

# Earnings Presentation

## 1Q20



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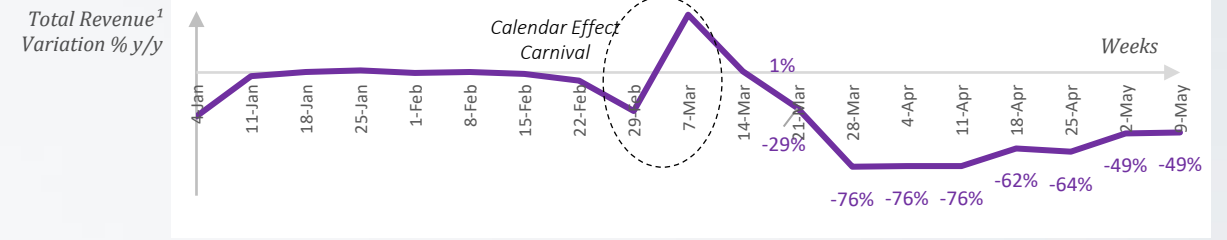
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# Highlights

- The months of January and February had positive trends, but the results in 1Q20 were negatively impacted by the COVID-19 pandemic.
- Net revenue<sup>1</sup> of R\$ 235.7 million (-9.9%), impacted by the quarantine as of the second half of March;
- Adjusted EBITDA of R\$ 36.3 million, with a margin of 15.4% (vs. 27.7% in 1Q19), also impacted by the corona-virus, leading to a net profit (Shareholders) of R\$ -21.7 millions;
- Operating Cash Generation of R\$ 38.6 million, with a 106.4% cash conversion, significantly higher than the 56.3% recorded in 1Q19;
- Net promoter score (NPS) of 67.6% in 1Q20, registering an expansion of 463 bps compared to previous year, reflecting the continuous improvement of real-time management of the patient flow in the Alliar units;
- Reinforcement of liquidity by raising R\$ 230 million , with commercial banks, during March and April with an average cost of CDI + 3.5% a.a.

# Covid-19

- Sales were going as normal as expected until the first half of march;
- **Crisis Committe** already created in march
- May has already been showing a **partial reversal** in the sales drop between the second half of March and the month of April;



## Crisis Committee



**Financial Liquidity and Cash Reinforcement**



**Safety of employees and patients**



**Operational Integrity**



**Strengthening for the future**

## Financial Liquidity and Cash Reinforcement



### Crisis Committee



- **Liquidity was reinforced** through new loans, in the amount of R\$230 million, issued in March and April with commercial banks, at an average cost of CDI + 3.5% p.a., due to March/2021;
- **Additional austerity measures:** such as renegotiating rental expenses, reviewing supplier contracts, the temporary suspension of employment contracts and reduction in working hours (pursuant to Executive Decree 936), change in customer service hours, as well as the temporary closure of various units;
- Temporarily **suspension of investments** that were planned for organic growth;
- **Dividend payments**, in the amount of R\$10.3 million were rescheduled for the end of the year.

## Safety of employees and patients



### Crisis Committee



**Você sabe a diferença entre o teste PCR e o Teste Rápido para detecção do COVID-19?**

**PCR**  
Detecta o vírus e deve ser realizado em quem estão com sintomas ou quem teve contato recente com doentes.

**TESTE RÁPIDO**  
Detecta anticorpos contra o vírus em quem teve sintomas ou contato com alguém infectado há 1 semana ou mais.

**ONDE POSSO FAZER ESSOS EXAMES?**  
Ambos os exames podem ser realizados pelo nosso Drive-thru nas unidades: Minas Shopping

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**Como funciona o Drive-Thru?**

- O exame deve ser agendado via callcenter (11 2908-7222) ou através do nosso site [www.cdb.com.br](http://www.cdb.com.br) (QR CODE Abaixo)
- O procedimento leva, aproximadamente, 15 minutos.
- O resultado sai em até 48 horas (PCR) e 3 horas (Teste Rápido);

**Agora temos também o Teste Rápido e qual a diferença?**

O PCR é para detectar se o paciente está com o vírus SARS-COV-2, considerado um exame padrão ouro, enquanto o Teste Rápido mostra se já existiu o contato e se tem anticorpo contra ele.

