

(A free translation of the original in Portuguese)

Hapvida Participações e Investimentos S.A.

**Individual and consolidated interim Financial
Statements for the three and nine-month periods
ended September 30, 2025**

(A free translation of the original in Portuguese)

Hapvida Participações e Investimentos S.A.
Individual and consolidated interim financial statements
for the three and nine-month periods ended September 30, 2025

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Hapvida Participações e Investimentos S.A.

Statements of financial position as of September 30, 2025 and December 31, 2024

(Amounts expressed in thousands of reais)

Assets	Notes	Parent Company		Consolidated	
		09/30/2025	12/31/2024	09/30/2025	12/31/2024
Cash and cash equivalents	34.(iii).d	2,514	37,195	670,748	596,753
Short and long term investments	10	2,727	6,212	8,841,428	8,177,622
Trade accounts receivable	11	-	-	1,943,424	1,676,344
Inventories		-	-	357,056	366,428
Recoverable taxes	12	249,130	219,386	1,256,927	1,002,411
Deferred sales expenses	13	-	-	388,552	360,469
Other assets	15	17,677	13,031	377,946	334,117
		<u>272,048</u>	<u>275,824</u>	<u>13,836,081</u>	<u>12,514,144</u>
Net assets of subsidiaries intended for sale	38	-	-	159,326	-
Total current assets		272,048	275,824	13,995,407	12,514,144
Short and long term investments	10	86	78	299,433	480,629
Deferred tax assets	33.b	2,478,973	2,070,635	4,023,356	3,614,332
Judicial deposits	24	13,425	8,026	1,612,166	1,211,903
Deferred sales expenses	13	-	-	658,211	625,584
Derivative financial instruments	34	-	-	-	12,579
Other credits with related parties	14	940	1,359	1,990	3,246
Other assets	15	7,545	13,118	153,989	96,027
Total long-term assets		2,500,969	2,093,216	6,749,145	6,044,300
Investments	16	59,241,737	59,222,984	5,953	5,796
Property, plant and equipment	17	3,010	3,587	7,132,393	7,388,792
Intangible assets	18	59	71	48,520,660	49,522,157
Total non-current assets		61,745,775	61,319,858	62,408,151	62,961,045
Total assets		62,017,823	61,595,682	76,403,558	75,475,189

See the accompanying notes to the individual and consolidated interim financial statements.

Liabilities and equity	Notes	Parent Company		Consolidated	
		09/30/2025	12/31/2024	09/30/2025	12/31/2024
Loans, financing and debentures	19	1,308,409	900,670	1,420,318	950,843
Suppliers		981	613	257,241	294,417
Technical reserves for health care operations	21	-	-	3,460,142	3,319,165
Debits from health care operations		-	-	62,548	99,570
Social security charges	22	26,229	43,352	964,356	832,818
Taxes and contributions payable	23	4,079	23,469	384,089	506,630
Income tax and social contribution	33.a	-	-	54,940	30,300
Dividends and interest on shareholders’ equity payable	14 and 26.c	593	593	598	605
Leases payable	20	-	15	555,414	522,707
Derivative financial instruments	34	-	-	226,014	201,229
Other debits with related parties	14	268,091	242,720	3,961	3,997
Other accounts payable	25	19,348	20,392	205,148	400,680
Total current liabilities		1,627,730	1,231,824	7,594,769	7,162,961
Loans, financing and debentures	19	11,824,805	11,620,110	11,943,842	11,803,848
Taxes and contributions payable	23	-	-	98,218	124,004
Technical reserves for health care operations	21	-	-	572,713	42,519
Leases payable	20	-	152	3,075,002	3,242,285
Deferred tax liabilities	33.b	-	-	2,011,794	1,720,992
Provision for tax, civil and labor risks	24	4,181	2,707	1,658,498	1,418,568
Derivative financial instruments	34	-	-	18,594	-
Other accounts payable	25	10,514	15,400	877,739	1,232,801
Total non-current liabilities		11,839,500	11,638,369	20,256,400	19,585,017
Equity	26				
Share capital		38,866,333	38,866,199	38,866,333	38,866,199
Treasury shares		(577,350)	(623,188)	(577,350)	(623,188)
Capital reserve		9,848,354	9,875,024	9,848,354	9,875,024
Legal reserve		201,486	201,486	201,486	201,486
Profit reserve		590,187	590,251	590,187	590,251
Other comprehensive income		(170,177)	(184,283)	(170,177)	(184,283)
Retained losses for the period		(208,240)	-	(208,240)	-
Equity attributable to controlling shareholders		48,550,593	48,725,489	48,550,593	48,725,489
Non-controlling interest		-	-	1,796	1,722
Total equity		48,550,593	48,725,489	48,552,389	48,727,211
Total liabilities and equity		62,017,823	61,595,682	76,403,558	75,475,189

Hapvida Participações e Investimentos S.A.

Statements of profit or loss

Periods ended September 30, 2025 and 2024

(Amounts expressed in thousands of reais)

Notes	Parent Company				Consolidated			
	Accumulated 09/30/2025	Quarter 09/30/2025	Accumulated 09/30/2024	Quarter 09/30/2024	Accumulated 09/30/2025	Quarter 09/30/2025	Accumulated 09/30/2024	Quarter 09/30/2024
Net operating revenue	28	-	-	-	22,948,436	7,774,962	21,479,605	7,337,759
Costs of services rendered	29	-	-	-	(17,852,592)	(6,127,692)	(15,442,794)	(5,363,828)
Gross income		-	-	-	5,095,844	1,647,270	6,036,811	1,973,931
Sales expenses	30	(303)	-	(247)	(1,747,558)	(606,925)	(1,555,215)	(508,015)
Administrative expenses	31	(699,728)	(220,612)	(753,897)	(2,731,817)	(914,488)	(3,594,523)	(1,334,814)
Equity in net income of subsidiaries	16	1,314,278	429,696	1,108,216	-	-	-	-
Other operating (expenses) revenues, net		5,029	1,612	4,280	136,945	43,293	71,314	38,828
Subtotal		619,276	210,696	358,352	(4,342,430)	(1,478,120)	(5,078,424)	(1,804,001)
Income/(loss) before financial revenues (expenses) and taxes		619,276	210,696	358,352	753,414	169,150	958,387	169,930
Financial revenues	32	29,244	16,304	8,531	1,281,077	491,939	860,396	293,627
Financial expenses	32	(1,265,098)	(455,955)	(771,617)	(2,364,220)	(846,462)	(1,609,724)	(555,318)
Net financial revenues (expenses)		(1,235,854)	(439,651)	(763,086)	(1,083,143)	(354,523)	(749,328)	(261,691)
Income (loss) before income tax and social contribution		(616,578)	(228,955)	(404,734)	(329,729)	(185,373)	209,059	(91,761)
Current income tax and social contribution	33.a	-	-	-	(2,826)	97,586	(283,225)	(89,680)
Deferred income tax and social contribution	33.b	408,338	172,018	506,964	124,044	30,826	170,739	110,156
Income/(loss) from continued operations for the period		(208,240)	(56,937)	102,230	(208,511)	(56,961)	96,573	(71,285)
Income/(loss) from discontinued operations for the period	38	-	-	-	2	-	5,965	-
Net income/(loss) for the period		(208,240)	(56,937)	102,230	(208,509)	(56,961)	102,538	(71,285)
Attributable to:								
Non-controlling shareholders		-	-	-	(269)	(24)	308	(203)
Controlling shareholders		(208,240)	(56,937)	102,230	(208,240)	(56,937)	102,230	(71,082)
Basic and diluted earnings/(loss) per share - Restated	26.(c) and 2.4	(0.41)	(0.11)	0.20	(0.41)	(0.11)	0.20	(0.14)

See the accompanying notes to the individual and consolidated interim financial statements.

Hapvida Participações e Investimentos S.A.

Statements of comprehensive income

Periods ended September 30, 2025 and 2024

(Amounts expressed in thousands of reais)

	Notes	Parent Company				Consolidated			
		Accumulated 09/30/2025	Quarter 09/30/2025	Accumulated 09/30/2024	Quarter 09/30/2024	Accumulated 09/30/2025	Quarter 09/30/2025	Accumulated 09/30/2024	Quarter 09/30/2024
(Loss) net income for the period		<u>(208,240)</u>	<u>(56,937)</u>	<u>102,230</u>	<u>(71,082)</u>	<u>(208,509)</u>	<u>(56,961)</u>	<u>102,538</u>	<u>(71,285)</u>
Other comprehensive income to be reclassified to loss for the period in subsequent period									
Net gain/(loss) on cash flow hedge	34.(iv)	<u>14,106</u>	<u>(13,285)</u>	<u>(88,759)</u>	<u>2,052</u>	<u>14,106</u>	<u>(13,285)</u>	<u>(88,759)</u>	<u>2,052</u>
Total comprehensive income		<u>(194,134)</u>	<u>(70,222)</u>	<u>13,471</u>	<u>(69,030)</u>	<u>(194,403)</u>	<u>(70,246)</u>	<u>13,779</u>	<u>(69,233)</u>
Attributable to non-controlling shareholders		-	-	-	-	(269)	(24)	308	(203)
Controlling shareholders		(194,134)	(70,222)	13,471	(69,030)	(194,134)	(70,222)	13,471	(69,030)

See the accompanying notes to the individual and consolidated interim financial statements.

Hapvida Participações e Investimentos S.A.

Statements of changes in equity

Periods ended September 30, 2025 and 2024

(Amounts expressed in thousands of reais)

Attributable to controlling shareholders											
		Profit reserves									
	Notes	Share capital	Treasury shares	Capital reserves	Legal reserve	Profit reserve	Other comprehensive income	Retained (losses)/earnings	Total	Non-controlling interest	Total equity
Balances at December 31, 2023 (Restated)	2.4	38,866,199	(451,967)	9,892,386	201,486	319,893	(15,802)	-	48,812,195	1,369	48,813,564
Net income (loss) for the period		-	-	-	-	-	-	102,230	102,230	308	102,538
Capital increase/(decrease)		-	-	-	-	-	-	-	-	1,393	1,393
Repurchase of shares		-	(19,387)	-	-	-	-	-	(19,387)	-	(19,387)
Transactions with share-based payments		-	48,255	(109,251)	-	-	-	-	(60,996)	-	(60,996)
Net gain/(loss) on cash flow hedge		-	-	-	-	-	(88,759)	-	(88,759)	-	(88,759)
Equity valuation adjustments		-	-	226	-	-	-	-	226	-	226
Balances at September 30, 2024 (Restated)	2.4	38,866,199	(423,099)	9,783,361	201,486	319,893	(104,561)	102,230	48,745,509	3,070	48,748,579
Balances at December 31, 2024		38,866,199	(623,188)	9,875,024	201,486	590,251	(184,283)	-	48,725,489	1,722	48,727,211
Net income (loss) for the period		-	-	-	-	-	-	(208,240)	(208,240)	(269)	(208,509)
Capital increase/(decrease)		-	-	-	-	-	-	-	-	343	343
Share issuance costs	134	-	-	-	-	-	-	-	134	-	134
Repurchase of shares		-	(1,374)	(923)	-	-	-	-	(2,297)	-	(2,297)
Transactions with share-based payments		-	47,212	(24,077)	-	-	-	-	23,135	-	23,135
Net gain (loss) on cash flow hedge	34.(iv)	-	-	-	-	-	14,106	-	14,106	-	14,106
Equity valuation adjustments		-	-	(1,670)	-	(64)	-	-	(1,734)	-	(1,734)
Balances at September 30, 2025		38,866,333	(577,350)	9,848,354	201,486	590,187	(170,177)	(208,240)	48,550,593	1,796	48,552,389

See the accompanying notes to the individual and consolidated interim financial statements.

Hapvida Participações e Investimentos S.A.

Statements of cash flows - Indirect method

Periods ended September 30, 2025 and 2024

(Amounts expressed in thousands of reais)

Notes	Parent Company		Consolidated	
	09/30/2025	09/30/2024	09/30/2025	09/30/2024
Cash flows from operating activities				
(Loss) net income for the period	(208,240)	102,230	(208,509)	102,538
Adjustments to reconcile (loss) net income for the year with cash generated by operating activities:				
Depreciation and amortization	17 and 18	578,972	580,938	1,427,468
Amortization of right-of-use	17	1	5	181,409
Technical reserves for health care operations	21	-	-	450,488
Equity in net income of subsidiaries	16	(1,314,278)	(1,108,216)	-
Provision for losses and effective credit losses	11	-	-	410,532
Provision for (reversal of) expected disallowance	11	-	-	23,749
(Gain)/Loss on write-off of property, plant and equipment	17	-	-	24,497
(Gain)/Loss on write-off of intangible assets	18	-	-	50,117
(Gain)/Loss on write-off of investment	-	-	-	26,210
Provision for loss with advance to suppliers	-	-	-	10,259
Appropriation of retention bonus	-	2,534	-	5,781
Remeasurements of right-of-use assets/lease liabilities	17 and 20	-	-	(6,578)
Provision for tax, civil and labor risks	24	2,083	725	417,427
Mark-to-market of short and long term investments	-	-	-	197
Yield from short and long term investments	32	(535)	(6,461)	(907,021)
Loss (gain) with derivative financial instruments	32	-	-	91,298
Amortization of deferred sales expenses	13	-	-	369,652
Interest and inflation adjustment of lease	20	4	13	276,824
Interest and financial charges of loans, financing and debentures	19	1,187,112	768,672	1,379,605
Inflation adjustment of provision for tax, civil and labor risks	24	256	-	134,744
Inflation adjustment of judicial deposits	24	(225)	-	(25,679)
Inflation adjustment - SUS	32	-	-	123,608
Inflation adjustment of contractual obligations	25	-	-	59,234
Net effect of indemnification assets	-	-	-	(25,849)
Exchange-rate change	32	-	27	(39,742)
Share-based payment transactions	27	35,845	105,108	35,845
Income tax and social contribution	33	-	-	2,826
Deferred taxes	33	(408,338)	(506,964)	(124,044)
		(124,809)	(63,923)	4,184,498
				3,975,694
(Increase) decrease in asset accounts:				
Trade accounts receivable	-	-	(675,870)	(533,439)
Inventories	-	-	9,372	(70,913)
Recoverable taxes	-	32,580	191,622	(3,325)
Judicial deposits	24	(5,174)	(484,397)	(580,864)
Other assets	-	(7,768)	(93,071)	55,870
Deferred sales expenses	13	-	-	(430,362)
Increase (decrease) in liability accounts:				
Technical reserves for health care operations	-	-	183,159	392,199
Debits from health care operations	-	-	(37,022)	9,435
Social security charges	-	(228)	377,508	287,682
Suppliers	-	(1,146)	25,004	(67,283)
Taxes and contributions payable	-	(280)	(708,684)	(95,616)
Provision for tax, civil and labor risks	24	(865)	(560)	(311,138)
(Payments) Receipts from related parties	-	-	1,220	-
Other accounts payable	-	(10,153)	(299,036)	(334,959)
		(165,916)	(52,448)	1,932,803
				2,347,983
Cash generated by (used in) operating activities				
Income tax and social contribution paid	33	-	-	(120,174)
		(165,916)	(52,448)	1,812,629
				2,158,660
Net cash flow from (used in) continued operating activities				
Net cash flow from (used in) discontinued operating activities	-	-	(9,604)	5,621
		(165,916)	(52,448)	1,803,025
				2,164,281
Cash flows from investing activities				
(Payments) Receipts from related parties	-	19,177	-	167
Acquisition of property, plant and equipment	17	-	(415,309)	(179,331)
Acquisition of intangible assets	18	-	(206,042)	(291,299)
Advance for future capital increase	-	(1,000,200)	-	-
Dividends received	16	729,434	392	-
Short and long term investments	10	(14,500)	(51,440)	(11,296,389)
Redemptions of short and long term investments	10	18,512	274,236	11,681,509
		733,446	(757,835)	(236,231)
				(834,505)
Cash flows from (used in) continued investment activities				
Cash flows from (used in) discontinued investment activities	-	-	(16,249)	(29,167)
		733,446	(757,835)	(252,480)
				(863,672)
Cash flows from financing activities				
Issue of debentures	19	1,500,000	1,000,000	1,500,000
Funding of loans and financing	19	55,000	1,040,000	-
Expenses with issuance of shares	-	134	134	-
Repurchase of own shares	-	(2,297)	(2,297)	(20,724)
Payment of principal from loans, financing and debentures	19	(1,417,556)	(1,388,297)	(1,417,556)
Payment of interest from loans, financing and debentures	19	(705,780)	(644,877)	(806,440)
Transaction costs related to funding	19	(6,342)	(5,907)	(6,342)
Acquisition of subsidiaries - Payments	25	-	-	(266,455)
Payment of lease	20	(4)	(13)	(406,455)
Payment of cash-settled share-based plan	-	(25,366)	(25,366)	(26,536)
(Payment)/Receipt of derivative financial instruments	-	-	(21,234)	(7,066)
		(602,211)	(46,354)	(1,452,011)
				(2,235,700)
Net cash from (used in) continued financing activities				
Net cash from (used in) discontinued financing activities	-	-	657	8,666
		(602,211)	(46,354)	(1,451,354)
				(2,227,034)
Increase (Decrease) in cash and cash equivalents from continued operations				
Increase (Decrease) in cash and cash equivalents from discontinued operations	-	-	(25,196)	(14,880)
		(34,681)	(856,637)	99,191
				(926,425)
Increase (Decrease) in cash and cash equivalents				
Cash and cash equivalents at the beginning of the period	-	37,195	596,753	1,430,144
Cash and cash equivalents at the end of the period	-	2,514	670,748	488,839
Change in cash and cash equivalents from discontinued operations	-	-	(25,196)	(14,880)
		(34,681)	(856,637)	99,191
				(926,425)

See the accompanying notes to the individual and consolidated interim financial statements.

