

FINANCIAL STATEMENTS



1Q26

EARNINGS

Revenue grows 10,1% and reaches R\$2,4 bi, EBITDA of R\$606,0 mm with a margin of 27,3%, and Net Income of R\$201,2 mm

 GrupoFleury



Y E A R S

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BUILT ON SCIENCE
AND TRUST



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Highlights:

1Q26

- Gross Revenue of **R\$ 2.410,2 million, growth of 10,1%** over 1Q25
 - **B2C** growth of 15,1% (**11,8% organic**)
 - **Fleury Brand** growth of **12,1%**
 - **Other SP Brands** growth of 28,1% (**14,0% organic**)
 - **Minas Gerais** growth of 19,7% (**15,0% organic**)
 - **Rio de Janeiro** growth of **9,2%**
 - **Regionals** with growth of **9,0%**
 - B2B growth of 5,5%
- EBITDA of **R\$ 606,0 million**, 10,7% above 1Q25, and a **stable margin of 27,3%**
- Net Profit of **R\$ 201,2 million**, growth of 12,2% over 1Q25, and a **margin of 9,1%**

	1Q25	1Q26	Δ
Gross Revenue	2.188,4	2.410,2	10,1%
Cancellations (% Gross Revenue)	-1,4%	-1,3%	+10 bps
Net Revenue	2.015,1	2.223,1	10,3%
Gross Profit	572,1	628,1	9,8%
Gross Margin (% NR)	28,4%	28,3%	-14 bps
EBITDA	547,6	606,0	10,7%
EBITDA Margin (% NR)	27,2%	27,3%	+8 bps
Net Income	179,3	201,2	12,2%
Net Margin (% NR)	8,9%	9,1%	+15 bps

Conference Call

- Date: May 08, 2026 – 11:00 (10:00 EDT)
- [Click here](#) to access the conference call

1. Management Comment

In the first quarter of 2026, the year in which it celebrates its centenary, Grupo Fleury delivered results that demonstrate its ambition for sustainable growth, combined with financial discipline, strategic coherence, and responsibility in day-to-day management. We believe that the combination of these factors – which are non-negotiable for us – is the main reason behind the consistency of the numbers we present here.

In the period, Gross Revenue reached R\$ 2,4 billion, a growth of 10,1% compared to the first quarter of last year. We continued with discipline in controlling costs and expenses, reinforcing our ability to balance growth with profitability. EBITDA was R\$ 606,0 million, an expansion of 10,7% compared to 1Q25, with an EBITDA margin of 27,3%, in line with the annual comparison.

Net profit advanced 12,2% – therefore, above the revenue growth – reaching R\$ 201,2 million. The net margin was 9,1%, 15 bps higher than that recorded in 1Q25. The expansion of these indicators was accompanied by rigorous financial management, responsible for maintaining leverage at 1,0x, a comfortable position amidst a scenario of monetary pressure and significantly below the Company's debt instruments.

Our B2C business has demonstrated extraordinary resilience over several quarters, with organic growth of 11,8% and 15,1% considering acquisitions. Again, one of the highlights is the Fleury Brand, a leader in the premium segment of the diagnostic medicine market. In the first three months of the year, its growth was 12,1% compared to the same period in 2025. With 100 years of existence, recognized by customers and the medical community for its excellence and patient care, the Fleury Brand has shown growth close to or exceeding double digits for three consecutive quarters and continues in a state of continuous innovation and renewal.

Our three main regional markets – São Paulo, Rio de Janeiro and Minas Gerais – advanced 28,1%, 9,2% and 19,7%, respectively. In the Other São Paulo Brands, the expansion was 14,0%, excluding the effect of the acquisitions of the 25 Confiance PSCs (in the Campinas region) and LSL (in Rio Claro), completed last year. In Minas Gerais, when the effect of the acquisition of Hemolab is disregarded, the organic growth was 15,0%. In total, the diagnostic medicine brands carried out 4,4 million consultations – an increase of 18,6% – and 47,5 million exams, a number 17,8% higher than that recorded in 1Q25. These indicators are evidence of the effectiveness of a strategy that combines organic and inorganic growth, with a consistent history of capturing synergies, resulting from a well-structured process of integration and value generation from the M&As carried out.

The quarter also reveals B2B growth. Compared to the previous year, this business line expanded by 5,5%, mainly due to the strong performance of lab-to-lab sales, reflecting increased production capacity projected for 2025, with the addition of new client laboratories.

It is worth noting that Grupo Fleury's ROIC reached 17,0% in 1Q26, reflecting our discipline in capital allocation. Finally, our robust capital structure allows us to take advantage of good inorganic expansion opportunities, always in line with the organization's strategy and culture and following strong discipline in economic and financial parameters.

The service that Grupo Fleury delivers based on science, the bond of credibility we build every day with clients and the medical community throughout the country, combined with ambition, discipline, and a focus on excellence, have allowed us to forge a remarkable 100-year path of consistency. We will always continue creating and distributing value. At this symbolic moment in our journey, we thank all those who have trusted and continue to trust in Grupo Fleury, especially our 5.000 physicians and more than 24.000 employees. Our sincere thanks also go to our clients, shareholders and business partners. Together, we have built and renewed the legacy of a company that is a benchmark for the healthcare sector in Brazil.

Jeane Tsutsui

CEO

2. Fleury 100 Years

In 2026, we will celebrate the centenary of the Fleury Group. We were born from an entrepreneurial dream and a purpose that has accompanied us ever since: to combine science and care so that each person who crosses our path – and there have been millions of them in the last 100 years – can live life to the fullest. The company that started as a small laboratory, installed in a room in the center of São Paulo, has transformed itself, through the accumulation of knowledge, work and passion, into a benchmark in our sector, now having 570 PSCs in 14 states and supporting more than 8.000 client laboratories in 2.200 municipalities throughout the country. From our first day, we have contributed to transforming healthcare in Brazil.

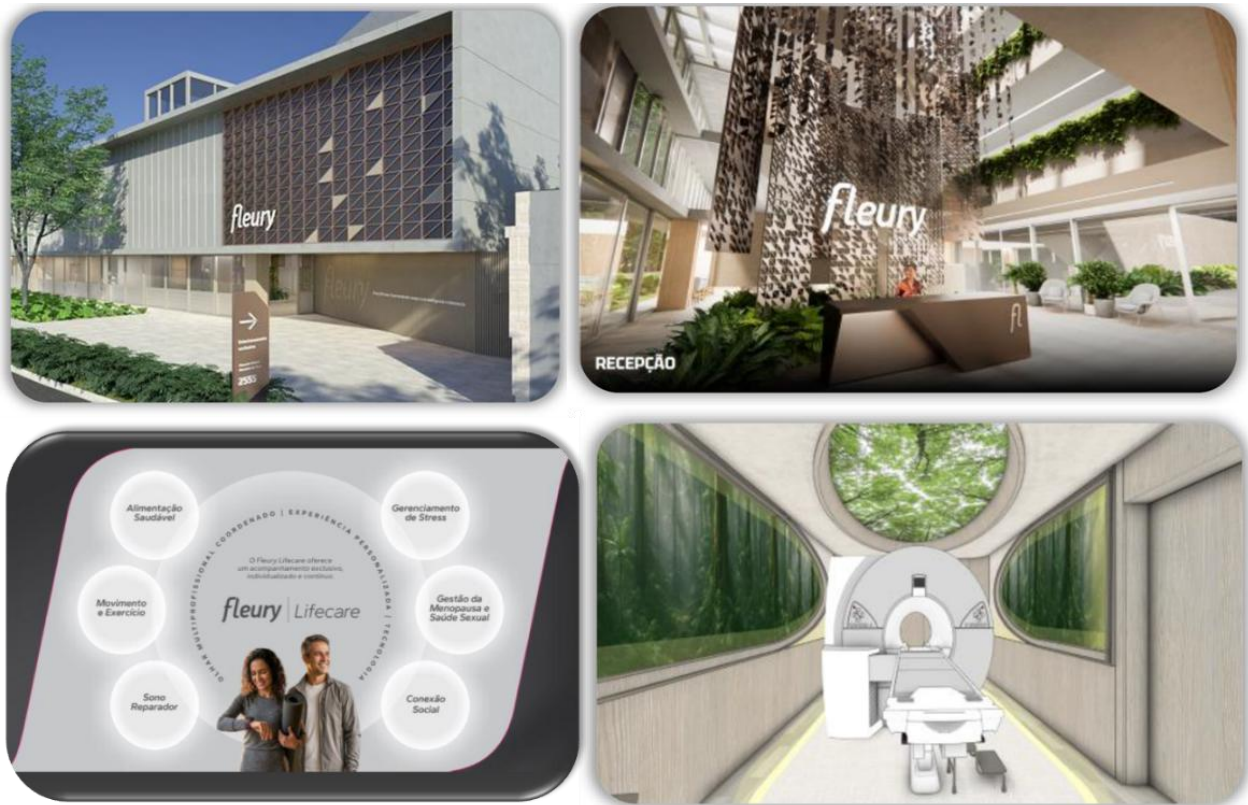
In reaching this point, a feat still rare in the country's business environment, we honor our past, recognize the relevance of the present and project the future. This journey necessarily involves combining the appreciation of science as the foundation of everything we do with the trust placed in us by our doctors, employees, and clients – trust that is the greatest asset built by Grupo Fleury in its 100-year history.

Thanks to our commitment to staying constantly in tune with the latest advancements in our field, we have developed the ability to continuously innovate. For example, we developed the first Brazilian tests for the detection of the H1N1 virus. More recently, Fleury pioneered tests like Precivit AD2® in Brazil, for the diagnosis of Alzheimer's disease using blood samples. Grupo Fleury not only keeps up with technological and scientific advancements but also drives these processes.

It is with this same spirit that we have arrived in the era of artificial intelligence, applied to the daily operations of our staff and our professionals, with concrete impacts on efficiency gains, improved customer experience, and, above all, differentiation in the services we provide. Today, we have more than 50 practical applications of artificial intelligence in various areas of the company. For example, we apply technologies capable of automatically identifying intracranial hemorrhages, embolisms, and pulmonary clots in routine computed tomography scans, all potentially fatal. In other words, we use technology to save lives.

As part of our centennial celebrations, we will be inaugurating the **Milestone 100 PSC** later this month, located on Alameda Gabriel Monteiro da Silva, one of the most prestigious areas of São Paulo city. In addition to a complete portfolio of diagnostic medicine, the Milestone 100 PSC features **Fleury Lifecare**, a new and exclusive

service that offers a coordinated and integrated care model. It was created to enhance Fleury's value and presence in the quality of life and longevity of a high-end clientele. Its target audience consists of people aged 35 and over who seek a multidisciplinary approach to a long and healthy life, a trend that is becoming a huge market worldwide. Services like this – based on prevention – are also a response to the growing challenge of the sustainability of the healthcare system.



Illustrative images of the **Milestone 100 PSC – Fleury Lifecare**

To design the **Milestone 100 PSC** and **Fleury Lifecare**, we sought out the most advanced technologies in active longevity, always based on sound science. The approach – based on six pillars, ranging from healthy nutrition to stress management, from restorative sleep to movement and exercise – is highly personalized, and each individual will track their multidimensional health map and related care journey through an app. With the opening of the **Milestone 100 PSC** – an investment of R\$ 35 million – and the launch of **Fleury Lifecare**, we are taking another step towards the future of medicine whose foundations are proactive prevention and extreme personalization.

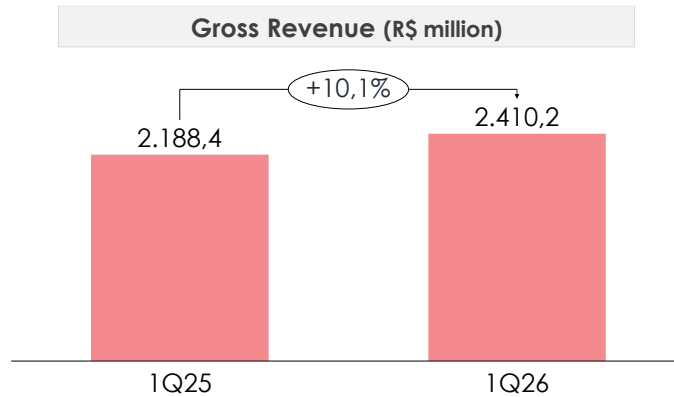
The creation of **Fleury Lifecare** is yet another innovative milestone for a company that, year after year, moves, transforms, and grows responsibly and sustainably. Almost 20 years ago, we went public on the B3 to, in partnership with our shareholders, adopt a strategy to accelerate growth on a national basis. Since 2002, 48 acquisitions have been made, increasing its presence, brand portfolio, and technical expertise. And, in the last five years, we have expanded our operations to areas such as drug infusion, reproductive medicine, orthopedics, ophthalmology, and oncology.

All of this was and is possible thanks to what constitutes our essence as a company and our reason for existing: people. Thousands of doctors and collaborators who share daily with us, our clients, and partners what they value most – knowledge, empathy, sensitivity, commitment to excellence, and purpose. People who built this century and victorious history and who are already building a future made of science and trust.

3. Income Statement

	1Q25	1Q26	Δ
Gross Revenue	2.188,4	2.410,2	10,1%
Taxes	(137,3)	(151,5)	10,3%
Cancellations	(36,1)	(35,6)	-1,3%
<i>Cancellations (% Gross Revenue)</i>	<i>-1,6%</i>	<i>-1,5%</i>	<i>+17 bps</i>
Net Revenue	2.015,1	2.223,1	10,3%
Cost of Rendered Services	(1.443,0)	(1.595,1)	10,5%
Gross Profit	572,1	628,1	9,8%
Gross Margin (% NR)	28,4%	28,3%	-14 bps
Operating Expenses and Equity in Subsidiaries	(238,9)	(260,3)	8,9%
<i>Expenses (% NR)</i>	<i>-11,9%</i>	<i>-11,7%</i>	<i>+15 bps</i>
EBITDA	547,6	606,0	10,7%
EBITDA Margin (% NR)	27,2%	27,3%	+8 bps
Financial Results	(103,4)	(115,1)	11,3%
EBIT	229,8	252,8	10,0%
Income Tax & Social Contribution	(54,0)	(55,1)	2,0%
<i>Effective Tax Rate</i>	<i>23,5%</i>	<i>21,8%</i>	<i>-170 bps</i>
Net Income	179,3	201,2	12,2%
Net Margin (% NR)	8,9%	9,1%	+15 bps

4. Gross Revenue

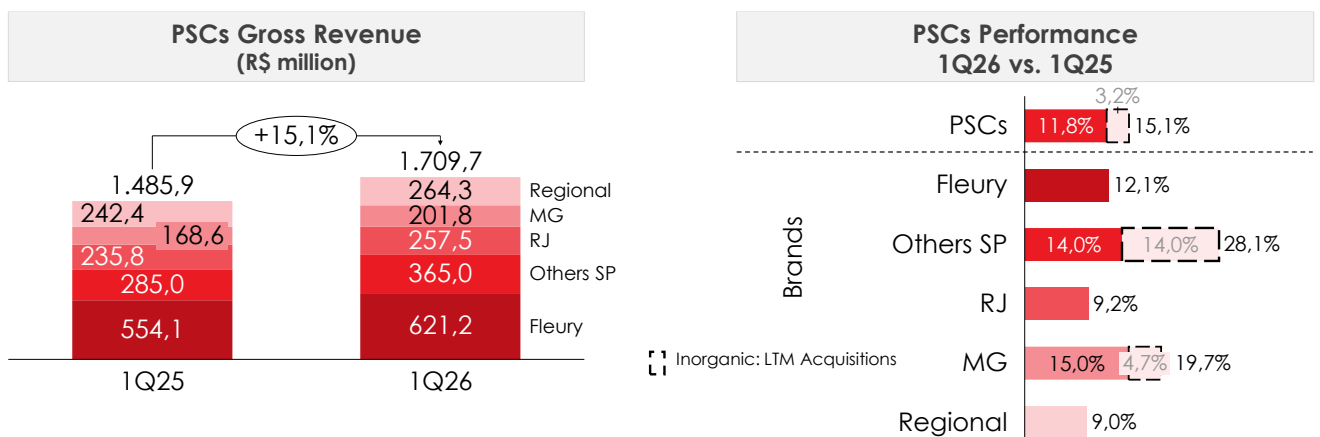


In the quarter, Gross Revenue reached R\$ 2.410,2 million, representing a 10,1% increase compared to 1Q25. This growth is due to:

- (i) B2C growth of 15,1% (11,8% organic)
- (ii) B2B growth of 5,5%
- (iii) New Links with a 12,8% reduction

4.1. Diagnostics

4.1.1. Patient Service Center (PSC) per Brands



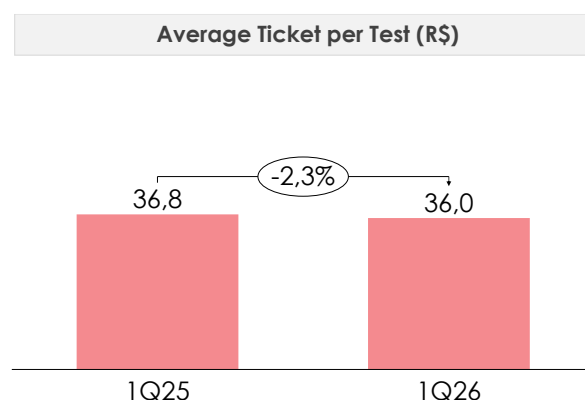
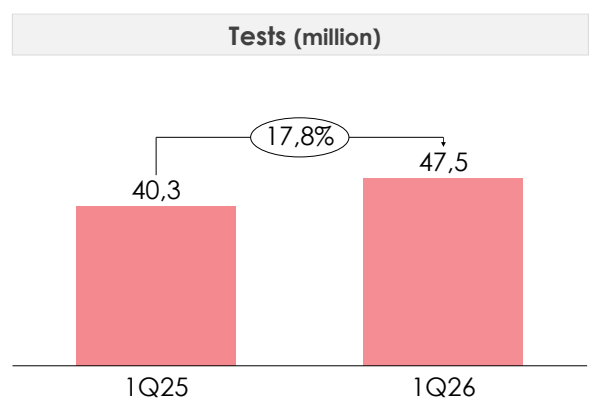
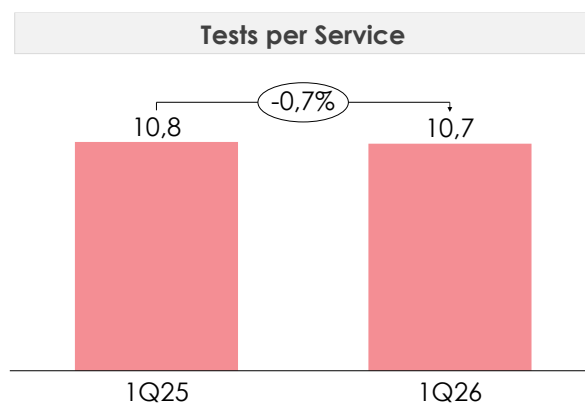
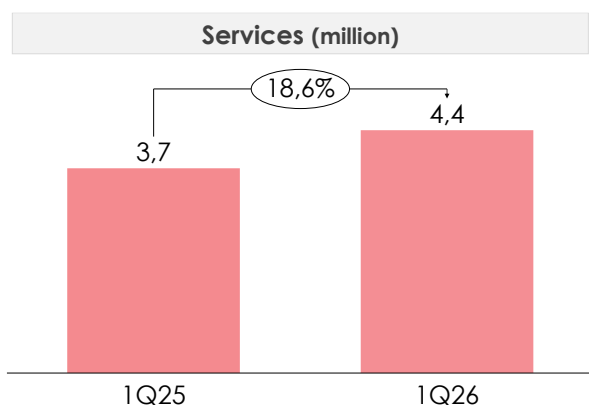
Note: Fleury: Fleury brand; MG: Hermes Pardini MG, Méthodos, Ecoar, LabClass, Sete Lagoas, Hemolab; RJ: Lafe, Felipe Mattoso, Labs a+, Centro de Medicina; Others SP: a+ SP, Hermes Pardini SP, Confiante, IACS, LSL, Dra. Odivânia; Regional: brands in BA, ES, GO, MA, PA, PE, PR, RN, RS and SC States.

Gross revenue from service units grew 15,1% in the quarter, reaching R\$ 1.709,7 million, mainly reflecting:

- (i) Fleury Brand (+12,1%): Growth reflects an increase in the number of services provided, indicating a gain in market share.

- (ii) Other SP (+28,1%; +14,0% organic): This behavior reflects good organic performance across all brands in the region, explained by an increase in the number of services provided resulting in a gain in market share. In addition, there is an inorganic effect from the entry of Confiance (Campinas) and LSL (Rio Claro).
- (iii) MG Brands (+19,7%; +15,0% organic): Result of strong organic performance of the regional brands – mainly in the premium and intermediate segments – and driven by the inorganic effect of Hemolab's results.
- (iv) RJ Brands (+9,2%): Driven by organic growth in the region's brands, mainly in the intermediate and premium segments.
- (v) Regional Brands (+9,0%): This group is composed of operations in 10 states and reflects organic growth in all locations.

4.1.2. Volumes and Revenue per Exam



In the quarter, patient visits reached 4,4 million, an increase of 18,6%.

The total volume of exams reached 47,5 million this quarter, with an expansion of 17,8%, reflecting the increase in the number of patient visits, aided by the inorganic effect of the acquisition of Confiance, Hemolab, and LSL.

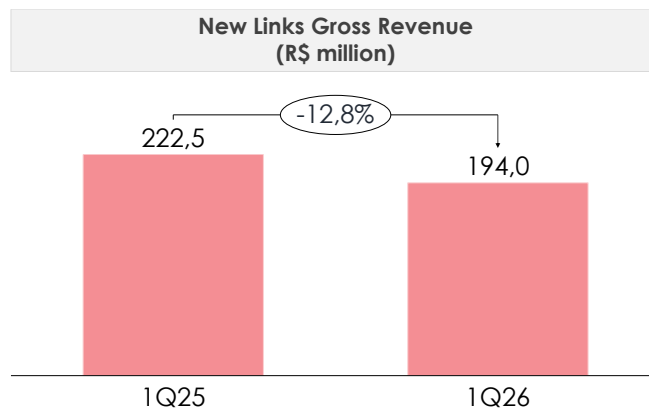
Gross revenue per exam was R\$ 36,0 in the quarter, a decrease of 2,3%, due to changes in the mix of brands and services, mainly due to acquisitions.

4.2. B2B: Lab-to-Lab and Hospitals

	1Q25	1Q26	Δ
Gross Revenue (R\$ Million)	480,0	506,5	5,5%
Test Volume (Million)	49,2	57,0	15,7%
Average Ticket per Test (R\$)	9,7	8,9	-8,8%

Gross B2B revenue expanded 5,5% in the quarter, a consequence of strong Lab-to-Lab performance partially offset by slower growth in hospitals.

