bem Law as the Foundation for Innovation at Fleury Group

Innovation is a key strategic component of Fleury Group that propels integrated solutions for people's health and well-being.

Within this context, the use of tax incentives provided by Law No. 11,196/2006, known as the "Lei do Bem" (Good Law), goes beyond reducing the tax burden and represents our commitment to quality, efficiency, and continuous improvement in our services, processes, and products.

The Lei do Bem grants tax incentives, especially on IRPJ and CSLL*, to companies that invest in RD&I activities with proven technological impact and economic benefits. By stimulating private investment in innovation, the law strengthens the competitiveness of the national productive sector — and, at Fleury Group, it is converted into real value for society.

*IRPJ = Corporate Income Tax | CSLL = Social Contribution on Net Profit

In 2024, investments encouraged by the Lei do Bem resulted in tangible progress, notably:

- **Automation in chromatography:** reduces solvent use by 90% and quickens exam results;
- **Breast cancer screening dashboard:** promotes early diagnosis and greater care engagement;
- **Use of artificial intelligence in screening imaging exams:** increases productivity and accuracy when analyzing critical cases.

These results stem from the commitment of the Company's technical, scientific, administrative, and tax teams, who work collaboratively to structure, qualify, and monitor projects.

By integrating scientific knowledge, medical excellence, and technology, we transform tax incentives into actual development, strengthening our role as an organization that grows responsibly and contributes to the sustainable advancement of Brazilian healthcare.

By funding these projects, we also contribute to the advancement of the healthcare ecosystem by recruiting talent, launching research facilities, and increasing the development of specialized employment.



Presentation of the Taxes team

Lei do Bem projects

In 2024, investments in Research, Development, and Innovation encouraged by the Lei do Bem (Good Law) were emphasized through the following projects.



Expansion of the mass spectrometry testing portfolio

Over the past year, we have confirmed our commitment to innovation and sustainability, substantially expanding our testing portfolio and improving existing methodologies.

In this regard, we highlight the pioneering implementation of Laser Diode Thermal Desorption (LDTD) technology coupled with mass spectrometry for measuring vitamin A and E levels, and the hormone estrone.

This innovation has dramatically reduced analysis time, enabling 80 samples to now be processed in just 21 minutes—compared to 14 hours using the previous methodology. On top of the significant leap in productivity, LDTD technology has led to a 90% cut in the use of organic solvents, from 200 to 20 liters per month, also contributing to the Group's ESG goals.



Breast Cancer Prediction Project

The development of a cancer risk stratification tool is a practical example of how these initiatives can lead to innovations capable of having a significant impact on healthcare.

In cooperation with biotech startup Huna, researchers from the Group were directly involved in a groundbreaking study that used advanced machine learning techniques to develop a breast cancer risk stratification tool based on simple blood tests, such as complete blood counts.

This joint effort led to the publication of a scientific article in Nature Group's prestigious Scientific Reports, highlighting the Group's ability to combine data science, big data in healthcare, and machine learning to yield valuable clinical insights. The publication not only underscores the scientific relevance and methodological precision of the research conducted, but also reinforces the Group's role as an active player in the healthcare innovation ecosystem.



Chronic Kidney Disease Journey Project

For chronic kidney disease (CKD), which affects around 10% of the country's population, we have developed a strategy for awareness, prevention, early diagnosis, and appropriate management to mitigate the healthcare gap, reinforcing the Fleury Group's role as a transformative agent in the healthcare system.