**Qual o valor?**

- O teste possui o valor de R\$350 (PCR) e R\$210 (Teste Rápido).
- \*Na modalidade domiciliar é cobrada uma taxa de conveniência de R\$40, com possibilidade de parcelamento do valor total em até 6x no cartão de crédito.

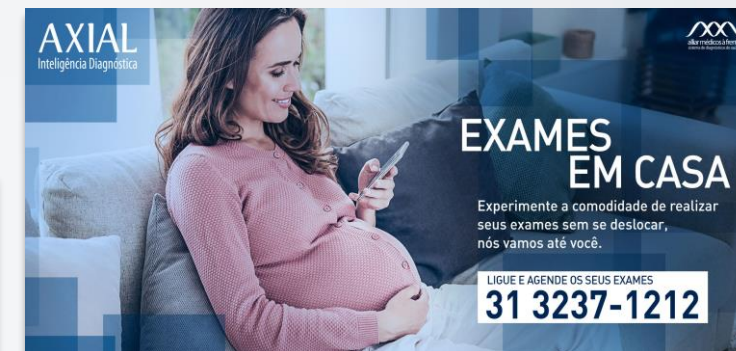
**Onde funciona?**

- Na cidade de São Paulo o atendimento Drive-Thru é feito nas unidades: Marselhesa, Morumbi e Tatuapé.

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## Operational Integrity



### Crisis Committee



## Strengthening for the future



Crisis Committee



Inteligência Diagnóstica Remota



# FINANCIAL PERFORMANCE

Quarterly Income Statement OVERVIEW	1Q20	1Q19	YoY
Gross Revenue (ex-construction)	254.2	282.6	-10.1%
Deductions (ex)	(18.5)	(21.0)	-12.0%
<b>Net Revenue (ex-construction)</b>	<b>235.7</b>	<b>261.6</b>	<b>-9.9%</b>
Cost of services	(194.9)	(191.5)	1.8%
Gross Profit	40.7	70.1	-41.9%
<i>Gross Profit Margin</i>	<i>17.3%</i>	<i>26.8%</i>	<i>-951 bps</i>
General and administrative expenses	(41.8)	(36.7)	13.9%
Other income (expenses), net	(3.9)	(1.5)	168.5%
Share of profit (loss) on investments	3.9	4.2	-8.3%
(+) Depreciation and Amortization	29.6	28.5	3.8%
EBITDA	28.4	64.6	-56.0%
<i>(+/- adjustments)</i>	<i>7.9</i>	<i>7.8</i>	<i>1.3%</i>
<b>Adjusted EBITDA</b>	<b>36.3</b>	<b>72.4</b>	<b>-49.9%</b>
<i>Adjusted EBITDA Margin</i>	<i>15.4%</i>	<i>27.7%</i>	<i>-1227 bps</i>
(-) Depreciation and Amortization	(29.6)	(28.5)	3.8%
Finance income (expenses)	(17.7)	(20.7)	-14.7%
<b>EBT</b>	<b>(18.9)</b>	<b>15.4</b>	<b>n/a</b>
Taxes	(1.2)	(3.9)	-70.1%
<i>Effective tax rate</i>	<i>n/a</i>	<i>-25.3%</i>	<i>n/a</i>
Attributable to non-controlling shareholders	(1.6)	(1.6)	2.5%
<b>Net Income (Shareholders)</b>	<b>-21.7</b>	<b>9.9</b>	<b>n/a</b>
<i>Net margin (Shareholders)</i>	<i>-9.2%</i>	<i>3.8%</i>	<i>n/a</i>

- Net revenue of R\$ 235.7 mn, drop of 9.9% y/y;
- Gross profit of R\$ 40.7mn. Gross margin contraction of 951bps y/y;
- In 1Q20, the CSP does not yet reflect the additional austerity efforts adopted by the Company;
- Adjusted EBITDA of R\$ 36.3 mn, a drop of 49.9% y/y;
- Net loss of R\$ 21.7 mn in the period; mainly reflecting the drop in revenue, caused by the pandemic.