4.3. New Links



Gross revenue from New Links in the quarter reached R\$ 194,0 million, a contraction of 12,8%. This behavior is explained by a strong comparison base due to the application of four doses of high-cost medication in 1Q25.

New Links represented 8,0% of the Company's revenue in 1Q26.

5. Gross Profit

	1Q25		1Q26		Δ	
	R\$ MM	% NR	R\$ MM	% NR	%	bps
Net Revenue	2.015,1	100,0%	2.223,1	100,0%	10,3%	0 bps
Cost of Services	(1.443,0)	-71,6%	(1.595,1)	-71,7%	10,5%	-14 bps
Personnel and Medical Services	(576,7)	-28,6%	(675,5)	-30,4%	17,1%	-176 bps
Services with Occupancy and Utilities	(260,6)	-12,9%	(285,1)	-12,8%	9,4%	+11 bps
Materials and Test Intermediation	(437,9)	-21,7%	(450,9)	-20,3%	3,0%	+145 bps
Depreciation and Amortization	(160,9)	-8,0%	(177,4)	-8,0%	10,3%	+0 bps
General Expenses	(6,9)	-0,3%	(6,1)	-0,3%	-10,5%	+6 bps
Gross Profit	572,1	28,4%	628,1	28,3%	9,8%	-14 bps

In the quarter, Gross Profit reached R\$ 628,1 million, an increase of 9,8%, and Gross Margin of 28,3%, a decrease of 14 bps. This behavior is mainly explained by:

- **Materials and Test Intermediation (+145 bps):** This behavior is explained by the strong comparison base of 1Q25 caused by the application of four doses of high-cost medication
- **Personnel and Medical Services (-176 bps):** The expansion of this line is mainly the result of a one-off increase in the cost of medical assistance for employees and a higher provision for profit sharing.

6. Operating Expenses

	1Q25		1Q26		Δ	
	R\$ MM	% NR	R\$ MM	% NR	%	bps
Gross Profit	572,1	28,4%	628,1	28,3%	9,8%	-14 bps
Op. Expenses and Equity in Sub.	(238,9)	-11,9%	(260,3)	-11,7%	8,9%	+15 bps
G&A	(145,0)	-7,2%	(152,4)	-6,9%	5,1%	+34 bps
Commercial Expenses	(41,8)	-2,1%	(46,4)	-2,1%	10,9%	-1 bps
Depreciation and Amortization	(51,3)	-2,5%	(55,7)	-2,5%	8,7%	+4 bps
Other Operating Income (Expenses)	(5,0)	-0,2%	(15,9)	-0,7%	218,5%	-47 bps
Reversal (Provision) for Contingency	6,4	0,3%	15,2	0,7%	137,3%	+37 bps
Equity in Subsidiaries	(2,3)	-0,1%	(5,1)	-0,2%	122,9%	-11 bps
EBIT	333,2	16,5%	367,8	16,5%	10,4%	+1 bps

Operating expenses for the quarter was diluted by 15 bps compared to the same quarter of the previous year. This variation is mainly due to:

- **G&A (+34 bps):** This reflects the Company's recurring discipline in expense management.
- **Reversal (Provision) for Contingency (+37 bps):** This line mainly reflects the reversal of tax contingency provisions.

7. EBITDA

	1Q25		1Q26		Δ	
	R\$ MM	% NR	R\$ MM	% NR	%	bps
EBIT	333,2	16,5%	367,8	16,5%	10,4%	+1 bps
D&A	212,1	10,5%	233,1	10,5%	9,9%	-4 bps
Equity in Subsidiaries	2,3	0,1%	5,1	0,2%	122,9%	+11 bps
EBITDA	547,6	27,2%	606,0	27,3%	10,7%	+8 bps

EBITDA totaled R\$ 606,0 million this quarter, an increase of 10,7%, with a margin of 27,3%, 8 bps higher than the same period last year.

8. Financial Result and Net Debt

8.1. Financial Result

	1Q25		1Q26		Δ	
	R\$ MM	% NR	R\$ MM	% NR	%	bps
EBIT	333,2	16,5%	367,8	16,5%	10,4%	+1 bps
Financial Result	(103,4)	-5,1%	(115,1)	-5,2%	11,3%	-5 bps
Financial Revenue	79,1	3,9%	80,8	3,6%	2,2%	-29 bps
Financial Expenses	(182,5)	-9,1%	(195,9)	-8,8%	7,3%	+24 bps
EBT	229,8	11,4%	252,8	11,4%	10,0%	-4 bps

In this quarter, the Financial Result represented an expense of R\$ 115,1 million, an increase of 5 bps compared to the same period of the previous year.

8.2. Net Debt

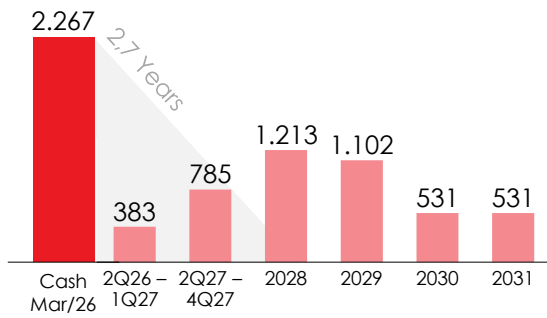
	12/31/2025	03/31/2026	Δ 1Q26-4Q25	03/31/2025	Δ 1Q26-1Q25
Gross Debt	4.457,8	4.543,5	1,9%	4.565,0	-0,5%
(-) Cash and Cash Equivalents	2.275,0	2.266,6	-0,4%	2.545,3	-11,0%
Net Debt	2.182,8	2.276,9	4,3%	2.019,7	12,7%
EBITDA LTM	2.135,0	2.193,4	2,7%	2.012,4	9,0%
Net Debt/EBITDA	1,0x	1,0x	0,0x	1,0x	0,0x

Leverage was 1,0x at the end of the quarter, in line with 4Q25 and 1Q25. Since 2023, we have carried out debt management operations that have resulted in a cost reduction of 47 bps (from CDI+1,41% to CDI+0,94%).

The Company is resiliently facing the high-interest rate environment with comfortable leverage at 1,0x, well below the 3,0x limit established by debt instruments (covenants).

The amortization schedule and debt profile are shown below.

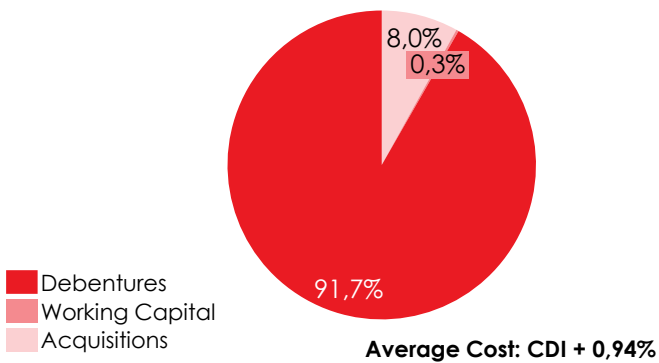
Debt amortization (R\$ million)



Liability Management

	4Q23	1Q26
Term:	3,5 years	3,1 years
Cost:	CDI+1,41%	CDI+0,94%
Moody's:	AA+.br positive	AAA.br stable

Debt Profile



9. Net Income

	1Q25		1Q26		Δ	
	R\$ MM	% NR	R\$ MM	% NR	%	bps
EBIT	229,8	11,4%	252,8	11,4%	10,0%	-4 bps
Income Tax and Social Contribution	(54,0)	-2,7%	(55,1)	-2,5%	2,0%	+20 bps
<i>Effective Tax Rate</i>	23,5%	-	21,8%	-	-7,2%	-170 bps
Net Income Before Minorities Share	175,8	8,7%	197,7	8,9%	12,4%	+17 bps
Minorities Share	3,5	0,2%	3,6	0,2%	3,0%	-1 bps
Net Income	179,3	8,9%	201,2	9,1%	12,2%	+15 bps

In the quarter, the effective income tax rate was 21,8%.

Net income totaled R\$ 201,2 million with a margin of 9,1%, 15 bps higher than the same period of the previous year, a consequence of increased EBT and a lower effective tax rate.

10. Investments

	1Q25	1Q26	Δ
Capex	66,9	60,6	-9,4%
IT/Digital	30,3	19,1	-37,0%
Diagnostic Equipment Renewal and Maintenance	16,6	8,6	-48,3%
New PSC's, Offer Expansion and Technical Areas	19,9	32,9	65,2%

Capex reached R\$ 60,6 million this quarter, 9,4% lower than the same period of the previous year.

11. Cash Flow

	1Q25	1Q26	Δ
EBITDA	547,6	606,0	10,7%
Provisions (reversions)	67,4	70,4	4,4%
Income Tax Paid	(44,4)	(37,6)	-15,4%
Others Operating Results	44,2	14,0	-68,2%
Working Capital Variation:	(292,4)	(388,2)	32,8%
Trade Accounts Receivables	(195,2)	(298,4)	52,9%
Suppliers	(29,3)	(66,8)	128,2%
Salaries / Charges	(85,5)	(86,4)	1,0%
Others Assets and Liabilities	17,5	63,4	262,3%
(=) Operating Cash Flow	322,3	264,6	-17,9%
Capital Expenditures	(66,9)	(60,6)	-9,4%
Others Investing Activities	(137,1)	0,6	-100,4%
(=) Free Cash Flow to Firm (FCFF)	118,3	204,5	72,8%
Interest Paid / Received	(24,7)	(32,4)	31,4%
Change in Debt	(1,7)	(40,3)	2220,7%
Leasing	(106,2)	(107,9)	1,6%
(=) Free Cash Flow to Equity (FCFE)	(14,3)	23,9	-267,5%
Dividends and Interest on Capital	-	(0,4)	N/A
Payment of Acquisitions	-	(35,5)	N/A
(=) Cash Flow	(14,3)	(12,1)	-15,4%

Cash Flow Indicators	1Q25	1Q26	Δ
Average Collection Period (days)	75	76	1
Average Payment Period (days)	60	60	0

Operating Cash Flow reached R\$ 264,6 million in the quarter, a decrease of 17,9% compared to the same period of the previous year. The first quarter of the year has seasonally lower operating cash flow than the rest of the year.

In the quarter, the average collection period increased by 1 day and the payment period remained stable.

12. Attachments

12.1. Performance Indicators

	1Q24	2Q24	3Q24	4Q24	1Q25	2Q25	3Q25	4Q25	1Q26
Income Statement									
Gross Revenue	2.055,6	2.136,9	2.133,2	1.994,3	2.188,4	2.197,8	2.378,6	2.238,2	2.410,2
Net Revenue	1.904,4	1.978,2	1.962,7	1.839,3	2.015,1	2.024,5	2.191,0	2.060,6	2.223,1
COGS	(1.339,2)	(1.410,9)	(1.405,7)	(1.385,8)	(1.443,0)	(1.496,6)	(1.575,1)	(1.570,5)	(1.595,1)
SG&A	(238,0)	(237,9)	(216,9)	(252,6)	(238,9)	(221,1)	(249,5)	(275,4)	(260,3)
EBIT	327,2	329,4	340,1	200,9	333,2	306,9	366,4	214,6	367,8
EBITDA	517,1	522,0	537,4	405,4	547,6	532,1	599,4	455,9	606,0
Net Finance Income	(110,3)	(101,3)	(96,1)	(103,6)	(103,4)	(118,0)	(130,2)	(116,4)	(115,1)
Net Income	168,0	173,6	190,7	83,9	179,3	152,3	184,9	96,3	201,2
Result Indicators									
Cancellation Index	-1,0%	-1,0%	-1,4%	-1,3%	-1,4%	-1,4%	-1,4%	-1,4%	-1,3%
Gross Margin	29,7%	28,7%	28,4%	24,7%	28,4%	26,1%	28,1%	23,8%	28,3%
EBIT Margin	15,9%	15,4%	15,9%	10,1%	15,2%	14,0%	15,4%	9,6%	15,3%
EBITDA Margin	27,2%	26,4%	27,4%	22,0%	27,2%	26,3%	27,4%	22,1%	27,3%
Effective Tax Rate	-22,4%	-24,5%	-23,5%	-21,4%	-23,5%	-23,5%	-22,8%	-4,3%	-21,8%
Net Margin	8,8%	8,8%	9,7%	4,6%	8,9%	7,5%	8,4%	4,7%	9,1%
Financial Debt									
Cash & Equivalents	1.026,2	2.126,9	2.337,4	2.446,0	2.545,3	2.190,8	2.622,4	2.275,0	2.266,6
Gross Debt	3.232,3	4.141,0	4.209,9	4.449,5	4.565,0	4.510,8	4.660,7	4.457,8	4.543,5
Net Debt	2.206,2	2.014,0	1.872,5	2.003,5	2.019,7	2.320,0	2.038,3	2.182,8	2.276,9
Net Debt / EBITDA LTM	1,3x	1,0x	1,0x	1,0x	1,1x	1,1x	1,0x	1,0x	1,0x
Profitability and Return									
ROIC without Goodwill LTM	36,1%	37,5%	37,8%	38,3%	40,0%	38,6%	38,7%	38,9%	39,7%
ROIC LTM ¹	15,3%	15,9%	16,1%	16,4%	16,9%	16,4%	16,5%	16,6%	17,0%
Cash Flow Indicators									
Operating Cash Flow	220,0	588,2	558,7	563,6	322,3	487,1	718,5	605,9	264,6
Cash conversion	42,5%	112,7%	104,0%	139,0%	58,9%	91,5%	119,9%	132,9%	43,7%

¹ Excluding goodwill and surplus value from the Hermes Pardini acquisition

12.2. Balance Sheet

(R\$ 000)

	12/31/2025	03/31/2026
Assets		
Current assets		
Cash and cash equivalents	21.772	9.720
Securities	2.140.619	2.140.485
Accounts receivable	1.747.166	2.005.869
Inventories	180.702	150.818
Recoverable taxes	22.863	15.587
IRPJ and CSLL recoverable	225.290	204.296
Other assets	83.053	123.563
Total current assets	4.421.465	4.650.338
Long-term assets		
Securities	112.622	116.348
Deferred income tax and social contribution	11.058	8.430
Recoverable taxes	1.989	1.989
IRPJ and CSLL recoverable	7.956	7.646
Judicial deposits	19.488	23.546
Other accounts receivable	9.532	7.242
Other assets	67.116	64.134
Total long-term assets	229.761	229.335
Investments	111.772	105.850
Property, plants and equipment	1.379.255	1.355.204
Intangible assets	5.979.637	5.905.506
Right-of-use	1.098.591	1.079.421
Total non-current assets	8.799.016	8.675.316
Total assets	13.220.481	13.325.654

	12/31/2025	03/31/2026
Liabilities and shareholders' equity		
Current liabilities		
Suppliers	800.133	733.299
Loans and financing	17.358	10.818
Debentures	214.745	328.970
Lease	318.732	308.319
Labor obligations	407.632	345.296
Tax liabilities	59.250	76.505
Income tax and social contribution payable	38.280	12.743
Accounts payable - acquisitions	79.339	43.467
Interest on own capital and dividends payable	291.836	293.863
Other liabilities	18.375	22.476
Total current liabilities	2.245.680	2.175.756
Non-current liabilities		
Loans and financing	892	701
Debentures	3.797.474	3.797.664
Lease	922.242	910.562
Deferred income and tax contributions	557.540	555.293
Provision for tax, labor and civil risks	180.504	174.320
Tax installments	850	850
Accounts payable - acquisitions	348.031	361.874
Interest on own capital and dividends payable	71.000	71.000
Total non-current liabilities	5.878.533	5.872.264
Shareholders' equity		
Capital	2.736.029	2.736.029
Capital reserve	1.915.603	1.915.603
Retained earnings	332.450	332.450
Treasury shares	(35.559)	(55.497)
Equity valuation adjustments	52.817	52.817
Income for the period	-	201.212
Shareholders' equity of controlling shareholders	5.001.340	5.182.614
Non-controlling interest	94.928	95.020
Total shareholders' equity	5.096.268	5.277.634
Total liabilities and shareholders' equity	13.220.481	13.325.654

12.3. Income Statement

(R\$ 000)

	1Q25	1Q26
Revenue from rendering of services	2.015.074	2.223.118
Cost of services rendered	(1.442.955)	(1.595.052)
Gross income	572.119	628.066
Operating (expenses) income		
General and administrative	(196.264)	(208.138)
Selling expenses	(41.781)	(46.353)
Other operating expenses, net	1.411	(700)
Equity method and adjustment for realization at fair value	(2.271)	(5.062)
Operating income before financial income (expenses)	333.214	367.813
Financial income	79.100	80.815
Financial expenses	(182.470)	(195.875)
Financial income (expense)	(103.370)	(115.060)
Income before income tax and social contribution	229.843	252.753
Income tax and social contribution		
Current	(46.840)	(54.705)
Difered	(7.173)	(395)
Net income for the period	175.830	197.653
Atributable for shareholders:		
Controlling	179.286	201.212
Non-controlling	(3.456)	(3.559)

12.4. EBITDA Breakdown

According to CVM 156 (R\$ 000)

	1Q25	1Q26	Δ
	R\$ MM	R\$ MM	%
Net Income	179,3	201,2	12,2%
(-) Financial Expenses	(103,4)	(115,1)	11,3%
(-) Income Tax and Social Contribution	(54,0)	(55,1)	2,0%
(+) Depreciation and Amortization	212,1	233,1	9,9%
(-) Equity in subsidiaries	2,3	5,1	122,9%
(-) Minorities	3,5	3,6	3,0%
EBITDA	547,6	606,0	10,7%
EBITDA Margin (% NR)	27,2%	27,3%	08 bps

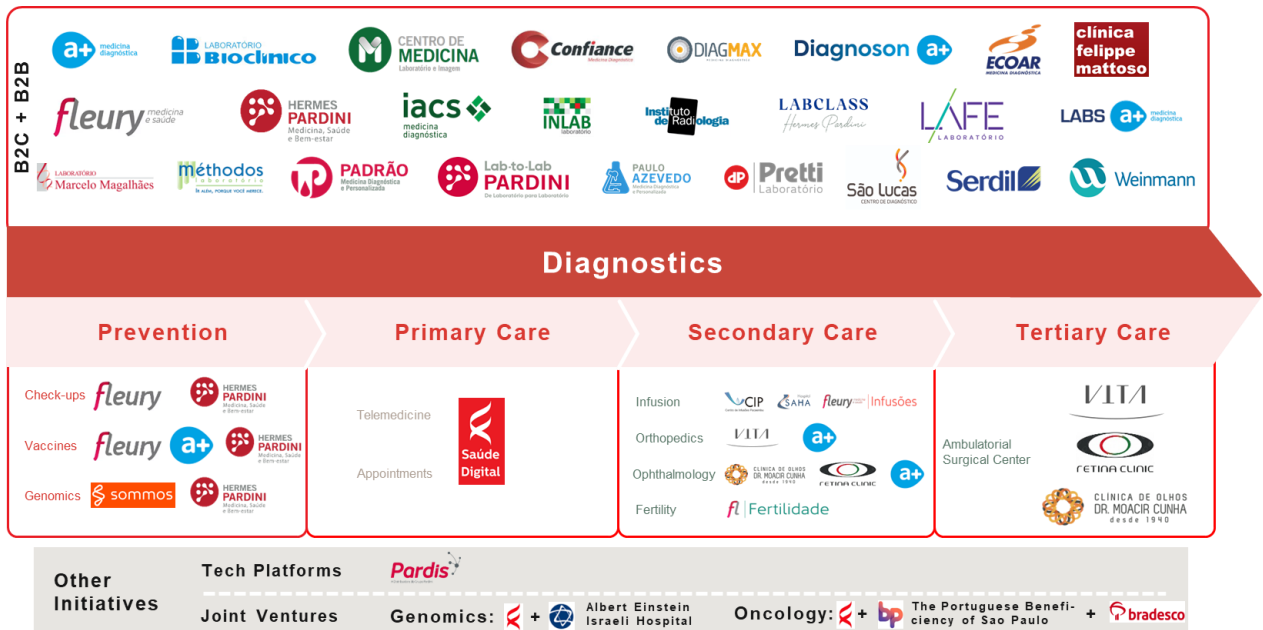
12.5. Cash Flow Statement

(R\$ 000)

	1Q25	1Q26
Net income for the period	175.830	197.653
Items not affecting cash:		
Income tax and social contribution	54.013	55.100
Accrued financial income and expenses	103.368	115.060
Depreciation and amortization	212.141	233.122
Equity method and adjustment for realization at fair value	2.271	5.062
Long-term incentive	6.995	6.153
Provision for tax, labor and civil risks	(6.397)	(15.179)
Estimated losses from disallowances and default	40.946	39.742
Profit sharing	25.854	39.654
Other	44.189	14.037
Cash flow from operating activities	659.210	690.404
Accounts receivable	(195.166)	(298.445)
Inventories	(439)	29.883
Recoverable taxes	(4.345)	29.069
Judicial deposits	(589)	(4.059)
Other assets	11.829	(35.273)
Suppliers	(29.293)	(66.833)
Labor obligations	(85.488)	(86.354)
Tax liabilities	6.882	30.175
Scheduling of tax payments	(1.344)	569
Other liabilities	5.505	13.027
Total change in assets and liabilities	(292.448)	(388.241)
Income tax and social contribution	(44.435)	(37.602)
Net cash from operating activities	322.327	264.561
Acquisition of fixed and intangible assets	(66.870)	(60.612)
Securities - funding and income	(113.583)	(3.592)
Payments for acquired companies less cash and cash equivalents	-	(35.534)
Paid-up capital in subsidiary	(23.545)	4.169
Net cash generated in investment activities	(203.998)	(95.569)
Payment of financing and debentures	(77)	(191)
Interests paid on financing and debentures	(23.627)	(31.257)
Financial commissions and others	(1.044)	(1.163)
Share buyback	-	(33.574)
Payment of lease	(106.173)	(107.922)
Dividends and interest on own capital paid	-	(391)
Suppliers financing - drawee risk	(1.660)	(6.546)
Net cash used in investing activities	(132.581)	(181.044)
Increase (decrease) in cash and cash equivalents	(14.252)	(12.052)
Cash and cash equivalents		
At the beginning of the period	21.788	21.772
At the end of the period	7.536	9.720
Changes in cash and cash equivalents	(14.252)	(12.052)