Hapvida Participações e Investimentos S.A.

Statements of added value

Periods ended September 30, 2025 and 2024

(Amounts expressed in thousands of reais)

	Parent Company		Consolidated	
	09/30/2025	09/30/2024	09/30/2025	09/30/2024
Revenues (1)	5,333	4,950	23,359,931	21,797,271
Revenue from contracts with customers	-	-	23,519,450	22,145,180
Other revenue	5,333	4,950	251,013	38,345
Estimated losses on doubtful accounts – Reversal / (Formation)	-	-	(410,532)	(386,254)
Inputs purchased from third parties (2)	(20,829)	(17,488)	(15,953,775)	(14,519,076)
Materials, energy and others	(2,030)	(2,909)	(3,678,461)	(3,080,874)
Third-party services, net commissions	(18,799)	(14,579)	(11,330,421)	(10,474,391)
Sales expenses	-	-	(944,893)	(963,811)
Gross added value (1) - (2) = (3)	(15,496)	(12,538)	7,406,156	7,278,195
Depreciation and amortization (4)	(578,973)	(580,943)	(1,629,225)	(1,650,388)
Net added value produced by the Company (3) - (4) = (5)	(594,469)	(593,481)	5,776,931	5,627,807
Added value received as transfer (6)	1,342,421	1,115,687	1,279,768	859,270
Equity in net income of subsidiaries	1,314,278	1,108,216	-	-
Financial revenues	29,244	8,531	1,281,077	860,396
Other	(1,101)	(1,060)	(1,309)	(1,126)
Undistributed added value from continued operations (5)+(6)=(7)	747,952	522,206	7,056,699	6,487,077
Undistributed added value from discontinued operations (8)	-	-	2	5,965
Total added value payable (7) + (8)	747,952	522,206	7,056,701	6,493,042
Distribution of added value				
Personnel	92,621	151,186	3,194,985	2,972,177
Direct remuneration	92,600	150,899	2,809,550	2,648,122
Benefits	21	295	349,338	296,712
F.G.T.S.	-	(8)	36,097	27,343
Taxes, rates and contributions	(332,962)	(502,233)	1,564,572	1,647,793
Federal	(333,075)	(502,297)	1,304,336	1,347,384
State	113	64	1,484	2,782
Municipal	-	-	258,752	297,627
Third-party capital remuneration	1,196,533	771,023	2,505,653	1,770,534
Interest	1,196,220	770,368	2,253,436	1,397,642
Rents	2	102	112,633	11,660
Other	311	553	139,584	361,232
Remuneration of own capital	(208,240)	102,230	(208,509)	102,538
Retained (losses) earnings	(208,240)	102,230	(208,240)	102,230
Non-controlling interest in retained (losses) earnings	-	-	(269)	308
Distributed added value	747,952	522,206	7,056,701	6,493,042

See the accompanying notes to the individual and consolidated interim financial statements.

(A free translation of the original in Portuguese)

Hapvida Participações e Investimentos S.A.

Individual and consolidated interim financial statements

for the three and nine-month periods ended September 30, 2025

Notes to the individual and consolidated interim statements

(Amounts expressed in thousands of reais)

1 Operations

Hapvida Participações e Investimentos S.A. (the “Company”) is a holding company organized as a corporation with registered offices at Av. Heráclito Graça, 406 in the city of Fortaleza/CE. The individual and consolidated interim financial statements include the Company and its subsidiaries (“Company and its subsidiaries”) or (“Group”). The Company and its subsidiaries are mainly engaged in: (i) sale of health insurance plans being also responsible for the majority of health care at its own network (hospitals, clinics, imaging diagnostics and laboratories); and (ii) the sale of dental insurance plans with the services provided by accredited network.

Hapvida Participações e Investimentos S.A. obtained the registration as a publicly-held company on April 20, 2018 and started trading its shares in the Novo Mercado (New Market) special segment at [B]³ - Brasil, Bolsa, Balcão, on April 25, 2018, under ticker HAPV3.

The Company's shareholding structure is presented as follows:

Partner	Number of shares (*)	(%) Interest
PPAR Pinheiro Participações S.A.	180,659,406	36.49%
Outstanding shares	314,462,051	63.51%
(-) Treasury shares	7,509,427	-
Total	502,630,884	100.00%

(*) On April 30, 2025, the procedures to implement the reverse split of the Company's common shares at a ratio of 15:1 were approved at the Annual and Extraordinary General Meeting.

On September 30, 2025, the Company and its subsidiaries recorded positive Net Working Capital of R\$ 6,400,638 (positive by R\$ 5,351,183 on December 31, 2024).

The Company (parent company) presented negative Net Working Capital of R\$ 1,355,682 (negative by 956,000 on December 31, 2024), mainly due to its obligations arising from debentures in the short term. The Group has centralized cash management mechanisms so that, if there is a need for cash in a specific company within the Group, the subsidiaries will reallocate cash, as already done in previous years. In the case of the Company, its subsidiaries (mainly operators) will distribute profits.

Management assessed the ability of the Company and its subsidiaries to continue as a going concern and believes that they will have the necessary resources to allow the going concern of their business for the future. Additionally, Management is not aware of any material uncertainty that may generate significant doubts about its ability to continue operating. Thus, these individual and consolidated interim financial statements were prepared based on the going concern assumption.

The disclosure of the individual and consolidated interim financial statements was authorized by the Board of Directors on November 12, 2025.

2 Other matters

2.1 Climate change-related risk

Study of climate risks and opportunities

The Company and its subsidiaries carried out a study of climate risks and opportunities considering the time horizons of 2030 and 2050, assessing the main physical risks linked to global warming and the effects of climate change on the increase in demand for health services in the short, medium and long term, aiming to obtain a better understanding and technical information to assist decision-making in climate change adaptation plans.

Among the aspects identified in the study, it is worth highlighting the possible impacts of extreme weather events on the units and facilities, as well as the consequences of climate change on the health of populations and the search for medical care.

The Company and its subsidiaries work constantly to mitigate risks to the physical integrity of the units, considering the occurrence of storms, floods, cyclones and hail when planning works and renovations.

In certain cases, the possibility of changing the address of an asset based on the impossibility of adapting the infrastructure to provide service within the established safety and quality standards is also assessed. Moreover, the insurance policies of the Company and its subsidiaries include coverage for extreme events.

The increase in cases of respiratory diseases resulting from a drop in temperature or an increase in pollution, cardiovascular diseases caused by an increase in temperature and diseases limited to certain geographic areas (such as dengue, whose vector is related to the accumulation of water and may be impacted by the rainfall regime) are monitored by the Company and its subsidiaries on a recurring basis.

Finally, ongoing investments are made in the geographic diversification of care units, in preventive medicine programs and in educational and awareness-raising actions through communication channels.

Until September 30, 2025, no relevant impacts arising from climate change risks were identified by Management in the individual and consolidated interim financial statements of the Company and its subsidiaries, regarding: i) impairment of non-financial assets; ii) financial instruments; iii) contingent provisions and liabilities; iv) fair value measurements; v) deferred taxes; vi) material judgments and estimates; or any other impacts.

2.2 Consumption tax reform

On December 20, 2023, Constitutional Amendment (“EC”) 132 was enacted, which establishes the Tax Reform (“Reform”) on consumption. The Reform model is based on a VAT divided into two competences (“dual VAT”): one federal (Contribution on Goods and Services – “CBS”), which will replace PIS and COFINS, and one sub-national (Tax on Goods and Services – “IBS”), which will replace ICMS and ISS.

A Selective Tax (“IS”) [a type of excise tax] was also created, under federal jurisdiction, which will apply to the production, extraction, trading or import of goods and services that are harmful to health and the environment, under the terms of a Complementary Law (“LC”).

On December 17, 2024, the National Congress approved the first complementary bill (PLP) 68/2024, which regulated part of the Reform, sanctioned by the President of the Republic on January 16, 2025 and passed into Complementary Law 214/2025..

Although the regulation and establishment of the IBS Management Committee was initially addressed in PLP 108/2024, the second Reform regulation bill, which will still be analyzed by the Federal Senate, part of the measures have already been incorporated into PLP 68/2024, approved as mentioned above, which, among other provisions, determined the establishment, by December 31, 2025, of the aforementioned Committee, responsible for the management of the aforementioned tax.

There will be a transition period from 2026 to 2032, in which the two tax systems – old and new – will coexist. The impacts of the Reform on the calculation of the aforementioned taxes, from the beginning of the transition period, will only be fully known when the process of regulating pending issues through a Complementary Law is finalized. Consequently, there is no effect of the Reform on the individual and consolidated interim financial statements as of September 30, 2025.

2.3 Clarification on Official Letter No. 13/2024/CVM/SEP /GEA-2

As disclosed in the Material Fact dated January 19, 2024, the Company, through its subsidiary NotreDame Intermédica, clarifies that it is responding to a civil inquiry initiated by the Public Prosecution Office of the State of São Paulo initiated to investigate issues related to healthcare coverage and compliance with court rulings. NotreDame provided the relevant clarifications and, on September 16, 2024, participated in a preliminary hearing, when new elements of contextualization of the topic were presented. The procedure is following its usual course, with the Prosecutor's Office recently proposing the execution of a Term of Conduct Adjustment. NotreDame understands that the proposal may lead to a reasonable resolution, considering the possibility of negotiating conditions that take into account the context of the judicialization issue affecting the sector. Thus, if no other sector-wide solution is reached with the Prosecutor's Office, NotreDame will evaluate and discuss the specific terms and conditions of the adjustment to be proposed in the civil inquiry, providing timely updates on the procedure's developments.

2.4 Restatement of the financial statements – Comparative figures

In 2024, the Company and its subsidiaries identified adjustments from prior years, relating to the correction of errors in the recognition of assets, liabilities and net income for 2023. These corrections affected the opening equity as of December 31, 2023 and, consequently, the equity as of September 30, 2024. The statements of changes in equity, presented for comparison purposes, have been adjusted and are being restated.

Additionally, on April 30, 2025, the Company's Annual and Extraordinary General Meeting approved the procedures to implement the reverse split of common shares at a ratio of 15:1. In view of this decision, the balances of earnings per share for the periods ended June 30, 2024 and September 30, 2024 were recalculated retroactively in order to properly reflect the effects of this reverse split and ensure comparability between the periods.

The effects of the restatement are shown below:

a) *Statements of profit or loss – periods ended September 30, 2024 and June 30, 2024.*

	Parent Company		
	September 30, 2024		
	Original	Adjustment	Restated
Statement of profit or loss			
Net income for the year	102,230	-	102,230
Earnings per share - basic and diluted	0.01	0.19 (a)	0.20
	Consolidated		
	September 30, 2024		
	Original	Adjustment	Restated
Statement of profit or loss			
Net income for the year	102,538	-	102,538
Earnings per share - basic and diluted	0.01	0.19 (a)	0.20
	Parent Company		
	June 30, 2024		
	Original	Adjustment	Restated
Statement of profit or loss			
Net income for the year	173,312	-	173,312
Earnings per share - basic and diluted	0.02	0.32 (a)	0.34
	Consolidated		
	June 30, 2024		
	Original	Adjustment	Restated
Statement of profit or loss			
Net income for the year	173,823	-	173,823
Earnings per share - basic and diluted	0.02	0.32 (a)	0.34

- (a) Earnings per share for the periods ended September 30, 2024 and June 30, 2024 were recalculated in order to retroactively reflect the effect of the approved reserve split of shares, at a ratio of 15:1, to ensure comparability between the periods and properly reflect the movement in the quarters.

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b) Equity – as of September 30, 2024 and December 31, 2023.

	Parent Company and Consolidated					
	September 30, 2024			December 31, 2023		
	Original	Adjustment	Restated	Original	Adjustment	Restated
Share capital	38,866,199	-	38,866,199	38,866,199	-	38,866,199
Treasury shares	(423,099)	-	(423,099)	(451,967)	-	(451,967)
Capital reserves	9,783,361	-	9,783,361	9,892,386	-	9,892,386
Legal reserve	201,486	-	201,486	201,486	-	201,486
Profit reserve	599,887	(279,994) (b)	319,893	599,887	(279,994) (b)	319,893
Other comprehensive income	(104,561)	-	(104,561)	(15,802)	-	(15,802)
Retained earnings for the period	102,230	-	102,230	-	-	-
Total attributable to controlling shareholders	49,025,503	(279,994)	48,745,509	49,092,189	(279,994)	48,812,195
Non-controlling interest	3,070	-	3,070	1,369	-	1,369
Total equity	49,028,573	(279,994)	48,748,579	49,093,558	(279,994)	48,813,564

- (b) The Profit reserve balance for the third quarter of 2024 reflects the effects of the restatement of December 31, 2023 in the Equity of the Company and its subsidiaries, in the amount R\$ (279,994), as presented in Note 2.6 to the annual individual and consolidated financial statements as of December 31, 2024, issued on March 19, 2025.

2.5 Corporate restructuring - Spin-off of subsidiary

The Company and its subsidiaries, through their strategic plan of continuous growth and expansion via corporate restructuring, with the purpose of streamlining and unifying administrative activities, as well as achieving operational synergy gains, carried out the following corporate restructuring events in the period ended September 30, 2025:

Company	Type of corporate event	Date of corporate event	Net assets	Description
Hospital e Maternidade Maringá S.A.	Partial spin-off	04/01/2025	R\$ 796,563	On April 1 2025, the Protocol and Justification for the Spin-off of the indirect subsidiary Hospital e Maternidade Maringá S.A. was approved, with the consequent spin-off of the equity interest held in CCG Participações S.A. to Casa de Saúde e Maternidade Santa Martha S.A. The appraisal report of the equity subject to spin-off was prepared by a specialized independent company.

