

HAPVIDA PARTICIPAÇÕES E INVESTIMENTOS S.A.

INTERNAL REGULATIONS OF THE STRATEGY, MARKETING, AND IMAGE COMMITTEE

CHAPTER I - THE STRATEGY, MARKETING, AND IMAGE COMMITTEE

Article 1. These internal regulations ("Regulations") govern the operation of the Strategy, Marketing, and Image Committee ("Committee"), which is an advisory collegiate body linked to the Board of Directors ("Board") of HAPVIDA PARTICIPAÇÕES E INVESTIMENTOS S.A. ("Company").

§ 1 - The purpose of the Committee is to assist the Board with issues that may impact the business and the image of the company, analyze scenarios and opportunities for organic growth, in addition to advising on the company's strategic planning.

§ 2 - As an advisory body to the Board, the Committee's decisions constitute recommendations. The Committee's recommendations shall be accompanied by an analysis supporting each decision.

§ 3 - In the execution of its responsibilities, the Committee shall maintain an effective relationship with the Board of Directors, the Executive Board Officers, and other committees (when necessary).

§ 4 - The Committee follows priorities defined by the Board, acting in the form of projects which are renewed periodically as they are implemented.

Article 2. The Committee shall report to the Board, acting independently from the Executive Board.

CHAPTER II - COMPOSITION

Article 3. The Committee shall consist at least of three (3) members appointed by the Board, such members being Directors, whether Executive or otherwise.

Article 4. The appointment of Committee members, including independent members, shall comply with the following criteria, in addition to the legal and regulatory requirements and those expressed in the Bylaws, the Novo Mercado Regulations, and other corporate agreements that may involve the Company:

- (i)** Alignment and commitment to the values and culture of the Company and its internal policies.
- (ii)** Unblemished reputation, as established in Article 147, paragraph 3 of the Brazilian Corporations Law.
- (iii)** Be a qualified professional of unquestionable reputation and character.

- (i) Not having been subject to an unappealable decision by CVM suspending or disqualifying them from serving as a director of a publicly held company.
- (ii) Not having been disqualified by special law, or convicted of a crime of bankruptcy, malfeasance, active or passive corruption, graft, embezzlement, crimes against the popular economy, the public faith, property, or the national financial system, or of any criminal penalty that prevents access to public offices.
- (iii) Academic background compatible with the position or minimum professional experience, having performed functions similar to those to be expected in the term of office of a member of the Committee.
- (iv) Professional experience in multiple subjects.
- (v) Being free from conflict of interest with the Company; and
- (vi) Having available time available to perform their duties as a member of the Committee and be dedicated to the role and its responsibilities.

Article 5. The role of a Committee member is non-delegable and shall be exercised in compliance with the duties of loyalty and diligence, avoiding any situations of conflict that might affect the interests of the Company and its shareholders.

Sole Paragraph: The Committee has the option, subject to approval by the Board, to hire an external professional, should an ongoing project require specialized knowledge.

Article 6. The term of office of the members of the Committee shall be one (1) year, with the possibility of reelection.

§ 1 - The members of the Committee shall take office upon signature of the applicable Term of Office, in which the requirements for filling the position shall be declared, including the absence of conflict of interest.

§ 2 - The proposal for the re-election of Committee members shall be based on their annual individual assessments.

§ 3º - The members of the Committee may be dismissed at any time by deliberation of the Board of Directors.

§ 4 - Should any member of the Committee wish to be temporarily absent from the office, the Board shall appoint a third party to replace them during the period of leave of absence, and the member on leave of absence, after the expiry of the leave of absence authorized by the Board, shall return to the office to perform the remainder of their work.

§ 5 - In the event of a vacancy in the position(s) of Committee member(s), the Board of Directors shall be responsible for electing the substitute(s).

