

# **Interim Financial Information**

## **Rede D'Or São Luiz S.A.**

March 31, 2026  
with Independent Auditor's Review Report

# Rede D'Or São Luiz S.A.

## Interim financial information

March 31, 2026

### Contents

Independent auditor's review report on interim financial information .....	1
Interim financial information	
Statements of financial position.....	3
Statements of profit or loss .....	5
Statements of comprehensive income .....	6
Statements of changes in equity .....	7
Statements of cash flows .....	8
Statements of value added .....	9
Notes to the interim financial information .....	10



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**A free translation from Portuguese into English of Independent Auditor's Review Report on interim financial information prepared in Brazilian currency in accordance with CPC 21 and IAS 34 - Interim Financial Reporting and the rules issued by the Brazilian Securities and Exchange Commission (CVM) applicable to the preparation of Quarterly Information (ITR)**

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## **Independent auditor's review report on interim financial information**

To the Shareholders, Board of Directors and Officers of  
**Rede D'Or São Luiz S.A.**  
Rio de Janeiro - RJ, Brazil

### **Introduction**

We have reviewed the individual and consolidated interim financial information of Rede D'Or São Luiz S.A. (the "Company"), contained in the Quarterly Information Form (ITR) for the quarter ended March 31, 2026, which comprises the statement of financial position as at March 31, 2026 and the statements of profit or loss, of comprehensive income, of changes in equity and of cash flows for the three-month periods then ended, including explanatory information.

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

### **Scope of review**

We conducted our review in accordance with the Brazilian and International Standards on Review Engagements (NBC TR 2410 and ISRE 2410 - Review of Interim Financial Information Performed by the Independent Auditor of the Entity). A review of interim financial information consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with auditing standards 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 on the individual and consolidated interim financial information**

Based on our review, nothing has come to our attention that causes us to believe that the accompanying individual and consolidated interim financial information included in the quarterly information was not prepared, in all material respects, in accordance with Accounting Pronouncement CPC 21 (R1) and IAS 34 applicable to the preparation of Quarterly Information (ITR), and presented consistently with the rules issued by the Brazilian Securities and Exchange Commission (CVM).



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**Other matters - Statements of value added**

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

Rio de Janeiro, May 05, 2026.

ERNST & YOUNG  
Auditores Independentes S/S Ltda.  
CRC SP-015199/F

A handwritten signature in blue ink, appearing to read 'Wilson J.O. Moraes', is written over the printed name below.

Wilson J.O. Moraes  
Accountant CRC RJ-107211/O

A free translation from Portuguese into English of Interim Financial Information prepared in Brazilian currency in accordance with CPC 21 and IAS 34 - Interim Financial Reporting and the rules issued by the Brazilian Securities and Exchange Commission (CVM) applicable to the preparation of Quarterly Information (ITR)

## Rede D'Or São Luiz S.A.

Statements of financial position  
March 31, 2026 and December 31, 2025  
(In thousands of reais)

	Nota	Individual		Consolidated	
		03/31/2026	12/31/2025	03/31/2026	12/31/2025
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	4	<b>371,968</b>	214,163	<b>5,405,822</b>	3,705,415
Marketable securities	4	<b>9,735,705</b>	8,410,483	<b>35,856,930</b>	36,855,083
Accounts receivable	5	<b>5,062,448</b>	5,312,008	<b>10,102,928</b>	10,167,395
Inventories	6	<b>509,621</b>	527,778	<b>1,151,302</b>	1,196,110
Taxes recoverable		<b>601,715</b>	541,680	<b>1,346,867</b>	948,238
Insurance contract assets	12	-	-	-	27,999
Reinsurance contract assets		-	-	<b>33,135</b>	41,012
Derivative financial instruments	24	<b>75,560</b>	69,545	<b>113,526</b>	92,345
Transactions with related parties	7	<b>1,864,904</b>	1,775,289	-	-
Dividends receivable		<b>369,439</b>	492,527	<b>10,522</b>	-
Other		<b>366,648</b>	397,550	<b>761,463</b>	745,273
<b>Total current assets</b>		<b>18,958,008</b>	17,741,023	<b>54,782,495</b>	53,778,870
<b>Noncurrent assets</b>					
Transactions with related parties	7	<b>3,749,343</b>	3,631,865	<b>53,372</b>	74,154
Marketable securities	4	-	-	<b>4,004,065</b>	1,775,096
Accounts receivable	5	-	-	<b>1,759,468</b>	1,734,724
Taxes recoverable		<b>8,677</b>	8,677	<b>502,549</b>	503,368
Insurance contract assets	12	-	-	-	21,342
Reinsurance contract assets		-	-	<b>15,439</b>	12,565
Judicial deposits	14	<b>485,794</b>	482,842	<b>2,735,835</b>	2,652,869
Deferred taxes	17	<b>491,751</b>	374,569	<b>4,147,816</b>	4,327,326
Derivative financial instruments	24	<b>397,720</b>	417,886	<b>2,509,993</b>	2,954,497
Investments in subsidiaries, associates and joint ventures	8	<b>32,491,691</b>	31,468,248	<b>2,426,955</b>	2,437,864
Property and equipment	9	<b>6,315,175</b>	6,215,239	<b>17,199,850</b>	16,789,930
Intangible assets	10	<b>7,511,281</b>	7,563,708	<b>15,766,885</b>	15,809,019
Right of use - leases	11	<b>2,480,522</b>	2,566,017	<b>3,297,756</b>	3,102,204
Other		<b>315,371</b>	325,010	<b>568,559</b>	574,704
<b>Total noncurrent assets</b>		<b>54,247,325</b>	53,054,061	<b>54,988,542</b>	52,769,662
<b>Total assets</b>		<b>73,205,333</b>	70,795,084	<b>109,771,037</b>	106,548,532

	Note	Individual		Consolidated	
		03/31/2026	12/31/2025	03/31/2026	12/31/2025
Liabilities and equity					
Current liabilities					
Trade accounts payable		<b>774,917</b>	803,791	<b>1,749,205</b>	1,761,444
Derivative financial instruments	24	<b>612,282</b>	637,183	<b>1,081,507</b>	1,083,440
Loans, financing and debentures	13	<b>1,408,991</b>	1,745,424	<b>1,491,778</b>	1,712,740
Transactions with related parties	7	-	-	-	16,860
Salaries, accruals and social charges		<b>575,846</b>	628,170	<b>1,204,921</b>	1,248,171
Tax obligations		<b>311,397</b>	280,726	<b>920,651</b>	924,479
Accounts payable for acquisitions		<b>16,195</b>	15,668	<b>519,068</b>	475,207
Dividends and IOE payable	16	<b>2,413,358</b>	3,023,466	<b>2,448,314</b>	3,060,098
Insurance contract liabilities	12	-	-	<b>7,582,911</b>	6,904,651
Leases	15	<b>707,769</b>	616,902	<b>916,818</b>	760,520
Other		<b>70,244</b>	69,134	<b>1,210,878</b>	1,324,999
Total current liabilities		<b>6,890,999</b>	7,820,464	<b>19,126,051</b>	19,272,609
Noncurrent liabilities					
Derivative financial instruments	24	<b>977,778</b>	1,004,181	<b>1,031,462</b>	1,045,045
Loans, financing and debentures	13	<b>41,191,112</b>	38,139,109	<b>47,025,076</b>	44,521,391
Transactions with related parties	7	-	-	<b>5,851</b>	4,337
Tax obligations		<b>26,595</b>	26,610	<b>129,587</b>	130,237
Accounts payable for acquisitions		<b>340</b>	338	<b>192,615</b>	215,617
Insurance contract liabilities	12	-	-	<b>11,757,292</b>	11,789,166
Deferred taxes	17	-	-	<b>353,512</b>	385,699
Provision for contingencies	14	<b>526,960</b>	530,315	<b>3,220,255</b>	3,092,700
Provision for losses on investments	8	<b>890,759</b>	839,321	-	-
Leases	15	<b>2,301,655</b>	2,493,811	<b>3,029,263</b>	2,963,924
Other		<b>629,854</b>	589,227	<b>1,564,365</b>	1,506,720
Total noncurrent liabilities		<b>46,545,053</b>	43,622,912	<b>68,309,278</b>	65,654,836
Equity					
Capital	16	<b>15,711,360</b>	15,711,360	<b>15,711,360</b>	15,711,360
Share issue costs		<b>(253,031)</b>	(253,031)	<b>(253,031)</b>	(253,031)
Capital reserves		<b>5,011,681</b>	5,009,707	<b>5,011,681</b>	5,009,707
Treasury shares		<b>(2,115,785)</b>	(1,828,733)	<b>(2,115,785)</b>	(1,828,733)
Income reserves		<b>146,337</b>	146,337	<b>146,337</b>	146,337
Retained earnings		<b>617,326</b>	-	<b>617,326</b>	-
Future capital contribution		<b>4,224</b>	4,224	<b>4,224</b>	4,224
Other comprehensive income		<b>647,169</b>	561,844	<b>647,169</b>	561,844
Total equity attributable to the Company's shareholders		<b>19,769,281</b>	19,351,708	<b>19,769,281</b>	19,351,708
Noncontrolling interests		-	-	<b>2,566,427</b>	2,269,379
Total equity		<b>19,769,281</b>	19,351,708	<b>22,335,708</b>	21,621,087
Total liabilities and equity		<b>73,205,333</b>	70,795,084	<b>109,771,037</b>	106,548,532

See accompanying notes.

## Rede D'Or São Luiz S.A.

Statements of profit or loss  
Three-month periods ended March 31, 2026 and 2025  
(In thousands of reais, unless otherwise stated)

	Note	Individual		Consolidated	
		03/31/2026	03/31/2025	03/31/2026	03/31/2025
Operating revenue, net	18	<b>4,058,328</b>	3,728,052	<b>14,341,970</b>	12,973,032
Operating costs	19	<b>(2,857,426)</b>	(2,565,855)	<b>(11,123,213)</b>	(10,259,364)
Gross profit		<b>1,200,902</b>	1,162,197	<b>3,218,757</b>	2,713,668
General and administrative expenses	20	<b>(337,762)</b>	(320,454)	<b>(635,563)</b>	(484,231)
Selling expenses		<b>(7,799)</b>	(4,386)	<b>(16,654)</b>	(13,112)
Equity pickup	8	<b>866,495</b>	966,266	<b>(2,576)</b>	(2,900)
Other operating expenses	21	<b>305,275</b>	42,239	<b>230,159</b>	(7,148)
Income before finance income (costs) and income and social contribution taxes		<b>2,027,111</b>	1,845,862	<b>2,794,123</b>	2,206,277
Finance income	22	<b>1,786,206</b>	851,874	<b>3,842,717</b>	2,818,739
Finance costs	22	<b>(2,955,454)</b>	(1,791,260)	<b>(5,218,414)</b>	(3,680,524)
Income before income taxes		<b>857,863</b>	906,476	<b>1,418,426</b>	1,344,492
Income taxes	17	<b>109,463</b>	134,013	<b>(409,996)</b>	(277,714)
Net income for the period		<b>967,326</b>	1,040,489	<b>1,008,430</b>	1,066,778
Income attributable to controlling interests		<b>967,326</b>	1,040,489	<b>967,326</b>	1,040,489
Net income attributable to noncontrolling interests		-	-	<b>41,104</b>	26,289
Basic earnings per share	23	<b>0.4399</b>	0.4711	<b>0.4399</b>	0.4711
Diluted earnings per share	23	<b>0.4399</b>	0.4711	<b>0.4399</b>	0.4711

See accompanying notes.

## Rede D'Or São Luiz S.A.

Statements of comprehensive income  
 Three-month periods ended March 31, 2026 and 2025  
 (In thousands of reais)

	Individual		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Net income for the period	<b>967,326</b>	1,040,489	<b>1,008,430</b>	1,066,778
Other comprehensive income				
Cash flow hedge	<b>(5,220)</b>	(40,967)	<b>3,933</b>	(40,594)
Gain/(loss) on insurance and reinsurance liability	-	-	<b>154,145</b>	(10,382)
Unrealized gains/(losses) on financial assets at fair value through OCI	-	-	<b>(15,062)</b>	3,681
Tax effects	<b>1,774</b>	13,929	<b>(57,691)</b>	16,332
Gains/(losses) on changes in equity interest	-	-	-	(300)
Other comprehensive income of associates and subsidiaries, by equity pickup	<b>88,771</b>	(4,225)	-	-
	<b>85,325</b>	(31,263)	<b>85,325</b>	(31,263)
Total comprehensive income	<b>1,052,651</b>	1,009,226	<b>1,093,755</b>	1,035,515
Attributable to				
Controlling interests	<b>1,052,651</b>	1,009,226	<b>1,052,651</b>	1,009,226
Noncontrolling interests	-	-	<b>41,104</b>	26,289

See accompanying notes.

## Rede D'Or São Luiz S.A.

### Statements of changes in equity Three-month periods ended March 31, 2026 and 2025 (In thousands of reais)

Description	Controlling interests											Noncontrolling interests	Total	
	Capital reserves					Income reserves					Total equity			
	Capital	Share issue costs	Premium reserve (issue of shares)	Goodwill in capital transactions	Share-based payment reserve	Treasury shares	Legal reserve	Investment reserve	Other comprehensive income	Future capital contribution				Retained earnings
Balances at December 31, 2024	15,711,360	(253,031)	6,190,053	(1,229,297)	-	(1,458,602)	8,666	4,921,769	807,485	4,224	-	24,702,627	1,999,241	26,701,868
Capital transactions in subsidiaries and acquisition of noncontrolling interests	-	-	-	2,764	-	-	-	-	-	-	-	2,764	514,092	516,856
Changes - RSU (Note 16)	-	-	3,550	-	(4,733)	802	-	-	-	-	-	(381)	-	(381)
Share-based payment (Note 16)	-	-	-	-	4,733	-	-	-	-	-	-	4,733	-	4,733
Net income for the period	-	-	-	-	-	-	-	-	-	-	1,040,489	1,040,489	26,289	1,066,778
Dividends and interest on equity (Note 16)	-	-	-	-	-	-	-	(400,000)	-	-	-	(400,000)	(949)	(400,949)
Share buyback (Note 16)	-	-	-	-	-	(315,985)	-	-	-	-	-	(315,985)	-	(315,985)
Cash flow hedge (Note 16)	-	-	-	-	-	-	-	-	(27,038)	-	-	(27,038)	-	(27,038)
Net finance income (costs) from insurance and reinsurance contracts	-	-	-	-	-	-	-	-	(6,212)	-	-	(6,212)	-	(6,212)
Equity adjustments	-	-	-	-	-	-	-	-	1,987	-	-	1,987	-	1,987
Balances at March 31, 2025	15,711,360	(253,031)	6,193,603	(1,226,533)	-	(1,773,785)	8,666	4,521,769	776,222	4,224	1,040,489	25,002,984	2,538,673	27,541,657
Balances at December 31, 2025	15,711,360	(253,031)	6,215,354	(1,205,647)	-	(1,828,733)	8,666	137,671	561,844	4,224	-	19,351,708	2,269,379	21,621,087
Capital transactions in subsidiaries and acquisition of noncontrolling interests	-	-	-	(119)	-	-	-	-	-	-	-	(119)	264,667	264,548
Changes - RSU (Note 16)	-	-	2,093	-	-	-	-	-	-	-	-	2,093	-	2,093
Net income for the period	-	-	-	-	-	-	-	-	-	-	967,326	967,326	41,104	1,008,430
Dividends and interest on equity (Note 16)	-	-	-	-	-	-	-	-	-	-	(350,000)	(350,000)	(8,723)	(358,723)
Share buyback (Note 16)	-	-	-	-	-	(287,052)	-	-	-	-	-	(287,052)	-	(287,052)
Cash flow hedge (Note 16)	-	-	-	-	-	-	-	-	(3,444)	-	-	(3,444)	-	(3,444)
Net finance income (costs) from insurance and reinsurance contracts	-	-	-	-	-	-	-	-	92,527	-	-	92,527	-	92,527
Equity adjustments	-	-	-	-	-	-	-	-	(3,758)	-	-	(3,758)	-	(3,758)
Balances at March 31, 2026	15,711,360	(253,031)	6,217,447	(1,205,766)	-	(2,115,785)	8,666	137,671	647,169	4,224	617,326	19,769,281	2,566,427	22,335,708

See accompanying notes.

## Rede D'Or São Luiz S.A.

### Statements of cash flows Three-month periods ended March 31, 2026 and 2025 (In thousands of reais)

	Individual		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Cash flows from operating activities				
Income before income and social contribution taxes	857,863	906,476	1,418,426	1,344,492
Adjustments to reconcile income to cash from operating activities				
Depreciation and amortization	237,697	250,514	478,942	449,987
Gain on disposal of properties	(980)	(980)	(980)	(980)
Fair value of debt	(81,224)	162,828	(97,270)	349,997
Interest, monetary variations and FX differences, net	1,467,147	805,440	574,644	(237,606)
Share-based payment	27,999	22,732	27,999	22,732
(Reversal of)/Provision for contingencies	-	-	152,718	65,673
Equity pickup	(866,495)	(966,266)	2,576	2,900
Income (loss) from insurance service	-	-	(2,569,081)	(2,321,962)
Allowance for expected credit losses	203,483	185,612	405,614	328,416
(Increase) decrease in assets and increase (decrease) in liabilities				
Accounts receivable	(43,956)	(347,718)	(365,891)	(356,634)
Inventories	11,977	17,118	11,870	3,113
Taxes recoverable	(60,187)	101,351	(389,741)	(3,967)
Judicial deposits	(3,050)	(9,339)	(48,840)	(21,717)
Other assets	(299,702)	139,949	(399,579)	468,564
Trade accounts payable	(11,617)	(27,766)	(12,239)	(40,706)
Salaries and social charges	(19,148)	72,789	(30,344)	26,798
Tax obligations	(8,493)	(50,020)	225,883	29,113
Transactions with related parties	(228,331)	(439,979)	5,436	(3,526)
Provision for contingencies	(8,630)	(8,547)	(96,491)	(105,562)
Insurance and reinsurance assets (liabilities)	-	-	3,417,865	3,928,530
Other liabilities	5,270	1,909	(116,027)	(135,173)
	1,179,623	816,103	2,595,490	3,792,482
Payment of interest	(1,695,382)	(1,074,448)	(1,589,939)	(1,059,247)
Payment of income and social contribution taxes	-	-	(584,851)	(313,997)
Net cash from (used in) operating activities	(515,759)	(258,345)	420,700	2,419,238
Cash flows from investing activities				
Receipt upon disposal of equity interest	676,363	-	676,363	-
Cash from merger of subsidiary	(16)	(6)	-	-
Future capital contribution	(212,257)	(414,351)	-	-
Additions to property and equipment	(331,436)	(231,460)	(679,874)	(615,360)
Additions to intangible assets	(3,112)	(34,858)	(19,463)	(59,803)
Acquisition of marketable securities	(7,733,390)	(3,676,597)	(18,336,443)	(18,158,819)
Redemption of marketable securities	6,761,588	7,505,097	18,529,711	19,136,233
Dividends and interest on equity received	160,045	8,458	8,661	7,796
Net cash from investing activities	(682,215)	3,156,283	178,955	310,047
Cash flows from financing activities				
Treasury shares	(287,052)	(304,625)	(287,052)	(304,625)
Payment of dividends and IOE	(923,466)	(58,681)	(933,865)	(61,929)
Loans, financing and debentures raised	3,000,000	-	3,000,000	900,000
Payment of loans, financing, debentures and leases	(186,080)	(1,910,066)	(225,975)	(1,937,990)
Settlement of swap	(247,623)	(129,501)	(451,106)	(186,425)
Accounts payable for acquisitions	-	-	(1,250)	(33,546)
Net cash used in financing activities	1,355,779	(2,402,873)	1,100,752	(1,624,515)
Increase (decrease) in cash and cash equivalents	157,805	495,065	1,700,407	1,104,770
Cash and cash equivalents at beginning of period	214,163	408,911	3,705,415	6,570,751
Cash and cash equivalents at end of period	371,968	903,976	5,405,822	7,675,521

See accompanying notes.

## Rede D'Or São Luiz S.A.

Statements of value added  
Three-month periods ended March 31, 2026 and 2025  
(In thousands of reais, unless otherwise stated)

	Individual		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Revenue	<b>4,678,718</b>	3,947,922	<b>15,259,223</b>	13,541,438
Sales of goods, products and services	<b>4,500,097</b>	4,132,554	<b>6,811,892</b>	5,923,956
Revenues from insurance operations	-	-	<b>8,399,697</b>	7,918,654
Allowance for expected credit losses	<b>(203,483)</b>	(185,612)	<b>(405,614)</b>	(328,416)
Other revenues	<b>382,104</b>	980	<b>453,248</b>	27,244
Benefits and claims	-	-	<b>(4,893,380)</b>	(4,810,846)
Expenses with benefits and redemptions	-	-	<b>(4,893,380)</b>	(4,810,846)
Materials acquired from third parties	<b>(1,608,557)</b>	(1,320,618)	<b>(3,875,707)</b>	(3,113,532)
Costs of sales	<b>(1,475,634)</b>	(1,312,679)	<b>(3,434,628)</b>	(2,944,029)
Materials, power, third-party services and other	<b>(132,923)</b>	(7,939)	<b>(288,361)</b>	(103,830)
Loss on/recovery of assets	-	-	<b>(152,718)</b>	(65,673)
Gross value added	<b>3,070,161</b>	2,627,304	<b>6,490,136</b>	5,617,060
Depreciation and amortization	<b>(237,697)</b>	(250,514)	<b>(478,942)</b>	(449,987)
Net value added	<b>2,832,464</b>	2,376,790	<b>6,011,194</b>	5,167,073
Value added received in transfer	<b>2,652,701</b>	1,818,140	<b>2,900,760</b>	2,024,792
Equity pickup	<b>866,495</b>	966,266	<b>(2,576)</b>	(2,900)
Finance income (costs)	<b>1,786,206</b>	851,874	<b>3,842,717</b>	2,818,739
Finance income (costs) from insurance contracts	-	-	<b>(939,381)</b>	(791,047)
Total value added	<b>5,485,165</b>	4,194,930	<b>8,911,954</b>	7,191,865
Value added distributed	<b>(5,485,165)</b>	(4,194,930)	<b>(8,911,954)</b>	(7,191,865)
Personnel	<b>(1,363,565)</b>	(1,204,919)	<b>(2,544,799)</b>	(2,228,757)
Salaries	<b>(1,221,015)</b>	(1,081,538)	<b>(2,253,321)</b>	(1,963,140)
Benefits	<b>(94,049)</b>	(81,770)	<b>(192,644)</b>	(177,257)
Unemployment Compensation Fund (FGTS)	<b>(48,501)</b>	(41,611)	<b>(98,834)</b>	(88,360)
Taxes, charges and contributions	<b>(128,822)</b>	(84,877)	<b>(916,356)</b>	(844,189)
Federal taxes	<b>(31,071)</b>	(864)	<b>(687,096)</b>	(649,738)
State taxes	-	-	<b>(8,917)</b>	(6,978)
Local taxes	<b>(97,751)</b>	(84,013)	<b>(220,343)</b>	(187,473)
Debt remuneration	<b>(3,025,452)</b>	(1,864,645)	<b>(4,442,369)</b>	(3,052,141)
Interest	<b>(2,955,454)</b>	(1,791,260)	<b>(4,279,096)</b>	(2,885,967)
Rents	<b>(2,527)</b>	(3,304)	<b>(10,132)</b>	(24,974)
Other	<b>(67,471)</b>	(70,081)	<b>(153,141)</b>	(141,200)
Equity remuneration	<b>(967,326)</b>	(1,040,489)	<b>(1,008,430)</b>	(1,066,778)
Interest on equity	<b>(350,000)</b>	(400,000)	<b>(350,000)</b>	(400,000)
Dividends	-	-	<b>(8,723)</b>	(949)
Retained profits	<b>(617,326)</b>	(640,489)	<b>(617,326)</b>	(640,489)
Noncontrolling interests on retained profits	-	-	<b>(32,381)</b>	(25,340)

See accompanying notes.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 1. Operations

Rede D'Or São Luiz S.A. (the "Company" or "Parent Company" and jointly with its subsidiaries "Rede D'Or" or "Group"), headquartered at Rua Francisco Marengo, 1.312, in the city and state of São Paulo, is engaged in the rendering of hospital services, offering assistance and hospitality concepts, creating medical and diagnostic excellence centers and generating medical knowledge and experience that ensure security to customers, either doctors, patients or healthcare plans. Through its subsidiaries and associates, the Company operates in the health (health and dental insurance, administrative services only (ASO) health and dental plans, and health and wellness solutions), life insurance, private pension, and asset management segments.

Rede D'Or operates in the states of Rio de Janeiro, São Paulo, Pernambuco, Maranhão, Bahia, Sergipe, Paraná, Ceará, Minas Gerais, Mato Grosso do Sul, Paraíba, Alagoas, Pará and the Federal District, with 76 own hospitals in operation and over 40 projects under development, in addition to oncology and radiotherapy clinics and laboratories. Currently, the Group has 10,486 hospital beds in total.

The first hospital unit, Hospital Barra D'Or, was opened in 1998, and Hospital Copa D'Or and Hospital Quinta D'Or were opened in 2000 and 2001, respectively. Since 2004, strategic partnerships have been made with other hospitals, thus increasing its range of expertise and reaching other areas in Rio de Janeiro. Also through partnerships and acquisitions, Rede D'Or started operations in the state of Pernambuco in 2007; in the states of Maranhão and Bahia in 2018; in the state of Sergipe in 2019; in the states of Paraná and Ceará in 2020; in the states of Minas Gerais, Mato Grosso do Sul and Paraíba in 2021; and in the state of Alagoas in 2022.

In December 2022, the business combination between the Company and Sul América S.A. was completed through the merger of Sul América S.A. into Rede D'Or. As a result of the merger, Sul América S.A. was dissolved and succeeded by Rede D'Or as regards all its assets, rights and obligations, and Rede D'Or became the parent company of Sul América Group ("SASA" or "Sul América" - comprising the subsidiaries, associates and investment funds remaining from the merger of Sul América S.A.).

#### Seasonality

There are no significant seasonal effects on the Company's operations; however, a smaller volume of customers and, consequently, of claims in the insurance and health insurance businesses, is generally observed in December, January and February due to year-end celebrations and vacation period, and a larger volume of customers is observed in winter.

## **Rede D'Or São Luiz S.A.**

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### **2. Accounting policies**

This individual and consolidated interim financial information was prepared in accordance with Accounting Pronouncement CPC 21 (R1) - Interim Financial Reporting, issued by the Brazilian Financial Accounting Standards Board - FASB ("CPC"), and in accordance with IAS 34 - Interim Financial Reporting, issued by the "International Accounting Standards Board (IASB)", and is presented in accordance with the rules issued by the Brazilian Securities and Exchange Commission ("CVM") applicable to the preparation of Quarterly Information (ITR). The statements of value added are presented as supplementary information for IFRS purposes.