3 Subsidiaries

The individual and consolidated interim financial statements include the following direct and indirect subsidiaries of Hapvida Participações e Investimentos S.A.:

Entity	Core business	Acquisition date	09/30/2025		12/31/2024	
			Direct	Indirect	Direct	Indirect
Hapvida Assistência Médica S.A. (a)	Health care plan	-	100%	-	100%	-
Lifepace Hapvida Ltda.	Agency services	-	100%	-	100%	-
HB Saúde Group (c)		01/01/2023				
H.B. Saúde S.A.	Health care plan		-	99.98%	-	99.96%
H.B. Saúde Prestação de Serviços Médicos Ltda.	Health		-	99.98%	-	99.96%
H.B. Saúde Centro de Diagnóstico Ltda.	Health		-	99.98%	-	99.96%
Centro Integrado de Atendimento Ltda.	Health		-	99.98%	-	99.96%
Notre Dame Intermédica Group – GNDI (b)		02/01/2022				
Notre Dame Intermédica Saúde S.A.	Health care plan		100%	-	100%	-
São Lucas Saúde S.A.	Health care plan		-	100%	-	100%
São Lucas Serviços Médicos Ltda.	Health		-	100%	-	100%
Hospital São Lucas S.A.	Health		-	97.63%	-	97.62%
Clinipam – Clín. Médica Paranaense de Assistência Médica Ltda.	Health care plan		-	99.99%	-	99.99%
Hospital e Maternidade Santa Mônica S.A.	Health		-	99.96%	-	99.96%
INCORD – Inst. de Neurologia e de Coração de Divinópolis Ltda.	Laboratorial		-	100%	-	100%
Bioimagem Diag. por Imagem e Lab. de Análises Clín. Ltda.	Laboratorial		-	98.52%	-	98.22%
SMV Serviços Médicos Ltda.	Management		-	99.65%	-	99.62%
Lifecenter Sistema de Saúde S.A.	Health		-	100%	-	100%
Bio Saúde Serviços Médicos Ltda.	Health care plan		-	100%	-	100%
Hospital do Coração de Londrina Ltda.	Health		-	100%	-	100%
Notre Dame Intermédica Minas Gerais Ltda.	Holding		-	100%	-	100%
Notre Dame Intermédica Minas Gerais Saúde S.A.	Health care plan		-	99.97%	-	99.96%
Hospital e Maternidade Maringá S.A. *	Health		-	-	-	100%
IMESA – Instituto de Medicina Especializada Alfenas S.A.	Health		-	99.89%	-	99.88%
Hospital Varginha S.A.	Health		-	99.93%	-	99.91%
Casa de Saúde e Maternidade Santa Martha S.A.	Health		-	100%	-	100%
CCG Participações S.A.	Holding		-	100%	-	100%
Centro Clínico Gaúcho Ltda.	Health care plan		-	100%	-	100%
Hospital do Coração Duque de Caxias Ltda.	Health		-	100%	-	100%

* Companies sold in the third quarter of 2025, as described in Note 38.

The main subsidiaries operate with the following activities:

(a) Hapvida Assistência Médica S.A.

The insurance company came into operation on July 15, 1991, and is registered in the National Regulatory Agency for Private Health Insurance and Plans (ANS) under No. 36.825-3. It is primarily engaged in the sale of health and dental insurance plans focused on providing health care assistance through the network of companies under control of the Company and its subsidiaries.

(b) Notre Dame Intermédica Group – GNDI

Founded in 1968 and domiciled in Brazil, with headquarters in São Paulo/SP, the Notre Dame Intermédica Group operates healthcare plans, dental plans and occupational health. Its own Service Network has a robust structure of hospitals, clinical centers, independent emergency rooms, preventive medicine centers, clinical analysis collection points, imaging exam units and health centers exclusively dedicated to the elderly.

(c) HB Saúde Group

Founded in 1998, HB Saúde Group is made up of a healthcare operator of the same name, a hospital, outpatient units, a children's clinic, clinical and diagnostic centers, preventive and occupational medicine spaces and an oncology center, located mainly in the municipalities of São José do Rio Preto and Mirassol, in São Paulo. The region of operation covers, in addition to São José do Rio Preto, the regions of Barretos, Fernandópolis, Votuporanga, Catanduva, Araçatuba, Três Lagoas and Uberaba.

4 Basis of preparation

Statement of compliance

(a) Individual and consolidated interim financial statements

Except for the application of Technical Pronouncement IFRS 17 (CPC 50) – 'Insurance Contracts', accounting standard effective from January 1, 2023, the individual and consolidated interim financial statements were prepared in accordance with CPC 21 (R1) – Interim Financial Reporting, equivalent to IAS 34 – Interim Financial Reporting, issued by the International Accounting Standards Board (IASB), and the rules issued by the Brazilian Securities Commission (CVM), applicable to the preparation of Quarterly Information. These interim financial statements disclose all relevant information specific to the interim financial statements, and only such information, which is consistent with that used by Management in the performance of its duties.

The insurance contracts are recognized, measured and disclosed in these interim financial statements in accordance with IFRS 4 (CPC 11) – Insurance Contracts.

(b) Statement of added value

The presentation of the Individual and Consolidated Statement of Added Value is required by Brazilian corporate law and the accounting practices adopted in Brazil applicable to publicly-held companies. The Statement of Added Value was prepared in accordance with the criteria defined in Technical Pronouncement CPC 09 (R1) - "Statement of Added Value". The IFRS do not require the presentation of this statement. Accordingly, in conformity with IFRS, this statement is presented as supplementary information, without prejudice to financial statements as a whole.

5 Functional and presentation currency

These individual and consolidated interim financial statements are being presented in Brazilian Real, functional currency of the Company and its subsidiaries. All balances have been rounded to the nearest thousand, except when otherwise indicated.

6 Use of estimates and judgments

In the preparation of these individual and consolidated interim financial statements, Management used judgments, estimates and assumptions that affect the application of accounting policies of the Company and its subsidiaries, and the reported amounts of assets, liabilities, revenues and expenses. Actual results may differ from these estimates.

Estimates and assumptions are reviewed in a continuous manner. Reviews of estimates are recognized on a prospective basis.

(a) Judgments

Information about judgment referring to the adoption of accounting policies which impact significantly the amounts recognized in the individual and consolidated interim financial statements are included in the following notes:

- **Note 11** – Provision for impairment of accounts receivable. Recognition and measurement of the provision for the recoverable value of trade accounts receivable, based on assumptions about the risk of default and defined expected loss rates. Judgments are applied to establish these assumptions and select data for calculating impairment, based on the history of receivables of the Company and its subsidiaries, existing market conditions and future estimates at the end of each year;
- **Note 13** - Deferred sales expenses. Identification of client average turnover in the Company's portfolio under the same contract to determine the time of deferral of commissions and, consequently, their recording in accounting income (loss) for the period/year;
- **Note 17** - Review of economic useful life of property, plant and equipment. Determination of estimated useful life of property, plant and equipment, and as a result, of the depreciation rates to be used in the calculation and book records in the income (loss) for the period/year.
- **Note 18** - Intangible assets. Determination of estimated useful life of intangible assets, and as a result, of the amortization rates to be used in the calculation and book records in the income (loss) for the period/year. Goodwill impairment test. Recoverable amounts of Cash Generating Units (CGUs) were determined based on the value in use, calculated annually or when deemed necessary by an external specialized advisory hired by the Company and its subsidiaries, which were, in turn, based on estimates and budgetary projections approved by Management;
- **Note 20** – Leases payable and Sale & Leaseback (SLB). The Company and its subsidiaries are not able to determine the implicit discount rate to be applied to their lease contracts. Therefore, the lessee's incremental borrowing rate is used to calculate the present value of lease liabilities at the initial recording of the lease. The loan incremental interest rate of the lessee is the interest rate that the lessee would have to pay when borrows funds for the acquisition of asset similar to the asset object of the lease agreement for a similar term and with similar collateral, the funds required to obtain the asset with a value similar to the right-of-use asset, in a similar economic environment. Sale & Leaseback (SLB): The determination of gain or loss in the transaction, based on the fair value of the assets sold.
- **Note 21** - Technical reserves for health care operations. Determination of the actuarial methodology to estimate claims incurred but not reported (PEONA and PEONA SUS) and to estimate the discount rate applied in the Liability Adequacy Test (LAT);

- **Note 24** – Provision for tax, civil and labor risks. The Company and/or its subsidiaries are parties to administrative and judicial claims of a labor, tax, civil and regulatory nature, for which they record accounting provisions when the loss is considered probable. The determination of loss probability is carried out by assessing available evidence, law hierarchy, available case laws, the most recent decisions in courts, and the opinions of its legal advisors;
- **Note 27** – Share-based remuneration plan. Determination of the methodology for pricing options on the share grant dates;
- **Note 33** – Deferred income tax and social contribution. Determination of realization and availability of future taxable income against which deductible temporary differences and tax losses may be used; and
- **Note 34** – Financial instruments and risk management. Determination of fair value of derivative and non-derivative financial instruments.

(b) Uncertainties on critical assumptions and estimates

Accounting estimates and judgments are constantly assessed, based on prior experience and other factors, including expected future events considered as reasonable in view of circumstances of the Company and its subsidiaries.

Reviews of accounting estimates are recognized in the period in which the estimates are made and in future periods to which they refer, when applicable.

The Company and its subsidiaries make use of assumptions to establish estimates for the future. By definition, resulting accounting estimates are seldom equal to actual results.

The estimates and assumptions that involve significant risk of causing a material adjustment to the book values of assets and liabilities, are shown below:

- **Note 11** - Provision for impairment of accounts receivable. Recognition and measurement of the provision for impairment of accounts receivable, based on future estimates at the end of each period/year and the history of receivables of the Company and its subsidiaries, under existing market conditions;
- **Note 13** - Deferred sales expenses. Identification of client average turnover in the Company's portfolio under the same contract to determine the time of deferral of commissions and, consequently, their recording in accounting income (loss) for the period/year;
- **Note 17** - Review of economic useful life of property, plant and equipment. Determination of estimated useful life of property, plant and equipment, and as a result, of the depreciation rates to be used in the calculation and book records in the income (loss) for the period/year.
- **Note 18** - Intangible assets. Determination of estimated useful life of intangible assets, and as a result, of the amortization rates to be used in the calculation and book records in

the income (loss) for the period/year. Goodwill impairment test. Recoverable amounts of Cash Generating Units (CGUs) were determined based on the value in use calculations, by an external specialized advisory hired by the Company and its subsidiaries, which were, in turn, based on estimates and budgetary projections approved by the Management;

- **Note 20** – Leases payable. Determination of the lease term and definition of the discount rate to be applied to lease contracts. The Company and its subsidiaries are not able to determine the implicit discount rate to be applied to their lease contracts. Therefore, the lessee's incremental borrowing rate is used to calculate the present value of lease liabilities at the initial recording of the lease. The loan incremental interest rate of the lessee is the interest rate that the lessee would have to pay when borrows funds for the acquisition of asset similar to the asset object of the lease agreement for a similar term and with similar collateral, the funds required to obtain the asset with a value similar to the right-of-use asset, in a similar economic environment.
- **Note 21** - Technical reserves for health care operations. Determination of the actuarial methodology to estimate claims incurred but not reported (PEONA and PEONA SUS) and to estimate the discount rate applied in the Liability Adequacy Test (LAT);
- **Note 24** – Provision for tax, civil and labor risks. The Company and/or its subsidiaries are parties to administrative and judicial claims of a labor, tax, civil and regulatory nature, for which they record accounting provisions when the loss is considered probable. The determination of loss probability is carried out by assessing available evidence, law hierarchy, available case laws, the most recent decisions in courts, and the opinions of its legal advisors;
- **Note 27** – Share-based remuneration plan. Determination of the methodology for pricing options on the share grant dates; and
- **Note 33** – Deferred income tax and social contribution. Determination of realization and availability of future taxable income against which deductible temporary differences and tax losses may be used.

(c) Fair value measurement

A number of the Company and its subsidiaries' accounting policies and disclosures requires the measurement of fair value, for both financial and non-financial assets and liabilities.

The Company and its subsidiaries establish a control structure for measurement of fair value. This includes an assessment team that has overall responsibility for reviewing all significant fair value measurements, which discusses strategies for establishing the breakdown of the investment portfolio in the Finance and Capital Markets Committee.

Appraisal team regularly reviews significant non-observable data and valuation adjustments. If third-party information, such as brokerage firms' quotes or pricing services, is used to measure fair value, then management assesses the evidence obtained from the third parties to support the conclusion that such valuations meet the requirements of CPC standard, including the level in the fair value hierarchy in which such valuations should be classified.

When measuring fair value of an asset or liability, the Company and its subsidiaries use market observable data as much as possible. Fair values are categorized into different levels in a fair value hierarchy based on inputs used in the valuation techniques as follows:

- **Level 1:** prices quoted (not adjusted) in active markets for identical assets and liabilities.
- **Level 2:** inputs other than quoted prices included in level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- **Level 3:** inputs for assets or liabilities, which are not based on observable market data (non-observable inputs).

The Company and its subsidiaries recognize transfers between fair value hierarchic levels at the end of the period/year of the individual and consolidated interim financial statements in which changes occurred.

Additional information on the assumptions adopted in the measurement of fair values is included in the following notes:

- **Note 20** – Leases payable – Sale & Leaseback operation; and
- **Note 34** – Financial instruments.

7 Basis of measurement

The individual and consolidated interim financial statements were prepared based on the historical cost, except for the following which are measured at fair value (as described below) in the statements of financial position:

- derivative financial instruments (at each base date);
- short and long term investments – investment funds (at each base date); and
- contingent payments assumed in a business combination (at each base date).

8 Material accounting policies

The Company and its subsidiaries have applied the accounting policies described below consistently to all the periods presented in these individual and consolidated interim financial statements, unless otherwise indicated.

(a) Basis of consolidation

(i) Business combinations

Business combinations are recorded using the acquisition method, when control is transferred to the Group. The consideration transferred is measured at fair value, as well as the identifiable net assets acquired. Gains on a bargain purchase are immediately recognized in income (loss). Transaction costs are recorded in income (loss) as incurred, except for costs related to the issue of debt or equity instruments.

Transferred consideration does not include amounts referring to payment of pre-existing relations. Those amounts are recognized in the income (loss) for the year.

Any contingent consideration payable is measured at its fair value on acquisition date. If the payment is classified as an equity instrument, then it is not remeasured and the settlement is recorded in the equity. The remaining contingent consideration is remeasured at fair value on each reporting date, and subsequent changes in fair value are recognized in the statement of profit or loss for the year.

(ii) Subsidiaries

The Company and its subsidiaries control an entity when they are exposed to, or have a right over the variable returns arising from their involvement with the entity and have the ability to affect those returns exerting their power over the entity. The financial statements and/or interim financial statements of the subsidiaries are included in the consolidated financial statements and/or interim financial statements as from the date the Company and its subsidiaries obtain the control until the date such control ceases.

In the individual financial statements and/or interim financial statements, financial information of the subsidiaries is recognized under the equity method.

(iii) Non-controlling interest

The Group treats transactions with non-controlling interests as transactions with the owners of Group's assets. For purchases of non-controlling interests, the difference between any consideration paid and the acquired portion of the book value of the subsidiary is recorded in equity. Gains or losses on disposals for non-controlling interest are also directly recorded in the equity under "Equity valuation adjustments".

(iv) Loss of control

When the Company and its subsidiaries lose control over a subsidiary, assets and liabilities and any non-controlling interest and other components recorded in the equity regarding this subsidiary are derecognized. Any gain or loss resulting from loss of control is recognized in income (loss). If the Company and its subsidiaries hold any interest in former subsidiary, this interest is measured at fair value on the date control is lost.

(v) Transactions eliminated in the consolidation

Intragroup balances and transactions, and any unrealized revenues or expenses derived from intragroup transactions, are eliminated. Unrealized gains originating from transactions with investees recorded using the equity method are eliminated against the investment in the proportion of the Group's interest in the investee. Unrealized losses are eliminated in the same way as unrealized gains, but only to the point where there is no evidence of impairment loss.

(b) Revenue from insurance contracts and contracts with customers

The Company and its subsidiaries operate in the provision of clinical, hospital, laboratory and diagnostic services, in addition to the provision of post-payment health and dental care plan administration services.

