JUNE 30, 2026

FINANCIAL STATEMENTS

GrupoFleury

100 YEARS

FUTURE
BUILT ON SCIENCE
AND TRUST

2Q26
EARNINGS

Revenue grows 14,4% and reaches R$ 2,5 bi,
EBITDA of R$ 612,9 mm with margin of 26,5% and
Net Income of R$ 221,9 million, growth of 45,7%

+55 11 50147236 | www.fleury.com.br/ri | ri@grupofleury.com.br

Highlights:

2Q26

- Gross Revenue of **R$ 2.514,6 million, growth of 14,4%** over 2Q25
  - **B2C** growth of 15,0% (**11,6% organic**)
    - **Fleury Brand** growth of **12,0%**
    - **Others SP** growth of 27,7% (**12,9% organic**)
    - **Minas Gerais** growth of 19,2% (**14,3% organic**)
    - **Rio de Janeiro** growth of **8,9%**
    - **Regionals** with growth of **10,2%**
  - **B2B** growth of **12,2%**
  - **New Links** growth of **15,9%**
- EBITDA of **R$ 612,9 million**, 15,2% above 2Q25, with a **26,5% margin**
- Net Income **of R$ 221,9 million**, growth of 45,7% over 2Q25, with a **9,6% margin**

	2Q25	2Q26	Δ	6M25	6M26	Δ
Gross Revenue	2.197,8	2.514,6	+14,4%	4.386,2	4.924,8	+12,3%
Cancellations (% Gross Revenue)	*-1,4%*	*-1,3%*	*+13 bps*	*-1,4%*	*-1,3%*	*+11 bps*
Net Revenue	2.024,5	2.316,7	+14,4%	4.039,6	4.539,8	+12,4%
Gross Profit	528,0	644,1	+22,0%	1.100,1	1.272,2	+15,6%
Gross Margin (% NR)	*26,1%*	*27,8%*	*+173 bps*	*27,2%*	*28,0%*	*+79 bps*
EBITDA	532,1	612,9	+15,2%	1.079,7	1.218,9	+12,9%
EBITDA Margin (% NR)	*26,3%*	*26,5%*	*+18 bps*	*26,7%*	*26,9%*	*+12 bps*
Net Income	152,3	221,9	+45,7%	331,6	423,1	+27,6%
Net Margin (% NR)	*7,5%*	*9,6%*	*+205 bps*	*8,2%*	*9,3%*	*+111 bps*

Conference Call

- Date: August 07, 2026 – 11:00 (10:00 EDT)
- Click here to access the conference call

1. Management Comment

Consistency is the attribute that best defines the financial results delivered by Grupo Fleury. In 2Q26, the Company once again presents a combination of significant revenue growth, margin expansion, increased net income, stable leverage at comfortable levels, and higher return on invested capital. This set of positive indicators translates into value creation for shareholders and other stakeholders. This consistency results stem from the successful execution of the strategy established in 2021, combining organic growth with strategic acquisitions (allowing us to double our revenue since then), efficiency gains, service differentiation, and disciplined capital allocation.

In 2Q26, Gross Revenue rose 14,4% compared to 2Q25, reaching R$ 2,5 billion. EBITDA reached R$ 612,9 million, a 15,2% year-over-year increase. Net Income was R$ 221,9 million, 45,7% higher than in the same quarter of the previous year. The net margin rose from 7,5% to 9,6%, a gain of 205 bps. Taken together, these figures reflect an organization growing in a disciplined manner and generating strong returns from its assets. Clear evidence of this is the continuous rise in our ROIC; since 2Q23, when we combined the businesses of Grupo Fleury and Pardini, it has climbed from 14,0% to 17,8% this quarter.

The primary driver of revenue expansion was B2C Diagnostic Medicine, our origin and core business. Once again, the Fleury Brand stood out. In the year it celebrates its centenary, the Fleury Brand demonstrates exceptional vitality, reflected both in the operation's capacity for renewal and in the results achieved. In response to shifting demographics and behavioral trends, we opened the Milestone 100 PSC in São Paulo's Jardins district in May. In addition to offering a full portfolio of diagnostic tests, Milestone 100 PSC houses 'Fleury Lifecare', a suite of services focused on healthy longevity and grounded in the best available science. These competitive advantages of the Fleury Brand, combined with its reputation among end customers and its relationships with the medical community, have been pivotal in sustaining growth. In the second quarter of 2026, revenue for the Fleury Brand rose by 12,0% compared to the same period the previous year.

Similar resilience is observed in other B2C diagnostic medicine operations. In Minas Gerais, growth was 19,2% — with 14,3% coming from organic growth. Regional Brands grew by 10,2%, performing particularly well in markets such as Espírito Santo, Goiás, Pará, Paraná, and Rio Grande do Sul. The Others São Paulo Brands — comprising all brands except the Fleury Brand — grew by 27,7% during the period. This result is driven by a combination of organic expansion (12,9%) and inorganic growth resulting from recent acquisitions, such as Confiance (with 25 units in the Campinas region) and LSL (in Rio Claro). Acquisitions like these, executed based on strict criteria including cultural fit, geographic location, regional leadership, disciplined economic-financial parameters, and a rigorous integration process, contribute significantly to cost and expense dilution across our operations through economies of scale.

In May, we took another important step toward consolidating our B2C Diagnostic Medicine business in São Paulo by closing the acquisition of Femme, its results will be reported starting in the third quarter of 2026. Focused on women's health and offering a comprehensive portfolio of clinical analysis and imaging tests, Femme operates 12 service units and possesses a brand highly recognized by gynecologists and patients alike for its quality and welcoming approach.

In 2Q26, the B2B business, comprising Lab-to-Lab and Hospital operations, also delivered excellent performance. Gross revenue reached R$ 545,1 million, a 12,2% increase compared to 2Q25. The progress of the New Links initiative underscores the importance of offering services that extend beyond diagnostic medicine, enhancing the customer experience and relationships with payers through more integrated and sustainable care.

The consistent growth demonstrated by Grupo Fleury is accompanied by cost discipline, resulting in increased gross profit, EBITDA margin, and cash generation. Strong operational results showed a significant rise in the company's net income for the quarter. With the maturation of information technology investments, crucial for the integration of Hermes Pardini and for efficiency gains, our Capex is returning to its historical profile, balancing investments in IT and digital solutions, expanding service offerings and technical capacity, and renewing our equipment fleet and patient service centers.

We expanded the Company's business and pursued acquisitions while maintaining leverage at a stable level — at the end of the second quarter, this ratio stood at 1,1x, a suitable figure given the current environment of high interest rates.

Grupo Fleury's strategic positioning, offering solutions that contribute to prevention, health promotion, and outpatient monitoring for patients with chronic diseases, enables us to balance business growth with the sustainability of the healthcare system. Our strengths in medical excellence, innovation, efficiency, and scale translate into market share gains for our brands across different regions of the country.

We will continue our path, strengthening Grupo Fleury as one of the leaders in Brazil's healthcare sector and generating value for our shareholders.

Jeane Tsutsui
CEO

2. Lab-to-Lab

The 2023 business combination between Grupo Fleury and Hermes Pardini was transformed into several aspects. One key aspect was positioning the Company as a leader in the B2B Diagnostic Medicine market, specifically the "Lab-to-Lab" segment, where we leverage our infrastructure, technical expertise, and R&D innovation capabilities to serve partner hospitals and laboratories across Brazil. The Lab-to-Lab model, a business line expanded through the acquisition of Pardini, fulfills one of Grupo Fleury's core purposes: promoting access to high-quality, rapid, and efficient healthcare while simultaneously fostering the growth of thousands of independent laboratories.

Driven by the business combination, this model has continuously evolved. Today, we serve over 9.300 clients – ranging from small laboratories and hospitals to public agencies. This growth is attributed to a series of initiatives that boosted production capacity, decentralized and regionalized operations, increased portfolio complexity, and improved service delivery efficiency for these partners. Currently, the Lab-to-Lab division comprises 16 technical area located across 10 states. Together, they serve clients in 2.200 cities, covering approximately 80% of the Brazilian population. Of the nearly 369 million tests processed by Grupo Fleury in 2025, 47% were handled by the Lab-to-Lab division, which has a total addressable market of R$ 9,0 billion.

Since 2024, we have invested R$ 41,4 million in expanding eight of these 16 units and opening two new technical areas: one at the technical area in the Brooklin neighborhood of São Paulo, and another in Farrapos, Rio Grande do Sul, the latter being the first facility in the South region dedicated exclusively to Lab-to-Lab services. This expansion increased our annual processing capacity by 30%; the Brooklin facility alone added a potential capacity of 84 million tests per year. In April, the technical area in Vespasiano, Minas Gerais, received 205.483 samples for analysis in a single day, a world record. Alongside increasing capacity, we expanded our logistics routes, reaching laboratories and hospitals that previously lacked access to our Lab-to-Lab services. Today, we operate over 430 routes, covering a total of 93.000 kilometers daily.

Scale is fundamental. However, the expansion of our infrastructure is accompanied by technological sophistication that serves both the market and the patient. The technical area at the São Paulo, for instance, is equipped with Abbott's largest automated GLP (Good Laboratory Practice) line currently in operation worldwide. This technology enables the automatic prioritization of urgent samples, uninterrupted operation, and the scalability needed to keep pace with rising demand from partner laboratories. Currently, the facility releases 95% of test results within three hours, a critical benchmark for the market.

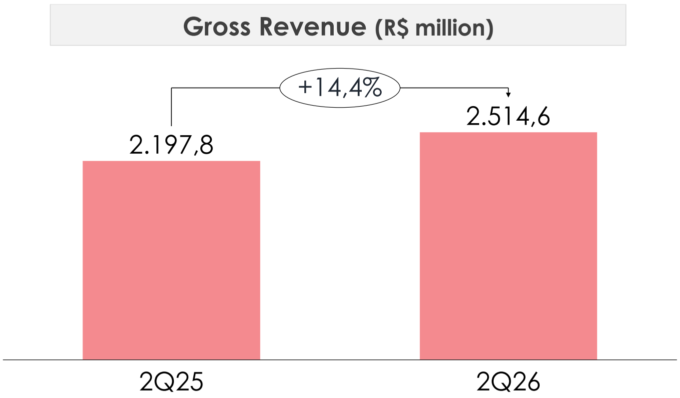
Grupo Fleury's Lab-to-Lab service offers over 9.000 tests, a portfolio built through continuous investment in research and development, as well as agreements with international companies, some of which are exclusive. Many of these are highly specialized tests that reach clients and patients in both the private and public healthcare sectors (as many partner laboratories have agreements with the SUS) without the need for local infrastructure or patient travel. One of the most recent agreements was established with Foundation Medicine, a Roche affiliate. Grupo Fleury is now responsible for the commercialization and logistics of the 'FoundationOne' precision oncology tests. Through highly personalized analysis, the trial-and-error cycle in cancer treatment is avoided, thereby increasing the chances of a cure and improving patient well-being while reducing healthcare system costs.

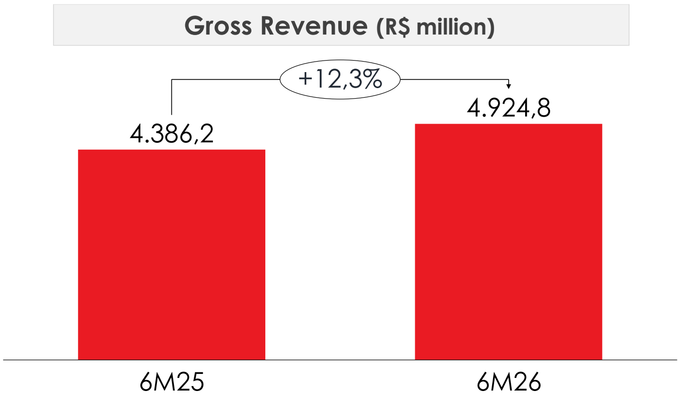
That is what providing access means to us. And Lab-to-Lab is increasingly a fundamental vehicle for realizing our purpose as a Company.

3. Income Statement

	2Q25	2Q26	Δ	6M25	6M26	Δ
Gross Revenue	**2.197,8**	**2.514,6**	***+14,4%***	**4.386,2**	**4.924,8**	***+12,3%***
Taxes	(138,3)	(160,5)	*+16,1%*	(275,5)	(312,0)	*+13,2%*
Cancellations	(35,0)	(37,4)	*+6,8%*	(71,1)	(73,0)	*+2,7%*
Cancellations (% Gross Revenue)	*-1,6%*	*-1,5%*	*+11 bps*	*-1,6%*	*-1,5%*	*+14 bps*
Net Revenue	**2.024,5**	**2.316,7**	***+14,4%***	**4.039,6**	**4.539,8**	***+12,4%***
Cost of Rendered Services	(1.496,6)	(1.672,5)	*+11,8%*	(2.939,5)	(3.267,6)	*+11,2%*
Gross Profit	**528,0**	**644,1**	***+22,0%***	**1.100,1**	**1.272,2**	***+15,6%***
Gross Margin (% NR)	***26,1%***	***27,8%***	***+173 bps***	***27,2%***	***28,0%***	***+79 bps***
Operating Expenses and Equity in Subsidiaries	(221,1)	(252,4)	*+14,2%*	(460,0)	(512,6)	*+11,4%*
Expenses (% NR)	*-10,9%*	*-10,9%*	*+3 bps*	*-11,4%*	*-11,3%*	*+9 bps*
EBITDA	**532,1**	**612,9**	***+15,2%***	**1.079,7**	**1.218,9**	***+12,9%***
EBITDA Margin (% NR)	***26,3%***	***26,5%***	***+18 bps***	***26,7%***	***26,9%***	***+12 bps***
Financial Results	(118,0)	(111,3)	*-5,7%*	(221,3)	(226,3)	*+2,3%*
EBT	**189,0**	**280,5**	***+48,4%***	**418,8**	**533,2**	***+27,3%***
Income Tax & Social Contribution	(44,4)	(61,1)	*+37,7%*	(98,4)	(116,2)	*+18,1%*
Effective Tax Rate	23,5%	21,8%	*-170 bps*	23,5%	21,8%	*-170 bps*
Net Income	**152,3**	**221,9**	***+45,7%***	**331,6**	**423,1**	***+27,6%***
Net Margin (% NR)	***7,5%***	***9,6%***	***+205 bps***	***8,2%***	***9,3%***	***+111 bps***

4. Gross Revenue





In the quarter, Gross Revenue reached R$ 2.514,6 million, representing growth of 14,4% (12,1% organic) compared to 2Q25. This performance was driven by:

(i) B2C growth of 15,0% (11,6% organic)

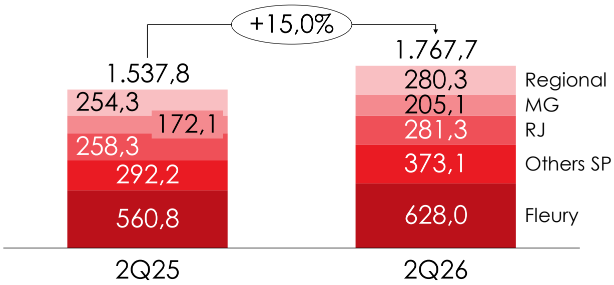
(ii) B2B growth of 12,2%

(iii) New Links growth of 15,9%

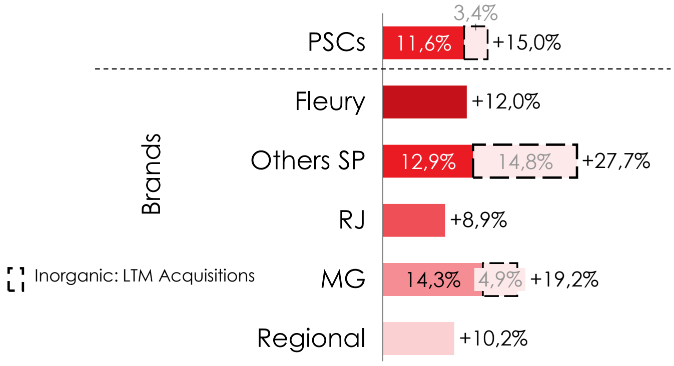
4.1. Diagnostics

4.1.1. Patient Service Center (PSC) per Brands

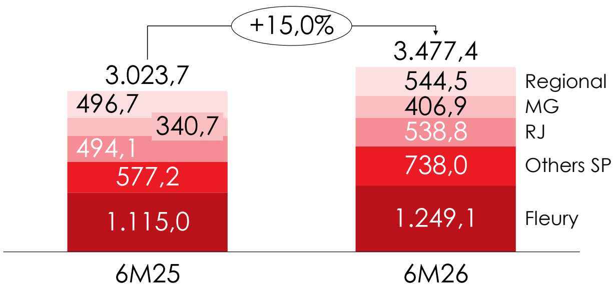
PSCs Gross Revenue
(R$ million)



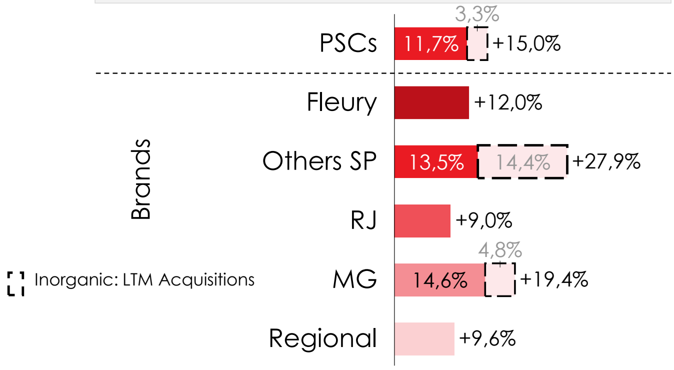
PSCs Performance
2Q26 vs. 2Q25



PSCs Gross Revenue
(R$ million)



PSCs Performance
6M26 vs. 6M25



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

Gross Revenue from Patient Service Centers grew 15,0% in the quarter, reaching R$ 1.767,7 million, primarily reflecting:

(i) Fleury Brand (+12,0%): Organic growth reflects market share gains in the premium segment within greater São Paulo, resulting from the brand's differentiation strategy.

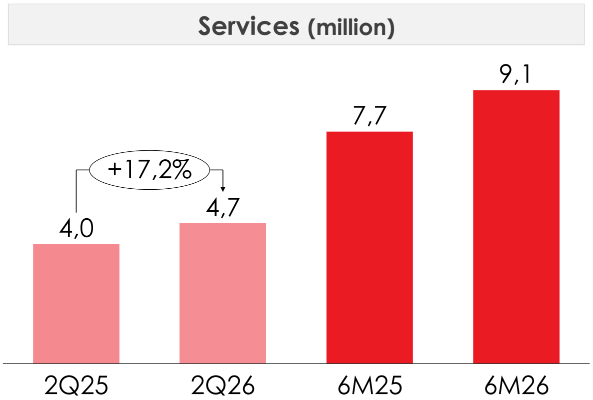
(ii) Others SP (+27,7%; +12,9% organic): This performance stems from strong organic results driven by an expanded service offering. Additionally, there is an inorganic impact from the addition of Confiance (Campinas) and LSL (Rio Claro).

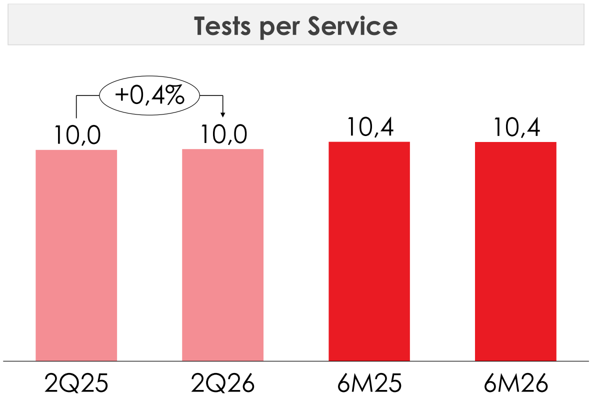
(iii) MG Brands (+19,2%; +14,3% organic): This trend results from market share gains driven by the growth of brands in the region, especially in the premium segment, and was boosted by the inorganic impact of Hemolab.

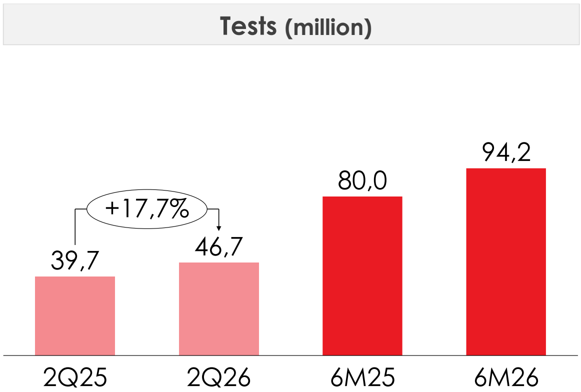
(iv) RJ Brands (+8,9%): This growth reflects strong organic execution, driving market share gains, especially in the intermediate segment.

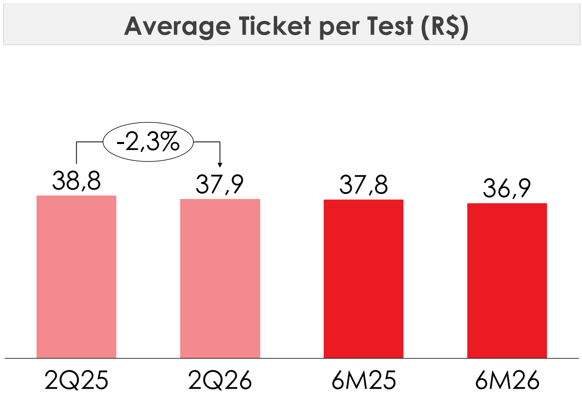
(v) Regional Brands (+10,2%): Growth is driven by strong performance, primarily in the ES, GO, PA, PR, and RS markets.

4.1.2. Volumes and Revenue per Exam









During the quarter, the number of patient visits reached 4,7 million, a 17,2% increase.

The volume of tests totaled 46,7 million for the quarter, an expansion of 17,7% driven by the rise in patient visits and bolstered by the inorganic impact of the acquisitions of Confiance, Hemolab, and LSL.

Gross revenue per test was R$ 37,9 for the quarter, a 2,3% decrease; this is attributed to a shift in the test mix, with a higher proportion of clinical analysis tests and tests from mid-range/basic brands (segments that generate attractive returns and margins for the Company).