§ 6. Committee members who also serve as a member of the Board of Directors of the Corporation shall have their term of office automatically terminated in the event of removal from office, resignation, or non-renewal to their position as a member of the Board of Directors, or upon the loss of any of the characteristics initially held at the time of their election.

Article 7. The Board shall elect, among Committee members, a coordinator ("Coordinator"), who shall be responsible for the representation, organization, and coordination of its activities. This Coordinator must be a member of the Company's Board of Directors.

§ 1 - In their absence or temporary impediment, the Coordinator shall appoint a third party to replace them during the leave period. After the expiration of the leave period authorized by the Board of Directors, the absent member shall return to the position to fulfill the remainder of their term.

§ 2 In the event of a vacancy in the position of Coordinator, the substitute shall be elected by resolution of the Board of Directors; until such resolution is made, the other members of the Committee may, by majority rule, appoint a member of the Committee to temporarily take over the duties of the Chairman.

Article 8. The members of the Committee shall perform their duties with due regard for the duties and responsibilities attributed to the Company's senior managers, under articles 153 to 159 of Law No. 6404/76 and its amendments ("Brazilian Corporate Law"), as provided in article 160 of the same Law, and may be represented in the meetings in which they are unable to attend.

CHAPTER III - FUNCTIONING OF THE COMMITTEE

Article 9. The Committee shall operate permanently.

Sole Paragraph: The Governance Secretariat shall assist the organization of the Committee's duties and activities of the Committee, as well as its meetings

Article 10 The Committee shall meet ordinarily at least four times a year, or extraordinarily at the request of the Coordinator or any of its members.

§ 1 - The Committee shall have an annual calendar of meetings, established, and publicized on the first annual meeting of the Committee.

§ 2. Calls for Committee meetings and the simultaneous agenda forwarding shall be made by the Corporate Governance Secretariat by e-mail, at least 7 (seven) days before the date of the meeting, except if matters require urgent consideration.

§ 3 - The agenda of the meetings shall be prepared and forwarded by the Corporate Governance Secretariat, subject to validation by the Coordinator. The other members may suggest additional topics to be considered by the Committee. Whenever a member other than the Coordinator requests a meeting, the Coordinator shall likewise assist the Corporate Governance Secretariat in preparing the meeting agenda.

§ 4 - The documents and information to be presented during the deliberation shall be

forwarded to the Committee members by e-mail with at least 3 (three) days' notice. All Committee members shall have access to the same information.

§ 5 - Meetings shall only be convened with the presence of an absolute majority of the Committee members.

§ 6. Each member of the Committee shall be entitled to only one vote on the proposed recommendations, and decisions shall be taken by an absolute majority of the members. In the event of a tie, the Committee Coordinator will exercise the casting vote.

§ 7 – Committee meetings shall be held, preferably, at the Company's headquarters, and may be held in a different location if all members deem it convenient.

§ 8 - Participation in ordinary and extraordinary meetings of the Committee made be done through conference call systems, videoconferences, or any other means of communication that allows the identification of the Committee member and simultaneous communication with all other members attending the meeting. In this case, the members of the Committee shall be considered present at the meeting and must sign the corresponding minutes, even if electronically.

Article 11. The Committee may invite to its meetings Executive Board Officers (whether or not under the Bylaws) and internal and external collaborators of the Company who hold relevant information or of the matters on the agenda that are pertinent to their area of expertise. For this purpose, both the call and the agenda shall be sent to such external guests by email seven (7) days in advance.

Article 12 The matters, recommendations, and opinions of the Committee shall be recorded in the meeting minutes, which shall be signed by the present Committee members. The minutes shall contain relevant points of the discussions, an attendance list, mentioning justified and unjustified absences, irregularities, measures requested, and any dissension points.

§ 1 - The Corporate Governance Secretariat shall be responsible for drawing up the minutes of the meetings.

§ 2 – The meeting supporting documents shall be filed at the Company's headquarters, along with the corresponding meeting minutes.