Services are sold in separate contracts, individually by customer or grouped together as a service package. Health and dental care plans are treated in accordance with the requirements of CPC 11 – Insurance Contracts. For items not covered by this pronouncement, the Company and its subsidiaries adopt as a policy for the recognition of revenue the criteria set out in CPC 47 – Revenue from Contracts with Customers.

(i) Revenues from consideration

The health and dental care services are performed through their hospitals and accredited network. The Company and its subsidiaries assess the services provided over time as the client receives and benefits from the services. Revenues from considerations are appropriated to correspond to the daily apportionment - *pro rata day* - of the individual coverage period of each contract, starting from the first day of coverage.

(ii) Revenues from other activities

Revenues generated by medical and hospital assistance to third parties and which are recognized through the rendering of services and when economic benefits arising from the transaction are considered probable.

(c) Income tax and social contribution

Current and deferred income tax and social contribution for the year are calculated based on rates of 15%, plus additional 10% on taxable income exceeding R\$ 240 for income tax, and 9% on taxable income for social contribution on net income, considering offset of tax losses and social contribution negative basis, limited to 30% of taxable income for the year.

Income tax and social contribution expense comprises both current and deferred income tax and social contribution. Current and deferred taxes are recognized in income (loss) unless they are related to the business combination or items recognized directly in equity or in other comprehensive income.

(i) Expenses with current income tax and social contribution

Current tax expense is the tax payable or receivable on the taxable income or loss for the year and any adjustments to taxes payable in relation to prior years. The amount of current taxes payable or receivable is recognized in the statement of financial position as a tax asset or tax liability under the best estimate of the expected amount of taxes to be paid or received reflecting the uncertainties related to its calculation, if any. It is measured based on tax rates enacted on the base date.

Current tax assets and liabilities are offset only if certain criteria are met.

i.1 Uncertainties over income tax treatment

The Company and its subsidiaries carried out the assessment and classification of tax positions, and evaluated possible quantitative and qualitative impacts for disclosure purposes, including:

- Identification of uncertain tax treatments;
- Classification and evaluation of uncertain tax treatments;

Based on the internal procedures adopted by the Company and its subsidiaries, no matter was identified involving uncertainties in tax treatments.

(ii) Expenses with deferred income tax and social contribution

Deferred tax assets and liabilities are recognized in relation to the temporary differences between the book values of assets and liabilities for interim financial statements and those used for taxation purposes. Changes in deferred tax assets and liabilities in the year are recognized as deferred income tax and social contribution expense. Deferred taxes are not recognized for:

- Temporary differences on the initial recognition of assets and liabilities in a transaction that is not a business combination, and not affecting the taxable, accounting income (loss);
- Temporary differences related to investments in subsidiaries, associated companies and joint ventures, to the extent that the Company and its subsidiaries are able to control the timing of the reversal of the temporary difference and it is probable that they will not be reversed in the foreseeable future; and
- Taxable temporary differences arising from the initial recognition of goodwill.

A deferred tax asset is recognized for unused tax losses and deductible temporary differences, to the extent that it is probable that future taxable income will be available against which the credits can be utilized. Future taxable income is determined based on the reversal of relevant taxable temporary differences. If the amount of the taxable temporary differences is insufficient to fully recognize a deferred tax asset, the future taxable income, adjusted for reversals of the existing

temporary differences, will be considered, based on the business plans of the parent company and of its subsidiaries, individually.

Deferred tax assets are reviewed annually and reduced when their realization is no longer probable. A large portion of the Group's deferred tax assets is recorded on negative bases and tax losses.

Deferred tax assets and liabilities are measured at tax rates expected to be applied to temporary differences when they are reversed, based on rates decreed up to the base date and results in an uncertainty related to income tax (if any).

The measurement of deferred tax assets and liabilities reflects the tax consequences of how the Company and its subsidiaries expect to recover or settle their assets or liabilities.

Deferred tax assets and liabilities are only offset when certain criteria are met.

(d) Property, plant and equipment

(i) *Recognition and measurement*

Property, plant and equipment items are stated at historical acquisition or construction cost, including loan cost capitalized, net of accumulated depreciation and impairment losses.

When significant parts of a property, plant and equipment item have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Any gains and losses on disposal of a property, plant and equipment item are recognized in income (loss).

(ii) *Subsequent expenditures*

Subsequent costs are capitalized in accordance with the probability that associated future economic benefits may be earned by the Company and its subsidiaries.

(iii) *Depreciation*

Depreciation is calculated to amortize the cost of fixed asset items, net of their estimated residual values, using the straight-line method based on estimated useful lives of items. Depreciation is recognized in income (loss). Land is not depreciated.

Depreciation methods, useful lives and residual values are reviewed on each base date and adjusted if appropriate.

(e) Intangible assets and goodwill

(i) Recognition and measurement

Goodwill

Goodwill is measured at cost, less accumulated impairment losses.

Other intangible assets

Other intangible assets acquired by the Company and its subsidiaries with defined useful lives are carried at cost, less accumulated amortization and any accumulated impairment losses.

(ii) Subsequent expenditures

Subsequent expenditures are capitalized only when they increase the future economic benefits embodied in the specific asset to which they relate. All other expenditures, including expenditures on internally-generated goodwill and trademarks and patents, are recognized in the income (loss) as incurred.

(iii) Amortization

Amortization is calculated using the straight-line method based on estimated useful lives of such items, net of estimated residual values. Amortization is recognized in income (loss). Goodwill is not amortized.

Amortization methods, useful lives and residual values are reviewed on each base date and adjusted if appropriate.

(f) Financial instruments

(i) Initial recognition, classification and measurement

Trade accounts receivable and debt securities issued are initially recognized on the date that they were originated. All other financial assets and liabilities are initially recognized when the Company and its subsidiaries become a party to the instrument's contractual provisions. Trade accounts receivable without a significant financing component is initially measured at the price of operation.

A financial asset (unless it is a trade accounts receivable item without a material financing component) or a financial liability is initially measured at fair value, plus, for an item not measured at fair value through profit or loss (FVTPL), transaction costs which are directly attributable to its acquisition or issue.

Financial assets

In the initial recognition, a financial asset is classified as measured: at Amortized Cost; at Fair Value through Other Comprehensive Income (FVTOCI) - debt instrument; at FVTOCI - equity instrument; or at Fair Value Through Profit or Loss (FVTPL).

Financial assets are not reclassified after initial recognition, unless the Company and its subsidiaries change the business model for the management of financial assets, in which case all

affected financial assets are reclassified on the first day of the reporting period subsequent to the change in the business model.

A financial asset is measured at amortized cost if it meets both conditions below and is not designated as measured at FVTPL:

- It is held within a business model whose purpose is to maintain financial assets to receive contractual cash flows; and
- Its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the outstanding principal value.

A debt instrument is measured at FVTOCI if it meets both conditions below and is not designated as measured at FVTPL:

- It is held within a business model whose objective is achieved by both the collection of contractual cash flows and selling financial assets; and
- Its contractual terms generate, on specific dates, cash flows which are only payments of principal and interest on outstanding principal value.

In the initial recognition of an investment in an equity instrument not held for trading, the Company and its subsidiaries may irrevocably choose to present subsequent changes in the fair value of the investment in other comprehensive income ("OCI"). This choice is made through an analysis of each investment individually.

All financial assets not classified as measured at amortized cost as described above or at FVTOCI are classified as FVTPL. It includes all derivative financial assets. At initial recognition, the Company and its subsidiaries may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortized cost or at FVTOCI, as FVTPL if it eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial assets - Evaluation of business model

The Company and its subsidiaries carry out an evaluation of the purpose of the business in which a financial asset is held in the portfolio, since this better reflects the way in which the business is managed and the information is provided to management. The information considered includes:

- The policies and goals established for the portfolio and practical operation of these policies. Aims at identifying whether management's strategy focuses on obtaining contractual interest revenue, maintaining a certain interest rate profile, matching the duration of financial assets with the duration of related liabilities or expected cash outflows, or the realization of cash flows through the sale of assets;
- How the performance of the portfolio is evaluated and reported to the management of the Company and its subsidiaries.
- Risks that affect the performance of the business model (and the financial assets held in that business model) and the way those risks are managed;
- How business managers are remunerated - for example, if the remuneration is based on the fair value of managed assets or on contractual cash flows obtained; and

- The sales rate, volume and timing of sales of financial assets in prior periods, the reasons for such sales and future sales expectations.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales, which is consistent with the ongoing recognition of the assets of the Company and its subsidiaries.

Financial assets that are held for trading or are managed and whose performance is evaluated on fair value basis are measured at fair value through profit or loss (FVTPL).

(ii) Subsequent measurement

Financial assets - Subsequent measurement and gains and losses

Financial assets (FVTPL)	These assets are subsequently measured at fair value. Net income (loss), plus interest or dividend revenue, is recognized in income (loss).
Financial assets at amortized cost	These assets are subsequently measured at amortized cost using the effective interest method. The amortized cost is reduced by impairment losses. Interest revenue, foreign exchange gains and losses and impairment losses are recognized in income (loss). Any gain or loss on derecognition is recognized in income (loss).
Debt instruments at FVTOCI	These assets are subsequently measured at fair value. Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment loss are recognized in income (loss). Other net income (loss) is recognized in OCI. In derecognition, the retained earnings in OCI are reclassified to the income (loss).
Equity instruments at FVTOCI	These assets are subsequently measured at fair value. Dividends are recognized as a gain in income (loss) unless the dividend clearly represents a recovery of part of the investment cost. Other net income (loss) is recognized in OCI and is never reclassified to the income (loss).

Financial liabilities – classification, subsequent measurement and gains and losses

Financial liabilities were classified as measured at amortized cost or at FVTPL. A financial liability is classified as measured at fair value through profit or loss if it is classified as held for trading, if it is a derivative or assigned as such on initial recognition. Financial liabilities measured at FVTPL are measured at fair value and net income (loss), plus interest, is recognized in income (loss). Other financial liabilities are subsequently measured at amortized cost using the effective interest method. Interest expense, foreign exchange gains and losses are recognized in income (loss). Any gain or loss on derecognition is also recognized in income (loss).

(iii) Derecognition

Financial assets

The Company and its subsidiaries derecognize a financial asset when the contractual rights to the cash flow of the asset expire, or when the Company and its subsidiaries transfer the contractual rights to the receipt of contractual cash flows over a financial asset in a transaction in which essentially all the risks and rewards of ownership of the financial asset are transferred or even in which the Company and its subsidiaries nor transfer or maintain all ownership risks and rewards of the financial assets and also do not hold the control over the financial asset.

The Company and its subsidiaries carry out transactions in which assets recognized in the statement of financial position are transferred but retain all or substantially all risks and rewards of the assets transferred. In such cases, financial assets are not derecognized.

Financial liabilities

The Company and its subsidiaries derecognize a financial liability when their contractual obligations are discharged or canceled or expire. The Company and its subsidiaries also derecognize a financial liability when the terms are modified, and the cash flows of the modified liability are substantially different in which case a new financial liability based on the modified terms is recognized at fair value.

In the derecognition of a financial liability, the difference between the extinct book value and the consideration paid (including assets transferred that do not pass through the cash or assumed liabilities) is recognized in the income (loss).

(iv) Offsetting

Financial assets and liabilities are offset and the net amount reported in the statement of financial position only when the Company and its subsidiaries have a legally exercisable right to offset and there is intention to settle on a net basis, or to realize the asset and settle the liability simultaneously.

(v) Derivative financial instruments – Hedge accounting

The Company and its subsidiaries use derivative financial instruments to hedge their exposure to the risks of foreign currency and interest rate changes related to the issuance of Real Estate Receivables Certificates and cash flow contracts entered into with financial institutions.

A hedging relationship qualifies for hedge accounting if it meets all of the following requirements:

- (a) at the inception of the hedging relationship, there is formal designation and documentation of the hedging relationship and the entity's risk management objective and strategy for undertaking the hedge.
- (b) the hedge is expected to be highly effective to offset changes in fair value or cash flows attributable to the hedged risk;

(c) the effectiveness of the hedge can be measured reliably, that is, the fair value or cash flows of the hedged item that are attributable to the hedged risk and the fair value of the hedged instrument can be measured reliably;

(d) the hedge is assessed on an ongoing basis and effectively determined to be highly effective during all financial reporting periods for which the hedge was designated.

The Company and its subsidiaries calculate the effectiveness of the derivative financial instruments contracted to hedge their financial liabilities and cash flows in foreign currency at the beginning of the operation and on an ongoing basis.

On September 30, 2025, the derivative financial instruments contracted were effective in relation to the hedged items.

Initial recognition and subsequent measurement

Derivative financial instruments are initially recognized at fair value on the date the agreement is entered into, and are subsequently remeasured at fair value.

Derivatives are recorded as financial assets when the fair value is positive; and as financial liabilities when the fair value is negative. Transaction costs attributable to the derivative financial instrument are recognized in income (loss) when incurred, except for the effective portion of cash flow hedges, which is recognized directly in equity in other comprehensive income and subsequently reclassified to income (loss) when the hedged item affects income (loss).

The Company and its subsidiaries adopted the cash flow hedge accounting methodology, in line with CPC 48.

Cash flow hedges

Cash flow hedges that meet the criteria for their accounting are recorded as follows: (i) the effective portion of the gain or loss resulting from the hedge instrument is directly recorded in equity (other comprehensive income); and (ii) the ineffective portion of the gain or loss resulting from the hedge instrument is recognized in financial revenues (expenses) in the statement of profit or loss.

When the documented risk management strategy for a particular hedging relationship excludes from the assessment of hedge effectiveness a specific component of gain or loss or the related cash flows of the hedging instrument, that component of the excluded gain or loss is recognized in financial revenues (expenses) in the statement of profit or loss.

When the hedged item is the cost of a non-financial asset or liability, the amounts recognized in equity are transferred to the initial book value of the non-financial asset or liability.

If the hedging instrument expires or is sold, terminated or exercised without replacement or rollover (as part of the hedging strategy), or if its classification as a hedge is revoked, or when the hedge no longer meets the hedge accounting criteria, gains or losses previously recognized in comprehensive income remain separately in equity until the anticipated transaction occurs or the firm commitment is fulfilled.

(g) Share capital

(i) Common shares

Additional costs directly attributable to the issue of shares and stock options are recognized as reducers from equity.

(ii) Repurchase and re-issuance of shares (treasury shares)

When shares recognized as equity are repurchased, value of consideration paid, which includes directly attributable costs, is recognized as a deduction of equity. The repurchased shares are classified as treasury shares and presented as a deduction from equity. When treasury shares are sold or reissued subsequently, value received is recognized as an increase to equity, and gains or losses resulting from transactions are presented as capital reserve.

(h) Impairment

(i) Non-derivative financial assets

Measurement of expected credit losses

Expected credit losses are estimates weighted by the probability of credit losses. Credit losses are measured at present value based on all cash insufficiencies (that is, the difference between the cash flows owed to the Group in accordance with the contract and the cash flows that the Group expects to receive). The expected credit losses are discounted by the effective interest rate of the financial asset.

For trade accounts receivable and contract assets, the Company and its subsidiaries apply a simplified approach to calculate expected credit losses. The Company and its subsidiaries established a provision matrix that is based on their historical experience of credit losses, adjusted for specific prospective factors for debtors and the economic environment, considering independent variables, such as type of coverage, contract duration, number of days the bill is overdue and the customer's outstanding amount.

The Company and its subsidiaries adopt a hybrid model of expected and incurred losses, with a simplified approach, recording expected losses throughout the cycle of trade accounts receivable, segregating analyses into operations for corporate customers (large contracts), small and medium-sized corporate customers companies (collective) and individual plans (individuals), considering the risk factor inherent in each of these relationships. The model is based on the credit assessment carried out for each customer profile. From the calculated results, the Company and its subsidiaries analyze and compare them with historical losses to verify whether the amount determined is reasonable.