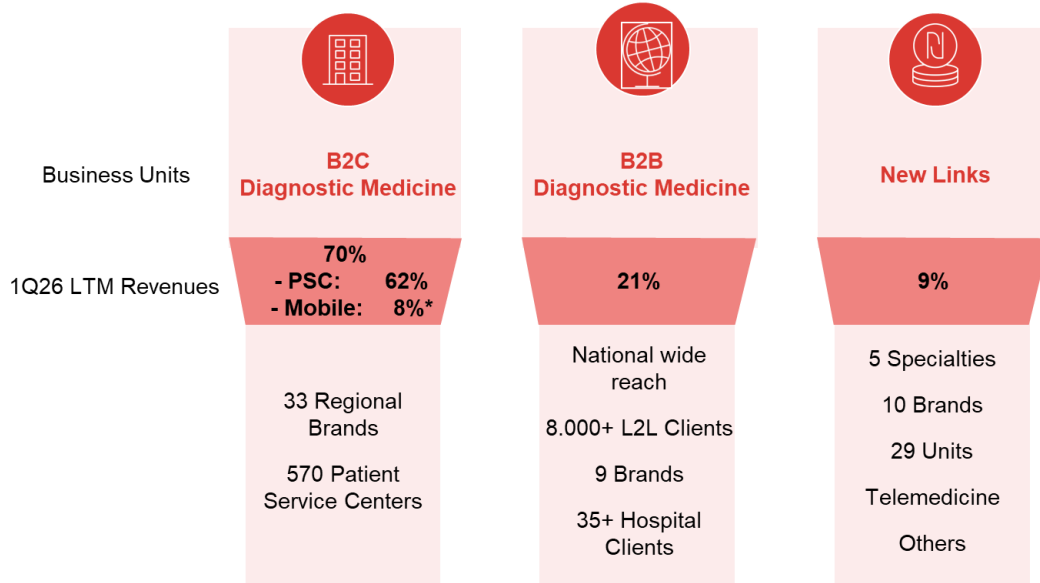
13. About Grupo Fleury

Founded in 1926, we are one of the largest and most respected healthcare organizations in Brazil, a benchmark for the medical community and the general public due to our technical, medical, service, and management quality. With over 23.200 employees and 5.200 physicians by the end of 2025, we hold best ESG practices and contribute to the sustainability of the healthcare system. Our brand's role in the individual's health journey:

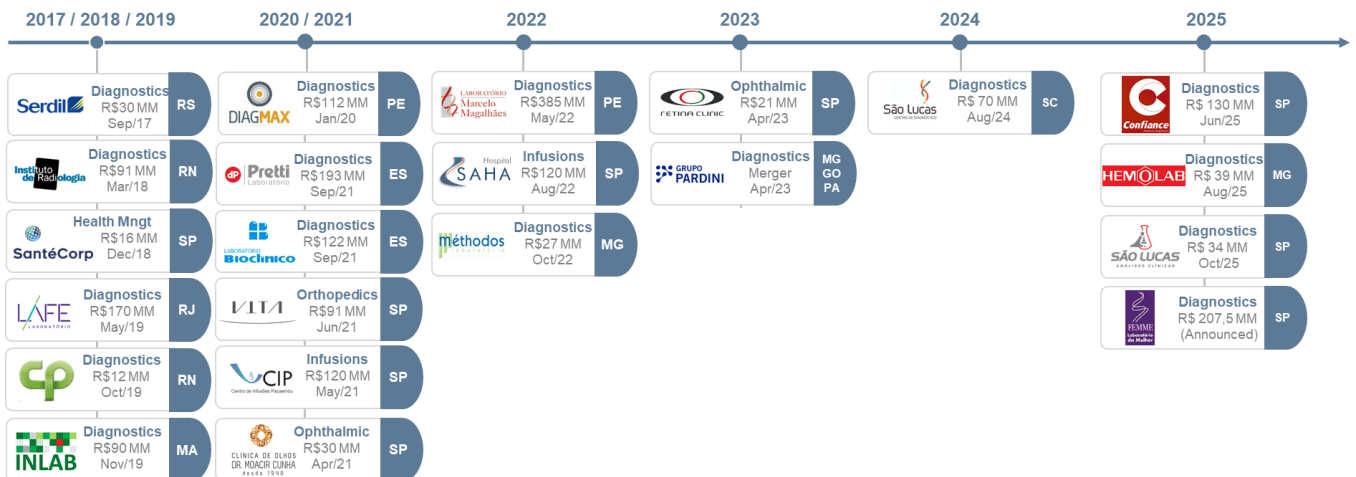


We operate in three business units:

- **B2C Diagnostic Medicine:** Physical service units and mobile diagnostic medicine service.
- **B2B Diagnostic Medicine:** Provision of services to diagnostic laboratories (lab-to-lab) and hospitals throughout the country.
- **New Links:** Infusion Therapy, Orthopedics, Ophthalmology, Reproductive Medicine and Oncology.



Since 2017, 16 acquisitions in diagnostic medicine have been completed, adding brands, new service units, and new areas of operation, including the business combination with the Grupo Pardini completed in April 2023. In New Links, six acquisitions have been completed.



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Company information / Balances of capital

Quantity of shares (Unit)	Current quarter 31/03/2026
Paid-up capital	
Common shares	547,191,026
Preferred shares	0
Total	547,191,026
Treasury	
Common shares	3,566,046
Preferred shares	0
Total	3,566,046

Individual financial statements / Balance sheet - Assets**(In thousands of reais)**

Code of account	Account description	Current quarter 31/03/2026	Prior year 31/12/2025
1	Total assets	11,725,001	11,497,695
1.01	Current assets	3,080,078	2,899,764
1.01.01	Cash and cash equivalents	3,465	5,080
1.01.02	Interest Earning Bank Deposits	1,505,737	1,495,042
1.01.02.01	Interest earning bank deposits measured at fair value through profit or loss	1,505,737	1,495,042
1.01.02.01.03	Securities	1,505,737	1,495,042
1.01.03	Accounts receivable	1,159,608	985,633
1.01.03.01	Clients	1,159,608	985,633
1.01.04	Inventories	66,387	79,860
1.01.06	Recoverable taxes	190,930	219,564
1.01.06.01	Current recoverable taxes	190,930	219,564
1.01.06.01.01	Recoverable taxes	5,842	12,337
1.01.06.01.02	IRPJ and CSLL recoverable	185,088	207,227
1.01.08	Other current assets	153,951	114,585
1.01.08.03	Other	153,951	114,585
1.01.08.03.04	Other assets	96,881	57,515
1.01.08.03.05	Dividends and interest on own capital receivable	57,070	57,070
1.02	Non-current assets	8,644,923	8,597,931
1.02.01	Long-term assets	166,757	167,653
1.02.01.01	Interest earning bank deposits measured at fair value through profit or loss	124,453	122,859
1.02.01.01.01	Fair value securities	124,453	122,859
1.02.01.10	Other non-current assets	42,304	44,794
1.02.01.10.03	Judicial Deposits	11,245	11,131
1.02.01.10.05	Other assets	31,059	33,663
1.02.02	Investments	4,634,484	4,509,232
1.02.02.01	Ownership interest	4,634,484	4,509,232
1.02.02.01.02	Interests in subsidiaries	4,634,484	4,509,232
1.02.03	Property, plant and equipment	1,504,420	1,535,255
1.02.03.01	Property, plant and equipment in operation	820,787	832,547
1.02.03.02	Right-of-use in lease	683,633	702,708
1.02.04	Intangible assets	2,339,262	2,385,791
1.02.04.01	Intangible assets	2,339,262	2,385,791
1.02.04.01.02	Intangible assets	2,339,262	2,385,791

Individual parent company financial statements / Balance sheet - Liabilities**(In thousands of reais)**

Code of account	Account description	Current quarter 31/03/2026	Prior year 31/12/2025
2	Total liabilities	11,725,001	11,497,695
2.01	Current liabilities	1,440,974	1,428,832
2.01.01	Social and labor charges	215,038	266,482
2.01.01.02	Labor obligations	215,038	266,482
2.01.02	Suppliers	367,000	385,681
2.01.02.01	Domestic suppliers	366,094	385,615
2.01.02.02	Foreign suppliers	906	66
2.01.03	Tax obligations	40,074	28,095
2.01.03.01	Federal tax liabilities	15,387	8,534
2.01.03.01.01	Income tax and social contribution payable	0	231
2.01.03.01.02	Federal tax liabilities	15,387	8,303
2.01.03.03	Municipal tax obligations	24,687	19,561
2.01.04	Loans and financing	515,175	419,972
2.01.04.01	Loans and financing	7,911	14,528
2.01.04.01.01	In domestic currency	7,911	14,528
2.01.04.02	Debentures	328,970	214,745
2.01.04.03	Financing through lease	178,294	190,699
2.01.05	Other liabilities	303,687	328,602
2.01.05.02	Other	303,687	328,602
2.01.05.02.01	Dividends and interest on own capital payable	291,110	290,621
2.01.05.02.04	Accounts payable – acquisition of companies	5,037	30,286
2.01.05.02.06	Other liabilities	7,540	7,695
2.02	Non-current liabilities	5,101,413	5,067,523
2.02.01	Loans and financing	4,393,225	4,400,653
2.02.01.02	Debentures	3,797,664	3,797,474
2.02.01.03	Financing through lease	595,561	603,179
2.02.02	Other liabilities	320,498	311,667
2.02.02.02	Other	320,498	311,667
2.02.02.02.03	Accounts payable – acquisition of companies	249,498	240,667
2.02.02.02.08	Dividends payable	71,000	71,000
2.02.03	Deferred taxes	364,334	327,705
2.02.03.01	Deferred income tax and social contribution	364,334	327,705
2.02.04	Provisions	23,356	27,498
2.02.04.01	Tax, social security, labor and civil provision	23,356	27,498
2.02.04.01.01	Tax provision	11,336	16,747
2.02.04.01.02	Social security and labor provision	34,946	36,464
2.02.04.01.04	Civil provisions	13,682	13,236
2.02.04.01.05	Judicial deposits	-36,608	-38,949
2.03	Shareholders' equity	5,182,614	5,001,340
2.03.01	Realized capital	2,736,029	2,736,029
2.03.02	Capital reserves	1,860,106	1,880,044
2.03.02.05	Treasury shares	-55,497	-35,559
2.03.02.07	Capital reserve	1,915,603	1,915,603
2.03.04	Profit reserves	332,450	332,450
2.03.04.01	Legal reserve	231,254	231,254

Individual parent company financial statements / Balance sheet - Liabilities**(In thousands of reais)**

Code of account	Account description	Current quarter 31/03/2026	Prior year 31/12/2025
2.03.04.02	Statutory reserve	101,196	35,560
2.03.04.05	Profit retention reserve	0	65,636
2.03.05	Retained earnings/losses	201,212	0
2.03.06	Equity valuation adjustments	52,817	52,817

Individual financial statements / Statement of income**(In thousands of reais)**

Code of account	Account description	Accumulated of the current year 01/01/2026–03/31/2026	Accumulated of the prior year 01/01/2025–03/31/2025
3.01	Income from sales of goods and/or services	1,302,560	1,095,153
3.02	Cost of goods and/or services rendered	-907,262	-751,452
3.03	Gross income (loss)	395,298	343,701
3.04	Operating expenses/income	-68,359	-58,378
3.04.01	Sales expenses	-13,452	-10,312
3.04.02	General and administrative expenses	-123,187	-115,819
3.04.04	Other operating revenues	0	1,647
3.04.05	Other operating expenses	-714	0
3.04.06	Equity in results of investees	68,995	66,106
3.05	Income (loss) before financial income (expense) and taxes	326,940	285,323
3.06	Financial income (expense)	-116,091	-99,294
3.06.01	Financial income	57,681	62,852
3.06.02	Finance expenses	-173,772	-162,146
3.07	Income (loss) before income taxes	210,849	186,029
3.08	Income tax and social contribution	-9,637	-6,743
3.08.01	Current	-15,910	-7,315
3.08.02	Deferred	6,273	572
3.09	Net income (loss) from continued operations	201,212	179,286
3.11	Income/loss for the period	201,212	179,286
3.99	Earnings per share - (Reais / Share)		
3.99.01	Basic earnings per share		
3.99.01.01	Common shares (ON)	0.37	0.32912
3.99.02	Diluted earnings per share		
3.99.02.01	Common shares (ON)	0.37	0.32909

Individual financial statements / Statement of comprehensive income**(In thousands of reais)**

Code of account	Account description	Accumulated of the current year 01/01/2026–03/31/2026	Accumulated of the prior year 01/01/2025–03/31/2025
4.01	Net income for the period	201,212	179,286
4.03	Comprehensive income for the period	201,212	179,286

Individual financial statements / Statement of cash flows (Indirect method)**(In thousands of reais)**

Code of account	Account description	Accumulated of the current year 01/01/2026–03/31/2026	Accumulated of the prior year 01/01/2025–03/31/2025
6.01	Net cash from operating activities	231,213	236,725
6.01.01	Cash generated in operations	467,408	429,642
6.01.01.01	Net income for the period	201,212	179,286
6.01.01.02	Income tax and social contribution	9,637	6,744
6.01.01.03	Accrued financial revenues and expenses	116,091	99,294
6.01.01.04	Depreciation and amortization	146,110	123,250
6.01.01.05	Equity in results of subsidiaries	-68,995	-66,106
6.01.01.06	Stock option plan	4,898	6,377
6.01.01.07	Formation (reversal) of provision for tax, labor and civil risks	-7,780	-4,431
6.01.01.08	Estimated losses from disallowance and default	30,055	32,055
6.01.01.09	Profit sharing	26,557	18,661
6.01.01.10	Other	9,623	34,512
6.01.02	Changes in assets and liabilities	-234,141	-192,351
6.01.02.01	(Increase) decrease in accounts receivable	-204,030	-110,699
6.01.02.02	(Increase) decrease in inventories	13,473	4,922
6.01.02.03	(Increase) decrease in recoverable taxes	29,123	-8,030
6.01.02.04	(Increase) decrease in judicial deposits	-115	-690
6.01.02.05	(Increase) decrease in other assets	-31,115	1,365
6.01.02.06	Increase (decrease) in suppliers	-18,681	-26,715
6.01.02.07	Increase (decrease) in salaries and charges payable	-62,365	-61,009
6.01.02.08	Increase (decrease) in tax liabilities	27,351	7,513
6.01.02.09	Increase (decrease) in scheduling of tax payments	537	0
6.01.02.10	Increase (decrease) in other liabilities	11,681	992
6.01.03	Other	-2,054	-566
6.01.03.01	Income tax and social contribution paid	-2,054	-566
6.02	Net cash from investment activities	-95,571	-151,352
6.02.01	Acquisition of property, plant and equipment and intangible assets	-47,056	-39,868
6.02.02	Marketable securities - funding and income	-12,289	-79,984
6.02.03	Payments for acquired companies less cash and cash equivalents	-25,669	0
6.02.04	Paid-up capital in subsidiary	-10,557	-31,500
6.03	Net cash from financing activities	-137,257	-90,079
6.03.03	Interest paid on financing and debentures	-31,225	-23,611
6.03.04	Financial commissions and other	-1,162	-1,044
6.03.08	Supplier financing - drawee risk operation	10,490	-1,388
6.03.09	Lease payments	-64,679	-64,036
6.03.10	Purchase of treasury shares	-33,574	0
6.03.11	Settlement (principal) - Supplier financing - drawee risk	-17,107	0
6.05	Increase (decrease) in cash and cash equivalents	-1,615	-4,706
6.05.01	Opening balance of cash and cash equivalents	5,080	6,765
6.05.02	Closing balance of cash and cash equivalents	3,465	2,059

Individual parent company financial statements / Statement of changes in shareholders' equity / DMPL -**01/01/2026–03/31/2026 (In thousands of reais)**

Code of account	Account description	Paid-in capital	Capital reserves, options granted and treasury shares	Profit reserves	Retained earnings or losses	Other comprehensive income	Shareholders' equity
5.01	Opening balances	2,736,029	1,880,044	332,450	0	52,817	5,001,340
5.02	Prior-year adjustments	0	0	0	0	0	0
5.03	Adjusted opening balances	2,736,029	1,880,044	332,450	0	52,817	5,001,340
5.04	Capital transactions with partners	0	-19,938	0	0	0	-19,938
5.04.04	Treasury shares acquired	0	-35,574	0	0	0	-35,574
5.04.08	Long-term incentive	0	15,636	0	0	0	15,636
5.05	Total comprehensive income	0	0	0	201,212	0	201,212
5.05.01	Net income for the period	0	0	0	201,212	0	201,212
5.06	Internal changes in shareholders' equity	0	0	0	0	0	0
5.07	Closing balances	2,736,029	1,860,106	332,450	201,212	52,817	5,182,614

Individual parent company financial statements / Statement of changes in shareholders' equity / DMPL -**01/01/2025–03/31/2025 (In thousands of reais)**

Code of account	Account description	Paid-in capital	Capital reserves, options granted and treasury shares	Profit reserves	Retained earnings or losses	Other comprehensive income	Shareholders' equity
5.01	Opening balances	2,736,029	1,867,538	632,684	0	52,817	5,289,068
5.02	Prior-year adjustments	0	0	0	0	0	0
5.03	Adjusted opening balances	2,736,029	1,867,538	632,684	0	52,817	5,289,068
5.04	Capital transactions with partners	0	12,506	-254,056	0	0	-241,550
5.04.05	Treasury shares sold	0	12,506	0	0	0	12,506
5.04.07	Interest on own capital	0	0	-254,054	0	0	-254,054
5.04.08	Appropriation to investment reserve	0	0	-2	0	0	-2
5.05	Total comprehensive income	0	0	0	179,286	0	179,286
5.05.01	Net income for the period	0	0	0	179,286	0	179,286
5.06	Internal changes in shareholders' equity	0	0	0	0	0	0
5.07	Closing balances	2,736,029	1,880,044	378,628	179,286	52,817	5,226,804

Individual financial statements / Statement of added value**(In thousands of reais)**

Code of account	Account description	Accumulated of the current year 01/01/2026–03/31/2026	Accumulated of the prior year 01/01/2025–03/31/2025
7.01	Revenues	1,390,936	1,169,753
7.01.01	Sale of goods, products and services	1,414,383	1,195,740
7.01.02	Other revenues	4,712	3,273
7.01.04	Formation/reversal of allowance for doubtful accounts	-28,159	-29,260
7.02	Inputs acquired from third parties	-554,409	-450,903
7.02.01	Cost of products, goods and services sold	-513,919	-424,227
7.02.02	Materials, energy, outsourced services and other	-40,458	-27,565
7.02.03	Loss/recovery of asset values	-32	889
7.03	Gross added value	836,527	718,850
7.04	Retention	-146,110	-123,250
7.04.01	Depreciation, amortization and depletion	-146,110	-123,250
7.05	Net added value produced	690,417	595,600
7.06	Added value received as transfer	129,487	132,035
7.06.01	Equity in results of investees	68,995	66,106
7.06.02	Financial income	60,492	65,929
7.07	Total added value to be distributed	819,904	727,635
7.08	Distribution of added value	819,904	727,635
7.08.01	Personnel	281,041	250,456
7.08.01.01	Direct remuneration	201,436	176,538
7.08.01.02	Benefits	66,659	59,575
7.08.01.03	Severance pay fund (FGTS)	12,946	14,343
7.08.02	Taxes, rates and contributions	148,476	128,525
7.08.02.01	Federal	107,172	91,998
7.08.02.03	Municipal	41,304	36,527
7.08.03	Third-party capital remuneration	189,175	169,368
7.08.03.01	Interest	173,773	162,146
7.08.03.02	Rents	6,690	1,511
7.08.03.03	Other	8,712	5,711
7.08.04	Remuneration of own capital	201,212	179,286
7.08.04.03	Retained earnings / Loss for the period	201,212	179,286

Consolidated financial statements / Balance sheet – Assets**(In thousands of reais)**

Code of account	Account description	Current quarter 31/03/2026	Prior year 31/12/2025
1	Total assets	13,325,654	13,220,481
1.01	Current assets	4,650,338	4,421,465
1.01.01	Cash and cash equivalents	9,720	21,772
1.01.02	Interest Earning Bank Deposits	2,140,485	2,140,619
1.01.02.01	Interest earning bank deposits measured at fair value through profit or loss	2,140,485	2,140,619
1.01.02.01.03	Securities	2,140,485	2,140,619
1.01.03	Accounts receivable	2,005,869	1,747,166
1.01.03.01	Clients	2,005,869	1,747,166
1.01.04	Inventories	150,818	180,702
1.01.06	Recoverable taxes	219,883	248,153
1.01.06.01	Current recoverable taxes	219,883	248,153
1.01.06.01.01	Recoverable taxes	16,075	22,863
1.01.06.01.02	IRPJ and CSLL recoverable	203,808	225,290
1.01.08	Other current assets	123,563	83,053
1.01.08.03	Other	123,563	83,053
1.01.08.03.04	Other assets	123,563	83,053
1.02	Non-current assets	8,675,316	8,799,016
1.02.01	Long-term assets	229,335	229,761
1.02.01.01	Interest earning bank deposits measured at fair value through profit or loss	116,348	112,622
1.02.01.01.01	Fair value securities	116,348	112,622
1.02.01.04	Accounts receivable	7,242	9,532
1.02.01.04.01	Clients	7,242	9,532
1.02.01.07	Deferred taxes	8,430	11,058
1.02.01.07.01	Deferred income tax and social contribution	8,430	11,058
1.02.01.10	Other non-current assets	97,315	96,549
1.02.01.10.03	Judicial Deposits	23,546	19,488
1.02.01.10.04	Recoverable taxes	1,989	1,989
1.02.01.10.05	Other assets	64,134	67,116
1.02.01.10.06	IRPJ and CSLL recoverable	7,646	7,956
1.02.02	Investments	105,850	111,772
1.02.02.01	Ownership interest	105,850	111,772
1.02.02.01.01	Interest in associated companies	28,727	34,555
1.02.02.01.04	Interest in jointly-controlled subsidiaries	77,123	77,217
1.02.03	Property, plant and equipment	2,434,625	2,477,846
1.02.03.01	Property, plant and equipment in operation	1,355,204	1,379,255
1.02.03.02	Right-of-use in lease	1,079,421	1,098,591
1.02.04	Intangible assets	5,905,506	5,979,637
1.02.04.01	Intangible assets	5,905,506	5,979,637
1.02.04.01.02	Intangible assets	5,905,506	5,979,637

Consolidated financial statements / Balance sheet – Liabilities**(In thousands of reais)**