The accounting policies as well as estimates and critical accounting judgments adopted by the Group in this interim financial information are consistent with those adopted in the financial statements for the year ended December 31, 2025, disclosed on February 25, 2026.

P&L for the three-month period ended March 31, 2026 does not necessarily indicate the P&L expected for the entire year ending December 31, 2026. The interim financial information and related notes do not include all information and disclosures required for the annual financial statements. As such, this interim financial information must be read together with the audited annual financial statements as of December 31, 2025.

Authorization to complete the preparation of this interim financial information was provided by Company management on May 5, 2026.

The individual and consolidated interim financial information includes the operations of the Company and its subsidiaries, as presented in Note 8. Additionally, as of March 31, 2026, the Company holds investments in funds-of-one that are fully consolidated.

### **3. Atlântica Hospitais transaction**

On August 16, 2024, the Company entered into a partnership with Atlântica Hospitais e Participações S.A. ("Atlântica Hospitais") - a company focused on hospital investments, indirectly controlled by Bradseg Participações S.A., which in turn is the parent of Bradesco Seguros Group - for the creation of the new hospital network "Atlântica D'Or" (Pacífico Holding Imobiliária Hospitalar S.A. and Pacífico Operações Hospitalares S.A.). The Partnership was established as a corporate association aimed at making investments, constructing, developing, and operating hospitals, with a share of 50.01% for Rede D'Or, which will serve as the hospital operator and controller of the new Atlântica D'Or hospital network, and 49.99% for Atlântica Hospitais. This partnership encompasses all investments and assets, including real estate, related to the hospitals.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

On September 1, 2025, the Company entered into an Investment, Purchase and Sale Agreement and Other Covenants with Atlântica Hospitais, for the purpose of contributing the assets and liabilities of Hospital Glória D'Or and SPE IH Glória D'Or, in the city of Rio de Janeiro, to the Atlântica D'Or hospital network, a joint venture owned 50.01% by Rede D'Or and 49.99% by Atlântica Hospitais. On January 30, 2026, the Company completed the contribution of the assets and liabilities of Hospital Glória D'Or and SPE IH Glória D'Or to Atlântica D'Or. The Company received R\$452,037 from Bradesco Seguros in connection with the acquisition of the shares corresponding to a 49.99% equity interest.

On November 10, 2025 the Company entered into an Investment, Purchase and Sale Agreement and Other Covenants with Atlântica Hospitais, for the purpose of contributing the hospital operations of Maternidade São Luiz Star ("Maternidade Star"), in the city of São Paulo, to the Atlântica D'Or hospital network, a joint venture owned 50.01% by Rede D'Or and 49.99% by Atlântica Hospitais. The transaction does not include the real property in which Maternidade Star's activities are conducted, which will continue to be fully owned by the Rede D'Or group. On February 26, 2026, the Company completed the closing of the contribution of the assets and liabilities of Maternidade Star to Atlântica D'Or. The Company received R\$224,326 from Bradesco Seguros in connection with the acquisition of the shares corresponding to a 49.99% equity interest.

As of March 31, 2026, the partnership encompasses six hospitals in operation (São Luiz Guarulhos, São Luiz Alphaville, Macaé D'Or, Hospital São Luiz Campinas, Hospital Glória D'Or and Maternidade São Luiz Star) and two other projects under development (located in Taubaté and Ribeirão Preto).

## 4. Cash and cash equivalents and marketable securities

### 4.1. Cash and cash equivalents

	Individual		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Cash and cash equivalents				
Cash and banks	13,727	13,626	74,354	63,526
Short-term investments	358,241	200,537	5,331,468	3,641,889
Cash and cash equivalents	371,968	214,163	5,405,822	3,705,415

Financial investments classified as cash equivalents have maturities of less than three months from the date of acquisition and have an insignificant risk of changes in value.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 4.2. Marketable securities

Marketable securities are broken down in the table below, which shows their respective classifications, curve value and market value, as well as the contractual average rates:

Description	Individual				
	Fair value through profit or loss	Average interest rate (a)	03/31/2026	Average interest rate	12/31/2025
			Total	(a)	Total
<b>Fixed income securities - corporate bonds</b>	<b>8,387,644</b>		<b>8,387,644</b>		7,105,528
Bank deposit certificates					
Floating rate CDI %	<b>8,275,538</b>	<b>101.48% CDI</b>	<b>8,275,538</b>	101.68% CDI	6,965,003
<b>Financial bills</b>		<b>CDI+0.24%</b>			
Floating rate CDI +	<b>54,130</b>	<b>p.a.</b>	<b>54,130</b>	CDI+0.27%a.a	84,556
Floating rate CDI %	<b>57,976</b>	<b>105.00% CDI</b>	<b>57,976</b>	105.00% CDI	55,969
<b>Fixed income securities - government securities</b>	<b>1,348,034</b>		<b>1,348,034</b>	-	1,304,929
Financial treasury bills	<b>1,348,034</b>	<b>SELIC</b>	<b>1,348,034</b>	SELIC	1,304,929
<b>Investment fund shares</b>	<b>27</b>	<b>-</b>	<b>27</b>	<b>-</b>	<b>26</b>
Investment fund shares - other than funds-of-one	<b>27</b>	<b>-</b>	<b>27</b>	<b>-</b>	<b>26</b>
			<u><b>9,735,705</b></u>		<u><b>8,410,483</b></u>

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

Description	Consolidated								
	Fair value through profit or loss	Fair value through other comprehensive income		Amortized cost		Average interest rate (a)	03/31/2026	Average interest rate (a)	12/31/2025
	Market value/ carrying amount	Market value/ carrying amount	Curve value	Curve value/carrying amount	Market Value		Total	Total	Total
		Curve value							
<b>Fixed income securities - corporate bonds</b>	13,766,229	1,092,266	1,074,196	-	-	-	14,840,425	-	14,199,719
Bank deposit certificates									
Floating rate CDI +	21,779	-	-	-	-	CDI+0.23% p.a.	21,779	CDI+0.26% p.a.	19,721
Floating rate CDI %	10,237,619	123,746	123,746	-	-	101.59% CDI	10,361,365	101.69% CDI	9,715,947
Debentures									
Fixed rate	74,499	-	-	-	-	13.22% p.a.	74,499	12.79% p.a.	73,366
Floating rate CDI +	990,218	197,294	200,135	-	-	CDI+1.91% p.a.	1,190,353	CDI+1.72% p.a.	1,204,552
Floating rate CDI %	2,758	-	-	-	-	111.06% CDI	2,758	116.96% CDI	3,237
Floating rate IPCA	708,191	-	-	-	-	IPCA+7.4% p.a.	708,191	IPCA+7.29% p.a.	580,135
Floating rate IGP-M	-	106,845	93,080	-	-	IGPM+5.84% p.a.	93,080	IGPM+5.84% p.a.	95,522
Financial bills									
Fixed rate	8,441	-	-	-	-	14.72%Pre	8,441	-	-
Floating rate CDI +	1,524,522	-	-	-	-	CDI+0.37% p.a.	1,524,522	CDI+0.47% p.a.	1,683,459
Floating rate CDI %	120,789	-	-	-	-	104.78% CDI	120,789	108.99% CDI	116,001
Floating rate IPCA	-	633,936	626,378	-	-	IPCA+8.17% p.a.	626,378	IPCA+8.17% p.a.	610,887
Promissory notes	8,585	30,445	30,857	-	-	CDI+1.54% p.a.	39,442	CDI+1.54% p.a.	40,872
Mortgage-backed Securities ("CRI")									
Fixed-Rate CRI	5,316	-	-	-	-	15.39%p.a.	5,316	15.86%p.a.	1,213
Post-fixed CRI CDI +	6,731	-	-	-	-	1.74%p.a.	6,731	-	-
Time deposits with special guarantee (DPGE)	56,781	-	-	-	-	CDI+0.47% p.a.	56,781	CDI+0.49% p.a.	54,807
<b>Fixed income securities - government securities</b>	14,719,152	2,273,462	2,186,748	3,807,749	3,660,327	-	20,713,649	-	20,249,429
Financial treasury bills	13,776,078	32,683	32,752	-	-	SELIC	13,808,830	SELIC	13,381,692
National treasury bills									
Fixed rate	606,024	-	-	-	-	13.85% p.a.	606,024	13.43% p.a.	600,028
National treasury notes									
Series F - Fixed rate	331	19,625	18,178	-	-	9.27% p.a.	18,509	9.27% p.a.	19,012
Series B - Floating rate IPCA	38,026	1,899,568	1,825,025	72,979	64,708	IPCA+6.42% p.a.	1,936,030	IPCA+6.42% p.a.	1,903,885
Series C - Floating rate IGP-M	75,637	321,586	310,793	1,711,753	1,572,602	IGPM+5.95% p.a.	2,098,183	IGPM+5.94% p.a.	2,164,767
Fixed income securities abroad	223,056	-	-	2,023,017	2,023,017	13.86% p.a.	2,246,073	13.86% p.a.	2,180,045
<b>Variable income securities</b>	233,762	-	-	-	-	-	233,762	-	227,711
Shares	233,762	-	-	-	-	-	233,762	-	227,711
<b>Investment fund shares</b>	4,066,679	-	-	-	-	-	4,066,679	-	3,949,500
Fixed income, equity and multi-market investment fund shares	4,037,057	-	-	-	-	-	4,037,057	-	3,922,215
Equity investment fund shares	29,622	-	-	-	-	-	29,622	-	27,285
<b>Other investments</b>	6,480	-	-	-	-	-	6,480	-	3,820
							<b>39,860,995</b>		<b>38,630,179</b>
						<b>Current</b>	<b>35,856,930</b>	<b>Current</b>	<b>36,855,083</b>
						<b>Noncurrent</b>	<b>4,004,065</b>	<b>Noncurrent</b>	<b>1,775,096</b>

(a) For securities classified as fair value through profit or loss (FVPL), average market rates are used. For those classified as fair value through other comprehensive income (FVOL) and amortized cost, acquisition rates (curve) are used for interest accrual purposes, with assets classified as FVOL also marked to market for fair value measurement purposes.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 5. Accounts receivable

Description	Note	Individual		Consolidated	
		03/31/2026	12/31/2025	03/31/2026	12/31/2025
Accounts receivable - hospital services	5.1	5,062,448	5,312,008	8,354,676	8,689,373
Other accounts receivable	5.2	-	-	3,507,720	3,212,746
		<b>5,062,448</b>	<b>5,312,008</b>	<b>11,862,396</b>	<b>11,902,119</b>
<b>Current</b>		<b>5,062,448</b>	<b>5,312,008</b>	<b>10,102,928</b>	<b>10,167,395</b>
<b>Noncurrent</b>		<b>-</b>	<b>-</b>	<b>1,759,468</b>	<b>1,734,724</b>

#### 5.1. Hospital services

Trade accounts receivable comprise receivables from healthcare companies and individuals, as follows:

	Individual		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Accounts receivable from health insurance and health plans	6,063,231	6,282,646	9,995,322	10,236,070
Accounts receivable from individuals	97,027	116,415	199,878	213,927
Allowance for expected credit losses and provision for disallowances	(1,097,810)	(1,087,053)	(1,840,524)	(1,760,624)
	<b>5,062,448</b>	<b>5,312,008</b>	<b>8,354,676</b>	<b>8,689,373</b>

#### Changes in provision for disallowances and allowance for expected credit losses

	Individual		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Balance at beginning of period	(1,087,053)	(1,114,970)	(1,760,624)	(1,873,401)
(Set up)/Reversal of provision for disallowances and allowance for expected credit losses	(203,483)	(185,612)	(440,269)	(324,907)
Write-offs (a)	178,272	-	360,369	136,261
Provision arising from the transfer of assets (b)	14,454	16,533	-	-
Balance at end of period	<b>(1,097,810)</b>	<b>(1,284,049)</b>	<b>(1,840,524)</b>	<b>(2,062,047)</b>

(a) Write-offs include the derecognition of uncollectible amounts and elimination of the provision for disallowances of the Group companies.

(b) Transfer of assets of Hospital Maternidade São Luiz Star and Hospital São Luiz Campinas, respectively.

At March 31, 2026 and December 31, 2025, the aging list of trade accounts receivable was as follows:

	Individual								
	Total	Falling due	Overdue						360 - 720 days
			1 - 30 days	31 - 60 days	61 - 90 days	91 - 120 days	121 - 180 days	181 - 360 days	
03/31/2026	6,160,258	4,101,275	143,143	149,463	184,734	182,328	273,464	467,042	658,809
12/31/2025	6,399,061	4,263,759	149,692	162,354	149,863	197,343	246,512	533,617	695,921

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

	Consolidated								
	Total	Falling due	Overdue						360 - 720 days
			1 - 30 days	31 - 60 days	61 - 90 days	91 - 120 days	121 - 180 days	181 - 360 days	
03/31/2026	10,195,200	6,175,676	430,791	262,395	281,723	333,910	452,460	911,819	1,346,426
12/31/2025	10,449,997	6,265,931	598,516	298,737	267,530	234,563	423,324	900,188	1,461,208

The Company's revenues arise from the provision of hospital services, including the use of medicines and hospital materials. Revenue is recognized to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured, i.e. upon rendering of medical services at an amount that reflects the consideration to which an entity expects to be entitled in exchange for providing services to a customer.

### Changes in provision for disallowances and allowance for expected credit losses

The provision for disallowances and allowance for expected credit losses are presented reducing the balance of accounts receivable and recognized at an amount deemed sufficient by management to cover any expected losses on the realization of amounts billed.

The Company's criterion to recognize a provision for disallowances is to annually analyze the performance of notes overdue between 360 to 720 days, a period deemed sufficient for exhausting the collection process. The percentage reached is applied to the gross revenue recorded and recognized as a provision in current profit or loss, reflecting management's best expectation based on the analyzed history. The analysis is made individually by cash-generating unit, as well as the percentage recorded as a provision for disallowances in the year.

As a criterion for the recognition of an allowance for expected credit losses, an individual analysis of receivables is performed to identify specific counterparty risks. If necessary, an allowance for expected credit losses is recorded for the partial or total balance of receivables outstanding of these customers.

## 5.2. Other accounts receivable

The receivables as at March 31, 2026 and December 31, 2025 presented in the consolidated financial statements are as follows:

Description	Note	Consolidated	
		03/31/2026	12/31/2025
Other operating receivables	5.2.1	2,248,951	1,996,059
Consideration receivable - ASO health plans	5.2.2	1,020,864	1,067,960
Other (a)		237,905	148,727
		<b>3,507,720</b>	<b>3,212,746</b>
<b>Current</b>		<b>1,748,252</b>	<b>1,478,022</b>
<b>Noncurrent</b>		<b>1,759,468</b>	<b>1,734,724</b>

(a) This balance is represented mainly by receivables related to securities obligations and receivables not directly related to insurance operations, in subsidiaries that operate in this industry.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 5.2.1. Other operating receivables

	<b>Consolidated</b>	
	<b>03/31/2026</b>	<b>12/31/2025</b>
Receivables from FCVS - SFH		
Principal (Note 5.2.1.1)	<b>1,978,162</b>	1,957,587
Impairment (Note 5.2.1.1)	<b>(221,281)</b>	(221,281)
Frozen funds (a)	<b>125,516</b>	102,802
Other (b)	<b>366,554</b>	156,951
<b>Total</b>	<b>2,248,951</b>	1,996,059
<b>Current</b>	<b>491,412</b>	264,847
<b>Noncurrent</b>	<b>1,757,539</b>	1,731,212

(a) These refer to funds frozen in bank accounts and investment funds related to lawsuits.

(b) This balance is mainly represented by advances to suppliers.

#### 5.2.1.1. *Receivables from FCVS - SFH*

<b>Description</b>	<b>Consolidated</b>
	<b>03/31/2026</b>
Balance of receivables FCVS-SFH at 12/31/2025	<b>1,957,587</b>
Additions	<b>53,735</b>
Write-offs	<b>(33,160)</b>
<b>Balance of receivables FCVS-SFH at 03/31/2026</b>	<b>1,978,162</b>
Balance of impairment at 03/31/2026	<b>(221,281)</b>
<b>Closing balance net of impairment at 03/31/2026</b>	<b>1,756,881</b>
<b>Current</b>	<b>105,829</b>
<b>Noncurrent</b>	<b>1,651,052</b>

  

<b>Description</b>	<b>Consolidated</b>
	<b>12/31/2025</b>
Balance of receivables FCVS-SFH at 12/31/2024	2,028,967
Additions	216,048
Write-offs	(287,428)
<b>Balance of receivables FCVS-SFH at 12/31/2025</b>	<b>1,957,587</b>
Balance of impairment at 12/31/2025	(221,281)
<b>Closing balance net of impairment at 12/31/2025</b>	<b>1,736,306</b>
<b>Current</b>	99,829
<b>Noncurrent</b>	1,636,477

As at March 31, 2026, there are lawsuits in progress related to the Housing Financial System (SH/SFH) in which the Company has been summoned. Such lawsuits may give rise to future cash disbursement with the corresponding request for reimbursement to Caixa Econômica Federal (CAIXA), manager of the Wage Variation Compensation Fund (FCVS). In the cases in which the lawsuit is in the provisional enforcement phase to avoid early disbursement in cases for which decisions are not final and unappealable, the Company pledges in court surety bond policies. As at

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

March 31, 2026, the total amount guaranteed through surety bond is R\$1,126,693 (R\$1,123,206 at December 31, 2025). The SH/SFH was created by article 14 of Law No. 4380/1964 and since 1967 has been guaranteed by the FCVS. Insurance companies have lawsuits filed against them because they are mischaracterized as representatives of the FCVS, which is the role of CAIXA, the manager of that Fund. In view of this role of FCVS representative in lawsuits, the insurance companies, which are the illegitimate parties, are entitled to receive reimbursements for all incurred expenditures. Law No. 12409/2011, amended by Law No. 13000/2014, as well as the CCFCVS Resolution No. 364 of March 28, 2014, expressly establish the responsibility of FCVS, through its manager CAIXA, for all lawsuits relating to the SH/SFH's public policy. Currently, insurance companies are reimbursed by the FCVS for payments made in connection with SH/SFH-related lawsuits, based on the criteria established by CCFCVCS Resolution No. 448/2019 and restated by reference to the variation of the Referential Rate ("TR") between the date of payment of each expense and the date of effective reimbursement.

### 5.2.2. Consideration receivable - ASO health plans

Administrative service only (ASO) health plans are plans in which the Company administers medical and hospital expenses on behalf of its customers, and is fully reimbursed by the customers, recording only its administration fee as revenue. The amounts related to consideration receivable by maturity are as follows:

	<b>Consolidated</b>	
	<b>03/31/2026</b>	<b>12/31/2025</b>
<b>Falling due</b>		
Falling due from 1 to 30 days	<b>872,025</b>	950,854
Falling due from 31 to 60 days	<b>49,579</b>	36,247
Falling due from 61 to 180 days	<b>16,786</b>	16,111
<b>Total falling due</b>	<b>938,390</b>	1,003,212
<b>Overdue</b>		
Overdue from 1 to 30 days	<b>57,993</b>	50,711
Overdue from 31 to 60 days	<b>24,084</b>	14,617
Overdue from 61 to 180 days	<b>2,257</b>	1,018
Overdue from 181 to 365 days	<b>941</b>	854
Overdue for more than 365 days	<b>3,478</b>	3,100
<b>Total</b>	<b>88,753</b>	70,300
Provision for impairment	<b>(6,279)</b>	(5,552)
<b>Total overdue</b>	<b>82,474</b>	64,748
<b>Total unearned premiums</b>	<b>1,027,143</b>	1,073,512
<b>Total provision for impairment</b>	<b>(6,279)</b>	(5,552)
<b>Total</b>	<b>1,020,864</b>	1,067,960

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 6. Inventories

	Individual		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Medicines	144,619	154,193	343,291	353,373
Special materials	136,252	141,241	300,839	293,537
Disposable materials	116,102	119,507	254,033	298,194
Consumables	39,925	42,654	90,076	93,786
Laboratory materials	9,438	10,022	34,798	39,570
Surgical sutures	7,881	9,176	16,306	18,065
Dressing room materials	4,651	5,035	15,433	14,923
Food stuff	6,538	6,817	12,100	12,431
Other	44,215	39,133	84,426	72,231
	<b>509,621</b>	<b>527,778</b>	<b>1,151,302</b>	<b>1,196,110</b>

### 7. Transactions with related parties

#### Significant related-party transactions

The nature of significant related-party transactions is summarized below:

- (i) Leases - the Company leases properties owned by the controlling shareholders, namely: properties of the hospitals Copa D'Or and Quinta D'Or, and the property of the administrative unit. Leases are at market value and generated an expense in P&L for the period ended March 31, 2026 of R\$9,421 (R\$7,211 at March 31, 2025), referring to interest and amortization of rights of use. Leases are annually restated by reference to the Extended Consumer Price Index (IPCA).
- (ii) *Transfers of funds between companies* - to enhance the operations of certain investees and provide funds for expansion and/or acquisitions, management transfers funds between Group companies under current account remittance agreements entered into between the parties. These balances are substantially eliminated in the consolidated financial statements.
- (iii) *Shared services* - these are centralized services rendered by the parent company, Rede D'Or, such as legal assistance, marketing, accounting, treasury, accounts payable and accounts receivable, which are shared among the other entities of the Group based on apportionment criteria that take into consideration the contribution of each entity to the consolidated gross revenue.
- (iv) *Debentures* - certain subsidiaries issued nonconvertible debentures, which were acquired by the parent company. These debentures are intended to provide funds to the investees for investment in operations and expansion.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

- (v) Book-entry trade notes - certain subsidiaries carried out a private placement of book-entry nonconvertible trade notes, in specific cases, convertible into equity interests, with all of these trade notes being acquired by the parent company. These trade notes are intended to provide funds to the investees for investment in operations and expansion.
- (vi) Revenues and accounts receivable partially arise from commercial transactions conducted in the ordinary course of business relating to medical care provided to members of Sul América plans. These transactions have reference tables by type of service provided by the Company with Sul América and the maturities of these services are stipulated in a contract entered into between the parties.

In addition to the balances presented in the tables below, the Parent Company and subsidiary Rede D'Or Finance carried out three debenture issue and purchase transactions: i) on January 17, 2018, subsidiary Rede D'Or Finance issued senior notes totaling US\$500 thousand, and at the same time, the Parent Company issued debentures (10th issue), which were partially acquired by other investors and by subsidiary Rede D'Or Finance (Note 13); and ii) on January 22, 2020, subsidiary Rede D'Or Finance carried out the second issue of senior notes, in the total amount of US\$850 thousand. On February 13, 2020, Rede D'Or Finance reopened the second issue of senior notes and issued an additional US\$350 thousand in notes with the same characteristics as the initial issue. In addition, on April 17, 2020, the Parent Company issued debentures (17th issue - 1st series), which were acquired by subsidiary Rede D'Or Finance; and iii) on September 9, 2025, the subsidiary Rede D'Or Finance carried out its third issue of senior notes, for a total amount of US\$500 thousand. In addition, on September 30, 2025, the Parent Company issued debentures (37th issue), which were acquired by subsidiary Rede D'Or Finance. The respective debentures were issued through private placement efforts abroad, in compliance with applicable law.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### Balances with related parties

Company	Individual						
	03/31/2026			12/31/2025			03/31/2025
	Current assets	Noncurrent assets	P&L	Current assets	Noncurrent assets	P&L	P&L
Debentures Norte D'Or (i)	22,585	-	1,396	27,506	-	5,633	1,231
Debentures São Lucas (j)	462,076	-	19,410	427,570	-	50,492	3,199
Debentures Hospital Nossa Senhora das Neves (c)	152,047	-	13,396	354,236	-	57,869	12,300
Debentures Biocor (d)	94,617	-	4,312	108,177	-	14,727	2,589
Debentures São Carlos (h)	135,580	-	5,687	131,552	-	17,847	2,073
Debentures Proncor (k)	295,220	-	12,270	259,139	-	26,059	2,476
Debentures Acreditar (l)	49,846	-	2,100	47,746	-	21,720	-
Debentures Onco Dor (m)	278,069	-	11,716	266,353	-	31,353	-
Debentures Clinp (o)	5,165	-	218	4,947	-	348	-
Debentures Clinivac (p)	2,807	-	118	2,689	-	189	-
Debentures Oncologistas (q)	8,606	365,792	16,453	26,790	365,792	27,028	-
Debentures São Rafael (r)	5,562	270,000	10,589	17,092	270,000	17,092	-
Debentures Cia Saúde (s)	53,016	1,000,000	37,437	15,579	1,000,000	15,579	-
Debentures Mederi (t)	210,016	-	1,515	-	-	-	-
Book-entry trade notes Onco Star SP (e)	-	1,634,253	56,884	-	1,553,594	198,120	39,945
Book-entry trade notes Medix (f)	-	-	-	-	-	902	210
Book-entry trade notes Cehon (n)	89,692	-	3,779	85,913	-	10,113	-
Shared services	-	-	-	-	-	-	-
Medise Medicina Diagnóstico e Serviços Ltda.	-	-	4,220	-	-	14,987	3,656
Hospital Esperança S.A.	-	-	14,509	-	-	51,006	11,482
Hospital São Marcos S.A.	-	-	1,905	-	-	8,046	2,016
Hospital Norte D'Or de Cascadura S.A.	-	1,110	3,302	-	-	11,768	3,172
J. Badim S.A.	-	26,440	654	-	25,786	2,917	858
Oncologia D'Or S.A.	-	10,245	30,728	-	16,912	106,585	23,323
Hospital Fluminense S.A.	-	-	7,336	-	-	24,405	4,760
Clínica São Vicente	-	-	5,693	-	-	20,732	4,303
Hospital Alpha-Med LTDA.	-	-	1,729	-	-	5,275	1,181
Hospital UDI	-	-	4,633	-	-	18,693	4,935
Onco Star SP	-	5,663	11,239	-	3,650	35,502	7,394
DF Star	-	-	9,213	-	-	31,572	6,300
Samer	-	-	2,563	-	-	9,072	2,165
São Lucas	-	2,348	5,663	-	1,908	20,030	4,727
São Rafael	-	6,144	14,062	-	8,836	52,448	11,020
Hospital Santa Cruz	-	-	4,463	-	-	17,374	3,577
Hospital Aliança	-	-	8,842	-	-	30,264	6,663
São Carlos	-	1,132	3,370	-	2,882	12,509	2,407
Cárdio Pulmonar	-	-	5,090	-	-	20,066	4,841
Hospital Brasil Mauá	-	-	4,521	-	-	16,847	3,839
Hospital Balbino	-	-	912	-	-	3,968	806
Biocor Hospital de Doenças Cardiovasculares	-	1,411	3,310	-	1,634	13,103	2,661
Proncor Unidade Intensiva Cardiorespiratória	-	1,411	1,727	-	1,247	5,747	1,175
Hospital Nossa Senhora das Neves	-	1,970	4,880	-	2,323	16,113	3,346
Hospital Novo Atibaia	-	-	4,446	-	-	16,121	2,620
Hospital Memorial Arthur Ramos	-	-	3,301	-	-	13,091	2,512
Hospital Guarulhos	-	12,733	6,169	-	20,042	18,697	-
Hospital Alphaville	-	12,798	6,336	-	19,940	18,928	-
Hospital Macaé	-	1,112	2,666	-	9,014	8,795	-
Hospital Campinas	-	3,458	7,339	-	5,594	16,598	-
Maternidade Star	-	1,962	1,962	-	-	-	-
Glória D'Or	-	2,254	2,254	-	-	16,041	3,877
Other	-	4,945	18,506	-	5,083	69,281	21,052

