

REMUNERATION POLICY

1. OBJECTIVES AND RATIONALE

- 1.1. This "Remuneration Policy", approved at a meeting of the Board of Directors of ONCOCLÍNICAS DO BRASIL SERVIÇOS MÉDICOS SA, aims to establish guidelines and rules for setting the remuneration and benefits granted to Beneficiaries, making the essential aspects that regulate the practices transparent. administration of positions and salaries of the Beneficiaries.
- 1.2. The main objectives of this Policy are: (i) to attract, reward, retain and encourage Beneficiaries to conduct their business in a sustainable manner, observing the appropriate risk limits; (ii) provide remuneration based on clear criteria that differentiate performance, and also allow for the recognition and appreciation of individual performance; (iii) ensure the maintenance of standards compatible with the responsibilities of each position and competitive with the reference job market, (iii.a) mapping the components of Beneficiary remuneration, (iii.b) establishing clear guidelines for setting fixed remuneration and variable to the Beneficiaries, and (iii.c) defining clear criteria in relation to the eventual benefits granted to the Beneficiaries.
- 1.3. This Policy is based on: (i) the corporate governance guidelines of the Company's Bylaws; (ii) the Code of Ethics and Conduct; (iii) the Brazilian Corporation Law; (iv) the applicable rules issued by the CVM; (v) the Novo Mercado Regulation; and (vi) the Brazilian Corporate Governance Code – Publicly-held Companies, prepared by the Interagents Working Group, coordinated by the Brazilian Institute of Corporate Governance (IBGC).

2. DEFINITIONS

- 2.1. The terms and expressions listed below, when used in this Policy, shall have the following meanings:
- (i) **"General meeting"**: the Company's general shareholders' meeting.
 - (ii) **"B3"**: B3 SA – Brasil, Bolsa, Balcão.
 - (iii) **"Beneficiaries"**: the members of the Board of Directors, the Executive Board, the Fiscal Council, when installed, and the Committees.
 - (iv) **"Code of Ethics and Conduct"**: the current "Code of Ethics and Conduct" approved at a Meeting of the Board of Directors.

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- (v) **“Audit Committee”**: the Company's audit committee, whose current internal regulations were approved at a Board of Directors' Meeting.
- (vi) **“Committees”**: statutory and non-statutory advisory committees to the Board of Directors.
- (vii) **“Company”**: Oncoclínicas do Brasil Serviços Médicos SA
- (viii) **“Board of Directors”**: the Company's board of directors.
- (ix) **“Fiscal Council”**: the Company's fiscal council.
- (x) **“CVM”**: the Securities and Exchange Commission.
- (xi) **“Board”**: the statutory board of directors of the Company.
- (xii) **“Bylaws”**: the Company's bylaws, as amended.
- (xiii) **“Corporate Law”**: Law No. 6,404, of December 15, 1976, as amended.
- (xiv) **“Policy”**: the present “Remuneration Policy of Oncoclínicas do Brasil Serviços Médicos SA”, approved at the Board of Directors' Meeting.
- (xv) **“PLR”**: the Company's Profit Sharing Program.
- (xvi) **“Novo Mercado Regulation”**: the B3 Novo Mercado Listing Regulation.

3. TARGET AUDIENCE AND APPLICATION

- 3.1. The Policy applies to all Beneficiaries, given that certain Clauses are only applicable to the groups of Beneficiaries indicated therein, as the case may be.
- 3.2. This Policy applies to all processes, rules and procedures related to the Beneficiaries' fixed and variable compensation and benefits.
- 3.3. This Policy applies to the Company, and must be observed: (i) by the Company's shareholders; and (ii) by the Company's managers.

4. REMUNERATION

- 4.1. The global compensation of the members of the Board of Directors and the Executive Board shall be fixed by the General Meeting, in compliance with article 152 of the Brazilian Corporation Law, and the Board of Directors shall resolve on the

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individual distribution of compensation to its own members, to members of the Board of Executive Officers and members of the Committees.

- 4.2. The remuneration of the members of the Fiscal Council, when installed, will be fixed by the General Meeting that elects them, respecting the minimum amounts established by law.
- 4.3. The Board of Directors will have, among its respective attributions, to propose to the Beneficiaries remuneration compatible with the best practices observed by the Company's market, which should contribute to the stimulation and retention of properly qualified professionals for the performance of their duties, as well as attracting new professionals whenever necessary.

