



HAPVIDA PARTICIPAÇÕES E INVESTIMENTOS S.A.

CNPJ 05.197.443/0001-38

NIRE 233.000.392-71

NOTICE TO THE MARKET

NEW MANAGEMENT

Hapvida Participações e Investimentos S.A. (B3: HAPV3) (Hapvida or Company), in addition to the Material Fact disclosed on December 22, 2025, the Company hereby informs its shareholders and the market in general of the changes to its Management, the appointments of which will be submitted, as applicable, to the Board of Directors following the Assembly General Meeting to be held on April 30, 2026, at 9:00 a.m. (AGM).

The proposed changes are part of the previously announced succession process and the evolution of the Company's management model to its next stage. The new structure combines continuity and renewal, preserving leadership with deep knowledge of the business, operations, and the industry, while also bringing in executives with complementary capabilities in strategic areas for the new cycle. This composition aims to strengthen Hapvida's execution capabilities and accelerate the ongoing turnaround plan, with a focus on margin recovery, operational simplification, cash generation, and deleveraging.

The changes are indicated below:

Chairperson of the Board of Directors

The AGOE will propose the election of the Board of Directors and, concurrently, the election of Mr. **Jorge Pinheiro** as its Chairperson.

Mr. Jorge Pinheiro will step down from the position of Chief Executive Officer (CEO) at the end of his current term and, upon his election as Chairperson of the Board of Directors, will assume only this new position within the Company.

Chief Executive Officer (CEO)

For this position, the election of Mr. **Luccas Augusto Adib** (current CFO, IRO and CIO of the Company) will be proposed to the Board of Directors, as previously communicated, concluding the transition process initiated in 2025.

Chief Financial Officer (CFO)

For this position, the election of Mr. **Lucas Garrido** will be proposed to the Board of Directors, in a statutory role. Garrido has been supporting the Company since October 2025, focusing on optimization and commercial review initiatives. He was a Managing Director and Partner at BCG (Boston Consulting Group); prior to that, a Co-Portfolio Manager at Itaú Asset Management, with additional experience at the Government of Singapore Investment Corporation (GIC) and GP Investimentos. He holds a degree in Aeronautical Engineering from the Aeronautics Institute of Technology (ITA) and an MBA from Harvard Business School (USA).

His main responsibilities include continuing to enhance the Company's analytics and data platform with a more forward-looking approach, integrating it into strategy formulation and the optimization of capital allocation. The objective is to ensure increasingly effective decision-making during a period of significant transformation.

Chief Legal Officer (CLO)

For this position, the election of Ms. **Fabiane Reschke** will be proposed to the Board of Directors, in a statutory role. Fabiane served as Chief Legal Officer at TIM for nearly four years and, prior to that, as Legal Director at SulAmérica for eight years, as well as Legal Director of the Telefônica Group and its Office of the Presidency for 13 years. She holds a law degree from PUC - Rio Grande do Sul, an MBA/LLM from the Università Degli Studi di Bologna (Italy), a Master's degree in Commercial Law from the University of São Paulo (USP), and an MBA from Fundação Getulio Vargas (FGV).

With extensive experience in the supplementary health sector and in complex, high-volume litigation, her main responsibilities include reviewing the Company's legal structure, incorporating a quantitative and forward-looking approach to the legal control environment, and repositioning legal strategies and defense tactics in a highly litigious context.

Vice President of Strategy, M&A and Investor Relations

For this position, the election of Mr. **Felipe Nobre** will be proposed to the Board of Directors, in a statutory role, to serve as the Company's new Investor Relations Officer before the CVM. Felipe was a partner at VELT Partners and a senior analyst at Verde Asset Management, where he led investments in healthcare and financial services companies for more than 10 years. Previously, he was a consultant at McKinsey, working on strategy, M&A and operations projects. He holds a degree in Electronic Engineering from ITA and an MBA from Harvard Business School (USA).

At the Company, he will lead the strategic review agenda, asset portfolio optimization, and the consolidation of the capital allocation framework. He will oversee the M&A, New Business, Capital Allocation, Market Intelligence, Mathematical Modeling and Investor Relations areas.

Chief Human Resources Officer (CHRO)

For this position, Mr. **Felipe Araújo** has been appointed. Felipe served as Vice President of People and Operational Support at PetroRecôncavo, where he led the transformation of the People function for three years. Previously, he was Executive Director of People, Management, Integration, Legal, Procurement and Strategic Projects at YDUQS, and also worked for nine years as a consultant at McKinsey & Company. He holds a degree in Production Engineering from the Federal University of Rio de Janeiro (UFRJ), an MBA from INSEAD (Singapore/France), and completed a Master's degree in Business Administration at COPPEAD/UFRJ.

His main responsibilities include building a high-performance, technology-oriented culture, strengthening talent attraction, development and retention practices, enhancing data-driven people management, and advancing back-office automation with a focus on scale and productivity gains.

Vice President of Premium Plans (PPO)

For this position, Mr. **Gianfranco Lucchesi** has been appointed. Gian has extensive experience in the sector. He began his career at the age of 14 at his father's health plan operator, founded and managed a brokerage for eight years, and later founded and managed a benefits administration company for more than 11 years before becoming Vice President of Operations and Technology at Qualicorp. He holds an Engineering degree from Universidade Presbiteriana Mackenzie and an MBA from the Massachusetts Institute of Technology (MIT).