4.2. B2B: Lab-to-Lab and Hospitals

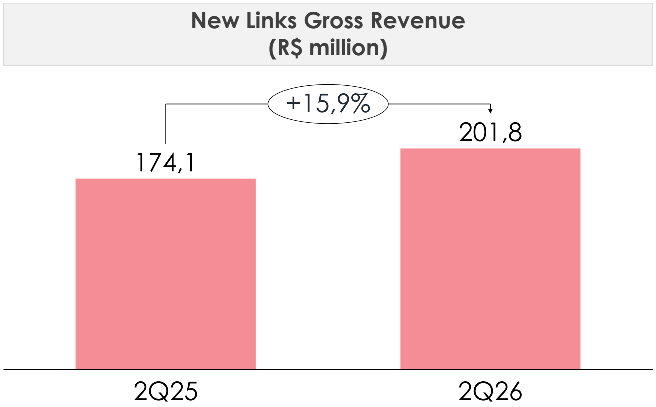
	2Q25	2Q26	Δ	6M25	6M26	Δ
Gross Revenue (R$ Million)	485,9	545,1	+12,2%	966,0	1.051,6	+8,9%
Test Volume (Million)	49,7	60,3	+21,2%	99,0	117,3	+18,5%
Average Ticket per Test (R$)	9,8	9,0	-7,4%	9,8	9,0	-8,1%

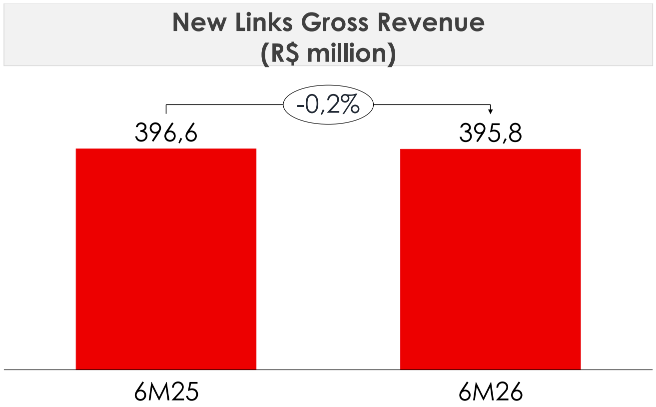
Gross Revenue from B2B expanded by 12,2% in the quarter, driven by:

(i) Lab-to-Lab: Strong growth in test volumes resulting from an increased share of wallet in basic tests, which have lower price points and attractive margins.

(ii) Hospitals: A segment that benefited from the influenza outbreak in 2Q26.

4.3. New Links





Gross Revenue from New Links in the quarter reached R$ 201,8 million, with an expansion of 15,9% due to growth in all businesses, especially infusions of non-oncological medications.

New Links accounted for 8,0% of the Company's Revenue in the quarter.

5. Gross Profit

	2Q25		2Q26		Δ		6M25		6M26		Δ	
	R$ MM	% NR	R$ MM	% NR	%	bps	R$ MM	% NR	R$ MM	% NR	%	bps
Net Revenue	**2.024,5**	**100,0%**	**2.316,7**	**100,0%**	***+14,4%***	**-**	**4.039,6**	**100,0%**	**4.539,8**	**100,0%**	***+12,4%***	**-**
Cost of Services	**(1.496,6)**	**-73,9%**	**(1.672,5)**	**-72,2%**	***+11,8%***	***+173 bps***	**(2.939,5)**	**-72,8%**	**(3.267,6)**	**-72,0%**	***+11,2%***	***+79 bps***
Personnel and Medical Services	(628,8)	-31,1%	(693,3)	-29,9%	*+10,3%*	*+113 bps*	(1.205,5)	-29,8%	(1.368,7)	-30,2%	*+13,5%*	*-31 bps*
Services with Occupancy and Utilities	(268,4)	-13,3%	(321,9)	-13,9%	*+19,9%*	*-64 bps*	(529,0)	-13,1%	(607,0)	-13,4%	*+14,7%*	*-28 bps*
Materials and Test Intermediation	(424,9)	-21,0%	(484,6)	-20,9%	*+14,1%*	*+7 bps*	(862,8)	-21,4%	(935,6)	-20,6%	*+8,4%*	*+75 bps*
Depreciation and Amortization	(170,0)	-8,4%	(164,3)	-7,1%	*-3,4%*	*+131 bps*	(330,9)	-8,2%	(341,7)	-7,5%	*+3,3%*	*+66 bps*
General Expenses	(4,4)	-0,2%	(8,4)	-0,4%	*+89,6%*	*-14 bps*	(11,3)	-0,3%	(14,6)	-0,3%	*+28,9%*	*-4 bps*
Gross Profit	**528,0**	**26,1%**	**644,1**	**27,8%**	***+22,0%***	***+173 bps***	**1.100,1**	**27,2%**	**1.272,2**	**28,0%**	***+15,6%***	***+79 bps***

In the quarter, Gross Profit reached R$ 644,1 million, an increase of 22,0%, with a Gross Margin of 27,8%, representing an expansion of 173 bps. This performance is primarily explained by:

- **Depreciation and Amortization (+131 bps):** This decrease is explained by the shift in the Company's Capex profile, resulting from lower investments in IT and Digital.
- **Personnel and Medical Services (+113 bps):** The contraction in this line item is mainly due to the dilution of fixed costs driven by increased volume.
- **Services with Occupancy and Utilities (-64 bps):** This increase reflects higher variable costs at the units, driven by a rise in the volume of exams and patients.

6. Operating Expenses

	2Q25		2Q26		Δ		6M25		6M26		Δ	
	R$ MM	% NR	R$ MM	% NR	%	bps	R$ MM	% NR	R$ MM	% NR	%	bps
Gross Profit	**528,0**	**26,1%**	**644,1**	**27,8%**	***+22,0%***	***+173 bps***	**1.100,1**	**27,2%**	**1.272,2**	**28,0%**	***+15,6%***	***+79 bps***
Op. Expenses and Equity in Sub.	**(221,1)**	**-10,9%**	**(252,4)**	**-10,9%**	***+14,2%***	***+3 bps***	**(460,0)**	**-11,4%**	**(512,6)**	**-11,3%**	***+11,4%***	***+9 bps***
G&A	(126,6)	-6,3%	(148,2)	-6,4%	*+17,1%*	*-15 bps*	(271,6)	-6,7%	(300,7)	-6,6%	*+10,7%*	*+10 bps*
Commercial Expenses	(41,4)	-2,0%	(48,0)	-2,1%	*+15,8%*	*-2 bps*	(83,2)	-2,1%	(94,3)	-2,1%	*+13,4%*	*-2 bps*
Depreciation and Amortization	(52,4)	-2,6%	(51,5)	-2,2%	*-1,7%*	*+36 bps*	(103,6)	-2,6%	(107,2)	-2,4%	*+3,4%*	*+20 bps*
Other Operating Income (Expenses)	0,3	0,0%	(2,7)	-0,1%	*-1069,8%*	*-13 bps*	(4,7)	-0,1%	(18,6)	-0,4%	*+295,4%*	*-29 bps*
Reversal (Provision) for Contingency	1,8	0,1%	3,4	0,1%	*+88,6%*	*+6 bps*	8,2	0,2%	18,6	0,4%	*+126,6%*	*+21 bps*
Equity in Subsidiaries	(2,8)	-0,1%	(5,4)	-0,2%	*+93,3%*	*-9 bps*	(5,0)	-0,1%	(10,4)	-0,2%	*+106,6%*	*-10 bps*
EBIT	**306,9**	**15,2%**	**391,8**	**16,9%**	***+27,6%***	***+175 bps***	**640,1**	**15,8%**	**759,6**	**16,7%**	***+18,7%***	***+89 bps***

Operating expenses for the quarter represented 10,9% of Net Revenue, in line with the same quarter of the previous year, driven primarily by:

- **General and Administrative Expenses (-15 bps):** The stability of this line item reflects the Company's discipline in expense control.
- **Depreciation and Amortization (+36 bps):** This decrease is explained by the shift in the Company's Capex profile, resulting from lower investments in IT and Digital.

7. EBITDA

	2Q25		2Q26		Δ		6M25		6M26		Δ	
	R$ MM	% NR	R$ MM	% NR	%	bps	R$ MM	% NR	R$ MM	% NR	%	bps
EBIT	**306,9**	**15,2%**	**391,8**	**16,9%**	***+27,6%***	***+175 bps***	**640,1**	**15,8%**	**759,6**	**16,7%**	***+18,7%***	***+89 bps***
D&A	222,4	11,0%	215,8	9,3%	*-3,0%*	*-167 bps*	434,5	10,8%	448,9	9,9%	*+3,3%*	*-87 bps*
Equity in Subsidiaries	2,8	0,1%	5,4	0,2%	*+93,3%*	*+9 bps*	5,0	0,1%	10,4	0,2%	*+106,6%*	*+10 bps*
EBITDA	**532,1**	**26,3%**	**612,9**	**26,5%**	***+15,2%***	***+18 bps***	**1.079,7**	**26,7%**	**1.218,9**	**26,9%**	***+12,9%***	***+12 bps***

EBITDA totaled R$ 612,9 million this quarter, an increase of 15,2% with a margin of 26,5%, 18 bps higher than in the same period last year. This performance resulted from an increase in Operating Profit, partially offset by a decrease in Depreciation and Amortization.

8. Financial Result and Net Debt

8.1. Financial Result

	2Q25		2Q26		Δ		6M25		6M26		Δ	
	R$ MM	% NR	R$ MM	% NR	%	bps	R$ MM	% NR	R$ MM	% NR	%	bps
EBIT	**306,9**	**15,2%**	**391,8**	**16,9%**	***+27,6%***	***+175 bps***	**640,1**	**15,8%**	**759,6**	**16,7%**	***+18,7%***	***+89 bps***
Financial Result	**(118,0)**	**-5,8%**	**(111,3)**	**-4,8%**	***-5,7%***	***+102 bps***	**(221,3)**	**-5,5%**	**(226,3)**	**-5,0%**	***+2,3%***	***+49 bps***
Financial Revenue	80,6	4,0%	79,5	3,4%	*-1,4%*	*-55 bps*	159,7	4,0%	160,3	3,5%	*+0,4%*	*-42 bps*
Financial Expenses	(198,6)	-9,8%	(190,8)	-8,2%	*-3,9%*	*+157 bps*	(381,0)	-9,4%	(386,7)	-8,5%	*+1,5%*	***+92 bps***
EBT	**189,0**	**9,3%**	**280,5**	**12,1%**	***+48,4%***	***+277 bps***	**418,8**	**10,4%**	**533,2**	**11,7%**	***+27,3%***	*+138 bps*

In this quarter, the financial result represented an expense of R$ 111,3 million, a reduction of 102 bps compared to the same period of the previous year.

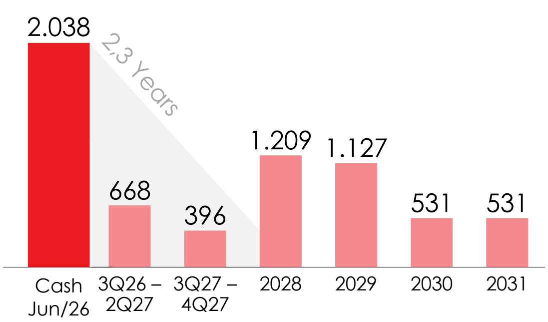
8.2. Net Debt

	03/31/2026	06/30/2026	Δ 2Q26-1Q26	06/30/2025	Δ 2Q26-2Q25
Gross Debt	4.543,5	4.460,1	*-1,8%*	4.510,8	*-1,1%*
(-) Cash and Cash Equivalents	2.266,6	2.037,7	*-10,1%*	2.190,8	*-7,0%*
Net Debt	**2.276,9**	**2.422,5**	***+6,4%***	**2.320,0**	***+4,4%***
EBITDA LTM	2.193,4	2.274,2	*+3,7%*	2.022,5	*+12,4%*
Net Debt/EBITDA	1,0x	1,1x	*+0,0x*	1,1x	*-0,1x*

Leverage stood at 1,1x at the end of the quarter, in line with 2Q25 and 1Q26. The Company is demonstrating resilience in the high-interest-rate environment, with leverage well below the 3,0x limit established by debt covenants.

Below is the amortization schedule and debt profile.

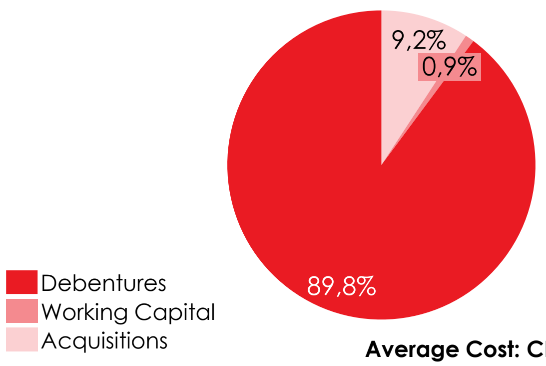
Debt amortization (R$ million)



Liability Management

	4Q23	2Q26
Term:	3,5 years	2,8 years
Cost:	CDI+1,41%	CDI+1,00%
Moody's:	AA+.br positive	AAA.br stable

Debt Profile



Average Cost: CDI + 1,00%

Specifically, as a result of the completion of the Femme acquisition, the average cost of debt increased (1Q26: CDI + 0,94%; 2Q26: CDI + 1,00%) and the average maturity decreased (1Q26: 3,1 years; 2Q26: 2,8 years). That company carried debt with a shorter maturity and higher cost than the Grupo Fleury's consolidated debt. Such debt obligations were settled following the closing of the transaction and will be recognized in the 3Q26 Financial Statements.

9. Net Income

	2Q25		2Q26		Δ		6M25		6M26		Δ	
	R$ MM	% NR	R$ MM	% NR	%	bps	R$ MM	% NR	R$ MM	% NR	%	bps
EBIT	**189,0**	**9,3%**	**280,5**	**12,1%**	***+48,4%***	***+277 bps***	**418,8**	**10,4%**	**533,2**	**11,7%**	***+27,3%***	***138 bps***
Income Tax and Social Contribution	(44,4)	-2,2%	(61,1)	-2,6%	*+37,7%*	*-45 bps*	(98,4)	-2,4%	(116,2)	-2,6%	*+18,1%*	*-12 bps*
Effective Tax Rate	*23,5%*	-	*21,8%*	-	*-7,2%*	*-170 bps*	*23,5%*	-	*21,8%*	-	*-7,2%*	*-170 bps*
Net Income Before Minorities Share	**144,6**	**7,1%**	**219,3**	**9,5%**	***+51,7%***	***+233 bps***	**320,4**	**7,9%**	**417,0**	**9,2%**	***+30,2%***	***125 bps***
Minorities Share	7,7	0,4%	2,5	0,1%	*-67,5%*	*-27 bps*	11,2	0,3%	6,1	0,1%	*-45,8%*	*-14 bps*
Net Income	**152,3**	**7,5%**	**221,9**	**9,6%**	***+45,7%***	***+205 bps***	**331,6**	**8,2%**	**423,1**	**9,3%**	***+27,6%***	***111 bps***

In the quarter, the effective income tax rate was 21,8%, reflecting the management of innovation-related expenses and increased eligibility for tax benefits under the "Lei do Bem" (Good Law).

Net Income totaled R$ 221,9 million, a 45,7% increase, with a margin of 9,6%, up 205 bps from the same period the previous year, driven primarily by the rise in EBT.

10. Investments

	2Q25	2Q26	Δ	6M25	6M26	Δ
Capex	**141,5**	**75,7**	***-46,5%***	**208,3**	**136,3**	***-34,6%***
IT/Digital	86,9	19,8	*-77,2%*	117,2	38,9	*-66,8%*
Diagnostic Equipment Renewal and Maintenance	24,0	12,9	*-46,2%*	40,6	21,5	*-47,1%*
New PSC's, Offer Expansion and Techinical Areas	30,6	43,0	*+40,6%*	50,5	75,9	*+50,3%*

Capex totaled R$ 75,7 million this quarter, down 46,5% from the same period last year. Allocation has returned to its historical profile, with lower investments in IT and Digital and a greater focus on expanding the offering and the capacity of technical areas.

11. Cash Flow

	2Q25	2Q26	Δ	6M25	6M26	Δ
EBITDA	**532,1**	**612,9**	***+15,2%***	**1.079,7**	**1.218,9**	***+12,9%***
Provisions (reversions)	66,5	70,5	*+6,1%*	133,9	140,9	*+5,2%*
Income Tax Paid	(7,9)	(9,7)	*+23,2%*	(52,3)	(47,3)	*-9,6%*
Others Operating Results	(0,5)	1,7	*-448,4%*	43,7	15,8	*-63,9%*
Working Capital Variation:	(103,2)	20,4	*-119,8%*	(395,6)	(367,9)	*-7,0%*
Trade Accounts Receivables	(109,4)	(66,1)	*-39,6%*	(304,5)	(364,5)	*+19,7%*
Suppliers	(18,8)	51,9	*-375,6%*	(48,1)	(14,9)	*-69,0%*
Salaries / Charges	30,2	31,1	*+3,0%*	(55,3)	(55,3)	*-0,1%*
Others Assets and Liabilities	(5,1)	3,5	*-168,0%*	12,4	66,9	*+441,4%*
(=) Operating Cash Flow	**487,1**	**695,8**	***+42,9%***	**809,4**	**960,4**	***+18,7%***
Capital Expenditures	(141,5)	(75,7)	*-46,5%*	(208,3)	(136,3)	*-34,6%*
Others Investing Activities	353,6	150,6	*-57,4%*	216,5	151,2	*-30,2%*
(=) Free Cash Flow to Firm (FCFF)	**699,2**	**770,7**	***+10,2%***	**817,5**	**975,2**	***+19,3%***
Interest Paid / Received	(229,6)	(278,6)	*+21,3%*	(254,3)	(311,0)	*+22,3%*
Change in Debt	(3,2)	(85,5)	*+2582,2%*	(4,9)	(125,8)	*+2454,7%*
Leasing	(105,5)	(112,5)	*+6,7%*	(211,6)	(220,4)	*+4,2%*
(=) Free Cash Flow to Equity (FCFE)	**361,0**	**294,1**	***-18,5%***	**346,7**	**318,0**	***-8,3%***
Dividends and Interest on Capital	(254,0)	(222,9)	*-12,3%*	(254,0)	(223,3)	*-12,1%*
Payment of Acquisitions	(107,0)	(61,9)	*-42,2%*	(107,0)	(97,4)	*-9,0%*
(=) Cash Flow	**(0,1)**	**9,3**	**-**	**(14,4)**	**(2,7)**	***-81,1%***

Cash Flow Indicators	2Q25	2Q26	Δ	6M25	6M26	Δ
Average Collection Period (days)	77	76	*-1*	77	78	*+0*
Average Payment Period (days)	61	66	*+4*	62	67	*+5*

Operating cash generation reached R$ 695,8 million for the quarter, a 42,9% increase compared to the same period of the previous year. Over the last 12 months, cash conversion reached 100,5% of EBITDA.

During the quarter, the average collection period decreased by one day, while the average payment period increased by four days.

12. Attachments

12.1. Performance Indicators

(R$ mil)

	2Q24	3Q24	4Q24	1Q25	2Q25	3Q25	4Q25	1Q26	2Q26
Income Statement									
Gross Revenue	2.136,9	2.133,2	1.994,3	2.188,4	2.197,8	2.378,6	2.238,2	2.410,2	2.514,6
Net Revenue	1.978,2	1.962,7	1.839,3	2.015,1	2.024,5	2.191,0	2.060,6	2.223,1	2.316,7
COGS	(1.410,9)	(1.405,7)	(1.385,8)	(1.443,0)	(1.496,6)	(1.575,1)	(1.570,5)	(1.595,1)	(1.672,5)
SG&A	(237,9)	(216,9)	(252,6)	(238,9)	(221,1)	(249,5)	(275,4)	(260,3)	(252,4)
EBIT	329,4	340,1	200,9	333,2	306,9	366,4	214,6	367,8	391,8
EBITDA	522,0	537,4	405,4	547,6	532,1	599,4	455,9	606,0	612,9
Net Finance Income	(101,3)	(96,1)	(103,6)	(103,4)	(118,0)	(130,2)	(116,4)	(115,1)	(111,3)
Net Income	173,6	190,7	83,9	179,3	152,3	184,9	96,3	201,2	221,9
Result Indicators									
Cancellation Index	-1,0%	-1,4%	-1,3%	-1,4%	-1,4%	-1,4%	-1,4%	-1,3%	-1,3%
Gross Margin	*28,7%*	*28,4%*	*24,7%*	*28,4%*	*26,1%*	*28,1%*	*23,8%*	*28,3%*	*27,8%*
EBIT Margin	*15,4%*	*15,9%*	*10,1%*	*15,2%*	*14,0%*	*15,4%*	*9,6%*	*15,3%*	*15,6%*
EBITDA Margin	*26,4%*	*27,4%*	*22,0%*	*27,2%*	*26,3%*	*27,4%*	*22,1%*	*27,3%*	*26,5%*
Effective Tax Rate	*-24,5%*	*-23,5%*	*-21,4%*	*-23,5%*	*-23,5%*	*-22,8%*	*-4,3%*	*-21,8%*	*-21,8%*
Net Margin	*8,8%*	*9,7%*	*4,6%*	*8,9%*	*7,5%*	*8,4%*	*4,7%*	*9,1%*	*9,6%*
Financial Debt									
Cash & Equivalents	2.126,9	2.337,4	2.446,0	2.545,3	2.190,8	2.622,4	2.275,0	2.266,6	2.037,7
Gross Debt	4.141,0	4.209,9	4.449,5	4.565,0	4.510,8	4.660,7	4.457,8	4.543,5	4.460,1
Net Debt	2.014,0	1.872,5	2.003,5	2.019,7	2.320,0	2.038,3	2.182,8	2.276,9	2.422,5
Net Debt / EBITDA LTM	1,0x	1,0x	1,0x	1,0x	1,1x	1,0x	1,0x	1,0x	1,1x
Profitability and Return									
ROIC without Goodwill LTM	37,5%	37,8%	38,3%	40,0%	38,6%	38,7%	38,9%	39,7%	41,6%
ROIC LTM[1]	15,9%	16,1%	16,4%	16,9%	16,4%	16,5%	16,6%	17,0%	17,8%
Cash Flow Indicators									
Operating Cash Flow	588,2	558,7	563,6	322,3	487,1	718,5	605,9	264,6	695,8
Cash conversion	112,7%	104,0%	139,0%	58,9%	91,5%	119,9%	132,9%	43,7%	113,5%

[1] Excluding goodwill and surplus value from the Hermes Pardini acquisition

12.2. Balance Sheet

(R$ 000)

	12/31/2025	06/30/2026
Assets		
Current assets		
Cash and cash equivalents	21.772	19.060
Securities	2.140.619	1.880.069
Accounts receivable	1.747.166	2.094.735
Inventories	180.702	156.590
Recoverable taxes	22.863	243.400
IRPJ and CSLL recoverable	225.290	-
Other assets	83.053	145.076
Total current assets	**4.421.465**	**4.538.930**
Long-term assets		
Securities	112.622	138.544
Deferred income tax and social contribution	11.058	10.269
Recoverable taxes	1.989	8.754
IRPJ and CSLL recoverable	7.956	-
Judicial deposits	19.488	13.274
Other accounts receivable	9.532	4.742
Other assets	67.116	61.144
Total long-term assets	**229.761**	**236.727**
Investments	111.772	169.324
Property, plants and equipment	1.379.255	1.404.052
Intangible assets	5.979.637	6.006.075
Right-of-use	1.098.591	1.203.367
Total non-current assets	**8.799.016**	**9.019.545**
Total assets	**13.220.481**	**13.558.475**