CHAPTER IV - COMPETENCE

Article 13 The Committee shall be responsible, among other matters, for

(i) Drawing up the internal regulations governing the operational rules for its functioning, submitting them, as well as possible alterations, for the approval of the Board.

(i) Supporting the development of strategies to minimize negative impacts on the company's image that may result from crisis situations, as well as the company's stance when interacting with the press.

(ii) Developing and strengthening the Company's brand.

(iii) Evaluating and advising regarding the Company's strategic planning; and

(iv) Support the improvement of commissioning policies, sales channels, and products to support the Company's growth.

Sole Paragraph. In addition to the responsibilities set forth above, the Committee shall: (a) look out for the interests of the Company, within the scope of its duties; (b) assess reports issued by regulatory agencies on the Company, and (c) annually self-assess its activities and identify possibilities for operational improvements.

Article 14 It is privately incumbent upon the Coordinator:

- (i) Ensure the effectiveness and reliable performance of the Committee as well as each individual member.
- (ii) Convening, installing, and chairing Committee meetings.
- (iii) Coordinating and setting: (a) Committee meetings, (b) their agendas, (c) as well as the other Committee members.
- (iv) Represent the Committee in its relationship with the Board, the Company's Executive Board, internal bodies, and committees, signing, whenever necessary, correspondences, invitations, and reports addressed to them.
- (v) Propose, as appropriate, to invite experts, employees, and others to participate in Committee meetings; and
- (vi) Comply with and enforce these Internal Regulations.

Article 15. It shall be incumbent upon each member of the Committee:

- (i) Attend meetings listed in the Committee's annual calendar.
- (ii) Propose topics to be addressed by the Committee, within its scope.
- (iii) Attend Committee meetings properly prepared, aware of all issues and documents made available.
- (iv) Conduct themselves according to high ethical standards, observing and encouraging good corporate governance practices in the Company, in addition to maintaining the confidentiality of any and all information to which they have been given access due to the exercise of their position, using it only for the exercise of their duties, under penalty of being held liable for any activity that contributes to its undue disclosure.
- (v) Declare, prior to the resolution, that, for any reason, they have private or conflicting interests with those of the Company regarding a certain topic submitted for their consideration, abstaining from discussing and/or voting on it; and

(vi) Maintain an impartial and ethical posture in the performance of their activities.

Article 16. The "Code of Ethics and Conduct of Hapvida Participações e Investimentos S.A." provisions, as well as the provisions of the Company's policies, approved at meetings of the Board of Directors, shall apply to Committee members.

Article 17. For the performance of its functions, the Committee shall have operational autonomy and budgetary allocation, if necessary, within limits approved annually by the Board of Directors.

CHAPTER V - COMMITTEE REPORTING TO THE BOARD

Article 18. The Coordinator, or in their absence or impediment, another Committee member appointed by them, accompanied by other Committee members whenever necessary or convenient, shall:

(i) Meet with the Board of Directors, when summoned, at least every six months, to report on work conducted during the period and communicate any relevant facts and/or issues discussed, among other pertinent topics.

(ii) Conduct an evaluation of the activities conducted by the Committee in the current fiscal year and shall present the results of such evaluation to the Board.

Sole Paragraph. The Documents and opinions prepared by the Committee for examination by the Board of Directors shall be provided with adequate notice for review, along with voting recommendations. Documents should include Committee meeting minutes, as well as all relevant documents (e.g., opinions issued by consultants, lawyers, and other experts) for the recommendation to the Board of Directors.

CHAPTER VI - GENERAL PROVISIONS

Article 19. These Internal Regulations may be amended by the Board of Directors at the discretion of its members or upon proposal by the Committee.

Article 20. These Internal Regulations will be available for consultation on the Company's Investor Relations website (www.hapvida.com.br - Investor Menu).

Article 21. These Rules of Procedure shall enter into force on the date of their approval by the Board of Directors and shall revoke any rules and procedures previously stipulated.

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