(ii) Non-financial assets

On each base date, the Company and its subsidiaries review the book values of non-financial assets (except for inventories, contract assets and deferred taxes) to determine if there is any indication of impairment. If any such indication exists, the recoverable amount of the asset is estimated. In case of goodwill, recoverable value is tested on an annual basis.

For impairment tests, the Company and its subsidiaries consider, for the definition of CGU, the consolidated structure of the group (national), which more adequately reflects the way in which the Group's management monitors operations and the way in which decisions are made on the business continuity. In defining the CGU, the Company considers qualitative and quantitative factors of its operation, which are used in monitoring and decision-making in view of the business verticalization strategy and aims to expand operations in other geographic regions, thus generating synergy gains and strengthening the Company and its subsidiaries.

Among the information analyzed by management are analytical reviews of revenues and claims and the profitability of products involving the creation, continuity and discontinuation of new healthcare plan products. In the analyses the costs incurred are also monitored and matched with the estimated projections, aiming to identify possible distortions that may arise from hospitalizations and elective surgeries.

The test is carried out using the "Value in Use" methodology, which consists of an economic evaluation performed using the discounted cash flow, that is, the projection of cash inflows and outflows resulting from the use of a given asset for a period of five (5) years, applying an appropriate discount rate to bring it to present value.

After carrying out the test, if applicable, the Company and its subsidiaries disclose the information listed below, but not limited to:

- a) the value of the loss (loss reversal) with impairments recognized in the period and possible consequences of revaluations;
- b) the breakdown of the cash generating unit;
- c) whether the recoverable value is the value in use and the discount rate used in the valuation; and
- d) the events and circumstances that led to the recognition or reversal of the impairment.

Recoverable value or CGU of an asset is the higher of value in use and fair value less selling costs. Value in use is based on estimated future cash flows discounted to present value using a discount rate before taxes that reflects current market evaluations of time value of money and the specific risks of the asset or CGU.

An impairment loss is recognized when the book value of an asset or its CGU exceeds its recoverable value.

Impairment losses are recognized in income (loss). Recognized losses referring to CGUs are initially allocated to reduce any goodwill allocated to that CGU (or CGU group) and then to reduce the book value of other assets of that CGU (or CGU group) on a pro rata basis.

An impairment loss related to goodwill is not reversed. Regarding other assets, impairment losses are reversed only with the condition that the new book value of the asset does not exceed the book value that would have been calculated, net of depreciation or amortization, if the value loss had not been recognized.

(i) Provisions

Provision is determined by discounting the estimated future cash flows at a pre-tax discount rate which reflects the current market evaluations as to the time value of money and the specific risks of the liability in question. Effects from derecognition of discount for elapsing of time are recognized in income (loss) as financial expense.

Provision for tax, civil and labor risks

These are formed taking into account: the opinion of legal advisors, the nature of the lawsuits, similarity with previous cases, same complexity and the pronouncements of courts, whenever the loss is considered probable, which would give rise to a probable outflow of funds for settlement of the obligations and when the amounts involved are measured with sufficient assurance. The contingent liabilities classified as possible losses are not recorded, however, are disclosed in notes when they are material. Liabilities classified as remote are not recognized or disclosed.

Technical reserves for health care operations

The Provision for Events Occurred and not Reported (PEONA) is actuarially calculated based on the estimate of claims occurred but not yet reported, which consider the historical development of claims reported in the last 12 months, future payments of claims related to events prior to the calculation base date, aiming to establish a future projection by occurrence period.

The outstanding claims reserve is recorded based on claim notices received up to the reporting date, including judicial claims plus interest accruals.

The provision for Unified Health System (SUS) events is calculated based on the notifications sent by SUS, representing the refund of expenses in providing care to beneficiaries that have already been effectively charged, and an estimate of future collection notifications that are under analysis, calculated according to its own methodology.

The Unearned Premium Reserve (UPR) is calculated on a pro rata basis based on health and dental premiums, representing the amount charged by the operator in proportion to the days not yet elapsed within the month in which the risk coverage term becomes effective for the benefit of the client.

(j) Leases

At the inception of an agreement, the Company and its subsidiaries determine whether the agreement is for or contains a lease. The Company and its subsidiaries assess whether the contracts signed are or contain elements of leases, and recognize the rights of use of the leased assets and liabilities for the future flow of the contracts signed, being those that convey the right to control and obtain benefits over the use of an identified asset for a period of time in exchange for a consideration.

The Company and its subsidiaries recognize a right-of-use asset and a lease liability on the lease inception date. The right-of-use asset is initially measured at cost, which comprises the value of initial measurement of the lease liability adjusted to any lease payments made to the initial date, plus any initial direct costs incurred by the lessee, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the start date through to the end of the lease term, unless the lease transfers ownership of underlying asset to the lessee at the end of the lease term, or if the cost of the right-of-use asset reflects that the lessee will exercise the call option. In this case, the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as that of property, plant and equipment. Moreover, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liabilities.

Lease liabilities are initially measured at the present value of the lease payments that are not made on the start date, discounted by the incremental interest rate calculated by the Company. The loan incremental interest rate of the lessee is the interest rate that the lessee would have to pay upon loan (for a similar term and with similar collateral) the funds required to obtain the asset with a value similar to the right-of-use asset, in a similar economic environment.

The Company and its subsidiaries are lessees of several assets, including real estate, hospital equipment and IT equipment.

The lease liability is measured at amortized cost using the effective interest method. It is remeasured when: there is a change in future lease payments resulting from a change in the index or rate; amounts expected to be paid in accordance with the residual value guarantee did not change; the Company and its subsidiaries change their assessment of whether they will exercise a purchase, extension or termination option; there is a fixed revised lease payment in essence.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the book value of the right-of-use asset, or is recorded in income (loss) if the book value of the right-of-use asset has been reduced to zero.

Low-value asset lease

The Company and its subsidiaries do not recognize the right-of-use assets and the lease liabilities for low-value lease assets and short-term lease including IT equipment. The Company and its subsidiaries record payments in connection with these leases as expenses on a straight-line basis over the term of the lease.

Sale & Leaseback (SLB)

Sale & Leaseback transactions occur when the Company and its subsidiaries sell an asset and lease it back. Such transactions are initially analyzed within the scope of CPC 47 - "Revenue from Contracts with Customers", with the purpose of verifying whether the performance obligation was satisfied to account for the sale of the asset. Once this requirement is met, the determination of recognition of the result of SLB transactions uses the fair value of the traded asset as a reference. For new goods, the source of information to obtain fair value are market quotations for items of a similar nature, considering the condition of the good.

To calculate the fair value, the Company and its subsidiaries engaged an independent consulting firm to support the Management's conclusion, with the issuance of a technical report. The valuation was carried out using the Income Capitalization Approach, where the sale value of the property is determined by capitalizing the possible net revenue to be earned, through the analysis of a discounted cash flow, which considers all the revenues and expenses for this operation,

discounted at a rate that corresponds to the opportunity cost for the Company and its subsidiaries, considering the level of risk of the operation. After defining the fair value, the gains or losses are initially calculated based on the difference between the fair value and the book value of the assets and subsequently adjusted according to the proportionality of the right of use transferred to the lessor (the latter being the effective value recognized in income (loss) as a gain or loss). The proportionality calculation is carried out considering the present value of the lease payments adjusted by advance payments or additional financing.

The Company and its subsidiaries evaluate the "SLB" operation in the context of CPC 47 – "Revenue from Contracts with Customers" to identify the existence of a "sale" and the fulfillment of the performance obligation. Once identified, the Company and its subsidiaries analyze the fair value versus the sales value of the real estate. If the fair values of real estate do not equal the selling price, the differences are recorded as prepaid expenses (Other assets) or additional financing (Other accounts payable), if applicable. The Company and its subsidiaries measure gains on "SLB" through the percentage of right of use transferred (performance obligation fulfilled), recognizing, in the context of CPC 06 (R2) – "Leases", the right of use, lease liabilities, prepaid expense and gain/loss with "SLB" on the performance obligation fulfilled.

(k) Fair value measurement

Fair value is the price that would be received in the sale of an asset or paid for the transfer of a liability in an orderly transaction between market participants at the measurement date, on the primary market or, in the absence thereof, on the most advantageous market to which the Company and its subsidiaries have access on such date. The fair value of a liability reflects its risk of non-performance.

A series of accounting policies and disclosures of the Company and its subsidiaries requires the measurement of fair value, for financial and non-financial assets and liabilities.

When available, the Company and its subsidiaries measure the fair value of a security using the price quoted on an active market for such securities. A market is considered as active if the transactions for the asset or liability take place with sufficient frequency and volume to provide pricing information on an ongoing basis.

If there is no price quoted in an active market, the Company and its subsidiaries use valuation techniques that maximize the use of relevant observable data and minimize the use of unobservable data. The chosen valuation technique incorporates all the factors market participants would take into account when pricing a transaction.

If an asset or a liability measured at fair value has a purchase price and a sale price, the Company and its subsidiaries measure assets based on purchase prices and liabilities based on selling prices.

The best evidence of the fair value of a financial instrument upon initial recognition is usually the transaction price - i.e., the fair value of the consideration given or received. If the Company and its subsidiaries determine that the fair value at initial recognition differs from the transaction price and the fair value is not evidenced by a price quoted on an active market for an identical asset or liability or based on an evaluation technique for which any non-observable data are judged to be insignificant in relation to measurement, then the financial instrument is initially measured at fair value adjusted to defer the difference between the fair value at the initial recognition and the transaction price.

This difference is subsequently recognized in income (loss) on an appropriate basis over the life of the instrument, or until such time when its valuation is fully supported by observable market data or the transaction is closed, whichever comes first.

(I) Liability Adequacy Test (LAT)

The Company and its subsidiaries apply a Liability Adequacy Test (LAT) for all contracts that are in effect on each base date and that are in effect on the date of the test. This test is prepared annually considering current estimates of future cash flows, using the reference base date of active customers, with no new entrants. The methodology projects inflows and outflows of financial resources, considering the technical and financial readjustments, changes in value due to changes in age, changes in assistance costs, administrative and commercial expenses, returns on investments and the time value of money using the discount rate Term Structures of Risk-Free Interest Rates.

The Liability Adequacy Test carried out was segregated for the portfolios of individual, corporate group and collective membership plans.

In the last year ended December 31, 2024, the liability adequacy test carried out did not demonstrate any insufficiency.

If any insufficiency is identified, the Company and its subsidiaries record the loss immediately as expense for the year, first reducing the acquisition costs to zero and then constituting additional provisions for liabilities already recorded on the test date.

9 Operating segments

The Company and its subsidiaries have a standardized and uniform service in all Brazilian regions. Thus, it directs its operations in the supplementary health sector and its strategy to providing services in a vertical manner, in which the beneficiary is primarily served by its own network, providing medical and dental care. In this sense, its operation takes place in just one operating segment, whose operating and financial results are regularly reviewed by the Board of Directors on an aggregate basis, which more adequately reflects the way in which the Management of the Company and its subsidiaries monitors operations and the way in which decisions are made about business continuity.

Although the Group has several hospitals, clinics and other service units in its organizational structure, they operate as executors of the services demanded by the beneficiaries of the health and dental plans of the operators belonging to the Group, within the integrated verticalization model, in which the purpose is to expand operations in other geographical regions, generating synergy gains and strengthening the Company and its subsidiaries.

Among the information analyzed by Management, quantitative and qualitative factors of the operation of the Company and its subsidiaries are considered, used in the monitoring and decision-making. The Board of Directors determines that the Statutory Executive Board, represented by the Chief Executive Officer (CEO), receives and analyzes information on the operating and financial results of the business and its decision-making, use of technologies and marketing strategies for the different products and services in a centralized manner.

Hapvida Participações e Investimentos S.A.
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for the three and nine-month periods ended September 30, 2025

The entire operation (revenues and expenses) of the Company and its subsidiaries comes from providing services to beneficiaries located geographically in Brazil and there is no concentration of sales by customer contract.

10 Short and long term investments

The short and long term investments of the Company and its subsidiaries are made up as follows:

	Annual remuneration	Maturities	Parent Company		Consolidated	
			09/30/2025	12/31/2024	09/30/2025	12/31/2024
Government and private bonds						
Bank deposit certificates (CDB)	102% of CDI	Up to Jan/27	-	-	340,393	225,941
Financial Treasury Bill (LFT)	100.0% of CDI	Up to Mar/27	-	-	-	74,850
Subtotal – Government and private bonds			-	-	340,393	300,791
Investment Funds						
Fixed income - Collateral assets (a)	93.6% of CDI	Without maturity	-	-	4,445,716	3,583,296
Fixed income - Exclusive (b)	101.5% of CDI	Without maturity	2,727	6,212	4,108,293	4,661,370
Fixed income - non-exclusive	131.1% of CDI	Without maturity	86	78	246,460	111,890
Subtotal – Investment funds			2,813	6,290	8,800,468	8,356,556
Other						
Other investments	-	-	-	-	-	904
Total			2,813	6,290	9,140,861	8,658,251
Current			2,727	6,212	8,841,428	8,177,622
Non-current			86	78	299,433	480,629

- (a) The collateral assets are used to back the technical provisions of the health care operators.
- (b) The exclusive funds are administered and managed by Banco do Brasil, Banco Santander, Banco Itaú and Banco Bradesco. These funds invest their resources in quotas of other funds administered by the managing banks. The investment policies of exclusive funds determine the concentration of resources in financial assets with low credit risk (ANBIMA classification).

The changes in short and long term investments of the Company and its subsidiaries are stated as follows:

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Balance at the beginning of the year	6,290	227,112	8,658,251	6,459,755
Investments	14,500	51,440	11,296,389	19,706,968
Yield	535	6,619	867,730	808,578
(-) Redemptions	(18,512)	(278,881)	(11,681,509)	(18,316,853)
Mark-to-market	-	-	-	(197)
Balance at the end of the period/year	2,813	6,290	9,140,861	8,658,251

Of the total balance of short and long term investments considered restricted by the Company and its subsidiaries, the amount below refers to escrows originated by the following acquisitions:

Acquisition	09/30/2025	12/31/2024
São Francisco Group	81,243	78,887
Medical Group	13	389
São José Group	19,439	23,145
NDI MG Group	159,202	144,016
Clinipam	-	181,803
Lifecenter	-	27,803
Total	259,897	456,043

11 Trade accounts receivable

The balance of this group of accounts refers mainly to amounts receivable from members of the health and dental care insurance plans of the Company and its subsidiaries, as follows:

	Consolidated	
	09/30/2025	12/31/2024
Breakdown of accounts receivable (i)		
Health and dental care plans	1,582,533	1,428,971
Agreements and individuals	620,424	691,373
Subtotal	2,202,957	2,120,344
(-) Provision for impairment losses	(259,533)	(444,000)
Total	1,943,424	1,676,344

(i) On September 30, 2025, the average turnover of the Company's and its subsidiaries' accounts receivable was 18 days.

The breakdown of amounts receivable by maturity age is as follows:

	Consolidated	
	09/30/2025	12/31/2024
Falling due (A)	974,568	295,061
Overdue – in days: (B)	1,228,389	1,825,283
≤30	333,350	602,805
31-60	170,130	188,203
61-90	110,471	153,751
>90	614,438	880,524
Total (A) + (B)	2,202,957	2,120,344

The change in Trade accounts receivable is shown below:

	Consolidated		
	Health care plan	Not related to the health care plan	Total
Balances at January 1, 2024	1,084,744	476,183	1,560,927
Net consideration	30,438,498	-	30,438,498
Revenues from health care not related to Operators' health plans	-	1,176,751	1,176,751
(-) Receipts	(29,967,057)	(1,050,328)	(31,017,385)
Reversal/(Formation) of impairment loss	182,268	33,475	215,743
Reversal/(Formation) of expected disallowance	1	15,703	15,704
(-) Write-off due to effective credit losses	(591,598)	(122,296)	(713,894)
Balances at December 31, 2024	1,146,856	529,488	1,676,344
Company held for sale (i)	-	(7,107)	(7,107)
Net consideration	24,203,589	-	24,203,589
Revenues from health care not related to Operators' health plans	-	846,204	846,204
(-) Receipts	(23,487,291)	(854,034)	(24,341,325)
Reversal/(Formation) of impairment loss	173,452	19,245	192,697
Reversal/(Formation) of expected disallowance	-	(23,749)	(23,749)
(-) Write-off due to effective credit losses	(562,729)	(40,500)	(603,229)
Balances at September 30, 2025	1,473,877	469,547	1,943,424

(i) Reclassification of the balance of subsidiary Hospital e Maternidade Maringá S.A. to operations held for sale, as described in Note 38.