Code of account	Account description	Current quarter 31/03/2026	Prior year 31/12/2025
2	Total liabilities	13,325,654	13,220,481
2.01	Current liabilities	2,175,756	2,245,680
2.01.01	Social and labor charges	345,296	407,632
2.01.01.02	Labor obligations	345,296	407,632
2.01.02	Suppliers	733,299	800,133
2.01.02.01	Domestic suppliers	732,260	799,073
2.01.02.02	Foreign suppliers	1,039	1,060
2.01.03	Tax obligations	89,248	97,530
2.01.03.01	Federal tax liabilities	38,357	53,598
2.01.03.01.01	Income tax and social contribution payable	12,743	38,280
2.01.03.01.02	Taxes and contributions payable	25,614	15,318
2.01.03.03	Municipal tax obligations	50,891	43,932
2.01.04	Loans and financing	648,107	550,835
2.01.04.01	Loans and financing	10,818	17,358
2.01.04.01.01	In domestic currency	10,818	17,358
2.01.04.02	Debentures	328,970	214,745
2.01.04.03	Financing through lease	308,319	318,732
2.01.05	Other liabilities	359,806	389,550
2.01.05.02	Other	359,806	389,550
2.01.05.02.01	Dividends and interest on own capital payable	293,863	291,836
2.01.05.02.04	Accounts payable - acquisition of companies	43,467	79,339
2.01.05.02.06	Other liabilities	22,476	18,375
2.02	Non-current liabilities	5,872,264	5,878,533
2.02.01	Loans and financing	4,708,927	4,720,608
2.02.01.01	Loans and financing	701	892
2.02.01.01.01	In domestic currency	701	892
2.02.01.02	Debentures	3,797,664	3,797,474
2.02.01.03	Financing through lease	910,562	922,242
2.02.02	Other liabilities	433,724	419,881
2.02.02.02	Other	433,724	419,881
2.02.02.02.03	Accounts payable - acquisition of companies	361,874	348,031
2.02.02.02.04	Tax installments	850	850
2.02.02.02.08	Dividends payable	71,000	71,000
2.02.03	Deferred taxes	555,293	557,540
2.02.03.01	Deferred income tax and social contribution	555,293	557,540
2.02.04	Provisions	174,320	180,504
2.02.04.01	Tax, social security, labor and civil provision	174,320	180,504
2.02.04.01.01	Tax provision	72,800	83,919
2.02.04.01.02	Social security and labor provision	59,420	60,464
2.02.04.01.04	Civil provisions	78,708	79,150
2.02.04.01.05	Judicial deposits	-36,608	-43,029
2.03	Consolidated shareholders' equity	5,277,634	5,096,268
2.03.01	Realized capital	2,736,029	2,736,029
2.03.02	Capital reserves	1,860,106	1,880,044
2.03.02.05	Treasury shares	-55,497	-35,559

Consolidated financial statements / Balance sheet – Liabilities**(In thousands of reais)**

Code of account	Account description	Current quarter 31/03/2026	Prior year 31/12/2025
2.03.02.07	Capital reserve	1,915,603	1,915,603
2.03.04	Profit reserves	332,450	332,450
2.03.04.01	Legal reserve	231,254	231,254
2.03.04.05	Profit retention reserve	101,196	101,196
2.03.05	Retained earnings/losses	201,212	0
2.03.06	Equity valuation adjustments	52,817	52,817
2.03.09	Non-controlling interest	95,020	94,928

Consolidated Financial Statements / Statement of Income**(In thousands of reais)**

Code of account	Account description	Accumulated of the current year 01/01/2026–03/31/2026	Accumulated of the prior year 01/01/2025–03/31/2025
3.01	Income from sales of goods and/or services	2,223,118	2,015,073
3.02	Cost of goods and/or services rendered	-1,595,052	-1,442,955
3.03	Gross income (loss)	628,066	572,118
3.04	Operating expenses/income	-260,253	-238,905
3.04.01	Sales expenses	-46,353	-41,781
3.04.02	General and administrative expenses	-208,138	-196,264
3.04.04	Other operating revenues	0	1,411
3.04.05	Other operating expenses	-700	0
3.04.06	Equity in results of investees	-5,062	-2,271
3.05	Income (loss) before financial income (expense) and taxes	367,813	333,213
3.06	Financial income (expense)	-115,060	-103,370
3.06.01	Financial income	80,815	79,100
3.06.02	Finance expenses	-195,875	-182,470
3.07	Income (loss) before income taxes	252,753	228,432
3.08	Income tax and social contribution	-55,100	-54,013
3.08.01	Current	-54,705	-46,840
3.08.02	Deferred	-395	-7,173
3.09	Net income (loss) from continued operations	197,653	175,830
3.11	Consolidated income/loss for the period	197,653	175,830
3.11.01	Attributed to the Parent Company's shareholders	201,212	179,286
3.11.02	Assigned to non-controlling partners	-3,559	-3,456

Consolidated financial statements / Statement of comprehensive income**(In thousands of reais)**

Code of account	Account description	Accumulated of the current year 01/01/2026–03/31/2026	Accumulated of the prior year 01/01/2025–03/31/2025
4.01	Consolidated net income for the period	197,653	175,830
4.03	Consolidated comprehensive income for the period	197,653	175,830
4.03.01	Attributed to the Parent Company's shareholders	201,212	179,286
4.03.02	Assigned to non-controlling partners	-3,559	-3,456

Consolidated financial statements / Statement of cash flows (Indirect method)**(In thousands of reais)**

Code of account	Account description	Accumulated of the current year 01/01/2026–03/31/2026	Accumulated of the prior year 01/01/2025–03/31/2025
6.01	Net cash from operating activities	264,561	322,327
6.01.01	Cash generated in operations	690,404	659,210
6.01.01.01	Net income for the period	197,653	175,830
6.01.01.02	Income tax and social contribution	55,100	54,013
6.01.01.03	Accrued financial income and expenses	115,060	103,368
6.01.01.04	Depreciation and amortization	233,122	212,141
6.01.01.05	Equity in results of subsidiaries	5,062	2,271
6.01.01.06	Stock option plan	6,153	6,995
6.01.01.07	Formation (reversal) of provision for tax, labor and civil risks	-15,179	-6,397
6.01.01.08	Estimated losses from disallowance and default	39,742	40,946
6.01.01.09	Profit sharing	39,654	25,854
6.01.01.10	Other	14,037	44,189
6.01.02	Changes in assets and liabilities	-388,241	-292,448
6.01.02.01	(Increase) decrease in accounts receivable	-298,445	-195,166
6.01.02.02	(Increase) decrease in inventories	29,883	-439
6.01.02.03	(Increase) decrease in recoverable taxes	29,069	-4,345
6.01.02.04	(Increase) decrease in judicial deposits	-4,059	-589
6.01.02.05	(Increase) decrease in other assets	-35,273	11,829
6.01.02.06	Increase (decrease) in suppliers	-66,833	-29,293
6.01.02.07	Increase (decrease) in salaries and charges payable	-86,354	-85,488
6.01.02.08	Increase (decrease) in tax liabilities	30,175	6,882
6.01.02.09	Increase (decrease) in scheduling of tax payments	569	-1,344
6.01.02.10	Increase (decrease) in other liabilities	13,027	5,505
6.01.03	Other	-37,602	-44,435
6.01.03.01	Income tax and social contribution paid	-37,602	-44,435
6.02	Net cash from investment activities	-95,569	-203,998
6.02.01	Acquisition of property, plant and equipment and intangible assets	-60,612	-66,870
6.02.02	Securities - funding and income	-3,592	-113,583
6.02.03	Payments for acquired companies less cash and cash equivalents	-35,534	0
6.02.04	Paid-up capital in subsidiary	-2,172	-23,545
6.02.11	Capital contribution by non-controlling shareholders - investee	6,341	0
6.03	Net cash from financing activities	-181,044	-132,581
6.03.02	(Principal) repayment of financing and debentures	-191	-77
6.03.03	Interest paid on financing and debentures	-31,257	-23,627
6.03.04	Financial commissions and other	-1,163	-1,044
6.03.07	Dividends and/or interest on own capital	-391	0
6.03.08	Supplier financing - drawee risk operation	16,078	-1,660
6.03.09	Lease payments	-107,922	-106,173
6.03.10	Purchase of treasury shares	-33,574	0
6.03.11	Settlement (principal) - Supplier financing - drawee risk	-22,624	0
6.05	Increase (decrease) in cash and cash equivalents	-12,052	-14,252
6.05.01	Opening balance of cash and cash equivalents	21,772	21,788

Consolidated financial statements / Statement of cash flows (Indirect method)**(In thousands of reais)**

Code of account	Account description	Accumulated of the current year 01/01/2026–03/31/2026	Accumulated of the prior year 01/01/2025–03/31/2025
6.05.02	Closing balance of cash and cash equivalents	9,720	7,536

Consolidated financial statements / Statement of changes in shareholders' equity / DMPL - 01/01/2026–**03/31/2026 (In thousands of reais)**

Code of account	Account description	Paid-in capital	Capital reserves, options granted and treasury shares	Profit reserves	Retained earnings or losses	Other comprehensive income	Shareholders' equity	Non-controlling interest	Consolidated shareholders' equity
5.01	Opening balances	2,736,029	1,880,044	332,450	0	52,817	5,001,340	94,928	5,096,268
5.02	Prior-year adjustments	0	0	0	0	0	0	0	0
5.03	Adjusted opening balances	2,736,029	1,880,044	332,450	0	52,817	5,001,340	94,928	5,096,268
5.04	Capital transactions with partners	0	-19,938	0	0	0	-19,938	0	-19,938
5.04.04	Treasury shares acquired	0	-35,574	0	0	0	-35,574	0	-35,574
5.04.08	Long-term incentive	0	15,636	0	0	0	15,636	0	15,636
5.05	Total comprehensive income	0	0	0	201,212	0	201,212	-3,559	197,653
5.05.01	Net income for the period	0	0	0	201,212	0	201,212	-3,559	197,653
5.06	Internal changes in shareholders' equity	0	0	0	0	0	0	3,651	3,651
5.06.04	Non-controlling interest	0	0	0	0	0	0	3,651	3,651
5.07	Closing balances	2,736,029	1,860,106	332,450	201,212	52,817	5,182,614	95,020	5,277,634

Consolidated financial statements / Statement of changes in shareholders' equity / DMPL - 01/01/2025–**03/31/2025 (In thousands of reais)**

Code of account	Account description	Paid-in capital	Capital reserves, options granted and treasury shares	Profit reserves	Retained earnings or losses	Other comprehensive income	Shareholders' equity	Non-controlling interest	Consolidated shareholders' equity
5.01	Opening balances	2,736,029	1,867,538	632,684	0	52,817	5,289,068	85,763	5,374,831
5.02	Prior-year adjustments	0	0	0	0	0	0	0	0
5.03	Adjusted opening balances	2,736,029	1,867,538	632,684	0	52,817	5,289,068	85,763	5,374,831
5.04	Capital transactions with partners	0	12,506	-254,056	0	0	-241,550	0	-241,550
5.04.05	Treasury shares sold	0	12,506	0	0	0	12,506	0	12,506
5.04.07	Interest on own capital	0	0	-254,054	0	0	-254,054	0	-254,054
5.04.08	Appropriation to investment reserve	0	0	-2	0	0	-2	0	-2
5.05	Total comprehensive income	0	0	0	179,286	0	179,286	7,656	186,942
5.05.01	Net income for the period	0	0	0	179,286	0	179,286	-3,456	175,830
5.05.03	Reclassifications to income (loss)	0	0	0	0	0	0	11,112	11,112
5.05.03.02	Non-controlling interest	0	0	0	0	0	0	11,112	11,112
5.06	Internal changes in shareholders' equity	0	0	0	0	0	0	0	0
5.07	Closing balances	2,736,029	1,880,044	378,628	179,286	52,817	5,226,804	93,419	5,320,223

Consolidated financial statements / Statement of added value**(In thousands of reais)**

Code of account	Account description	Accumulated of the current year 01/01/2026–03/31/2026	Accumulated of the prior year 01/01/2025–03/31/2025
7.01	Revenues	2,375,661	2,153,258
7.01.01	Sale of goods, products and services	2,406,984	2,183,977
7.01.02	Other revenues	5,179	5,762
7.01.04	Formation/reversal of allowance for doubtful accounts	-36,502	-36,481
7.02	Inputs acquired from third parties	-1,005,368	-953,204
7.02.01	Cost of products, goods and services sold	-937,062	-890,940
7.02.02	Materials, energy, outsourced services and other	-67,880	-64,795
7.02.03	Loss/recovery of asset values	-426	2,531
7.03	Gross added value	1,370,293	1,200,054
7.04	Retention	-233,122	-212,141
7.04.01	Depreciation, amortization and depletion	-233,122	-212,141
7.05	Net added value produced	1,137,171	987,913
7.06	Added value received as transfer	79,616	80,649
7.06.01	Equity in results of investees	-5,062	-2,271
7.06.02	Financial income	84,678	82,920
7.07	Total added value to be distributed	1,216,787	1,068,562
7.08	Distribution of added value	1,216,787	1,068,562
7.08.01	Personnel	503,098	419,492
7.08.01.01	Direct remuneration	349,439	302,018
7.08.01.02	Benefits	129,170	90,196
7.08.01.03	Severance pay fund (FGTS)	24,489	27,278
7.08.02	Taxes, rates and contributions	297,825	275,101
7.08.02.01	Federal	226,572	210,057
7.08.02.02	State	885	911
7.08.02.03	Municipal	70,368	64,133
7.08.03	Third-party capital remuneration	218,211	198,139
7.08.03.01	Interest	195,875	182,470
7.08.03.02	Rents	11,792	5,019
7.08.03.03	Other	10,544	10,650
7.08.04	Remuneration of own capital	197,653	175,830
7.08.04.03	Retained earnings / Loss for the period	201,212	179,286
7.08.04.04	Non-controlling interest in retained earnings	-3,559	-3,456

FINANCIAL STATEMENTS



Fleury S.A.

**Individual and Consolidated Interim
Financial Information as of March 31,
2026**



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Report on Review of Quarterly Information

(A free translation of the original report in Portuguese, as filled with the Brazilian Securities Commission (CVM), prepared in accordance with the Technical Pronouncement CPC 21 (R1) - Interim Financial Reporting and the international standard IAS 34 - Interim Financial Reporting, as issued by the International Accounting Standards Board - IASB)

To the Board of Directors and Shareholders of
Fleury S.A.
São Paulo - SP

Introduction

We have reviewed the individual and consolidated interim financial information of **Fleury S.A.** (“Company”), contained in the Quarterly Information Form (ITR) for the quarter ended March 31, 2026, which comprises the statements of financial position on March 31, 2026 and related statements of income, of comprehensive income, changes in shareholders' equity and of cash flows for the three-month period then ended, including the explanatory notes.

The Company's Management is responsible for the preparation of the individual and consolidated interim financial information in accordance with the Technical Pronouncement CPC 21 (R1) - Interim Financial Reporting and the international standard IAS 34 - Interim Financial Reporting, as issued by the International Accounting Standards Board - IASB, as well as for the presentation of this information in a manner consistent with the standards issued by the Brazilian Securities and Exchange Commission (CVM), applicable to the preparation of Quarterly Information (ITR). Our responsibility is to express a conclusion on this interim financial information based on our review.

Scope of the review

Our review was carried out in accordance with the Brazilian and International review standards for interim information (NBC TR 2410 - Review of Interim Financial Information Performed by the Independent Auditor of the Entity and ISRE 2410 - Review of Interim Financial Information Performed by the Independent Auditor of the Entity, respectively). A review of interim financial information consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Brazilian and International Standards on Auditing and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.



Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the individual and consolidated interim financial information included in the Quarterly Information (ITR) referred to above was prepared, in all material respects, in accordance with CPC 21 (R1) and IAS 34, applicable to the preparation of Quarterly Information (ITR), and presented in a manner consistent with the standards issued by the Brazilian Securities and Exchange Commission (CVM).

Other matters

Statements of added value

The quarterly information referred to above includes the individual and consolidated statements of added value (DVA) for the three-month period ended March 31, 2026, prepared under responsibility of Company's Management, and presented as supplementary information for IAS 34 purposes. These statements were submitted to review procedures performed in conjunction with the review of the Company's interim financial information, in order to determine whether they are reconciled with the interim financial information and book records, as applicable, and whether their form and content are in accordance with the criteria defined in Technical Pronouncement - CPC 09 (R1) - Statement of Value Added. Based on our review, nothing has come to our attention that causes us to believe that those statements of added value have not been prepared, in all material respects, in accordance with the criteria set forth in this Standards and consistently with respect to the individual and consolidated interim financial information taken as a whole.

Comparative information

The comparative information related to the individual and consolidated statements of financial position as of December 31, 2025, were previously audited by other independent auditors, who issued unqualified audit report on March 5, 2026. The individual and consolidated statements of income, comprehensive income, changes in shareholders' equity, and cash flows for the three-month period ended March 31, 2025, were previously reviewed by other independent auditors who issued unqualified report dated May 7, 2025. The comparative information related to the individual and consolidated statements of added value (DVA) for the three-month period ended March 31, 2025, were subjected to the same review procedures by those independent auditors, and based on their review, those auditors issued a report stating that nothing had come to their attention that caused them to believe that the DVA was not prepared, in all material respects, in a manner consistent with the individual and consolidated interim financial information taken as a whole.

São Paulo, May 07, 2026

KPMG Auditores Independentes Ltda.
CRC 2SP014428/O-6
(Original report in Portuguese signed by)

Marcos A. Boscolo
Accountant CRC 1SP198789/O-0

**Notes to individual and consolidated interim financial information
as of March 31, 2026.**

In thousands of reais (R\$), unless otherwise indicated.

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Statements of financial position
In thousands of reais – R\$

Assets	Note	Parent Company		Consolidated	
		03/31/2026	12/31/2025	03/31/2026	12/31/2025
Current assets					
Cash and cash equivalents		3,465	5,080	9,720	21,772
Securities	5	1,505,737	1,495,042	2,140,485	2,140,619
Accounts receivable	6	1,159,608	985,633	2,005,869	1,747,166
Inventories	7	66,387	79,860	150,818	180,702
Recoverable taxes	8	190,930	219,564	219,883	248,153
Dividends receivable - Hermes Pardini		57,070	57,070	-	-
Other assets	9	96,881	57,515	123,563	83,053
Total current		3,080,078	2,899,764	4,650,338	4,421,465
Securities	5	124,453	122,859	116,348	112,622
Recoverable taxes	8	-	-	9,635	9,945
Deferred income tax and social contribution	20	-	-	8,430	11,058
Judicial deposits	21	11,245	11,131	23,546	19,488
Accounts receivable	6	-	-	7,242	9,532
Other assets	9	31,059	33,663	64,134	67,116
Total long-term assets		166,757	167,653	229,335	229,761
Investments	10	4,634,484	4,509,232	105,850	111,772
Property, plant and equipment	11	820,787	832,547	1,355,204	1,379,255
Intangible assets	11	2,339,262	2,385,791	5,905,506	5,979,637
Right-of-use	12	683,633	702,708	1,079,421	1,098,591
Total non-current		8,644,923	8,597,931	8,675,316	8,799,016
Total assets		11,725,001	11,497,695	13,325,654	13,220,481
Liabilities and shareholders' equity					
Current liabilities					
Suppliers	13	367,000	385,681	733,299	800,133
Financing	14	7,911	14,528	10,818	17,358
Debentures	15	328,970	214,745	328,970	214,745
Lease	12	178,294	190,699	308,319	318,732
Labor obligations	16	215,038	266,482	345,296	407,632
Obligations and tax installments	17	40,074	27,864	76,505	59,250
Income tax and social contribution payable		-	231	12,743	38,280
Accounts payable – acquisition of companies	18	5,037	30,286	43,467	79,339
Interest on own capital (JCP) and dividends payable	23.c	291,110	290,621	293,863	291,836
Other liabilities	19	7,540	7,695	22,476	18,375
Total current		1,440,974	1,428,832	2,175,756	2,245,680
Non-current liabilities					
Financing	14	-	-	701	892
Debentures	15	3,797,664	3,797,474	3,797,664	3,797,474
Lease	12	595,561	603,179	910,562	922,242
Deferred income tax and social contribution	20	364,334	327,705	555,293	557,540
Provision for tax, labor and civil risks	21	23,356	27,498	174,320	180,504
Tax liabilities	17	-	-	850	850
Accounts payable – acquisition of companies	18	249,498	240,667	361,874	348,031
Dividends payable	23.c	71,000	71,000	71,000	71,000
Total non-current		5,101,413	5,067,523	5,872,264	5,878,533
Shareholders' equity					
Capital	23.a.	2,736,029	2,736,029	2,736,029	2,736,029
Capital reserve		1,915,603	1,915,603	1,915,603	1,915,603
Profit reserves		332,450	332,450	332,450	332,450
Treasury shares	23.d	(55,497)	(35,559)	(55,497)	(35,559)
Equity valuation adjustments		52,817	52,817	52,817	52,817
Income for the period		201,212	-	201,212	-
Shareholders' equity of controlling shareholders		5,182,614	5,001,340	5,182,614	5,001,340
Non-controlling interest		-	-	95,020	94,928
Total shareholders' equity		5,182,614	5,001,340	5,277,634	5,096,268
Total liabilities and shareholders' equity		11,725,001	11,497,695	13,325,654	13,220,481

See the accompanying notes to the financial statements.

Statement of income and comprehensive income

Periods ended

In thousands of reais - R\$, except income per share

	Note	Parent Company		Consolidated	
		03/31/2026	03/31/2025	03/31/2026	03/31/2025
Revenue from services rendered	25	1,302,560	1,095,153	2,223,118	2,015,073
Cost of services	26	(907,262)	(751,452)	(1,595,052)	(1,442,955)
Gross income		395,298	343,701	628,066	572,118
Operating (expenses) revenues					
General and administrative	27	(123,187)	(115,819)	(208,138)	(196,264)
Selling expenses	27	(13,452)	(10,312)	(46,353)	(41,781)
Other operating revenues (expenses), net	28	(714)	1,647	(700)	1,411
Equity method and adjustment for realization at fair value	10	68,995	66,106	(5,062)	(2,271)
Operating income before financial income (loss)		326,940	285,323	367,813	333,213
Financial revenues	29	57,681	62,852	80,815	79,100
Financial expenses	29	(173,772)	(162,146)	(195,875)	(182,470)
Financial income (loss)		(116,091)	(99,294)	(115,060)	(103,370)
Income before income tax and social contribution		210,849	186,029	252,753	229,843
Income tax and social contribution					
Current	20	(15,910)	(7,315)	(54,705)	(46,840)
Deferred	20	6,273	572	(395)	(7,173)
Net income for the period		201,212	179,286	197,653	175,830
Attributable to the partners:					
Controlling shareholders		201,212	179,286	201,212	179,286
Non-controlling shareholders		-	-	(3,559)	(3,456)
		201,212	179,286	197,653	175,830
Other comprehensive income					
Total comprehensive income for the period		201,212	179,286	197,653	175,830
Earnings per share attributable to Company's shareholders					
Basic earnings per share (weighted average)	30	0.37	0.33		
Diluted earnings per share (weighted average)	30	0.37	0.33		

See the accompanying notes to the financial statements.