# Rede D'Or São Luiz S.A.

## Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

Company	Individual						
	03/31/2026			12/31/2025			03/31/2025
	Current assets	Noncurrent assets	P&L	Current assets	Noncurrent assets	P&L	P&L
Unidade de Radiologia Clínica Ltda. (a)	-	183	-	-	87	-	-
Jenner S.A. (a)	-	-	-	-	2,000	-	-
JMJB Diagnósticos e Serviços Hospitalares S.A. (a)	-	10,609	-	-	10,609	-	-
J. Badim S.A. (a)	-	7,321	-	-	7,308	-	-
JM&AM Empreendimentos Imobiliários S.A. (b)	-	370	9,389	-	370	31,200	7,190
Rede D'Or Finance	-	263,891	-	-	263,891	-	-
Other	-	99,788	-	-	33,363	161	37
	<b>1,864,904</b>	<b>3,749,343</b>	<b>414,212</b>	1,775,289	3,631,865	1,253,013	221,918

  

Company	Consolidated						
	03/31/2026			12/31/2025			03/31/2025
	Noncurrent assets	Noncurrent liabilities	P&L	Noncurrent assets	Current liabilities	Noncurrent liabilities	P&L
Debentures Mederi (f)	-	-	-	-	-	-	7,046
Debentures Biocor (d)	-	-	(313)	-	16,860	-	(513)
Book-entry trade notes Cenon (g)	-	-	-	-	-	-	49
Serviços compartilhados							
J Badim S.A.	26,440	-	654	25,786	-	-	858
New Surgical Materiais Cirúrgicos (a)	-	-	-	21,523	-	-	-
JMJB Diagnósticos e Serviços Hospitalares S.A.	10,609	-	-	10,609	-	-	-
J Badim S.A. (a)	8,226	-	-	8,221	-	-	-
JM&AM Empreendimentos Imobiliários S.A. (b)	370	-	9,421	370	-	-	7,211
Other	7,727	5,851	-	7,645	-	4,337	-
	<b>53,372</b>	<b>5,851</b>	<b>9,762</b>	74,154	16,860	4,337	14,651

- (a) Transfers of funds for acquisition of companies, properties, expansion of operations, among others. These balances are substantially eliminated in the consolidated financial statements.
- (b) Lease of properties owned by the controlling shareholders of Rede D'Or.
- (c) On March 31, 2025, Hospital Nossa Senhora das Neves conducted the seventh private issue of nonconvertible, single-series, registered debentures in the amount of R\$10,000, maturing on March 31, 2026. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.00% p.a. Interest and the nominal value were paid on the maturity date, plus yield. There are no guarantees for the debentures. Interest and the nominal value were paid on the maturity date, plus yield. There are no guarantees for the debentures.
- On December 18, 2025, Hospital Nossa Senhora das Neves conducted the eighth private issue of nonconvertible, single-series, registered debentures amounting to R\$212,260, maturing on December 20, 2026. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.00% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.
- On January 02, 2026, Hospital Nossa Senhora das Neves conducted the ninth private issue of nonconvertible, single-series, registered debentures amounting to R\$146,251, maturing on December 30, 2026. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 2.90% p.a. On March 16, 2026, the debenture was early settled, with payment of interest and principal up to that date, plus yield. There are no guarantees for the debentures.
- (d) On December 19, 2023, Biocor Hospital de Doenças Cardiovasculares S.A. conducted the first private issue of nonconvertible, single-series, registered debentures in the amount of R\$33,691, initially maturing on December 19, 2024; however, this term was extended to December 20, 2026. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.0% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.
- On May 28, 2025, Biocor Hospital de Doenças Cardiovasculares S.A. conducted the sixth private issue of nonconvertible, single-series, registered debentures amounting to R\$10,000, maturing on May 28, 2026. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.00% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.
- On October 10, 2025, Biocor Hospital de Doenças Cardiovasculares S.A. conducted the seventh private issue of nonconvertible, single-series, registered debentures in the amount of R\$13,000, maturing on October 10, 2026. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.00% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.
- On February 06, 2026, Biocor Hospital de Doenças Cardiovasculares S.A. conducted the eighth private issue of nonconvertible, single-series, registered debentures in the amount of R\$36,200, maturing on February 10, 2027. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.00% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.

# Rede D'Or São Luiz S.A.

## Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

- (e) On December 29, 2023, Onco Star SP Oncologia Ltda. carried out a private placement of book-entry convertible trade notes, without security interest or collateral security system, in a single series, of first issue, in the amount of R\$1,082,544, maturing on December 29, 2030. The trade notes may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz. Trade notes not subscribed after this period will be automatically canceled. The trade notes earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 1.0% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees.

On December 29, 2024, Onco Star SP Oncologia Ltda. carried out a private placement of book-entry convertible trade notes, without security interest or collateral security system, in a single series, of second issue, in the amount of R\$150,000, maturing on December 29, 2030. The trade notes may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz. Trade notes not subscribed after this period will be automatically canceled. The trade notes earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 1.0% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees.

On March 31, 2026, Onco Star SP Oncologia Ltda. carried out the third private placement of book-entry convertible trade notes, without security interest or collateral security system, in a single series, of third issue, in the amount of R\$180,000, maturing on December 29, 2030. The trade notes may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz. Trade notes not subscribed after this period will be automatically canceled. The trade notes earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 1.0% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees.

- (f) On February 6, 2024, Memorial Imagem e Diagnóstico Ltda. (Mediix) carried out a private placement of single-series, book-entry convertible trade notes, without security interest or collateral security system, of first issue, in the amount of R\$4,655, initially maturing on February 06, 2025; however, this term was extended to August 6, 2026. The trade notes may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz. Trade notes not subscribed after this period will be automatically canceled. The trade notes earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.0% p.a. On November 28, 2025, the early full settlement was carried out. Interest and the nominal value were paid on the maturity date, plus yield. There are no guarantees.

- (g) On May 22, 2024, Instituto de Radioterapia do Vale do Paraíba Ltda. (CENON) carried out a private placement of book-entry nonconvertible trade notes, without security interest or collateral security system, in a single series, of first issue, in the amount of R\$2,525, initially maturing on May 22, 2025; however, this term was extended to May 22, 2026. The trade notes may be fully or partially subscribed until the maturity date by Centro Oncológico Do Vale Ltda. (IOV). Trade notes not subscribed after this period will be automatically canceled. The trade notes earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.0% p.a. On November 17, 2025, the early full settlement was carried out. Interest and the nominal value were paid on the maturity date, plus yield. There are no guarantees.

- (h) On May 10, 2025, São Carlos conducted the seventh private issue of nonconvertible, single-series, registered debentures in the amount of R\$32,862, maturing on May 20, 2026. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.00% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.

On January 15, 2026, São Carlos conducted the eighth private issue of nonconvertible, single-series, registered debentures in the amount of R\$132,111, maturing on January 20, 2027. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.00% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.

- (i) On February 06, 2025, Norte D'Or conducted the seventh private issue of nonconvertible, single-series, registered debentures in the amount of R\$17,343, initially maturing on February 06, 2026; however, this term was extended to February 06, 2027. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.00% p.a. until April 10, 2025 and 10.03% p.a. from April 10, 2025. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.

On April 30, 2025, Norte D'Or conducted the eighth private issue of nonconvertible, single-series, registered debentures in the amount of R\$5,430, initially maturing on October 30, 2025; however, this term was extended to April 30, 2026. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 10.03% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.

- (j) On March 13, 2025, São Lucas conducted the seventh private issue of nonconvertible, single-series, registered debentures in the amount of R\$15,000, maturing on March 27, 2026. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.00% p.a. Interest and the nominal value were paid on the maturity date, plus yield. There are no guarantees for the debentures.

On May 13, 2025, São Lucas conducted the eighth private issue of nonconvertible, single-series, registered debentures in the amount of R\$52,176, maturing on May 13, 2026. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.00% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.

On May 20, 2025, São Lucas conducted the ninth private issue of nonconvertible, single-series, registered debentures in the amount of R\$142,403, maturing on May 20, 2026. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.00% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.

On July 20, 2025, São Lucas conducted the tenth private issue of nonconvertible, single-series, registered debentures in the amount of R\$20,000, maturing on July 20, 2026. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.00% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.

On December 09, 2025, São Lucas conducted the eleventh private issue of nonconvertible, single-series, registered debentures in the amount of R\$450,000, maturing on December 10, 2026. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.00% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.

- (k) On March 28, 2025, Proncor conducted the tenth private issue of nonconvertible, single-series, registered debentures in the amount of R\$5,000, maturing on March 28, 2026. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.00% p.a. Interest and the nominal value were paid on the maturity date, plus yield. There are no guarantees for the debentures.

# Rede D'Or São Luiz S.A.

## Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

On May 13, 2025, Proncor conducted the eleventh private issue of nonconvertible, single-series, registered debentures in the amount of R\$22,690, maturing on May 13, 2026. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.00% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.

On July 24, 2025, Proncor conducted the twelfth private issue of nonconvertible, single-series, registered debentures in the amount of R\$366,600, maturing on July 24, 2026. Up to March 30, 2026, subscriptions totaled R\$255,671. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.00% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.

- (l) On April 17, 2025, Acreditar conducted the first private issue of nonconvertible, single-series, registered debentures in the amount of R\$181,000, initially maturing on April 17, 2026; however, this term was extended to April 20, 2027. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.00% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.
- (m) On April 17, 2025, Onco Dor Oncologia conducted the first private issue of nonconvertible, single-series, registered debentures in the amount of R\$235,000, maturing on April 20, 2028. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.00% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.
- (n) On April 18, 2025, Onco Dor BA Oncologia Ltda. (Cehon) carried out a private placement of book-entry nonconvertible trade notes, without security interest or collateral security system, in a single series, of second issue, in the amount of R\$75,800, maturing on April 20, 2027. The trade notes may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz. Trade notes not subscribed after this period will be automatically canceled. The trade notes earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.0% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees.
- (o) On August 06, 2025, CLINP - Clínica Pediátrica S.A. conducted the second private issue of nonconvertible, single-series, registered debentures in the amount of R\$4,600, maturing on August 10, 2026. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.00% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.
- (p) On August 06, 2025, CLINP - Clínica Pediátrica S.A. conducted the second private issue of nonconvertible, single-series, registered debentures in the amount of R\$2,500, maturing on August 10, 2026. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.00% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.
- (q) On August 10, 2025, Oncologia Rede D'Or S.A. conducted the first private issue of nonconvertible, single-series, registered debentures in the amount of R\$370,000, maturing on August 10, 2030. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 4.00% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.
- (r) On August 10, 2025, São Rafael conducted the first private issue of nonconvertible, single-series, registered debentures in the amount of R\$270,000, maturing on August 10, 2030. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 1.75% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.
- (s) On November 24, 2025, Sulamérica Companhia de Seguro Saúde conducted the second private issue of nonconvertible, single-series, registered debentures amounting to R\$1,000,000, maturing on November 18, 2033. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 1.10% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.
- (t) On March 16, 2026, Mederi Distribuição e Importação de Produtos para a Saúde S.A. conducted the seventh private issue of nonconvertible, single-series, registered debentures in the amount of R\$208,500, maturing on March 20, 2027. The debentures may be fully or partially subscribed until the maturity date by Rede D'Or São Luiz S.A. Debentures not subscribed after this period will be automatically canceled. The debentures earn interest on a pro rata basis equivalent to 100% of the positive percentage variation of the CDI (Interbank Deposit Certificate) plus 2.90% p.a. Interest and the nominal value will be paid on the maturity date, plus yield. There are no guarantees for the debentures.

### Key management personnel compensation

The Company considers "Key management personnel" only the members of its Statutory Board and Board of Directors. At March 31, 2026 and 2025, key management personnel compensation is summarized as follows:

	<b>03/31/2026</b>	<b>03/31/2025</b>
Salaries and bonuses	<b>83,939</b>	36,772
Benefits	<b>124</b>	97
Share-based payment	<b>8,163</b>	5,563
	<b>92,226</b>	42,432

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 8. Investments

#### Breakdown of and changes in investments - Individual

Company	12/31/2025	Equity pickup	Dividends	Capital increase/ Future capital contribution	Transfer	Other	03/31/2026
Medise Medicina Diagnóstico e Serviços S.A.	141,626	7,654	-	-	-	-	149,280
Hospital Esperança S.A.	4,968,562	47,100	-	12,320	-	-	5,027,982
PMJ Empreendimentos Imobiliários S.A. (a)	925,303	3,433	-	3,235	(269,572)	-	662,399
Norte D'Or Participações S.A. (including goodwill)	132,474	3,081	-	16	-	-	135,571
Onco D'Or Oncologia S.A.	297,402	52,084	-	-	-	-	349,486
Jenner S.A. (including goodwill)	68,836	20,398	-	-	-	-	89,234
JMJB Diagnósticos e Serviços Hospitalares	43,731	(3,153)	-	-	-	-	40,578
Hospital Fluminense S.A. (including goodwill)	348,315	18,446	-	9,313	-	-	376,074
Cardial Serviços Médicos (including goodwill)	177,515	17,690	(37,800)	-	-	-	157,405
TJK Empreendimentos Hospitalares	17,953	375	-	-	-	-	18,328
Santa Luzia II Empreendimentos Imobiliários Ltda.	60,114	(139)	-	-	-	-	59,975
Hospitais Integrados da Gávea S.A. - Clínica São Vicente (a)	4,208,667	(2,305)	-	52,635	(108,386)	-	4,150,611
Rede D'or São Luiz Serviços Médicos S.A.	262,279	(13,452)	-	25,655	(5,612)	-	268,870
Laboratórios Richet	379,059	(3,462)	-	26,293	-	-	401,890
Qualicorp Consultoria e Corretora de Seguros S.A.	485,090	(2,009)	-	-	-	101	483,182
Clínica Médica São Remo	66,817	(1,996)	-	3,131	-	-	67,952
Hospital Santa Cruz	445,481	5,753	-	1,369	-	-	452,603
Advance Plano de Saúde S.A.	31,323	(1,902)	-	-	-	-	29,421
PrismaQuali Gestão Ativa de Participações S.A.	1,607,280	(6,509)	-	-	-	-	1,600,771
RDSLGF Greenfields Ltda.	915,759	14,154	-	-	128,818	-	1,058,731
RDSL OH Operações Hospitalares Ltda.	286,305	15,762	-	73,989	63,797	2,916	442,769
Tradição Companhia de Seguros	5,862,361	280,571	-	-	-	34,223	6,177,155
Cia Saúde – SulAmérica	5,245,987	338,841	-	-	-	41,322	5,626,150
SAEPAR Serviços e Participações	2,547,373	123,339	-	-	-	13,225	2,683,937
Other	1,942,636	4,193	(29)	25,525	(428)	9,440	1,981,337
	<b>31,468,248</b>	<b>917,947</b>	<b>(37,829)</b>	<b>233,481</b>	<b>(191,383)</b>	<b>101,227</b>	<b>32,491,691</b>

(a) On January 30, 2026, the Company completed the contribution of the assets and liabilities of Hospital Glória D'Or and SPE IH Glória D'Or to Atlântica D'Or.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

Company	12/31/2025	Equity pickup	Dividends	Capital increase/ Future capital contribution	Transfer	03/31/2026
Onco Star	(596,939)	(52,164)	-	-	-	(649,103)
Centro Hospitalar São Marcos S.A.	(5,895)	(27)	-	14	-	(5,908)
Hospital São Marcos (including goodwill)	(69,889)	6,494	-	-	-	(63,395)
Rede D'or Finance	(166,598)	(5,755)	-	-	-	(172,353)
	(839,321)	(51,452)	-	14	-	(890,759)
Equity pickup		866,495				

Company	12/31/2024	Equity pickup	Dividends	Capital increase/ Future capital contribution	Capital reduction	Transfer	Other	03/31/2025
Medise Medicina Diagnóstico e Serviços S.A.	139,584	4,083	-	2,474	-	-	673	146,814
Hospital Esperança S.A.	5,175,670	48,037	-	69,538	-	-	-	5,293,245
PMJ Empreendimentos Imobiliários S.A.	889,825	5,347	-	2,970	-	-	-	898,142
Norte D'Or Participações S.A. (including goodwill)	133,602	(855)	-	185	-	-	-	132,932
Onco D'Or Oncologia S.A.	1,096,859	69,171	-	-	-	-	-	1,166,030
Jenner S.A. (including goodwill)	369,301	18,923	-	-	-	-	-	388,224
JMJB Diagnósticos e Serviços Hospitalares	44,811	(1,468)	-	-	-	-	-	43,343
Rodin Empreendimentos e Participações S.A.	447,492	(2,083)	-	17,816	-	-	-	463,225
Quinta Empreendimentos Imobiliários Ltda.	84,724	4,764	-	-	-	-	-	89,488
Hospital Fluminense S.A. (including goodwill)	317,729	1,774	-	17,745	-	-	-	337,248
Cardial Serviços Médicos (including goodwill)	137,980	18,367	-	-	-	-	-	156,347
TJK Empreendimentos Hospitalares	17,513	521	-	-	-	-	-	18,034
Villa Lobos Empreendimentos Imobiliários Ltda.	173,630	5,718	-	-	-	-	-	179,348
Santa Luzia II Empreendimentos Imobiliários Ltda.	61,572	(524)	-	-	-	-	-	61,048
Campinas Empreendimentos Imobiliários Ltda.	364,359	4,066	-	-	-	(363,197)	(5,228)	-
Sator Empreendimentos e Participações Ltda	4,089,079	32,956	-	131,489	-	-	-	4,253,524
Rede D'or São Luiz Serviços Médicos S.A.	415,271	(6,242)	-	1,420	-	-	-	410,449
Olimpia Projeto Rua do Rocio 86 SPE S.A.	623,100	9,339	-	459	-	-	-	632,898
Proncordis Pronto Atendimento Cardiológico Ltda.	448	(2)	-	-	-	-	-	446
Laboratórios Richet	361,915	(2,324)	-	9,971	-	-	-	369,562
Santa Luzia III	306,751	4,684	-	754	-	-	-	312,189
Qualicorp Consultoria e Corretora de Seguros S.A.	484,640	(2,063)	(94)	-	-	-	86	482,569
Clínica Médica São Remo	58,453	(2,221)	-	4,143	-	-	-	60,375
Hospital Santa Cruz	433,842	6,231	-	3,674	-	-	-	443,747
Advance Plano de Saúde S.A.	40,419	(1,358)	-	-	-	-	-	39,061
PrismaQuali Gestão Ativa de Participações S.A.	1,604,880	(6,719)	-	-	-	-	1,255	1,599,416
RDSLGF Greenfields Ltda.	540,958	669	-	130,812	(186,774)	363,197	-	848,862
RDSL OH Operações Hospitalares Ltda.	114,943	1,837	-	219,811	-	-	-	336,591
Tradição Companhia de Seguros	5,002,876	286,436	-	-	-	-	(2,284)	5,287,028
Cia Saúde - SulAmérica	4,183,579	375,542	(71,683)	-	-	-	(2,744)	4,484,694
SAEPAR Serviços e Participações	2,183,881	117,998	-	-	-	-	803	2,302,682
Other	1,779,466	20,927	(1,100)	16,200	-	-	16,421	1,831,914
	31,679,152	1,011,531	(72,877)	629,461	(186,774)	-	8,982	33,069,475

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

Company	12/31/2024	Equity pickup	Capital increase/ Future capital contribution	Other	03/31/2025
Onco Star	(454,758)	(29,696)	-	(5,966)	(490,420)
Centro Hospitalar São Marcos S.A.	(8,911)	(1)	-	-	(8,912)
Hospital São Marcos (incluindo ágio)	(97,039)	(6,897)	2,016	(4,743)	(106,663)
Rede D'or Finance	(158,713)	(8,671)	-	-	(167,384)
	<u>(719,421)</u>	<u>(45,265)</u>	<u>2,016</u>	<u>(10,709)</u>	<u>(773,379)</u>
Equity pickup		<u>966,266</u>			

### Breakdown of and changes in investments - Consolidated

Company	12/31/2025	Equity pickup	Dividends	Other	03/31/2026
JMJB Diagnósticos e Serviços Hospitalares S.A.	43,731	(3,153)	-	-	40,578
Instituto de Radioterapia do Vale do Paraíba Ltda.	17,194	146	-	(107)	17,233
Qualicorp Consultoria e Corretora de Seguros S.A.					
(a)	2,089,212	(8,654)	-	435	2,080,993
Eldorado do Sul Participações Ltda.	10,707	1,700	(1,955)	-	10,452
Other	277,020	7,385	(6,706)	-	277,699
	<u>2,437,864</u>	<u>(2,576)</u>	<u>(8,661)</u>	<u>328</u>	<u>2,426,955</u>

Empresa	12/31/2024	Equity pickup	Dividends	Other	03/31/2025
JMJB Diagnósticos e Serviços Hospitalares S.A.	44,811	(1,468)	-	-	43,343
Instituto de Radioterapia do Vale do Paraíba Ltda.	16,686	(29)	-	(85)	16,572
Qualicorp Consultoria e Corretora de Seguros S.A.	2,087,272	(8,889)	(404)	372	2,078,351
Eldorado do Sul Participações Ltda.	35,791	1,577	-	-	37,368
Other	298,996	5,909	(7,392)	-	297,513
	<u>2,483,556</u>	<u>(2,900)</u>	<u>(7,796)</u>	<u>287</u>	<u>2,473,147</u>

(a) Based on the shareholders' agreement entered into in November 2019, considering the nominations to the Executive Board and Board of Directors that the Company is entitled to, it was concluded that Rede D'Or has significant influence over Qualicorp; therefore, it records the investment using the equity method. The Company recognized its equity pickup through December 31, 2025, in accordance with IAS 28 (CPC 18) - Investments in Associates and Joint Ventures.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### Summary of information on main subsidiaries

	03/31/2026					03/31/2025		
	% Total	% Voting capital	Noncurrent	Liabilities and equity	Equity	Operating income (expenses)	P&L for the period	P&L for the period
Direct and indirect subsidiaries								
Medise Medicina Diagnóstico e Serviços S.A. ("Medise")	100.00	100.00	377,775	229,110	148,665	11,897	8,522	4,546
Hospital Esperança S.A. ("Esperança")	100.00	100.00	11,205,135	4,835,741	6,369,394	130,257	53,640	955
PMJ Empreendimentos Imobiliários S.A.	100.00	100.00	925,015	249,292	675,723	3,935	3,436	5,352
Norte D'Or Participações S.A.	100.00	100.00	107,203	55	107,148	2,915	3,084	(856)
Onco D'Or Oncologia S.A.	98.87	98.87	831,791	474,224	357,567	62,663	53,507	41,017
Jenner S.A.	91.24	91.24	89,200	9	89,191	40,751	37,223	33,115
JMJB Diagnósticos e Serviços Hospitalares S.A.	50.00	50.00	91,558	9,785	81,773	(6,307)	(3,153)	(1,468)
Hospital Fluminense S.A.	100.00	100.00	615,522	252,680	362,842	28,970	18,464	1,776
Cardial Serviços Médicos Ltda.	89.44	89.44	213,028	88,811	124,217	28,933	17,690	18,367
TJK Empreendimentos Imobiliários Ltda.	100.00	100.00	18,562	224	18,338	539	375	521
Santa Luzia II Emp. Imobiliários Ltda.	100.00	100.00	61,407	1,383	60,024	(524)	(139)	(524)
Rede D'Or Finance	100.00	100.00	9,766,391	9,938,743	(172,352)	(211)	(5,755)	(8,671)
Rede D'Or São Luiz Serviços Médicos S.A.	100.00	100.00	446,198	177,050	269,148	(21,006)	(13,453)	(6,242)
Proncordis Pronto Atendimento Cardiológico Ltda.	100.00	100.00	6,145	396	5,749	(197)	(271)	(188)
Laboratórios Richet	100.00	100.00	587,758	132,452	455,306	(6,239)	(3,465)	(3,490)
Onco Star SP Oncologia Ltda.	84.00	84.00	1,376,358	2,149,834	(773,476)	(6,165)	(52,164)	(29,696)
Centro Hospitalar São Marcos S.A.	100.00	100.00	16	590	(574)	(27)	(27)	(1)
Hospital São Marcos	100.00	100.00	293,205	367,642	(74,437)	7,278	6,499	(6,897)
Clínica Médica São Remo	100.00	100.00	89,794	23,884	65,910	(1,588)	(1,997)	(2,222)
Hospital Santa Cruz	100.00	100.00	997,118	272,702	724,416	14,919	8,718	5,006
Advance Plano de Saúde S.A.	100.00	100.00	42,600	12,561	30,039	(3,009)	(1,903)	(1,359)
PrismaQuali Gestão Ativa de Participações S.A.	100.00	100.00	1,603,600	59	1,603,541	(6,646)	(6,516)	(6,726)
RDSLGF Greenfields Ltda.	100.00	100.00	1,066,995	5,679	1,061,316	14,136	14,157	669
RDSL OH Operações Hospitalares Ltda.	100.00	100.00	473,766	30,996	442,770	15,648	15,762	1,837
Traditio Companhia de Seguros	100.00	100.00	8,962,846	206,003	8,756,843	380,382	397,748	392,001
Cia Saúde - SulAmérica	100.00	100.00	30,513,217	18,283,238	12,229,979	1,132,297	736,611	789,120
SAEPAR Serv. E Partic	100.00	100.00	2,893,051	209,114	2,683,937	123,071	123,339	117,998

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### Summary of the associates' and joint ventures' information

	03/31/2026					03/31/2025		
	% Total	% Voting capital	Assets	Liabilities	Equity	Operating income (expenses)	P&L for the period	P&L for the period
Companies recognized by the equity method in the consolidated financial statements								
JMJB Diagnósticos e Serviços Hospitalares S.A.	50.00	50.00	95,520	9,788	85,732	(4,508)	(2,254)	(1,468)
Instituto de Radioterapia do Vale do Paraíba Ltda.	50.00	50.00	41,796	11,959	29,837	16,984	14,571	4,123
Eldorado do Sul Participações Ltda.	33.33	33.33	15,247	-	15,247	20,650	6,883	1,577
Qualicorp Consultoria e Corretora de Seguros S.A. (a)/(b)	25.85	25.85	3,801,619	2,470,256	1,331,363	(a)	(a)	(b)

(a) The Company recognized equity pickup until December 31, 2025.