# FINANCIAL RESULT / DEBT

Quarterly Financial Result (R\$ Million)	1Q20	4Q19	1Q19	YoY
Financial income	0.6	0.5	0.5	30.9%
Financial expenses	-11.9	-12.2	-15.7	-24.3%
Lease interest	-5.4	-4.9	-5.4	-1.3%
FX effect on USD debt	-1.0	0.1	0.0	2830.4%
<b>Total Financial Result</b>	<b>-17.7</b>	<b>-16.5</b>	<b>-20.7</b>	<b>-14.7%</b>

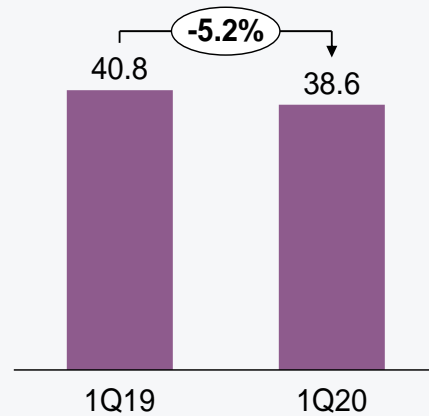
Debt (R\$ Million)	1Q20	4Q19	1Q19	YoY
Loans and debentures	823.6	614.8	608.3	35.4%
Supplier 'drawee risk'	0.0	0.0	0.0	n/a
Derivative fin. instruments	-47.9	-7.4	-2.9	1553.7%
<b>Gross Bank Debt</b>	<b>775.6</b>	<b>607.4</b>	<b>605.4</b>	<b>28.1%</b>
Gross Bank Debt R\$ <sup>1</sup>	772.1	604.0	599.2	28.9%
Gross Bank Debt US\$	3.5	3.4	6.2	-42.8%
Tax installment payments	10.9	10.4	10.3	5.3%
Acquisitions of companies	42.5	42.0	42.4	0.3%
<b>Total Gross Debt</b>	<b>829.0</b>	<b>659.7</b>	<b>658.1</b>	<b>26.0%</b>
<b>Cash and equivalents</b>	<b>258.9</b>	<b>91.1</b>	<b>67.0</b>	<b>286.4%</b>
<b>Total Net Debt</b>	<b>570.1</b>	<b>568.6</b>	<b>591.1</b>	<b>-3.5%</b>
Adjusted EBITDA LTM	255.7	291.8	263.9	-3.1%
<b>Total Net Debt / Adj. EBITDA</b>	<b>2.23 x</b>	<b>1.95 x</b>	<b>2.24 x</b>	<b>-0.5%</b>

- Financial result with an improvement of 14.7% y/y;
- Lower financial expenses due to: (i) reduction in net debt, 3.5% lower than Mar/19; and (ii) reduction in the SELIC / CDI rate;
- Total net debt / adjusted EBITDA of 2.23x at the end of the period, in line with 1Q19;
- Suspension of indebtedness guidance, due to the uncertainties resulting from the pandemic.

# Cash Generation

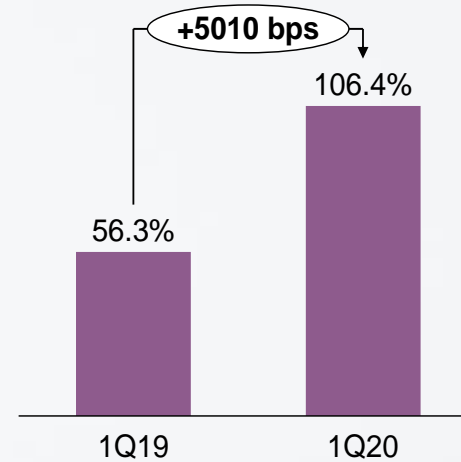
## OPERATING CASH FLOW

R\$ M

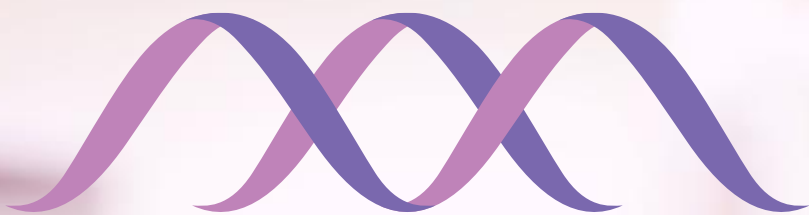


## CASH CONVERSION

%



- Despite the challenging quarter in terms of results, operating cash generation remained as expected, reaching R\$ 38.6 million in the period (-5.2% vs 1Q19), with a 106.4% conversion into cash.
- Positive Free cash flow at R\$ 21.4 million, in line with 1Q19.



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# **Q&A**