Statement of changes in shareholders' equity

Periods ended

In thousands of reais – R\$

	Capital			Profit reserves					Treasury shares	Equity valuation adjustments	Income for the period	Shareholders' equity of controlling shareholders	Non-controlling interest	Total shareholders' equity	
	Note	Capital	Share-issue expenses	Net capital	Capital reserve	Investment reserve	Statutory reserve	Legal reserve							Retained earnings
Balances at December 31, 2024		2,762,950	(26,921)	2,736,029	1,915,603	62,457	84,752	200,613	284,862	(48,065)	52,817	-	5,289,068	85,763	5,374,831
Formation of statutory reserve		-	-	-	-	-	30,808	-	(30,808)	-	-	-	-	-	-
Appropriation to investment reserve		-	-	-	-	(2)	-	-	-	-	-	-	(2)	-	(2)
Long-term incentive		-	-	-	-	-	-	-	-	12,506	-	-	12,506	-	12,506
Non-controlling interest		-	-	-	-	-	-	-	-	-	-	-	-	11,112	11,112
Income (loss) for the period		-	-	-	-	-	-	-	-	-	179,286	-	179,286	(3,456)	175,830
Interest on own capital		-	-	-	-	-	-	-	(254,054)	-	-	-	(254,054)	-	(254,054)
Balances at March 31, 2025		2,762,950	(26,921)	2,736,029	1,915,603	62,455	115,560	200,613	-	(35,559)	52,817	179,286	5,226,804	93,419	5,320,223
Balances at December 31, 2025		2,762,950	(26,921)	2,736,029	1,915,603	-	35,560	231,254	65,636	(35,559)	52,817	-	5,001,340	94,928	5,096,268
Formation of statutory reserve	23 b.	-	-	-	-	-	65,636	-	(65,636)	-	-	-	-	-	-
Long-term incentive	24 d.	-	-	-	-	-	-	-	-	15,636	-	-	15,636	-	15,636
Repurchase of shares	24 d.	-	-	-	-	-	-	-	-	(35,574)	-	-	(35,574)	-	(35,574)
Non-controlling interest		-	-	-	-	-	-	-	-	-	-	-	-	3,651	3,651
Net income for the period		-	-	-	-	-	-	-	-	-	201,212	-	201,212	(3,559)	197,653
Balances at March 31, 2026		2,762,950	(26,921)	2,736,029	1,915,603	-	101,196	231,254	-	(55,497)	52,817	201,212	5,182,614	95,020	5,277,634

See the accompanying notes to the financial statements.

Statement of cash flows
Periods ended
In thousands of reais - R\$

	Note	Parent Company		Consolidated	
		03/31/2026	03/31/2025	03/31/2026	03/31/2025
Net income for the period		201,212	179,286	197,653	175,830
Items not affecting cash:					
Income tax and social contribution	20	9,637	6,744	55,100	54,013
Accrued financial revenues and expenses	29	116,091	99,294	115,060	103,368
Depreciation and amortization	27/26	146,110	123,250	233,122	212,141
Equity method and adjustment for realization at fair value	10	(68,995)	(66,106)	5,062	2,271
Long-term incentive	24	4,898	6,377	6,153	6,995
Provision for tax, labor and civil risks	21	(7,780)	(4,431)	(15,179)	(6,397)
Estimated losses from disallowances and default	28/25	30,055	32,055	39,742	40,946
Profit sharing		26,557	18,661	39,654	25,854
Other		9,623	34,512	14,037	44,189
Cash flow from operating activities before changes in assets and liabilities		467,408	429,642	690,404	659,210
(Increase) decrease in accounts receivable	6	(204,030)	(110,699)	(298,445)	(195,166)
(Increase) decrease in inventories	7	13,473	4,922	29,883	(439)
(Increase) decrease in recoverable taxes	8	29,123	(8,030)	29,069	(4,345)
(Increase) decrease in judicial deposits	21	(115)	(690)	(4,059)	(589)
(Increase) decrease in other assets	9	(31,115)	1,365	(35,273)	11,829
Increase (decrease) in suppliers	13	(18,681)	(26,715)	(66,833)	(29,293)
Increase (decrease) in labor obligations	16	(62,365)	(61,009)	(86,354)	(85,488)
Increase (decrease) in tax liabilities	17	27,351	7,513	30,175	6,882
Increase (decrease) in scheduling of tax payments	17	537	-	569	(1,344)
Increase (decrease) in other liabilities	21/19	11,681	992	13,027	5,505
Total change in assets and liabilities		(234,141)	(192,351)	(388,241)	(292,448)
Income tax and social contribution paid		(2,054)	(566)	(37,602)	(44,435)
Net cash from operating activities		231,213	236,725	264,561	322,327
Acquisition of property, plant and equipment and intangible assets	11	(47,056)	(39,868)	(60,612)	(66,870)
Securities - funding and income	5	(12,289)	(79,984)	(3,592)	(113,583)
Payments for acquired companies less cash and cash equivalents	18	(25,669)	-	(35,534)	-
Paid-up capital - investees	10	(10,557)	(31,500)	(2,172)	(23,545)
Capital contribution by non-controlling shareholders - investee		-	-	6,341	-
Net cash used in investment activities		(95,571)	(151,352)	(95,569)	(203,998)
(Principal) repayment of financing and debentures	15/14	-	-	(191)	(77)
Interest paid on financing and debentures	15/14	(31,225)	(23,611)	(31,257)	(23,627)
Financial commissions and other		(1,162)	(1,044)	(1,163)	(1,044)
Purchase of treasury shares	23.d	(33,574)	-	(33,574)	-
Payment of lease	12	(64,679)	(64,036)	(107,922)	(106,173)
Dividends and interest on own capital paid		-	-	(391)	-
Drawee risk operations	14	10,490	(1,388)	16,078	(1,660)
Settlement (principal) - Supplier financing - drawee risk	14	(17,107)	-	(22,624)	-
Net cash invested in financing activities		(137,257)	(90,079)	(181,044)	(132,581)
Decrease in cash and cash equivalents		(1,615)	(4,706)	(12,052)	(14,252)
Cash and cash equivalents					
At the beginning of the period		5,080	6,765	21,772	21,788
At the end of the period		3,465	2,059	9,720	7,536
Changes in cash and cash equivalents		(1,615)	(4,706)	(12,052)	(14,252)

See the accompanying notes to the financial statements.

Statement of added value
Periods ended
In thousands of reais - R\$

	Parent Company		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Revenues	1,390,936	1,169,753	2,375,661	2,153,258
Gross revenue from services rendered (net)	1,414,383	1,195,740	2,406,984	2,183,977
Estimated losses from disallowances and default	(28,159)	(29,260)	(36,502)	(36,481)
Other revenues	4,712	3,273	5,179	5,762
Inputs acquired from third parties	(554,409)	(450,903)	(1,005,368)	(953,204)
Cost of services	(513,919)	(424,227)	(937,062)	(890,940)
Materials, energy, outsourced services and other	(40,458)	(27,565)	(67,880)	(64,795)
(Loss)/recovery of asset values	(32)	889	(426)	2,531
Gross value added	836,527	718,850	1,370,293	1,200,054
Depreciation and amortization	(146,110)	(123,250)	(233,122)	(212,141)
Net added value	690,417	595,600	1,137,171	987,913
Value added received through transfers	129,487	132,035	79,616	80,649
Equity method and adjustment for realization at fair value	68,995	66,106	(5,062)	(2,271)
Financial revenues (except PIS and COFINS)	60,492	65,929	84,678	82,920
Total value added to distribute	819,904	727,635	1,216,787	1,068,562
Distribution of value added	(819,904)	(727,635)	(1,216,787)	(1,068,562)
Personnel and charges	(281,041)	(250,456)	(503,098)	(419,492)
Direct remuneration	(201,436)	(176,538)	(349,439)	(302,018)
Benefits	(66,659)	(59,575)	(129,170)	(90,196)
FGTS	(12,946)	(14,343)	(24,489)	(27,278)
Taxes, rates and contributions	(148,476)	(128,525)	(297,825)	(275,101)
Federal	(107,172)	(91,998)	(226,572)	(210,057)
Municipal	(41,304)	(36,527)	(70,368)	(64,133)
State	-	-	(885)	(911)
Third-party capital remuneration	(189,175)	(169,368)	(218,211)	(198,139)
Rents	(6,690)	(1,511)	(11,792)	(5,019)
Interest	(173,773)	(162,146)	(195,875)	(182,470)
Other operating expenses	(8,712)	(5,711)	(10,544)	(10,650)
Income for the period	(201,212)	(179,286)	(201,212)	(179,286)
Non-controlling interest in retained (earnings)	-	-	3,559	3,456

See the accompanying notes to the financial statements.

1. Operations

1.1 The Company

Fleury S.A. ("Fleury", "Parent Company" or "Company" and, together with its subsidiaries, "Fleury Group" or "Group") is a publicly-held corporation listed in the Novo Mercado segment of B3 S.A. – Brasil, Bolsa e Balcão, under the ticker "FLRY3", headquartered in the city of São Paulo. The Company is engaged in the provision of medical services in the diagnostic, laboratory support (Lab-to-Lab), infusions, clinical analysis, health management, medical care, orthopedics and ophthalmology, fertility, infusion areas and toxicological exams, among others.

The Fleury Group is present in the major capital cities in Brazil such as São Paulo, Rio de Janeiro, Belo Horizonte, Goiânia, among others, with 595 service units and mobile service operations and engaging approximately 25 thousand employees and 5 thousand doctors.

1.2 Tax Reform

In 2025, the Company made significant updates to its systems and internal processes for the adaptation phase provided in the Consumption Tax Reform, which came into effect on January 1, 2026, with the mandatory issue of tax documents containing the new tags related to the Contribution on Goods and Services (CBS) and the Tax on Goods and Services (IBS), with symbolic highlighting of the applicable rates, without financial collection.

In January 2026, Complementary Law 227/2026 was enacted, which definitively established the Tax on Goods and Services Management Committee (CGIBS), a public entity with a technical-operational nature responsible for the shared management of the IBS, including the issuance of a single regulation, the standardization of the interpretation of the legislation, and the funds raised from the tax.

The creation of the CGIBS also provides for a unified administrative structure for the resolution of tax disputes related to the IBS, which tends to reduce the operational complexity and compliance costs currently associated with the multiplicity of state and municipal laws applicable to the Company's activities. Complementary Law 227/2026 also introduced significant changes to Complementary Law 214/2025, notably the reduction to zero of the CBS and IBS rates applicable to certain medications, defined based on categorization criteria by type of disease, according to the health registration with Anvisa, as well as adjustments to the crediting rules related to benefits granted to employees. The effective implementation of these changes will depend on supplementary regulation, including joint acts to be issued by the Ministry of Finance and the IBS Management Committee, with the participation of the Ministry of Health.

The Company continues to systematically monitor the evolution of the regulatory framework of the Tax Reform and to adopt the necessary measures to ensure regulatory compliance, with no significant accounting impacts identified during the period.

2. Presentation of the financial statements

The Audit Committee recommended the approval of these quarterly financial information to the Board of Directors on April 27, 2026. The Board of Directors approved them on April 29, 2026.

The individual and consolidated financial quarterly information was prepared and is being presented according to the accounting practices adopted in Brazil, including the pronouncements issued by the Accounting Pronouncement Committee (CPC), as well as by the International Financial Reporting Standards (IFRS - IAS 34) issued by the International Accounting Standards Board (IASB).

The accounting practices and policies (which include the principles of measurement, recognition and valuation of assets and liabilities), in addition to the main accounting judgments and sources of uncertainty about estimates adopted in the preparation of this quarterly information, are consistent with those adopted and disclosed in annual financial statements for the year ended December 31, 2025 and, therefore, must be analyzed as a whole.

All relevant information of significance used by Management in performing its duties is presented in these financial statements, as per OCPC07.

The individual and consolidated quarterly information is being presented in thousands of Real/Reais (R\$), the functional currency of the Fleury Group.

a) Subsidiaries and jointly-controlled subsidiary

The consolidated financial statements include the balances of Fleury S.A., its subsidiaries, special-purpose entities represented by exclusive investment funds and interest in jointly-controlled subsidiary, calculated under the equity method as follows:

	Ownership percentage of Fleury S.A.	
	03/31/2026	12/31/2025
Direct subsidiaries:		
Fleury Centro de Procedimentos Médicos Avançados S.A. "Fleury CPMA"	100%	100%
Fundo de Investimento Kortex Ventures "Kortex"	54%	54%
Gênese Análises Genômicas S.A.	55%	55%
Inda-Lab Análises Clínicas Ltda. "Confiance"	100%	100%
Instituto Hermes Pardini S.A. "Hermes Pardini"	100%	100%
Labclin Laboratório Clínico de Campinas Ltda. "Confiance"	100%	100%
Laboratório de Análises Clínicas Confiance Ltda. "Confiance"	100%	100%
Laboratório de Análises Clínicas Ltda. "LSL"	100%	100%
Métodos Laboratório, Análises Clínicas e Hematologia Ltda.	100%	100%
Saha Centro de Infusões Ltda.	100%	100%
Saha Serviços Médicos e Hospitalares Ltda.	100%	100%
Indirect subsidiaries:		
Centro Avançado de Oftalmologia S.A. "Moacir Group"	80%	80%
Clínica de Olhos Dr. Moacir Cunha S.A. "Moacir Group"	80%	80%
CPC - Centro de Patologia Clínica Ltda.	100%	100%
Diagnóstico por Imagem Sete Lagoas Ltda.	100%	100%
Fleury Serviços Ortopédicos S.A. "Holding company Vita"	67%	67%
Hemolab Laboratório de Patologia Clínica Ltda.	100%	100%
HSB - Hugo Silvano Brandão Ltda.	100%	100%
Instituto 9 de julho - Serviços Médicos S.A. "Moacir Group"	80%	80%
IACS - Instituto de Análises Clínicas de Santos S.A.	95%	95%
IRN - Instituto de Radiologia de Natal Ltda.	100%	100%
Laboratório Bioclínico Ltda.	100%	100%

Laboratório de Pat. Clínica Dr. Paulo Cordeiro de Azevedo Ltda. "LPA"	100%	100%
Laboratório Padrão S.A.	100%	100%
Laboratório Pretti Ltda.	100%	100%
Moscogliato – Serviço de Ultrassom Ltda. "Clínica Dra. Odivânia"	100%	100%
PARDIS - Pardini Distribuidora Ltda.	100%	100%
Retina Clinic - Clínica Oftalmológica São Lucas Ltda.	100%	100%
Sansão Holding S.A. (a)	-	100%
SantéCorp Ltda.	100%	100%
Saúde iD Ltda.	100%	100%
Toxicologia Pardini Laboratórios S.A.	100%	100%
Vita Clínicas Medicina Especializada Ltda. "Holding Vita 100% investee"	100%	100%
Exclusive Investment Funds:		
Bradesco Fundo de Investimento em cotas FI Renda Fixa Crédito Privado Exclusivo Beta	100%	100%
Itaú Fundo de Investimento Ômega CIC RF referenciado DI – Resp. Limitada	100%	100%
Jointly-controlled subsidiary:		
Croma Oncologia S.A.	33%	33%

(a) Merged on March 25, 2026 by Instituto Hermes Pardini S.A.

Main activities:

Saha: immunobiological drug infusion center;

Clínica de Olhos Dr. Moacir Cunha, Retina Clinic: ophthalmology service centers;

CPC, Pretti, Bioclínico, Méthodos, Confiance, LSL, Hemolab: clinical analysis laboratory services;

Croma: oncological procedures, diagnostic tests, surgeries, and advanced therapies;

Fleury CPMA, IRN Group, CEMED, LPA, Padrão, São Lucas: diagnostic imaging and clinical analysis services;

Fleury S.A.: diagnostic imaging, clinical analysis, fertility, and infusions;

Gêneseis: integrated solutions, research, development of processes and services in genomics.

Instituto Hermes Pardini: clinical analysis, diagnostic imaging, and laboratory support (Lab-to-Lab);

Kortex: investment fund in startups engaged in digital health, diagnostic medicine and personalized medicine;

Pardis: resale of merchandise for application in the processing of clinical analysis;

SantéCorp: health management including telemedicine;

Toxicologia Pardini: toxicological exam;

Vita: consultations, physical therapy, and orthopedic surgeries.

b) Accounting standards and interpretations in force and not yet in force

The Company did not identify standards not effective with a significant impact on these Financial Statements.

The standards and interpretations below are under evaluation and will be applied according to their validity.

i) IFRS1 and IFRS2 standards

In accordance with CVM Resolution 193/2023 and CVM Resolution 227/2025, which incorporate requirements for the disclosure of financial information related to sustainability and climate change into the Brazilian regulatory framework, in accordance with IFRS S1 (General Requirements for Sustainability-Related Financial Disclosures) and IFRS S2 (Climate-Related Disclosures), the Company began, in the first quarter of 2026, to structure the processes necessary to comply with the new disclosure requirements related to sustainability risks and opportunities. These standards aim to establish a global standard for the presentation of sustainability information that may impact the financial performance and value creation capacity of the entity in the short, medium, and long term.

Throughout the quarter, Management conducted a preliminary diagnosis covering governance, strategy, risk management, and cash and cash equivalents availability, aiming to identify gaps and define adjustment plans to the new guidelines. At this stage, no material impacts on the financial statements have been identified, as IFRS S1 and S2 do not change accounting recognition or measurement methods, but rather disclosure requirements. Management will continue to monitor regulatory developments and improve its internal reporting processes, aiming to ensure that the disclosures required by IFRS S1 and IFRS S2 are presented fully and consistently from the end of the year 2026.

ii) CPC 51/IFRS 18 Standard – Presentation and Disclosure of Financial Statements

IFRS 18 introduces sets of new requirements to foster consistency in the presentation and disclosure of financial statements. The main changes to the standard are as follows: i) New categories and subtotals in the statement of income: operational, investment, and financing; ii) Disclosure of non-GAAP metrics (EBITDA) in notes; and iii) Presentation of operating expenses specified by type.

The Company conducts a diligent and structured evaluation process to ensure full compliance with the standard's requirements, effective January 1, 2027.

Fair value measurement and hierarchy

The Company follows CPC 46/IFRS 13 to measure and disclose the fair value of financial instruments, classifying the measurements according to the hierarchy below:

- Level 1: quoted prices (not adjusted) in active markets for identical assets and liabilities;
- Level 2: techniques that determine fair value based on observable factors, either directly or indirectly;
- Level 3: techniques based on internal methodologies that are not based on observable data in the market.

a) Accounting classification and fair values – Consolidated

	03/31/2026		
	Level 1	Level 2	Level 3
Financial assets			
Cash and cash equivalents	9,720	-	-
Securities	-	2,256,833	-
Other call option credits	-	-	30,565
Financial assets	9,720	2,256,833	30,565
Financial liabilities			
Lease	(1,218,881)	-	-
Financing, except supplier financing - drawee risk	(1,538)	-	-
Supplier financing - drawee risk	(9,981)	-	-
Debentures	-	(4,126,634)	-
Accounts payable – acquisition of companies	(393,509)	(11,832)	-
Financial liabilities	(1,623,909)	(4,138,466)	-
March 31, 2026	(1,614,189)	(1,881,633)	30,565
December 31, 2025	(1,653,662)	(1,770,138)	30,916

Due to the nature of balances, the fair value of the Company's financial instrument balances approximate their book values. The comparison between the calculated values and fair values did not present material differences.

3. Risk management

The Fleury group is exposed to a comprehensive set of risks that may affect the achievement of its strategic, operational, financial, regulatory, environmental, and sustainability objectives. These risks encompass, among others, aspects related to strategic and commercial placement, customer relationship with clients and doctors, patient safety, people management, information technology and cybersecurity, business continuity, supply chain, governance, compliance, human rights, climate change, and financial health in different macroeconomic scenarios.

The risks are inherent to the Group's activities and are identified, assessed, monitored, and mitigated within the context of its Corporate Risk Management System, through policies, processes, and internal controls, supervised by Management and periodically reviewed by appropriate governance bodies.

In the financial scope, the Group is particularly exposed to market risks, including fluctuations in interest rates, exchange rates, credit, and liquidity, the main aspects and exposures of which, according to CPC 40 (IFRS 7), are detailed below:

a) Financial and market risks

Interest rate risk

The Company has debt securities (Debentures and financing) in domestic currency subject to interest rates pegged to indexes, such as the CDI, as well as the balance of taxes payable in installments, which bears interest indexed to the SELIC rate and accounts payable from acquisitions mainly by means of CDI and IPCA/IBGE. The risk inherent in these liabilities arises from possible fluctuations in these rates impacting the cash flows.

i. Sensitivity analysis for interest rate changes

For the calculation of the probable scenario, we used the CDI (Interbank Deposit Certificate) rate as of March 31, 2026. The "Possible" and "Remote" scenarios consider a reduction in this rate of 1.0 p.p. and 2.15 p.p., per annum, respectively, as projections of Focus bulletin.

The results in nominal terms were as follows:

	Book balance	Probable	Possible	Remote
	CDI (p.a.)	14.65%	13.65%	12.50%
Interest earning bank deposits – Securities	2,256,833	330,626	308,058	282,104
Debentures	(4,126,634)	(604,552)	(563,286)	(515,829)
Accounts payable – acquisition of companies	(405,341)	(59,382)	(55,329)	(50,668)
Net exposure in CDI	(2,275,142)	(333,308)	(310,557)	(284,393)

Credit risk

The Fleury Group is exposed to credit risk in its operating activities reflected in accounts receivable in the balance sheet (Note 6).

The Company and its subsidiaries are also subject to credit risks related to operations with financial institutions represented by bank deposits, interest earning bank deposits and derivative instruments. Management considers the risk to be low since operations are carried out with prime banks and treasury policies apply specific limits for allocation of funds.

Liquidity risk

Regarding liquidity and respective obligations, we show the Fleury Group's liabilities and financial instruments, by maturity brackets, corresponding to the remaining period in the balance sheet up to the contractual date of maturity in the charts below. The amounts disclosed are contracted (consolidated) undiscounted cash flows, and, therefore, they do not agree directly with the book values.

March 31, 2026	Book value	Amount contracted	≤01 year	01-02 years	02-05 years	>05 years
Debentures	4,126,634	5,885,589	688,717	1,243,313	3,362,888	590,671
Lease	1,218,881	1,692,048	414,062	304,455	519,475	454,056
Suppliers	733,299	733,299	733,299	-	-	-
Accounts payable – acquisitions of companies	405,341	532,120	43,271	98,136	169,280	221,432
Other liabilities	22,476	22,476	22,476	-	-	-
Supplier financing - drawee risk	9,981	9,981	9,981	-	-	-
Financing	1,538	1,703	904	799	-	-
	6,518,150	8,877,216	1,912,710	1,646,703	4,051,643	1,266,159

The liquidity risk also considers the compliance with the covenants described in Note 15.

Foreign exchange risk

The Fleury Group uses derivatives to hedge exposures to foreign currency of certain suppliers of inputs. Derivatives are recognized at fair value on their execution date and remeasured on a monthly basis. The effects on income (loss) are recognized in financial revenues and/or expenses.

The equity balance of these liabilities as of March 31, 2026 is R\$ 3,390, and the net derivative of this operation is R\$ 140.