	12/31/2025	06/30/2026
Liabilities and shareholders' equity		
Current liabilities		
Suppliers	800.133	840.735
Loans and financing	17.358	41.631
Debentures	214.745	557.886
Lease	318.732	319.569
Labor obligations	407.632	406.046
Tax liabilities	59.250	79.919
Income tax and social contribution payable	38.280	33.089
Accounts payable - acqusitions	79.339	68.124
Interest on own capital and dividends payable	291.836	71.216
Other liabilities	18.375	20.744
Total current liabilities	**2.245.680**	**2.438.959**
Non-current liabilities		
Loans and financing	892	510
Debentures	3.797.474	3.447.853
Lease	922.242	1.041.536
Deferred income and tax contributions	557.540	527.353
Provision for tax, labor and civil risks	180.504	168.203
Tax installments	850	550
Accounts payable - acqusitions	348.031	344.139
Interest on own capital and dividends payable	71.000	71.000
Total non-currents liabilities	**5.878.533**	**5.601.144**
Shareholders' equity		
Capital	2.736.029	2.736.029
Capital reserve	1.915.603	1.928.699
Retained earnings	332.450	332.449
Treasury shares	(35.559)	(55.478)
Equity valuation adjustments	52.817	52.817
Income for the period	-	423.062
Shareholders' equity of controlling shareholders	**5.001.340**	**5.417.578**
Non-controlling interest	94.928	100.794
Total shareholders' equity	**5.096.268**	**5.518.372**
Total liabilities and shareholders' equity	**13.220.481**	**13.558.475**

12.3. Income Statement

(R$ 000)

	2Q25	2Q26	6M25	6M26
Revenue from rendering of services	**2.024.533**	**2.316.654**	**4.039.607**	**4.539.771**
Cost of services rendered	(1.496.555)	(1.672.515)	(2.939.510)	(3.267.567)
Gross income	**527.978**	**644.139**	**1.100.097**	**1.272.205**
Operating (expenses) income				
General and adminstrative	(178.949)	(199.715)	(375.213)	(407.853)
Selling expenses	(41.424)	(47.969)	(83.205)	(94.322)
Other operating expenses, net	2.082	672	3.493	(28)
Equity method and adjustment for realization at fair value	(2.776)	(5.365)	(5.047)	(10.426)
Operating income before financial income (expenses)	**306.911**	**391.762**	**640.125**	**759.575**
Financial income	80.601	79.499	159.701	160.314
Financial expenses	(198.558)	(190.785)	(381.028)	(386.660)
Financial income (expense)	**(117.957)**	**(111.286)**	**(221.327)**	**(226.346)**
Income before income tax and social contribution	**188.954**	**280.476**	**418.797**	**533.229**
Income tax and social contribution				
Current	(88.710)	(90.160)	(135.550)	(144.865)
Difered	44.306	29.016	37.133	28.621
Net income for the period	**144.550**	**219.332**	**320.380**	**416.985**
Atributable for shareholders:				
Controlling	152.299	221.850	331.585	423.062
Non-controlling	(7.749)	(2.518)	(11.205)	(6.077)

12.4. EBITDA Breakdown

According to CVM 156 (R$ 000)

	2Q25	2Q26	Δ	6M25	6M26	Δ
	R$ MM	R$ MM	%	R$ MM	R$ MM	%
Net Income	**152,3**	**221,9**	***+45,7%***	**331,6**	**423,1**	***+27,6%***
(-) Financial Expenses	118,0	111,3	*-5,7%*	221,3	226,3	*+2,3%*
(-) Income Tax and Social Contribution	44,4	61,1	*+37,7%*	98,4	116,2	*+18,1%*
(+) Depreciation and Amortization	222,4	215,8	*-3,0%*	434,5	448,9	*+3,3%*
(-) Equity in subsidiaries	2,8	5,4	*+93,3%*	5,0	10,4	*+106,6%*
(-) Minorities	(7,7)	(2,5)	*-67,5%*	(11,2)	(6,1)	*-45,8%*
EBITDA	**532,1**	**612,9**	***+15,2%***	**1.079,7**	**1.218,9**	***+12,9%***
EBITDA Margin (% NR)	***26,3%***	***26,5%***	***+18 bps***	***26,7%***	***26,9%***	***+12 bps***

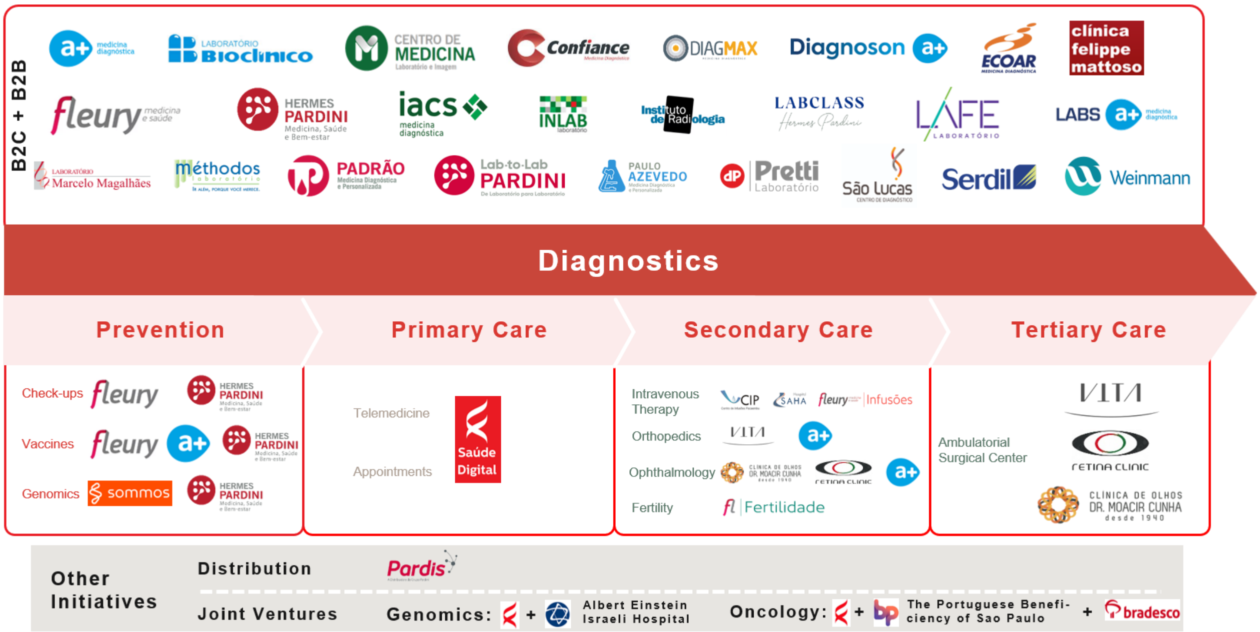
12.5. Cash Flow Statement

(R$ 000)

	2Q25	2Q26	6M25	6M26
Net income for the period	**144.550**	**219.333**	**320.380**	**416.986**
Items not affecting cash:				
Income tax and social contribution	44.404	61.144	98.417	116.244
Accrued financial income and expenses	117.959	111.286	221.327	226.346
Depreciation and amortization	222.404	215.806	434.545	448.928
Equity method and adjustment for realization at fair valu	2.776	5.364	5.047	10.426
Long-term incentive	4.150	9.778	11.145	15.931
Provision for tax, labor and civil risks	(1.801)	(3.397)	(8.198)	(18.576)
Estimated losses from disallowances and default	38.868	41.533	79.814	81.275
Profit sharing	25.272	22.606	51.126	62.260
Other	(498)	1.721	43.691	15.758
Cash flow from operating activities	**598.084**	**685.174**	**1.257.294**	**1.375.578**
Accounts receivable	(109.364)	(66.102)	(304.530)	(364.547)
Inventories	5.919	(4.022)	5.480	25.861
Recoverable taxes	(11.771)	(1.388)	(16.116)	27.681
Judicial deposits	23	10.272	(566)	6.213
Other assets	(5.660)	(6.663)	6.169	(41.936)
Suppliers	(18.829)	51.895	(48.122)	(14.938)
Labor obligations	30.177	31.086	(55.311)	(55.268)
Tax liabilities	509	16.975	7.391	47.150
Scheduling of tax payments	(76)	(225)	(1.420)	344
Other liabilities	5.912	(11.452)	11.417	1.575
Total change in assets and liabilities	**(103.160)**	**20.376**	**(395.608)**	**(367.865)**
Income tax and social contribution	(7.874)	(9.702)	(52.309)	(47.304)
Net cash from operating activities	**487.050**	**695.848**	**809.377**	**960.409**
Acquisiition of fixed and intangible assets	(141.477)	(75.722)	(208.347)	(136.334)
Securities - funding and income	354.396	238.220	240.813	234.628
Payments for acquired companies less cash and cash equivalents	(107.020)	(61.893)	(107.020)	(97.427)
Paid-up capital in subsidiary	3.545	(62.628)	(20.000)	(58.459)
Income from financial investments	-	-	-	-
Other investments activities	(4.299)	(25.000)	(4.299)	(25.000)
Net cash generated in investment activities	**105.145**	**12.977**	**(98.853)**	**(82.592)**
Payment of financing and debentures	77	(81.142)	-	(81.333)
Interests paid on financing and debentures	(228.717)	(277.558)	(252.344)	(308.815)
Financial commissions and others	(890)	(1.036)	(1.934)	(2.199)
Share buyback	-	(2.000)	-	(35.574)
Payment of lease	(105.460)	(112.512)	(211.633)	(220.434)
Dividends and interest on own capital paid	(254.045)	(222.897)	(254.045)	(223.288)
Suppliers financing - drawee risk	(3.264)	(2.340)	(4.924)	(8.886)
Net cash used in investing activities	**(592.299)**	**(699.485)**	**(724.880)**	**(880.529)**
Increase (decrease) in cash and cash equivalents	**(104)**	**9.340**	**(14.356)**	**(2.712)**
Cash and cash equivalents				
At the beginning of the period	7.536	9.720	21.788	21.772
At the end of the period	7.432	19.060	7.432	19.060
Changes in cash and cash equivalents	**(104)**	**9.340**	**(14.356)**	**(2.712)**

13. About Grupo Fleury

Founded in 1926, we are one of Brazil's largest and most respected healthcare organizations, serving as a benchmark for the medical community and the public thanks to the quality of our technical and medical care, service, and management. With a workforce of over 23.200 employees and 5.200 physicians in 2025. Our brands' role in the individual's healthcare journey:



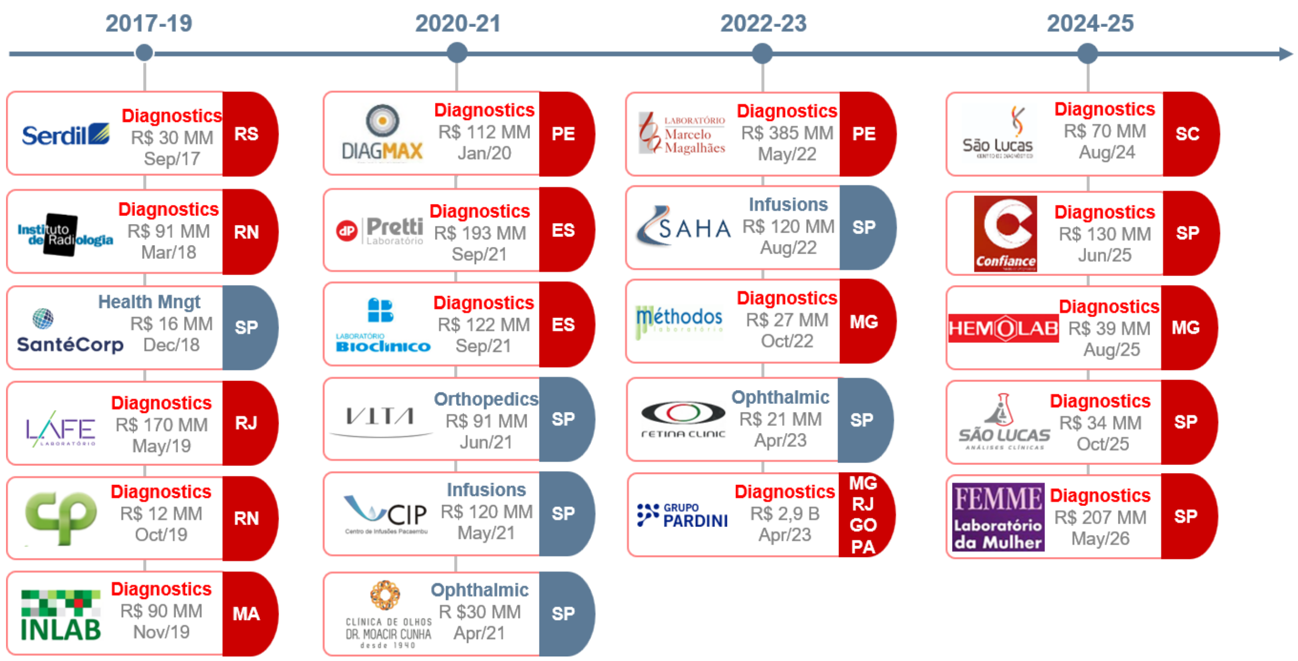
We operate in three business units:

Business Units	B2C Diagnostic Medicine	B2B Diagnostic Medicine	New Links
2Q26 LTM Revenues	70% - PSC: 62% - Mobile: 8%*	21%	9%
	34 Regional Brands 583 Patient Service Centers	National wide reach 9.300+ L2L Clients 9 Brands 35+ Hospital Clients	5 Specialties 10 Brands 29 Units Telemedicine Others

* Equivalent to 10,9% of B2C or 71 patient service centers

- **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 operating regions. In New Links segment, six acquisitions were completed.



Summary

GrupoFleury

Paixão pelas pessoas e pelo que fazemos.

Contents

Company information / Breakdown of capital

Quantity of shares (Unit)	Current quarter 06/30/2026
Paid-up capital	
Common shares	547,191,026
Preferred shares	0
Total	547,191,026
Treasury	
Common shares	3,564,818
Preferred shares	0
Total	3,564,818

Individual financial statements / Balance sheet - Assets

(In thousands of reais)

Code of Account	Account description	Current quarter 06/30/2026	Prior year 12/31/2025
1	Total assets	11,689,351	11,497,695
1.01	Current assets	2,675,549	2,899,764
1.01.01	Cash and cash equivalents	3,181	5,080
1.01.02	Interest Earning Bank Deposits	1,071,565	1,495,042
1.01.02.01	Interest earning bank deposits measured at fair value through profit or loss	1,071,565	1,495,042
1.01.02.01.03	Securities	1,071,565	1,495,042
1.01.03	Accounts receivable	1,161,401	985,633
1.01.03.01	Clients	1,161,401	985,633
1.01.04	Inventories	70,204	79,860
1.01.06	Recoverable taxes	202,579	219,564
1.01.06.01	Current recoverable taxes	202,579	219,564
1.01.06.01.01	Recoverable taxes	2,166	12,337
1.01.06.01.02	IRPJ and CSLL recoverable	200,413	207,227
1.01.08	Other current assets	166,619	114,585
1.01.08.03	Other	166,619	114,585
1.01.08.03.04	Other assets	109,549	57,515
1.01.08.03.05	Dividends and interest on own capital receivable	57,070	57,070
1.02	Non-current assets	9,013,802	8,597,931
1.02.01	Long-term assets	182,732	167,653
1.02.01.01	Interest earning bank deposits measured at fair value through profit or loss	149,089	122,859
1.02.01.01.01	Fair value securities	149,089	122,859
1.02.01.10	Other non-current assets	33,643	44,794
1.02.01.10.03	Judicial deposits	4,907	11,131
1.02.01.10.05	Other assets	28,736	33,663
1.02.02	Investments	4,961,084	4,509,232
1.02.02.01	Ownership interest	4,961,084	4,509,232
1.02.02.01.02	Interests in subsidiaries	4,961,084	4,509,232
1.02.03	Property, plant and equipment	1,548,454	1,535,255
1.02.03.01	Property, plant and equipment in operation	816,368	832,547
1.02.03.02	Right-of-use in lease	732,086	702,708
1.02.04	Intangible assets	2,321,532	2,385,791
1.02.04.01	Intangible assets	2,321,532	2,385,791
1.02.04.01.02	Intangible assets	2,321,532	2,385,791

Individual parent company financial statements / Balance sheet - Liabilities

(In thousands of reais)

Code of Account	Account description	Current quarter 06/30/2026	Prior year 12/31/2025
2	Total liabilities	11,689,351	11,497,695
2.01	Current liabilities	1,495,085	1,428,832
2.01.01	Social and labor charges	237,306	266,482
2.01.01.02	Labor obligations	237,306	266,482
2.01.02	Suppliers	375,575	385,681
2.01.02.01	Domestic suppliers	374,855	385,615
2.01.02.02	Foreign suppliers	720	66
2.01.03	Tax obligations	36,132	28,095
2.01.03.01	Federal tax liabilities	13,050	8,534
2.01.03.01.01	Income tax and social contribution payable	0	231
2.01.03.01.02	Federal tax liabilities	13,050	8,303
2.01.03.03	Municipal tax obligations	23,082	19,561
2.01.04	Loans and financing	737,054	419,972
2.01.04.01	Loans and financing	5,330	14,528
2.01.04.01.01	In domestic currency	5,330	14,528
2.01.04.02	Debentures	557,886	214,745
2.01.04.03	Financing through lease	173,838	190,699
2.01.05	Other liabilities	109,018	328,602
2.01.05.02	Other	109,018	328,602
2.01.05.02.01	Dividends and interest on own capital payable	71,116	290,621
2.01.05.02.04	Accounts payable – acquisition of companies	31,679	30,286
2.01.05.02.06	Other liabilities	6,223	7,695
2.02	Non-current liabilities	4,776,688	5,067,523
2.02.01	Loans and financing	4,096,223	4,400,653
2.02.01.02	Debentures	3,447,853	3,797,474
2.02.01.03	Financing through lease	648,370	603,179
2.02.02	Other liabilities	322,580	311,667
2.02.02.02	Other	322,580	311,667
2.02.02.02.03	Accounts payable – acquisition of companies	251,580	240,667
2.02.02.02.08	Dividends payable	71,000	71,000
2.02.03	Deferred taxes	341,811	327,705
2.02.03.01	Deferred income tax and social contribution	341,811	327,705
2.02.04	Provisions	16,074	27,498
2.02.04.01	Tax, social security, labor and civil provision	16,074	27,498
2.02.04.01.01	Tax provision	12,171	16,747
2.02.04.01.02	Social security and labor provision	34,670	36,464
2.02.04.01.04	Civil provisions	14,108	13,236
2.02.04.01.05	Judicial deposits	-44,875	-38,949
2.03	Shareholders' equity	5,417,578	5,001,340
2.03.01	Realized capital	2,736,029	2,736,029
2.03.02	Capital reserves	1,873,220	1,880,044
2.03.02.05	Treasury shares	-55,478	-35,559
2.03.02.07	Capital reserve	1,928,698	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 06/30/2026	Prior year 12/31/2025
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	423,062	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	Current quarter 04/01/2026 - 06/30/2026	Current accumulated year 01/01/2026 - 06/30/2026	Same quarter in prior year 04/01/2025 - 06/30/2025	Accumulated for the prior year 01/01/2025 - 06/30/2025
3.01	Income from sales of goods and/or services	1,346,590	2,649,150	1,181,022	2,276,175
3.02	Cost of goods and/or services rendered	-955,294	-1,862,556	-838,770	-1,590,222
3.03	Gross income (loss)	391,296	786,594	342,252	685,953
3.04	Operating expenses/income	-39,513	-107,871	-69,437	-127,815
3.04.01	Sales expenses	-17,195	-30,647	-10,418	-20,730
3.04.02	General and administrative expenses	-118,427	-241,614	-104,924	-220,743
3.04.04	Other operating revenues	6,588	5,874	6,814	8,461
3.04.06	Equity in net income of subsidiaries	89,521	158,516	39,091	105,197
3.05	Income (loss) before financial income (expense) and taxes	351,783	678,723	272,815	558,138
3.06	Financial income (expense)	-121,717	-237,808	-117,775	-217,069
3.06.01	Financial income	52,845	110,526	63,814	126,666
3.06.02	Finance expenses	-174,562	-348,334	-181,589	-343,735
3.07	Income (loss) before income taxes	230,066	440,915	155,040	341,069
3.08	Income tax and social contribution	-8,216	-17,853	-2,741	-9,484
3.08.01	Current	-33,772	-49,682	-50,305	-57,620
3.08.02	Deferred	25,556	31,829	47,564	48,136
3.09	Net income (loss) from continued operations	221,850	423,062	152,299	331,585
3.11	Income/loss for the period	221,850	423,062	152,299	331,585
3.99	Earnings per share - (Reais / Share)				
3.99.01	Basic earnings per share				
3.99.01.01	Common shares (ON)	0.41	0.78	0.28	0.61
3.99.02	Diluted earnings per share				
3.99.02.01	Common shares (ON)	0.41	0.78	0.28	0.61

Individual financial statements / Statement of comprehensive income

(In thousands of reais)

Code of Account	Account description	Current quarter 04/01/2026 - 06/30/2026	Current accumulated year 01/01/2026 - 06/30/2026	Same quarter in prior year 04/01/2025 - 06/30/2025	Accumulated for the prior year 01/01/2025 - 06/30/2025
4.01	Net income for the period	221,850	423,062	152,299	331,585
4.03	Comprehensive income for the period	221,850	423,062	152,299	331,585