Changes in the provision for impairment losses on accounts receivable are as follows:

	Consolidated		
	Health care plan	Not related to the health care plan	Total
Balances at January 1, 2024	(464,097)	(211,294)	(675,391)
Reclassification	(233)	233	-
(Formation)/Reversal of provision, net	182,268	49,179	231,447
Other changes	(56)	-	(56)
Balances at December 31, 2024	(282,118)	(161,882)	(444,000)
Reclassification of company held for sale (i)	-	15,519	15,519
Reclassification	6	(6)	-
(Formation)/Reversal of provision, net	173,452	(4,504)	168,948
Balances at September 30, 2025	(108,660)	(150,873)	(259,533)

- (i) Reclassification of the balance of subsidiary Hospital e Maternidade Maringá S.A. to operations held for sale, as described in Note 38.

The Company uses a methodology for the allowance for expected credit losses based on CPC 48, analyzing the profile of the customer portfolio: i) by segment - for receivables related to healthcare plans or sale of services; ii) by individual or legal entity; iii) by the largest accounts, which are individually analyzed and classified into risk ranges. Each risk range requires a percentage of provisioning for the expected loss of the portfolio.

12 Recoverable taxes

The taxes recoverable of the Company and its subsidiaries are as follows:

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Income Tax - IRPJ (i)	135,225	685	751,451	382,598
Social Contribution on Income - CSLL (i)	-	-	106,255	106,970
Withholding Income Tax - IRRF (ii)	110,794	215,590	292,840	447,499
Social security credit	-	-	8,042	8,083
FGTS credits	-	-	4,282	4,282
PIS and COFINS credits	2,405	2,405	51,088	20,066
ISS credit	-	-	35,599	26,613
Advance of installment payments	706	706	4,367	4,367
Other recoverable taxes	-	-	3,003	1,933
Total	249,130	219,386	1,256,927	1,002,411

- (i) Refers to payments of IRPJ and CSLL estimates and credits arising from negative balances (IRPJ and CSLL), duly approved by the Brazilian Federal Revenue Service, through their respective record-keeping and reporting obligations, and which are used to offset taxes.
- (ii) Balance resulting mainly from the withholding of financial investments.

13 Deferred sales expenses

Represented by commissions paid for the sale of collective and individual plans charged to income over the estimated average term of the beneficiaries in the customer portfolio.

The changes in deferred sales expenses of the Company and its subsidiaries are as follows:

	Consolidated	
	09/30/2025	12/31/2024
Balance at the beginning of the year	986,053	978,721
Formations	430,362	613,666
(-) Amortization	(369,652)	(606,334)
Balance at the end of the period/year (a)	1,046,763	986,053
Current	388,552	360,469
Non-current	658,211	625,584

- (a) The weighted average term (in months) of the customer portfolio contracts, based on the active contracts that generated commissions, is as follows:

	09/30/2025
Individual contracts	37
Collective contracts	65

14 Related-party transactions and balances

The main balances of assets and liabilities on September 30, 2025 and December 31, 2024, as well as the transactions that influenced the income (loss) on September 30, 2025 and 2024, relating to operations with related parties, are as follows:

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Assets				
Other credits with related parties				
Receivables with shareholders	-	-	-	1,258
PPAR COM Investimentos Ltda. - Amounts receivable	-	-	1,990	1,988
Other credits	940	1,359	-	-
Subtotal	940	1,359	1,990	3,246
Total assets	940	1,359	1,990	3,246
Liabilities				
Dividends and interest on shareholders' equity payable				
Dividends payable	20	20	25	32
Interest on shareholders' equity	573	573	573	573
Subtotal	593	593	598	605
Other debits with related parties				
Debits with shareholders	2,517	2,517	2,516	2,552
Canadá Administradora de Bens Imóveis Ltda.	1,343	1,343	1,343	1,343
Hapvida Assistência Médica S.A. (h)	258,551	238,758	-	-
Other debits	5,680	102	102	102
Subtotal	268,091	242,720	3,961	3,997
Leases payable				
Leases payable with related parties (a)	-	167	1,173,168	1,294,570
Leases payable with related parties – LPAR Imóveis Ltda. (b)	-	-	879,868	847,345
Subtotal	-	167	2,053,036	2,141,915
Debentures				
Debentures of the 6 th private issue (g)	508,783	505,020	-	-
Commercial notes (i)	1,792,428	1,724,561	-	-
Subtotal	2,301,211	2,229,581	-	-
Total liabilities	2,569,895	2,473,061	2,057,595	2,146,517
	Parent Company		Consolidated	
	September 30,	September 30,	September 30,	September 30,
	2025	2024	2025	2024
Transactions in income (loss)				
Revenue from health care services (c)	-	-	885	866
Media broadcasting expenses (d)	-	-	(258)	-
Expenses for the use of shared assets (e)	-	-	(1,912)	(1,331)
Interest on leases with Canadá Administradora de Bens Imóveis Ltda. (f)	(4)	(13)	(44,609)	(39,003)
Interest on leases with Fundação Ana Lima (f)	-	-	(1,790)	(1,958)
Interest on leases with Quixadá Participações Ltda. (f)	-	-	(30,596)	(36,167)
Interest on leases with LPAR Imóveis Ltda. (f)	-	-	(86,987)	(80,812)
Total income (loss)	(4)	(13)	(165,267)	(158,405)

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- (a) Lease of commercial property and movable property intended for the development of economic activities, pursuant to an agreement entered into between related parties (Canadá Administração de Bens Imóveis Ltda., Quixadá Participações Ltda. and Fundação Ana Lima, non-consolidated entities under common control of the same shareholders of the Company and its subsidiaries) with average maturities of 20 and 40 years, entered into based on the appraisal of the market value performed by specialized companies, comprising: a) review of the base value every 60 months of the lease term; and b) annual updating based on the accumulated change of the IPCA.
- (b) Lease of ten real estate properties (previously owned by the Company's subsidiaries), subject to a sale & leaseback (SLB) operation, with an investment vehicle owned by the Pinheiro Family (LPAR Imóveis Ltda.), the Company's parent company. The cap rate involved is 8.5% p.a., adjusted annually by the IPCA, for a lease term of 20 years (with an option to renew for the same period and an option to buy back), by the Company, under predetermined conditions.
- (c) Revenues from health care plans of the Company and its subsidiaries with services to the companies that are part of Sistema Opinião de Comunicação, under common shareholding control, in the category of collective plans.
- (d) Expenses with advertising hired by the Company and its subsidiaries to advertise in companies belonging to 'Sistema Opinião de Comunicação', under common shareholding control, with the purpose of promoting the sales of health care and dental care plans through marketing actions.
- (e) The balance refers mainly to the use of aircraft belonging to the related party Canadá Administradora de Bens Imóveis Ltda. on business trips by the Management of the Company and its subsidiaries.
- (f) Effect of interest on lease agreements with related parties.
- (g) On December 29, 2023, the minutes of the meeting of the Board of Directors of the Company and its subsidiaries approved the issue of 500,000 simple debentures, not convertible into shares, in a single series and privately placed, subscribed and paid up exclusively by Casa de Saúde e Maternidade Santa Martha S.A.
- (h) It includes mostly amounts related to the acquisition process of the PROMED group, carried out by Ultra Som Serviços Médico (later merged into Hapvida Assistência Médica S.A., in accordance with the Addendum agreed between the parties (PROMED x Ultra Som sellers), on October 18, 2022. The Company repurchased shares on behalf of the seller, in which case it must transfer these amounts to its subsidiary Hapvida Assistência Médica S.A.
- (i) On June 28, 2024, the minutes of the meeting of the Company's board of directors approved the Term of issuance of the 1st issue of book-entry commercial notes, with its subsidiary Casa de Saúde e Maternidade Santa Martha S.A. The total amount of the issue was R\$ 330,000, carried out in a single series, maturing in June 2034.

On September 19, 2024, the minutes of the meeting of the Company's board of directors approved the Term of issuance of the 2nd issue of book-entry commercial notes, with its subsidiary Casa de Saúde e Maternidade Santa Martha S.A. The total amount of the issue was R\$ 380,000, carried out in up to two series, up to the limit of the amounts specified below: a) R\$ 300,000 in the first series; and b) R\$ 80,000 in the second series.

On September 19, 2024, the minutes of the meeting of the Company's board of directors approved the Term of issuance of the 3rd issue of book-entry commercial notes, with its subsidiary H.B. Saúde Centro de Diagnóstico Ltda. The total amount of the issue was R\$ 1,010,000, carried out in up to three series, up to the limit of the amounts specified below: a) R\$ 410,000 in the first series; b) R\$ 250,000 in the second series; and c) R\$ 350,000 in the third series.

The Company also has the following related parties, which, as they meet the criteria of IAS 24 (CPC 05) – Related Party Disclosures, are classified as related parties, although the Company has no transactions or equity interests. These are: Canadá Táxi Aéreo Ltda.; Angiomed Angiologia de Manaus Ltda.; Canadá Participações e Investimentos Ltda.; CPK Empresa Individual; CPJ Empresa Individual; JP Empresa Individual; PPAR Pinheiro Participações; Cocolo Gestão Patrimonial; Rádio e Televisão O Norte; Rádio FM O Norte; Televisão Borborema; TV Guararapes; TV Ponta Verde Ltda; Rádio Borborema S.A.; and CV Haus 01 – Empreendimento Imob. SPE.

Remuneration of key management personnel

Members of the Board of Directors and members of the Statutory Executive Board are considered key management personnel of the Company and its subsidiaries. Expenses with total management remuneration were R\$ 88,742 in the period ended September 30, 2025 (R\$ 167,850 as of September 30, 2024), including salary, Directors' fees, bonuses, short-term benefits, profit sharing, in addition to long-term incentive, as highlighted in Note 27.

15 Other assets

The balance classified under the heading is made up as follows:

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Advances to suppliers	138	22	73,448	93,803
(-) Provision for loss with advance to suppliers	(22)	(22)	(60,897)	(43,905)
Advance to employees	2	2	48,640	38,822
Advance of lawsuits	-	-	-	2,041
Prepaid expenses	3,486	1,140	134,591	49,057
Security deposit	-	-	8,151	5,766
Retention premiums to be appropriated (i)	17,828	20,362	34,896	39,899
Sale of São Francisco Resgate (iii)	-	-	2,658	5,212
Sale of Maringá (iv)	-	-	62,061	-
Other securities receivable (ii)	3,790	4,645	228,387	239,449
Total	25,222	26,149	531,935	430,144
Current	17,677	13,031	377,946	334,117
Non-current	7,545	13,118	153,989	96,027

- (i) Accrued bonuses paid to Company executives for their time at the Company.
- (ii) This includes mainly credit card receivables for medical and hospital services.
- (iii) Amounts receivable from the sale of São Francisco Resgate Ltda.
- (iv) Amounts receivable from the sale of Hospital e Maternidade Maringá S.A.

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16 Investments (parent company)

a. Breakdown

	09/30/2025		12/31/2024			
	Equity	Net income (loss) loss for the period	Percentage of interest	Percentage of interest	Investments at 09/30/2025	Investments at 12/31/2024
Hapvida Assistência Médica S.A.	10,602,540	649,215	100%	100%	10,517,532	10,063,765
Notre Dame Intermédica Saúde S.A. (NDI Saúde) (i)	14,928,197	665,095	100%	100%	48,724,188	49,159,170
Life Place Hapvida Ltda.	16	(32)	100%	100%	17	49
Total					59,241,737	59,222,984

- (i) In addition to the balance relating to the equity interest held in the subsidiary, the amount includes goodwill and surplus attributable to identifiable assets, such as trademark, customer portfolio and property, plant and equipment items, recognized as a result of the business combinations carried out with the NotreDame Intermédica Group.

b. Changes

	Hapvida Assistência Médica S.A.	Notre Dame Intermédica Participações S.A.	BCBF Participações S.A.	NDI Saúde S.A.	Life Place Hapvida Ltda.	Total
Balance at 01/01/2024	9,471,701	44,197,156	2,033,790	-	5	55,702,652
Amortization of surplus of assets	-	(580,444)	-	(193,179)	-	(773,623)
Equity in net income of subsidiaries	787,547	490,472	37,189	380,696	(56)	1,695,848
Dividends and interest on shareholders' equity	(20)	-	-	(235,686)	-	(235,706)
Capital increase	-	505,700	-	-	-	505,700
Advance for future capital increase	-	494,400	-	2,000,000	100	2,494,500
Merger	(27,032)	(45,119,797)	(2,060,043)	47,206,872	-	-
Effect from dilution of interest in subsidiaries	50	12,513	(10,936)	310	-	1,937
Other comprehensive income	(168,481)	-	-	-	-	(168,481)
Other changes	-	-	-	157	-	157
Balance at 12/31/2024	10,063,765	-	-	49,159,170	49	59,222,984
Amortization of surplus of assets	-	-	-	(578,526)	-	(578,526)
Equity in net income of subsidiaries	649,215	-	-	665,095	(32)	1,314,278
Dividends and interest on shareholders' equity	(209,554)	-	-	(519,880)	-	(729,434)
Effect from dilution of interest in subsidiaries	-	-	-	4	-	4
Other comprehensive income	14,106	-	-	-	-	14,106
Other changes	-	-	-	(1,675)	-	(1,675)
Balance at 09/30/2025	10,517,532	-	-	48,724,188	17	59,241,737

- (ii) Dividends received from subsidiaries, accounted for under the equity method, are classified under cash flows from investing activities, as permitted by CPC 03 – Statement of Cash Flows.

