



Grupo **Fleury**

Paixão pelas pessoas e pelo que fazemos.

Sustainability Report
- Short version

2024

The Fleury Group

We are the Fleury Group, benchmark in offering complete and integrated solutions for the entire healthcare journey of patients. We value technical excellence, quality of service, and management practices, driving the healthcare sector forward through innovation and the adoption of best ESG practices.

In 2024, we will complete one year since the beginning of the integration journey with the Pardini Group, reaching a new level of presence in the Brazilian market. We currently have:

561 service units throughout the country

24 technical areas across the national territory

335 million exams performed in our units

22,000 employees and 4,000 physicians

New business and M&A

In 2024, we celebrated new partnerships to create an even more complete and integrated healthcare journey.

In August, we completed the acquisition of São Lucas Centro de Diagnóstico, which provides imaging and clinical analysis services in Santa Catarina. In November, we announced the acquisition of Confiance, a laboratory that offers clinical analysis tests and vaccines in the Campinas region (SP).

B2C diagnostic medicine

Through an extensive network of service units and our own laboratories, we provide direct patient care in a business-to-consumer (B2C) model. We seek to expand access to diagnostic medicine services through the opening of new units and strategic acquisitions, strengthening our healthcare ecosystem.



561 service units

across 14 states and in the Federal District



31 brands in all segments*

allowing service to a large portion of the population

Novos Elos

The “Novos Elos” segment is an important growth avenue, offering services such as orthopedics, ophthalmology, infusions, fertility treatments, and low-complexity surgeries. In 2024, we continued to expand the service offerings within the Novos Elos front through the launch of new Integrated Centers.

*Basic, intermediate and premium

B2B diagnostic medicine

We operate in the business-to-business (B2B) model through strategic partnerships with laboratories and hospitals. Over the past year, this segment has evolved through the integration of logistics routes between Fleury and Pardini and the expansion of the service portfolio, becoming an important distribution channel for highly complex tests and leveraging other avenues of growth.



45% of exams volume

under the responsibility of Lab-to-Lab



+8 thousand customers served

in more than 2,200 cities

Health platforms

Contributing to the integration between brands and partners, in 2024, this segment gained strength in the areas of telemedicine and marketplaces, with special emphasis on Pardis — an online sales and distribution platform for laboratory and hospital supplies.

Performance

Our growth strategy is based on expanding the availability of and access to our healthcare services, aligned with the brand’s strong reputation and awareness initiatives, as well as the execution of mergers and acquisitions.

The growth of the Fleury brand and of our mobile services were the main drivers of our strong performance. In addition, our service units achieved significant market share gains, and the B2B and Novos Elos segments stood out with the performance of Lab-to-Lab and the expansion of infusion service offerings.

R\$ 8,237 million Accounting Gross Revenue (+19.5%)

R\$ 1,982 million EBITDA (+19.6%)

R\$ 616.2 million net income (+32%)

Our investments in 2024 totaled **R\$488.1 million**, focusing on: (1) quality and efficiency in service delivery across all segments, (2) expansion of units and service offerings, and (3) enhancements to our digital infrastructure, with a focus on customer service, information security, and organizational management through the use of data.

Innovation

With **R\$ 13.1 million invested in Research and Development (R&D)**, in 2024 **Fleury Group implemented 263 new products, 184 methodological improvements, and 17 test internalizations.**

These innovations generated an annual savings of over R\$ 23 million, in addition to benefits such as shorter turnaround times and reduced waste, positively impacting both patients and the environment.

Innovation in the Care Journey

ORTHOPEDICS: the use of AI has enabled us to identify risks of chronic spinal problems, focusing on prevention and cost reduction.

ONCOLOGY: we implemented services for cancer screening (breast, colorectal and prostate) with technologies that reduced the diagnosis time from 60 to 21 days.

DIABETES: we started sending electronic messages to remind patients about exams, increasing adherence and reducing delays in diagnosis.

ARTIFICIAL INTELLIGENCE SOLUTIONS

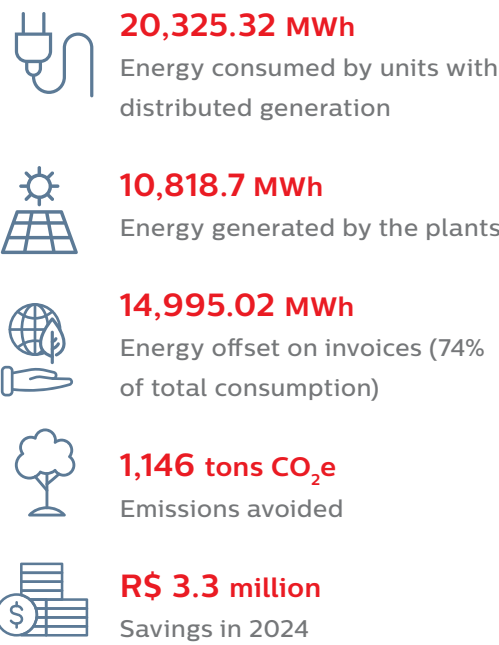
In 2024, we invested in the use of Artificial Intelligence (AI) tools in several processes throughout the patient care journey.