Among his responsibilities, Gian will strengthen the structure of the non-vertically integrated plans in the Company's portfolio, enabling the Company to operate under its own brand, with segregated commercial, provider credentialing and regulatory processes, in a format expected to evolve into an independent business unit focused on Brazil's largest and most important market.

Vice President of Medical Relations and Costs (Chief Medical Officer)

For this position, Mr. **Bruno Pinto** has been appointed. Bruno holds a medical degree from the Faculty of Medicine of Petrópolis, with a residency at Beneficência Portuguesa. He has completed postgraduate studies and executive programs at McGill University, Stanford University and Fundação Getulio Vargas (FGV). Prior to joining the Company, Bruno served as General Director of Hospital 9 de Julho (Américas) and Co-President of Hospitales MAC, a hospital network in Mexico invested by General Atlantic. He also spent two years at Hapvida as National Medical Director of the hospital network.

His mission will be to create a medical relations area, strengthening engagement with physicians across both the owned network and strategic alliances with the accredited network, as well as overseeing physician loyalty initiatives, costs management and all medical billing activities.

Finance and Capital Markets Committee

For the Finance Committee, the election of Mr. **Maurício Bittencourt** will be proposed to the Board of Directors. A founding partner and portfolio manager at VELT Partners, Maurício has a well-established career in the financial market, with experience in investment management and capital allocation since 1992. He holds a degree in Economics from the Federal University of Rio de Janeiro (UFRJ).

Innovation Committee (*Technology Area*)

For the Innovation Committee, the election of the following members will be proposed to the Board of Directors:

- (i) **João Bernartt**, former CIO and partner at Stone, founder of Chaordic, holding a degree in Mechatronic Engineering from the Federal University of Santa Catarina (UFSC) and a master's degree in Artificial Intelligence from the same institution; and
- (ii) **Marcus Fontoura**, former CTO of Stone, Azure Core CTO and Technical Fellow at Microsoft, PhD in Computer Science from PUC-Rio and postdoctoral researcher at Princeton University (USA).

The Committee will be responsible for managing the technology modernization and transformation strategy and plan, with company-wide impact.

Chief Information Officer (CIO)

For this position, Mr. **Daniel Vidotti** has been appointed. Daniel previously served as CTO at InfraCommerce, Tok&Stok and Centauro (Grupo SBF). He holds a degree in Mathematics with a specialization in Technology.

Vidotti will face the challenges of leading the modernization of the Company's proprietary systems and its operating model, with a stronger emphasis on KPIs/OKRs rather than artifact delivery, as well as streamlining and enhancing data pipelines, automating back-office processes, elevating engineering and product capabilities, and applying AI with a strong focus on impact.

Vice President of Customers

For this position, Mr. **Nicolau Camargo** has been appointed. Nico built a significant part of his career at Magazine Luiza, where he joined as a trainee and advanced to Director of Customers after more than 11 years at the company. He also held leadership roles at Sem Parar, Dasa and QuintoAndar, where he served as Vice President of Services and Customer Experience. He holds a degree in Computer Science and an Executive MBA from Insper.

To elevate relationships with the different personas in the Company's ecosystem, all conversational fronts with customers, physicians, brokers and providers have been unified under his leadership. Nico's mandate includes eliminating customer journey pain points, leading contact center operations and chatbot automation, and overseeing customer service, NIPs, NPS monitoring, UX/UI and CX, in line with market best practices.

Executive Director of Engineering (CTO)

For this position, Mr. **Lucas Santos** has been appointed. Lucas has served as CTO at Linx, Tok&Stok and Submarino and is regarded as one of Brazil's leading technical references in systems modernization and engineering.

At Hapvida, he will lead the technical strengthening of the area, modernization of the legacy environment—particularly the Company's proprietary systems—along with scalability, redesign and performance of engineering teams.

Executive Director of Marketing (CMO)

For this position, Mr. **Bernardo Marotta** has been nominated. Bernardo served as Chief Growth Officer at Cognia, progressing from Marketing Technology (MarTech) roles to full Marketing and Growth leadership. He also held digital strategy roles at Claro and digital marketing roles at NET. He holds a degree in Marketing from Estácio, with additional executive education from MIT, Nova School of Business, USP and FGV.

One of his challenges will be to enhance the Company's positioning and promote the use of data and technology to support its commercial strategy and portfolio review.

Executive Director of Internal Controls, Risk Management and Fraud Prevention

For this position, Mr. **Alexandre Ribeiro** has been appointed. Alexandre has more than 27 years of experience in internal audit, risk management, compliance, loss prevention, asset protection and fraud prevention. He worked at Lojas Renner, reaching the position of Chief Risk Officer (CRO), leading several strategic projects. He holds a degree in Business Administration and Public Security Management from Unisul, an MBA from FGV and executive education from Insper.

His main responsibilities include strengthening the Company's corporate governance and integrated risk management, advancing audit and compliance models through greater use of data and technology, and enhancing loss and fraud prevention practices, with a focus on value protection and business sustainability.

The Company continues to review tactical and strategic matters, including the formulation of a multi-year strategic plan, and will keep the market informed of any relevant developments.

Fortaleza, Ceará, April 9, 2026.

Luccas Augusto Adib

CFO, Investor Relations and Technology Officer