4. Capital management

Fleury Group monitors capital based on the consolidated leverage ratio:

	03/31/2026	12/31/2025
Debentures and financing, except supplier financing - drawee risk	4,128,172	4,013,942
Accounts payable – acquisition of companies	405,341	427,370
Supplier financing - drawee risk	9,981	16,527
Cash and cash equivalents	(9,720)	(21,772)
Securities	(2,256,833)	(2,253,241)
Net debt	2,276,941	2,182,826
EBITDA LTM* (Earnings before interest, taxes, depreciation and amortization)	2,193,389	2,135,018
Leverage ratio (Net debt / EBITDA LTM*)	1.04	1.02

(*) LTM (last 12 months)

As of March 31, 2026, the Company's Net Debt/EBITDA LTM ratio was 1.04 compared to a typical contractual limit of ≤3.0, which represents ample headroom and absence of breaches as of the reporting date. The Management continuously monitors these indicators.

5. Securities

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Fund quotas - Pegged to the DI rate (a)	1,588,654	1,550,994	2,256,469	2,228,024
Kortex - Venture Capital	41,536	42,652	364	962
Bank Deposit Certificates (CDB)	-	24,255	-	24,255
Total	1,630,190	1,617,901	2,256,833	2,253,241
Current	1,505,737	1,495,042	2,140,485	2,140,619
Non-current	124,453	122,859	116,348	112,622

(a) Remunerated at the weighted average rate of 100.75% of CDI in the first quarter of 2026 (102.29% in the year 2025).

a) Changes in the balance of securities

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Opening balance	1,617,901	1,986,763	2,253,241	2,424,173
Investment	737,958	3,181,572	1,287,965	5,544,138
Mergers / Business combinations	-	121,024	-	3,347
Earnings	53,021	249,983	74,973	324,738
Redemption	(778,690)	(3,921,441)	(1,359,346)	(6,043,155)
Total	1,630,190	1,617,901	2,256,833	2,253,241

6. Accounts receivable

a) Breakdown of balance

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Amounts billed	894,784	828,475	1,412,659	1,319,165
Amounts to be billed	300,303	182,328	672,688	494,938
	1,195,087	1,010,803	2,085,347	1,814,103
Estimated losses from disallowances and default	(35,479)	(25,170)	(72,236)	(57,405)
Total	1,159,608	985,633	2,013,111	1,756,698
Current	1,159,608	985,633	2,005,869	1,747,166
Non-current	-	-	7,242	9,532

The Company and its subsidiaries have a certain degree of concentration in their client portfolios. As of March 31, 2026, the ten main clients accounted for 52.43% of the total portfolio (52.32% as of December 31, 2025).

b) Aging analysis

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Not yet due	1,033,040	879,006	1,839,480	1,591,865
Overdue				
≤120	92,134	78,558	136,237	136,867
121-360	55,646	47,262	84,768	70,925
>361	14,267	5,977	24,862	14,446
Total	1,195,087	1,010,803	2,085,347	1,814,103

c) Changes in estimated losses from disallowances and default

	Parent Company		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Balance at the beginning of the period	(25,170)	(47,416)	(57,405)	(82,874)
Additions of disallowances net of reversals - Note 25	(25,846)	(27,309)	(32,391)	(31,623)
Additions of default, net of reversals – Note 28	(2,313)	(1,951)	(4,111)	(4,858)
Write-offs, net of non-collectible securities	17,850	42,789	21,671	52,347
Balance at the end of the period	(35,479)	(33,887)	(72,236)	(67,008)

7. Inventories

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Diagnostic kits	24,055	27,614	77,125	93,752
Nursing and sample collection materials	17,440	18,760	30,392	32,167
Auxiliary laboratory materials (Infusion)	13,465	19,382	20,593	27,178
Auxiliary laboratory materials	10,442	12,436	14,110	17,410
Administrative, promotional and other materials	3,565	4,216	9,528	10,066
Goods for resale	-	-	2,223	2,942
Auxiliary laboratory materials (Ophthalmology)	-	-	1,388	1,307
Subtotal	68,967	82,408	155,359	184,822
Balance at the beginning of the year	(2,548)	(3,606)	(4,120)	(5,061)
Provisions	(707)	(1,675)	(1,418)	(2,882)
Write-offs/Reversal	675	2,733	997	3,823
(-) Provision for loss	(2,580)	(2,548)	(4,541)	(4,120)
Total	66,387	79,860	150,818	180,702

8. Recoverable taxes

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
IRPJ and CSLL (a)	185,088	207,227	211,942	233,246
PIS AND COFINS	913	6,536	7,364	13,799
ISS	3,843	5,011	6,620	7,527
ICMS	-	-	2,234	2,345
INSS	1,086	790	1,358	1,181
Total	190,930	219,564	229,518	258,098
Current	190,930	219,564	219,883	248,153
Non-current	-	-	9,635	9,945

(a) This refers to advance tax payments that will be made, mostly in the next 12 months, in accordance with the law.

9. Other assets

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Prepaid expenses (a)	64,574	10,923	77,283	14,890
Costs with obtaining contracts (b)	35,931	37,584	35,931	37,584
Advance to suppliers	18,247	14,885	31,584	48,202
Financial asset - Purchase option Vita	-	-	30,565	30,916
Employee credits/payroll	1,995	4,752	5,006	8,660
Court-ordered bonds	-	-	2,484	2,484
Other credits receivable	7,193	23,034	4,844	7,433
Total	127,940	91,178	187,697	150,169
Current	96,881	57,515	123,563	83,053
Non-current	31,059	33,663	64,134	67,116

(a) Basically expenses for renewal of licenses, insurance, IPTU tax, guarantees and helium gas appropriated during the accrual period.

(b) Refer to partnership agreements with hospitals to obtain a contract to provide clinical analysis services. The amounts are amortized over the contractual term.

Non-current balances as of March 31, 2026 are as follows:

	Parent Company	Consolidated
2027	9,097	11,607
2028	8,859	8,859
After 2029	13,103	43,668
Total	31,059	64,134

10. Investments

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Direct/indirect subsidiary	4,605,610	4,475,296	-	-
Investees of the Kortex Fund	-	-	77,123	77,216
Croma Oncologia	14,956	20,018	14,956	20,018
Prontmed	8,826	8,826	8,826	8,826
Other interests	5,092	5,092	4,945	5,712
Total	4,634,484	4,509,232	105,850	111,772

Significant information about Parent Company's investments

Direct subsidiaries	Base Date	Interest in paid-up capital - %	Capital quotas (qty)	Shareholders' equity	Income (loss) for the period
Hermes Pardini Group	03/31/2026	100%	738,089	1,738,290	59,279
	12/31/2025	100%	738,089	1,679,011	240,296
Fleury CPMA	03/31/2026	100%	1,021,594	1,034,572	15,449
	12/31/2025	100%	1,021,594	1,020,548	39,064
Saha	03/31/2026	100%	52,535	38,063	(4,127)
	12/31/2025	100%	52,535	42,190	(2,717)
Genesis	03/31/2026	55%	147,890	70,026	(9,030)
	12/31/2025	55%	130,992	62,159	(24,125)
Métodos	03/31/2026	100%	2,336	11,393	2,246
	12/31/2025	100%	2,336	9,147	6,818
Confiance	03/31/2026	100%	5,395	17,774	8,042
	12/31/2025	100%	5,395	9,732	10,405
LSL	03/31/2026	100%	1,000	2,549	534
	12/31/2025	100%	1,000	2,014	1,179

Changes in balances of investments:

Parent Company – Fleury S.A., investor:

Investees	Balance at 12/31/2025	Full. Capital	Equity in net income of subsidiaries	Realization of surplus and loss	Acquisition	Other (a)	Balance at 03/31/2026
Hermes Pardini Group	3,132,025	-	59,279	(2,316)	-	42,652	3,231,640
Fleury CPMA	989,000	-	15,449	-	-	-	1,004,449
Confiance	136,356	-	8,042	1	2,799	(2)	147,196
Saha	112,082	-	(4,127)	(59)	-	428	108,324
Genesis	35,155	10,557	(4,967)	-	-	-	40,745
Métodos	34,666	-	2,246	(34)	-	(174)	36,704
LSL	36,012	-	534	9	-	(3)	36,552
Croma Oncologia	20,018	-	(5,062)	-	-	-	14,956
Prontmed	8,826	-	-	-	-	-	8,826
Other	5,092	-	-	-	-	-	5,092
Total	4,509,232	10,557	71,394	(2,399)	2,799	42,901	4,634,484

(a) Refers mainly to the reclassification of deferred liabilities, arising from the realization of surplus.

Changes - Consolidated:

Investor	Investees	Balance at 12/31/2025	Full. Capital	Equity in net income of subsidiaries	Other changes (b)	Balance at 03/31/2026
Kortex	Sundry	77,216	2,172	-	(2,265)	77,123
Fleury S.A.	Croma Oncologia	20,018	-	(5,062)	-	14,956
Fleury S.A.	Prontmed	8,826	-	-	-	8,826
Fleury S.A.	Other	5,712	-	-	(767)	4,945
		111,772	2,172	(5,062)	(3,032)	105,850

(b) These refer essentially to fair value updates in the investee Kortex.

11. Property, plant and equipment and intangible assets

a) Balances of property, plant and equipment

Parent Company	Average annual depreciation rate (%)	Cost	Accumulated depreciation	Net balance	
				03/31/2026	12/31/2025
Machinery and equipment	10	1,052,084	(637,164)	414,920	424,476
Improvements and facilities	17	1,097,153	(850,799)	246,354	257,578
Expansion in progress	-	86,927	-	86,927	78,039
Property and land	2	41,395	(8,815)	32,580	32,695
Other (a)	11	205,908	(165,902)	40,006	39,759
Total		2,483,467	(1,662,680)	820,787	832,547

(a) Includes vehicles, furniture, fixtures and IT equipment.

Consolidated	Average annual depreciation rate (%)	Cost	Accumulated depreciation	Net balance	
				03/31/2026	12/31/2025
Machinery and equipment	10	1,816,995	(1,118,192)	698,803	716,597
Improvements and facilities	17	1,474,647	(1,032,362)	442,285	452,460
Expansion in progress	-	94,979	-	94,979	89,018
Property and land	2	46,286	(11,822)	34,464	34,629
Other (a)	11	355,193	(270,520)	84,673	86,551
Total		3,788,100	(2,432,896)	1,355,204	1,379,255

(a) Includes vehicles, furniture, fixtures and IT equipment.

b) Changes in property, plant and equipment balances

Parent Company	Balance at 12/31/2025	Additions	Net write-offs	Depreciation	Reclass./ Transfer	Net balance at 03/31/2026
Machinery and equipment	424,476	-	(126)	(17,711)	8,281	414,920
Improvements and facilities	257,578	-	(358)	(22,060)	11,194	246,354
Expansion in progress	78,039	31,707	(48)	-	(22,771)	86,927
Property and land	32,695	-	-	(115)	-	32,580
Other (a)	39,759	-	(103)	(3,005)	3,355	40,006
Total	832,547	31,707	(635)	(42,891)	59	820,787

(a) Includes vehicles, furniture, fixtures and IT equipment.

Parent Company	Balance at 12/31/2024	Additions	Net write-offs	Depreciation	Reclass./ Transfer	Net balance at 03/31/2025
Machinery and equipment	409,988	-	(217)	(16,351)	18,376	411,796
Improvements and facilities	282,134	-	-	(20,739)	7,169	268,564
Expansion in progress	64,899	17,951	-	-	(25,057)	57,793
Property and land	33,158	-	-	(116)	-	33,042
Other (a)	33,649	-	-	(2,586)	4,231	35,294
Total	823,828	17,951	(217)	(39,792)	4,719	806,489

(a) Includes vehicles, furniture, fixtures and IT equipment.

Consolidated	Net balance at 12/31/2025	Additions	Net write-offs	Depreciation	Reclass./ Transfer	Balance at 03/31/2026
Machinery and equipment	716,597	4,626	185	(31,936)	9,331	698,803
Improvements and facilities	452,460	1,586	(362)	(28,261)	16,862	442,285
Expansion in progress	89,018	35,771	(85)	-	(29,725)	94,979
Property and land	34,629	-	-	(165)	-	34,464
Other (a)	86,551	272	(102)	(5,642)	3,594	84,673
Total	1,379,255	42,255	(364)	(66,004)	62	1,355,204

(a) Includes vehicles, furniture, fixtures and IT equipment.

Consolidated	Balance at 12/31/2024	Additions	Net write-offs	Depreciation	Reclass./ Transfer	Net balance at 03/31/2025
Machinery and equipment	728,479	3,377	(318)	(35,443)	21,174	717,269
Improvements and facilities	445,707	989	(231)	(25,528)	14,189	435,126
Expansion in progress	87,713	31,717	(96)	-	(36,417)	82,917
Property and land	35,478	-	-	(165)	1	35,314
Other (a)	77,688	790	(43)	(5,413)	4,718	77,740
Total	1,375,065	36,873	(688)	(66,549)	3,665	1,348,366

(a) Includes vehicles, furniture, fixtures and IT equipment.

c) Balances

Parent Company	Average annual depreciation rate (%)	Cost	Accumulated depreciation	Net balance	
				03/31/2026	12/31/2025
Goodwill - Future profitability	-	1,984,897	(44,413)	1,940,484	1,941,835
Licenses and software developed	20	1,171,277	(929,369)	241,908	266,044
Trademarks and patents	7	137,541	(11,400)	126,141	126,215
IT projects in progress	-	23,541	-	23,541	44,614
Internally developed products	-	4,781	-	4,781	4,579
Commercial point	10	2,732	(325)	2,407	2,504
Total		3,324,769	(985,507)	2,339,262	2,385,791

Consolidated	Average annual depreciation rate (%)	Cost	Accumulated depreciation	Net balance	
				03/31/2026	12/31/2025
Goodwill - Future profitability	-	4,489,247	(44,413)	4,444,834	4,443,325
Trademarks and patents	7	791,577	(28,412)	763,165	764,742
Licenses and software developed	20	1,493,507	(1,145,185)	348,322	385,156
Client contracts	10	553,932	(276,806)	277,126	285,310
IT projects in progress	-	32,676	-	32,676	60,712
Commercial points	10	41,572	(15,538)	26,034	27,103
Internally developed products	20	17,178	(3,829)	13,349	13,289
Non-competition agreement	7	868	(868)	-	-
Total		7,420,557	(1,515,051)	5,905,506	5,979,637

d) Changes in intangible assets

Parent Company	Net balance at 12/31/2025	Additions	Write-offs	Amortization	Reclass./Trans.	Net balance at 03/31/2026
Goodwill - Future profitability	1,941,835	-	(1,351)	-	-	1,940,484
Licenses and software developed	266,044	-	(3,438)	(56,824)	36,126	241,908
Trademarks and patents	126,215	-	-	(74)	-	126,141
IT projects in progress	44,614	15,349	(35)	-	(36,387)	23,541
Internally developed products	4,579	-	-	-	202	4,781
Commercial point	2,504	-	-	(97)	-	2,407
Total	2,385,791	15,349	(4,824)	(56,995)	(59)	2,339,262

Parent Company	Balance at 12/31/2024	Additions	Write-offs	Amortization	Transfers	Balance at 03/31/2025
Goodwill - Future profitability	1,773,279	-	-	-	-	1,773,279
Licenses and software developed	209,048	-	(15)	(41,340)	62,045	229,738
Trademarks and patents	79,986	-	-	(74)	-	79,912
IT projects in progress	116,539	21,918	-	-	(66,764)	71,693
Internally developed products	4,416	-	-	-	-	4,416
Total	2,183,268	21,918	(15)	(41,414)	(4,719)	2,159,037

Consolidated	Net balance at 12/31/2025	Business combination (a)	Additions	Write-offs	Amortization	Reclass./Trans.	Net balance at 03/31/2026
Goodwill - Future profitability	4,443,325	2,904	-	(1,395)	-	-	4,444,834
Trademarks and patents	764,742	(105)	-	(560)	(912)	-	763,165
Licenses and software developed	385,156	-	2,319	(4,774)	(77,912)	43,533	348,322
Client contracts	285,310	-	-	-	(8,184)	-	277,126
IT projects in progress	60,712	-	16,038	(34)	-	(44,040)	32,676
Commercial points	27,103	-	-	-	(1,069)	-	26,034
Internally developed products	13,289	-	-	(65)	(320)	445	13,349
Non-competition agreement	-	-	-	-	-	-	-
Total	5,979,637	2,799	18,357	(6,828)	(88,397)	(62)	5,905,506

(a) Remeasurement of the net assets from the acquisition of Confiance.

Consolidated	Balance at 12/31/2024	Additions	Write- offs	Amortization	Reclass./Trans.	Balance at 03/31/2025
Goodwill - Future profitability	4,268,342	-	-	-	-	4,268,342
Trademarks and patents	741,675	-	-	(97)	-	741,578
Client contracts	318,627	-	-	(8,985)	-	309,642
Licenses and software developed	344,356	7,588	(59)	(59,429)	68,982	361,438
IT projects in progress	145,232	22,386	-	-	(72,837)	94,781
Commercial points	31,345	-	-	(1,069)	-	30,276
Internally developed products	13,954	23	-	(360)	190	13,807
Non-competition agreement	1	-	-	(1)	-	-
Total	5,863,532	29,997	(59)	(69,941)	(3,665)	5,819,864

12. Right-of-use assets and lease liabilities

a) Balances of right-of-use assets

Parent Company	Average annual depreciation rate (%)	Cost	Accumulated amortization	Net balance	
				03/31/2026	12/31/2025
Properties	13	1,388,127	(764,682)	623,445	634,487
Machinery and equipment	20	131,880	(91,758)	40,122	49,117
IT equipment	25	53,673	(41,771)	11,902	11,968
Vehicles	50	29,875	(21,711)	8,164	7,136
Total		1,603,555	(919,922)	683,633	702,708

Consolidated	Average annual depreciation rate (%)	Cost	Accumulated amortization	Net balance	
				03/31/2026	12/31/2025
Properties	13	1,972,853	(1,065,350)	907,503	922,137
Machinery and equipment	20	354,949	(216,398)	138,551	142,721
IT equipment	25	82,270	(58,593)	23,677	24,570
Vehicles	50	54,275	(44,585)	9,690	9,163
Total		2,464,347	(1,384,926)	1,079,421	1,098,591

b) Changes

i) Right-of-use assets

Parent Company	Balance at 12/31/2025	Addition	Decrease	Amortizations	Balance at 03/31/2026
Properties	634,487	24,232	(170)	(35,104)	623,445
Machinery and equipment	49,117	647	(896)	(8,746)	40,122
IT equipment	11,968	1,280	-	(1,346)	11,902
Vehicles	7,136	2,056	-	(1,028)	8,164
Total	702,708	28,215	(1,066)	(46,224)	683,633

Parent Company	Balance at 12/31/2024	Addition	Renegotiations	Decrease	Amortizations	Balance at 03/31/2025
Properties	658,866	26,142	1,015	(1,847)	(31,900)	652,276
Machinery and equipment	64,347	-	-	-	(7,765)	56,582
IT equipment	16,315	388	-	-	(1,926)	14,777
Vehicles	1,298	-	-	-	(453)	845
Total	740,826	26,530	1,015	(1,847)	(42,044)	724,480

Consolidated	Balance at 12/31/2025	Addition	Renegotiations	Decrease	Amortizations	Balance at 03/31/2026
Properties	922,137	39,844	8,201	(7,383)	(55,296)	907,503
Machinery and equipment	142,721	12,607	2,612	(1,167)	(18,222)	138,551
IT equipment	24,570	2,142	(62)	-	(2,973)	23,677
Vehicles	9,163	2,056	701	-	(2,230)	9,690
Total	1,098,591	56,649	11,452	(8,550)	(78,721)	1,079,421

Consolidated	Balance at 12/31/2024	Addition	Renegotiations	Decrease	Amortizations	Balance at 03/31/2025
Properties	965,596	32,838	1,894	(2,051)	(51,530)	946,747
Machinery and equipment	131,603	14,944	29,814	(367)	(18,938)	157,056
IT equipment	31,943	618	(19)	-	(3,262)	29,280
Vehicles	9,501	244	(432)	-	(1,921)	7,392
Total	1,138,643	48,644	31,257	(2,418)	(75,651)	1,140,475

ii) Lease liabilities

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Balance at the beginning of the period	793,878	838,782	1,240,974	1,286,491
New agreements	28,215	182,394	56,649	307,232
Realization of adjustment to present value	18,099	78,400	27,404	118,621
Renegotiations	-	1,015	11,452	22,874
Business combination	-	-	-	8,406
Write-off	(1,658)	(60,796)	(9,676)	(70,032)
Amortization of interest	(18,099)	(78,417)	(27,404)	(118,639)
Amortization of principal	(46,580)	(180,606)	(80,518)	(313,979)
Merger of companies	-	13,106	-	-
Balance at the end of the period	773,855	793,878	1,218,881	1,240,974

c) Minimum lease payments:

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Up to 1 year	238,343	254,311	402,236	416,429
>01 year	896,720	912,827	1,289,812	1,313,259
	1,135,063	1,167,138	1,692,048	1,729,688
(-) Future financial charges	(361,208)	(373,260)	(473,167)	(488,714)
Present value of minimum payments	773,855	793,878	1,218,881	1,240,974
Current	178,294	190,699	308,319	318,732
Non-current	595,561	603,179	910,562	922,242

As of March 31, 2026, the non-current portion matures as follows:

	Parent Company	Consolidated
2027	104,729	184,083
2028	96,739	182,501
2029 onwards	394,093	543,978
Total	595,561	910,562

d) Discount rate

The weighted average discount rates applied to lease contracts as of March 31, 2026 are: are 9.04% for contracts maturing between 1 and 5 years, 9.09% for contracts maturing between 6 and 10 years and 8.99% for contracts maturing over 10 years.

e) Impact on income (loss) for the period

	Parent Company		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Depreciation of right-of-use	46,224	42,044	78,721	75,651
Appropriation of interest of leases	18,099	19,920	27,404	29,750
Income (loss) from write-off in the period	592	78	1,126	125

13. Suppliers

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Domestic suppliers	312,953	332,075	645,980	688,992
Suppliers - medical services	53,141	53,540	86,280	110,081
Foreign suppliers	906	66	1,039	1,060
Total	367,000	385,681	733,299	800,133

14. Financing

Fleury group has supplier financing - drawee risk transactions with Banco Itaú. As of March 31, 2026, the amount payable in the Parent Company resulting from this operation totaled R\$ 7,911 (R\$ 14,528 in December 2025) and R\$ 9,981 (R\$ 16,527 in December 2025) in the Consolidated. The cash flows resulting from this operation are classified as financing activities in the Statement of Cash Flows.