(b) The Company recognized equity pickup until December 31, 2024.

### Impairment

The recoverable amount of a CGU is determined based on the calculation of value in use. These calculations use cash flow projections based on financial budgets approved by management covering a five to seven years' period. Assumptions are described in Note 10.

There is no indication of impairment of investments to date.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 9. Property and equipment

#### Balance breakdown

Description	Depreciation rate	Individual					
		03/31/2026			12/31/2025		
		Cost	Accumulated depreciation	Net amount	Cost	Accumulated depreciation	Net amount
Hospital machinery and equipment	12% to 20%	2,054,148	(1,559,854)	494,294	2,079,259	(1,566,315)	512,944
Surgical instruments	20%	142,363	(99,943)	42,420	160,996	(103,456)	57,540
Machinery and equipment	7% to 10%	1,171,816	(759,485)	412,331	1,149,655	(741,717)	407,938
Buildings	2.5% to 4%	893,730	(354,915)	538,815	968,848	(346,391)	622,457
Improvements in own buildings	4%	513,015	(213,957)	299,058	510,977	(209,161)	301,816
Leasehold improvements	3% to 4%	4,101,469	(958,908)	3,142,561	3,991,708	(915,466)	3,076,242
Furniture and fixtures	10%	306,858	(250,863)	55,995	307,366	(245,411)	61,955
Vehicles	20%	6,184	(5,026)	1,158	5,907	(4,965)	942
Facilities	10%	224,456	(124,435)	100,021	217,166	(119,897)	97,269
Land	-	147,698	-	147,698	147,698	-	147,698
Construction in progress	-	1,073,639	-	1,073,639	921,005	-	921,005
Other	5% to 10%	15,144	(7,959)	7,185	15,295	(7,862)	7,433
		<b>10,650,520</b>	<b>(4,335,345)</b>	<b>6,315,175</b>	<b>10,475,880</b>	<b>(4,260,641)</b>	<b>6,215,239</b>

  

Description	Depreciation rate	Consolidated					
		03/31/2026			12/31/2025		
		Cost	Accumulated depreciation	Net amount	Cost	Accumulated depreciation	Net amount
Hospital machinery and equipment	12% to 20%	4,362,374	(2,918,009)	1,444,365	4,255,122	(2,807,142)	1,447,980
Surgical instruments	20%	389,396	(238,853)	150,543	384,211	(228,297)	155,914
Machinery and equipment	7% to 10%	1,902,204	(1,204,311)	697,893	1,876,669	(1,181,256)	695,413
Buildings	2.5% to 4%	5,887,248	(1,141,958)	4,745,290	5,887,248	(1,084,168)	4,803,080
Improvements in own buildings	4%	1,122,364	(320,693)	801,671	1,056,420	(310,001)	746,419
Leasehold improvements	3% to 4%	6,719,880	(1,427,818)	5,292,062	6,530,521	(1,356,330)	5,174,191
Furniture and fixtures	10%	591,114	(424,136)	166,978	581,154	(412,023)	169,131
Vehicles	20%	30,680	(27,447)	3,233	30,104	(27,303)	2,801
Facilities	10%	523,736	(246,998)	276,738	509,626	(237,609)	272,017
Land	-	1,333,482	-	1,333,482	1,304,085	-	1,304,085
Construction in progress	-	2,236,686	-	2,236,686	1,967,776	-	1,967,776
Other	5% to 10%	62,955	(12,046)	50,909	62,922	(11,799)	51,123
		<b>25,162,119</b>	<b>(7,962,269)</b>	<b>17,199,850</b>	<b>24,445,858</b>	<b>(7,655,928)</b>	<b>16,789,930</b>

# Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

## Changes - Individual

	12/31/2025	Additions	Transfers(a)	03/31/2026
<b>Cost</b>				
Hospital machinery and equipment	2,079,259	33,605	(58,716)	2,054,148
Surgical instruments	160,996	3,218	(21,851)	142,363
Machinery and equipment	1,149,655	33,131	(10,970)	1,171,816
Buildings	968,848	-	(75,118)	893,730
Improvements in own buildings	510,977	1,436	602	513,015
Leasehold improvements	3,991,708	74,660	35,101	4,101,469
Furniture and fixtures	307,366	4,387	(4,895)	306,858
Vehicles	5,907	277	-	6,184
Facilities	217,166	8,992	(1,702)	224,456
Land	147,698	-	-	147,698
Construction in progress	921,005	204,334	(51,700)	1,073,639
Other	15,295	11	(162)	15,144
	<u>10,475,880</u>	<u>364,051</u>	<u>(189,411)</u>	<u>10,650,520</u>
<b>Depreciation</b>				
Hospital machinery and equipment	(1,566,315)	(30,313)	36,774	(1,559,854)
Surgical instruments	(103,456)	(4,468)	7,981	(99,943)
Machinery and equipment	(741,717)	(23,999)	6,231	(759,485)
Buildings	(346,391)	(9,776)	1,252	(354,915)
Improvements in own buildings	(209,161)	(4,796)	-	(213,957)
Leasehold improvements	(915,466)	(45,863)	2,421	(958,908)
Furniture and fixtures	(245,411)	(7,014)	1,562	(250,863)
Vehicles	(4,965)	(61)	-	(5,026)
Facilities	(119,897)	(4,812)	274	(124,435)
Other	(7,862)	(129)	32	(7,959)
	<u>(4,260,641)</u>	<u>(131,231)</u>	<u>56,527</u>	<u>(4,335,345)</u>
Property and equipment, net	<u>6,215,239</u>	<u>232,820</u>	<u>(132,884)</u>	<u>6,315,175</u>

(a) Transfer of assets of Hospital São Luiz Maternidade Star from the parent company to "Atlântica D'Or".

	12/31/2024	Additions	Transfers(a)	03/31/2025
<b>Cost</b>				
Hospital machinery and equipment	1,843,976	58,356	(57,922)	1,844,410
Surgical instruments	146,112	3,830	(1,183)	148,759
Machinery and equipment	1,057,171	17,801	(6,067)	1,068,905
Buildings	892,674	2,050	-	894,724
Improvements in own buildings	488,456	1,222	2,963	492,641
Leasehold improvements	3,382,389	58,795	28,243	3,469,427
Furniture and fixtures	279,474	4,063	(807)	282,730
Vehicles	5,907	-	-	5,907
Facilities	170,881	8,276	(64)	179,093
Land	147,698	-	-	147,698
Construction in progress	1,097,248	133,870	(42,017)	1,189,101
Other	14,800	107	(5)	14,902
	<u>9,526,786</u>	<u>288,370</u>	<u>(76,859)</u>	<u>9,738,297</u>
<b>Depreciation</b>				
Hospital machinery and equipment	(1,473,756)	(39,165)	17,894	(1,495,027)
Surgical instruments	(86,720)	(4,257)	386	(90,591)
Machinery and equipment	(650,215)	(27,800)	653	(677,362)
Buildings	(308,517)	(9,261)	-	(317,778)
Improvements in own buildings	(190,572)	(4,536)	-	(195,108)
Leasehold improvements	(769,766)	(34,663)	30	(804,399)
Furniture and fixtures	(218,689)	(6,595)	112	(225,172)
Vehicles	(4,812)	(50)	-	(4,862)
Facilities	(103,611)	(3,633)	6	(107,238)
Other	(7,348)	(121)	-	(7,469)
	<u>(3,814,006)</u>	<u>(130,081)</u>	<u>19,081</u>	<u>(3,925,006)</u>
Property and equipment, net	<u>5,712,780</u>	<u>158,289</u>	<u>(57,778)</u>	<u>5,813,291</u>

(a) Transfer of assets of Hospital São Luiz Campinas from the parent company to "Atlântica D'Or".

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### Changes - Consolidated

	12/31/2025	Additions	Transfers	03/31/2026
<b>Cost</b>				
Hospital machinery and equipment	4,255,122	107,252	-	4,362,374
Surgical instruments	384,211	5,185	-	389,396
Machinery and equipment	1,876,669	25,535	-	1,902,204
Buildings	5,887,248	-	-	5,887,248
Improvements in own buildings	1,056,420	18,684	47,260	1,122,364
Leasehold improvements	6,530,521	97,952	91,407	6,719,880
Furniture and fixtures	581,154	9,960	-	591,114
Vehicles	30,104	576	-	30,680
Facilities	509,626	14,110	-	523,736
Land	1,304,085	29,397	-	1,333,482
Construction in progress	1,967,776	407,577	(138,667)	2,236,686
Other	62,922	33	-	62,955
	<u>24,445,858</u>	<u>716,261</u>	<u>-</u>	<u>25,162,119</u>
<b>Depreciation</b>				
Hospital machinery and equipment	(2,807,142)	(110,867)	-	(2,918,009)
Surgical instruments	(228,297)	(10,556)	-	(238,853)
Machinery and equipment	(1,181,256)	(23,055)	-	(1,204,311)
Buildings	(1,084,168)	(57,790)	-	(1,141,958)
Improvements in own buildings	(310,001)	(10,692)	-	(320,693)
Leasehold improvements	(1,356,330)	(71,488)	-	(1,427,818)
Furniture and fixtures	(412,023)	(12,113)	-	(424,136)
Vehicles	(27,303)	(144)	-	(27,447)
Facilities	(237,609)	(9,389)	-	(246,998)
Other	(11,799)	(247)	-	(12,046)
	<u>(7,655,928)</u>	<u>(306,341)</u>	<u>-</u>	<u>(7,962,269)</u>
Property and equipment, net	<u>16,789,930</u>	<u>409,920</u>	<u>-</u>	<u>17,199,850</u>

	12/31/2024	Additions	Transfers	03/31/2025
<b>Cost</b>				
Hospital machinery and equipment	3,710,404	169,637	-	3,880,041
Surgical instruments	341,803	11,321	-	353,124
Machinery and equipment	1,631,824	100,192	-	1,732,016
Buildings	4,773,617	60,554	236,857	5,071,028
Improvements in own buildings	854,783	38,007	12,620	905,410
Leasehold improvements	5,251,827	74,378	51,561	5,377,766
Furniture and fixtures	548,445	4,506	-	552,951
Vehicles	30,666	-	-	30,666
Facilities	455,622	20,059	-	475,681
Land	1,270,421	4,563	-	1,274,984
Construction in progress	2,590,389	189,664	(301,038)	2,479,015
Other	61,736	1,324	-	63,060
	<u>21,521,537</u>	<u>674,205</u>	<u>-</u>	<u>22,195,742</u>
<b>Depreciation</b>				
Hospital machinery and equipment	(2,470,553)	(91,807)	-	(2,562,360)
Surgical instruments	(188,909)	(9,348)	-	(198,257)
Machinery and equipment	(1,018,232)	(42,913)	-	(1,061,145)
Buildings	(862,555)	(49,795)	-	(912,350)
Improvements in own buildings	(265,916)	(12,073)	-	(277,989)
Leasehold improvements	(1,129,152)	(52,364)	-	(1,181,516)
Furniture and fixtures	(366,340)	(11,363)	-	(377,703)
Vehicles	(26,822)	(100)	-	(26,922)
Facilities	(204,747)	(8,692)	-	(213,439)
Other	(9,853)	(1,180)	-	(11,033)
	<u>(6,543,079)</u>	<u>(279,635)</u>	<u>-</u>	<u>(6,822,714)</u>
Property and equipment, net	<u>14,978,458</u>	<u>394,570</u>	<u>-</u>	<u>15,373,028</u>

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

Significant changes for the periods ended March 31, 2026 and 2025 were as follows:

### 2026

- (i) Investments in the expansion works of hospital facilities such as Hospital Central Tatuapé, Hospital Itaim, Caxias D'or and new Towers at Hospitals UDI and DF Star.
- (ii) Capital expenditures on improvements aimed at the expansion and growth of hospitals, primarily Biocor, São Lucas, Central Tatuapé, and the new tower at DF Star Hospital.
- (iii) Purchases of hospital machinery and equipment for hospitals Anália Franco, Hospital Coração, DF Star, São Lucas, Guarulhos and Itaim.
- (iv) Investments in construction works of Hospitals Taubaté and Ribeirão Preto.

### 2025

- (i) Investments in the expansion works of hospital facilities such as Hospital Assunção, São Vicente, Onco Star and the new tower of UDI Hospital.
- (ii) Expenses with improvements for the growth and expansion of hospitals and clinics, primarily hospitals São Lucas, Assunção, Morumbi and UDI.
- (iii) Purchases of hospital machinery and equipment for the Hospitals new Barra D'Or, Anália, Hospital Assunção, Onco Star, Aliança and São Vicente.
- (iv) Investments in construction works of Hospitals Taubaté and Ribeirão Preto.

### Capitalized borrowing costs

The Company capitalizes borrowing costs attributable to qualifying assets. At March 31, 2026, R\$36,387 (R\$56,910 at March 31, 2025) in interest on loans and financing were capitalized in Property and equipment.

### Impairment testing of property and equipment

Management has assessed the existence of events or changes in economic, operational or technological circumstances and has not identified any evidence that could indicate deterioration or impairment of property and equipment.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 10. Intangible assets

	Annual amortization rate	Individual		Consolidated	
		03/31/2026	12/31/2025	03/31/2026	12/31/2025
Finite useful life					
Software	20%	<b>282,571</b>	324,987	<b>754,594</b>	802,283
Customer portfolio - SASA	11% to 20%	<b>91,115</b>	100,077	<b>91,115</b>	100,077
Exclusive agreements	20%	<b>13,678</b>	14,727	<b>95,228</b>	102,950
Other		-	-	<b>5,342</b>	5,920
Indefinite useful life					
Goodwill					
Acquisition of Copa D'Or		<b>80,058</b>	80,058	<b>80,058</b>	80,058
Acquisition of HMSL		<b>668,339</b>	668,339	<b>668,339</b>	668,339
Acquisition of Hospital Brasil		<b>121,398</b>	121,398	<b>121,398</b>	121,398
Acquisition of Hospital Prontolinda		<b>30,595</b>	30,595	<b>30,595</b>	30,595
Acquisition of Vivalle		<b>38,692</b>	38,692	<b>38,692</b>	38,692
Acquisition of São Marcos		-	-	<b>10,807</b>	10,807
Acquisition of Santa Luzia		<b>199,333</b>	199,333	<b>199,333</b>	199,333
Acquisition of Sinisgalli		<b>156,646</b>	156,646	<b>156,646</b>	156,646
Acquisition of Hospital Esperança		-	-	<b>108,408</b>	108,408
Acquisition of Norte D'Or		-	-	<b>28,450</b>	28,450
Acquisition of IFOR		<b>85,724</b>	85,724	<b>85,724</b>	85,724
Acquisition of Sino Brasileiro		<b>241,947</b>	241,947	<b>241,947</b>	241,947
Acquisition of Villa-Lobos		<b>136,074</b>	136,074	<b>136,074</b>	136,074
Acquisition of Bartira		<b>105,584</b>	105,584	<b>105,584</b>	105,584
Acquisition of Onco ABC/Cardeal/JLD		-	-	<b>55,414</b>	55,414
Acquisition of Oncoholding		-	-	<b>159,445</b>	159,445
Acquisition of Hospital Fluminense		-	-	<b>10,658</b>	10,658
Acquisition of Hospital Santa Helena		<b>125,802</b>	125,802	<b>125,802</b>	125,802
Acquisition of Acreditar		-	-	<b>155,720</b>	155,720
Acquisition of Memorial São Jose		<b>112,528</b>	112,528	<b>112,528</b>	112,528
Acquisition of Alpha-Med		-	-	<b>43,815</b>	43,815
Acquisition of CEHON		-	-	<b>68,757</b>	68,757
Acquisition of Maximagem		<b>46,742</b>	46,742	<b>46,742</b>	46,742
Acquisition of Ribeirão Pires		<b>129,739</b>	129,739	<b>129,739</b>	129,739
Acquisition of NEOH		-	-	<b>33,422</b>	33,422
Acquisition of Salus		-	-	<b>8,956</b>	8,956
Acquisition of Prontimagem		-	-	<b>6,220</b>	6,220
Acquisition of Sator		-	-	<b>163,089</b>	163,089
Acquisition of Hospital São Rafael		-	-	<b>509,363</b>	509,363
Acquisition of Laboratório Richet		-	-	<b>184,232</b>	184,232
Acquisition of UDI		-	-	<b>335,883</b>	335,883
Acquisition of Samer		-	-	<b>70,939</b>	70,939
Acquisition of Hospital Rio Mar		-	-	<b>94,833</b>	94,833
Acquisition of Hospital São Lucas		-	-	<b>223,079</b>	223,079
Acquisition of Hospital Aviccena		<b>60,476</b>	60,476	<b>60,476</b>	60,476
Acquisition of Perinatal		<b>655,580</b>	655,580	<b>655,580</b>	655,580
Acquisition of Hospital Santa Cruz		-	-	<b>299,583</b>	299,583
Acquisition of Aliança		-	-	<b>925,555</b>	925,555
Acquisition of Salute		-	-	<b>15,475</b>	15,475
Acquisition of São Carlos		-	-	<b>160,139</b>	160,139
Acquisition of Clínica São Lucas		-	-	<b>45,673</b>	45,673
Acquisition of Clivalle		-	-	<b>40,786</b>	40,786
Acquisition of HCP/Cárdio Pulmonar		-	-	<b>146,894</b>	146,894
Acquisition of Guaianases		-	-	<b>115,751</b>	115,751
Acquisition of Antônio Afonso		-	-	<b>16,782</b>	16,782

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

	Annual amortization rate	Individual		Consolidated	
		03/31/2026	12/31/2025	03/31/2026	12/31/2025
indefinite useful life					
Acquisition of Balbino		-	-	77,500	77,500
Acquisition of América		-	-	456,511	456,511
Acquisition of Serra Mayor		-	-	68,981	68,981
Acquisition of Biocor		-	-	620,347	620,347
Acquisition of Proncor		-	-	202,929	202,929
Acquisition of Santa Emília		-	-	121,991	121,991
Acquisition of Hospital Nossa Senhora das Neves		-	-	326,634	326,634
Acquisition of HNSN Empreendimentos		-	-	34,790	34,790
Acquisition of Orthoservice		-	-	33,705	33,705
Acquisition of HNA Emp. E Participações		-	-	12,401	12,401
Acquisition of Hospital Novo Atibaia		-	-	173,020	173,020
Acquisition of Hospital Arthur Ramos		-	-	272,686	272,686
Acquisition of Hospital Santa Isabel		-	-	243,287	243,287
Acquisition of Hospital Aeroporto		-	-	171,511	171,511
Acquisition of Paraná Clínicas		-	-	284,701	284,701
Acquisition of Sompo Saúde		-	-	199,384	199,384
Acquisition of Prodent		-	-	106,681	106,681
Acquisition of SASA		1,820,625	1,820,625	1,820,625	1,820,625
Other goodwill		48,650	48,650	300,017	277,329
Trademark - SASA		2,068,575	2,068,575	2,068,575	2,068,575
Trademarks and patents (a)		190,810	190,810	190,945	190,816
		<b>7,511,281</b>	<b>7,563,708</b>	<b>15,766,885</b>	<b>15,809,019</b>

(a) This mainly refers to the Hospital São Luiz trademark registered upon its acquisition in 2010.

### Software development costs and licenses

These refer mainly to expenditures incurred with the development of technological infrastructure, applications, improvements in the companies' website and in operations of Sul América S.A., development of own systems, and acquisition of software licenses used in operations.

### Impairment

Goodwill is allocated to the Cash-Generating Units (CGU) identified by management, i.e. each hospital, as shown in the table above.

The recoverable amount of a CGU is determined based on the calculation of value in use. Value in use calculations use cash flow projections based on financial budgets approved by management covering a five-year period.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

Discount rates represent the current market assessment of the risks specific to each CGU, taking into consideration the time value of money and individual risks of the underlying assets that have not been incorporated in the cash flow estimates. The discount rate calculation is based on the specific circumstances of the Company and is derived from its weighted average cost of capital (WACC). The WACC takes into consideration both debt and equity. The cost of equity is derived from the expected return on investment by the investors. The cost of debt is based on the interest-bearing financing the Company is obliged to service. Segment-specific risk is incorporated by applying individual beta factors. The beta factors are evaluated annually based on publicly available market data.

There is no indication of impairment of intangible assets to date.

### 11. Right of use

#### Balance breakdown

Description	Individual					
	03/31/2026			12/31/2025		
	Cost	Amortization	Net balance	Cost	Amortization	Net balance
Properties	3,938,997	(1,458,475)	2,480,522	4,037,599	(1,471,582)	2,566,017
	<b>3,938,997</b>	<b>(1,458,475)</b>	<b>2,480,522</b>	<b>4,037,599</b>	<b>(1,471,582)</b>	<b>2,566,017</b>
Description	Consolidated					
	03/31/2026			12/31/2025		
	Cost	Amortization	Net balance	Cost	Amortization	Net balance
Properties	5,426,542	(2,128,786)	3,297,756	5,143,033	(2,040,995)	3,102,038
Vehicles	-	-	-	1,397	(1,231)	166
	<b>5,426,542</b>	<b>(2,128,786)</b>	<b>3,297,756</b>	<b>5,144,430</b>	<b>(2,042,226)</b>	<b>3,102,204</b>

#### Changes - Individual

	12/31/2025	Additions (a)	Amortization	Transfers (c)	03/31/2026
	<b>Cost</b>				
Properties	4,037,599	241,577	-	(340,179)	3,938,997
	<b>4,037,599</b>	<b>241,577</b>	<b>-</b>	<b>(340,179)</b>	<b>3,938,997</b>
<b>Amortization</b>					
Properties	(1,471,582)	-	(64,741)	77,848	(1,458,475)
	<b>(1,471,582)</b>	<b>-</b>	<b>(64,741)</b>	<b>77,848</b>	<b>(1,458,475)</b>
Right of use, net	2,566,017	241,577	(64,741)	(262,331)	2,480,522

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

	12/31/2024	Additions (a)	Amortization	Transfers (d)	03/31/2025
<b>Cost</b>					
Properties	3,668,297	84,808	-	(117,622)	3,635,483
	3,668,297	84,808	-	(117,622)	3,635,483
<b>Amortization</b>					
Properties	(1,218,118)	-	(72,471)	28,466	(1,262,123)
	(1,218,118)	-	(72,471)	28,466	(1,262,123)
Right of use, net	2,450,179	84,808	(72,471)	(89,156)	2,373,360

### Changes - Consolidated

	12/31/2025	Additions (a)	Write-offs (b)	Amortization	03/31/2026
<b>Cost</b>					
Properties	5,143,033	283,509	-	-	5,426,542
Vehicles	1,397	-	(1,397)	-	-
	5,144,430	283,509	(1,397)	-	5,426,542
<b>Amortization</b>					
Properties	(2,040,995)	-	-	(87,791)	(2,128,786)
Vehicles	(1,231)	-	1,397	(166)	-
	(2,042,226)	-	1,397	(87,957)	(2,128,786)
Right of use, net	3,102,204	283,509	-	(87,957)	3,297,756

	12/31/2024	Additions (a)	Write-offs (b)	Amortization	03/31/2025
<b>Cost</b>					
Hospital machinery and equipment	885	-	(885)	-	-
Properties	4,731,845	92,004	-	-	4,823,849
Vehicles	1,471	-	(44)	-	1,427
	4,734,201	92,004	(929)	-	4,825,276
<b>Amortization</b>					
Hospital machinery and equipment	(818)	-	885	(67)	-
Properties	(1,679,650)	-	-	(86,573)	(1,766,223)
Vehicles	(710)	-	44	(149)	(815)
	(1,681,178)	-	929	(86,789)	(1,767,038)
Right of use, net	3,053,023	92,004	-	(86,789)	3,058,238

(a) Additions referring to new agreements and renewals due to maturities.

(b) Write-offs referring to contract termination.

(c) Transfer of assets from Hospital São Luiz Maternidade to Atlântica D'or.

(d) Transfer of assets from Hospital São Luiz Campinas to "Atlântica D'Or".

The rights of use are amortized during the lease contract term and take into consideration the expected renewal, when management intends to exercise this right, and in accordance with the terms of the contracts.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 12. Insurance contract assets and liabilities

Insurance contracts	03/31/2026		12/31/2025	
	Assets	Liabilities	Assets	Liabilities
Long-term contracts (BBA/VFA)	-	<b>14,767,604</b>	45,716	14,636,576
Short-term contracts (PAA)	-	<b>4,572,599</b>	3,625	4,057,241
<b>Total</b>	-	<b>19,340,203</b>	49,341	18,693,817
<b>Current</b>	-	<b>7,582,911</b>	27,999	6,904,651
<b>Noncurrent</b>	-	<b>11,757,292</b>	21,342	11,789,166

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 12.1. Changes in assets or liabilities for remaining coverage and incurred claims relating to insurance contracts

#### Short-term contracts (PAA)

Consolidated						
	Asset/liability for remaining coverage		Liability for incurred claims		Assets for insurance acquisition costs	Total
	Excluding loss component	Estimated future cash flows at present value	Risk adjustment	-		
Insurance contract liabilities at 12/31/2025	(507,705)	6,411,744	203,409	-	(2,050,207)	4,057,241
Insurance contract assets at 12/31/2025	(5,801)	2,108	68	-	-	(3,625)
<b>Total insurance contracts at 12/31/2025</b>	<b>(513,506)</b>	<b>6,413,852</b>	<b>203,477</b>	<b>-</b>	<b>(2,050,207)</b>	<b>4,053,616</b>
Insurance revenue	(7,766,982)	-	-	-	-	(7,766,982)
Insurance costs	941,206	3,435,496	5,741	-	-	4,382,443
<b>Income (loss) from insurance service</b>	<b>(6,825,776)</b>	<b>3,435,496</b>	<b>5,741</b>	<b>-</b>	<b>-</b>	<b>(3,384,539)</b>
Finance income (costs) from insurance operations	-	294,661	7,920	-	-	302,581
Changes in other comprehensive income	-	55,136	(61)	-	-	55,075
<b>Total changes that impact P&amp;L or other comprehensive income</b>	<b>(6,825,776)</b>	<b>3,785,293</b>	<b>13,600</b>	<b>-</b>	<b>-</b>	<b>(3,026,883)</b>
Premiums and other cash flows received from policyholders	7,789,952	-	-	-	-	7,789,952
Claims and other benefits paid to policyholders or their beneficiaries	-	(3,210,513)	-	-	-	(3,210,513)
Acquisition cash flows paid	(424,824)	-	-	(238,042)	-	(662,866)
Other expenses allocated to the insurance service	(370,707)	-	-	-	-	(370,707)
<b>Total cash flows</b>	<b>6,994,421</b>	<b>(3,210,513)</b>	<b>-</b>	<b>(238,042)</b>	<b>-</b>	<b>3,545,866</b>
Allocation of acquisition costs prepaid to insurance cash flows	(96,902)	-	-	96,902	-	-
<b>Total insurance contracts at 03/31/2026</b>	<b>(441,763)</b>	<b>6,988,632</b>	<b>217,077</b>	<b>-</b>	<b>(2,191,347)</b>	<b>4,572,599</b>
<b>Insurance contract liabilities at 03/31/2026</b>	<b>(441,763)</b>	<b>6,988,632</b>	<b>217,077</b>	<b>-</b>	<b>(2,191,347)</b>	<b>4,572,599</b>
<b>Insurance contract assets at 03/31/2026</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

(a) Any premium reimbursements were included in this line.