5. BASIC PRINCIPLES OF REMUNERATION

- 5.1. This Policy's main function is to align the interests of the Beneficiaries and the Company's objectives, based on the best practices adopted by the market, avoiding conflicts of interest.
- 5.2. The global remuneration of the Beneficiaries may consist of the following components: (i) fixed remuneration; (ii) variable compensation; (iii) hiring and retention bonuses; and (iv) others that the Board of Directors may determine, including practices and/or long-term incentive plans based on shares, provided they are duly approved by the Company's competent bodies under the terms of applicable legislation.
 - 5.2.1. It will be up to the Board of Directors to determine the proportion of each component of the Beneficiaries' compensation, among those listed above, in compliance with the terms of this Policy.

6. FIXED REMUNERATION

- 6.1. The Beneficiaries' fixed remuneration will be based on the individual's job responsibilities and experience. For the establishment of such remuneration, the Board of Directors may request the advice of a specialized company, following the technical guidelines of the Company's human resources department.
- 6.2. The fixed remuneration of the Beneficiaries may be reviewed annually, at the discretion of the Board of Directors, so that it is adequate to market practices, using salary surveys in the Company's sector as a reference, or updated monetarily.
 - 6.2.1. In addition, the fixed remuneration of the Beneficiaries will be subject to salary adjustment, in accordance with the Collective Bargaining Agreement applicable to the union

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of each Beneficiary, when applicable, and salary readjustment is also possible as proposed by the Company's Chief Executive Officer and approval by the Board of Directors.

6.3. The fixed remuneration of the Beneficiaries may be composed as follows, subject to the provisions of this Policy:

6.3.1. Fixed monthly salary: aims to recognize and reflect the value of time and dedication of our members, based on market parameters, aiming to remunerate the individual contribution to the performance and growth of our business.

6.3.2. benefits: aim to complement remuneration with social assistance benefits in order to provide greater security and allow focus on the performance of their duties. The benefits offered may be: (i) life insurance; (ii) medical assistance plan; (iii) dental care plan; (iv) meal vouchers; (v) food vouchers; (vi) parking; and (vii) pharmacy assistance.

7. VARIABLE SALARY

7.1. Profit Sharing

7.1.1. The payment of profit sharing, according to the PLR, will be made to the members of the Board of Executive Officers until the 3rd (third) month of the fiscal year subsequent to the one evaluated.

7.1.2. The amounts to be distributed to members of the Board of Executive Officers as profit sharing must result from a clear and objective assessment, as may be negotiated under the terms of Law No. 10,101/2000, the Consolidation of Labor Laws or other laws applicable to participation in the results.

7.1.3. Members of the Board of Executive Officers who are admitted until August 31 of the calendar year in which the PLR program is in force may be entitled to distributions within the scope of the PLR.

7.1.4. Members of the Board of Executive Officers terminated for any reason (just cause or not), at the initiative of the Company or a member of the Board of Executive Officers, before December 31 of the calendar year, are not eligible to receive distributions under the PLR.

7.2. Awards (Bonus)

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7.2.1. The members of the Board of Executive Officers and the Board of Directors may participate in the annual award program aimed at promoting greater interest and alignment of their objectives with those of the Company, in line with their individual annual assessments. In the case of Board members, this annual award program will be in addition to the payments to which they are entitled under the PLR.

7.2.2. The amounts to be allocated within the scope of the program referred to in Clause 7.2.1 above shall result from the process of evaluating compliance with corporate and individual goals approved by the Board of Directors. Such evaluation process must be completed by the 3rd (third) month of the fiscal year subsequent to the one being evaluated. The Board of Directors may, at its discretion, make adjustments to increase the amount of the award to be paid to members of the Executive Board or the Board of Directors, with the aim of rewarding extraordinary individual performance.

7.2.3. The payment of the award within the scope of the program referred to in Clause 7.2.1 above will be carried out until the 3rd (third) month of the fiscal year subsequent to the one evaluated, and the payment frequency limitations provided by law must always be respected.

7.3. Long-Term Incentive Plans

7.3.1. The members of the Executive Board and the Board of Directors may be eligible to participate in practices and/or long-term incentive plans based on shares, duly approved by Organs competent bodies of the Company under the terms of the applicable legislation.

8. REMUNERATION AND BENEFITS BY GROUP

8.1. Board Members

8.1.1. The members of the Board of Executive Officers will receive a fixed monthly fee, defined in accordance with individual negotiation, guided, among other factors, by salary surveys referring to the Company's sector of activity, in compliance with the provisions of this Policy.

8.1.2. The members of the Board of Executive Officers will be entitled to amounts as part of the Company's results, within the limits established annually in the PLR, observing the applicable eligibility criteria, and, provided that the goals established in the PLR are met.

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8.1.3. The members of the Board of Executive Officers may be eligible to participate in practices and/or long-term incentive plans based on shares, duly approved by Organs competent bodies of the Company under the terms of the applicable legislation.