Orthopedics Journey Project

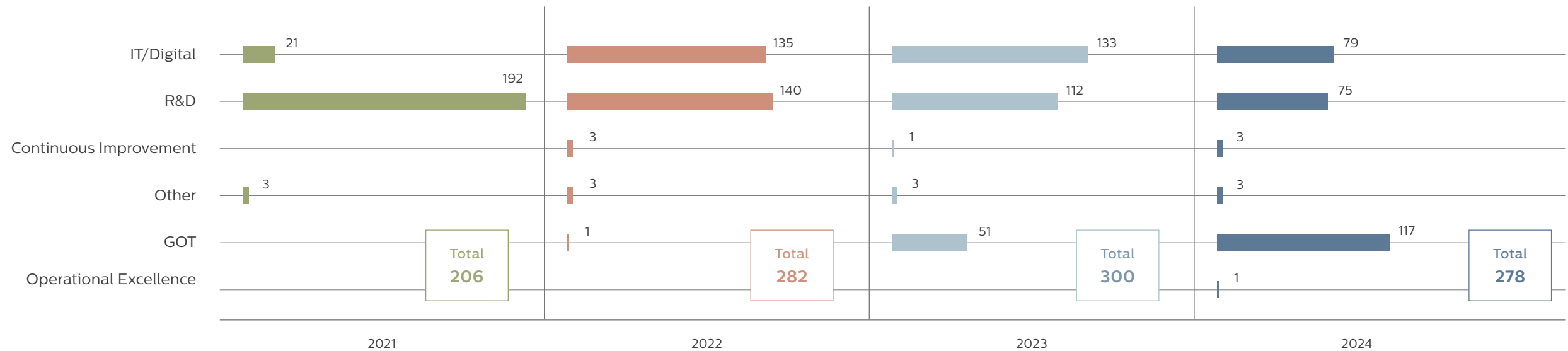
Fleury Group has also made progress in implementing an innovative care model in Orthopedics, which integrates concepts of value-based healthcare and population health management. This model uses clinical and operational indicators focused on quality of care and patient experience, cost management, and risk sharing.

Tax Team Performance under the Good Law

The tax team has played a strategic role in expanding the use of the Lei do Bem (Good Law), promoting workshops and educational initiatives that strengthen understanding of the topic across various areas of the Company. This collaboration has been essential for identifying initiatives with innovative potential and ensuring they are properly structured and utilized in accordance with legal criteria.

Although the number of reported projects has remained stable, the team’s ongoing efforts have contributed to better qualifying initiatives, increasing engagement among technical areas, and maximizing the use of available tax benefits, reinforcing the organization’s commitment to innovation and legal compliance.

REPORTED PROJECTS (2021-2024)



EXPENDITURES BY BUSINESS AREA IN R\$ MM (2021-2024)

Business area	2021	2022	2023	2024	Total
IT/Digital	18,633.3	28,695.1	38,095.5	41,182.5	126,606.4
Research and Development (R&D)	10,811.6	10,553.1	12,801.2	9,623.5	43,789.5
Other	419.4	2,277.4	7,783.5	6,544.4	17,024.7
GOT	-	3.8	904.7	1,165.1	2,073.5
Total	29,864.3	41,529.4	59,584.8	58,515.5	189,494.0
Tax impact (34%)	8.2	11.2	16.1	13.2	48.7



Perspectives for the future

In 2024, Fleury Group achieved significant advancements in tax management, primarily through the successful integration with the Pardini Group and the establishment of a robust plan in preparation for Tax Reform. Moving into 2025, we're currently executing Phase 1 of our action plan, which focuses on detailed diagnosis, strategic planning, and putting effective tax controls into action.

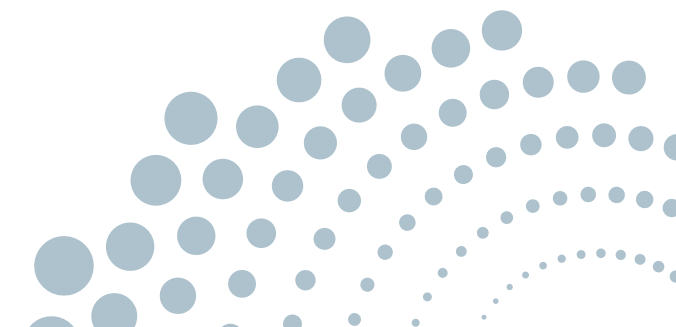
We pledge to make sure that the shift to the new tax model, which will be implemented progressively beginning in 2026, is safe and responsible.