(b) Insurance acquisition cash flows paid before initial recognition of the respective group are adjusted to the liability/asset for remaining coverage only when these groups are recognized. Insurance acquisition cash flows paid before the related group is recognized are included in cash flows from assets for acquisition until the group is recognized.

(c) Other changes within insurance assets or liabilities that affect other statement of financial position lines, as well as expenses allocated to insurance contracts not directly related to claims (such as contract issue and maintenance costs, costs to comply with regulatory requirements, among others) and acquisition cash flows, which are not recorded in assets/liabilities from insurance and reinsurance contracts and were included in the Insurance Costs line.

(d) Other changes in acquisition cash flows include the reclassification to liabilities of insurance acquisition cash flows that have been recognized before the group recognition by applying another CPC/IFRS.

(e) Refers to the elimination of transactions between group companies.

(f) Includes the eliminations of incurred claims and other expenses to be allocated to insurance contracts between the Group companies.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

		Consolidated				
		Asset/liability for remaining coverage	Liability for incurred claims			
		Excluding loss component	Estimated future cash flows at present value	Risk adjustment	Assets for insurance acquisition costs	Total
		(635,185)	5,178,280	167,428	(1,844,518)	2,866,005
		(50,259)	40,701	72	(24,896)	(34,382)
		<b>(685,444)</b>	<b>5,218,981</b>	<b>167,500</b>	<b>(1,869,414)</b>	<b>2,831,623</b>
		(29,758,510)	-	-	-	(29,758,510)
	Note 18.2	3,457,863	14,076,075	11,040	-	17,544,978
	Note 19.2/ (f)	<b>(26,300,647)</b>	<b>14,076,075</b>	<b>11,040</b>	<b>-</b>	<b>(12,213,532)</b>
		-	1,111,350	24,881	-	1,136,231
	Note 22	-	294	56	-	350
		<b>(26,300,647)</b>	<b>15,187,719</b>	<b>35,977</b>	<b>-</b>	<b>(11,076,951)</b>
		29,870,040	-	-	-	29,870,040
	(a)	-	(14,052,961)	-	-	(14,052,961)
	(f)	(1,583,353)	-	-	(807,364)	(2,390,717)
	(b)	(1,146,726)	-	-	-	(1,146,726)
	(c)	<b>27,139,961</b>	<b>(14,052,961)</b>	<b>-</b>	<b>(807,364)</b>	<b>12,279,636</b>
		(626,571)	-	-	626,571	-
	(d)	(40,805)	60,113	-	-	19,308
	(e)	<b>(513,506)</b>	<b>6,413,852</b>	<b>203,477</b>	<b>(2,050,207)</b>	<b>4,053,616</b>
		(507,705)	6,411,744	203,409	(2,050,207)	4,057,241
		(5,801)	2,108	68	-	(3,625)

(a) Any premium reimbursements were included in this line.

(b) Insurance acquisition cash flows paid before initial recognition of the respective group are adjusted to the liability/asset for remaining coverage only when these groups are recognized. Insurance acquisition cash flows paid before the related group is recognized are included in cash flows from assets for acquisition until the group is recognized (Note 2.19.).

(c) Other changes within insurance assets or liabilities that affect other statement of financial position lines, as well as expenses allocated to insurance contracts not directly related to claims (such as contract issue and maintenance costs, costs to comply with regulatory requirements, among others) and acquisition cash flows, which are not recorded in assets/liabilities from insurance and reinsurance contracts and were included in the Insurance Costs line.

(d) Other changes in acquisition cash flows include the reclassification to liabilities of insurance acquisition cash flows that have been recognized before the group recognition by applying another CPC/IFRS.

(e) Refers to the elimination of transactions between group companies.

(f) Includes the eliminations of incurred claims and other expenses to be allocated to insurance contracts between the Group companies.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### Long-term contracts (BBA/VFA)

	Consolidated				
	Asset/liability for remaining coverage		Liability for incurred claims		
	Excluding loss component	Loss component	Estimated future cash flows at present value	Risk adjustment	Total
Insurance contract liabilities at 12/31/2025	12,968,467	938,623	707,244	22,242	14,636,576
Insurance contract (assets) at 12/31/2025	(49,110)	-	3,392	2	(45,716)
<b>Total insurance contracts at 12/31/2025</b>	<b>12,919,357</b>	<b>938,623</b>	<b>710,636</b>	<b>22,244</b>	<b>14,590,860</b>
Insurance revenue	Note 18.2 <b>(632,715)</b>	-	-	-	<b>(632,715)</b>
Insurance costs	Note 19.2 (d) <b>32,711</b>	<b>(41,482)</b>	<b>517,742</b>	<b>(180)</b>	<b>508,791</b>
Investment component	(e) <b>(466,374)</b>	-	<b>466,374</b>	-	-
<b>Income (loss) from insurance service</b>	<b>(1,066,378)</b>	<b>(41,482)</b>	<b>984,116</b>	<b>(180)</b>	<b>(123,924)</b>
Finance income (costs) from insurance operations	Note 22 <b>583,514</b>	<b>21,421</b>	<b>31,171</b>	<b>695</b>	<b>636,801</b>
Changes in other comprehensive income	<b>(182,451)</b>	<b>(22,021)</b>	<b>(3,579)</b>	<b>(81)</b>	<b>(208,132)</b>
<b>Total changes that impact P&amp;L or other comprehensive income</b>	<b>(665,315)</b>	<b>(42,082)</b>	<b>1,011,708</b>	<b>434</b>	<b>304,745</b>
Premiums and other cash flows received from policyholders	(a) <b>910,112</b>	-	-	-	<b>910,112</b>
Claims and other benefits paid to policyholders or their beneficiaries	(d) <b>-</b>	-	<b>(992,865)</b>	-	<b>(992,865)</b>
Acquisition cash flows paid	(b) <b>(13,188)</b>	-	-	-	<b>(13,188)</b>
Provision for social security amounts to be regularized	<b>(26,776)</b>	-	-	-	<b>(26,776)</b>
Other expenses allocated to the insurance service	(c) <b>(5,284)</b>	-	-	-	<b>(5,284)</b>
<b>Total cash flows</b>	<b>864,864</b>	-	<b>(992,865)</b>	-	<b>(128,001)</b>
<b>Total insurance contracts at 03/31/2026</b>	<b>13,118,906</b>	<b>896,541</b>	<b>729,479</b>	<b>22,678</b>	<b>14,767,604</b>
<b>Insurance contract liabilities at 03/31/2026</b>	<b>13,118,906</b>	<b>896,541</b>	<b>729,479</b>	<b>22,678</b>	<b>14,767,604</b>
<b>Insurance contract assets at 03/31/2026</b>	-	-	-	-	-

(a) Any premium reimbursements were included in this line.

(b) Insurance acquisition cash flows paid before initial recognition of the respective group are adjusted to the liability/asset for remaining coverage only when these groups are recognized. Insurance acquisition cash flows paid before the related group is recognized are included in cash flows from assets for acquisition until the group is recognized.

(c) Other changes within insurance assets or liabilities that affect other statement of financial position lines, as well as expenses allocated to insurance contracts not directly related to claims (such as contract issue and maintenance costs, costs to comply with regulatory requirements, among others) and acquisition cash flows, which are not recorded in assets/liabilities from insurance and reinsurance contracts and were included in the Insurance Costs line. Cash flows related to investment and redemptions of non-separable pension investment components (VGBL/PGBL) were also included in this line.

(d) Includes the eliminations of incurred claims and other expenses to be allocated to insurance contracts between the Group companies.

(e) In the long-term products, the investment component of Asset/Liability for remaining coverage was transferred to Liability for incurred claims relating to the payment of benefits (annual fees), redemptions and pension portability.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

		<b>Consolidated</b>				
		<b>Asset/liability for remaining coverage</b>		<b>Liability for incurred claims</b>		
		<b>Excluding loss component</b>	<b>Loss component</b>	<b>Estimated future cash flows at present value</b>	<b>Risk adjustment</b>	<b>Total</b>
		15,809,964	942,256	650,640	20,588	17,423,448
		(28,331)	-	5,681	3	(22,647)
		<b>15,781,633</b>	<b>942,256</b>	<b>656,321</b>	<b>20,591</b>	<b>17,400,801</b>
	Note 18.2	(715,092)	-	-	-	(715,092)
	Note 19.2 (d)	37,897	(37,292)	542,814	600	544,019
	(e)	(768,304)	-	768,304	-	-
		<b>(1,445,499)</b>	<b>(37,292)</b>	<b>1,311,118</b>	<b>600</b>	<b>(171,073)</b>
	Note 22	500,236	21,649	29,066	645	551,596
		76,446	6,171	(14,832)	(328)	67,457
		<b>(868,817)</b>	<b>(9,472)</b>	<b>1,325,352</b>	<b>917</b>	<b>447,980</b>
	(a)	1,992,525	-	-	-	1,992,525
	(d)	-	-	(1,284,984)	-	(1,284,984)
	(b)	(15,171)	-	-	-	(15,171)
		1,732	-	-	-	1,732
	(c)	(5,609)	-	-	-	(5,609)
		<b>1,973,477</b>	<b>-</b>	<b>(1,284,984)</b>	<b>-</b>	<b>688,493</b>
		<b>16,886,293</b>	<b>932,784</b>	<b>696,689</b>	<b>21,508</b>	<b>18,537,274</b>
		<b>16,919,315</b>	<b>932,784</b>	<b>691,780</b>	<b>21,505</b>	<b>18,565,384</b>
		(33,022)	-	4,909	3	(28,110)

(a) Any premium reimbursements were included in this line.

(b) Insurance acquisition cash flows paid before initial recognition of the respective group are adjusted to the liability/asset for remaining coverage only when these groups are recognized. Insurance acquisition cash flows paid before the related group is recognized are included in cash flows from assets for acquisition until the group is recognized (Note 2.19.).

(c) Other changes within insurance assets or liabilities that affect other statement of financial position lines, as well as expenses allocated to insurance contracts not directly related to claims (such as contract issue and maintenance costs, costs to comply with regulatory requirements, among others) and acquisition cash flows, which are not recorded in assets/liabilities from insurance and reinsurance contracts and were included in the Insurance Costs line. Cash flows related to investment and redemptions of non-separable pension investment components (VGBL/PGBL) were also included in this line.

(d) Includes the eliminations of incurred claims and other expenses to be allocated to insurance contracts between the Group companies.

(e) In the long-term products, the investment component of Asset/Liability for remaining coverage was transferred to Liability for incurred claims relating to the payment of benefits (annual fees), redemptions and pension portability.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 12.2. Contracts held showing cash flow estimate at present value, risk adjustment, and contractual service margin

	Consolidated			
	Estimated present value of future cash flows	Risk adjustment	Contractual service margin	Total
Insurance contract liabilities at 12/31/2025	13,531,153	562,111	543,312	14,636,576
Insurance contract assets at 12/31/2025	(14,894)	23	(30,845)	(45,716)
<b>Total insurance contracts at 12/31/2025</b>	<b>13,516,259</b>	<b>562,134</b>	<b>512,467</b>	<b>14,590,860</b>
<b>Changes that relate to contractual services</b>	<b>(78,292)</b>	<b>(16,449)</b>	<b>(10,799)</b>	<b>(105,540)</b>
CSM recognized for services provided	-	-	(10,799)	(10,799)
Risk adjustment recognized for the risk expired	-	(16,449)	-	(16,449)
Experience adjustments	(78,292)	-	-	(78,292)
<b>Changes that relate to future services</b>	<b>(82,929)</b>	<b>(13,413)</b>	<b>75,193</b>	<b>(21,149)</b>
Contracts initially recognized in the period (a)	(6,908)	30	6,878	-
Changes in estimates that adjust CSM	(68,007)	(308)	68,315	-
Changes in estimates that do not adjust CSM	(8,014)	(13,135)	-	(21,149)
<b>Changes that relate to past services</b>	<b>(13,146)</b>	<b>15,911</b>	<b>-</b>	<b>2,765</b>
Adjustments to liabilities for incurred claims	(13,146)	15,911	-	2,765
<b>Income (loss) from insurance service</b>	<b>(174,367)</b>	<b>(13,951)</b>	<b>64,394</b>	<b>(123,924)</b>
Insurance finance costs	696,914	21,025	(81,138)	636,801
Effects of changes in interest rates	(190,234)	(17,898)	-	(208,132)
<b>Total</b>	<b>332,313</b>	<b>(10,824)</b>	<b>(16,744)</b>	<b>304,745</b>
Premiums received	910,112	-	-	910,112
Other expenses paid	(1,024,925)	-	-	(1,024,925)
Insurance acquisition cash flows	(13,188)	-	-	(13,188)
<b>Total insurance contracts at 03/31/2026</b>	<b>13,720,571</b>	<b>551,310</b>	<b>495,723</b>	<b>14,767,604</b>
<b>Insurance contract liabilities at 03/31/2026</b>	<b>13,720,571</b>	<b>551,310</b>	<b>495,723</b>	<b>14,767,604</b>
<b>Insurance contract assets at 03/31/2026</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

(a) The estimates of the present value of future cash flows for the contracts initially recognized in the period includes an estimate of R\$41,410 in net written premiums, R\$33,250 in claims and other insurance service expenses, and R\$1,253 in acquisition cash flows.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

	<b>Consolidated</b>			
	<b>Estimated present value of future cash flows</b>	<b>Risk adjustment</b>	<b>Contractual service margin</b>	<b>Total</b>
Insurance contract liabilities at 12/31/2024	16,228,704	544,145	650,599	17,423,448
Insurance contract assets at 12/31/2024	(8,748)	33	(13,932)	(22,647)
<b>Total insurance contracts at 12/31/2024</b>	<b>16,219,956</b>	<b>544,178</b>	<b>636,667</b>	<b>17,400,801</b>
<b>Changes that relate to contractual services</b>	<b>(335,840)</b>	<b>(65,048)</b>	<b>(80,347)</b>	<b>(481,235)</b>
Contractual service margin recognized for services provided	-	-	(80,347)	(80,347)
Risk adjustment recognized for the risk expired	-	(65,048)	-	(65,048)
Experience adjustments	(335,840)	-	-	(335,840)
<b>Changes that relate to future services</b>	<b>114,689</b>	<b>(70,075)</b>	<b>(52,944)</b>	<b>(8,330)</b>
Contracts initially recognized in the period (a)	(76,591)	660	75,931	-
Changes in estimates that adjust the contractual service margin	139,185	(10,310)	(128,875)	-
Changes in estimates that do not adjust the contractual service margin	52,095	(60,425)	-	(8,330)
<b>Changes that relate to past services</b>	<b>(257,333)</b>	<b>63,287</b>	<b>-</b>	<b>(194,046)</b>
Adjustments to liabilities for incurred claims	(257,333)	63,287	-	(194,046)
<b>Income (loss) from insurance service</b>	<b>(478,484)</b>	<b>(71,836)</b>	<b>(133,291)</b>	<b>(683,611)</b>
<b>Insurance finance costs</b>	<b>2,116,875</b>	<b>63,644</b>	<b>9,091</b>	<b>2,189,610</b>
<b>Effects of changes in interest rates</b>	<b>255,703</b>	<b>26,148</b>	<b>-</b>	<b>281,851</b>
<b>Total</b>	<b>1,894,094</b>	<b>17,956</b>	<b>(124,200)</b>	<b>1,787,850</b>
Premiums received	5,504,549	-	-	5,504,549
Other expenses paid	(10,040,309)	-	-	(10,040,309)
Insurance acquisition cash flows	(62,031)	-	-	(62,031)
<b>Net insurance contract (assets)/liabilities at 12/31/2025</b>	<b>13,516,259</b>	<b>562,134</b>	<b>512,467</b>	<b>14,590,860</b>
<b>Insurance contract liabilities at 12/31/2025</b>	<b>13,531,153</b>	<b>562,111</b>	<b>543,312</b>	<b>14,636,576</b>
<b>Insurance contract assets at 12/31/2025</b>	<b>(14,894)</b>	<b>23</b>	<b>(30,845)</b>	<b>(45,716)</b>

(a) The estimates of the present value of future cash flows for the contracts initially recognized in the period includes an estimate of R\$1,502,495 in net written premiums, R\$1,411,598 in claims and other insurance service expenses, and R\$14,306 in acquisition cash flows.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 12.3. Expected recognition of contractual service margin (CSM) in future years

	Consolidated			
	Long-term contracts (BBA/VFA)			
	2026	2027 to 2031	After 2031	03/31/2026
Release of CSM	37,488	162,544	295,691	495,723

	Consolidated			
	Long-term contracts (BBA/VFA)			
	2025	2026 to 2030	After 2030	12/31/2025
Release of CSM	34,090	164,822	313,555	512,467

### 12.4. Expected recognition of acquisition cash flows in future years

	Consolidated			
	Short-term contracts (PAA)			
	1 year	5 years	More than 5 years	03/31/2026
Release of assets for acquisition cash flows	731,792	1,421,264	38,291	2,191,347

	Consolidated			
	Short-term contracts (PAA)			
	1 year	5 years	More than 5 years	12/31/2025
Release of assets for acquisition cash flows	678,570	1,333,339	38,298	2,050,207

## **Rede D'Or São Luiz S.A.**

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### **12.5. Guarantee for technical reserves**

The subsidiaries regulated by Brazil's Private Insurance Supervisory Office ("SUSEP") and the Brazilian Regulatory Agency for Private Health Insurance and Plans ("ANS"), based on the regulatory guidance established by these agencies, have to keep assets offered as guarantee for their technical reserves (liabilities representing the obligations of these companies to the policyholders/beneficiaries), measured based on accounting standards defined by such regulators, which differ materially from CPC 50/IFRS 17.

The assets offered as guarantee for such technical reserves are recorded in clearinghouses in the technical reserve account. SUSEP and ANS may authorize the free movement of assets offered as guarantee by the regulated companies, provided that all financial requirements regarding the coverage of technical reserves and sufficiency of capital, as well as all accounting obligations, are met.

As at March 31, 2026, the subsidiaries regulated by SUSEP and ANS were compliant with the requirements for coverage of technical reserves.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 13. Loans, financing and debentures

Transaction/Instrument	Index	Spread	Currency	Principal		Maturity	Amortization	Guarantees	Individual		Consolidated	
				(R\$)	Beginning				03/31/2026	12/31/2025	03/31/2026	12/31/2025
Citibank III (a)	SOFR	0.99%	US\$	304,158	Apr/23	Apr/27	Annual	n/a	<b>319,064</b>	333,372	<b>319,064</b>	333,372
BofA III (b)	PRE	4.93%	US\$	900,000	Jan/25	Feb/28	Bullet	Finan. Invest.	-	-	<b>807,817</b>	862,383
CCB Bank of China	100% do DI	1.20%	R\$	85,000	May/20	May/26	Bullet	n/a	<b>90,039</b>	86,763	<b>90,039</b>	86,763
Other	Fixed rate/IPCA	-	R\$	n/a	n/a	Mar/28	Monthly	Surety	-	-	<b>3,193</b>	972
Debentures - 5th issue - Esperança	100% of DI	1.35%	R\$	1,100,000	Dec/24	Nov/34	Bullet	n/a	-	-	<b>1,154,204</b>	1,112,251
Debentures - 10th issue (a)	Fixed rate	11.82%	R\$	1,628,100	Jan/18	Jan/28	Bullet	n/a	<b>1,563,593</b>	1,617,996	<b>32,460</b>	33,397
Commercial paper (b)	104.52% of DI	-	R\$	900,000	Aug/25	Sept/28	Bullet	Finan. Invest.	-	-	<b>911,748</b>	945,391
Debentures - 14th issue (b)	106% of DI	-	R\$	500,000	Oct/18	Oct/26	Annual	Property	<b>133,023</b>	128,369	<b>133,023</b>	128,369
Debentures - 17th issue 3rd series (b)	100% of DI	0.79%	R\$	1,000,000	June/19	June/29	Annual	n/a	<b>1,035,767</b>	999,530	<b>1,035,767</b>	999,530
Debentures - 17th issue 1st series (a)	Fixed rate	8.75%	R\$	3,198,350	Apr/20	Jan/30	Bullet	n/a	<b>2,500,207</b>	2,579,328	-	-
Debentures - 19th issue 2nd series	100% of DI	1.90%	R\$	2,500,000	Aug/21	Aug/31	Annual	n/a	<b>2,532,764</b>	2,639,343	<b>2,532,764</b>	2,639,343
Debentures - 19th issue 3rd series	100% of DI	1.90%	R\$	1,500,000	Sept/21	Aug/31	Annual	n/a	<b>1,519,658</b>	1,583,606	<b>1,519,658</b>	1,583,606
Debentures - 23th issue 2nd series	100% of DI	1.90%	R\$	850,000	May/22	May/32	Annual	n/a	<b>896,332</b>	862,683	<b>896,332</b>	862,683
Debentures - 23th issue 3rd series	100% of DI	1.90%	R\$	625,000	May/22	May/32	Annual	n/a	<b>659,068</b>	634,326	<b>659,068</b>	634,326
Debentures - 25th issue 1st series	100% of DI	2.00%	R\$	450,000	Oct/22	Oct/32	Bullet	n/a	<b>481,622</b>	463,432	<b>481,622</b>	463,432
Debentures - 25th issue 2nd series	100% of DI	1.95%	R\$	150,000	Oct/22	Oct/32	Annual	n/a	<b>160,505</b>	154,461	<b>160,505</b>	154,461
Debentures - 27th issue	100% of DI	1.70%	R\$	1,100,000	Feb/23	Feb/30	Annual	n/a	<b>1,114,181</b>	1,160,469	<b>1,114,181</b>	1,160,469
Debentures - 29th issue	100% of DI	2.25%	R\$	1,000,000	Aug/23	Jul/31	Annual	n/a	<b>1,024,555</b>	1,069,311	<b>1,024,555</b>	1,069,311
Debentures - 33rd issue	100% of DI	1.70%	R\$	2,000,000	May/24	May/34	Bullet	n/a	<b>2,117,967</b>	2,039,426	<b>2,117,967</b>	2,039,426
Debentures - 34th issue 1st series	100% of DI	0.65%	R\$	2,750,000	Oct/24	Sept/27	Bullet	n/a	<b>2,756,795</b>	2,860,228	<b>2,756,795</b>	2,860,228
Debentures - 34th issue 2nd series	100% of DI	1.10%	R\$	1,500,000	Oct/24	Sept/31	Bullet	n/a	<b>1,503,999</b>	1,562,197	<b>1,503,999</b>	1,562,197
Debentures - 34th issue 3rd series	100% of DI	1.30%	R\$	1,650,000	Oct/24	Sept/34	Bullet	n/a	<b>1,654,542</b>	1,719,428	<b>1,654,542</b>	1,719,428
Debentures - 35th issue	100% of DI	0.90%	R\$	1,000,000	June/25	June/33	Annual	n/a	<b>1,040,942</b>	1,004,258	<b>1,040,942</b>	1,004,258
Debentures - 36th issue 1st series	100% of DI	1.00%	R\$	1,155,520	Aug/25	Aug/32	Bullet	n/a	<b>1,169,551</b>	1,213,785	<b>1,169,551</b>	1,213,785
Debentures - 36th issue 2nd series	100% of DI	1.15%	R\$	531,419	Aug/25	Aug/35	Annual	n/a	<b>537,958</b>	558,511	<b>537,958</b>	558,511
Debentures - 36th issue 3rd series	100% of DI	1.55%	R\$	558,500	Aug/25	Aug/40	Annual	n/a	<b>565,611</b>	587,800	<b>565,611</b>	587,800
Debentures - 37th issue (a)	Fixed rate	15.40%	R\$	2,740,100	Sept/25	Sept/35	Bullet	n/a	<b>2,754,271</b>	2,914,423	-	-
Debentures - 38th issue	100% do DI	1.15%	R\$	3,500,000	Nov/25	Nov/35	Annual	n/a	<b>3,674,365</b>	3,542,755	<b>3,674,365</b>	3,542,755
Debentures - 39th issue (c)	100% do DI	1.30%	R\$	3,000,000	Jan/26	Jan/36	Annual	n/a	<b>3,096,514</b>	-	<b>3,096,514</b>	-
Debentures (Cia Saúde) - 1st issue	100% do DI	1.10%	R\$	1,000,000	Nov/25	Nov/33	Annual	n/a	-	-	<b>1,050,998</b>	1,013,502
Senior Notes I (a)	Fixed rate	4.95%	US\$	1,596,400	Jan/18	Jan/28	Bullet	n/a	-	-	<b>2,525,340</b>	2,717,636
Senior Notes II (a)	Fixed rate	4.50%	US\$	5,062,504	Jan/20	Jan/30	Bullet	n/a	-	-	<b>3,393,729</b>	3,660,862
Senior Notes III (a)	PRE	6.45%	US\$	2,740,100	Sept/25	Sept/35	Bullet	n/a	-	-	<b>2,534,452</b>	2,794,721
CRI - 4th issue 2nd series	IPCA	3.93%	R\$	30,100	Feb/19	Feb/26	Bullet	n/a	-	43,894	-	43,894
CRI - 5th issue	IPCA	3.45%	R\$	538,328	Sept/19	Aug/29	Annual	n/a	<b>762,070</b>	755,728	<b>762,070</b>	755,728
CRI - 6th issue (a)	IPCA	4.93%	R\$	1,500,000	May/21	May/36	Annual	n/a	<b>1,417,603</b>	1,368,340	<b>1,417,604</b>	1,368,340
CRI - 7th issue 1st series (a)	IPCA	5.58%	R\$	400,000	Dec/21	Dec/31	Annual	n/a	<b>437,882</b>	421,157	<b>437,882</b>	421,157
CRI - 7th issue 2nd series (a)	IPCA	6.10%	R\$	600,000	Dec/21	Dec/36	Annual	n/a	<b>601,831</b>	581,304	<b>601,831</b>	581,304
CRI - 8th issue 2nd series (a)	IPCA	5.83%	R\$	798,634	June/22	June/29	Bullet	n/a	<b>865,079</b>	827,695	<b>865,079</b>	827,695
CRI - 8th issue 3rd series (a)	IPCA	6.01%	R\$	341,867	June/22	June/32	Annual	n/a	<b>358,358</b>	345,053	<b>358,358</b>	345,053