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 - 06/30/2026	Accumulated of the prior year 01/01/2025 - 06/30/2025
6.01	Net cash from operating activities	657,196	543,906
6.01.01	Cash generated in operations	895,743	846,346
6.01.01.01	Profit for the period	423,062	331,585
6.01.01.02	Income tax and social contribution	17,853	9,485
6.01.01.03	Accrued financial revenues and expenses	237,808	217,069
6.01.01.04	Depreciation and amortization	276,236	256,650
6.01.01.05	Equity in net income of subsidiaries	-158,516	-105,197
6.01.01.06	Share option plan	14,042	10,527
6.01.01.07	Formation (reversal) of provision for tax, labor and civil risks	-8,165	-6,259
6.01.01.08	Estimated losses from disallowance and default	59,927	60,134
6.01.01.09	Profit sharing	39,213	35,954
6.01.01.10	Other	-5,717	36,398
6.01.02	Changes in assets and liabilities	-236,480	-301,874
6.01.02.01	(Increase) decrease in accounts receivable	-235,693	-184,030
6.01.02.02	(Increase) decrease in inventories	9,656	5,337
6.01.02.03	(Increase) decrease in recoverable taxes	17,474	-20,691
6.01.02.04	(Increase) decrease in judicial deposits	6,223	-862
6.01.02.05	(Increase) decrease in other assets	-41,472	-8,641
6.01.02.06	Increase (decrease) in suppliers	-10,105	-54,648
6.01.02.07	Increase (decrease) in salaries and charges payable	-44,887	-38,522
6.01.02.08	Increase (decrease) in tax liabilities	57,304	7,181
6.01.02.09	Increase (decrease) in scheduling of tax payments	415	0
6.01.02.10	Increase (decrease) in other liabilities	4,605	-6,998
6.01.03	Other	-2,067	-566
6.01.03.01	Income tax and social contribution paid	-2,067	-566
6.02	Net cash from investment activities	33,963	90,906
6.02.01	Acquisition of property, plant and equipment and intangible assets	-99,629	-151,767
6.02.02	Marketable securities - funding and income	401,577	370,598
6.02.03	Payments for companies acquired in previous years	-32,084	-98
6.02.04	Paid-up capital in subsidiary	-193,837	-36,000
6.02.05	Payments for acquired companies less cash and cash equivalents	-42,064	-101,589
6.02.10	Other	0	9,762
6.03	Net cash from financing activities	-693,058	-638,659
6.03.03	Interest paid on financing and debentures	-293,160	-252,271
6.03.04	Financial commissions and other	-2,194	-1,934
6.03.07	Dividends and/or interest on own capital	-220,000	-254,045
6.03.08	Supplier financing - drawee risk operation	19,224	54,490
6.03.09	Lease payments	-132,931	-127,434
6.03.10	Purchase of treasury shares	-35,574	0
6.03.11	Settlement (principal) - Supplier financing - drawee risk	-28,423	-57,465
6.05	Increase (decrease) in cash and cash equivalents	-1,899	-3,847
6.05.01	Opening balance of cash and cash equivalents	5,080	6,765
6.05.02	Closing balance of cash and cash equivalents	3,181	2,918

Individual parent company financial statements / Statement of changes in shareholders’ equity / DMPL -

01/01/2026–06/30/2026 (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	-6,824	0	0	0	-6,824
5.04.04	Treasury shares acquired	0	-19,919	0	0	0	-19,919
5.04.08	Long-term incentive	0	13,095	0	0	0	13,095
5.05	Total comprehensive income	0	0	0	423,062	0	423,062
5.05.01	Net income for the period	0	0	0	423,062	0	423,062
5.06	Internal changes in shareholders' equity	0	0	0	0	0	0
5.07	Closing balances	2,736,029	1,873,220	332,450	423,062	52,817	5,417,578

Individual parent company financial statements / Statement of changes in shareholders' equity / DMPL - 01/01/2025–06/30/2025 (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	-254,054	0	0	-241,548
5.04.07	Interest on stockholders' equity	0	0	-254,054	0	0	-254,054
5.04.08	Long-term incentive	0	12,506	0	0	0	12,506
5.05	Total comprehensive income	0	0	0	331,585	0	331,585
5.05.01	Net income for the period	0	0	0	331,585	0	331,585
5.06	Internal changes in shareholders' equity	0	0	-2	0	0	-2
5.06.01	Formation of reserves	0	0	-2	0	0	-2
5.07	Closing balances	2,736,029	1,880,044	378,628	331,585	52,817	5,379,103

Individual financial statements / Statement of added value

(In thousands of reais)

Code of account	Account description	Accumulated of the current year 01/01/2026 - 06/30/2026	Accumulated of the prior year 01/01/2025 - 06/30/2025
7.01	Revenue	2,843,637	2,433,353
7.01.01	Sale of goods, products and services	2,878,318	2,481,472
7.01.02	Other revenues	21,085	6,763
7.01.04	Formation/reversal of allowance for doubtful accounts	-55,766	-54,882
7.02	Inputs acquired from third parties	-1,184,183	-952,701
7.02.01	Cost of products, goods and services sold	-1,084,427	-895,106
7.02.02	Materials, energy, outsourced services and other	-92,996	-59,414
7.02.03	Loss/recovery of asset values	-6,760	1,819
7.03	Gross added value	1,659,454	1,480,652
7.04	Withholdings	-276,236	-256,650
7.04.01	Depreciation, amortization and depletion	-276,236	-256,650
7.05	Net added value produced	1,383,218	1,224,002
7.06	Added value received as transfer	274,426	238,049
7.06.01	Equity in net income of subsidiaries	158,516	105,197
7.06.02	Financial income	115,910	132,852
7.07	Total added value to be distributed	1,657,644	1,462,051
7.08	Distribution of added value	1,657,644	1,462,051
7.08.01	Personnel	571,669	520,441
7.08.01.01	Direct remuneration	392,639	363,936
7.08.01.02	Benefits	149,233	126,967
7.08.01.03	Severance pay fund (FGTS)	29,797	29,538
7.08.02	Taxes, rates and contributions	304,277	261,378
7.08.02.01	Federal	217,511	184,310
7.08.02.03	Municipal	86,766	77,068
7.08.03	Third-party capital remuneration	358,636	348,647
7.08.03.01	Interest	348,334	343,735
7.08.03.02	Rentals	10,302	4,912
7.08.04	Remuneration of own capital	423,062	331,585
7.08.04.03	Retained earnings / Loss for the period	423,062	331,585

Consolidated financial statements / Balance sheet – Assets

(In thousands of reais)

Code of account	Account description	Current quarter 06/30/2026	Prior year 12/31/2025
1	Total assets	13,558,475	13,220,481
1.01	Current assets	4,538,930	4,421,465
1.01.01	Cash and cash equivalents	19,060	21,772
1.01.02	Interest Earning Bank Deposits	1,880,069	2,140,619
1.01.02.01	Interest earning bank deposits measured at fair value through profit or loss	1,880,069	2,140,619
1.01.02.01.03	Securities	1,880,069	2,140,619
1.01.03	Accounts receivable	2,094,735	1,747,166
1.01.03.01	Clients	2,094,735	1,747,166
1.01.04	Inventories	156,590	180,702
1.01.06	Recoverable taxes	243,400	248,153
1.01.06.01	Current recoverable taxes	243,400	248,153
1.01.06.01.01	Recoverable taxes	10,160	22,863
1.01.06.01.02	IRPJ and CSLL recoverable	233,240	225,290
1.01.08	Other current assets	145,076	83,053
1.01.08.03	Other	145,076	83,053
1.01.08.03.04	Other assets	145,076	83,053
1.02	Non-current assets	9,019,545	8,799,016
1.02.01	Long-term assets	236,727	229,761
1.02.01.01	Interest earning bank deposits measured at fair value through profit or loss	138,544	112,622
1.02.01.01.01	Fair value securities	138,544	112,622
1.02.01.04	Accounts receivable	4,742	9,532
1.02.01.04.01	Clients	4,742	9,532
1.02.01.07	Deferred taxes	10,269	11,058
1.02.01.07.01	Deferred income tax and social contribution	10,269	11,058
1.02.01.10	Other non-current assets	83,172	96,549
1.02.01.10.03	Judicial deposits	13,274	19,488
1.02.01.10.04	Recoverable taxes	0	1,989
1.02.01.10.05	Other assets	61,144	67,116
1.02.01.10.06	IRPJ and CSLL recoverable	8,754	7,956
1.02.02	Investments	169,324	111,772
1.02.02.01	Ownership interest	169,324	111,772
1.02.02.01.01	Interest in associated companies	87,685	34,555
1.02.02.01.04	Interest in jointly-controlled subsidiaries	81,639	77,217
1.02.03	Property, plant and equipment	2,607,419	2,477,846
1.02.03.01	Property, plant and equipment in operation	1,404,052	1,379,255
1.02.03.02	Right-of-use in lease	1,203,367	1,098,591
1.02.04	Intangible assets	6,006,075	5,979,637
1.02.04.01	Intangible assets	6,006,075	5,979,637
1.02.04.01.02	Intangible assets	6,006,075	5,979,637

Consolidated financial statements / Balance sheet – Liabilities

(In thousands of reais)

Code of Account	Account description	Current quarter 06/30/2026	Prior year 12/31/2025
2	Total liabilities	13,558,475	13,220,481
2.01	Current liabilities	2,438,959	2,245,680
2.01.01	Social and labor charges	406,046	407,632
2.01.01.02	Labor obligations	406,046	407,632
2.01.02	Suppliers	840,735	800,133
2.01.02.01	Domestic suppliers	839,456	799,073
2.01.02.02	Foreign suppliers	1,279	1,060
2.01.03	Tax obligations	113,008	97,530
2.01.03.01	Federal tax liabilities	62,225	53,598
2.01.03.01.01	Income tax and social contribution payable	33,089	38,280
2.01.03.01.02	Taxes and contributions payable	29,136	15,318
2.01.03.03	Municipal tax obligations	50,783	43,932
2.01.04	Loans and financing	919,086	550,835
2.01.04.01	Loans and financing	41,631	17,358
2.01.04.01.01	In domestic currency	41,631	17,358
2.01.04.02	Debentures	557,886	214,745
2.01.04.03	Financing through lease	319,569	318,732
2.01.05	Other liabilities	160,084	389,550
2.01.05.02	Other	160,084	389,550
2.01.05.02.01	Dividends and interest on own capital payable	71,216	291,836
2.01.05.02.04	Accounts payable - acquisition of companies	68,124	79,339
2.01.05.02.06	Other liabilities	20,744	18,375
2.02	Non-current liabilities	5,601,144	5,878,533
2.02.01	Loans and financing	4,489,899	4,720,608
2.02.01.01	Loans and financing	510	892
2.02.01.01.01	In domestic currency	510	892
2.02.01.02	Debentures	3,447,853	3,797,474
2.02.01.03	Financing through lease	1,041,536	922,242
2.02.02	Other liabilities	415,689	419,881
2.02.02.02	Other	415,689	419,881
2.02.02.02.03	Accounts payable - acquisition of companies	344,139	348,031
2.02.02.02.04	Tax installments	550	850
2.02.02.02.08	Dividends payable	71,000	71,000
2.02.03	Deferred taxes	527,353	557,540
2.02.03.01	Deferred income tax and social contribution	527,353	557,540
2.02.04	Provisions	168,203	180,504
2.02.04.01	Tax, social security, labor and civil provision	168,203	180,504
2.02.04.01.01	Tax provision	71,111	83,919
2.02.04.01.02	Social security and labor provision	61,297	60,464
2.02.04.01.04	Civil provisions	84,316	79,150
2.02.04.01.05	Judicial deposits	-48,521	-43,029
2.03	Consolidated shareholders' equity	5,518,372	5,096,268
2.03.01	Realized capital	2,736,029	2,736,029
2.03.02	Capital reserves	1,873,220	1,880,044
2.03.02.05	Treasury shares	-55,478	-35,559

Consolidated financial statements / Balance sheet – Liabilities

(In thousands of reais)

Code of Account	Account description	Current quarter 06/30/2026	Prior year 12/31/2025
2.03.02.07	Capital reserve	1,928,698	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	423,062	0
2.03.06	Equity valuation adjustments	52,817	52,817
2.03.09	Non-controlling interest	100,794	94,928

Consolidated Financial Statements / Statement of Income

(In thousands of reais)

Code of Account	Account description	Current quarter 04/01/2026 - 06/30/2026	Current accumulated Year 01/01/2026 - 06/30/2026	Same quarter in prior year 04/01/2025 - 06/30/2025	Accumulated for the prior year 01/01/2025 - 06/30/2025
3.01	Income from sales of goods and/or services	2,316,654	4,539,772	2,024,533	4,039,606
3.02	Cost of goods and/or services rendered	-1,672,515	-3,267,567	-1,496,555	-2,939,510
3.03	Gross income (loss)	644,139	1,272,205	527,978	1,100,096
3.04	Operating expenses/income	-252,377	-512,629	-221,067	-459,972
3.04.01	Sales expenses	-47,969	-94,322	-41,424	-83,205
3.04.02	General and administrative expenses	-199,715	-407,853	-178,949	-375,213
3.04.05	Other operating expenses	672	-28	2,082	3,493
3.04.06	Equity in net income of subsidiaries	-5,365	-10,426	-2,776	-5,047
3.05	Income (loss) before financial income (expense) and taxes	391,762	759,576	306,911	640,124
3.06	Financial income (expense)	-111,286	-226,346	-117,957	-221,327
3.06.01	Financial income	79,499	160,314	80,601	159,701
3.06.02	Finance expenses	-190,785	-386,660	-198,558	-381,028
3.07	Income (loss) before income taxes	280,476	533,230	188,954	418,797
3.08	Income tax and social contribution	-61,144	-116,244	-44,404	-98,417
3.08.01	Current	-90,160	-144,865	-88,710	-135,550
3.08.02	Deferred	29,016	28,621	44,306	37,133
3.09	Net income (loss) from continued operations	219,332	416,986	144,550	320,380
3.11	Consolidated income/loss for the period	219,332	416,986	144,550	320,380
3.11.01	Attributed to the Parent Company's shareholders	221,850	423,062	152,299	331,585
3.11.02	Assigned to non-controlling partners	-2,518	-6,076	-7,749	-11,205

Consolidated financial statements / Statement of comprehensive income

(In thousands of reais)

Code of Account	Account description	Current quarter 04/01/2026 - 06/30/2026	Current accumulated Year 01/01/2026 - 06/30/2026	Same quarter in prior year 04/01/2025 - 06/30/2025	Accumulated for the prior year 01/01/2025 - 06/30/2025
4.01	Consolidated net income for the period	219,332	416,986	144,550	320,380
4.03	Consolidated comprehensive income for the period	219,332	416,986	144,550	320,380
4.03.01	Attributed to the Parent Company's shareholders	221,850	423,062	152,299	331,585
4.03.02	Assigned to non-controlling partners	-2,518	-6,076	-7,749	-11,205

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 - 06/30/2026	Accumulated of the prior year 01/01/2025 - 06/30/2025
6.01	Net cash from operating activities	960,409	809,377
6.01.01	Cash generated in operations	1,375,578	1,257,294
6.01.01.01	Profit for the period	416,986	320,380
6.01.01.02	Income tax and social contribution	116,244	98,417
6.01.01.03	Accrued financial income and expenses	226,346	221,327
6.01.01.04	Depreciation and amortization	448,928	434,545
6.01.01.05	Equity in net income of subsidiaries	10,426	5,047
6.01.01.06	Share option plan	15,931	11,145
6.01.01.07	Formation (reversal) of provision for tax, labor and civil risks	-18,576	-8,198
6.01.01.08	Estimated losses from disallowance and default	81,275	79,814
6.01.01.09	Profit sharing	62,260	51,126
6.01.01.10	Other	15,758	43,691
6.01.02	Changes in assets and liabilities	-367,865	-395,608
6.01.02.01	(Increase) decrease in accounts receivable	-364,547	-304,530
6.01.02.02	(Increase) decrease in inventories	25,861	5,480
6.01.02.03	(Increase) decrease in recoverable taxes	27,681	-16,116
6.01.02.04	(Increase) decrease in judicial deposits	6,213	-566
6.01.02.05	(Increase) decrease in other assets	-41,936	6,169
6.01.02.06	Increase (decrease) in suppliers	-14,938	-48,122
6.01.02.07	Increase (decrease) in salaries and charges payable	-55,268	-55,311
6.01.02.08	Increase (decrease) in tax liabilities	47,150	7,391
6.01.02.09	Increase (decrease) in scheduling of tax payments	344	-1,420
6.01.02.10	Increase (decrease) in other liabilities	1,575	11,417
6.01.03	Other	-47,304	-52,309
6.01.03.01	Income tax and social contribution paid	-47,304	-52,309
6.02	Net cash from investment activities	-82,592	-98,853
6.02.01	Acquisition of property and equipment and intangible assets	-136,334	-208,347
6.02.02	Securities - funding and income	234,628	240,813
6.02.03	Payments for companies acquired in previous years	-63,610	-5,431
6.02.04	Paid-up capital - investees	-71,190	-26,008
6.02.05	Capital contribution by non-controlling shareholders - investee	12,731	1,709
6.02.06	Other – retained escrow portion	-25,000	0
6.02.07	Payments for acquired companies less cash and cash equivalents	-33,817	-101,589
6.03	Net cash from financing activities	-880,529	-724,880
6.03.02	Settlement (principal) of financing	-81,333	0
6.03.03	Interest paid on financing and debentures	-308,815	-252,344
6.03.04	Financial commissions and other	-2,199	-1,934
6.03.06	Settlement (principal) - Supplier financing - drawee risk	-40,363	-73,834
6.03.07	Dividends and/or interest on own capital	-223,288	-254,045
6.03.08	Supplier financing - drawee risk operation	31,477	68,910
6.03.09	Lease payments	-220,434	-211,633
6.03.10	Purchase of treasury shares	-35,574	0

Consolidated financial statements / Statement of cash flows (Indirect method)

(In thousands of reais)

Code of account	Account description	Accumulated of the current year 01/01/2026–06/30/2026	Accumulated of the prior year 01/01/2025–06/30/2025
6.05	Increase (decrease) in cash and cash equivalents	-2,712	-14,356
6.05.01	Opening balance of cash and cash equivalents	21,772	21,788
6.05.02	Closing balance of cash and cash equivalents	19,060	7,432

Consolidated financial statements / Statement of changes in shareholders' equity / DMPL - 01/01/2026–06/30/2026 (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	-6,824	0	0	0	-6,824	0	-6,824
5.04.04	Treasury shares acquired	0	-19,919	0	0	0	-19,919	0	-19,919
5.04.08	Long-term incentive	0	13,095	0	0	0	13,095	0	13,095
5.05	Total comprehensive income	0	0	0	423,062	0	423,062	-6,076	416,986
5.05.01	Net income for the period	0	0	0	423,062	0	423,062	-6,076	416,986
5.06	Internal changes in shareholders' equity	0	0	0	0	0	0	11,942	11,942
5.06.04	Non-controlling interest	0	0	0	0	0	0	11,942	11,942
5.07	Closing balances	2,736,029	1,873,220	332,450	423,062	52,817	5,417,578	100,794	5,518,372

Consolidated financial statements / Statement of changes in shareholders' equity / DMPL - 01/01/2025– 06/30/2025 (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	-254,054	0	0	-241,548	0	-241,548
5.04.07	Interest on stockholders' equity	0	0	-254,054	0	0	-254,054	0	-254,054
5.04.08	Long-term incentive	0	12,506	0	0	0	12,506	0	12,506
5.05	Total comprehensive income	0	0	0	331,585	0	331,585	5,654	337,239
5.05.01	Net income for the period	0	0	0	331,585	0	331,585	-11,205	320,380
5.05.03	Reclassifications to income (loss)	0	0	0	0	0	0	16,859	16,859
5.05.03.02	Non-controlling interest	0	0	0	0	0	0	16,859	16,859
5.06	Internal changes in shareholders' equity	0	0	-2	0	0	-2	0	-2
5.06.01	Formation of reserves	0	0	-2	0	0	-2	0	-2
5.07	Closing balances	2,736,029	1,880,044	378,628	331,585	52,817	5,379,103	91,417	5,470,520

Consolidated financial statements / Statement of added value

(In thousands of reais)

Code of account	Account description	Accumulated of the current year 01/01/2026 - 06/30/2026	Accumulated of the prior year 01/01/2025 - 06/30/2025
7.01	Revenue	4,864,735	4,315,681
7.01.01	Sale of goods, products and services	4,916,968	4,378,201
7.01.02	Other revenues	21,207	9,252
7.01.04	Formation/reversal of allowance for doubtful accounts	-73,440	-71,772
7.02	Inputs acquired from third parties	-2,135,455	-1,925,746
7.02.01	Cost of products, goods and services sold	-1,974,226	-1,794,619
7.02.02	Materials, energy, outsourced services and other	-150,314	-132,120
7.02.03	Loss/recovery of asset values	-10,915	993
7.03	Gross added value	2,729,280	2,389,935
7.04	Withholdings	-448,928	-434,545
7.04.01	Depreciation, amortization and depletion	-448,928	-434,545
7.05	Net added value produced	2,280,352	1,955,390
7.06	Added value received as transfer	157,606	162,344
7.06.01	Equity in net income of subsidiaries	-10,426	-5,047
7.06.02	Financial income	168,032	167,391
7.07	Total added value to be distributed	2,437,958	2,117,734
7.08	Distribution of added value	2,437,958	2,117,734
7.08.01	Personnel	1,000,939	861,092
7.08.01.01	Direct remuneration	692,515	619,103
7.08.01.02	Benefits	254,266	188,338
7.08.01.03	Severance pay fund (FGTS)	54,158	53,651
7.08.02	Taxes, rates and contributions	615,506	543,519
7.08.02.01	Federal	466,005	410,863
7.08.02.02	State	2,073	1,815
7.08.02.03	Municipal	147,428	130,841
7.08.03	Third-party capital remuneration	404,527	392,743
7.08.03.01	Interest	386,662	381,028
7.08.03.02	Rentals	17,865	11,715
7.08.04	Remuneration of own capital	416,986	320,380
7.08.04.03	Retained earnings / Loss for the period	423,062	331,585
7.08.04.04	Non-controlling interest in retained earnings	-6,076	-11,205

Fleury S.A.

Individual and Consolidated Interim Financial Information as of June 30, 2026

KPMG Auditores Independentes Ltda.
Rua Verbo Divino, 1400 - Chácara Santo Antônio
CEP 04719-911, São Paulo – SP
Caixa Postal 79518 - CEP 04707-970 - São Paulo/SP - Brasil
Telefone +55 (11) 3940-1500
kpmg.com.br

Report on Review of Quarterly Information

(A free translation of the original report in Portuguese, as filed with the Brazilian Securities and Exchange Commission (CVM), prepared in accordance with the Accounting Pronouncement CPC 21 (R1) - Interim Financial Reporting and the International Accounting 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 June 30, 2026, which comprises the statements of financial position as of June 30, 2026, and related statements of income and comprehensive income for the three- and six-month periods ended on that date and statements of changes in shareholders' equity and of cash flows for the six-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 Accounting 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 are 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 standards on review engagements 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 people 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 are 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 six-month period ended June 30, 2026, prepared under the responsibility of the 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 accounting records, as applicable, and whether their form and content are in accordance with the criteria defined in Accounting Pronouncement - CPC 09 (R1) - Statement of added value. 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 Pronouncement and are consistent with 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 an unqualified auditor's report on March 5, 2026. The individual and consolidated statements of income and comprehensive income for the three- and six-month periods ended June 30,2025 and changes in shareholders' equity and cash flows for the six-month period ended June 30, 2025, were previously reviewed by other independent auditors who issued an unqualified review report dated August 6, 2025. The comparative information related to the individual and consolidated statements of added value (DVA) for the six month period then ended June 30, 2025, were subjected to the same review procedures by those independent auditors, and based on their review, those auditors' report stated 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 are consistent with the individual and consolidated interim financial information taken as a whole.

São Paulo, August 5, 2026

KPMG Auditores Independentes Ltda.
CRC 2SP014428/O-6

(Original report in Portuguese signed by)
Marcos A. Boscolo
Accountant CRC Nº 1SP198789/O-0

Individual and consolidated financial statements

Notes to the individual and consolidated financial statements as of June 30, 2026.