We are continuously investing in technical analysis, risk and opportunity mapping, systems integration and team training. The tax area remains strategic, conducting technical studies and implementing adjustments as per the best market practices.

Commitments for 2025

- Begin systemic adjustments to implement the NFS-e technical notes, with the aim of ensuring that, by January 2026, the Group will already be able to issue tax documents with the new fields required for CBS and IBS, as provided for in tax legislation.
- Deepen CBS and IBS impact mapping on Group operations, focusing on critical processes such as billing, pricing, credit management, and ancillary obligations.
- Strengthen technical performance in the tax department, focusing on compliance, efficiency, and alignment with best practices in tax governance.

We will see you in 2025!



4

Attachments



Glossary

Advocacy: Strategy to influence decision makers to make changes in public policies.

Taxpayer: Natural or legal person on whom the tax obligation falls.

CSLL (Social Contribution on Net Profit): Brazilian federal tax levied on net income for the base period, before provision for income tax.

DCTFWeb (Declaration of Federal Tax Debts and Credits Web): a digital ancillary obligation established by the Brazilian Federal Revenue Service. Its main objective is to consolidate tax debts calculated based on information provided in eSocial and EFD-Reinf, automatically generating the social security DARF for payment.

ECF (Tax Accounting Bookkeeping): Replaced the Declaration of Economic and Fiscal Information of Legal Entities (DIPJ), as of the 2014 calendar year. All legal entities taxed by the actual profit, presumed profit, arbitrated profit and all immune and exempt legal entities are obliged to submit the ECF. Those opting for Simples Nacional, public bodies, autarchies, public foundations and inactive legal entities referred to in RFB Normative Instruction 1,605, of December 22, 2015, are not obliged to submit the ECF.

EFD-Contribuições: The EFD-Contribuições is a digital file created in the Public System of Digital Bookkeeping (SPED), to be used by private legal entities in the accounting of the Contribution to the PIS/Pasep and Cofins, in the noncumulative and/or cumulative calculation systems.

EFD-Reinf: The EFD-Reinf is one of the modules of the Public Digital Bookkeeping System (SPED), which must be used in addition to the Digital Bookkeeping System of Tax, Social Security, and Labor Obligations (eSocial) to report income paid and withholdings of income tax and social contributions.

Tax incentives: Benefits granted by the State to encourage through tax reductions, a certain activity or conduct.

IRPJ (Corporate Income Tax): Tax levied on income of any kind, provided for in the Federal Constitution of 1988 and in the National Tax Code (Law No. 5,172 of 1966), and regulated by the Income Tax Regulations.

IRRF (Withholding Income Tax): Tax obligation intended for the Federal Revenue Service that can be collected from both Individuals (PF) and Legal Entities (PJ)

ISSQN (Tax on Services of Any Nature): Brazilian tax applied by Brazilian municipalities to service providers (companies or self-employed professionals).

Actual profit: System for calculating corporate income tax, mandatory for large companies (annual turnover above R\$ 20 million).

Per/DCOMP: An ancillary obligation through which the taxpayers of federal taxes can request the refund or restitution of overpaid taxes (cash receipt), or the offsetting of current or future taxes.

PIS/COFINS: Taxes provided for in articles 195 and 239 of the Federal Constitution. PIS is the abbreviation for Social Integration Program and COFINS stands for Contribution to Social Security Financing.

Assurance Letter



TR15491_2025_SPO

São Paulo, September 5th, 2025.

FLEURY S.A.