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

Transaction/Instrument	Index	Spread	Currency	Principal (R\$)	Beginning	Maturity	Amortization	Guarantees	Individual		Consolidated	
									03/31/2026	12/31/2025	03/31/2026	12/31/2025
CRI - 9th issue 1st series (a)	IPCA	6.38%	R\$	30,000	Aug/22	Jul/29	Bullet	n/a	32,775	32,446	32,775	32,446
CRI - 9th issue 2nd series (a)	IPCA	6.54%	R\$	70,000	Aug/22	Jul/32	Bullet	n/a	73,786	73,771	73,786	73,771
CRI - 9th issue 3rd series (a)	IPCA	6.77%	R\$	400,000	Aug/22	Jul/37	Bullet	n/a	407,207	409,227	407,207	409,227
CRI - 10th issue 1st series	100% of DI	0.75%	R\$	86,186	Dec/22	Dec/27	Bullet	n/a	87,540	84,412	87,540	84,412
CRI - 10th issue 2nd series	100% of DI	1.00%	R\$	176,323	Dec/22	Dec/29	Bullet	n/a	266,283	256,541	266,283	256,541
CRI - 10th issue 3rd series (a)	IPCA	6.79%	R\$	82,487	Dec/22	Dec/29	Bullet	n/a	89,528	85,780	89,528	85,780
CRI - 10th issue 4th series (a)	IPCA	6.94%	R\$	55,004	Dec/22	Dec/32	Annual	n/a	58,045	55,896	58,045	55,896
CRI - 11th issue 1st series	100% of DI	1.00%	R\$	429,340	Aug/23	Aug/28	Bullet	n/a	425,449	442,201	425,449	442,201
CRI - 11th issue 2nd series (a)	IPCA	6.20%	R\$	557,457	Aug/23	Aug/30	Bullet	n/a	562,999	559,487	562,999	559,487
CRI - 11th issue 3rd series (a)	IPCA	6.55%	R\$	524,038	Aug/23	Aug/33	Annual	n/a	513,730	513,390	513,730	513,390
CRI - 12th issue 1st series (a)	IPCA	6.69%	R\$	250,000	Dec/23	Dec/33	Annual	n/a	251,702	242,728	251,702	242,728
CRI - 12th issue 2nd series (a)	IPCA	6.95%	R\$	500,000	Dec/23	Dec/38	Annual	n/a	485,343	469,683	485,343	469,683
CRI - 13th issue 1st series	IPCA	7.22%	R\$	115,114	Sept/25	Sept/35	Bullet	n/a	-	-	111,936	111,728
CRI - 13th issue 2nd series	IPCA	7.10%	R\$	214,886	Sept/25	Sept/45	Bullet	n/a	-	-	208,944	208,502
									<b>42,600,103</b>	<b>39,884,533</b>	<b>48,516,854</b>	<b>46,234,131</b>
								<b>Current</b>	<b>1,408,991</b>	<b>1,745,424</b>	<b>1,491,778</b>	<b>1,712,740</b>
								<b>Noncurrent</b>	<b>41,191,112</b>	<b>38,139,109</b>	<b>47,025,076</b>	<b>44,521,391</b>

- (a) As mentioned in Note 24, the Group enters into derivative financial instruments to hedge foreign exchange differences and interest rate (Fixed rate, SOFR and IPCA) at a floating interest rate in Brazilian reais indexed to the CDI, and has adopted the fair value hedge accounting as accounting practice; therefore, these debts are recorded at fair value through profit or loss.
- (b) As mentioned in Note 24, the Group enters into derivative financial instruments to hedge interest rate or foreign exchange difference to a fixed interest rate in Brazilian reais and has adopted the cash flow hedge accounting as accounting practice; therefore, these debts are recorded at amortized cost and derivatives at fair value. The effective portion of the debt is recorded at fair value through other comprehensive income and any ineffective portion and interest are recorded at fair value through profit or loss.
- (c) On January 05, 2026, Rede D'Or paid in the 39th issue of Debentures in a single series, in the total amount of R\$3, billion, maturing on January 10, 2036. This issue is indexed to the CDI + 1.30% p.a., to be paid semiannually. There are no guarantees.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

Significant loans, financing and debentures were taken out for general corporate purposes, in order to acquire companies, expand hospitals and build new units.

Total costs related to the issues of loans, financing and debentures, in the amount of R\$351,024 at March 31, 2026 (R\$352,789 at December 31, 2025), were recorded as a reduction of the balances and have been amortized over the term of the agreements, as established by CPC 08 (IAS 39) - Transactions Costs and Premiums on Issue of Marketable Securities.

The Company does not have any covenants relating to debt ratios, nor corresponding ratios based on net debt, EBITDA and finance cost; it only has the guarantees listed above.

At March 31, 2026, the noncurrent maturity schedule is as follows:

03/31/2026			
Individual		Consolidated	
Year	Amount	Year	Amount
2027	3,533,003	2027	3,533,003
2028	2,493,882	2028	5,203,071
2029	4,179,267	2029	4,174,529
2030	5,987,873	2030	6,904,564
2031	4,255,217	2031	4,252,425
2032 to 2045	20,741,870	2032 to 2045	22,957,484
	<u>41,191,112</u>		<u>47,025,076</u>

### 14. Provision for contingencies and judicial deposits

The Company and its subsidiaries are parties to various tax, civil and labor claims. The judicial deposits will only be released in the event of a decision favorable to the Company or its subsidiaries. Based on the opinion of its internal and external legal advisors, management recognized a provision for losses that is deemed sufficient to cover probable losses, as follows:

	Individual			
	03/31/2026		12/31/2025	
	Provision for contingencies	Judicial deposits	Provision for contingencies	Judicial deposits
Tax and social security	263,592	(387,211)	262,379	(386,519)
Labor	142,632	(44,301)	144,839	(42,957)
Civil	120,736	(54,282)	123,097	(53,366)
	<u>526,960</u>	<u>(485,794)</u>	530,315	(482,842)

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

	Consolidated			
	03/31/2026		12/31/2025	
	Provision for contingencies	Judicial deposits	Provision for contingencies	Judicial deposits
Tax and social security	1,121,070	(1,735,431)	1,107,639	(1,716,531)
Labor	341,598	(152,563)	341,399	(145,978)
Civil	1,757,587	(847,841)	1,643,662	(790,360)
	<b>3,220,255</b>	<b>(2,735,835)</b>	3,092,700	(2,652,869)

### 14.1. Proceedings assessed as probable loss

Changes in provisions for contingencies for the periods ended March 31, 2026 and 2025 were as follows:

	Individual			
	Tax and social security	Labor	Civil	Total
Balances at December 31, 2024	462,784	145,772	134,858	743,414
Monetary restatement	870	3,399	1,767	6,036
Payments	-	(5,186)	(3,361)	(8,547)
<b>Balances at March 31, 2025</b>	<b>463,654</b>	<b>143,985</b>	<b>133,264</b>	<b>740,903</b>
Balances at December 31, 2025	262,379	144,839	123,097	530,315
Monetary restatement	1,223	2,442	1,610	5,275
Payments	(10)	(4,649)	(3,971)	(8,630)
<b>Balances at March 31, 2026</b>	<b>263,592</b>	<b>142,632</b>	<b>120,736</b>	<b>526,960</b>

  

	Consolidated			
	Tax and social security	Labor	Civil	Total
Balances at December 31, 2024	1,686,457	299,832	1,372,527	3,358,816
Additions, net of reversals	574	4,076	61,023	65,673
Monetary restatement	16,287	6,678	43,660	66,625
Payments	(6,219)	(5,345)	(93,998)	(105,562)
<b>Balances at March 31, 2025</b>	<b>1,697,099</b>	<b>305,241</b>	<b>1,383,212</b>	<b>3,385,552</b>
Balances at December 31, 2025	1,107,639	341,399	1,643,662	3,092,700
Additions, net of reversals	-	2,834	149,884	152,718
Monetary restatement	13,448	5,504	52,376	71,328
Payments	(17)	(8,139)	(88,335)	(96,491)
<b>Balances at March 31, 2026</b>	<b>1,121,070</b>	<b>341,598</b>	<b>1,757,587</b>	<b>3,220,255</b>

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 14.2. Proceedings assessed as possible loss

The proceedings assessed as possible loss by the Company and its legal advisors, for which no provisions have been recorded, are summarized below:

	Individual		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Tax and social security (a)	<b>1,067,135</b>	1,066,297	<b>2,945,039</b>	2,844,798
Labor (b)	<b>474,132</b>	435,945	<b>934,843</b>	862,400
Civil (c)	<b>429,157</b>	460,639	<b>793,981</b>	824,726
	<b>1,970,424</b>	1,962,881	<b>4,673,863</b>	4,531,924

- (a) Proceedings mainly related to: (i) assessment notices issued against subsidiaries CIA. SAÚDE, SULAMED and TRADITIO, in which the deductibility of amortization of goodwill arising from the merger of parent companies in calendar years 2005, 2006 and 2007, was challenged; (ii) non-approval of tax offsetting at the administrative level; (iii) disallowance of income tax loss and social contribution loss carryforwards; and (iv) collection of ISS tax charges arising from the alleged failure to pay tax on the services provided in the City of São Paulo, at the appellate phase, given the favorable decision in the Stay of Execution filed by SulAmérica.
- (b) Proceedings largely derived from overtime payment, 13th monthly salary, 30-day resignation notice, vacation pay and Unemployment Compensation Fund (FGTS). There are no individually significant proceedings.
- (c) Proceedings related to compensation for alleged property and pain and suffering damages. There are no individually significant proceedings.

Considering the complexities of the lawsuits, as well as of the Brazilian legal system, the Company cannot estimate with reasonable accuracy a timeframe for the judgment to take place and whether any amounts will be disbursed in connection with these legal proceedings.

## 15. Leases

	Individual		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Nominal value of future payments	<b>7,412,012</b>	7,195,440	<b>10,308,842</b>	9,480,648
Present value adjustment	<b>(4,402,588)</b>	(4,084,727)	<b>(6,362,761)</b>	(5,756,204)
	<b>3,009,424</b>	3,110,713	<b>3,946,081</b>	3,724,444
Current	<b>707,769</b>	616,902	<b>916,818</b>	760,520
Noncurrent	<b>2,301,655</b>	2,493,811	<b>3,029,263</b>	2,963,924

The liabilities were measured at the present value of the remaining lease payments discounted at the average rate of 14.78% at March 31, 2026.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

At March 31, 2026, the noncurrent maturity schedule is as follows:

Individual		Consolidated	
Year	Amount	Year	Amount
2027	432,469	2027	547,456
2028	525,713	2028	667,762
2029	497,859	2029	629,142
2030	476,645	2030	587,574
2031	451,983	2031	550,282
2032 to 2059	4,319,574	2032 to 2082	6,409,808
<b>Undiscounted amounts</b>	<b>6,704,243</b>	<b>Undiscounted amounts</b>	<b>9,392,024</b>
Embedded interest	(4,402,588)	Embedded interest	(6,362,761)
<b>Balance at 03/31/2026</b>	<b>2,301,655</b>	<b>Balance at 03/31/2026</b>	<b>3,029,263</b>

## 16. Equity

### a) Capital

The Company's capital is broken down as follows:

Shareholders	03/31/2026		12/31/2025	
	Number of shares	Equity interest	Number of shares	Equity interest
Controlling interests	1,100,020,126	48.05%	1,088,604,826	47.55%
Outstanding shares	1,099,191,609	48.01%	1,117,805,197	48.83%
Treasury shares	90,080,855	3.94%	82,882,567	3.62%
Total common shares	<b>2,289,292,590</b>	<b>100.00%</b>	2,289,292,590	100.00%

Subscribed and paid-in capital at March 31, 2026 amounts to R\$15,711,360 represented by 2,289,292,590 registered no-par-value common shares (same amount and number of shares at December 31, 2025). As approved in the Company's Articles of Incorporation, the limit of authorized capital is up to 8 billion shares (units).

Under the Company's Articles of Incorporation, each common share is entitled to a vote at the Company's general meetings.

The premium reserve on issue of shares derived substantially from capital contributions made (i) on March 31, 2015, by the former shareholder BTG Pactual Saúde Fundo de Investimento em Participações, in the amount of R\$600,000, of which R\$147,664 were recorded as capital increase and R\$452,336 as premium reserve on the subscription of shares; and (ii) on April 27, 2015, by HPT Participações S.A. (Carlyle Group investee), in the amount of R\$1,819,435, of which R\$181,943 for capital increase and R\$1,637,491 as premium reserve on the subscription of shares.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

At the Special General Meeting (SGM) held on September 24, 2020, shareholders approved the Company's capital increase in the amount of R\$1,600,000, without issue of new shares, through capitalization of part of the capital reserve. In connection with the IPO, on December 8, 2020 the Company carried out a capital increase of R\$4,218,820 and an increase in the capital reserve of R\$4,218,820. At December 31, 2020, the net effect on the capital reserve was R\$2,618,820.

In connection with the follow-on offering, on May 26, 2021 the Company carried out a capital increase of R\$888,920 and an increase in the capital reserve of R\$888,920. Other events occurred in 2021 and 2022 and reduced the capital reserve.

### b) Allocations of income

Changes in the balances of dividends and interest on equity payable in the periods ended March 31, 2026 and 2025 were as follows:

	<u>2026</u>	<u>2025</u>
<b>Balance payable at beginning of period</b>	<b>3,060,098</b>	69,192
Allocation of dividends and IOE	<b>350,000</b>	400,000
Allocation of dividends and IOE - noncontrolling interests	<b>8,723</b>	949
Payment of dividends and IOE	<b>(933,865)</b>	(61,929)
Withholding income tax	<b>(36,642)</b>	(46,137)
<b>Balance payable at March 31</b>	<b>2,448,314</b>	362,075

The distribution and payments of dividends and interest on equity were approved at the Board of Directors' Meeting held on March 23, 2026, ad referendum of the Company's Annual General Meeting (AGM).

### c) Treasury shares

Changes in treasury shares are as follows:

	<u>03/31/2026</u>			<u>03/31/2025</u>		
	Number of shares	Share value (in reais)	Total	Number of shares	Share value (in reais)	Total
Opening balance	<b>82,882,567</b>	<b>22.06</b>	<b>1,828,733</b>	69,172,994	21.09	1,458,602
Share buyback (b)	<b>7,109,000</b>	<b>40.37</b>	<b>287,052</b>	11,468,000	27.55	315,985
Return of shares	<b>89,288</b>	-	-	20,888	-	-
Disposals of shares (a)	-	-	-	(37,700)	21.27	(802)
Balance at March 31	<b>90,080,855</b>	<b>23.49</b>	<b>2,115,785</b>	80,624,182	22.01	1,773,785

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

- (a) Shares sold substantially refer to the share-based payment plan, as described in Note 16.d.
- (b) On December 15, 2025, the Company's Board of Directors approved its third share buyback program. The number of shares to be acquired will be limited to 20,000,000 (twenty million) book-entry, registered, common shares with no par value issued by the Company, which, together with the shares already held in treasury, represent less than 10% of the total outstanding shares in the market as of December 15, 2025. Additionally, management will limit the total amount under the 3rd Share Buyback Program to up to R\$1,000,000. The settlement of share buyback transactions will be carried out within a maximum period of 12 months, starting on December 16, 2025 and concluding on December 15, 2026.

### d) Share-based payment (Restricted shares)

#### *Restricted Stock Option Plan*

The plan establishes the terms and conditions for the granting of common shares issued by the Company, subject to certain restrictions, to managing officers, employees and service providers of the Company, or of other companies under its control.

#### 1st Restricted Stock Option Program

In 2020, the Company's Board of Directors approved the 1st Restricted Stock Option Program and established the conditions for the granting of the Company's no-par-value registered common shares to managing officers and employees.

The rights of beneficiaries in relation to restricted shares will only be fully vested if their contract with the Company or with any entity under its control, as the case may be, is not terminated for a certain period, subject to the conditions for the release of trading restrictions, as defined by the Board of Directors, with specific conditions in case of termination.

The total of restricted shares delivered through the Restricted Stock Option Plan cannot exceed the maximum limit of 5% (five percent) of shares issued by the Company, which at March 31, 2026 was equivalent to a total of 114,464,630 shares.

In the three-month period ended March 31, 2026, no new Restricted Shares were granted to the elected beneficiaries, referring exclusively to the 1st Restricted Stock Option Program.

#### 2<sup>nd</sup> Restricted Stock Option Program

Within the scope of the Restricted Stock Option Plan, the Company's Board of Directors approved the 2nd Restricted Stock Option Program, beginning January 2022, which established the specific conditions for receiving a certain amount of units of reference that will entitle to the settlement of awards provided for in the individual grant agreements, which can be settled with no-par-value registered common shares of the Company to its managing officers, employees and service providers, or in cash, at the Company's discretion, depending, in that case, on the appreciation of the RDOR3 share price in a certain period of time, or on the variation of the Company's EBITDA, under the terms of the individual agreements.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

In the three-month period ended March 31, 2026, a total of 3,966,881 Restricted Shares was granted to and effectively vested for the elected beneficiaries, referring exclusively to the 2nd Restricted Stock Option Program, whose exercise rights had not been fully vested yet.

The 2nd Restricted Stock Option Program is measured and recognized at fair value, using the Company's valuation identification model (Market cap) and deducting the reference value agreed with each executive officer, duly restated by reference to the IPCA or by the variation of the Company's EBITDA, according to Accounting Pronouncement CPC 10 - Share-Based Payment.

The rights of the beneficiaries in relation to the restricted shares will only be fully vested if their contract with the Company or any entity under its control, as the case may be, is not terminated for a certain period and if the result of the award arising from the exercise of their units of reference is positive in the specific settlement windows provided for in the individual agreements, which implies the RDOR3 share price at the time of the settlement window, or that there has been progress in the result of the formula for the variation of EBITDA, for the Beneficiary to be entitled to receive it, under specific conditions in case of termination. The Company pays all taxes and charges levied on the award at the time of its settlement in shares, or in cash, at its sole discretion.

For calculating the expenses to be allocated, a cancellation rate of 0.82% was used in 2026, based on the average historical cancellations of the Company's plans.

Like previous plans, the 1st Restricted Stock Option Program was measured and recognized at fair value using the Black, Scholes & Merton (1973) model, according to Accounting Pronouncement CPC 10 - Share-Based Payment, whose main assumptions are described below.

The 2nd Restricted Stock Option Program is measured and recognized at fair value, using the Company's *valuation* identification model (Market cap) and deducting the reference value agreed with each executive officer, duly restated by reference to the IPCA, according to Accounting Pronouncement CPC 10 - Share-Based Payment.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

Program	Year	Vesting period	Number of shares	Annual volatility	Risk-free rate	Weighted average of fair value of shares (in reais)	Vesting status	Options canceled
1st program	2020	05/29/2020 to 05/29/2027	46,591,300	26.36%	4.66%	7.45	Partially vested	-
1st program	2021	04/01/2021 to 04/01/2028	5,361,026	28.81%	5.98%	25.50	Partially vested	-
1st program	2022	01/01/2022 to 01/01/2028	3,577,793	32.75%	11.55%	15.03	Partially vested	-
2nd program	2022	01/01/2022 to 12/31/2028	2,392,730	-	-	29.16	Partially vested	75,002
1st program	2023	01/01/2023 to 12/31/2028	2,371,279	44.56%	11.64%	12.95	Partially vested	-
2nd program	2023	01/01/2023 to 12/31/2029	2,731,014	-	-	19.15	Partially vested	3,572
1st program	2024	01/01/2024 to 12/31/2028	706,519	43.61%	9.77%	11.07	Partially vested	-
2nd program	2024	01/01/2024 to 12/31/2030	3,451,522	-	-	22.70	Partially vested	15,715
1st program	2025	01/01/2025 to 12/31/2028	52,000	39.73%	14.97%	7.98	Partially vested	-
2nd program	2025	01/01/2025 to 12/31/2030	3,948,303	-	-	25.94	Partially vested	15,715
2nd program	2026	01/01/2026 to 12/31/2032	3,966,881	-	-	25.63	Partially vested	15,715

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

The effects of the share-based payment plans, covering all granted and outstanding options, on equity and profit or loss for the year, are as follows:

	Fair value of options per year	Effect on P&L for the year	Changes - RSU	Cumulative effect on liabilities and equity
2011	1,457	1,457	-	1,457
2012	16,234	16,234	-	17,691
2013	20,656	20,656	-	38,347
2014	27,363	27,363	-	65,710
2015	51,949	51,949	-	117,659
2016	30,864	30,864	-	148,523
2017	32,599	32,599	-	181,122
2018	40,662	40,662	-	221,784
2019	40,656	40,656	-	262,440
2020	80,071	80,071	(80,071)	-
2021	120,427	120,427	(120,427)	-
2022	124,276	124,276	(70,623)	53,653
2023	78,400	78,400	(42,769)	37,179
2024	77,907	77,907	(18,944)	58,976
2025	90,927	90,927	(18,931)	71,996
2026	27,999	27,999	-	27,999
2027	11,670			
	<u>874,117</u>			

### e) Other comprehensive income

In the three-month period ended March 31, 2026, the effects of the cash flow hedge taken out for debt hedging purposes were recognized as other comprehensive income, reducing equity for the period by R\$3,444, as well as net finance income (costs) from insurance and reinsurance contracts, increasing equity for the period by R\$92,527.

## 17. Current and deferred taxes

Income and social contribution tax expenses for the three-month periods ended March 31, 2026 and 2025 are as follows:

	Individual		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Deferred				
Income tax	<b>80,487</b>	98,070	<b>(60,958)</b>	116,068
Social contribution tax	<b>28,976</b>	35,305	<b>(63,970)</b>	35,958
	<b>109,463</b>	133,375	<b>(124,928)</b>	152,026
Current				
Income tax	-	365	<b>(205,342)</b>	(283,346)
Social contribution tax	-	273	<b>(79,726)</b>	(146,394)
	-	638	<b>(285,068)</b>	(429,740)
Income and social contribution tax expenses	<b>109,463</b>	134,013	<b>(409,996)</b>	(277,714)

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

Changes in deferred income and social contribution tax assets and liabilities for three-month period ended March 31, 2026 and 2025 were as follows:

	Individual				Consolidated			
	12/31/2025	Additional benefits (expenses) recorded	Other comprehensive income	03/31/2026	12/31/2025	Additional benefits (expenses)	Other comprehensive income	03/31/2026
<b>Noncurrent</b>								
Income tax losses	965,256	111,183	-	1,076,439	1,490,486	543,305	-	2,033,791
Social contribution tax losses	382,773	40,026	-	422,799	509,308	294,005	-	803,313
Allowance for expected credit losses and provision for disallowances	375,400	7,658	-	383,058	901,212	32,447	-	933,659
Provision for contingencies	89,973	(2,766)	-	87,207	1,023,905	50,738	-	1,074,643
Amortization of right of use (IFRS 16)	531,409	21,785	-	553,194	918,203	46,874	-	965,077
PVA allocation (IFRS 16)	851,389	40,525	-	891,914	1,272,680	74,790	-	1,347,470
Insurance contracts - IFRS 17	-	-	-	-	1,345,348	(944,650)	(61,624)	339,074
Other provisions	107,371	877	-	108,248	214,060	(19,608)	(2)	194,450
<b>Total deferred tax assets</b>	<b>3,303,571</b>	<b>219,288</b>	<b>-</b>	<b>3,522,859</b>	<b>7,675,202</b>	<b>77,901</b>	<b>(61,626)</b>	<b>7,691,477</b>
<b>Liabilities</b>								
Differences between accounting and tax bases of goodwill	(855,916)	(15,105)	-	(871,021)	(1,584,616)	(71,326)	-	(1,655,942)
Swap difference	(228,200)	(42,023)	-	(270,223)	(141,795)	(18,515)	-	(160,310)
Leases (IFRS 16)	(1,177,523)	(49,994)	-	(1,227,517)	(1,870,546)	(85,874)	-	(1,956,420)
Revaluation surplus - business combinations	(619,212)	3,047	-	(616,165)	(619,212)	3,047	-	(616,165)
Cash flow hedge	(49,927)	-	1,774	(48,153)	(49,927)	-	1,774	(48,153)
Other provisions	(23,070)	(5,750)	-	(28,820)	(71,805)	(30,161)	2,161	(99,805)
<b>Total deferred tax liabilities</b>	<b>(2,953,848)</b>	<b>(109,825)</b>	<b>1,774</b>	<b>(3,061,899)</b>	<b>(4,337,901)</b>	<b>(202,829)</b>	<b>3,935</b>	<b>(4,536,795)</b>
Net effect - asset (liability)	361,804	109,463	-	471,267	3,704,641	(124,928)	-	3,579,713
Net effect - deferred PIS/COFINS	24,846	-	-	30,791	604,326	-	-	639,622
Effect on equity	(12,081)	-	1,774	(10,307)	(367,340)	-	(57,691)	(425,031)
Assets as per statement of financial position	374,569	-	-	491,751	4,327,326	-	-	4,147,816
Liabilities as per statement of financial position	-	-	-	-	(385,699)	-	-	(353,512)

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

	Individual			Consolidated					
	12/31/2024	Additional benefits (expenses) recorded	Other comprehensive income	03/31/2025	12/31/2024	Additional benefits (expenses)	Other comprehensive income	Additions from business combinations	03/31/2025
<b>Noncurrent</b>									
Income tax losses	595,545	71,551	-	667,096	1,128,997	60,308	-	-	1,189,305
Social contribution tax losses	249,677	25,759	-	275,436	401,535	8,188	-	-	409,723
Allowance for expected credit losses and provision for disallowances	364,296	78,082	-	442,378	812,962	117,721	-	-	930,683
Provision for contingencies	89,430	(831)	-	88,599	944,730	6,110	-	-	950,840
Amortization of right of use (IFRS 16)	435,553	24,640	-	460,193	717,591	51,290	-	-	768,881
PVA allocation (IFRS 16)	706,178	36,008	-	742,186	1,007,429	57,613	-	-	1,065,042
Insurance contracts - IFRS 17	-	-	-	-	1,189,957	22,474	4,171	-	1,216,602
Other provisions	196,469	8,098	-	204,567	207,784	19,573	-	-	227,357
<b>Total deferred tax assets</b>	<b>2,637,148</b>	<b>243,307</b>	<b>-</b>	<b>2,880,455</b>	<b>6,410,985</b>	<b>343,277</b>	<b>4,171</b>	<b>-</b>	<b>6,758,433</b>
<b>Liabilities</b>									
Differences between accounting and tax bases of goodwill	(795,498)	(15,105)	-	(810,603)	(1,332,015)	(59,904)	-	-	(1,391,919)
Swap difference	(273,634)	(14,191)	-	(287,825)	(240,551)	(701)	-	-	(241,252)
Leases (IFRS 16)	(957,927)	(53,813)	-	(1,011,740)	(1,462,644)	(92,014)	-	-	(1,554,658)
Revaluation surplus - business combinations	(564,454)	3,047	-	(561,407)	(564,454)	3,047	-	-	(561,407)
Other provisions	(150,847)	(29,870)	13,929	(166,788)	(169,035)	(41,679)	12,161	(16,481)	(215,034)
<b>Total deferred tax liabilities</b>	<b>(2,742,360)</b>	<b>(109,932)</b>	<b>13,929</b>	<b>(2,838,363)</b>	<b>(3,768,699)</b>	<b>(191,251)</b>	<b>12,161</b>	<b>(16,481)</b>	<b>(3,964,270)</b>
<b>Net effect - asset (liability)</b>	<b>(51,256)</b>	<b>133,375</b>	<b>-</b>	<b>82,119</b>	<b>3,162,893</b>	<b>152,026</b>	<b>-</b>	<b>(16,481)</b>	<b>3,298,438</b>
Net effect - deferred PIS/COFINS	25,041	-	-	31,229	498,984	-	-	-	541,133
Effect on equity	(53,956)	-	13,929	(40,027)	(520,607)	-	16,332	-	(504,275)
Assets as per statement of financial position	-	-	-	73,321	3,509,725	-	-	-	3,681,001
Liabilities as per statement of financial position	(80,171)	-	-	-	(368,455)	-	-	-	(345,705)

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

The reconciliation of income and social contribution taxes to the amount determined at the statutory rate as at March 31, 2026 and 2025 is as follows:

	Individual		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Income before income and social contribution taxes	857,863	906,476	1,418,426	1,344,492
Income and social contribution tax expenses at statutory rates of 34%	291,673	308,202	482,265	457,127
Social contribution tax rate difference (a)	-	-	49,872	54,586
Equity pickup, net of any gains earned abroad	(294,607)	(328,531)	877	986
Interest on equity	(119,000)	(136,000)	(119,000)	(164,673)
IOE income	-	24,372	-	24,372
Restatement of judicial deposits	-	-	(6,909)	(8,270)
Unduly paid taxes computed	-	-	(3,714)	(4,079)
Impact from companies under the taxation regime whereby profit is computed as a percentage of their gross revenue	-	-	(5,026)	(18,281)
Workers' Meal Program (PAT) and tax incentives	-	-	(3,867)	(8,460)
Permanent losses on receivables	-	-	1,142	(20,991)
Tax-exempt income or income subject to withholding tax	-	-	(26,827)	(15,219)
Temporary differences for which no tax credit was established.	-	-	23,859	-
Other	12,471	(2,056)	17,324	(19,384)
Expenses recorded in the statement of profit or loss	(109,463)	(134,013)	409,996	277,714

(a) Refers to the difference in the social contribution tax rate between financial and similar companies (15%) and non-financial subsidiaries (9%).