8.1.4. Board members may be eligible for the following benefits: (i) life insurance; (ii) medical assistance plan; (iii) dental care plan; (iv) meal vouchers; (v) food vouchers; (vi) parking; and (vii) pharmacy assistance.

8.2. Members of the Board of Directors

8.2.1. The members of the Board of Directors may be entitled to a fixed monthly fee, based on the dedication of time and responsibility of their duties.

8.2.2. The fixed monthly fee to which the chairman of the Board of Directors may be entitled will be equivalent to the amount attributed to the other members of the Board of Directors plus 40% of such amount.

8.2.3. The members of the Board of Directors may be eligible to participate in practices and/or long-term incentive plans based on shares, duly approved by Organs competent bodies of the Company under the terms of the applicable legislation.

8.2.4. The independent members of the Board of Directors will be entitled to a fixed monthly salary, but they will not be able to receive, directly or indirectly, any compensation from the Company, other than that approved at the Annual General Meeting for the exercise of their function as Directors or as a member of the Committees, except , pursuant to the Novo Mercado Regulations, cash proceeds arising from participation in the company's capital stock and benefits arising from supplementary pension plans.

8.3. Committee members

8.3.1. The members of the Audit Committee will be entitled to a fixed monthly fee, the amount of which will be defined taking into account, mainly, the responsibility and complexity inherent to the position, the dedication of time expected from the professional, the experience and qualifications necessary for the exercise of the function.

8.3.2. The members of the Committees, with the exception of the Audit Committee, are not eligible to receive any form of compensation. The members of the Council of

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Management and/or the Board of Executive Officers who become part of the Committees will not be entitled to additional compensation for exercising their position on the aforementioned Committee.

8.4. Members of the Fiscal Council

8.4.1. The remuneration of the members of the Company's Fiscal Council, when installed, will be fixed by the General Meeting that elects them, respecting the minimum amounts established by law.

9. ASSIGNMENTS

9.1. It will be incumbent upon the Company's HR area to:

- (i) advise on the conduction of the processes for defining the remuneration and hiring new Beneficiaries for the Company;
- (ii) monitor the evaluation, definition and approval flows of the rules established in this Policy; and
- (iii) keep the remuneration reference bases updated based on salary surveys in the Company's sector.

9.2. The Chief Executive Officer of the Company will be responsible for (i) evaluating the proposals presented by the Company's HR area and expressing an opinion on such proposals by sending a communication to the Board of Directors and; (ii) propose to the Board of Directors suggestions for changing the composition of the Beneficiaries' compensation.

9.3. The Board of Directors will be responsible for:

- (i) annually evaluate the adequacy of this Policy, in order to verify its compliance with the responsibilities of each Beneficiary, as well as the workload of the position, with the business developed by the Company and with its economic and financial situation in the fiscal year in question;
- (ii) approving the annual corporate and individual goals, which will be the basis for the calculation of the PLR, being able to review them in August of each year to adapt them to the Company's direction;
- (iii) update this Policy when necessary due to changes in the Bylaws or the Novo Mercado Regulations, or in any law, regulation or provision, whether of the CVM, B3 or any other regulatory entity, that changes the provisions listed here in relation to the Company; and

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(iv) to resolve on the proposals presented under this Policy.

9.4. The Company's human resources department will be responsible for (i) annually evaluating the adequacy of this Policy, in order to verify its adherence to the responsibilities of each Beneficiary, as well as the workload of the position, with the business developed by the Company and with its economic and financial situation in the fiscal year in question; and (ii) advise the Board of Directors by suggesting possible changes and updates to this Policy.

10. GENERAL PROVISIONS

10.1. In addition to the compensation provided for the members of the Committees and the Board of Directors, those who may also participate in another body of the Company may have their compensation attributed to one or more positions they occupy, respecting the limits established in the rules applicable to the Company.

10.2. The Company may reimburse expenses incurred by the members of the Board of Directors, the Committees and the Fiscal Council, when installed, with transportation, accommodation, food and/or others related to attendance at the respective meetings, and that collaborate in providing assistance to the practices of the Company, upon receipt of proof of said expense.

10.2.1. The reasonable expenses that the members of the Board of Directors may incur for the exercise of their functions, such as transportation, accommodation and food expenses, will be reimbursed by the Company, provided that they are duly proven, being certain that, in the case of expenses with an amount superior to R\$5,000.00 (five thousand reais), these must be previously approved by the Company's CFO.

10.3. Violations of the terms of this Policy will be examined by the Board of Directors, which will adopt the appropriate measures, also warning that certain conducts may constitute a violation of applicable legislation, subjecting those responsible to the penalties provided for in current legislation.

11. VALIDITY

11.1. This Policy enters into force on the date of its approval and may only be modified by resolution of the Company's Board of Directors, and may be consulted at www.oncoclinicas.com/rj.