In the Consolidated, the changes in financing are as follows:

Consolidated	Balance at 12/31/2025	Interest incurred	Interest paid	Amortization of principal	New operations	Balance at 03/31/2026
Supplier financing - drawee risk	16,527	-	-	(22,624)	16,078	9,981
FINEP	1,723	38	(32)	(191)	-	1,538
Total	18,250	38	(32)	(22,815)	16,078	11,519
Current	17,358					10,818
Non-current	892					701

15. Debentures

a) Balances

	Issue amount (R\$)	Quantity	Final maturity	Semi-annual interest	Total issued
5 th issue - 2 nd series	1,000	300,000	Dec 2027	CDI + 1.20% p.a.	300,000
6 th issue - 3 rd series	1,000	375,000	July 2028	CDI + 1.75% p.a.	375,000
7 th issue - 1 st series	1,000	350,000	Apr 2027	CDI + 1.35% p.a.	350,000
7 th issue - 2 nd series	1,000	350,000	Apr 2029	CDI + 1.55% p.a.	350,000
8 th issue - single series	1,000	500,000	Oct 2028	CDI + 1.23% p.a.	500,000
9 th issue - 1 st series	1,000	500,000	May 2029	CDI + 0.55% p.a.	500,000
9 th issue - 2 nd series	1,000	500,000	May 2031	CDI + 0.67% p.a.	500,000
10 th issue - 1 st series	1,000	562,500	Oct 2029	CDI + 0.45% p.a.	562,500
10 th issue - 2 nd series	1,000	562,500	Oct 2031	CDI + 0.55% p.a.	562,500

The debentures were placed through a public offering of simple debentures with restricted placement efforts. The proceeds from debentures placements for working capital purposes, under its cash strategy, to extend its debt tenures and retain funds for investments and acquisitions in the coming years. The debentures issued are unsecured and not convertible into shares.

Brazilian Reais	12/31/2025	Interest incurred	Interest paid	Other operations	03/31/2026
5 th issue – 2 nd series	201,201	7,467			208,668
6 th issue – 3 rd series	404,969	14,479	(31,224)		388,224
7 th issue – 1 st series	360,303	13,505			373,808
7 th issue – 2 nd series	360,438	13,689			374,127
8 th issue – single series	514,292	19,124			533,416
9 th issue – 1 st series	508,667	18,055			526,722
9 th issue – 2 nd series	508,740	18,210			526,950
10 th issue – 1 st series	578,403	20,386			598,789
10 th issue – 2 nd series	578,514	20,534			599,048
Transaction cost	(3,308)			190	(3,118)
Total	4,012,219	145,449	(31,224)	190	4,126,634
Current	214,745				328,970
Non-current	3,797,474				3,797,664

The maturity dates of non-current liabilities as of March 31, 2026 are as follows:

Maturity	5 th Issue 2 nd series	6 th Issue 3 rd series	7 th Issue 1 st series	7 th Issue 2 nd series	8 th Issue sin- gle series	9 th Issue 1 st series	9 th Issue 2 nd series	10 th Issue 2 nd series	10 th Issue 2 nd series	Consolidated
2027	100,000	-	350,000	-	250,000	-	-	-	-	700,000
2028	-	375,000	-	-	250,000	250,000	-	281,250	-	1,156,250
2029	-	-	-	350,000	-	250,000	-	281,250	-	881,250
2030	-	-	-	-	-	-	250,000	-	281,250	531,250
2031	-	-	-	-	-	-	250,000	-	281,250	531,250
Total	100,000	375,000	350,000	350,000	500,000	500,000	500,000	562,500	562,500	3,800,000

b) Contract clauses (covenants)

The debentures are subject to financial covenants, and their maturity may be accelerated in the event the Company fails to comply with the following financial ratio: Net financial debt/*Earnings Before Interest Depreciation and Amortization* (EBITDA) - LTM (last twelve months) - lower than or equal to 3.0 times.

As of March 31, 2026, the Fleury group was in compliance with the financial ratio and other covenant clauses.

The other information referring to this Note did not undergo significant changes in relation to that disclosed in Note 16 - Debentures, of the financial statements for the year ended December 31, 2025.

16. Labor obligations

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Provision for vacation and social security charges	88,098	88,814	155,851	157,312
Salaries and social security charges payable	52,101	34,242	94,084	64,871
Provision for profit sharing	28,633	68,966	40,276	98,995
Provision for health care	29,881	25,523	29,881	25,523
Commission and Bonus	13,317	44,325	19,131	50,390
Provision for overtime	753	3,227	1,729	6,726
Other	2,255	1,385	4,344	3,815
Total	215,038	266,482	345,296	407,632

17. Obligations and tax installments

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
ISS on turnover	24,687	19,561	50,891	43,932
PIS/COFINS on Billing	5,414	149	11,575	2,891
PIS, COFINS, CSRF	4,145	3,530	6,773	6,398
Withholding Income Tax (IRRF)	1,756	1,719	3,230	3,315
Withholding INSS	1,396	1,420	1,891	1,923
REFIS installment plan – Law 11941	537	-	537	-
Other	2,139	1,485	2,458	1,641
Total	40,074	27,864	77,355	60,100
Current	40,074	27,864	76,505	59,250
Non-current	-	-	850	850

18. Accounts payable – Acquisition of companies

Relates to obligations assumed on acquisition of companies, to be settled as provided for in the contracts, updated monthly mainly based on CDI and IPCA/IBGE.

The balances are recorded at present value and therefore may differ from the amounts in the acquisition documents.

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Saha	120,453	117,164	120,453	117,164
Marcelo Magalhães	42,872	42,250	42,872	42,250
Vita	-	-	35,128	35,258
Confiance	29,350	25,909	29,350	25,909
São Lucas	26,756	27,353	26,756	27,353
LPA	-	-	21,827	21,107
CIP	16,960	16,276	16,960	16,276
Bioclínico	-	-	13,841	13,384
IACS	-	-	11,832	11,160
Pretti	-	-	11,376	11,000
Hemolab	-	-	10,998	12,438
LSL	10,877	10,910	10,877	10,910
Moacir	-	-	10,026	9,695
Retina	-	-	9,318	9,011
Lafe (a)	-	-	8,035	7,259
APC (a)	-	-	5,230	5,047
Ecorad	5,141	5,245	5,141	5,245
Other (a)	2,126	25,846	15,321	46,904
Total	254,535	270,953	405,341	427,370
Current	5,037	30,286	43,467	79,339
Non-current	249,498	240,667	361,874	348,031

(a) Part of the amount described in these lines is withheld from the sellers as an escrow deposit, classified as securities (Note 5).

Changes in obligations for purchase of investments are as follows:

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Opening balance	270,953	113,191	427,370	344,383
Acquisitions of companies	2,799	159,784	2,799	198,395
Indexation charges	6,956	20,830	11,917	38,646
Payments	(25,669)	(130,865)	(35,534)	(167,367)
Merger	-	107,200	-	-
Other	(504)	813	(1,211)	13,313
Total	254,535	270,953	405,341	427,370

Non-current balances are shown as follows:

	Parent Company	Consolidated
2027	32,674	83,973
2028	49,241	56,909
After 2029	167,583	220,992
Total	249,498	361,874

19. Other liabilities

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Advance from clients	4,000	1,046	14,724	10,842
Balances payable from health care plan operators	3,491	3,372	3,510	5,364
Other	49	3,277	4,242	2,169
Total	7,540	7,695	22,476	18,375

20. Current and deferred income tax and social contribution

	Parent Company			Consolidated		
	Balance sheet		Income (loss)	Balance sheet		Income (loss)
	03/31/2026	12/31/2025	03/31/2026	03/31/2026	12/31/2025	03/31/2026
Tax x accounting difference - leases	32,771	33,093	(322)	47,021	48,211	(1,190)
Tax x accounting difference - depreciation	47,799	47,745	54	47,799	47,745	54
Provision for legal risks	20,388	22,592	(2,204)	32,376	33,616	(1,240)
Indexation charges - Accounts payable from acquisitions	17,055	17,228	(173)	34,959	35,263	(304)
Provision for profit sharing	9,735	23,449	(13,714)	13,495	32,673	(19,178)
Tax loss carryforwards	-	-	-	30,890	29,021	1,869
Losses on disallowances and default	12,063	9,324	2,739	24,870	21,181	3,689
Labor provision	12,809	14,763	(1,954)	18,751	21,057	(2,306)
Provision for long-term incentives	3,686	11,624	(7,938)	4,448	13,215	(8,767)
Effects of goodwill amortization for tax purposes	(560,873)	(550,064)	(10,809)	(733,360)	(719,359)	(14,001)
Surplus (loss) on the acquisition of subsidiary	(628)	41,500	(42,128)	(108,422)	(109,570)	1,148
Linearization of effective rate	39,617	-	39,617	39,617	-	39,617
Other	1,244	1,041	203	693	465	228
Deferred tax assets (liabilities), net	(364,334)	(327,705)	(36,629)	(546,863)	(546,482)	(381)

Reflected on the balance sheet as follows:

	Parent Company	Consolidated
Opening balance	(327,705)	(546,482)
Tax revenue/(expenses) recognized in income (loss)	6,273	(395)
Merger impact - does not affect the income (loss)	(42,902)	14
Deferred tax assets (liabilities), net	(364,334)	(546,863)

We present below the deferred taxes by company for the period ended March 31, 2026.

	Deferred income tax and social contribution		Net balance	
	Assets	Liabilities	Parent Company	Consolidated
Laboratório Padrão S.A.	1,972			1,972
IACS - Instituto de Análises Clínicas de Santos S.A.	926			926
Vita Clínicas Medicina Especializada Ltda.	1,204			1,204
PARDIS - Pardini Distribuidora Ltda.	318			318
IRN - Instituto de Radiologia de Natal Ltda.	789			789
Laboratório de Pat. Clínica Dr. Paulo Cordeiro de Azevedo Ltda. (LPA)	795			795
Toxicologia Pardini Laboratórios S.A.	479			479
Laboratório Pretti Ltda.	278			278
Clínica de Olhos Dr. Moacir Cunha S.A. (Moacir Group)	448			448
Métodos Laboratório, Análises Clínicas e Hematologia Ltda.	217			217
Clínica Oftalmológica São Lucas Ltda. (Retina Clinic)	289			289
Laboratório de Análises Clínicas Confiance Ltda.	255			255
Other companies	460			460
Subtotal assets	8,430			8,430
Fleury S.A.	231,674	(596,008)	(364,334)	(364,334)
Business combinations - CPC 15	916	(71,912)	-	(70,996)
Instituto Hermes Pardini S.A. ("Hermes Pardini")	43,559	(120,284)	-	(76,725)
Fleury Centro de Procedimentos Médicos Avançados S.A. ("Fleury CPMA")	46,611	(89,849)	-	(43,238)
Subtotal assets and liabilities	322,760	(878,053)	(364,334)	(555,293)
Total deferred tax assets (liabilities)	331,190	(878,053)	(364,334)	(546,863)

In the Consolidated, this balance is expected to be realized as follows:

	Consolidated
≤12 months	168,673
>12 months	162,517
Total	331,190

a) Income tax and social contribution on net income, current and deferred, in income (loss) are reconciled as follows:

	Parent Company		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Income before income tax (IRPJ) and social contribution (CSLL)	210,849	186,029	252,753	229,843
(x) Combined statutory nominal rate	34%	34%	34%	34%
(=) IRPJ and CSLL expense	(71,689)	(63,250)	(85,936)	(78,146)
Tax credits not recognized (a)	-	-	(5,189)	(5,218)
Other permanent additions (exclusions), net	(1,839)	375	(3,069)	482
Equity in net income of subsidiaries	24,274	27,736	(1,721)	(772)
Adjustments - Company under the presumed profit tax regime	-	-	1,198	1,245
Linearization effect of the effective rate	39,617	28,396	39,617	28,396
Income tax and social contribution expense	(9,637)	(6,743)	(55,100)	(54,013)
Current	(15,910)	(7,315)	(54,705)	(46,840)
Deferred	6,273	572	(395)	(7,173)
Effective rate - %	4.57%	3.63%	21.80%	23.5%

(a) Refers to deferred IRPJ and CSLL on balances of tax losses and negative CSLL calculation basis not recorded in the period because they do not have a realization projection according to CPC 32.

21. Provision for tax, labor, civil risks

a) Breakdown of balance

	Parent Company		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Labor	34,946	36,464	52,047	51,760
Civil	13,682	13,236	37,210	36,515
Tax	11,336	16,747	27,411	32,531
Subtotal	59,964	66,447	116,668	120,806
Contingent liability (CPC 15)	-	-	94,260	102,727
Judicial deposits (lawsuits assessed as probable losses)	(36,608)	(38,949)	(36,608)	(43,029)
Total	23,356	27,498	174,320	180,504
Judicial Deposits (non-current assets)	(11,245)	(11,131)	(23,546)	(19,488)

b) Changes – Consolidated

	Balance at 12/31/2025	Addition/ Reversal	Reclassifications/ Payments	Interest accrual	Balance at 03/31/2026
Labor	51,760	(685)	(239)	1,211	52,047
Civil	36,515	(594)	(185)	1,474	37,210
Tax	32,531	(5,630)	(3)	513	27,411
Subtotal	120,806	(6,909)	(427)	3,198	116,668
Contingent liability (CPC 15)	102,727	(8,270)	(197)	-	94,260
Judicial Deposits	(43,029)	(48)	7,600	(1,131)	(36,608)
Total	180,504	(15,227)	6,976	2,067	174,320

c) Lawsuits classified as probable losses, for which no provision is set up:

Labor

As of March 31, 2026, the Company has lawsuits in the labor courts classified as probable losses totaling R\$ 52,047 (R\$ 51,760 as of December 31, 2025), which (i) R\$ 44,760 (R\$ 44,109 as of December 31, 2025) refers to lawsuits (such as labor claims from employees, class actions, annulment actions); (ii) R\$ 1,825 (R\$ 2,163 as of December 31, 2025) refer to joint liability lawsuits filed by employees of Companies that provide specialized services to the Company on an outsourced basis; (iii) R\$ 5,057 (R\$ 5,057 as of December 31, 2025) refer to contingent liabilities of acquired and merged Companies and (iv) ongoing administrative proceedings, totaling R\$ 405 (R\$ 431 as of December 31, 2025).

Civil

In the civil courts, the Company has lawsuits classified as probable loss that total R\$ 37,210 as of March 31, 2026 (R\$ 36,515 as of December 31, 2025). This amount is distributed among different types of claims, with R\$ 4,654 (R\$ 4,385 as of December 31, 2025) related to a misdiagnosis claim and R\$ 13,598 (R\$ 13,615 as of December 31, 2025) related to the execution of extrajudicial securities, both situations are duly provided for in purchase and sale agreements of quotas, in addition to R\$ 18,958 (R\$ 18,515 as of December 31, 2025) associated with other sundry causes.

Tax

The Company has tax lawsuits classified as probable loss, totaling R\$ 27,411 as of March 31, 2026 (R\$ 32,531 as of December 31, 2025). Of this amount, R\$ 6,720 (R\$ 12,324 as of December 31, 2025) are provisioned to cover risks related to the ICMS Import issue, in which the unconstitutionality of Law 11001/2001, which instituted the levying of ICMS on import operations in the state of São Paulo, is being discussed. The issue has now been settled by the Federal Supreme Court, which, in a decision with general repercussion, decided that Law 11001/2001 is constitutional. Of this amount, the Company also has administrative and judicial proceedings originating from companies acquired by Fleury S.A., at the federal level, totaling R\$ 12,897 (R\$ 12,668 as of December 31, 2025), and mainly involving discussions related to corporate income tax (IRPJ) and social contribution (CSLL). The residual amount of R\$ 7,794 (R\$ 7,539 as of December 31, 2025) refers to various other tax matters, which together represent the total amount provisioned.

e) Lawsuits classified as possible loss

As of March 31, 2026, the consolidated amount was approximately R\$ 765,570 (R\$ 729,745 as of December 31, 2025).

Tax

Tax proceedings classified as possible loss total R\$ 513,844 (R\$ 458,915 as of December 31, 2025) and are broken down into federal taxes, social security contributions, state taxes, and municipal taxes. At the federal level, administrative and judicial proceedings classified as a possible loss total R\$ 298,172 (R\$ 244,721 on December 31, 2025), most of which are related to the non-mandatory payment of federal taxes, such as IRPJ, CSLL, PIS and COFINS. The social security discussions total R\$ 73,208 (R\$ 71,350 as of December 31, 2025). In the state context, the judicial discussions total R\$ 7,223 (R\$ 3,206 as of December 31, 2025).

At the municipal level, the administrative and judicial proceedings classified as possible losses totaled R\$ 135,241 (R\$ 139,637 as of December 31, 2025) and relate mainly to cases involving the Tax on Services (ISS) and the Location of the Provision of Clinical Analysis Services.

Civil

At the Civil level, the Company has lawsuits classified as possible loss totaling R\$ 121,164 (R\$ 123,138 as of December 31, 2025), of which R\$ 67,968 (R\$ 68,448 as of December 31, 2025) related mainly to civil liability lawsuits with claims for property damages and mental distress arising, among other reasons, from alleged diagnostic error or procedural failure, it is worth emphasizing the lawsuits related to failure in provision of services amounting to R\$ 33,462 (R\$ 35,620 as of December 31, 2025) and other lawsuits involving different claims totaling R\$ 19,734 (R\$ 19,069 as of December 31, 2025).

Labor

As of March 31, 2026, labor lawsuits classified as possible loss total R\$ 130,562 (R\$ 147,693 as of December 31, 2025) of which (i) R\$ 110,245 (R\$ 125,219 as of December 31, 2025) refer to lawsuits (such as labor claims of former employees, relief from judgment, public civil lawsuits, annulment and tax enforcement actions, enforcement action); (ii) R\$ 20,266 (R\$ 22,048 as of December 31, 2025) refer to joint liability lawsuits filed by employees of companies that provide specialized services to the Company on an outsourced basis and (iii) ongoing administrative proceedings, totaling R\$ 51 (R\$ 426 as of December 31, 2025).

Public civil actions

The Public Civil Actions in which the Company was mentioned which were disclosed in Note 22 of the financial statements as of December 31, 2025 continue to be monitored, containing the following updates:

In the labor courts, the Company was summoned in a Public Civil Action (ACP) filed before the Labor Court of São Paulo, due to alleged failure met the legal quota of people with disabilities. The Company has proved that it has made every effort to comply with the quota. The decisions handed down at lower and higher courts were favorable to the company. The Labor Prosecutor's Office filed an appeal and is currently awaiting judgment of an internal appeal at the Superior Labor Court.

The Company was summoned in a Public Civil Action (ACP) pending before the Labor Courts of São Paulo, in which the Public Labor Ministry (MPT) pleads for Fleury's conviction due to the alleged noncompliance with rules related to workers' health and safety. The Company presented its defense proving the regularity of the requests made in the dispute. The decisions rendered in the lower and higher courts extinguished all claims that conveyed obligations to do things related to health and safety, but ordered the Company to pay an indemnity for past damages. Currently, the analysis of the Public Prosecutor's appeal is awaited for submission to the Superior Labor Court.

22. Related parties

Impacts on statement of income and balance sheet

Companies	Parent Company	Nature of the operation	Assets		Liabilities		Income (loss) - Revenue / (Expense)	
			03/31/2026	12/31/2025	03/31/2026	12/31/2025	03/31/2026	03/31/2025
Amicabilis Participações e Empreendimentos Ltda.		Rental provider - Property lease classified under CPC 06	4,719	5,663	6,546	7,704	(1,118)	(1,223)
Banco Bradesco S.A.		Sale of payroll and financial transactions	598,380	498,084	4,570	2,213	18,440	14,387
Bradesco Saúde S.A.		Service provider - Benefits (Healthcare plan – Employees)	-	-	4,335	6,656	(26,767)	(16,603)
Bradesco Vida e Previdência S.A.		Service Provider - Benefits (Private pension)	-	-	128	-	(1,477)	(1,137)
BSP Empreendimentos Imobiliários Ltda.		Rental provider - Property lease classified under CPC 06	169,430	172,023	191,804	192,977	(7,332)	(7,442)
CIP - Centro de Infusões Pacaembu Ltda.		Expense reimbursement (labor of dedicated employees)	-	-	-	-	-	41
Clínica de olhos Dr. Moacir Cunha S.A.		Sublease and expense reimbursement (labor of dedicated employees)	14	-	-	-	42	65
Clínica Oftalmológica São Lucas Ltda. (Retina Clinic)		Expense reimbursement (labor of dedicated employees)	-	-	-	-	-	41
Clínica Oftalmológica São Lucas Ltda.		Rental provider - Property lease classified under CPC 06	80	-	84	-	(24)	-
CM Médicos Associados Ltda.		Service provider - Rendering of medical services	-	-	-	-	(855)	(723)
Companhia Brasileira de Soluções e Serviços – Alelo.		Service provider - Benefits (Meal and Food Voucher)	9,689	8,732	2,549	-	(28,358)	(26,101)
CPC Ltda.		Processing of exams - Clinical Analysis	181	141	-	-	429	207
Fleury CPMA S.A.		Sublease and expense reimbursement (labor of dedicated employees)	5,082	18,914	54	-	5,411	471
Fleury CPMA S.A.		Processing of exams - Clinical Analysis	1,102	820	-	-	2,755	1,972
Gênesis Análises Genômicas S.A.		Processing of exams - Clinical Analysis	-	-	7,064	6,199	-	19,379
Gênesis Análises Genômicas S.A.		Sublease and expense reimbursement (labor of dedicated employees)	113	-	-	-	340	324
Harmonikos Participações e Empreendimentos Ltda.		Rental provider - Property lease classified under CPC 06	3,182	3,818	2,570	3,508	(712)	(797)
Instituto Hermes Pardini S.A.		Dividends receivable (asset) and purchase of property, plant and equipment (liability)	57,070	57,070	-	865	-	-
Instituto Hermes Pardini S.A.		Processing of exams - Clinical Analysis	2,916	2,423	523	346	6,877	1,678
Instituto Hermes Pardini S.A.		Sublease and expense reimbursement (labor of dedicated employees)	410	-	-	-	1,230	-
Laboratório Bioclínico Ltda.		Processing of exams - Clinical Analysis	-	-	-	-	-	43
Laboratório Pretti Ltda.		Processing of exams - Clinical Analysis	-	-	-	-	-	35
Mediservice Operadora de Planos de Saúde S.A.		Service provider - Benefits (Healthcare plan – Employees)	-	-	908	807	(5,491)	(4,347)
OdontoPrev S.A.		Service provider - Benefits (Odontological plan – Employees)	-	-	-	-	(801)	(784)
Prontmed Tecnologia de dados em Saúde.		Corporate investment and Service provision (use of the digital platform)	-	-	-	-	-	(73)
Saha Centro de Infusões Ltda.		Expense reimbursement (labor of dedicated employees)	-	-	-	-	-	65
Santécorp Holding Ltda.		Sublease and expense reimbursement (labor of dedicated employees)	-	-	-	-	-	40
Saude ID.		Transfer of benefits (Healthcare plan – Employees)	-	-	-	-	-	-
Scaas Participações Ltda.		Rental provider - Property lease classified under CPC 06	1,468	-	1,563	-	(78)	-
Serra Participações Ltda.		Rental provider - Property lease classified under CPC 06	1,915	-	2,039	-	(102)	-
Syl Administração de Bens Ltda.		Rental provider - Property lease classified under CPC 06	1,668	-	1,776	-	(89)	-
Transinc Fundo de Investimento Imobiliário - FII.		Rental provider - Property lease classified under CPC 06	3,996	4,256	4,640	4,966	(376)	(406)
Vita Clínicas Medicina Especializada Ltda.		Sublease and expense reimbursement (labor of dedicated employees)	42	23	-	-	127	207
Moacir Instituto de Oftalmologia 9 de Julho -Serviços Médico S.A.		Expense reimbursement (labor of dedicated employees)	-	-	-	-	-	-
Instituto de Oftalmologia 9 de Julho - Serviços Médico S.A.		Expense reimbursement (labor of dedicated employees)	-	-	-	-	-	-
			861,457	771,967	231,153	226,241	(37,929)	(20,681)