See the accompanying notes to the financial statements.

Balance sheet
In thousands of reais – R$

Assets	Note	Parent Company 06/30/2026	Parent Company 12/31/2025	Consolidated 06/30/2026	Consolidated 12/31/2025
Current					
Cash and cash equivalents		3,181	5,080	19,060	21,772
Securities	6	1,071,565	1,495,042	1,880,069	2,140,619
Accounts receivable	7	1,161,401	985,633	2,094,735	1,747,166
Inventories	8	70,204	79,860	156,590	180,702
Recoverable taxes	9	202,579	219,564	243,400	248,153
Dividends receivable – Hermes Pardini		57,070	57,070	-	-
Other assets	10	109,549	57,515	145,076	83,053
Total current		**2,675,549**	**2,899,764**	**4,538,930**	**4,421,465**
Securities	6	149,089	122,859	138,544	112,622
Recoverable taxes	9	-	-	8,754	9,945
Deferred income tax and social contribution	21	-	-	10,269	11,058
Judicial deposits	22	4,907	11,131	13,274	19,488
Accounts receivable	7	-	-	4,742	9,532
Other assets	10	28,736	33,663	61,144	67,116
Total non-current assets		**182,732**	**167,653**	**236,727**	**229,761**
Investments	11	4,961,084	4,509,232	169,324	111,772
Property, plant and equipment	12	816,368	832,547	1,404,052	1,379,255
Intangible assets	12	2,321,532	2,385,791	6,006,075	5,979,637
Right-of-use	13	732,086	702,708	1,203,367	1,098,591
Total non-current		**9,013,802**	**8,597,931**	**9,019,545**	**8,799,016**
Total assets		**11,689,351**	**11,497,695**	**13,558,475**	**13,220,481**
Liabilities and shareholders' equity					
Current					
Suppliers	14	375,575	385,681	840,735	800,133
Financing	15	5,330	14,528	41,631	17,358
Debentures	16	557,886	214,745	557,886	214,745
Lease	13	173,838	190,699	319,569	318,732
Labor obligations	17	237,306	266,482	406,046	407,632
Obligations and tax installments	18	36,132	27,864	79,919	59,250
Income tax and social contribution payable		-	231	33,089	38,280
Accounts payable – acquisition of companies	19	31,679	30,286	68,124	79,339
Interest on own capital (JCP) and dividends payable		71,116	290,621	71,216	291,836
Other liabilities	20	6,223	7,695	20,744	18,375
Total current		**1,495,085**	**1,428,832**	**2,438,959**	**2,245,680**
Non-current					
Financing	15	-	-	510	892
Debentures	16	3,447,853	3,797,474	3,447,853	3,797,474
Lease	13	648,370	603,179	1,041,536	922,242
Deferred income tax and social contribution	21	341,811	327,705	527,353	557,540
Provision for tax, labor and civil risks	22	16,074	27,498	168,203	180,504
Tax liabilities	18	-	-	550	850
Accounts payable – acquisition of companies	19	251,580	240,667	344,139	348,031
Dividends payable		71,000	71,000	71,000	71,000
Total non-current		**4,776,688**	**5,067,523**	**5,601,144**	**5,878,533**
Shareholders' equity					
Capital	24 a.	2,736,029	2,736,029	2,736,029	2,736,029
Capital reserve		1,928,698	1,915,603	1,928,698	1,915,603
Profit reserves		332,450	332,450	332,450	332,450
Treasury shares	24.d	(55,478)	(35,559)	(55,478)	(35,559)
Equity valuation adjustments		52,817	52,817	52,817	52,817
Income for the period		423,062	-	423,062	-
Shareholders' equity of controlling shareholders		**5,417,578**	**5,001,340**	**5,417,578**	**5,001,340**
Non-controlling interest		-	-	100,794	94,928
Total shareholders' equity		**5,417,578**	**5,001,340**	**5,518,372**	**5,096,268**
Total liabilities and shareholders' equity		**11,689,351**	**11,497,695**	**13,558,475**	**13,220,481**

See the accompanying notes to the financial statements.

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

		Parent Company			
		Three-month period June 30		Six-month period June 30	
	Note	2026	2025	2026	2025
Revenue from services rendered	26	**1,346,590**	**1,181,022**	**2,649,150**	**2,276,175**
Cost of services	27	(955,294)	(838,770)	(1,862,556)	(1,590,222)
Gross income		**391,296**	**342,252**	**786,594**	**685,953**
Operating (expenses) revenues					
General and administrative	28	(118,427)	(104,924)	(241,614)	(220,743)
Selling expenses	28	(17,195)	(10,418)	(30,647)	(20,730)
Other operating revenues (expenses), net	29	6,588	6,814	5,874	8,461
Equity method and adjustment for realization at fair value	11	89,521	39,091	158,516	105,197
Operating income before financial income (loss)		**351,783**	**272,815**	**678,723**	**558,138**
Financial revenues	30	52,845	63,814	110,526	126,666
Financial expenses	30	(174,562)	(181,589)	(348,334)	(343,735)
Financial income (loss)		**(121,717)**	**(117,775)**	**(237,808)**	**(217,069)**
Income before income tax and social contribution		**230,066**	**155,040**	**440,915**	**341,069**
Income tax and social contribution					
Current	21	(33,772)	(50,305)	(49,682)	(57,620)
Deferred	21	25,556	47,564	31,829	48,136
Net income for the period		**221,850**	**152,299**	**423,062**	**331,585**
Other comprehensive income		**-**	**-**	**-**	**-**
Total comprehensive income for the period		**221,850**	**152,299**	**423,062**	**331,585**
Earnings per share attributable to Company's shareholders					
Basic earnings per share (weighted average)	31	0.41	0.28	0.78	0.61
Diluted earnings per share (weighted average)	31	0.41	0.28	0.78	0.61

See the accompanying notes to the financial statements.

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

		Consolidated			
		Three-month period June 30		Six-month period June 30	
	Note	2026	2025	2026	2025
Revenue from services rendered	26	**2,316,654**	**2,024,533**	**4,539,772**	**4,039,606**
Cost of services	27	(1,672,515)	(1,496,555)	(3,267,567)	(2,939,510)
Gross income		**644,139**	**527,978**	**1,272,205**	**1,100,096**
Operating (expenses) revenues					
General and administrative	28	(199,715)	(178,949)	(407,853)	(375,213)
Selling expenses	28	(47,969)	(41,424)	(94,322)	(83,205)
Other operating revenues (expenses), net	29	672	2,082	(28)	3,493
Equity method and adjustment for realization at fair value	11	(5,365)	(2,776)	(10,426)	(5,047)
Operating income before financial income (loss)		**391,762**	**306,911**	**759,576**	**640,124**
Financial revenues	30	79,499	80,601	160,314	159,701
Financial expenses	30	(190,785)	(198,558)	(386,660)	(381,028)
Financial income (loss)		**(111,286)**	**(117,957)**	**(226,346)**	**(221,327)**
Income before income tax and social contribution		**280,476**	**188,954**	**533,230**	**418,797**
Income tax and social contribution					
Current	21	(90,160)	(88,710)	(144,865)	(135,550)
Deferred	21	29,016	44,306	28,621	37,133
Net income for the period		**219,332**	**144,550**	**416,986**	**320,380**
Attributable to the partners:					
Controlling stockholders		221,850	152,299	423,062	331,585
Non-controlling stockholders		(2,518)	(7,749)	(6,076)	(11,205)
		219,332	**144,550**	**416,986**	**320,380**
Other comprehensive income					
Total comprehensive income for the period		**219,332**	**144,550**	**416,986**	**320,380**
Earnings per share attributable to Company's shareholders					
Basic earnings per share (weighted average)	31	-	-	-	-
Diluted earnings per share (weighted average)	31	-	-	-	-

See the accompanying notes to the financial statements.

Statement of changes in shareholders' equity
Periods ended
In thousands of reais - R$

	Note	Capital				Profit reserves									
		Capital	Issuance expenses of shares	Net capital	Revaluation Capital	Investment reserve	Statutory reserve	Legal reserve	Retained earnings	Treasury shares	Equity valuation adjustments	Income for the period	Shareholders' equity of controlling shareholders	Non-controlling interest	Total shareholders' equity
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		-	-	-	-	-	-	-	-	-	-	-	-	16,859	16,859
Income (loss) for the period		-	-	-	-	-	-	-	-	-	-	331,585	331,585	(11,205)	320,380
Interest on own capital		-	-	-	-	-	-	-	(254,054)	-	-	-	(254,054)	-	(254,054)
Balances at June 30, 2025		**2,762,950**	**(26,921)**	**2,736,029**	**1,915,603**	**62,455**	**115,560**	**200,613**	**-**	**(35,559)**	**52,817**	**331,585**	**5,379,103**	**91,417**	**5,470,520**
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	24.b	-	-	-	-	-	65,636	-	(65,636)	-	-	-	-	-	-
Long-term incentive	24.d	-	-	-	13,095	-	-	-	-	15,655	-	-	28,750	-	28,750
Repurchase of shares	24.d									(35,574)			(35,574)		(35,574)
Non-controlling interest		-	-	-	-	-	-	-	-	-	-	-	-	11,942	11,942
Profit for the period		-	-	-	-	-	-	-	-	-	-	423,062	423,062	(6,076)	416,986
Balances at June 30, 2026		**2,762,950**	**(26,921)**	**2,736,029**	**1,928,698**	**-**	**101,196**	**231,254**	**-**	**(55,478)**	**52,817**	**423,062**	**5,417,578**	**100,794**	**5,518,372**

See the accompanying notes to the financial statements.

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

	Note	Parent Company 06/30/2026	Parent Company 06/30/2025	Consolidated 06/30/2026	Consolidated 06/30/2025
Net income for the period		**423,062**	**331,585**	**416,986**	**320,380**
Items not affecting cash:					
Income tax and social contribution	21	17,853	9,484	116,244	98,417
Accrued financial revenues and expenses	30	237,808	217,069	226,346	221,327
Depreciation and amortization	27/28	276,236	256,650	448,928	434,544
Equity method and realization of gains and losses	11	(158,516)	(105,197)	10,426	5,048
Long-term incentive	25	14,042	10,527	15,931	11,145
Provision (reversal) of provision for tax, labor and civil risks	29	(8,165)	(6,259)	(18,576)	(8,198)
Estimated losses from disallowances and default	26/29	59,927	60,134	81,275	79,814
Profit sharing		39,213	35,954	62,260	51,126
Other		(5,717)	36,399	15,758	43,691
Cash flow from operating activities before changes in assets and liabilities		**895,743**	**846,346**	**1,375,578**	**1,257,294**
(Increase) decrease in accounts receivable	7	(235,693)	(184,030)	(364,547)	(304,530)
(Increase) decrease in inventories	8	9,656	5,337	25,861	5,480
(Increase) decrease in recoverable taxes	9	17,474	(20,691)	27,681	(16,116)
(Increase) decrease in judicial deposits	22	6,223	(862)	6,213	(566)
(Increase) decrease in other assets	10	(41,472)	(8,641)	(41,936)	6,169
Increase (decrease) in suppliers	14	(10,105)	(54,648)	(14,938)	(48,122)
Increase (decrease) in labor obligations	17	(44,887)	(38,522)	(55,268)	(55,311)
Increase (decrease) in tax liabilities	18	57,304	7,181	47,150	7,391
Increase (decrease) in scheduling of tax payments	18	415	-	344	(1,420)
Increase (decrease) in other liabilities	20/22	4,605	(6,998)	1,575	11,417
Total change in assets and liabilities		**(236,480)**	**(301,874)**	**(367,865)**	**(395,608)**
Income tax and social contribution		(2,067)	(566)	(47,304)	(52,309)
Net cash from operating activities		**657,196**	**543,906**	**960,409**	**809,377**
Acquisition of property, plant and equipment and intangible assets	12	(99,629)	(151,767)	(136,334)	(208,347)
Securities – fundraising/redemption and earnings	6	401,577	370,598	234,628	240,813
Payments for acquired companies less cash and cash equivalents	19	(42,064)	(101,589)	(33,817)	(101,589)
Payments for acquired companies from previous years	19	(32,084)	(98)	(63,610)	(5,431)
Paid-up capital - investees	11	(193,837)	(36,000)	(71,190)	(26,008)
Capital contribution by non-controlling shareholders - investee		-	-	12,731	1,709
Other – retained escrow portion		-	9,762	(25,000)	-
Net cash from (used) in investment activities		**33,963**	**90,906**	**(82,592)**	**(98,853)**
Settlement (principal) of financing	15/16	-	-	(81,333)	-
Interest paid on financing and debentures	15/16	(293,160)	(252,271)	(308,815)	(252,344)
Financial commissions and other		(2,194)	(1,934)	(2,199)	(1,934)
Purchase of treasury shares	24.d	(35,574)	-	(35,574)	-
Lease payment	13	(132,931)	(127,434)	(220,434)	(211,633)
Dividends and interest on own capital	24	(220,000)	(254,045)	(223,288)	(254,045)
Drawee risk operations	15	19,224	54,490	31,477	68,910
Settlement (principal) - Supplier financing - drawee risk	15	(28,423)	(57,465)	(40,363)	(73,834)
Net cash (from) used in financing activities		**(693,058)**	**(638,659)**	**(880,529)**	**(724,880)**
Increase (decrease) in cash and cash equivalents		**(1,899)**	**(3,847)**	**(2,712)**	**(14,356)**
Cash and cash equivalents					
At the beginning of the period		5,080	6,765	21,772	21,788
At the end of the period		3,181	2,918	19,060	7,432
Changes in cash and cash equivalents		**(1,899)**	**(3,847)**	**(2,712)**	**(14,356)**

See the accompanying notes to the financial statements.

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

	Parent Company		Consolidated	
	06/30/2026	06/30/2025	06/30/2026	06/30/2025
Revenues	**2,843,637**	**2,433,353**	**4,864,735**	**4,315,681**
Gross revenue from services rendered (net)	2,878,318	2,481,472	4,916,968	4,378,201
Estimated losses from disallowances and default	(55,766)	(54,882)	(73,440)	(71,772)
Other revenues	21,085	6,763	21,207	9,252
Inputs acquired from third parties	**(1,184,183)**	**(952,701)**	**(2,135,455)**	**(1,925,746)**
Cost of services	(1,084,427)	(895,106)	(1,974,226)	(1,794,619)
Materials, energy, outsourced services and other	(92,996)	(59,414)	(150,314)	(132,120)
(Loss)/recovery of asset values	(6,760)	1,819	(10,915)	993
Gross added value	**1,659,454**	**1,480,652**	**2,729,280**	**2,389,935**
Depreciation and amortization	(276,236)	(256,650)	(448,928)	(434,545)
Net added value	**1,383,218**	**1,224,002**	**2,280,352**	**1,955,390**
Added value received through transfers	**274,426**	**238,049**	**157,606**	**162,344**
Equity method and adjustment for realization at fair value	158,516	105,197	(10,426)	(5,047)
Financial revenues (except PIS and COFINS)	115,910	132,852	168,032	167,391
Total added value to distribute	**1,657,644**	**1,462,051**	**2,437,958**	**2,117,734**
Distribution of added value	**(1,657,644)**	**(1,462,051)**	**(2,437,958)**	**(2,117,734)**
Personnel and charges	**(571,669)**	**(520,441)**	**(1,000,939)**	**(861,092)**
Direct remuneration	(392,639)	(363,936)	(692,515)	(619,103)
Benefits	(149,233)	(126,967)	(254,266)	(188,338)
Severance indemnity fund (FGTS)	(29,797)	(29,538)	(54,158)	(53,651)
Taxes, rates and contributions	**(304,277)**	**(261,378)**	**(615,506)**	**(543,519)**
Federal	(217,511)	(184,310)	(466,005)	(410,863)
Municipal	(86,766)	(77,068)	(147,428)	(130,841)
State	-	-	(2,073)	(1,815)
Third-party capital remuneration	**(358,636)**	**(348,647)**	**(404,527)**	**(392,743)**
Rentals	(10,302)	(4,912)	(17,865)	(11,715)
Interest	(348,334)	(343,735)	(386,662)	(381,028)
Income for the period	**(423,062)**	**(331,585)**	**(423,062)**	**(331,585)**
Non-controlling interest in retained (earnings)			**6,076**	**11,205**

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, 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 over 600 service units and mobile service operations and engaging approximately 26 thousand employees and 6 thousand doctors.

In the second quarter of 2026, the acquisition of GIP Medicina Diagnóstica S.A. ("Femme") was completed, as described in Note 3 – Business Combination.

1.2 Tax Reform

During the second quarter of 2026, relevant steps of the regulations for the Consumption Tax Reform were completed, including the publication of complementary standards for the IBS and CBS taxes and the definition of the mandatory filling of the new tax fields in electronic tax documents starting August 3, 2026. From this date forward, documents issued without the required information may be rejected by the authorizing systems.

In preparation for this new scenario, the Fleury group has been implementing a structured program to adapt to the Tax Reform, including the review of processes, systemic and tax adjustments, internal controls, and billing systems, with a focus on regulatory compliance and going concern.

Throughout the quarter, activities for the approval and validation of the necessary adjustments for the issue of tax documents in the new layouts required by legislation were intensified. The work involves the tax, technology, and operation areas, as well as technology suppliers, with continuous monitoring of the regulations and guidelines published by the competent authorities.

In the scope of issuing Electronic Service Invoices (NFS-e), the Fleury group has made significant progress in the implementation of the required adjustments.

Management maintains continuous monitoring of the progress of these adjustments and understands that the Company has been making consistent progress in its preparation for the new tax model, strengthening its ability to meet regulatory requirements and mitigating operating risks associated with the mandatory use of IBS and CBS fields in electronic tax documents.

2. Presentation of financial information

The Audit Committee recommended the approval of these quarterly financial statements to the Board of Directors on July 27, 2026. The Board of Directors approved them on July 30, 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:
The asset and liability information of the Company GIP Medicina Diagnóstica as of 05/31/2026 was consolidated in this financial statement, which does not include the income (loss), nor the equity balances of this Company as of 06/30/2026.

	Ownership percentage of Fleury S.A.	
Direct subsidiaries:	**06/30/2026**	**12/31/2025**
Fleury Centro de Procedimentos Médicos Avançados S.A. "Fleury CPMA"	100%	100%
Fundo de Investimento Kortex Ventures "Kortex"	54%	54%
Gênesis Análises Genômicas S.A.	55%	55%
GIP Medicina Diagnóstica S.A. "Femme" (a)	100%	-
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%
Méthodos Laboratório, Análises Clínicas e Hematologia Ltda.	100%	100%
Saha Centro de Infusões Ltda. (b)	-	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 Silviano 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.. (c)	-	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) Conclusion of the acquisition on May 29, 2026 (Note 3.1).

(b) Merged on April 13, 2026 by Fleury S.A. (Note 3.2).

(c) 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, Grupo IRN, CEMED, LPA, Padrão e Femme: diagnostic imaging and clinical analysis services;

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

Gênesis: 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) IFRS S1 and IFRS S2 standards

In line with CVM Resolution 193/2023 and CVM Resolution 227/2025, the Company conducted a diagnosis covering governance, strategy, risk management, and cash and data 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.

The Company is assessing the potential impacts brought by CVM Resolution 244 of May 2026, which converted the mandatory disclosure of financial information related to sustainability and climate change into a voluntary adoption regime.

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.

iii) 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

	06/30/2026		
	Level 1	Level 2	Level 3
Cash and cash equivalents	19,060	-	-
Securities	-	2,018,613	-
Other call option credits	-	-	27,708
Financial assets	**19,060**	**2,018,613**	**27,708**
Lease	-	(1,361,105)	-
Financing, except supplier financing - drawee risk	-	(34,500)	-
Supplier financing - drawee risk	-	(7,641)	-
Debentures	-	(4,005,739)	-
Installments	-	(5,374)	-
Accounts payable – acquisition of companies	-	(398,962)	(13,301)
Financial liabilities	**-**	**(5,813,321)**	**(13,301)**
Balances at June 30, 2026	**19,060**	**(3,794,708)**	**14,407**
As at December 31, 2025	**21,772**	**(3,434,412)**	**19,756**

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. Acquisitions and Corporate Reorganizations

3.1 Acquisition of Companies – GIP Medicina Diagnóstica (Femme)

On May 29, 2026, the acquisition of 100% of the shares issued of GIP Medicina Diagnóstica S.A. took place, which operates under the Femme brand in the segments of clinical analysis, outpatient medicine, diagnostics, therapeutics, vaccination, and immunization, focusing on women's health, through 12 units in the city of São Paulo. The company was acquired at the amount of R$ 67.1 million, with R$ 42.1 million paid in cash and R$ 25 million retained for purchase price adjustment/indemnity purposes.

With the conclusion of the business combination of Femme on May 29, 2026, the financial information will start to be consolidated in the Fleury Group's financial statements as of the third quarter, except for the opening balance that is included in this quarter.

i. Net identifiable assets acquired - preliminary

The combined assets and liabilities acquired on the date control is obtained are presented below:

Assets	05/29/2026	Liabilities	05/29/2026
Cash and cash equivalents	8,247	Suppliers	55,541
Accounts receivable	69,039	Financing	129,695
Inventories	1,750	Lease	91,360
Recoverable taxes	8,429	Obligations and tax installments	9,078
Other assets	4,628	Labor obligations	14,922
Property, plant and equipment	59,257	Provision for labor and civil security risks	5,287
Intangible assets	6,391	Other liabilities	1,768
Right-of-use	72,767	**Liabilities**	**307,651**
		Shareholders' equity (a)	**(77,143)**
Total assets	**230,508**	**Total liabilities and shareholders' equity**	**230,508**

(a) As of May 31, 2026, the shareholders' equity totaled R$ 22 million, following a capital contribution intended for the settlement of debts, as described in Note 11 – Relevant information about the Parent Company's investments.

ii. Allocation of transferred consideration price and goodwill – preliminary:

Base value of the transaction	**207,500**
Estimated net debt	(140,441)
Net purchase value	**67,059**
Shareholders' equity	(77,143)
Goodwill on business combination	**144,202**

The purchase price allocation is preliminary and may be revised during the measurement period provided for in CPC 15 (R1).

3.2 Merger of subsidiary – Saha Centro de Infusões Ltda

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.

The merger allowed the capture of efficiency gains on administrative costs, optimizing the performance of activities practiced, enabling better utilization of the resources of the involved companies.

The net assets absorbed is:

Assets	04/13/2026	Liabilities	04/13/2026
Cash and cash equivalents	20	Tax liabilities	17
Accounts receivable	1,089	**Total Liabilities**	**17**
Securities	4,330		
Recoverable taxes	203	**Shareholders' equity**	**5,625**
Total assets	**5,642**	**Total liabilities and shareholders' equity**	**5,642**

4. 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:

b) 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 plus spread, 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 June 30, 2026. The "Possible" and "Remote" scenarios consider a reduction in this rate of 0.25 p.p., as projections of Focus bulletin.