Accumulated income and social contribution tax losses may be carried indefinitely; however, offsetting is limited to 30% of taxable profit generated in each fiscal year.

The Company expects that deferred tax credits over its tax loss carryforwards will be realized between 1 and 5 years, except for the deferred gain related to the sale of real estate, whose realization will occur over the contractual rent period.

## 18. Net revenue

Description	Note	Individual		Consolidated	
		03/31/2026	03/31/2025	03/31/2026	03/31/2025
Hospital services	18,1	4,058,328	3,728,052	5,871,095	5,130,838
Insurance revenue	18,2	-	-	8,432,713	7,818,065
Revenue from asset management		-	-	38,162	24,129
		4,058,328	3,728,052	14,341,970	12,973,032

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 18.1. Hospital services

	Individual		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Gross revenue (a)	4,500,097	4,132,554	6,811,892	5,923,956
Deductions from revenue				
Cancellations and rebates (a)	(203,483)	(185,612)	(405,650)	(329,368)
Taxes on revenues	(238,286)	(218,890)	(535,147)	(463,750)
	<b>4,058,328</b>	<b>3,728,052</b>	<b>5,871,095</b>	<b>5,130,838</b>

(a) Includes eliminations of gross revenue and cancellations and rebates between the Group companies in the net amount of R\$2,225,387 at March 31, 2026 (R\$1,904,641 at March 31, 2025).

### 18.2. Insurance revenue

Breakdown of total insurance revenue recognized in the period per measurement model is as follows:

		Consolidated	
		03/31/2026	03/31/2025
<b>Amounts relating to changes in liability/asset for remaining coverage</b>			
Portion of revenue released to cover expected insurance expenses	(a)	609,179	682,121
Changes in the risk adjustment for non-financial risk	(b)	359	364
CSM recognized in profit or loss for the period	(c)	10,799	19,991
Allocation of the portion of premiums that relate to the recovery of insurance acquisition cash flows	(d)	12,378	12,616
<b>Insurance revenue - Long-term products (BBA/VFA)</b>		<b>632,715</b>	<b>715,092</b>
Premium release due to provision of insurance services	(e)	7,766,982	7,203,562
<b>Insurance revenue - Short-term products (PAA)</b>		<b>7,766,982</b>	<b>7,203,562</b>
<b>Gross insurance revenue</b>		<b>8,399,697</b>	<b>7,918,654</b>
Taxes on insurance revenues		33,016	(100,589)
<b>Net insurance revenue</b>		<b>8,432,713</b>	<b>7,818,065</b>

(a) Expected expenses for the period due to the provision of insurance services that comprise claims and other expenses that the Company expects to incur to cover insured events that occurred during the period.

(b) The change in risk adjustment shows the amount of risk that expired during the period.

(c) CSM is recognized in profit or loss over the coverage period of the corresponding group of contracts based on coverage units.

(d) Premiums relating to acquisition cash flows are systematically allocated, on a straight-line basis, based on the passage of time over the coverage period of the group of contracts or according to the portfolio's permanence curve.

(e) Amount recognized as insurance revenue for services rendered in the period.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 19. Cost of services

Description	Note	Individual		Consolidated	
		03/31/2026	03/31/2025	03/31/2026	03/31/2025
Hospital services	19,1	<b>(2,857,426)</b>	(2,565,855)	<b>(6,229,833)</b>	(5,448,518)
Insurance costs	19,2	-	-	<b>(4,891,234)</b>	(4,809,793)
Asset management costs		-	-	<b>(2,146)</b>	(1,053)
		<b>(2,857,426)</b>	(2,565,855)	<b>(11,123,213)</b>	(10,259,364)

#### 19.1. Hospital services

	Individual		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Personnel	<b>(1,124,827)</b>	(998,504)	<b>(2,250,632)</b>	(1,989,588)
Materials and medicines	<b>(800,367)</b>	(670,772)	<b>(1,844,034)</b>	(1,543,314)
Third-party services	<b>(675,267)</b>	(641,907)	<b>(1,590,594)</b>	(1,400,715)
Utilities and services	<b>(58,823)</b>	(58,002)	<b>(134,701)</b>	(120,522)
Rents	<b>(2,527)</b>	(3,304)	<b>(10,132)</b>	(24,974)
Depreciation and amortization	<b>(195,615)</b>	(193,366)	<b>(399,740)</b>	(369,405)
	<b>(2,857,426)</b>	(2,565,855)	<b>(6,229,833)</b>	(5,448,518)

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 19.2. Insurance costs

		Consolidated				
		Long-term products (BBA/VFA)		Short-term products (PAA)		
		Liability for remaining coverage	Liability for incurred claims	Liability for remaining coverage	Liability for incurred claims	03/31/2026
Incurring claims and other expenses allocated to insurance contracts	(a)	(20,333)	(517,562)	(370,707)	(3,441,237)	(4,349,839)
Amortization of acquisition cash flows	(b)	(12,378)	-	(488,063)	-	(500,441)
Amortization of allocation of consideration paid in business combinations to the insurance portfolios	(c)	-	-	(82,436)	-	(82,436)
Losses or reversal of losses on onerous contracts	(d)	41,482	-	-	-	41,482
Reclassification of the investment component	(e)	466,374	(466,374)	-	-	-
		<b>475,145</b>	<b>(983,936)</b>	<b>(941,206)</b>	<b>(3,441,237)</b>	<b>(4,891,234)</b>

		Consolidated				
		Long-term products (BBA/VFA)		Short-term products (PAA)		
		Liability for remaining coverage	Liability for incurred claims	Liability for remaining coverage	Liability for incurred claims	03/31/2025
Incurring claims and other expenses allocated to insurance contracts	(a)	(25,281)	(543,414)	(255,205)	(3,444,774)	(4,268,674)
Amortization of acquisition cash flows	(b)	(12,616)	-	(442,329)	-	(454,945)
Amortization of allocation of consideration paid in business combinations to the insurance portfolios	(c)	-	-	(123,466)	-	(123,466)
Losses or reversal of losses on onerous contracts	(d)	37,292	-	-	-	37,292
Reclassification of the investment component	(e)	768,304	(768,304)	-	-	-
		<b>767,699</b>	<b>(1,311,718)</b>	<b>(821,000)</b>	<b>(3,444,774)</b>	<b>(4,809,793)</b>

## Rede D'Or São Luiz S.A.

### Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

- (a) The most significant expenses are linked to incurred claims. This balance also includes expenses related to loss adjustments, issue, maintenance and collection of premiums, compliance with regulatory requirements, among other necessary requirements linked to insurance contracts. Includes the elimination of claims incurred and other expenses to be allocated to insurance contracts between the Group's companies in the amount of R\$2,225,387 as of March 31, 2026 (R\$1,904,641 as of March 31, 2025).
- (b) Acquisition cash flows are systematically allocated, on a straight-line basis, based on the passage of time over the coverage period of the group of contracts or according to the portfolio's permanence curve.
- (c) Amortization of the asset fair value allocated to the insurance contract portfolios, which was systematically and rationally allocated to the liability for remaining coverage, a portion of the contracts in force, and to the assets for acquisition cash flows, portion of futures contracts (renewals).
- (d) Amortization of part of the liability fair allocated to the insurance contract portfolios as a loss component, experience adjustments, changes in estimated cash flows, and onerous contract group risk adjustment.
- (e) In the long-term products, the investment component of Asset/Liability for remaining coverage is transferred to Liability for incurred claims relating to the payment of benefits (annual fees), redemptions and pension portability.

## 20. General and administrative expenses

	Individual		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Personnel	<b>(238,738)</b>	(206,415)	<b>(294,167)</b>	(239,169)
Third-party services	<b>(48,294)</b>	(44,812)	<b>(91,037)</b>	(78,129)
Travel and lodging	<b>(8,648)</b>	(12,079)	<b>(18,439)</b>	(20,678)
Depreciation and amortization	<b>(42,082)</b>	(57,148)	<b>(79,202)</b>	(80,582)
Contingencies	-	-	<b>(152,718)</b>	(65,673)
	<b>(337,762)</b>	(320,454)	<b>(635,563)</b>	(484,231)

## 21. Other operating income (expenses), net

	Individual		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Taxes, charges and penalties	<b>(26,537)</b>	(24,291)	<b>(52,251)</b>	(46,269)
Gain on disposal of properties	<b>980</b>	980	<b>980</b>	980
Equipment lease	<b>(10,238)</b>	(3,081)	<b>(20,097)</b>	(11,428)
Freight expenses	<b>(6,647)</b>	(6,994)	<b>(19,522)</b>	(18,791)
Other income and costs, net (a)	<b>347,717</b>	75,625	<b>321,049</b>	68,360
	<b>305,275</b>	42,239	<b>230,159</b>	(7,148)

- (a) Includes the effects of transactions carried out with Atlântica Hospitais, related to the contribution of assets and liabilities of Hospital Glória D'Or, SPE IH Glória D'Or and Maternidade São Luiz Star.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 22. Finance income (costs), net

Finance income (costs) for the three-month periods ended March 31, 2026 and 2025 are as follows:

	Individual		Consolidated	
	03/31/2026	03/31/2025	03/31/2026	03/31/2025
Short-term investment yield	<b>353,420</b>	209,762	<b>1,441,662</b>	1,221,455
Net foreign exchange differences on financing	<b>16,913</b>	88,332	<b>561,625</b>	654,929
Fair value of debt	<b>81,224</b>	(162,828)	<b>97,270</b>	(349,997)
Fair value of derivatives (swaps)	<b>(167,831)</b>	75,064	<b>(862,847)</b>	(377,956)
Interest and monetary variation on financing and debentures	<b>(1,514,831)</b>	(1,066,654)	<b>(1,552,248)</b>	(1,116,131)
Interest on lease liabilities	<b>(119,658)</b>	(105,907)	<b>(142,832)</b>	(128,102)
Taxes on finance income (costs)	<b>(26,341)</b>	(20,488)	<b>(34,543)</b>	(28,016)
Finance income (costs) from insurance contracts	-	-	<b>(939,382)</b>	(791,047)
Other income and costs	<b>207,856</b>	43,333	<b>55,598</b>	53,080
	<b>(1,169,248)</b>	(939,386)	<b>(1,375,697)</b>	(861,785)
Total finance income	<b>1,786,206</b>	851,874	<b>3,842,717</b>	2,818,739
Total finance costs	<b>(2,955,454)</b>	(1,791,260)	<b>(5,218,414)</b>	(3,680,524)

### 23. Earnings per share

Basic earnings per share are calculated by dividing the profit attributable to the shareholders of the Company by the weighted average number of common shares issued over the period, excluding common shares purchased by the Company and held as treasury shares. For the periods presented, basic and diluted earnings per share are equivalent, considering that the Company and its subsidiaries do not have instruments with potential dilutive effect. The weighted average of the number of common shares used in the calculation corresponds to the average number of outstanding shares in the periods presented.

	03/31/2026	03/31/2025
Profit attributable to the Company's controlling shareholders	<b>967,326</b>	1,040,489
Weighted average number of common shares issued (in thousands)	<b>2,199,212</b>	2,208,668
Basic and diluted earnings per share - in reais (R\$)	<b>0.4399</b>	0.4711

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 24. Financial instruments and financial risk management

#### 24.1. Financial instruments by category

##### Fair value hierarchy

The financial instruments recognized at fair value are measured at levels from 1 to 3, based on the fair value measurement, as follows:

*Level 1:* fair value measurement derives from quoted (unadjusted) prices in active markets for identical assets or liabilities.

*Level 2:* fair value measurement derives from other inputs included in Level 1, which are quoted through an asset or liability directly (i.e. as prices) or indirectly (i.e. derived from prices).

*Level 3:* fair value measurement derives from valuation techniques that include an asset or liability that is not included in an active market.

The tables below present breakdown of financial assets and liabilities at March 31, 2026 and December 31, 2025:

<b>Individual</b>				
<b>Financial assets</b>	<b>Classification by category</b>	<b>Fair value hierarchy</b>	<b>Book balance</b>	
			<b>03/31/2026</b>	<b>12/31/2025</b>
Cash and cash equivalents	Fair value through profit or loss	Level 2	<b>371,968</b>	214,163
Marketable securities (shares and government securities)	Fair value through profit or loss	Level 1	<b>1,348,034</b>	1,304,929
Marketable securities (corporate bonds and investment fund shares)	Fair value through profit or loss	Level 2	<b>8,387,671</b>	7,105,554
Accounts receivable	Amortized cost	-	<b>5,062,448</b>	5,312,008
Dividends receivable	Amortized cost	-	<b>369,439</b>	492,527
Judicial deposits	Amortized cost	-	<b>485,794</b>	482,842
Derivatives	Fair value through profit or loss and other comprehensive income	Level 2	<b>473,280</b>	487,431
			<b>16,498,634</b>	15,399,454

<b>Individual</b>				
<b>Financial liabilities</b>	<b>Classification by category</b>	<b>Fair value hierarchy</b>	<b>Book balance</b>	
			<b>03/31/2026</b>	<b>12/31/2025</b>
Trade accounts payable	Amortized cost	-	<b>774,917</b>	803,791
Loans, financing and debentures	Amortized cost (a)	Level 2	<b>42,600,103</b>	39,884,533
Salaries, accruals and social charges	Amortized cost	-	<b>575,846</b>	628,170
Derivatives	Fair value through profit or loss and other comprehensive income	Level 2	<b>1,590,060</b>	1,641,364
			<b>45,540,926</b>	42,957,858

(a) The debt portion recorded as hedge accounting (fair value hedge) is measured at fair value through profit or loss, and at March 31, 2026 totaled R\$13,421,217 (R\$13,563,329 at December 31, 2025).

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

<b>Consolidated</b>				
<b>Financial assets</b>	<b>Classification by category</b>	<b>Fair value</b>	<b>Book balance</b>	
		<b>hierarchy</b>	<b>03/31/2026</b>	<b>12/31/2025</b>
Cash and cash equivalents	Fair value through profit or loss	Level 2	<b>5,405,822</b>	3,705,415
Marketable securities (shares and government securities)	Fair value through profit or loss	Level 1	<b>14,752,122</b>	14,193,598
Marketable securities (corporate bonds and investment fund shares)	Fair value through profit or loss	Level 2	<b>18,040,181</b>	17,320,528
Marketable securities (government securities)	Fair value through profit or loss and other comprehensive income	Level 1	<b>2,186,748</b>	2,266,779
Marketable securities (corporate bonds)	Fair value through profit or loss and other comprehensive income	Level 2	<b>1,074,195</b>	1,051,751
Marketable securities	Amortized cost	-	<b>3,807,749</b>	3,797,523
Accounts receivable	Amortized cost	-	<b>11,862,396</b>	11,951,460
Judicial deposits	Amortized cost	-	<b>2,735,835</b>	2,652,869
Derivatives	Fair value through profit or loss and other comprehensive income	Level 2	<b>2,623,519</b>	3,046,842
			<b>62,488,567</b>	59,986,765

<b>Consolidated</b>				
<b>Financial liabilities</b>	<b>Classification by category</b>	<b>Fair value</b>	<b>Book balance</b>	
		<b>hierarchy</b>	<b>03/31/2026</b>	<b>12/31/2025</b>
Trade accounts payable	Amortized cost	-	<b>1,749,205</b>	1,761,444
Loans, financing and debentures	Amortized cost (a)	Level 2	<b>48,516,854</b>	46,234,131
Salaries, accruals and social charges	Amortized cost	-	<b>1,204,921</b>	1,248,171
Derivatives	Fair value through profit or loss and other comprehensive income	Level 2	<b>2,112,969</b>	2,128,485
			<b>53,583,949</b>	51,372,231

(a) The debt portion recorded as hedge accounting is measured at fair value through profit or loss, and at March 31, 2026 totaled R\$15,333,485 (R\$15,899,731 at December 31, 2025).

The financial assets and liabilities recorded at amortized cost are close to their respective fair values, as they are adjusted for provisions, present values and/or restated by post-fixed market rates.

### 24.2. Risk management

The Company's financial transactions are conducted by the financial function in accordance with the strategy previously approved by the executive board and shareholders. The Company's risk management strategies and the corresponding effects on the individual and consolidated interim financial information can be summarized as follows:

#### a) Capital management

The main purpose of capital management is to ensure the Company's ability to continue as a going concern and maximize return to shareholders.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

The Company uses own and third-party capital to finance its activities, and the use of third-party capital seeks to optimize its capital structure. The Company monitors its capital structure and makes adjustments in light of changes in economic conditions. At March 31, 2026 and December 31, 2025, the Company presents the following capital structure:

	Individual		Consolidated	
	03/31/2026	12/31/2025	03/31/2026	12/31/2025
Cash and cash equivalents	371,968	214,163	5,405,822	3,705,415
Marketable securities	9,735,705	8,410,483	39,860,995	38,630,179
Derivatives	-	-	(835)	(3,537)
Technical reserves				
Insurance (b)	-	-	(9,144,709)	(8,555,388)
Private pension (b)	-	-	(10,105,420)	(10,059,331)
	<b>10,107,673</b>	8,624,646	<b>26,015,853</b>	23,717,338
Loans, financing and debentures	(42,600,103)	(39,884,533)	(48,516,854)	(46,234,131)
Derivatives	(1,116,780)	(1,153,933)	511,385	921,894
Cash flow hedge	(141,626)	(146,845)	(131,463)	(127,529)
Net debt (a)	<b>(33,750,836)</b>	(32,560,665)	<b>(22,121,079)</b>	(21,722,428)
Total equity	19,769,281	19,351,708	22,335,708	21,621,087
Total net debt and equity	<b>(13,981,555)</b>	(13,208,957)	<b>214,629</b>	(101,341)
Leverage ratio	<b>1.71</b>	1.68	<b>0.99</b>	1.00

(a) The net debt corresponds to the sum of the balances of loans, financing and debentures, derivative financial instruments, net (current and noncurrent) plus the cash flow hedge effect of other comprehensive income (the Company has swaps accounted for in accordance with the fair value and cash flow hedge accounting, for purposes of hedging the Company against fluctuations in foreign currency and interest rates, respectively) deducted of the balance of cash and cash equivalents and marketable securities.

(b) Technical reserve balances recorded in the subsidiaries regulated by SUSEP and ANS, based on regulatory guidance established by these agencies, which includes eliminations upon consolidation.

### b) Interest rate risk

The Company has loans, financing and debentures in local currency subject particularly to the fluctuation of the CDI and IPCA rates. The risk inherent to these liabilities arises from the possibility of fluctuations in these rates that impact the Company's cash flows.

The sensitivity analysis of interest on loans, financing and debentures, net of short-term yields, considered as probable scenario (Scenario I) the reference rates obtained with BM&FBOVESPA at March 31, 2026, and Scenarios II and III take into consideration a rate increase by 25% and 50%, respectively. The results, in nominal values, are as follows:

Scenarios	Scenario I current	Scenario II + 25%	Scenario III + 50%
CDI rate (p.a.)	14.65%	18.31%	21.98%
IPCA rate (p.a.)	4.14%	5.18%	6.21%
Projected interest expenses (in millions)	14,913	18,297	21,682

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### c) Credit risk

Credit risk is the risk that a counterparty to a business arrangement will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Company is exposed to credit risk from its operating activities (primarily trade accounts receivable) and from its financing activities, including deposits with banks and financial institutions, foreign exchange transactions and other financial instruments. In the case of identification of imminent risk of non-realization of these assets, the Company records provisions to bring them to their probable realizable value.

### d) Liquidity risk

Liquidity risks arise from the possibility of lack of readily available resources to honor commitments made on a timely basis due to the mismatch between payment and receipt flows.

SulAmérica's Investment Policy provides for and describes minimum amounts that must be invested in highly liquid assets to mitigate the risk of non-payment of claims and benefits.

Daily cash projections and stress tests are carried out to anticipate any abnormal situation, having a daily control over liquidity risk.

The amounts disclosed below are projected considering inflation and interest through to maturity.

	Individual - 03/31/2026				Total financial liabilities
	Within 1 year	From 1 to 2 years	From 2 to 5 years	Over 5 years	
Trade accounts payable	774,917	-	-	-	774,917
Loans, financing and debentures	1,462,603	5,334,863	12,699,549	30,136,216	49,633,231
Salaries, accruals and social charges	575,846	-	-	-	575,846
Derivatives	(567,291)	(499,125)	(719,293)	2,069,700	283,991
	<b>2,246,075</b>	<b>4,835,738</b>	<b>11,980,256</b>	<b>32,205,916</b>	<b>51,267,985</b>

	Consolidated - 03/31/2026				Total financial liabilities
	Within 1 year	From 1 to 2 years	From 2 to 5 years	Over 5 years	
Trade accounts payable	1,749,205	-	-	-	1,749,205
Loans, financing and debentures	1,548,540	7,243,009	14,758,996	32,815,149	56,365,694
Insurance liabilities	9,481,883	2,337,310	4,046,028	9,028,586	24,893,807
Salaries, accruals and social charges	1,204,921	-	-	-	1,204,921
Derivatives	(1,048,773)	475,143	623,119	4,039,347	4,088,836
	<b>12,935,776</b>	<b>10,055,462</b>	<b>19,428,143</b>	<b>45,883,082</b>	<b>88,302,463</b>

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

	Individual - 12/31/2025				Total financial liabilities
	Within 1 year	From 1 to 2 years	From 2 to 5 years	Over 5 years	
Trade accounts payable	803,791	-	-	-	803,791
Loans, financing and debentures	1,813,801	3,735,720	14,430,964	26,657,578	46,638,063
Salaries, accruals and social charges	628,170	-	-	-	628,170
Derivatives	(590,641)	(400,361)	(841,758)	1,984,124	151,364
	<u>2,655,121</u>	<u>3,335,359</u>	<u>13,589,206</u>	<u>28,641,702</u>	<u>48,221,388</u>

  

	Consolidated - 12/31/2025				Total financial liabilities
	Within 1 year	From 1 to 2 years	From 2 to 5 years	Over 5 years	
Trade accounts payable	1,761,444	-	-	-	1,761,444
Loans, financing and debentures	1,779,835	3,724,762	19,036,328	29,525,767	54,066,692
Insurance liabilities	10,635,270	2,394,420	3,736,184	7,293,221	24,059,095
Salaries, accruals and social charges	1,248,171	-	-	-	1,248,171
Derivatives	(1,051,059)	(816,190)	2,569,738	4,402,786	5,105,275
	<u>14,373,661</u>	<u>5,302,992</u>	<u>25,342,250</u>	<u>41,221,774</u>	<u>86,240,677</u>

### e) Foreign currency

The Company has loans and financing and trade accounts payable in foreign currency (mainly the US dollar). The risk related to these assets and liabilities arises from the possibility of the Company incurring losses due to fluctuations in exchange rates. Foreign currency-denominated liabilities represented 18.5% of total gross debt as of March 31, 2026 (20.3% as of December 31, 2025). The Company has derivative financial instruments to hedge loans and financing against foreign exchange rate fluctuation (see topic below). Management understands that the risk of exposure to foreign currency is not significant in relation to its financial position.