17 Property, plant and equipment

The breakdown of property, plant and equipment is as follows:

	Annual average rate of depreciation	Consolidated			
		Cost	Accumulated depreciation / amortization	Net 9/30/2025	Net 12/31/2024
Right-of-use	7.80%	4,109,491	(1,126,761)	2,982,730	3,182,839
Land	-	420,972	-	420,972	439,502
Real estate	2.70%	1,490,158	(360,863)	1,129,295	1,181,380
Vehicles	11.60%	27,033	(22,799)	4,234	5,203
IT equipment	17.30%	528,685	(381,682)	147,003	119,656
Machinery and equipment	10.40%	1,939,428	(1,150,971)	788,457	775,724
Furniture and fixtures	9.80%	442,339	(244,258)	198,081	182,175
Facilities	3.30%	1,758,937	(540,868)	1,218,069	1,134,442
Construction in progress	-	243,552	-	243,552	367,871
Total		10,960,595	(3,828,202)	7,132,393	7,388,792

Changes in property, plant and equipment for the period ended September 30, 2025 and year ended December 31, 2024 are as follows:

	Consolidated							
	12/31/2024	Additions	Write-offs	Depreciation / Amortization	Transfers	Remeasurement	Reclassification	Held for sale (d)
Right-of-use	3,182,839	244,603	(36,259)	(201,756)	-	(206,038)	-	(659)
Land	439,502	-	(13,195)	-	(1,880)	-	3,420	(6,875)
Real estate	1,181,380	-	(9,930)	(43,582)	1,480	-	-	(53)
Vehicles	5,203	-	(4)	(1,358)	393	-	-	-
IT equipment	119,656	6,376	(189)	(32,181)	54,261	-	-	(920)
Machinery and equipment (a)	775,724	109,708	(701)	(126,586)	36,095	-	-	(5,783)
Furniture and fixtures	182,175	35,948	(237)	(27,704)	8,924	-	-	(1,025)
Facilities (c)	1,134,442	354	(241)	(44,066)	127,580	-	-	-
Construction in progress (b)	367,871	262,923	-	-	(226,853)	-	-	(160,389)
Total	7,388,792	659,912	(60,756)	(477,233)	-	(206,038)	3,420	(175,704)

	Consolidated						
	12/31/2023	Additions	Write-offs	Depreciation / Amortization	Transfers	Remeasurement	12/31/2024
Right-of-use	2,830,204	374,356	(40,830)	(263,017)	-	282,126	3,182,839
Land	459,862	2,079	4,189	-	(26,628)	-	439,502
Real estate	1,096,603	5,419	4,983	(56,107)	130,482	-	1,181,380
Vehicles	5,164	2,400	-	(2,705)	344	-	5,203
IT equipment	150,905	14,232	(30)	(66,837)	21,386	-	119,656
Machinery and equipment (a)	807,849	111,963	(2,041)	(149,387)	7,340	-	775,724
Furniture and fixtures	187,595	14,758	(136)	(33,608)	13,566	-	182,175
Facilities (c)	1,021,345	5,300	(6,701)	(51,697)	166,195	-	1,134,442
Construction in progress (b)	323,031	357,326	199	-	(312,685)	-	367,871
Total	6,882,558	887,833	(40,367)	(623,358)	-	282,126	7,388,792

- (a) The balance refers to surgical equipment, communications equipment, machinery and non-hospital accessories, as well as refrigeration and ventilation equipment.
- (b) The balance of construction in progress refers substantially to investments made in hospitals and clinics to improve and expand the physical facilities.
- (c) Mainly comprises leasehold improvements, equipment installations and IT equipment installations.
- (d) The Company and its subsidiaries acquired properties for resale to an investment fund, which will be responsible for the construction of the new Hospital Ibirapuera, located in São Paulo/SP. The purpose of the acquisition and sale is the lease of a property in the Build to Suit (BTS) modality, as detailed in Note 38. Additionally, on April 30, 2025, the subsidiary Notre Dame Intermédica Saúde S.A. entered into a purchase and sale agreement for the sale of its subsidiary Hospital e Maternidade Maringá S.A. (Hospital Maringá) to Associação Beneficente Bom Samaritano; therefore, the balances of this subsidiary are presented separately.

18 Intangible assets

The breakdown of intangible assets is as follows:

	Annual average rate of amortization	Consolidated			
		Cost	Accumulated amortization	Net 09/30/2025	Net 12/31/2024
Customer portfolio (b)	16.80%	7,751,140	(6,207,997)	1,543,143	2,451,680
Software	15.20%	1,228,910	(592,550)	636,360	611,057
Trademarks and patents	5.70%	2,748,137	(710,272)	2,037,865	2,143,094
Non-compete	20%	37,922	(37,705)	217	573
Goodwill	-	44,170,667	-	44,170,667	44,228,142
Other (a)	21.20%	145,833	(13,425)	132,408	87,611
Total		56,082,609	(7,561,949)	48,520,660	49,522,157

Changes in intangible assets for the period ended September 30, 2025 and year ended December 31, 2024 are as follows:

	12/31/2024	Consolidated						09/30/2025
		Additions	Write-offs	Amortization	Transfers	Company held for sale	Reclassification	
Customer portfolio (b)	2,451,680	-	-	(910,494)	-	-	1,957	1,543,143
Software	611,057	101	-	(135,500)	160,732	(30)	-	636,360
Trademarks and patents	2,143,094	-	-	(105,229)	-	-	-	2,037,865
Non-compete	573	-	-	(356)	-	-	-	217
Goodwill	44,228,142	-	(50,117)	-	-	-	(7,358)	44,170,667
Other (a)	87,611	205,942	-	(413)	(160,732)	-	-	132,408
Total	49,522,157	206,043	(50,117)	(1,151,992)	-	(30)	(5,401)	48,520,660

	Consolidated					
	01/01/2024	Additions	Write-offs	Amortization	Transfers	12/31/2024
Customer portfolio (b)	3,735,908	-	-	(1,284,228)	-	2,451,680
Software	378,636	7,394	(4,281)	(140,655)	369,963	611,057
Trademarks and patents	2,311,648	-	(1,720)	(166,834)	-	2,143,094
Non-compete	6,918	-	-	(6,345)	-	573
Goodwill	44,228,203	-	(61)	-	-	44,228,142
Other (a)	172,682	285,443	-	(551)	(369,963)	87,611
Total	50,833,995	292,837	(6,062)	(1,598,613)	-	49,522,157

(a) Balances refer mainly to software under development.

(b) The customer portfolio is comprised as follows:

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Breakdown of customer portfolio	Cost	Accumulated amortization	Net balance 09/30/2025	Net balance 12/31/2024
Promed Assistência	134,646	(134,646)	-	-
Promed Brasil	6,682	(6,682)	-	-
Promed Saúde	22,707	(22,707)	-	-
Sf Documenta	16,874	(16,874)	-	-
RN Metropolitan	32,354	(32,354)	-	-
Premium	19,937	(19,937)	-	-
Gram Jardim America Saúde	7,539	(7,539)	-	-
Gram América	4,770	(4,770)	-	-
Gram Promed	6,445	(6,445)	-	-
Sf Operadora	2,379,572	(2,379,572)	-	301,636
Sf Odonto	98,068	(98,068)	-	-
Sf Gsfrp Sfss	9,009	(9,009)	-	716
Sf Gsfrp Sfo	20,765	(20,765)	-	-
Gmed Medical	60,509	(60,509)	-	2,327
Gsj Operadora	51,789	(51,789)	-	-
Gndi Ndi Part	3,301,862	(2,462,406)	839,456	1,343,130
Uniplan	10,148	(10,148)	-	-
Freelife	7,602	(7,602)	-	-
Sta Casa Pirassununga	1,674	(1,674)	-	68
Tres Lagoas	552	(552)	-	36
Santa Casa Barretos	3,600	(3,600)	-	261
Fwbp	4,000	(3,737)	263	558
Irm Sta Casa Mis Leme	2,900	(2,590)	310	524
Medporto Assist Medica Ltda	400	(357)	43	72
Amhpla	24,434	(20,213)	4,221	6,030
Assoc Forn Cana Piracicaba	4,119	(3,407)	712	1,017
Irm Sta Casa Mis Sjrjo Preto	15,301	(10,253)	5,048	6,184
Prosaude De Araras	5,652	(3,438)	2,214	2,638
Bucal Help	901	(894)	7	70
Opsfelder Help Odonto	36	(35)	1	4
Benefit	848	(678)	170	233
Oral Brasil Planos	1,050	(773)	277	355
Apo	8,000	(5,267)	2,733	3,333
Soesp	8,533	(5,788)	2,745	3,379
Dental Norte	1,367	(887)	480	580
Cojun	125	(76)	49	59
Medes	1,800	(1,800)	-	-
AMICO	3,100	(3,100)	-	-
CLIMEP	180	(180)	-	-
SOMED	700	(700)	-	-
CRAM	1,800	(1,800)	-	-
BENEMED	9,584	(9,584)	-	-
Plamheg	23,000	(21,972)	1,028	4,624
Samedh	18,691	(17,134)	1,557	4,361
HB Group	69,861	(7,547)	62,314	65,514
HRF	3,617	(2,600)	1,017	1,356
Notre Dame Group	18,923	(18,923)	-	2,233
Santamália Group	17,358	(17,358)	-	-
Hospital Family	21,892	(18,294)	3,599	-
Unimed ABC	18,684	(12,567)	6,117	4,852
Cruzeiro do Sul Group	30,313	(28,335)	1,978	6,859
SAMED Group	154,271	(88,215)	66,057	7,064
Green Line Group	59,122	(37,571)	21,551	72,523
Mediplan Group	46,462	(30,993)	15,470	25,642
Belo Dente	6,378	(5,133)	1,244	17,903
São José Group	111,005	(62,090)	48,916	1,539
São Lucas Group	164,385	(136,739)	27,646	57,014
Clinipam Group	15,031	(13,287)	1,744	42,175
Ecole	6,554	(6,554)	-	3,222
Santa Mônica Group	25,491	(20,633)	4,857	-
Lifeday	41,833	(22,553)	19,279	7,981
Climepe	31,618	(26,946)	4,672	21,284
Bio Saúde	223,671	(63,858)	159,813	8,499
Medisanitas Group	41,093	(18,035)	23,059	170,456
Serpram Group	301,797	(91,530)	210,267	24,949
CCG Group	8,155	(5,926)	2,229	228,420
Total	7,751,140	(6,207,997)	1,543,143	2,451,680

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Goodwill

The goodwill balances (intangible assets with an indefinite useful life) were submitted to an impairment test in the last year ended December 31, 2024. The Company and its subsidiaries perform the impairment test, at least, annually.

No contrary indications were observed for the period ended September 30, 2025 that would justify conducting a new test.

The Company and its subsidiaries prepared the impairment test considering the history of business combinations, as shown in the table below:

Breakdown of goodwill	09/30/2025
NDI Group	30,799,552
São Francisco Group	1,679,040
Promed Group	1,756,282
América Group	305,399
Medical	194,406
São José	236,656
Premium	262,413
Madrecor	68,043
Octaviano Neves	109,158
Luis França	16,064
RN Metropolitan	32,723
São Lucas	39,058
Cariri	6,603
Cetro	23,682
Parauapebas	11,117
Sagratcor	15,022
Viventi	19,234
HB Group	533,177
Notre Dame Group	480,134
Santamália Group	125,406
Hospital Family	79,031
Unimed ABC	71,475
SAMCI/IBRAGE	24,053
Hospital São Bernardo	153,509
Nova Vida Group	151,673
Cruzeiro do Sul Group	60,578
SAMED Group	196,732
Green Line Group	832,941
Mediplan Group	230,334
Hospital Jacarepaguá	48,118
Belo Dente	23,916
Ghelfond Group	163,187
São José Group	94,264
São Lucas Group	218,093
Clinipam Group	2,313,676
Ecole	39,633
LabClin	4,464
Hospital Coração Balneário Camboriú	37,945
Santa Mônica Group	130,829
Hospital e Maternidade Santa Brígida S.A.	22,882
Lifeday	114,405
Lifecenter	211,719
Climepe	91,023
Bio Saúde	70,236
Hospital do Coração de Londrina Ltda.	197,179
NDI MG Group	855,856
Serpram Group	112,354
Casa de Saúde e Maternidade Santa Martha S.A.	129,861
CCG Group	700,591
Hospital do Coração Duque de Caxias Ltda.	55,818
Other	21,123
Total	44,170,667

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Accordingly, the Company and its subsidiaries used as a basis the following assumptions, projected period and total intangible assets in use for the latest annual impairment test, duly approved by the Company's governance bodies at the time, for the year ended December 31, 2024:

Consolidated CGU

Discount rate (nominal)	13.3% p.a.
Growth rate in perpetuity (nominal)	5.9% p.a.
Projected period before perpetuity	12 years and 3 months
Total value of intangible assets in use	R\$ 49,915,475

In addition, the Company and its subsidiaries presented a sensitivity analysis of the key assumptions used in calculating the recoverability of the CGU on the base date December 31, 2024, as per Note 34.(iii).(a).

According to the recoverability analysis prepared by an independent consultant hired by the Company and its subsidiaries to support Management's conclusion, and evaluated by the predecessor auditors, for the year ended December 31, 2024, it was concluded that the value in use of the CGU is higher than its respective book value, indicating that there were no indications of impairment.

19 Loans, financing and debentures

a. Breakdown

Type	Maturity	Interest rate	Parent Company		Consolidated	
			09/30/2025	12/31/2024	09/30/2025	12/31/2024
Working capital	until Aug 2027	CDI + 1.37% p.a.	-	-	244,793	289,035
Commercial note – 1 st issue - Santa Martha	June 2034	Fixed rate	334,157	331,685	-	-
Commercial note – 2 nd issue - Santa Martha	Sept 2034	Fixed rate	383,690	380,856	-	-
Commercial note – 3 rd issue - H.B. Saúde C.D.	Sept 2034	Fixed rate	1,019,560	1,012,020	-	-
Commercial note – 4 th issue - Santa Martha	Sept 2035	Fixed rate	55,017	-	-	-
			1,792,424	1,724,561	244,793	289,035
Debentures - 1 st issue – Hapvida Participações	until July 2026	109% to 110.55% of CDI	121,712	248,112	121,712	248,112
Debentures – 2 nd issue – Hapvida Participações (iv)	until Apr 2029	CDI + 1.65% p.a.	1,331,748	2,544,930	1,331,748	2,544,930
Debentures – 3 rd issue – Hapvida Participações	May 2029	CDI + 1.60% p.a.	2,120,830	2,026,513	2,120,830	2,026,513
Debentures - 5 th issue – Hapvida Participações	Jan 2030	CDI + 1.75% p.a.	1,038,315	996,210	1,038,315	996,210
Debentures – 6 th private issue – Hapvida Participações	Jan 2030	Fixed rate	508,783	505,020	-	-
Debentures - 7 th issue – Hapvida Participações	May 2031	CDI + 1.60% p.a.	1,058,217	1,010,963	1,058,217	1,010,963
Debentures - 8 th issue – Hapvida Participações	until Oct 2032	CDI + 1.10% – 1.20% p.a.	2,133,200	2,034,338	2,133,200	2,034,338
Debentures - 9 th issue – Hapvida Participações	May 2032	CDI + 1.05% p.a.	1,581,867	-	1,581,867	-
Debentures – 4 th issue – Hapvida Participações (ii)	Sept 2025	CDI + 2.65% p.a.	-	50,453	-	50,453
Debentures – 5 th issue – Hapvida Participações (ii)	Nov 2025	CDI + 2.65% p.a.	156,958	148,453	156,958	148,453
Debentures – 6 th issue – Hapvida Participações (ii)	Oct 2027	CDI + 1.45% p.a.	1,289,160	1,231,227	1,289,160	1,231,227
			11,340,790	10,796,219	10,832,007	10,291,199
CRI – Hapvida Assistência Médica (i)	Dec/31	IPCA + 5.7505%	-	-	1,202,771	1,142,486
CRI – NDI Saúde – series 1 (iii)	Dec 2027	CDI + 0.75% p.a.	-	-	560,206	536,645
CRI – NDI Saúde – series 2 (iii)	Dec 2029	IPCA + 7.0913% p.a.	-	-	415,118	392,073
CRI – NDI Saúde – series 3 (iii)	Dec 2034	IPCA + 7.2792% p.a.	-	-	109,265	103,253
			-	-	2,287,360	2,174,457
Total			13,133,214	12,520,780	13,364,160	12,754,691
Current			1,308,409	900,670	1,420,318	950,843
Non-current			11,824,805	11,620,110	11,943,842	11,803,848

- (i) Transaction with a contracted hedging instrument, aiming at swapping the IPCA rate + 5.7505% for the rate of 107.50% of the CDI.

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With the merger of Ultra Som Serviços Médicos S.A. into Hapvida Assistência Médica S.A. on December 1, 2023, the latter assumed the debt previously held by Ultra Som Serviços Médicos S.A.