The results in nominal terms were as follows:

	Book balance	Probable	Possible	Remote
	CDI (p.a.)	14.15%	13.90%	13.65%
Interest earning bank deposits - Securities	2,018,613	285,634	280,587	275,541
Installments	(5,374)	(760)	(747)	(734)
Financing	(33,155)	(4,691)	(4,609)	(4,526)
Debentures	(4,005,739)	(566,812)	(556,798)	(546,783)
Accounts payable - Acquisition of companies	(412,263)	(58,335)	(57,305)	(56,274)
Net exposure in CDI	**(2,437,918)**	**(344,964)**	**(338,872)**	**(332,776)**

Credit risk

The Fleury Group is exposed to credit risk in its operating activities reflected in the balance sheet in the group of accounts receivable (see Note 7).

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 polices 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.

June 30, 2026	Book value	Amount contracted	≤01 year	1–2 years	2–5 years	>05 years
Debentures	4,005,739	5,571,567	1,010,761	1,080,152	3,179,009	301,645
Lease	1,361,105	1,758,616	417,864	312,824	537,484	490,444
Suppliers	840,735	840,735	840,735	-	-	-
Accounts payable – acquisitions of companies	412,263	600,802	72,530	105,653	157,317	265,302
Financing, except supplier financing - drawee risk	34,500	34,773	34,195	578	-	-
Supplier financing - drawee risk	7,641	7,641	7,641	-	-	-
Other liabilities	20,744	20,744	20,744	-	-	-
	6,682,727	**8,834,878**	**2,404,470**	**1,499,207**	**3,873,810**	**1,057,391**

The liquidity risk also considers the compliance with the covenants described in Note 16.

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 at June 30, 2026 is R$ 2,298, and the net derivative of this operation is R$ 93.

5. Capital management

Fleury Group monitors capital based on the consolidated leverage ratio:

	06/30/2026	12/31/2025
Debentures and financing, except supplier financing - drawee risk	4,040,239	4,013,942
Accounts payable – acquisition of companies	412,263	427,370
Supplier financing - drawee risk	7,641	16,527
Cash and cash equivalents	(19,060)	(21,772)
Securities	(2,018,613)	(2,253,241)
Net debt	**2,422,470**	**2,182,826**
EBITDA LTM* (Earnings before interest, taxes, depreciation and amortization)	2,274,232	2,135,018
Leverage ratio (Net debt / EBITDA LTM*)	**1.07**	**1.02**

(*) LTM (last 12 months)

As of June 30, 2026, the Company's Net Debt/EBITDA LTM ratio was 1.07 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.

6. Securities

	Parent Company		Consolidated	
	06/30/2026	12/31/2025	06/30/2026	12/31/2025
Fund quotas - Pegged to the DI rate (a)	1,176,610	1,550,994	2,018,402	2,228,024
Kortex - Venture Capital	44,044	42,652	211	962
Bank Deposit Certificates (CDB)	-	24,255	-	24,255
Total	**1,220,654**	**1,617,901**	**2,018,613**	**2,253,241**
Current	**1,071,565**	**1,495,042**	**1,880,069**	**2,140,619**
Non-current	**149,089**	**122,859**	**138,544**	**112,622**

(a) Remunerated at the weighted average rate of 100.22% of CDI in 2026 (102.29% in 2025).

a) Changes in the balance of securities

	Parent Company		Consolidated	
	06/30/2026	12/31/2025	06/30/2026	12/31/2025
Opening balance	1,617,901	1,986,763	2,253,241	2,424,173
Investment	1,642,210	3,181,572	2,845,381	5,544,138
Mergers / Business combinations	4,330	121,024	-	3,347
Earnings	96,726	249,983	143,789	324,738
Redemption	(2,140,513)	(3,921,441)	(3,223,798)	(6,043,155)
Total	**1,220,654**	**1,617,901**	**2,018,613**	**2,253,241**

7. Accounts receivable

a) Breakdown of balance

	Parent Company		Consolidated	
	06/30/2026	12/31/2025	06/30/2026	12/31/2025
Amounts billed	939,676	828,475	1,540,348	1,319,165
Amounts to be billed	266,264	182,328	650,502	494,938
	1,205,940	**1,010,803**	**2,190,850**	**1,814,103**
Estimated losses from disallowances and default	(44,539)	(25,170)	(91,373)	(57,405)
Total	**1,161,401**	**985,633**	**2,099,477**	**1,756,698**
Current	**1,161,401**	**985,633**	**2,094,735**	**1,747,166**
Non-current	**-**	**-**	**4,742**	**9,532**

The Company and its subsidiaries have a certain degree of concentration in their client portfolios. As of June 30, 2026, the ten main clients accounted for 52.64% of the total portfolio (52.32% as of December 31, 2025).

a) Aging analysis

	Parent Company		Consolidated	
	06/30/2026	12/31/2025	06/30/2026	12/31/2025
Not yet due	1,043,875	879,006	1,935,146	1,591,865
Overdue				
≤120	84,548	78,558	132,206	136,867
121−360	55,859	47,262	86,234	70,925
>361	21,658	5,977	37,264	14,446
Total	**1,205,940**	**1,010,803**	**2,190,850**	**1,814,103**

b) Changes in estimated losses from disallowances and default

	Parent Company		Consolidated	
	06/30/2026	06/30/2025	06/30/2026	06/30/2025
Balance at the beginning of the year	(25,170)	(47,416)	(57,405)	(82,874)
Additions of disallowances net of reversals - Note 26	(52,854)	(52,770)	(65,179)	(63,058)
Additions of default, net of reversals – Note 29	(2,911)	(2,112)	(8,260)	(8,714)
Mergers / Business combinations	(488)	(933)	(3,931)	-
Write-offs, net of non-collectible securities	36,884	62,045	43,402	85,401
Balance at the end of the period	**(44,539)**	**(41,186)**	**(91,373)**	**(69,245)**

8. Inventories

	Parent Company		Consolidated	
	06/30/2026	12/31/2025	06/30/2026	12/31/2025
Diagnostic kits	28,137	27,614	82,448	93,059
Nursing and sample collection materials	18,153	18,760	31,722	32,167
Auxiliary laboratory materials (Infusion)	13,083	19,382	18,418	27,178
Auxiliary laboratory materials	10,742	12,436	16,158	17,410
Administrative, promotional and other materials	2,821	3,328	7,503	8,033
Maintenance materials/parts	754	888	2,492	2,726
Goods for resale	-	-	1,663	2,942
Auxiliary laboratory materials (Ophthalmology)	-	-	1,387	1,307
Subtotal	**73,690**	**82,408**	**161,791**	**184,822**
Balance at the beginning of the year	(2,548)	(3,606)	(4,120)	(5,061)
Provisions	(2,148)	(1,675)	(3,445)	(2,882)
Write-offs/Reversal	1,210	2,733	2,364	3,823
(-) Provision for loss	**(3,486)**	**(2,548)**	**(5,201)**	**(4,120)**
Total	**70,204**	**79,860**	**156,590**	**180,702**

9. Recoverable taxes

	Parent Company		Consolidated	
	06/30/2026	12/31/2025	06/30/2026	12/31/2025
IRPJ and CSLL (a)	200,413	207,227	240,006	233,246
PIS AND COFINS	-	6,536	4,680	13,799
ISS	1,199	5,011	4,087	7,527
ICMS	-	-	2,103	2,345
INSS	967	790	1,278	1,181
Total	**202,579**	**219,564**	**252,154**	**258,098**
Current	**202,579**	**219,564**	**243,400**	**248,153**
Non-current	**-**	**-**	**8,754**	**9,945**

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

10. Other assets

	Parent Company		Consolidated	
	06/30/2026	12/31/2025	06/30/2026	12/31/2025
Prepaid expenses (a)	76,740	10,923	92,957	14,890
Advance to suppliers	16,278	14,885	34,434	48,202
Costs with obtaining contracts (b)	33,563	37,584	33,563	37,584
Financial asset - Purchase option Vita	-	-	27,708	30,916
Employee credits/payroll	3,904	4,752	7,353	8,660
Court-ordered bonds	-	-	2,484	2,484
Other credits receivable	7,800	23,034	7,721	7,433
Total	**138,285**	**91,178**	**206,220**	**150,169**
Current	**109,549**	**57,515**	**145,076**	**83,053**
Non-current	**28,736**	**33,663**	**61,144**	**67,116**

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

(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 June 30, 2026 are as follows:

	Parent Company	Consolidated
2027	6,644	11,053
2028	8,990	9,193
After 2029	13,102	40,898
Total	**28,736**	**61,144**

11. Investments

	Parent Company		Consolidated	
	06/30/2026	12/31/2025	06/30/2026	12/31/2025
Direct/indirect subsidiary (a)	4,933,015	4,475,296	59,624	-
Investees of the Kortex Fund	-	-	81,639	77,216
Croma Oncologia	14,592	20,018	14,592	20,018
Prontmed	8,385	8,826	8,385	8,826
Other interests	5,092	5,092	5,084	5,712
Total	**4,961,084**	**4,509,232**	**169,324**	**111,772**

(a) The consolidated balance as of 06/30/2026 refers to the capital contributions made by Fleury S.A. to the company Femme in June, not eliminated in the consolidation process because this financial statement includes only the balance sheet of Femme as of the base date 05/31/2026, according to Note 3.1.

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	06/30/2026	100%	738,089	1,817,979	138,968
	12/31/2025	100%	738,089	1,679,011	240,296
Fleury CPMA	06/30/2026	100%	1,021,594	1,049,689	31,313
	12/31/2025	100%	1,021,594	1,020,548	39,064
Femme	06/30/2026	100%	29,093,904	22,863	-
	12/31/2025	-	-	-	-
Grupo Saha (a)	06/30/2026	100%	57,431	40,834	(3,733)
	12/31/2025	100%	52,535	42,190	(2,717)
Genesis (b)	06/30/2026	55%	164,924	80,769	(15,321)
	12/31/2025	55%	130,992	62,159	(24,125)
Méthodos	06/30/2026	100%	2,336	13,718	4,571
	12/31/2025	100%	2,336	9,147	6,818
Confiance	06/30/2026	100%	5,395	25,598	15,867
	12/31/2025	100%	5,395	9,732	10,405
LSL	06/30/2026	100%	1,000	5,171	3,157
	12/31/2025	100%	1,000	2,014	1,179

(a) Includes Saha Infusions and Saha Hospitals. The company Saha Infusões was merged in May 2026;

(b) Refers to 100% of the income (loss) for the period of the subsidiary.

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	Merger of Saha Infusões	Business combination	Other (a)	Balance at 06/30/2026
IHP Group	3,132,025	-	138,968	(11,489)	-	-	45,846	3,305,350
Fleury CPMA	989,000	-	30,495	-	-	-	-	1,019,495
Femme	-	159,630	-	-	-	67,059	-	226,689
Confiance	136,356	-	15,867	(7)	-	-	2,799	155,015
Grupo Saha	112,082	8,000	(3,733)	(407)	(16,017)	-	421	100,346
Genesis	35,155	21,207	(8,427)	-	-	-	-	47,935
LSL	36,012	-	3,157	15	-	-	(5)	39,179
Méthodos	34,666	-	4,571	(68)	-	-	(163)	39,006
Croma Oncologia	20,018	5,000	(10,426)	-	-	-	-	14,592
Prontmed	8,826	-	-	-	-	-	(441)	8,385
Other	5,092	-	-	-	-	-	-	5,092
Total	**4,509,232**	**193,837**	**170,472**	**(11,956)**	**(16,017)**	**67,059**	**48,457**	**4,961,084**

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

Investees	Balance at 12/31/2024	Full. Capital	Equity in net income of subsidiaries	Realization of surplus and loss	CIP merger	Business combination	Other	Balance at 06/30/2025
IHP Group	2,992,360	-	113,992	(25,341)	-	-	-	3,081,011
Fleury CPMA	949,936	-	24,444	-	-	-	-	974,380
CIP Group / CIP	306,999	-	5,274	(25)	(311,457)	-	(791)	-
Confiance	-	-	-	-	-	131,589	-	131,589
Saha	-	4,500	(894)	(42)	105,423	-	351	109,339
São Lucas	74,329	500	6,503	(1,596)	-	-	-	79,736
Méthodos	32,983	-	3,321	(68)	-	-	-	36,236
Gênesis	37,280	11,000	(15,323)	-	-	-	-	32,957
Croma Oncologia	10,244	20,000	(5,048)	-	-	-	-	25,196
Prontmed	10,464	-	-	-	-	-	(1,638)	8,826
Other	5,092	-	-	-	-	-	-	5,092
Total	**4,419,687**	**36,000**	**132,269**	**(27,072)**	**(206,034)**	**131,589**	**(2,078)**	**4,484,362**

Changes - Consolidated:

Investor	Investees	Balance at 12/31/2025	Full. Capital	Equity in net income of subsidiaries	Other (a)	Balance at 06/30/2026
Kortex	Sundry	77,216	6,566	-	(2,143)	81,639
Femme	Sundry	-	59,624	-	-	59,624
Fleury S.A.	Croma Oncologia	20,018	5,000	(10,426)	-	14,592
Fleury S.A.	Prontmed	8,826	-	-	(441)	8,385
Fleury S.A.	Other	5,712	-	-	(628)	5,084
		111,772	**71,190**	**(10,426)**	**(3,212)**	**169,324**

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

Investor	Investees	Balance at 12/31/2024	Full. Capital	Acquisition	Equity in net income of subsidiaries	Other	Balance at 06/30/2025
Kortex	Sundry	55,195	6,008	-	-	9,938	71,141
Fleury S.A.	Croma Oncologia	10,244	20,000	-	(5,048)	-	25,196
Fleury S.A.	Prontmed	10,464	-	-	-	(1,638)	8,826
Fleury S.A.	Confiance	-	-	5,237	-	-	5,237
Fleury S.A.	Other	6,007	-	-	-	(925)	5,082
		81,910	**26,008**	**5,237**	**(5,048)**	**7,375**	**115,482**

12. 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	
				06/30/2026	12/31/2025
Machinery and equipment	11	1,068,310	(644,808)	423,502	424,476
Improvements and facilities	15	1,101,525	(872,756)	228,769	257,578
Expansion in progress	-	93,823	-	93,823	78,039
Property and land	2	41,395	(8,931)	32,464	32,695
Other (s)	14	206,188	(168,378)	37,810	39,759
Total		**2,511,241**	**(1,694,873)**	**816,368**	**832,547**

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

Consolidated	Average annual depreciation rate (%)	Cost	Accumulated depreciation	Net balance	
				06/30/2026	12/31/2025
Machinery and equipment	12	1,900,411	(1,177,713)	722,698	716,597
Improvements and facilities	10	1,550,919	(1,102,136)	448,783	452,460
Expansion in progress	-	109,347	-	109,347	89,018
Property and land	3	46,285	(11,986)	34,299	34,629
Other (s)	11	381,455	(292,530)	88,925	86,551
Total		**3,988,417**	**(2,584,365)**	**1,404,052**	**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 06/30/2026
Machinery and equipment	424,476	-	(1,360)	(34,242)	34,628	423,502
Improvements and facilities	257,578	-	(358)	(44,293)	15,842	228,769
Expansion in progress	78,039	71,688	(53)	-	(55,851)	93,823
Property and land	32,695	-	-	(231)	-	32,464
Other (s)	39,759	-	(119)	(6,441)	4,611	37,810
Total	**832,547**	**71,688**	**(1,890)**	**(85,207)**	**(770)**	**816,368**

Parent Company	Balance at 12/31/2024	Additions	Net write-offs	Depreciation	Reclass./ Transfer	CIP merger	Balance at 06/30/2025
Machinery and equipment	409,988	-	(375)	(33,014)	39,241	563	416,403
Improvements and facilities	282,134	476	-	(41,808)	35,554	3,458	279,814
Expansion in progress	64,899	55,721	-	-	(83,997)	44	36,667
Property and land	33,158	-	-	(231)	-	-	32,927
Other (s)	33,649	-	(2)	(5,431)	11,940	995	41,151
Total	**823,828**	**56,197**	**(377)**	**(80,484)**	**2,738**	**5,060**	**806,962**

Consolidated	Net balance at 12/31/2025	Additions	Business com-bination	Net write-offs	Depreciation	Reclass./ Transfer	Net Balance 06/30/2026
Machinery and equipment	716,597	9,410	23,892	(125)	(63,286)	36,210	722,698
Improvements and facilities	452,460	2,424	28,240	(621)	(55,840)	22,120	448,783
Expansion in progress	89,018	85,582	10	(88)	-	(65,175)	109,347
Property and land	34,629	-	-	-	(330)	-	34,299
Other (s)	86,551	1,147	7,115	(124)	(11,843)	6,079	88,925
Total	**1,379,255**	**98,563**	**59,257**	**(958)**	**(131,299)**	**(766)**	**1,404,052**

Consolidated	Balance at 12/31/2024	Additions	Net write-offs	Depreciation	Reclass./ Transfer	Balance at 06/30/2025
Machinery and equipment	728,479	9,202	(609)	(68,038)	43,520	712,554
Improvements and facilities	445,707	2,518	(421)	(51,666)	50,410	446,548
Expansion in progress	87,713	78,359	(111)	-	(103,942)	62,019
Property and land	35,478	-	-	(329)	-	35,149
Other (s)	77,688	1,764	(57)	(11,621)	14,315	82,089
Total	**1,375,065**	**91,843**	**(1,198)**	**(131,654)**	**4,303**	**1,338,359**

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

c) Balances

Parent Company	Average annual depreciation rate (%)	Cost	Accumulated amortization	Net balance 06/30/2026	Net balance 12/31/2025
Goodwill - Future profitability	-	1,995,289	(44,413)	1,950,876	1,941,835
Licenses and software developed	20	1,118,705	(909,508)	209,197	266,044
Trademarks and patents	7	137,542	(11,475)	126,067	126,215
IT projects in progress	-	28,221	-	28,221	44,614
Internally developed products	-	4,862	-	4,862	4,579
Commercial point	10	2,732	(423)	2,309	2,504
Total		**3,287,351**	**(965,819)**	**2,321,532**	**2,385,791**

Consolidated	Average annual depreciation rate (%)	Cost	Accumulated amortization	Net balance 06/30/2026	Net balance 12/31/2025
Goodwill - Future profitability	-	4,633,129	(44,413)	4,588,716	4,443,325
Trademarks and patents	8	791,558	(29,325)	762,233	764,742
Licenses and software developed	24	1,426,938	(1,118,684)	308,254	385,156
Client contracts	15	553,932	(284,989)	268,943	285,310
IT projects in progress	-	37,841	-	37,841	60,712
Commercial points	12	41,572	(16,606)	24,966	27,103
Internally developed products	20	19,166	(4,044)	15,122	13,289
Total		**7,504,136**	**(1,498,061)**	**6,006,075**	**5,979,637**

d) Changes in intangible assets

Parent Company	Net balance at 12/31/2025	Additions	Write-offs	Amortization	Reclass./Trans.	Merger of Saha Infusões	Net Balance 06/30/2026
Goodwill - Future profitability	1,941,835	-	(1,351)	-	-	10,392	1,950,876
Licenses and software developed	266,044	-	(6,121)	(95,513)	44,787	-	209,197
Trademarks and patents	126,215	-	-	(148)	-	-	126,067
IT projects in progress	44,614	27,941	(34)	-	(44,300)	-	28,221
Internally developed products	4,579	-	-	-	283	-	4,862
Commercial point	2,504	-	-	(195)	-	-	2,309
Total	**2,385,791**	**27,941**	**(7,506)**	**(95,856)**	**770**	**10,392**	**2,321,532**

Parent Company	Balance at 12/31/2024	Additions	Write-offs	Amortization	Reclass./Trans.	CIP merger	Balance at 06/30/2025
Goodwill - Future profitability	1,773,279	-	-	-	-	124,903	1,898,181
Licenses and software	209,048	-	(95)	(90,680)	172,830	299	291,403
Trademarks and patents	79,986	-	-	(148)	-	36,490	116,328
IT projects in progress	116,539	95,570	-	-	(178,299)	467	34,277
Internally developed products	4,416	-	-	-	-	-	4,416
Non-competition agreement	-	-	-	(32)	2,732	-	2,700
Total	**2,183,268**	**95,570**	**(95)**	**(90,860)**	**(2,737)**	**162,159**	**2,347,305**

Consolidated	Net balance at 12/31/2025	Additions	Business combination (a)	Write-offs	Amortization	Reclass./Trans.	Net Balance 06/30/2026
Goodwill - Future profitability	4,443,325	-	146,785	(1,394)	-	-	4,588,716
Trademarks and patents	764,742	-	(125)	(560)	(1,824)	-	762,233
Licenses and software	385,156	5,666	5,672	(7,686)	(134,514)	53,960	308,254
Client contracts	285,310	-	-	-	(16,367)	-	268,943
IT projects in progress	60,712	32,105	718	(68)	-	(55,626)	37,841
Commercial points	27,103	-	-	-	(2,137)	-	24,966
Internally developed products	13,289	-	-	(64)	(535)	2,432	15,122
Total	**5,979,637**	**37,771**	**153,050**	**(9,772)**	**(155,377)**	**766**	**6,006,075**

(a) Refers mainly to the opening balance of Femme and the remeasurements of the companies acquired in 2025, Hemolab and Confiance.