### f) Derivatives

At March 31, 2026, the Company recorded swaps based on fair value and cash flow hedge accounting in order to hedge the Company against fluctuations in foreign currency and interest rate, respectively. The swaps exchange: (i) the flow of interest and principal in foreign currency for Brazilian reais plus a percentage of CDI or CDI + spread; (ii) floating interest rate for fixed interest rate; and (iii) inflation rate IPCA + spread for a percentage of CDI or CDI + spread.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

The fair value of those instruments at the reporting date is as follows:

Description	Maturity month/year	Reference value (notional)	Individual	
			03/31/2026	12/31/2025
			Fair value	
Swap (currency)	04/27/2027			
	USD SOFR +			
Long position	0.99%	US\$	61,243	
Short position	CDI + 1.63%	R\$	319,653	(5,571)
				20,674
Swap (index)	01/18/2028			
	BRL Fixed			
Long position	(11.82%)	R\$	1,634,663	
Short position	CDI + 2.01%	R\$	1,634,663	(115,217)
				(133,945)
Swap (index)	01/22/2030			
Long position	BRL Fixed (8.80%)	R\$	2,135,109	
Short position	CDI + 2.125%	R\$	2,135,109	(515,964)
				(559,034)
Swap (index)	01/22/2030			
Long position	BRL Fixed (8.65%)	R\$	1,116,094	
Short position	CDI + 2.40%	R\$	1,116,094	(297,815)
				(322,411)
Swap (index)	09/09/2035			
	BRL Fixed			
Long position	(15.40%)	R\$	2,764,715	
Short position	CDI + 2.07%	R\$	2,764,715	(13,482)
				33,937
Swap (index)	06/20/2029			
Long position	CDI + 0.79%	R\$	1,039,719	
Short position	BRL Fixed (7.71%)	R\$	1,039,719	156,162
				141,296
Swap (index)	10/26/2026			
Long position	106.0% CDI	R\$	133,120	
Short position	BRL Fixed (6.765%)	R\$	133,120	9,773
				9,183
Swap (index)	05/15/2036			
Long position	IPCA + 4.9347%	R\$	1,534,731	
Short position	CDI + 1.35%	R\$	1,534,731	(127,461)
				(118,574)
Swap (index)	12/15/2031			
Long position	IPCA + 5.5758%	R\$	407,750	
Short position	CDI + 0.56%	R\$	407,750	31,583
				29,386

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

Description	Maturity month/year	Reference value (notional)	Individual	
			03/31/2026	12/31/2025
			Fair value	
Swap (index)	12/15/2036			
Long position	IPCA + 6.1017%	R\$ 612,698		
Short position	CDI + 1.403%	R\$ 612,698	(9,083)	(6,569)
Swap (index)	06/15/2029			
Long position	IPCA + 5.83%	R\$ 813,884		
Short position	102.7% CDI	R\$ 813,884	54,301	45,554
Swap (index)	06/15/2032			
Long position	IPCA + 6.01%	R\$ 348,592		
Short position	104.1% CDI	R\$ 348,592	11,100	10,218
Swap (index)	07/16/2029			
Long position	IPCA + 6.3828%	R\$ 30,441		
Short position	103.65% CDI	R\$ 30,441	2,677	1,168
Swap (index)	07/15/2032			
Long position	IPCA + 6.5445%	R\$ 71,055		
Short position	104.8% CDI	R\$ 71,055	3,534	733
Swap (index)	07/15/2037			
Long position	IPCA + 6.7692%	R\$ 406,231		
Short position	107.9% CDI	R\$ 406,231	5,411	(8,990)
Swap (index)	12/17/2029			
Long position	IPCA + 6.7947%	R\$ 84,310		
Short position	108.1% CDI	R\$ 84,310	5,609	4,970
Swap (index)	12/15/2032			
Long position	IPCA + 6.9354%	R\$ 56,244		
Short position	110.1% CDI	R\$ 56,244	2,041	2,004
Swap (index)	08/15/2030			
Long position	IPCA + 6.20%	R\$ 561,815		
Short position	106.6% CDI	R\$ 561,815	(87,873)	(87,109)
Swap (index)	08/15/2030			
Long position	IPCA + 6.55%	R\$ 528,360		
Short position	109.3% CDI	R\$ 528,360	(98,245)	(95,034)
Swap (index)	12/15/2033			
Long position	IPCA + 6.6941%	R\$ 255,202		
Short position	CDI + 0.73%	R\$ 255,202	(36,425)	(35,039)
Swap (index)	12/15/2038			
Long position	IPCA + 6.9527%	R\$ 510,797		
Short position	CDI + 1.02%	R\$ 510,797	(91,835)	(86,351)
<b>Current asset position</b>			<b>75,560</b>	69,545
<b>Noncurrent asset position</b>			<b>397,720</b>	417,886
<b>Current liability position</b>			<b>(612,282)</b>	(637,183)
<b>Noncurrent liability position</b>			<b>(977,778)</b>	(1,004,181)
<b>Effect on profit or loss for the period (fair value of derivatives - swaps)</b>			<b>(5,220)</b>	21,872
<b>Effect on equity for the period (fair value of derivatives - swaps)</b>			<b>(167,831)</b>	(123,161)

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

Description	Maturity month/year	Reference value (notional)	Consolidated	
			03/31/2026	12/31/2025
			Fair value	
Swap (currency)	02/03/2028			
Long position	USD/BRL + 5.80%	US\$	154,772	
Short position	BRL Fixed (14.86%)	R\$	807,817	(130,837) (110,104)
Swap (index)	02/03/2028			
Long position	88.7% CDI	R\$	115,410	
Short position	BRL Fixed (14.82%)	R\$	115,410	(2,606) (3,853)
Swap (index)	09/05/2028			
Long position	104.52% CDI	R\$	914,042	
Short position	BRL Fixed (13.305%)	R\$	914,042	8,757 2,921
Swap (index)	09/05/2028			
Long position	88.8% CDI	R\$	103,830	
Short position	BRL Fixed (12.83%)	R\$	103,830	1,770 316
Swap (currency)	04/27/2027			
Long position	USD SOFR + 0.99%	US\$	61,243	
Short position	CDI + 1.63%	R\$	319,653	(5,571) 20,674
Swap (currency)	01/18/2028			
Long position	USD Fixed (4.95%)	US\$	505,019	
Short position	BRL Fixed (11.82%)	R\$	2,635,895	1,000,968 1,140,188
Swap (index)	01/18/2028			
Long position	BRL Fixed (11.82%)	R\$	1,634,663	
Short position	CDI + 2.01%	R\$	1,634,663	(115,217) (133,945)
Swap (currency)	01/22/2030			
Long position	USD Fixed (4.525%)	US\$	504,250	
Short position	BRL Fixed (8.80%)	R\$	2,631,882	668,093 798,751
Swap (index)	01/22/2030			
Long position	BRL Fixed (8.80%)	R\$	2,135,109	
Short position	CDI + 2.125%	R\$	2,135,109	(515,964) (559,034)
Swap (currency)	01/22/2030			
Long position	USD Fixed (4.51%)	US\$	252,125	
Short position	BRL Fixed (8.65%)	R\$	1,315,941	293,704 356,110
Swap (index)	01/22/2030			
Long position	BRL Fixed (8.65%)	R\$	1,116,094	
Short position	CDI + 2.40%	R\$	1,116,094	(297,815) (322,411)

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

Description	Maturity month/year	Reference value (notional)	Consolidated	
			03/31/2026	12/31/2025
			Fair value	
Swap (currency)	09/09/2035			
Long position	USD Fixed (6.45%)	US\$ 501,881		
Short position	BRL Fixed (15.40%)	R\$ 2,619,519	<b>(212,519)</b>	(112,039)
Swap (Index)	09/09/2035			
Long position	BRL Fixed (15.40%)	R\$ 2,764,715		
Short position	CDI + 2.07%	R\$ 2,764,715	<b>(13,482)</b>	33,937
Swap (index)	06/20/2029			
Long position	CDI + 0.79%	R\$ 1,039,719		
Short position	BRL Fixed (7.71%)	R\$ 1,039,719	<b>156,162</b>	141,296
Swap (index)	10/26/2026			
Long position	106.0% CDI	R\$ 133,120		
Short position	BRL Fixed (6.765%)	R\$ 133,120	<b>9,773</b>	9,183
Swap (index)	05/15/2036			
Long position	IPCA + 4.9347%	R\$ 1,534,731		
Short position	CDI + 1.35%	R\$ 1,534,731	<b>(127,461)</b>	(118,574)
Swap (index)	12/15/2031			
Long position	IPCA + 5.5758%	R\$ 407,750		
Short position	CDI + 0.56%	R\$ 407,750	<b>31,583</b>	29,386
Swap (index)	12/15/2036			
Long position	IPCA + 6.1017%	R\$ 612,698		
Short position	CDI + 1.403%	R\$ 612,698	<b>(9,083)</b>	(6,569)
Swap (index)	06/15/2029			
Long position	IPCA + 5.83%	R\$ 813,884		
Short position	102.7% CDI	R\$ 813,884	<b>54,301</b>	45,554
Swap (index)	06/15/2032			
Long position	IPCA + 6.01%	R\$ 348,592		
Short position	104.1% CDI	R\$ 348,592	<b>11,100</b>	10,218
Swap (index)	07/16/2029			
Long position	IPCA + 6.3828%	R\$ 30,441		
Short position	103.65% CDI	R\$ 30,441	<b>2,677</b>	1,168
Swap (index)	07/15/2032			
Long position	IPCA + 6.5445%	R\$ 71,055		
Short position	104.8% CDI	R\$ 71,055	<b>3,534</b>	733
Swap (index)	07/15/2037			
Long position	IPCA + 6.7692%	R\$ 406,231		
Short position	107.9% CDI	R\$ 406,231	<b>5,411</b>	(8,990)
Swap (index)	12/17/2029			
Long position	IPCA + 6.7947%	R\$ 84,310		
Short position	108.1% CDI	R\$ 1,534,731	<b>5,609</b>	4,970

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

Description	Maturity month/year	Reference value (notional)	Consolidated	
			03/31/2026	12/31/2025
			Fair value	
Swap (index)	12/15/2032			
Long position	IPCA + 6.9354%	R\$ 56,244		
Short position	110.1% CDI	R\$ 56,244	2,041	2,004
Swap (index)	08/15/2030			
Long position	IPCA + 6.20%	R\$ 561,815		
Short position	106.6% CDI	R\$ 561,815	(87,873)	(87,109)
Swap (index)	08/15/2033			
Long position	IPCA + 6.55%	R\$ 528,360		
Short position	109.3% CDI	R\$ 528,360	(98,245)	(95,034)
Swap (index)	12/15/2033			
Long position	IPCA + 6.6941%	R\$ 255,202		
Short position	CDI + 0.73%	R\$ 255,202	(36,425)	(35,039)
Swap (index)	12/15/2038			
Long position	IPCA + 6.9527%	R\$ 510,797		
Short position	CDI + 1.02%	R\$ 510,797	(91,835)	(86,351)
<b>Current asset position</b>			<b>113,526</b>	92,345
<b>Noncurrent asset position</b>			<b>2,509,993</b>	2,954,497
<b>Current liability position</b>			<b>(1,081,507)</b>	(1,083,440)
<b>Noncurrent liability position</b>			<b>(1,031,462)</b>	(1,045,045)
<b>Effect on profit or loss for the period (fair value of derivatives - swaps)</b>			<b>3,933</b>	(1,133,961)
<b>Effect on equity for the period (fair value of derivatives - swaps)</b>			<b>(862,847)</b>	(142,477)

Given the changes in market rates, these amounts may suffer changes as well as early settlement or maturity of the transactions.

For derivative financial instruments, the Company considers as probable scenario (Scenario I) future exchange rates of the Brazilian real in relation to the US -Dollar, euro, IPCA inflation rates and future ID interest rate, obtained from BM&FBOVESPA at their maturities, calculated based on the nominal amount of the agreement.

The Company adopted the scenarios corresponding to -25% (Scenario II), -50% (Scenario III), +25% (Scenario IV) and +50% (Scenario V) in relation to the exchange rates and DI rates used to determine the probable scenario (Scenario I).

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

<b>Debt - Citibank and Bofa III</b>	<b>Scenario I</b>	<b>Scenario II</b>	<b>Scenario III</b>	<b>Scenario IV</b>	<b>Scenario V</b>
Exchange rate fluctuation	5%	(25%)	(50%)	25%	50%
Depreciation of US\$ (rate in R\$)	-	4.1103	2.7402	-	-
Appreciation of US\$ (rate in R\$)	5.4804	-	-	6.8505	8.2206
Effect on liabilities					
Loan 4131 - Citibank and Bofa III	(56,344)	281,720	563,441	(281,720)	(563,441)
Effect on derivatives					
Swap	56,344	(281,720)	(563,441)	281,720	563,441
Net effect	-	-	-	-	-
<b>Debt - Commercial Paper</b>	<b>Scenario I</b>	<b>Scenario II</b>	<b>Scenario III</b>	<b>Scenario IV</b>	<b>Scenario V</b>
Fluctuation of the DI rate	5%	(25%)	(50%)	25%	50%
Depreciation of the DI rate	-	11.54%	7.69%	-	-
Appreciation of the DI rate	15.38%	-	-	19.23%	23.07%
Effect on liabilities in US\$					
Commercial paper	(45,702)	228,510	457,021	(228,510)	(457,021)
Effect on derivatives					
Swap	45,702	(228,510)	(457,021)	228,510	457,021
Net effect	-	-	-	-	-
<b>Debt - Senior Notes</b>	<b>Scenario I</b>	<b>Scenario II</b>	<b>Scenario III</b>	<b>Scenario IV</b>	<b>Scenario V</b>
Exchange rate fluctuation	5%	(25%)	(50%)	25%	50%
Depreciation of US\$ (rate in R\$)	-	4.1103	2.7402	-	-
Appreciation of US\$ (rate in R\$)	5.4804	-	-	6.8505	8.2206
Effect on liabilities					
Senior Notes	(423,741)	2,118,705	4,237,410	(2,118,705)	(4,237,410)
Effect on derivatives					
Swap	423,741	(2,118,705)	(4,237,410)	2,118,705	4,237,410
Net effect	-	-	-	-	-
<b>Debt - Debentures</b>	<b>Scenario I</b>	<b>Scenario II</b>	<b>Scenario III</b>	<b>Scenario IV</b>	<b>Scenario V</b>
Fluctuation of the DI rate	5%	(25%)	(50%)	25%	50%
Depreciation of the DI rate	-	11.54%	7.69%	-	-
Appreciation of the DI rate	15.38%	-	-	19.23%	23.07%
Effect on liabilities					
Debentures	(58,642)	293,210	586,420	(293,210)	(586,420)
Effect on derivatives					
Swap	58,642	(293,210)	(586,420)	293,210	586,420
Net effect	-	-	-	-	-

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

<b>Debt - Debentures (CRI)</b>	<b>Scenario I</b>	<b>Scenario II</b>	<b>Scenario III</b>	<b>Scenario IV</b>	<b>Scenario V</b>
Fluctuation of the IPCA rate	5%	(25%)	(50%)	25%	50%
Depreciation of the IPCA rate	-	3.26%	2.17%	-	-
Appreciation of the IPCA rate	4.35%	-	-	5.43%	6.52%
Effect on liabilities					
Debentures	(315,827)	1,579,137	3,158,273	(1,579,137)	(3,158,273)
Effect on derivatives					
Swap	315,827	(1,579,137)	(3,158,273)	1,579,137	3,158,273
Net effect	-	-	-	-	-
<b>Application - ICO</b>	<b>Scenario I</b>	<b>Scenario II</b>	<b>Scenario III</b>	<b>Scenario IV</b>	<b>Cenário V</b>
Fluctuation of the DI rate	5%	(25%)	(50%)	25%	50%
Depreciation of the DI rate	-	11.54%	7.69%	-	-
Appreciation of the DI rate	15.38%	-	-	19.23%	23.07%
Effect on liabilities					
ICO	(10,962)	54,810	109,620	(54,810)	(109,620)
Effect on derivatives					
Swap	10,962	(54,810)	(109,620)	54,810	109,620
Net effect	-	-	-	-	-

### g) Pricing risk

Currently, the Company has specific actuarial pricing models for each of its products, which ensure accuracy in determining the prices in view of the expected contractual commitments and expenses used to sell and manage contracts.

For insurance with higher individual risks and portfolios with less predictability or exposed to catastrophes, the Company uses reinsurance contracts, mitigating the risk of large and unexpected losses on contracts and transferring such risks to the reinsurers, assuming in return the credit risk of these partners. The purchase of reinsurance follows a specific policy established and described by the Company.

One of the ways to measure possible impacts on profit or loss and equity, arising from underwriting risks, is the sensitivity analysis of the variables that may be affected by the product underwriting process, inadequacy of prices or even insufficiency of technical reserves.

The following sensitivity analyses simulate the possible impacts on profit or loss and equity of changes in operating parameters before and after the purchase of reinsurance.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### *Sensitivity analysis*

The sensitivity analysis considers a scenario where the stressed assumptions suffer a 5% impact (Increase and Decrease) and how this change would impact the Company's consolidated profit or loss and equity.

This type of analysis is based on the history of the Company's products and judges their results independently. Shocks of 5% mentioned in the table are determined by the total value of the amount calculated from the base for the reference period multiplied by the factor of 1.05 (in cases of increase) or 0.95 (in cases of decrease).

Impacts are evaluated in the amount of P&L realized, which as at March 31, 2026 and 2025 are as follows:

<b>Consolidated - 03/31/2026</b>		
<b>Assumptions</b>	<b>Income (loss) before taxes</b>	<b>Income (loss) after taxes</b>
5% increase in claims	(309,209)	(185,526)
5% increase in cancelations	(388,349)	(233,009)
5% increase in interest rate	37,276	22,365
5% decrease in claims	309,209	185,526
5% decrease in cancelations	388,349	233,009
5% decrease in interest rate	(40,102)	(24,061)

  

<b>Consolidated - 03/31/2025</b>		
<b>Assumptions</b>	<b>Income (loss) before taxes</b>	<b>Income (loss) after taxes</b>
5% increase in claims	(294,641)	(176,785)
5% increase in cancelations	(360,178)	(216,107)
5% increase in interest rate	41,262	24,757
5% decrease in claims	294,641	176,785
5% decrease in cancelations	360,178	216,107
5% decrease in interest rate	(40,121)	(24,073)

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 24.3. Changes in liabilities from financing activities

		Individual								
Individual	12/31/2025	Loans, financing and debentures raised	Interest, monetary variations and FX differences, net	Payment of acquisitions and principal	Payment of interest	Fair value of debt	Allocation of dividends and IOE	Payment of dividends and IOE	Other	03/31/2026
Loans, financing, debentures and leases	42,995,246	3,000,000	1,642,127	(186,080)	(1,695,382)	(81,224)	-	-	(65,160)	45,609,527
Derivatives	1,641,364	-	196,319	(247,623)	-	-	-	-	-	1,590,060
Dividends and IOE payable	3,023,466	-	-	-	-	-	350,000	(923,466)	(36,642)	2,413,358
	<u>47,660,076</u>	<u>3,000,000</u>	<u>1,838,446</u>	<u>(433,703)</u>	<u>(1,695,382)</u>	<u>(81,224)</u>	<u>350,000</u>	<u>(923,466)</u>	<u>(101,802)</u>	<u>49,612,945</u>
<b>Current</b>	6,022,975									5,142,400
<b>Noncurrent</b>	41,637,101									44,470,545

  

		Individual								
Individual	12/31/2024	Loans, financing and debentures raised	Interest, monetary variations and FX differences, net	Payment of acquisitions and principal	Payment of interest	Fair value of debt	Allocation of dividends and IOE	Payment of dividends and IOE	Other	03/31/2025
Loans, financing, debentures and leases	36,955,928	-	1,140,620	(1,910,066)	(1,074,448)	162,828	-	-	1,798	35,276,660
Derivatives	2,114,447	-	(86,154)	(129,501)	-	-	-	-	-	1,898,792
Dividends and IOE payable	56,938	-	-	-	-	-	400,000	(58,681)	(46,137)	352,120
	<u>39,127,313</u>	<u>-</u>	<u>1,054,466</u>	<u>(2,039,567)</u>	<u>(1,074,448)</u>	<u>162,828</u>	<u>400,000</u>	<u>(58,681)</u>	<u>(44,339)</u>	<u>37,527,572</u>
<b>Current</b>	5,173,194									4,378,486
<b>Noncurrent</b>	33,954,119									33,149,086

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

Consolidated										
Consolidated	12/31/2025	Loans, financing and debentures raised and leases	Interest, monetary variations and FX differences, net	Payment of acquisitions and principal	Payment of interest	Fair value of debt	Allocation of dividends and IOE	Payment of dividends and IOE	Other	03/31/2026
Loans, financing, debentures and leases	49,958,575	3,000,000	1,152,564	(225,975)	(1,589,377)	(97,270)	-	-	264,418	52,462,935
Derivatives	2,128,485	-	435,590	(451,106)	-	-	-	-	-	2,112,969
Dividends and IOE payable	3,060,098	-	-	-	-	-	358,723	(933,865)	(36,642)	2,448,314
	<u>55,147,158</u>	<u>3,000,000</u>	<u>1,588,154</u>	<u>(677,081)</u>	<u>(1,589,377)</u>	<u>(97,270)</u>	<u>358,723</u>	<u>(933,865)</u>	<u>227,776</u>	<u>57,024,218</u>
<b>Current</b>	6,616,798									5,938,417
<b>Noncurrent</b>	48,530,360									51,085,801

Consolidated										
Consolidated	12/31/2024	Loans, financing and debentures raised and leases	Interest, monetary variations and FX differences, net	Payment of acquisitions and principal	Payment of interest	Fair value of debt	Allocation of dividends and IOE	Payment of dividends and IOE	Other	03/31/2025
Loans, financing, debentures and leases	42,473,072	900,000	643,561	(1,937,990)	(1,026,708)	349,997	-	-	68,719	41,470,651
Derivatives	2,206,799	-	59,648	(186,425)	-	-	-	-	-	2,080,022
Dividends and IOE payable	69,192	-	-	-	-	-	400,949	(61,929)	(46,137)	362,075
	<u>44,749,063</u>	<u>900,000</u>	<u>703,209</u>	<u>(2,124,415)</u>	<u>(1,026,708)</u>	<u>349,997</u>	<u>400,949</u>	<u>(61,929)</u>	<u>22,582</u>	<u>43,912,748</u>
<b>Current</b>	5,421,775									4,773,906
<b>Noncurrent</b>	39,327,288									39,138,842

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 25. Assets, liabilities, revenues and expenses per segment

	Consolidated						Consolidated
	Hospital	Health	Life	Corporate	Total segments	Eliminations	
<b>Net revenues</b>							
Foreign customers	8,096,482	8,232,571	284,402	40,103	16,653,558	(2,311,588)	14,341,970
Intersegment	-	380	5,253		5,633	(5,633)	-
<b>Other revenues and expenses</b>							
Operating expenses	(6,229,833)	(6,866,039)	(266,285)	(2,146)	(13,364,303)	2,241,090	(11,123,213)
Administrative expenses	(363,674)	(232,122)	(1,340)	(29,954)	(627,090)	(8,473)	(635,563)
Finance income (costs)	(1,349,067)	(2,953)	(101,506)	74,735	(1,378,791)	3,094	(1,375,697)
Other amounts that have an impact on income (a)	813,418	(398,795)	30,505	4,153	449,288	(689,452)	(240,171)
<b>Net income</b>	<b>967,326</b>	<b>733,042</b>	<b>(48,971)</b>	<b>86,891</b>	<b>1,738,288</b>	<b>(770,962)</b>	<b>967,326</b>
Assets	80,177,120	38,589,664	12,331,129	13,524,435	142,622,348	(32,851,311)	109,771,037
Liabilities	59,922,403	20,247,041	10,393,974	760,352	91,323,770	(3,888,441)	87,435,329

(a) Mainly composed of the intragroup equity pickup eliminated in the "Eliminations" column, totaling R\$711,877.

	Consolidated						Consolidated
	Hospital	Health	Life	Corporate	Total segments	Eliminations	
<b>Net revenues</b>							
Foreign customers	7,035,479	7,585,181	240,255	32,658	14,893,573	(1,920,541)	12,973,032
Intersegment	-	48	6,404		6,452	(6,452)	-
<b>Other revenues and expenses</b>							
Operating expenses	(5,448,518)	(6,558,243)	(168,520)	(1,053)	(12,176,334)	1,916,970	(10,259,364)
Administrative expenses	(327,059)	(125,660)	(269)	(19,545)	(472,533)	(11,698)	(484,231)
Finance income (costs)	(1,038,276)	47,183	64,756	55,136	(871,201)	9,416	(861,785)
Other amounts that have an impact on income (a)	818,863	(266,934)	(62,438)	(43,433)	446,058	(773,221)	(327,163)
<b>Net income</b>	<b>1,040,489</b>	<b>681,575</b>	<b>80,188</b>	<b>23,763</b>	<b>1,826,015</b>	<b>(785,526)</b>	<b>1,040,489</b>
Assets	76,644,696	29,556,319	15,797,325	11,801,117	133,799,457	(29,495,011)	104,304,446
Liabilities	49,103,039	17,532,142	14,600,878	1,085,591	82,321,650	(5,558,861)	76,762,789

(a) Mainly composed of the intragroup equity pickup eliminated in the "Eliminations" column, totaling R\$779,072.

## Rede D'Or São Luiz S.A.

Notes to the interim financial information

March 31, 2026

(Amounts expressed in thousands of reais, unless otherwise stated)

### 26. Insurance coverage

At March 31, 2026, the Company maintains insurance coverage at amounts deemed sufficient by management to cover risks, if any, on its assets and/or liabilities.

Type of coverage	Amount insured
Property risk	2,743,840
Civil liability (D&O)	722,970
General civil liability	13,000
Engineering risks	3,032,261

### 27. Events after the reporting period

On April 28, 2026, Rede D'Or, through its wholly-owned subsidiary Rede D'Or Finance, a privately held company located in Luxembourg, issued its fourth Senior Notes, totaling US\$500 million, subject to interest at 6.55% per annum and maturing on April 28, 2036, with semi-annual interest payments starting on October 28, 2026, and principal payments due in a single installment on April 28, 2036. Concurrently, a derivative financial instrument was contracted as protection against exchange rate fluctuations and foreign currency interest, for a volume of R\$2,485 million, remunerated at a pre-fixed interest rate in reais of 14.25% per annum.