Av. Morumbi, 8860, Jardim das
Acacias, 04703-003, São Paulo, SP,
Brasil

Verification Report of the Information Contained in the Tax Transparency Report

To Directors and Shareholders,

This report presents the results of the verification on the Fleury Group's Tax Transparency Report ("TTR") for the fiscal year ended December 31st, 2024. The objective of this verification is to provide an analysis regarding the reported information of the total taxes collected and withheld, as well as other information presented, herein referred to as Selected Information, in accordance with the Global Reporting Initiative (GRI) 207: Tax 2019.

Management and Governance Responsibilities Regarding the Selected Information of the Report

The Company's management is responsible for preparing the Selected Information in compliance with the Report's preparation basis. Management is also responsible for establishing internal controls to ensure the preparation of the Selected Information is free from material misstatement, whether due to fraud or error.

Those responsible for governance are tasked with overseeing the preparation of the Tax Transparency Report and other financial reports of the Company and its subsidiaries.



TR15491_2025_SPO
Grupo Fleury

Scope of Work and Methodology

The scope of the verification included the assessment of the Tax Transparency Report based on the following criteria:

1. Qualitative Analysis:
 - a. Evaluation of the criteria and assumptions used in the preparation of qualitative information;
 - b. Interviews with those responsible for preparing the report to understand the processes and decisions adopted;
 - c. Verification of evidence supporting the qualitative information, through sample-based testing.
2. Quantitative Analysis:
 - a. Planning of the work based on the relevance and volume of the information presented;
 - b. Validation of the evidence supporting the quantitative data, through sample-based testing;
 - c. Sampling-based verification of documents, files, reports, databases, and corporate policies that support the reported information.
3. Deliverables:
 - a. Improvement report containing recommendations for the information collection and consolidation process, as well as for management and reported processes;
 - b. Delivery of the Verification Report of the information contained in the Fiscal Transparency Report (in Portuguese).

Sampling Verification

We conducted sampling-based verifications of documents, files, reports, databases, and corporate policies that support the information presented in the Tax Transparency Report. The sampling was designed to cover a significant and relevant representation of the reported information.

During this process, qualitative and quantitative information was analyzed and compared with various tax and accounting documents, such as ancillary obligations of the Group's companies, including the Federal Tax Debits and Credits Statement (DCTF/DCTFWeb), Tax Accounting Bookkeeping (ECF), Financial Statement (DF 2024), and internal control spreadsheets of the companies belonging to Grupo Fleury.



TR15491_2025_SPO
Grupo Fleury

Verification of Material Differences

After a thorough analysis of the sample scope, no material differences were identified between the verified values and those presented in the Tax Transparency Report. The evaluated information demonstrates consistency with the documents and internal controls made available to date.

Delivery

The Verification Report was delivered in both English and Portuguese versions, ensuring accessibility and understanding for all interested parties.

Verification Conclusion

The verification carried out demonstrated that the Tax Transparency Report of Grupo Fleury is, to date, in compliance with the provisions of GRI 207: Tax, presenting a clear, organized structure with relevant and updated information. The data analyzed adequately reflects the internal controls and documents provided by the Company.

ERNST & YOUNG
Business Consulting Ltd.


Erica Perin
Tax Partner

Credits

Fleury Group

Av. Morumbi, 8860, 8º andar, Brooklin, São Paulo (SP)

Telephone: (55 11) 5014-7413

www.fleury.com.br/ri

Coordination

Tax Manager

Weberthon Correia Nunes

Revision

**Senior Manager of Controllershship, Taxes and Integration
– IMO**

Gisele Schneider

We would like to thank the entire team in the Tax, HR, and Legal departments, who worked with excellence in gathering the data for this report.

Editorial design, content writing, translation and consulting

Ricca Sustentabilidade

Graphic design, illustrations and layout

Ricca Sustentabilidade

Publication date

October 2025

Contact

+55 (11) 98972-0703

tributario@grupofleury.com.br

To learn more, visit

[2024 Financial Statements](#)

[2024 Sustainability Report](#)



Grupo**Fleury**

We are passionate about people and what we do.