Consolidated	Balance at 12/31/2024	Additions	Business combination	Write-offs	Amortization	Reclass./Trans.	Balance at 06/30/2025
Goodwill - Future profitability	4,268,342	-	126,352	-	-	-	4,394,694
Trademarks and patents	741,675	-	-	-	(1,545)	536	740,666
Licenses and software	344,356	12,063	-	(138)	(129,474)	193,368	420,175
Client contracts	318,627	-	-	-	(18,644)	1,537	301,520
IT projects in progress	145,232	104,398	-	-	-	(197,641)	51,989
Commercial points	31,345	-	-	-	(33)	(2,072)	29,240
Internally developed products	13,954	60	-	-	(535)	(31)	13,448
Non-competition agreement	1	-	-	-	(1)	-	-
Total	**5,863,532**	**116,521**	**126,352**	**(138)**	**(150,232)**	**(4,303)**	**5,951,732**

13. 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	
				06/30/2026	12/31/2025
Properties	13	1,470,516	(799,400)	671,116	634,487
Machinery and equipment	20	139,888	(100,112)	39,776	49,117
IT equipment	25	54,971	(43,171)	11,800	11,968
Vehicles	50	32,391	(22,997)	9,394	7,136
Total		**1,697,766**	**(965,680)**	**732,086**	**702,708**

Consolidated	Average annual depreciation rate (%)	Cost	Accumulated amortization	Net balance	
				06/30/2026	12/31/2025
Properties	13	2,199,737	(1,170,627)	1,029,110	922,137
Machinery and equipment	20	373,908	(234,914)	138,994	142,721
IT equipment	25	87,430	(61,561)	25,869	24,570
Vehicles	50	56,611	(47,217)	9,394	9,163
Total		**2,717,686**	**(1,514,319)**	**1,203,367**	**1,098,591**

b) Changes

i) Right-of-use assets

Parent Company	Balance at 12/31/2025	Addition	Renegotiations	Write-off	Amortization	Balance at 06/30/2026
Properties	634,487	46,394	66,929	(4,727)	(71,967)	671,116
Machinery and equipment	49,117	9,854	-	(1,072)	(18,123)	39,776
IT equipment	11,968	2,578	-	-	(2,746)	11,800
Vehicles	7,136	4,665	-	(70)	(2,337)	9,394
Total	**702,708**	**63,491**	**66,929**	**(5,869)**	**(95,173)**	**732,086**

Parent Company	Balance at 12/31/2024	Merger	Additions	Renegotiations	Write-offs	Amortizations	Balance at 06/30/2025
Properties	658,866	3,534	55,347	1,015	(7,125)	(64,980)	646,657
Machinery and equipment	64,347	-	22,825	-	(23,723)	(15,733)	47,716
IT equipment	16,315	61	388	-	(110)	(3,750)	12,904
Vehicles	1,298	-	-	-	(112)	(843)	343
Total	**740,826**	**3,595**	**78,560**	**1,015**	**(31,070)**	**(85,306)**	**707,620**

Consolidated	Balance at 12/31/2025	Addition	Renegotiations	Write-off	Amortizations	Business combination	Balance at 06/30/2026
Properties	922,137	61,374	101,051	(14,792)	(113,427)	72,767	1,029,110
Machinery and equipment	142,721	25,091	10,489	(1,398)	(37,909)	-	138,994
IT equipment	24,570	6,545	994	(210)	(6,030)	-	25,869
Vehicles	9,163	4,665	522	(70)	(4,886)	-	9,394
Total	**1,098,591**	**97,675**	**113,056**	**(16,470)**	**(162,252)**	**72,767**	**1,203,367**

Consolidated	Balance at 12/31/2024	Additions	Renegotiations	Write-offs	Amortizations	Balance at 06/30/2025
Properties	965,596	66,358	6,440	(7,500)	(104,277)	926,617
Machinery and equipment	131,603	52,640	21,454	(28,764)	(38,146)	138,787
IT equipment	31,943	619	173	(110)	(6,425)	26,200
Vehicles	9,501	245	(564)	(128)	(3,811)	5,243
Total	**1,138,643**	**119,862**	**27,503**	**(36,502)**	**(152,659)**	**1,096,847**

ii) Lease liabilities

	Parent Company		Consolidated	
	06/30/2026	12/31/2025	06/30/2026	12/31/2025
Balance at the beginning of the period	793,878	838,782	1,240,974	1,286,491
New agreements	63,491	182,394	97,675	307,232
Business combination	-	-	91,360	8,406
Realization of adjustment to present value	37,790	78,400	56,620	118,621
Renegotiations	66,929	1,015	113,056	22,874
Merger of companies	-	13,106	-	-
Low	(6,949)	(60,796)	(18,146)	(70,032)
Amortization of interest	(37,790)	(78,417)	(56,620)	(118,639)
Amortization of principal	(95,141)	(180,606)	(163,814)	(313,979)
Balance at the end of the period	**822,208**	**793,878**	**1,361,105**	**1,240,974**

c) Minimum lease payments:

	Parent Company		Consolidated	
	06/30/2026	12/31/2025	06/30/2026	12/31/2025
≤01 year	237,165	254,311	416,965	416,429
>01 year	964,065	912,827	1,433,011	1,313,259
	1,201,230	**1,167,138**	**1,849,976**	**1,729,688**
(-) Future financial charges	(379,022)	(373,260)	(488,871)	(488,714)
Present value of minimum payments	**822,208**	**793,878**	**1,361,105**	**1,240,974**
Current	**173,838**	**190,699**	**319,569**	**318,732**
Non-current	**648,370**	**603,179**	**1,041,536**	**922,242**

The non-current portion matures as of June 30, 2026 are as follows:

	Parent Company	Consolidated
2027	64,681	113,456
2028	106,433	194,987
2029 onwards	477,256	733,093
Total	**648,370**	**1,041,536**

d) Discount rate

The weighted average discount rates applied to lease contracts as of June 30, 2026 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	
	06/30/2026	06/30/2025	06/30/2026	06/30/2025
Depreciation of right-of-use	95,173	85,306	162,252	152,659
Appropriation of interest of leases	37,790	39,581	56,620	58,973
Income (loss) from write-off in the period	1,080	2,723	1,676	3,725

14. Suppliers

	Parent Company		Consolidated	
	06/30/2026	12/31/2025	06/30/2026	12/31/2025
Domestic suppliers	321,657	332,075	741,116	688,992
Suppliers - medical services	53,198	53,540	98,340	110,081
Foreign suppliers	720	66	1,279	1,060
Total	**375,575**	**385,681**	**840,735**	**800,133**

15. Financing

Fleury group has supplier financing - drawee risk transactions with Banco Itaú. As of June 30, 2026, the amount payable in the Parent Company resulting from this operation totaled R$ 5,330 (R$ 14,528 in December 2025) and R$ 7,641 (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	Business combination	Interest incurred	Interest paid	Amortization of principal	New operations	Balance at 06/30/2026
Supplier financing - drawee risk	16,527	-	-	-	(40,363)	31,477	7,641
FINEP	1,723	-	70	(66)	(382)	-	1,345
Working capital	-	129,695	-	(15,589)	(80,951)	-	33,155
Total	**18,250**	**129,695**	**70**	**(15,655)**	**(121,696)**	**31,477**	**42,141**
Current	**17,358**						**41,631**
Non-current	**892**						**510**

Consolidated	Balance at 12/31/2024	Interest incurred	Interest paid	Amortization of principal	New operations	Balance at 06/30/2025
Supplier financing - drawee risk	21,588	-	-	(73,834)	68,911	16,665
FINEP	2,456	91	(74)	(384)	-	2,089
Total	**24,044**	**91**	**(74)**	**(74,218)**	**68,911**	**18,754**
Current	**22,387**					**17,480**
Non-current	**1,657**					**1,274**

16. Debentures

a) Balances

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

The Company has debentures whose issues were Placed through a public offering of distribution 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.

Domestic currency - R$	12/31/2025	Interest incurred	Interest paid	Other operations	06/30/2026
5th issue – 2nd series	201,201	14,933	(14,983)	-	201,151
6th issue – 3rd series	404,969	29,059	(31,224)	-	402,804
7th issue - 1st series	360,303	26,421	(26,938)	-	359,786
7th issue – 2nd series	360,438	26,781	(27,301)	-	359,918
8th issue – single series	514,292	37,436	(38,167)	-	513,561
9th issue – 1st series	508,667	35,668	(35,967)	-	508,368
9th issue – 2nd series	508,740	35,977	(36,276)	-	508,441
10th issue – 1st series	578,403	39,867	(41,004)	-	577,266
10th issue – 2nd series	578,514	40,159	(41,300)	-	577,373
Transaction cost	(3,308)	-	-	379	(2,929)
Total	**4,012,219**	**286,301**	**(293,160)**	**379**	**4,005,739**
Current	**214,745**				**557,886**
Non-current	**3,797,474**				**3,447,853**

Domestic currency - R$	12/31/2024	Interest incurred	Interest paid	Other operations	06/30/2025
5th issue – 2nd series	301,511	21,070	(20,968)	-	301,613.00
6th issue – 3rd series	397,570	27,390	(23,611)	-	401,349
7th issue - 1st series	357,940	24,776	(22,827)	-	359,889
7th issue – 2nd series	358,071	25,133	(23,183)	-	360,021
8th issue – single series	510,997	35,090	(32,371)	-	513,716
9th issue – 1st series	506,655	33,379	(31,760)	-	508,274
9th issue – 2nd series	506,724	33,688	(32,067)	-	508,345
10th issue – 1st series	572,859	37,176	(32,605)	-	577,430
10th issue – 2nd series	572,952	37,463	(32,878)	-	577,537
Transaction cost	(4,252)	-	-	567	(3,685)
Total	**4,081,027**	**275,165**	**(252,270)**	**567**	**4,104,489**
Current	**184,370**				**207,393**
Non-current	**3,896,657**				**3,897,096**

The portion recognized in non-current liabilities as of June 30, 2026 matured as follows:

Maturity	5th Issue 2nd series	6th Issue 3rd series	7th Issue 2nd series	8th Issue single series	9th Issue 1st series	9th Issue 2nd series	10th Issue 2nd series	10th Issue 2nd series	Consolidated
2027	100,000	-	-	250,000	-	-	-	-	350,000
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**	**500,000**	**500,000**	**500,000**	**562,500**	**562,500**	**3,450,000**

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/EBITDA ratio lower than or equal to 3.0 times.

As of June 30, 2026, Fleury Group was in compliance with this financial ratio, the calculation of which is equivalent to financial leverage, as described in Note 5. Moreover, it is in compliance with the other non-financial covenants.

c) ESG Targets

The 6th issue of debentures is linked to ESG (Environmental, Social and Corporate Governance) Performance targets. The second measurement of the indicators was carried out in May 2026, and the results of the targets for generation of biological waste and access to health were verified by an independent company, which found that the targets had been met and that the company was still in compliance.

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.

17. Labor obligations

	Parent Company		Consolidated	
	06/30/2026	12/31/2025	06/30/2026	12/31/2025
Provision for vacation and social security charges	87,544	88,814	165,644	157,312
Salaries and social security charges payable	62,961	34,242	123,235	64,871
Provision for profit sharing	37,030	68,966	55,649	98,995
Provision for health care	32,182	25,523	32,182	25,523
Commission and Bonus	13,332	44,325	18,954	50,390
Provision for overtime	1,733	3,227	5,219	6,726
Other	2,524	1,385	5,163	3,815
Total	**237,306**	**266,482**	**406,046**	**407,632**

18. Obligations and tax installments

	Parent Company		Consolidated	
	06/30/2026	12/31/2025	06/30/2026	12/31/2025
ISS on turnover	23,082	19,561	50,783	43,932
PIS/COFINS on Billing	3,591	149	9,894	2,891
PIS, COFINS, CSRF	4,008	3,530	6,975	6,398
Installment payments (a)	415	-	5,374	-
Withholding Income Tax (IRRF)	1,866	1,719	3,584	3,315
Withholding INSS	1,236	1,420	1,747	1,923
Other	1,934	1,485	2,112	1,641
Total	**36,132**	**27,864**	**80,469**	**60,100**
Current	**36,132**	**27,864**	**79,919**	**59,250**
Non-current	**-**	**-**	**550**	**850**

(a) The installments consist substantially of tax and labor obligations, mainly arising in the context of the acquisition of the company Femme. It is worth noting that the installments were paid in June 2026.

19. 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	
	06/30/2026	12/31/2025	06/30/2026	12/31/2025
Saha	124,394	117,164	124,394	117,164
Marcelo Magalhães	39,811	42,250	39,811	42,250
Vita	-	-	32,475	35,258
Confiance	30,325	25,909	30,325	25,909
São Lucas	27,644	27,353	27,644	27,353
Femme	25,268	-	25,268	-
CIP	17,648	16,276	17,648	16,276
Bioclínico	-	-	14,300	13,384
IACS	-	-	12,063	11,160
Pretti	-	-	11,753	11,000
Hemolab	-	-	11,363	12,438
LSL	11,238	10,910	11,238	10,910
Moacir	-	-	10,359	9,695
Retina	-	-	9,628	9,011
Lafe (a)	-	-	7,986	7,259
APC (a)	-	-	5,398	5,047
Ecorad	5,312	5,245	5,312	5,245
Others (a)	1,619	25,846	15,298	68,011
Total	**283,259**	**270,953**	**412,263**	**427,370**
Current	**31,679**	**30,286**	**68,124**	**79,339**
Non-current	**251,580**	**240,667**	**344,139**	**348,031**

(a) Part of the amount described in these lines is withheld from the sellers as an escrow deposit, classified as securities (Note 6).

Changes in obligations for purchase of investments are as follows:

	Parent Company		Consolidated	
	06/30/2026	12/31/2025	06/30/2026	12/31/2025
Opening balance	270,953	113,191	427,370	344,383
Acquisitions of companies	69,857	159,784	69,857	198,395
Indexation charges	14,164	20,830	23,150	38,646
Payments	(74,148)	(130,865)	(105,674)	(167,367)
Merger	-	107,200	-	-
Other	2,433	813	(2,440)	13,313
Total	**283,259**	**270,953**	**412,263**	**427,370**

Non-current balances are shown as follows:

	Parent Company	Consolidated
2027	12,359	45,509
2028	45,041	53,042
After 2029	194,180	245,588
Total	**251,580**	**344,139**

20. Other liabilities

	Parent Company		Consolidated	
	06/30/2026	12/31/2025	06/30/2026	12/31/2025
Advance from clients	2,908	1,046	14,364	10,842
Balances payable from health care plan operators	3,066	3,372	3,066	5,364
Other	249	3,277	3,314	2,169
Total	**6,223**	**7,695**	**20,744**	**18,375**

21. Current and deferred income tax and social contribution

	Parent Company			Consolidated		
	Balance sheet		Income (loss)	Balance sheet		Income (loss)
	06/30/2026	12/31/2025	06/30/2026	06/30/2026	12/31/2025	06/30/2026
Linearization of effective rate	73,781	-	73,781	73,781	-	73,781
Tax x accounting difference - leases	32,737	33,093	(356)	47,167	48,211	(1,044)
Tax x accounting difference - depreciation	32,823	47,745	(14,922)	33,301	47,745	(14,444)
Tax loss carryforwards	-	-	-	35,072	29,021	6,051
Provision for legal risks	20,723	22,592	(1,869)	32,359	33,616	(1,257)
Indexation charges - Accounts payable from acquisitions	15,074	17,228	(2,154)	30,754	35,263	(4,509)
Losses on disallowances and default	15,143	9,324	5,819	30,646	21,181	9,465
Labor provision	15,065	14,763	302	22,050	21,057	993
Provision for profit sharing	14,269	23,449	(9,180)	20,128	32,673	(12,545)
Provision for long-term incentives	7,312	11,624	(4,312)	8,037	13,215	(5,178)
Effects of goodwill amortization for tax purposes	(571,801)	(550,064)	(21,737)	(748,723)	(719,359)	(29,364)
Surplus (loss) on the acquisition of subsidiary	(551)	41,500	(42,051)	(104,743)	(109,570)	4,827
Other	3,614	1,041	2,573	3,087	465	2,622
Deferred tax assets (liabilities), net	**(341,811)**	**(327,705)**	**(14,106)**	**(517,084)**	**(546,482)**	**29,398**

Reflected on the balance sheet as follows:	Parent Company	Consolidated
Opening balance	(327,705)	(546,482)
Tax revenue/(expenses) recognized in income (loss)	31,828	28,621
Changes in equity not affecting income (loss)	(45,934)	777
Deferred tax assets (liabilities), net	**(341,811)**	**(517,084)**

We present below the deferred taxes by company for the period ended June 30, 2026:

	Deferred income tax and social contribution		Net balance	
	Assets	Liabilities	Parent Company	Consolidated
Laboratório Padrão S.A.	2,162	-	-	2,162
Vita Clínicas Medicina Especializada Ltda.	1,357	-	-	1,357
IACS - Instituto de Análises Clínicas de Santos S.A.	1,143	-	-	1,143
Laboratório de Pat. Clínica Dr. Paulo Cordeiro de Azevedo Ltda. (LPA)	926	-	-	926
IRN - Instituto de Radiologia de Natal Ltda.	815	-	-	815
Toxicologia Pardini Laboratórios S.A.	712	-	-	712
Clínica de Olhos Dr. Moacir Cunha S.A. (Moacir Group)	586	-	-	586
Laboratório de Análises Clínicas Confiance Ltda. "Confiance"	518	-	-	518
PARDIS - Pardini Distribuidora Ltda.	497	-	-	497
Clínica Oftalmológica São Lucas Ltda. (Retina Clinic)	318	-	-	318
Laboratório Pretti Ltda.	312	-	-	312
Méthodos Laboratório, Análises Clínicas e Hematologia Ltda.	291	-	-	291
Other companies	632	-	-	632
Subtotal	**10,269**	**-**	**-**	**10,269**
Fleury S.A.	264,493	(606,304)	(341,811)	(341,811)
Instituto Hermes Pardini S.A. ("Hermes Pardini")	47,827	(122,201)	-	(74,374)
Business combination - recorded in the investment group	916	(68,226)	-	(67,310)
Fleury Centro de Procedimentos Médicos Avançados S.A. ("Fleury CPMA")	48,529	(92,387)	-	(43,858)
Subtotal	**361,765**	**(889,118)**	**(341,811)**	**(527,353)**
Total deferred tax assets (liabilities)	**372,034**	**(889,118)**	**(341,811)**	**(517,084)**

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

	Consolidated
≤12 months	220,914
>12 months	151,120
Total	**372,034**

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

	Parent Company		Consolidated	
	06/30/2026	06/30/2025	06/30/2026	06/30/2025
Income before income tax (IRPJ) and social contribution (CSLL)	440,915	341,070	533,230	418,797
(x) Combined statutory nominal rate	34%	34%	34%	34%
(=) IRPJ and CSLL expense	**(149,911)**	**(115,964)**	**(181,298)**	**(142,391)**
Tax credits not formed **(a)**	-	-	(7,497)	(18,322)
Other permanent additions (exclusions), net	316	3,681	(1,651)	4,013
Equity in net income of subsidiaries	57,961	44,972	(3,545)	(1,716)
Adjustments - Company under the presumed profit tax regime	-	-	3,966	2,172
Linearization effect of the effective rate	73,781	57,827	73,781	57,827
Income tax and social contribution expense	**(17,853)**	**(9,484)**	**(116,244)**	**(98,417)**
Current	**(49,682)**	**(57,620)**	**(144,865)**	**(135,550)**
Deferred	**31,829**	**48,136**	**28,621**	**37,133**
Effective rate - %	**4.05%**	**2.78%**	**21.80%**	**23.50%**

(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.

22. Provision for tax, labor, civil risks

a) Breakdown of balance

	Parent Company		Consolidated	
	06/30/2026	12/31/2025	06/30/2026	12/31/2025
Labor	34,670	36,464	54,371	51,760
Civil	14,108	13,236	42,051	36,515
Tax	12,171	16,747	27,128	32,531
Subtotal	**60,949**	**66,447**	**123,550**	**120,806**
Contingent liability (CPC 15)	-	-	93,174	102,727
Judicial deposits (lawsuits assessed as probable losses)	(44,875)	(38,949)	(48,521)	(43,029)
Total	**16,074**	**27,498**	**168,203**	**180,504**
Judicial Deposits (non-current assets)	(4,907)	(11,131)	(13,274)	(19,488)

b) Changes – Consolidated

	Balance at 12/31/2025	Addition/ Reversal	Business combination	Reclassifications/ Payments	Inflation adjustment	Balance at 06/30/2026
Labor	51,760	(1,499)	1,977	(250)	2,383	54,371
Civil	36,515	99	3,310	(29)	2,156	42,051
Tax	32,531	(7,823)	-	1,406	1,014	27,128
Subtotal	**120,806**	**(9,223)**	**5,287**	**1,127**	**5,553**	**123,550**
Contingent liability (CPC 15)	102,727	(9,353)	-	(200)	-	93,174
Judicial deposits	(43,029)	(233)	-	(2,611)	(2,648)	(48,521)
Total	**180,504**	**(18,809)**	**5,287**	**(1,684)**	**2,905**	**168,203**

	Balance at 12/31/2024	Addition/ Reversal	Business combination	Reclassifications/ Payments	Interest accrual	Balance at 06/30/2025
Tax	39,039	5,447	20	(10,915)	1,442	35,033
Civil	34,525	2,312	-	(2,993)	1,815	35,659
Labor	33,609	(1,319)	-	2,519	1,784	36,593
Subtotal	**107,173**	**6,440**	**20**	**(11,389)**	**5,041**	**107,285**
Contingent liability (CPC 15)	113,246	1,758		(2,245)	-	112,759
Judicial deposits	(44,170)	-	-	(1,834)	2	(46,002)
Total	**176,249**	**8,198**	**20**	**(15,468)**	**5,043**	**174,042**

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

Labor

As of June 30, 2026, the Company has lawsuits in the labor courts classified as probable losses totaling R$ 54,371 (R$ 51,760 as of December 31, 2025), which (i) R$ 46,302 (R$ 44,109 as of December 31, 2025) refers to lawsuits (such as labor claims from employees, class actions, annulment actions); (ii) R$ 1,610 (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$ 6,418 (R$5,057 as of December 31, 2025) refer to contingent liabilities of merged Companies and provisions of acquired Companies, (iv) ongoing administrative proceedings, totaling R$ 41 (R$ 431 as of December 31, 2025).

Civil

In the civil courts, the Company has lawsuits classified as probable loss that total R$ 42,051 as of June 30, 2026 (R$ 36,515 as of December 31, 2025). This amount is distributed among different types of claims, with (i) R$ 4,831 (R$ 4,385 as of December 31, 2025) related to misdiagnosis actions; and (ii) R$ 13,768 (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, (iii) R$ 3,275 (R$31 as of December 31, 2025) refer to contingent liabilities of merged companies and provisions of acquired companies, (iv) R$ 20,177 (R$ 18,484 as of December 31, 2025) associated with other sundry causes.

Tax

The Company has tax lawsuits classified as probable loss, totaling R$ 27,128 as of June 30, 2026 (R$ 32,531 as of December 31, 2025). Of this amount, R$ 6,808 (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. The Company also has administrative and judicial proceedings originating from companies acquired by Fleury S.A., at the federal level, totaling R$ 10,287 (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$ 10,033 (R$ 7,539 as of December 31, 2025) refers to various other tax matters, which together represent the total amount provisioned.

d) Lawsuits classified as possible losses

As of June 30, 2026, the consolidated amount was approximately R$ 763,919 (R$ 729,745 as of December 31, 2025).

Tax

Tax proceedings classified as possible loss total R$ 540,409 (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$ 304,053 (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$ 82,338 (R$ 71,350 as of December 31, 2025). In the state context, the judicial discussions total R$ 7,742 (R$ 3,206 as of December 31, 2025).
At the municipal level, the administrative and judicial proceedings classified as possible losses totaled R$ 146,576 (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$ 112,338 (R$ 123,138 as of December 31, 2025), of which R$ 66,314 (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, the lawsuits related to failure in provision of services amounting to R$ 31,780 (R$ 35,620 as of December 31, 2025), and; (iii) other lawsuits involving different claims, totaling R$ 14,244 (R$ 19,069 as of December 31, 2025).

Labor

As of June 30, 2026, labor lawsuits classified as possible loss total R$ 111,172 (R$ 147,693 as of December 31, 2025) of which (i) R$ 90,511 (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$ 20,628 (R$ 21,709 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$ 33 (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.