Consolidated		Assets		Liabilities		Income (loss) – Revenue/(expense)	
Companies	Nature of the operation	03/31/2026	12/31/2025	03/31/2026	12/31/2025	03/31/2026	03/31/2025
Amicabilis Participações e Empreendimentos Ltda.	Rental provider - Property lease classified under CPC 06	4,719	5,663	6,546	7,704	(1,118)	(1,223)
AP Imobiliária Ltda.	Rental provider - Property lease classified under CPC 06	8,111	8,910	10,731	11,589	(921)	(969)
Azevedo e Dias Administração Patrimonial Ltda.	Rental provider - Property lease classified under CPC 06	401	1,002	475	1,176	(557)	(598)
Banco Bradesco S.A.	Sale of payroll and financial transactions	1,232,840	1,142,971	4,668	2,317	39,228	29,650
Bitoliz Consultoria de imóvel Ltda.	Rental provider - Property lease classified under CPC 06	1,939	2,046	2,238	2,337	(130)	(132)
Bradesco Saúde S.A.	Service provider - Benefits (Healthcare plan – Employees)	-	-	4,445	6,782	(29,272)	(18,592)
Bradesco Vida e Previdência S.A.	Service Provider - Benefits (Private pension)	1	-	137	6,164	(1,501)	(1,139)
BSP Empreendimentos Imobiliários Ltda.	Rental provider - Property lease classified under CPC 06	169,430	172,023	191,804	192,977	(7,332)	(7,442)
Clínica Oftalmológica São Lucas Ltda.	Rental provider - Property lease classified under CPC 06	80	-	84	-	(24)	-
CM Médicos Associados Ltda.	Service provider - Rendering of medical services	-	-	-	-	(855)	(723)
Companhia Brasileira de Soluções e Serviços – Alelo.	Service provider - Benefits (Meal and Food Voucher)	9,689	8,732	2,837	23	(31,790)	(27,428)
Companhia de Locação das Américas	Rental provider - Property lease classified under CPC 06	1,526	2,022	1,770	2,485	(2,254)	-
Dumont Empreendimentos Imobiliários Ltda.	Rental provider - Property lease classified under CPC 06	2,486	2,658	3,434	3,624	(229)	(239)
Empreendimentos Imobiliários Vista Alegre Ltda	Rental provider - Property lease classified under CPC 06	26,743	28,760	34,713	36,926	(2,891)	(2,974)
Harmonikos Participações e Empreendimentos Ltda.	Rental provider - Property lease classified under CPC 06	3,182	3,818	2,570	3,508	(712)	(797)
Mediservice Operadora de Planos de Saúde S.A.	Service provider - Benefits (Healthcare plan – Employees)	-	-	921	828	(5,749)	(4,530)
OdontoPrev S.A.	Service provider - Benefits (Odontological plan – Employees)	-	-	-	1	(871)	(841)
Operis Administração Imobiliária Ltda.	Rental provider - Property lease classified under CPC 06	4,572	4,812	5,801	6,040	(386)	(406)
Paes e Alcantara Serviços Ltda.	Rental provider - Property lease classified under CPC 06	7,581	7,962	8,737	9,086	(508)	(515)
Prontmed Tecnologia de dados em Saúde.	Service provision (use of the digital platform)	-	-	-	-	(98)	(401)
Scaas Participações Ltda.	Rental provider - Property lease classified under CPC 06	1,468	5,103	1,563	5,381	(78)	(91)
Serra Participações Ltda.	Rental provider - Property lease classified under CPC 06	1,915	1,972	2,039	2,080	(102)	(35)
Syl Administração de Bens Ltda.	Rental provider - Property lease classified under CPC 06	1,668	1,718	1,776	1,812	(89)	(31)
Transinc Fundo de Investimento Imobiliário - FII	Rental provider - Property lease classified under CPC 06	3,996	4,256	4,640	4,966	(376)	(406)
Villa de Migliori Participações Ltda.	Rental provider - Property lease classified under CPC 06	18,749	19,410	20,821	21,349	(1,109)	(1,096)
		1,501,096	1,423,838	312,750	329,155	(49,724)	(40,958)

Banco Bradesco, a shareholder with an indirect ownership interest in the Company, holds a stake and/or control in companies and health plan operators with commercial relationship with the Fleury group, being amongst the largest clients. The consolidated statement of income (gross revenue) from these clients totaled 11.7% as of March 31, 2026 (10.8% as of March 31, 2025).

No asset and liability operations were identified, except the equity in net income of subsidiaries in relation to Croma Oncologia, whose partner is Atlântica Hospitais, an indirect subsidiary of Banco Bradesco S.A.

a) Directors' fees and Board's remuneration

The remuneration of directors and members of Management was approved at Meeting held on April 13, 2026 and are calculated in "General and administrative expenses" caption in the statement of income.

	Parent Company	
	03/31/2026	03/31/2025
Directors' fees and Board's remuneration		
Administrators	9,176	8,752
Salaries, social charges and benefits	4,056	3,658
Share-based payments	2,159	2,291
Bonus and Profit sharing	2,880	2,721
Post-employment benefits	80	82
Board of Directors	2,942	2,961
Salaries, social charges and benefits	2,942	2,961
Total	12,118	11,713

The Company grants post-employment benefits to its administrators, consisting of private pension and life insurance.

The Fleury Group remunerates its employees through profit sharing, according to the performance verified during the year versus the established goals. This remuneration is recognized as a liability and profit-sharing expense, based on a methodology that considers the estimated achievement of these goals.

The expense recognized in the Parent Company related to the profit sharing program, which includes employees and administrators, totaled R\$ 26,557 in the period ended March 31, 2026 (R\$ 18,661 in the period ended March 31, 2025). In the Consolidated, the amount was R\$ 39,654 in the period ended March 31, 2026 (R\$ 25,854 in the period ended March 31, 2025).

23. Shareholders' equity

a) Capital

The Company has an authorized capital of R\$ 4,000,000,000 (four billion reais) in common shares as provided for in its Bylaws. The capital as of March 31, 2026, fully paid-up, is R\$ 2,762,950, represented by 547,191,026 common, registered, book-entry shares and with no par value. The net amount of capital, discounted from share-issue expenses is R\$ 2,736,029.

b) Statutory reserve

At the Annual and Extraordinary Shareholders' Meeting held on April 13, 2026, the allocation of the Company's income (loss) for 2025 was approved. The amount of R\$ 65,636 was retained, allocated to the statutory profit retention reserve, aiming to finance additional investments of fixed and working capital, in addition to the expansion and development of the activities comprising the Company's corporate purpose.

c) Dividends

On November 27, 2025, the Board of Directors approved the distribution of dividends in the total amount of R\$ 362,000, to be paid in installments, excluding treasury shares, as disclosed in the Notice to Shareholders. Payments are scheduled to occur on the second business day of the respective months, as follows: R\$ 220,000 in May 2026, R\$ 71,000 in September 2026, and R\$ 71,000 in September 2027.

d) Treasury shares

On February 2, 2026, the Board of Directors approved the Share Repurchase Program, with the aim of supporting the Deferred Stock Plan and the Matching Plan. The program provided for the acquisition of up to 0.52% of the shares outstanding on the date of its approval, having been terminated on March 23, 2026, due to the acquisition of all the shares planned. Changes in treasury shares:

	Number of shares	Average share price, net of fees and brokerage	Total value
Balance at 12/31/2025	2,175,555	16.35	35,559
Disposal of shares (Note 24.b)	(909,509)	17.19	(15,636)
Repurchase program	2,300,000	15.47	35,574
Balance at 03/31/2026	3,566,046	15.56	55,497

24. Employee benefits

a) Private pension

The Company is a sponsor of the supplementary pension entity named and currently managed by Bradesco Vida e Previdência S.A. and Sul América S.A., which mainly aims at supplementing the government pension benefits. The plans are a of a defined contribution nature and during the period ended March 31, 2026 the Company made contributions of R\$ 659 (R\$ 629 as of March 31, 2025), recorded in "Costs of services provided" and "General, administrative and commercial expenses".

b) Long-term incentives

The information about the plan did not change in relation to those disclosed in the annual financial statements for the year ended December 31, 2025.

i) 2016–2018 Stock options granted

We demonstrate below the changes in the period:

		Grant date	
		2018	
		May 10	June 20
Balance at 12/31/2025	Options	33,875	5,875
	Average price in the period	27.66	26.24
Balance at 03/31/2026	Options	33,875	5,875

As of March 31, 2026, the market value of each share was R\$ 15.93 (R\$ 11.70 as of March 31, 2025).

ii) Long-term incentive – Deferred shares

As of March 31, 2026, the Company recognized a “pro-rata” expense in the amount of R\$ 6,159 in general, administrative expenses referring to the Deferred Stock Option plan (R\$ 6,076 as of March 31, 2025).

25. Revenue from services rendered

	Parent Company		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Gross revenue	1,416,279	1,198,534	2,410,224	2,188,441
Taxes	(85,977)	(73,277)	(151,475)	(137,280)
Disallowances	(25,846)	(27,309)	(32,391)	(31,623)
Rebates	(1,896)	(2,795)	(3,240)	(4,465)
Net revenue	1,302,560	1,095,153	2,223,118	2,015,073

The net sales for the main lines of the Company's services (Diagnostic Medicine and Integrated Medicine), is presented in Note 31 - Segment Information.

26. Cost of services

	Parent Company		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Medical personnel and services	(394,152)	(342,015)	(675,490)	(576,724)
Direct material and test intermediation	(208,361)	(143,603)	(450,940)	(437,908)
Rentals, services with occupancy and utilities	(179,685)	(160,713)	(285,077)	(260,595)
Depreciation and amortization	(122,176)	(101,421)	(177,409)	(160,873)
General expenses	(2,888)	(3,700)	(6,136)	(6,855)
Total	(907,262)	(751,452)	(1,595,052)	(1,442,955)

27. General, administrative and commercial expenses

	Parent Company		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Personnel and benefits	(72,999)	(78,296)	(129,280)	(123,664)
Depreciation and amortization	(23,934)	(21,829)	(55,713)	(51,268)
Marketing	(12,229)	(7,943)	(16,506)	(14,008)
IT and telecommunications	(2,335)	(2,262)	(16,219)	(20,279)
Institutional and legal matters	(6,441)	(2,812)	(8,408)	(5,343)
Real estate and utilities	(4,234)	(3,832)	(6,681)	(4,712)
Outsourced services	(3,446)	(3,262)	(5,300)	(4,695)
Other expenses	(11,021)	(5,895)	(16,384)	(14,076)
Total	(136,639)	(126,131)	(254,491)	(238,045)
General and administrative expenses	(123,187)	(115,819)	(208,138)	(196,264)
Selling expenses	(13,452)	(10,312)	(46,353)	(41,781)
Total	(136,639)	(126,131)	(254,491)	(238,045)

28. Other operating revenues (expenses), net

	Parent Company		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Reversal (provision) for tax, labor and civil risks	7,780	4,559	15,179	6,397
Income (loss) in write-off/sale of assets	(3,611)	658	(4,336)	409
Provision/losses with defaulted parties	(2,313)	(1,951)	(4,111)	(4,858)
Income (loss) from disposal of investments	(1,897)	(1,194)	(1,897)	(1,194)
Other revenues (expenses)	(673)	(425)	(5,535)	657
Total	(714)	1,647	(700)	1,411

29. Financial income (loss)

	Parent Company		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Financial revenues:				
Yield from interest earning bank deposits	53,021	60,691	74,973	75,336
Inflation adjustment on taxes and judicial deposits	7,244	5,336	8,271	6,747
Exchange-rate change	51	89	182	172
Other financial revenues	176	(187)	1,251	665
PIS/COFINS on financial revenues	(2,811)	(3,077)	(3,862)	(3,820)
Total	57,681	62,852	80,815	79,100
Financial expenses:				
Interest on debentures and financing	(145,449)	(130,905)	(145,487)	(130,951)
Lease interest	(18,099)	(19,920)	(27,404)	(29,750)
Inflation adjustment on accounts payable with acquisition of companies	(6,956)	(3,405)	(11,917)	(9,549)
Commissions and discounts granted	(1,047)	(4,712)	(6,383)	(5,027)
Inflation adjustment of contingencies	(1,443)	(1,324)	(3,198)	(2,581)
Interest and interest accruals	(14)	(618)	(361)	(966)
Derivative financial instruments	(348)	(344)	(348)	(344)
Exchange-rate change	(197)	(86)	(291)	(119)
Other	(219)	(832)	(486)	(3,183)
Total	(173,772)	(162,146)	(195,875)	(182,470)
Net financial income (loss)	(116,091)	(99,294)	(115,060)	(103,370)

30. Earnings per share - Parent Company

Basic earnings per share are calculated by dividing profit attributable to company shareholders by the weighted average number of common shares during the period.

Diluted earnings per share are calculated by adjusting the weighted average number of common shares, presuming the conversion of all the potential diluted common shares.

The Company had potentially dilutable common shares due to the stock option plan.

	Parent Company	
	03/31/2026	03/31/2025
Income attributable to Company's controlling shareholders	201,212	179,286
Weighted average number of common shares outstanding		
(-) Treasury shares	544,970,225	544,737,528
Basic earnings per share - R\$	0.37	0.33
(+) Adjustment by stock options	(13,196)	58,746
(=) Weighted average of number of common shares for diluted earnings per share	544,957,029	544,796,274
Diluted earnings per share - R\$	0.37	0.33

31. Information per business segment

Fleury Group's Management conducts its analyses based on two reportable business segments: Diagnostic Medicine and Integrated Medicine. The segments presented in the financial statements are strategic business units that offer different products and services.

	Period ended 03/31/2026		
	Diagnostic medicine	Integrated medicine	Consolidated
Net revenue	1,593,353	629,765	2,223,118
EBITDA	556,873	49,124	605,997
Equity in net income of subsidiaries	-	(5,062)	(5,062)
Depreciation and amortization	-	-	(233,122)
Financial income (loss)	-	-	(115,060)
EBIT	-	-	252,753
	Period ended 03/31/2025		
	Diagnostic medicine	Integrated medicine	Consolidated
Net revenue	1,379,390	635,684	2,015,073
EBITDA	470,705	76,920	547,625
Equity in net income of subsidiaries	-	(2,271)	(2,271)
Depreciation and amortization	-	-	(212,141)
Financial income (loss)	-	-	(103,370)
EBIT	-	-	229,843

32. Insurance coverage

The Company and its subsidiaries take out insurance for potential risks related to its assets, loss of profits and/or liabilities in amounts sufficient to cover possible claims (unaudited), considering the nature of its activities and in accordance with the assessment of Management and its specialized consultants. The full premium of the consolidated insurance policies in effect as of March 31, 2026 is R\$ 5,333. The contracts are effective until April 12, 2026 and 2027, with those ending in 2026 having already been duly renewed for 2027.

The maximum insured amount of the main insurance coverages, as of March 31, 2026, is as follows:

	Consolidated
Operational risks	880,413
Civil liability, including cyber risks	182,000
International transport – Imports - US\$	750

33. Subsequent event

On April 13, 2026, at the Ordinary and Extraordinary General Meeting of Fleury S.A., the merger of the company Saha Centro de Infusões Ltda by Fleury S.A. was approved, with a base date of April 30, 2026, without impact on these financial statements. The merger will allow the capture of efficiency gains on administrative costs, optimizing the performance of activities currently practiced, enabling better utilization of the resources of the involved companies.

Jeane Tsutsui
CEO

José Antônio de Almeida Filippo
Chief Financial, Legal and Investor Relations Officer

Gisele Schneider
Accountant
CRC 1SP304488

MINUTES OF THE BOARD OF DIRECTORS' MEETING

1. **Date, Time, and Place:** Held on May 06, 2026, at 11:00 p.m., by means of teleconference, pursuant to Article 15, Paragraph Three, of the Bylaws of the Fleury S.A. ("Company") and Section 5.8 of the Internal Rules of the Company's Board of Directors.

2. **Call Notice and Attendance:** The call notice was waived, pursuant to Article 15, Paragraph One, of the Bylaws of the Company and Section 5.7.2 of the Internal Rules of the Company's Board of Directors, in view of the presence of all the members of the Board of Directors: (i) Marcio Pinheiro Mendes; (ii) Fernando Lopes Alberto; (iii) Rui Monteiro de Barros Maciel; (iv) Luiz Carlos Trabuco Cappi; (v) Samuel Monteiro dos Santos Junior; (vi) Ivan Luiz Gontijo Junior; (vii) Roberto Diniz Junqueira Neto; (viii) Regina Pardini; (ix) Victor Cavalcanti Pardini and (x) Márcio Moura de Paula Ricardo.

3. **Presiding Board:** Chairman: Marcio Pinheiro Mendes; Secretary: Angélica Dente de Menezes.

4. **Agenda:** Deliberate on: (i) The financial results related to the First Quarter of 2026;

5. **Resolutions:** The members of the Board of Directors, unanimously and without any restrictions, decide:

(i) Approve the results of the First Quarter of 2026 and authorize its disclosure, according to applicable regulations.

6. **Adjournment:** As there was nothing else to be discussed and no other statements, the meeting was adjourned, and these minutes were drawn up which, after having been read and approved, were signed by all in attendance. Signatures: **Presiding Board:** Marcio Pinheiro Mendes, Chairman; Angélica Dente de Menezes, Secretary. **Directors:** Marcio Pinheiro Mendes; Fernando Lopes Alberto; Rui Monteiro de Barros Maciel; Luiz Carlos Trabuco Cappi; Samuel Monteiro dos Santos Junior; Ivan Luiz Gontijo Junior; Roberto Diniz Junqueira Neto; Regina Pardini; Victor Cavalcanti Pardini; and Márcio Moura de Paula Ricardo.

These minutes are an exact copy of the original document drafted in the appropriate book.

São Paulo, May 06, 2026

Marcio Pinheiro Mendes

Chairman

Angélica Dente de Menezes

Secretary

MINUTES OF THE MEETING OF THE AUDIT, INTEGRITY AND RISK MANAGEMENT COMMITTEE

- 1. Date, time and place:** Held on May 04, 2026, at 11:00 am., by means of videoconference, according to clause 3.7 of the Internal Rules of the Audit, Integrity and Risk Management Committee of Fleury S.A. ("Audit Committee" and "Company", respectively).
- 2. Call Notice and Attendance:** Luis Carlos Nannini (coordinator), Vivien Rosso, Roberto Diniz Junqueira Neto and Marcelo Santos Dall'Occo (expert consultant); and guests: José Antonio de Almeida Filippo – Chief Financial Officer and Investor Relations Officer; Gisele Schneider – Director of Controllership, Tax, Integrations, Risk and Internal Controls; Jeferson Guilherme dos Santos – Internal Audit Manager; Robson de Miranda – Corporate Finance Director; and Marcos Antônio Bóscolo - representative of KPMG Auditores Independentes Ltda.
- 3. Resolutions:** Meeting to evaluate the Company's financial statements for the first quarter of 2026, the management report and the independent auditors' report, the Committee asked the representatives of KPMG Auditores Independentes Ltda to provide clarifications on the audit carried out, which they informed that they did not significant changes occurred in the audit plan; there was no disagreement between audit and management; there were no facts or impediments to the audit work, that the estimates made by Management are adequate; not having any notes related to evidence of fraud and illicit acts involving members of the Management, which the representatives of KPMG Auditores Independentes Ltda reaffirmed that they comply with all the independence requirements established in the rules and regulations.

The Committee was also informed that, in the opinion of the auditors, the financial statements adequately present, in all material aspects, the equity and financial position, individual and consolidated, of Fleury S.A., the individual and consolidated performance of its operations and their respective cash flows individual and consolidated cash for the fiscal year, in accordance with accounting practices adopted in Brazil and international financial reporting standards (IFRS) issued by the International Accounting Standards Board (IASB). After the presentation, the conclusion of the external audit was the approval of the Financial Statements without reservations.

Accordingly, the Committee recommends that the Board of Directors approve the financial statements – Parent Company and Consolidated – for the first quarter of 2026, prepared by the Company and audited by KPMG Auditores Independentes Ltda.

4. Adjournment. There being no further business to be discussed and there being no other manifestation, this meeting was adjourned, from which these minutes were drawn up, read, approved and signed by all.

São Paulo, May 04, 2026.

Committee Members:

Luiz Carlos Nannini;
(coordinator)

Vivien Rosso

Roberto Diniz Junqueira Neto

Marcelo Santos Dall’Occo

STATEMENT BY THE BOARD OF OFFICERS ON THE FINANCIAL STATEMENTS

The Officers of Fleury S.A. ("Company"), in compliance with item VI of Paragraph 1 of article 27 of CVM Resolution No. 80, dated March 29, 2022, as amended, hereby declare that they have reviewed, discussed, and agreed upon the Company's financial statements for the 1st Quarter of 2026, ended March 31, 2026, and authorize their conclusion on this date.

São Paulo, May 06th, 2026

Jeane Mike Tsutsui – Chief Executive Officer

José Antonio de Almeida Filippo – Chief Financial Officer and Investor Relations Officer

Edgar Gil Rizzatti – Medical, Technical and Process Executive Officer

Roberto Santoro Meirelles – L2L and Operations Support Executive Officer

Patricia Yumi Maeda Bertoncello – Service Units Executive Officer

**STATEMENT BY THE BOARD OF OFFICERS ON THE INDEPENDENT AUDITORS'
REPORT ON THE FINANCIAL STATEMENTS**

The Officers of Fleury S.A. ("Company"), in compliance with item V of Paragraph 1 of article 27 of CVM Resolution No. 80, dated March 29, 2022, as amended, declare that they have reviewed, discussed, and agreed with the opinions expressed in the independent auditors' report on the Company's financial statements for the 1st Quarter of 2026, ended March 31, 2026, and authorize their conclusion on this date.

São Paulo, May 06th, 2026

Jeane Mike Tsutsui – Chief Executive Officer

José Antonio de Almeida Filippo – Chief Financial Officer and Investor Relations Officer

Edgar Gil Rizzatti – Medical, Technical and Process Executive Officer

Roberto Santoro Meirelles – L2L and Operations Support Executive Officer

Patricia Yumi Maeda Bertoncello – Service Units Executive Officer