- **Magnetic resonance imaging:** the use of AI reduces examination time and energy consumption by 50%.
- **Computerized tomography:** AI helps detect anomalies in chest and skull tomography scans.
- **Oncofoco:** AI enables the generation of reports on personalized treatments for metastatic cancer.
- **Wireless Holter:** the equipment offers more comfort and the use of AI generates more efficient reports, which are later evaluated by our medical team.
- **Input optimization:** the use of AI enables monthly forecasting of the amount of inputs needed for Lab-to-Lab, reducing losses by 40%.
- **Care line monitoring:** the use of AI enables the analysis of exam reports, generating automatic alerts for doctors and patients.
- **Patient churn detection:** the use of AI with machine learning predicts, six months in advance, the possible departure of patients from the Group.

Operational eco-efficiency

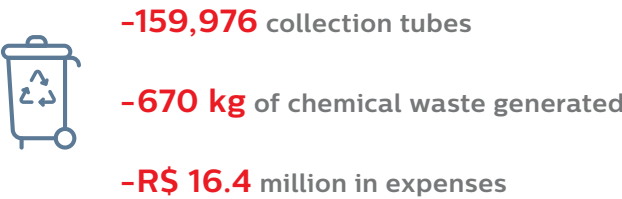
Energy

We have made progress in our strategy to make the Company’s energy matrix cleaner by implementing photovoltaic power plants to supply our operations and service units. In 2024, our distributed generation project operated with five photovoltaic plants and ten Small Hydroelectric Power Plants (SHPs), benefiting 341 service units.



Waste management

A key driver in reducing waste generation is our attentive focus on internal processes, which allows us to rethink workflows with the aim of shortening test turnaround times, lowering technical costs, and minimizing the environmental impact of our operations. In 2024, we achieved significant progress by reducing the consumption of materials, such as:



Water and effluents management

We set annual targets for water consumption based on the previous year’s results and projected demand for tests, diligently monitoring indicators and executing action plans.

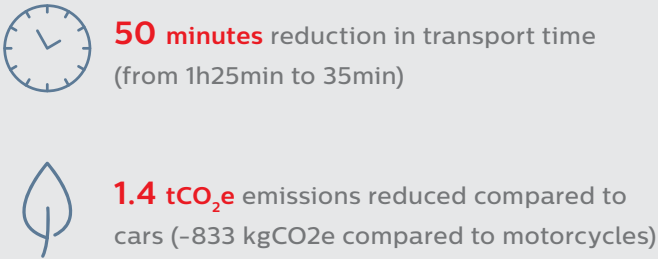
In 2024, we extracted 348.3 megaliters (ML) of water across our operations. Of this total, 69.7 ML were consumed by the Company, and the remaining 278.6 ML were discharged into the public system.

Climate strategy

In 2024, we implemented improvements to the processes for measuring and projecting GHG emissions and continued our preparation for the future establishment of science-based targets.

DRONE TRANSPORTATION AND LOGISTICS EFFICIENCY

We made progress with the innovative project of transporting biological samples by drones by carrying out studies to make it possible to expand sections for these movements, achieving the following results:



We have also made progress on other initiatives aimed at reducing GHG emissions in Lab-to-Lab, such as the use of electric motorcycles, supplier engagement and integration of logistics routes. As a result, we reduced fuel costs by R\$ 544 thousand in 2024.

In 2024, total greenhouse gas emissions reached 149.5 thousand tons of CO2 equivalent (tCO₂e), considering Scopes 1, 2, and 3 — a volume 2% lower than that recorded in 2023 (152.8 thousand tCO₂e).

Social responsibility

Expanding access to healthcare

In 2024, we reached 613,831 new patients in these segments, a figure driven by new business lines resulting from the combination with Pardini. This outcome exceeded the target of 250 thousand new lives set for the year.

By the end of the year, we had reached a cumulative total of 1.8 million patients from classes C, D, and E served by our products and services since 2021, thus surpassing the target linked to the debenture ahead of schedule.

Social investments

We invested R\$6.98 million in social projects, generating savings for the Unified Health System (SUS) of R\$112,699.87 by carrying out 11,536 exams for patients without access to private healthcare.

R\$ 1.58 million in private social investment initiatives

R\$ 2.76 million through tax incentive laws

R\$ 98.9 thousand equivalent cost of volunteer work

R\$ 2.54 million in donated medical exams

Professional development

With investments of R\$ 4.1 million in 2024, we promote professional training programs and have completed more than 699 thousand hours of training conducted by the Corporate University.



R\$ 4.1 million invested in trainings



30 hours average hours of training per employee

Diversity, equity and inclusion (DE&I)

We made progress in Diversity, Equity and Inclusion governance with the creation of the DE&I Forum, strengthening the management of the topic with the participation of several areas. We also conducted a study to map market practices in defining diversity goals, which resulted in the adoption of the first corporate DE&I goal incorporated into the Group's BSC for 2025.

Complementing the actions that address the topic, highlights include the Cultural Evolution Project, the Women in Leadership Program and the Diversity Journey, aimed at promoting plurality, literacy in inclusion and strengthening representation in our workforce.



79.8% women in Fleury Group

70.5% women in leadership positions

32.7% black and brown women in leadership positions

CORPORATE GOVERNANCE

Risk management

- In the last year, we resized the risk map, considering 12 risks as strategic for Fleury's business.
- 92.6% of employees trained on risk management in 2024.

Ethics and compliance

- 100% of operations assessed in 2024 for corruption risk.
- 21,420 employees (96%) and 10 members of governance (100%) trained in combating corruption.

Information security and privacy

- 11,918 Fleury employees (85.5%) and 4,594 Pardini employees (62.2%) trained in information security.