23. Related parties

Impacts on statement of income and balance sheet

Parent Company		Assets		Liabilities		Income (loss) - Revenue/ (expense)	
Companies	Nature of the operation	06/30/2026	12/31/2025	06/30/2026	12/31/2025	06/30/2026	06/30/2025
Amicabilis Participações e Empreendimentos Ltda.	Rental provider - Property lease classified under CPC 06	1,888	5,663	5,360	7,704	(2,208)	(2,420)
Banco Bradesco S.A.	Sale of payroll and financial transactions	196,586	498,084	3,457	2,213	28,241	64,202
Bradesco Saúde S.A.	Service provider - Benefits (Healthcare plan – Employees)	-	-	3,922	6,656	(38,408)	(38,139)
Bradesco Vida e Previdência S.A.	Service Provider - Benefits (Private pension)	-	-	-	-	(3,029)	(2,837)
BSP Empreendimentos Imobiliários Ltda.	Rental provider - Property lease classified under CPC 06	161,650	172,023	190,602	192,977	(14,635)	(14,857)
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)	-	-	-	-	67	104
Clínica Oftalmológica São Lucas Ltda. (Retina Clinic)	Expense reimbursement (labor of dedicated employees)	-	-	-	-	-	41
Clínica Oftalmologica São Lucas Ltda.	Rental provider - Property lease classified under CPC 06	15	-	62	-	(48)	-
CM Médicos Associados Ltda.	Service provider - Rendering of medical services	-	-	-	-	(1,010)	(1,178)
Companhia Brasileira de Soluções e Serviços - Alelo.	Service provider - Benefits (Meal and Food Voucher)	9,704	8,732	3,031	-	(60,378)	(50,774)
CPC Ltda.	Processing of exams - Clinical Analysis	147	141	-	-	674	585
Fleury CPMA S.A.	Sublease and expense reimbursement (labor of dedicated employees)	5,038	18,914	-	-	10,823	862
Fleury CPMA S.A.	Processing of exams - Clinical Analysis	977	820	-	-	4,687	4,883
Gênesis Análises Genômicas S.A.	Processing of exams - Clinical Analysis	-	-	7,134	6,199	-	-
Gênesis Análises Genômicas S.A.	Sublease and expense reimbursement (labor of dedicated employees)	-	-	-	-	681	648
Harmonikos Participações e Empreendimentos Ltda.	Rental provider - Property lease classified under CPC 06	1,273	3,818	1,610	3,508	(1,402)	(1,574)
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	2,798	2,423	769	346	11,512	4,419
Instituto Hermes Pardini S.A.	Sublease and expense reimbursement (labor of dedicated employees)	-	-	-	-	2,218	-
Laboratório Bioclínico Ltda.	Processing of exams - Clinical Analysis	-	-	-	-	-	67
Laboratório Pretti Ltda.	Processing of exams - Clinical Analysis	-	-	-	-	-	107
Mediservice Operadora de Planos de Saúde S.A.	Service provider - Benefits (Healthcare plan – Employees)	-	-	949	807	(10,341)	(9,271)
OdontoPrev S.A.	Service provider - Benefits (Odontological plan – Employees)	-	-	-	-	(1,618)	(1,576)
PARDIS - Pardini Distribuidora Ltda.	Sublease and expense reimbursement (labor of dedicated employees)	-	-	-	-	243	-
Saha Centro de Infusões Ltda.	Expense reimbursement (labor of dedicated employees)	-	-	-	-	-	59
Saha Serviços Médicos e Hospitalares Ltda.	Sublease and expense reimbursement (labor of dedicated employees)	-	-	-	-	159	-
Santecorp Holding Ltda.	Sublease and expense reimbursement (labor of dedicated employees)	-	-	-	-	-	55
Scaas Participações Ltda.	Rental provider - Property lease classified under CPC 06	3,036	-	3,478	-	(355)	-
Serra Participações Ltda.	Rental provider - Property lease classified under CPC 06	1,743	-	1,996	-	(204)	-
Swiss RE Corporate Solutions Brasil	Service Provider - Directors and Officers (D&O) Liability	-	-	-	-	(129)	(136)
Syl Administração de Bens Ltda.	Rental provider - Property lease classified under CPC 06	1,518	-	1,739	-	(177)	-
Transinc Fundo de Investimento Imobiliário - FII.	Rental provider - Property lease classified under CPC 06	3,219	4,256	4,308	4,966	(268)	(804)
Vita Clínicas Medicina Especializada Ltda.	Sublease and expense reimbursement (labor of dedicated employees)	-	23	-	-	255	312
		446,662	**771,967**	**228,417**	**226,241**	**(74,650)**	**(47,181)**

Consolidated		Assets		Liabilities		Income (loss) - Revenue/ (expense)	
Companies	**Nature of the operation**	**06/30/2026**	**12/31/2025**	**06/30/2026**	**12/31/2025**	**06/30/2026**	**06/30/2025**
Amicabilis Participações e Empreendimentos Ltda.	Rental provider - Property lease classified under CPC 06	1,888	5,663	5,360	7,704	(2,208)	(2,420)
AP Imobiliária Ltda.	Rental provider - Property lease classified under CPC 06	7,311	8,910	10,149	11,589	(1,753)	(1,922)
Azevedo e Dias Administração Patrimonial Ltda.	Rental provider - Property lease classified under CPC 06	12,110	1,002	-	1,176	(1,100)	(1,187)
Banco Bradesco S.A.	Sale of payroll and financial transactions	1,005,058	1,142,971	3,545	2,317	73,064	102,424
Bitoliz Consultoria de imóvel Ltda.	Rental provider - Property lease classified under CPC 06	1,853	2,046	2,185	2,337	(243)	(262)
Bradesco Saúde S.A.	Service provider - Benefits (Healthcare plan – Employees)	-	-	4,019	6,782	(41,562)	(40,836)
Bradesco Vida e Previdência S.A.	Service Provider - Benefits (Private pension)	-	-	-	6,164	(3,081)	(2,885)
BSP Empreendimentos Imobiliários Ltda.	Rental provider - Property lease classified under CPC 06	161,650	172,023	190,602	192,977	(14,635)	(14,857)
Clínica Oftalmológica São Lucas Ltda.	Rental provider - Property lease classified under CPC 06	15	-	62	-	(48)	-
CM Médicos Associados Ltda.	Service provider - Rendering of medical services	-	-	-	-	(1,010)	(1,178)
Companhia Brasileira de Soluções e Serviços - Alelo.	Service provider - Benefits (Meal and Food Voucher)	9,704	8,732	3,220	23	(66,850)	(54,398)
Companhia de Locação das Américas	Rental provider - Property lease classified under CPC 06	-	2,022	567	2,485	(4,488)	-
Dumont Empreendimentos Imobiliários Ltda.	Rental provider - Property lease classified under CPC 06	2,314	2,658	3,304	3,624	(431)	(2,643)
Empreeendimentos Imobiliários Vista Alegre Ltda	Rental provider - Property lease classified under CPC 06	24,141	28,760	32,845	36,926	(5,512)	(470)
Harmonikos Participações e Empreendimentos Ltda.	Rental provider - Property lease classified under CPC 06	1,273	3,818	1,610	3,508	(1,402)	(1,574)
Mediservice Operadora de Planos de Saúde S.A.	Service provider - Benefits (Healthcare plan – Employees)	-	-	963	828	(10,660)	(9,749)
OdontoPrev S.A.	Service provider - Benefits (Odontological plan – Employees)	-	-	-	1	(885)	(1,694)
Operis Adiministração Imobiliária Ltda.	Rental provider - Property lease classified under CPC 06	3,850	4,812	5,558	6,040	(762)	(807)
Paes e Alcantara Serviços Ltda.	Rental provider - Property lease classified under CPC 06	7,264	7,962	8,553	9,086	(952)	(5,895)
Prontmed Tecnologia de dados em Saúde.	Service provision (use of the digital platform)	-	-	42	-	(98)	-
Scaas Participações Ltda.	Rental provider - Property lease classified under CPC 06	3,036	5,103	3,478	5,381	(355)	(210)
Serra Participações Ltda.	Rental provider - Property lease classified under CPC 06	1,743	1,972	1,996	2,080	(204)	(2,220)
Swiss RE Corporate Solutions Brasil	Service Provider - Directors and Officers (D&O) Liability	-	-	-	-	(129)	(136)
Syl Administração de Bens Ltda.	Rental provider - Property lease classified under CPC 06	1,518	1,718	1,739	1,812	(177)	(545)
Transinc Fundo de Investimento Imobiliário - FII	Rental provider - Property lease classified under CPC 06	3,219	4,256	4,308	4,966	(268)	(804)
Villa de Migliori Participações Ltda.	Rental provider - Property lease classified under CPC 06	18,972	19,410	21,362	21,349	(2,081)	(1,026)
		1,266,919	**1,423,838**	**305,467**	**329,155**	**(87,830)**	**(45,294)**

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 totalled 11.2% in the 2nd quarter of 2026 (11.5% in the 2nd quarter of 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	
	06/30/2026	06/30/2025
Directors' fees and Board's remuneration		
Administrators	**21,908**	**16,814**
Salaries, social charges and benefits	8,684	7,503
Bonus and Profit sharing	5,760	5,443
Share-based payments	7,303	3,705
Post-employment benefits	161	163
Board of Directors	**5,884**	**5,929**
Salaries, social charges and benefits	5,884	5,929
Total	**27,792**	**22,743**

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 management, totaled R$ 39,213 in the period ended June 30, 2026 (R$ 35,954 int he period ended June 30, 2025). In the Consolidated, the amount was R$ 62,260 in the period ended June 30, 2026 (R$ 51,126 in the period ended June 30, 2025).

24. 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 June 30, 2026, fully paid-up, is R$ 2,762,950, represented by 547,191,026 common, registered, book-entry shares 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, excluding treasury shares, as disclosed in the Notice to Shareholders. Of the total approved, the installment of R$ 220,000 was paid in May 2026. Payments of R$ 71,000 in September 2026 and R$ 71,000 in September 2027 remain scheduled to be made on the second business day of the respective months.

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 25.b)	(910,737)	17.19	(15,655)
Repurchase program	2,300,000	15.47	35,574
Balance at 06/30/2026	**3,564,818**	**15.56**	**55,478**

25. 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 plan is of a defined contribution plan and during the period ended June 30, 2026 the Company made contributions in the amount of R$ 1,402 (R$ 1,395 as of June 30, 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) Long-term incentive – Deferred shares

As of June 30, 2026, Fleury Group recognized a "pro-rata" expense of R$ 15,931 in General and Administrative Expenses referring to deferred stock option plan (R$ 11,145 as of June 30, 2025).

26. Revenue from services rendered

	Parent Company			
	Three-month period ended June 30,		Six-month period ended June 30	
	2026	2025	2026	2025
Gross revenue	1,466,201	1,288,190	2,882,479	2,486,724
Taxes	(90,338)	(79,250)	(176,313)	(152,527)
Disallowances	(27,007)	(25,460)	(52,854)	(52,770)
Rebates	(2,266)	(2,458)	(4,162)	(5,252)
Net revenue	**1,346,590**	**1,181,022**	**2,649,150**	**2,276,175**

	Consolidated			
	Three-month period ended June 30,		Six-month period ended June 30	
	2026	2025	2026	2025
Gross revenue	2,514,578	2,197,802	4,924,803	4,386,243
Taxes	(160,542)	(138,257)	(312,016)	(275,537)
Disallowances	(32,788)	(31,435)	(65,179)	(63,058)
Rebates	(4,594)	(3,577)	(7,836)	(8,042)
Net revenue	**2,316,654**	**2,024,533**	**4,539,772**	**4,039,606**

The net sales for the main lines of the Company's services (Diagnostic Medicine and Integrated Medicine), is presented in Note 32 - Segment Information.8

27. Cost of services rendered

	Parent Company			
	Three-month period ended June 30,		Six-month period ended June 30	
	2026	2025	2026	2025
Medical personnel and services	(412,039)	(381,449)	(806,191)	(723,464)
Direct material and test intermediation	(225,934)	(177,377)	(434,295)	(320,980)
Rentals, services with occupancy and utilities	(205,619)	(167,713)	(385,304)	(328,426)
Depreciation and amortization	(107,995)	(110,473)	(230,171)	(211,894)
General expenses	(3,707)	(1,758)	(6,595)	(5,458)
Total	**(955,294)**	**(838,770)**	**(1,862,556)**	**(1,590,222)**

	Consolidated			
	Three-month period ended June 30,		Six-month period ended June 30	
	2026	2025	2026	2025
Medical personnel and services	(693,259)	(628,800)	(1,368,749)	(1,205,524)
Direct material and test intermediation	(484,625)	(424,918)	(935,565)	(862,826)
Rentals, services with occupancy and utilities	(321,874)	(268,355)	(606,951)	(528,950)
Depreciation and amortization	(164,335)	(170,039)	(341,744)	(330,912)
General expenses	(8,422)	(4,443)	(14,558)	(11,298)
Total	**(1,672,515)**	**(1,496,555)**	**(3,267,567)**	**(2,939,510)**

28. General, administrative and commercial expenses

	Parent Company			
	Three-month period ended June 30,		Six-month period ended June 30	
	2026	2025	2026	2025
Personnel and benefits	(72,101)	(63,697)	(145,100)	(141,993)
Depreciation and amortization	(22,131)	(22,926)	(46,065)	(44,755)
Marketing	(15,536)	(8,546)	(27,765)	(16,489)
Institutional and legal matters	(3,921)	(3,761)	(10,362)	(6,573)
Real estate and utilities	(4,720)	(4,233)	(8,954)	(8,065)
Outsourced services	(4,431)	(3,711)	(7,877)	(6,973)
IT and telecommunications	(3,342)	(2,010)	(5,677)	(4,272)
Other expenses	(9,440)	(6,458)	(20,461)	(12,353)
Total	**(135,622)**	**(115,342)**	**(272,261)**	**(241,473)**
General and administrative expenses	(118,427)	(104,924)	(241,614)	(220,743)
Selling expenses	(17,195)	(10,418)	(30,647)	(20,730)
Total	**(135,622)**	**(115,342)**	**(272,261)**	**(241,473)**

	Consolidated			
	Three-month period ended June 30,		Six-month period ended June 30	
	2026	2025	2026	2025
Personnel and benefits	(123,223)	(103,999)	(252,503)	(227,663)
Depreciation and amortization	(51,471)	(52,364)	(107,184)	(103,632)
Marketing	(21,071)	(15,266)	(37,577)	(29,274)
IT and telecommunications	(19,326)	(19,750)	(35,545)	(40,029)
Institutional and legal matters	(6,941)	(6,015)	(15,349)	(11,358)
Real estate and utilities	(7,002)	(4,982)	(13,683)	(9,694)
Outsourced services	(4,676)	(4,913)	(9,976)	(9,608)
Other expenses	(13,974)	(13,084)	(30,358)	(27,160)
Total	**(247,684)**	**(220,373)**	**(502,175)**	**(458,418)**
General and administrative expenses	(199,715)	(178,949)	(407,853)	(375,213)
Selling expenses	(47,969)	(41,424)	(94,322)	(83,205)
Total	**(247,684)**	**(220,373)**	**(502,175)**	**(458,418)**

29. Other operating revenues (expenses), net

	Parent Company			
	Three-month period ended June 30,		Six-month period ended June 30	
	2026	2025	2026	2025
Income (loss) from investment interest	(1,664)	(2,079)	(3,561)	885
Provision/losses with defaulted parties	(598)	(161)	(2,911)	(2,112)
Income (loss) in write-off/sale of assets	887	2,621	(2,724)	3,279
Reversal (provision) for tax, labor and civil risks	385	1,700	8,165	6,259
Other revenues (expenses)	7,578	4,733	6,905	150
Total	**6,588**	**6,814**	**5,874**	**8,461**

	Consolidated			
	Three-month period ended June 30,		Six-month period ended June 30	
	2026	2025	2026	2025
Provision/losses with defaulted parties	(4,149)	(3,856)	(8,260)	(8,714)
Income (loss) in write-off/sale of assets	476	3,382	(3,860)	3,791
Income (loss) from investment interest	(2,734)	(2,079)	(4,631)	885
Reversal (provision) for tax, labor and civil risks	3,397	1,801	18,576	8,198
Other revenues (expenses)	3,682	2,834	(1,853)	(667)
Total	**672**	**2,082**	**(28)**	**3,493**

30. Financial income (loss)

	Parent Company			
	Three-month period ended June 30,		Six-month period ended June 30	
	2026	2025	2026	2025
Financial revenues:				
Yield from interest earning bank deposits	43,705	61,194	96,726	121,885
Inflation adjustment of taxes and judicial deposits	11,473	5,277	18,716	10,613
Exchange-rate change	70	87	121	175
PIS/COFINS on financial revenues	(2,574)	(3,109)	(5,385)	(6,187)
Other financial revenues	171	365	348	180
Total	**52,845**	**63,814**	**110,526**	**126,666**
Financial expenses:				
Interest on debentures and financing	(140,852)	(144,261)	(286,301)	(275,166)
Lease interest	(19,691)	(19,661)	(37,790)	(39,581)
Inflation adjustment - Accounts payable - Acquisition of companies	(7,208)	(5,088)	(14,164)	(8,493)
Inflation adjustment of contingencies	(1,370)	(1,102)	(2,812)	(2,426)
Commissions and discounts granted	(1,678)	(10,459)	(2,725)	(15,171)
Exchange-rate change	(350)	(193)	(547)	(279)
Derivatives	(124)	(595)	(472)	(939)
Interest and interest accruals	(87)	(38)	(100)	(656)
Other	(3,202)	(192)	(3,423)	(1,024)
Total	**(174,562)**	**(181,589)**	**(348,334)**	**(343,735)**
Net financial income (loss)	**(121,717)**	**(117,775)**	**(237,808)**	**(217,069)**

	Consolidated			
	Three-month period ended June 30,		Six-month period ended June 30	
	2026	2025	2026	2025
Financial revenues:				
Yield from interest earning bank deposits	68,816	77,531	143,789	152,867
Inflation adjustment of taxes and judicial deposits	12,561	5,776	20,831	12,523
Exchange-rate change	130	160	312	333
PIS/COFINS on financial revenues	(3,856)	(3,870)	(7,718)	(7,690)
Other financial revenues	1,848	1,004	3,100	1,668
Total	**79,499**	**80,601**	**160,314**	**159,701**
Financial expenses:				
Interest on debentures and financing	(140,884)	(144,307)	(286,371)	(275,257)
Lease interest	(29,215)	(29,224)	(56,620)	(58,973)
Inflation adjustment - Accounts payable - Acquisition of companies	(11,233)	(8,793)	(23,150)	(18,341)
Commissions and discounts granted	(2,818)	(10,712)	(9,201)	(15,740)
Inflation adjustment of contingencies	(2,355)	(2,463)	(5,553)	(5,043)
Interest and interest accruals	(420)	(350)	(781)	(1,316)
Exchange-rate change	(371)	(319)	(662)	(438)
Derivatives	(124)	(595)	(472)	(939)
Other	(3,365)	(1,795)	(3,850)	(4,981)
Total	**(190,785)**	**(198,558)**	**(386,660)**	**(381,028)**
Net financial income (loss)	**(111,286)**	**(117,957)**	**(226,346)**	**(221,327)**

31. 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	
	06/30/2026	06/30/2025
Income attributable to Company's controlling shareholders	423,062	331,585
Weighted average number of common shares outstanding (-) treasury shares	544,294,219	544,877,267
Basic earnings per share – R$	**0.78**	**0.61**
(+) Adjustment by stock options	-	12,555
(=) Weighted average of number of common shares for diluted earnings per share	**544,294,219**	**544,889,822**
Diluted earnings per share - R$	**0.78**	**0.61**

32. 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 06/30/2026		
	Diagnostic medicine	Integrated medicine	Consolidated
Net revenue	3,240,495	1,299,277	4,539,772
EBITDA	1,107,186	111,744	1,218,930
Equity in net income of subsidiaries	-	(10,426)	(10,426)
Depreciation and amortization	-	-	(448,928)
Financial income (loss)	-	-	(226,346)
EBIT	**-**	**-**	**533,230**

	Period ended 06/30/2025		
	Diagnostic medicine	Integrated medicine	Consolidated
Net revenue	2,807,546	1,232,060	4,039,606
EBITDA	942,963	136,753	1,079,716
Equity in net income of subsidiaries	-	(5,047)	(5,047)
Depreciation and amortization	-	-	(434,545)
Financial income (loss)	-	-	(221,327)
EBIT	**-**	**-**	**418,797**

33. 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 June 30, 2026 is R$ 5,271. The policies have maturities distributed between 2027 and 2029.

The maximum insured amount of the main insurance coverages, as of June 30, 2026, is as follows:

	Consolidated
Operating risks	1,011,948
Civil liability, including cyber risks	227,010
International transport – Imports - US$	750

*****

Jeane Tsutsui

CEO

José Antônio de Almeida Filippo

Chief Financial, Legal and Investor Relations Officer

Gisele Schneider

Accountant

CRC 1SP304488

Comment of projections

The results determined for the year do not affect the projections presented in the current Reference Form, which is why they are maintained by the Company.

MINUTES OF THE BOARD OF DIRECTORS' MEETING

1. Date, Time, and Place: Held on August 5, 2026, at 08:30 a.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) Maurício Machado de Minas (alternate director of 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; e (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 Seccond Quarter of 2026;

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

(i) Approve the results of the Seccond 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**: (i) Marcio Pinheiro Mendes; (ii) Fernando Lopes Alberto; (iii) Rui Monteiro de Barros Maciel; (iv) Maurício Machado de Minas; (v) Samuel Monteiro dos Santos Junior; (vi) Ivan Luiz Gontijo Junior; (vii) Roberto Diniz Junqueira Neto; (viii) Regina Pardini; (ix) Victor Cavalcanti Pardini; e (x) Márcio Moura de Paula Ricardo.

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

São Paulo, August 6, 2026.

Marcio Pinheiro Mendes	**Angélica Dente de Menezes**
Chairman	Secretary

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

1. Date, time and place: Held on August 03, 2025, at 10:00 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: Jeane Mike Tsutsui - Chief Executive Officer; 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; and Marcos Antônio Bóscolo – representative of KPMG Auditores Independentes Ltda.

3. Resolutions: Meeting to evaluate the Company's financial statements for the second 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 no 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; having no notes related to evidence of fraud and illicit acts involving members of 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 individual and consolidated cash flows 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 second 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.

Committee Members:

Luiz Carlos Nannini; (coordinator)	Vivien Rosso
Roberto Diniz Junqueira Neto	Marcelo Santos Dall'Occo (expert consultant)

FLEURY S.A.
Publicly-Held Company
CNPJ 60.840.055/0001-31
NIRE 35.300.197.534

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 subsequently amended, hereby declare that they have reviewed, discussed, and agreed upon the Company's financial statements for the 2nd Quarter of 2026, ended on June 30th, 2026, and authorize their conclusion on this date.

São Paulo, August 5th, 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

FLEURY S.A.
Publicly-Held Company
CNPJ 60.840.055/0001-31
NIRE 35.300.197.534

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 2nd Quarter of 2026, ended on June 30th, 2026, and authorize their conclusion on this date.

São Paulo, August 05, 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