- (ii) Debentures assigned by the former subsidiary BCBF Participações S.A. to the Company, with the Company becoming the issuer of the respective debentures for all purposes and effects. The transfer is part of the simplification of the Company's corporate structure.
- (iii) On March 28, 2024, the subsidiary BCBF Participações S.A. (BCBF) was merged into Notre Dame Intermédica Saúde S.A., which currently holds the Real Estate Receivables Certificate – CRI previously issued by BCBF.
- (iv) In May 2025, the Company settled in advance the 1st series of the 2nd issue of debentures, in the total principal amount of R\$ 1,250,000. The settlement was fully made using the proceeds from the 9th issue of debentures. This transaction is in line with the Company's strategy to optimize its capital structure and extend its debt profile.

b. Changes

	Parent Company			Consolidated			
	Debentures	Commercial note	Total	Loans and financing	Debentures	Real Estate Receivables Certificate - CRI	Total
Balances at January 1, 2024	9,410,414	-	9,410,414	247,728	9,191,640	2,087,046	11,526,414
Funding	3,000,000	1,720,000	4,720,000	260,000	3,000,000	-	3,260,000
Appropriation of issue costs	10,610	-	10,610	-	11,275	8,147	19,422
Incurred interest	1,060,667	4,561	1,065,228	15,556	1,074,720	240,718	1,330,994
Payment of principal	(1,534,964)	-	(1,534,964)	(260,000)	(1,801,631)	-	(2,061,631)
Payment of interest and exchange-rate change	(1,134,101)	-	(1,134,101)	(39,635)	(1,168,398)	(161,454)	(1,369,487)
Exchange-rate change	-	-	-	65,386	-	-	65,386
Issue costs	(16,407)	-	(16,407)	-	(16,407)	-	(16,407)
Balances at December 31, 2024	10,796,219	1,724,561	12,520,780	289,035	10,291,199	2,174,457	12,754,691
Funding	1,500,000	55,000	1,555,000	-	1,500,000	-	1,500,000
Appropriation of issue costs	9,239	-	9,239	-	9,239	5,963	15,202
Incurred interest	1,165,010	12,863	1,177,873	8,686	1,161,247	194,470	1,364,403
Payment of principal	(1,417,556)	-	(1,417,556)	-	(1,417,556)	-	(1,417,556)
Payment of interest and exchange-rate change	(705,780)	-	(705,780)	(13,130)	(705,780)	(87,530)	(806,440)
Exchange-rate change	-	-	-	(39,798)	-	-	(39,798)
Issue costs	(6,342)	-	(6,342)	-	(6,342)	-	(6,342)
Balances at September 30, 2025	11,340,790	1,792,424	13,133,214	244,793	10,832,007	2,287,360	13,364,160

The loans and financing of the Company and its subsidiaries are guaranteed by: (i) guarantors, (ii) chattel mortgage of the financed hospital assets, or (iii) short and long term investments held in the same institutions where the credits were contracted.

Working capital loan agreements have restrictive contractual clauses that are specific to the nature of the operation, which, if not complied with, may result in the early maturity of the respective operations.

These clauses, among other conditions, require that the Company and its subsidiaries do not default on their obligations; lawsuits, claims or proceedings pending or about to be filed, which, if decided against the Company and its subsidiaries, would have a detrimental effect on their financial condition or impair their ability to fulfill their obligations.

The management of the Company and its subsidiaries assesses compliance with the contractual clauses of financial and non-financial covenants monthly, through a detailed analysis of each restrictive clause by the respective responsible area of the Company and its subsidiaries, formalized in a memorandum. As of September 30, 2025, the Company and its subsidiaries were fully complying with the contractual clauses and restrictions related to early maturity.

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c. Aging - Loans, financing and debentures

As of September 30, 2025 and December 31, 2024, loans, financing and debentures had the following maturity:

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
2025	1,196,511	900,670	1,314,367	950,843
2026	510,097	1,135,222	745,738	1,410,679
2027	392,877	1,018,665	927,290	1,553,098
>2028	11,033,729	9,466,223	10,376,765	8,840,071
Total	13,133,214	12,520,780	13,364,160	12,754,691

d. Debentures

d.1 Issue of debentures

The main information regarding debenture issues by the Company and its subsidiaries is detailed below:

Issuer	Security	Modality	Issued units	Issue	Final maturity	Average charges	Funding
Hapvida Part. e Inv. S.A.	HAPV21	1 st Issue - 2 nd series	235,112	07/10/2019	07/10/2026	110.55% of CDI	R\$ 235,112
Hapvida Part. e Inv. S.A.	HAPV12	2 nd Issue - 1 st series	1,250,000	10/30/2021	04/30/2027	CDI + 1.45% p.a.	R\$ 1,250,000
Hapvida Part. e Inv. S.A.	HAPV22	2 nd Issue - 2 nd series	1,250,000	10/30/2021	04/30/2029	CDI + 1.65% p.a.	R\$ 1,250,000
Hapvida Part. e Inv. S.A.	HAPV13	3 rd Issue	2,000,000	05/10/2022	05/10/2029	CDI + 1.60% p.a.	R\$ 2,000,000
Hapvida Part. e Inv. S.A.	HAPV15	5 th Issue	1,000,000	12/27/2023	01/27/2030	CDI + 1.75% p.a.	R\$ 1,000,000
Hapvida Part. e Inv. S.A.	BCBF 15	5 th Issue	700,000	11/04/2020	11/04/2025	CDI + 2.65% p.a.	R\$ 700,000
Hapvida Part. e Inv. S.A.	BCBF 16	6 th Issue	1,200,000	10/07/2021	10/07/2027	CDI + 1.45% p.a.	R\$ 1,200,000
Hapvida Part. e Inv. S.A. - Private	HAPV16	6 th Issue	500,000	12/29/2023	01/29/2030	Fixed rate	R\$ 500,000
Hapvida Part. e Inv. S.A.	HAPV17	7 th Issue	1,000,000	05/10/2024	05/10/2031	CDI + 1.60% p.a.	R\$ 1,000,000
Hapvida Part. e Inv. S.A.	HAPV18	8 th Issue - 1 st series	1,000,000	10/15/2024	10/15/2031	CDI + 1.10% p.a.	R\$ 1,000,000
Hapvida Part. e Inv. S.A.	HAPV28	8 th Issue - 2 nd series	1,000,000	10/15/2024	10/15/2032	CDI + 1.20% p.a.	R\$ 1,000,000
Hapvida Part. e Inv. S.A.	HAPV19	9 th Issue	1,500,000	05/16/2025	05/16/2032	CDI + 1.05% p.a.	R\$ 1,500,000

d.2 Collaterals

The debentures of the 1st series, 2nd series and single series (first, second, third, fifth, seventh, eighth and ninth issues), issued by Hapvida Participações e Investimentos S.A., have a personal guarantee in the form of a surety bond provided by the guarantor Hapvida Assistência Médica S.A., a subsidiary of the Company, as joint and several debtor and principal payer of all the obligations assumed.

The debentures of single series, fifth and sixth issues, initially issued by BCBF Participações S.A. and subsequently transferred to Hapvida Participações e Investimentos S.A., have a personal guarantee in the form of a surety bond provided by the guarantor Notre Dame Intermédica Saúde S.A. – “NDI Saúde S.A.”, as joint and several debtor and principal payer of all the obligations assumed.

d.3 Covenants

The debentures and Real Estate Receivables Certificates (CRI) issued by the Company and its subsidiaries have contractual clauses and restrictions related to early maturity, including, but not limited to, those that oblige the Company and its subsidiaries to comply with the “financial ratio” defined in their respective deeds, measured quarterly. Below are the contractual financial ratios to be fulfilled, per issue:

Security	Required financial ratio
HAPV21	Net debt/Adjusted EBITDA \leq 3.0
HAPV12	Net debt/Adjusted EBITDA \leq 3.0
HAPV22	Net debt/Adjusted EBITDA \leq 3.0
HAPV13	Net debt/Adjusted EBITDA \leq 3.0
HAPV15	Net debt/Adjusted EBITDA \leq 3.0
BCBF 15	Net debt/Adjusted EBITDA \leq 3.0
BCBF 16	Net debt/Adjusted EBITDA \leq 3.0
HAPV16	Net debt/Adjusted EBITDA \leq 3.0
HAPV17	Net debt/Adjusted EBITDA \leq 3.0
HAPV18	Net debt/Adjusted EBITDA \leq 3.0
HAPV28	Net debt/Adjusted EBITDA \leq 3.0
HAPV19	Net debt/Adjusted EBITDA \leq 3.0

In addition to the financial covenants, the debentures and CRIs have non-financial restrictive contractual clauses that involve a series of conditions such as compliance, transfer of corporate control and others, which, if not met, may result in the early maturity of the respective operations.

On September 30, 2025, the Company and its subsidiaries fully complied with the financial and non-financial restrictive contractual clauses related to early maturity.

e. Real Estate Receivables Certificates (CRI)

e.1 CRI Issue – Ultra Som Serviços Médicos S.A. (Merged into Hapvida Assistência Médica S.A.)

On November 2, 2021, the Company approved the grant of a personal guarantee, in the form of a surety bond, to guarantee the obligations assumed by its direct subsidiary, Ultra Som Serviços Médicos S.A. (Ultra Som) within the scope of its 1st issue of unsecured simple debentures, not convertible into shares, in a single series (Ultra Som Debentures). The Ultra Som Debentures are linked to the 378th series of the 4th issue of real estate receivables certificates by Virgo Companhia de Securitização of R\$ 1,001,700 (Hapvida CRI Guarantee), in the context of a securitization operation. The Hapvida CRI Guarantees are the object of a public distribution, which was carried out under the terms of CVM Instruction 400 of December 29, 2003.

The funds are intended for: i) payment of expenses, costs and expenditures not yet incurred directly related to the construction, expansion, development and refurbishment of certain properties and real estate projects; and ii) reimbursement of predetermined real estate expenses, costs and expenditures incurred by the Company and its subsidiaries in the 24 months immediately prior to the closing date of the public offering of the CRI, directly related to the acquisition, construction and/or refurbishment of business units located in the projects backed by this operation.

The funds were raised on December 21, 2021, and will mature in December 2031 (principal + inflation adjustment). The spread is paid every six months.

With the merger of Ultra Som Serviços Médicos S.A. into Hapvida Assistência Médica S.A. on December 1, 2023, the latter assumed the debt previously held by Ultra Som Serviços Médicos S.A.

e.2 CRI Issue – BCBF Participações S.A. (Merged into NDI Saúde S.A.)

On December 12, 2022, the subsidiary BCBF Participações S.A. signed the “First Amendment to the Private Deed of Issue of Unsecured Simple Debentures Not Convertible into Shares, with Additional Personal Guarantee, in up to three series of the Company’s 7th issue. The debentures are linked to the 62nd issue, in up to three series of Certificates of Real Estate Receivables (CRI) of Virgo Companhia de Securitização, of R\$ 1,000,000 (one billion reais), with a nominal unit value of R\$ 1 (one thousand reais).

The total CRI issued was in three series, the first series of 542,426 (five hundred and forty-two thousand four hundred and twenty-six) CRI, the second series of 362,151 (three hundred and sixty-two thousand one hundred and fifty-one) CRI and the third series of 95,423 (ninety-five thousand four hundred and twenty-three) CRI.

The funds are intended for: i) payment of expenses, costs and expenditures not yet incurred directly related to the construction, expansion, development and refurbishment of certain properties and real estate projects; and ii) reimbursement of predetermined real estate expenses, costs and expenditures; and iii) partial early redemption of debts.

The fundraising was completed on December 27, 2022. The remuneration of the three series issued is as follows:

- **1st series of CRI:** remuneration will take place on December 15, 2027 (principal + interest corresponding to 100% of the accumulated change of the average daily DI rates) exponentially increased by a spread or surcharge of 0.75%;
- **2nd series of CRI:** remuneration will take place on December 17, 2029 (principal + fixed compensatory interest corresponding to 7.0913% (seven integers and nine hundred and thirteen ten thousandths of a percent) p.a., based on 252 (two hundred and fifty-two) business days.
- **3rd series of CRI:** remuneration will take place on December 15, 2034 (principal + fixed compensatory interest corresponding to 7.2792% (seven integers and two thousand seven hundred and ninety-two ten thousandths of a percent) p.a., based on 252 (two hundred and fifty-two) business days.

With the merger of BCBF Participações S.A. into Notre Dame Intermédica Saúde S.A. on March 28, 2024, the latter assumed the debt previously held by BCBF Participações S.A.

On September 30, 2025, the Company and its subsidiaries fully complied with the financial and non-financial restrictive contractual clauses related to early maturity.

20 Leases payable

The Company and its subsidiaries have real estate lease agreements with third parties and related parties, as well as other lease and service agreements with terms of more than 12 months.

a) Discount rate

The Company and its subsidiaries achieved discount rates based on risk-free interest rates observed in the Brazilian market for the terms of its contracts, adapted to Group's reality. The spreads were obtained through surveys of potential investors in the debt securities of the Company and its subsidiaries. The table below shows the rates charged by the Group:

Terms (years)	Rate % p.a.
≤02	11.05%
02–04	10.88%
04–06	9.74%
06–08	9.87%
08–10	10.41%
>10 years	10.02%

b) Changes in leases

	Consolidated	
	09/30/2025	12/31/2024
Balance at the beginning of the year	3,764,992	3,338,009
New contracts (addition)	242,103	374,355
Remeasurements / Write-offs of contracts	(246,375)	226,297
Incurred interest	276,824	336,574
Payments	(406,455)	(510,243)
Reclassification of company held for sale	(673)	-
Balance at the end of the period/year	3,630,416	3,764,992
Current	555,414	522,707
Non-current	3,075,002	3,242,285

c) Maturity of contracts

The future payments of consideration for lease contracts are detailed below:

	Consolidated	
	09/30/2025	12/31/2024
2025	142,942	523,557
2026	546,667	498,609
2027	516,844	466,642
>2028	9,002,683	8,434,503
Nominal value	10,209,136	9,923,311
(-) Embedded interest	(6,578,720)	(6,158,319)
Present value of minimum lease payments	3,630,416	3,764,992

d) Additional information

In accordance with CPC 06 (R2) and Circular Letter CVM/SNC/SEP 02/2019, Management used the incremental rate as the criterion for calculating the assets and liabilities within the scope of CPC 06 (R2) and are thus presented in the statement of financial position of the Company and its subsidiaries.

Management believes that the rate used represents the cash flow closest to the real and is in line with the characteristics of our contracts, as determined by item 27.b of the CVM official letter.

Aiming to comply with the guidance in the circular letter and the transparency required, the Company presents below the impacts on the statement of financial position, with a comparison of nominal interest vs. effective interest. To calculate the effective rate, the index of the contracts of the Company and its subsidiaries was used, most of which are indexed to the IPCA, applied to the flow of annual payments, with the longest rate repeated for the future flow from 5 years onwards.

	Consolidated	
	09/30/2025	12/31/2024
Nominal flow		
Lease liabilities	10,209,136	9,923,311
(-) Embedded interest	(6,578,720)	(6,158,319)
Total	3,630,416	3,764,992
Inflated real effective flow		
Lease liabilities	10,559,902	10,231,402
(-) Embedded interest	(6,804,752)	(6,349,517)
Total	3,755,149	3,881,885

21 Technical reserves for health care operations

	Consolidated	
	09/30/2025	12/31/2024
Provision for unearned premiums or consideration - PPCNG (a)	576,448	550,957
SUS provision (b)	1,483,974	1,114,044
Provision for events to be settled (c)	977,753	741,202
Provision for Events Occurred and Not Reported - PEONA (d)	991,401	951,971
Provision for remission	3,279	3,510
Total	4,032,855	3,361,684
Current	3,460,142	3,319,165
Non-current	572,713	42,519

- (a) PPCNG refers to the amount charged by the operators of the Company and its subsidiaries to cover a contractual risk proportional to the days not yet elapsed within the monthly coverage period, for appropriation as revenue only in the subsequent period, when the term is effectively incurred.
- (b) The balance refers to events relating to reimbursement of medical expenses to the Brazilian Unified Health System (SUS), including collection notifications already sent, as well as an estimate of future notifications under the analysis process, calculated according to its own methodology, based on a court decision. Furthermore, the balance of the provision for events occurred and not reported in the Brazilian Unified Health System (PEONA-SUS) is presented in this caption, which is calculated based on the estimate of the amount of events/claims originated in SUS that have occurred and have not been reported.
- (c) The provision for unsettled events is recorded at the full amount informed by the hospitals / clinics or by the beneficiary at the time the charge is presented to the Company and its subsidiaries. It is subsequently adjusted, if necessary, during the claim adjustment process.
- (d) Provision for payment of events that have already occurred and that were not informed to the operator before the end of the period, on an actuarial methodology. The calculations were obtained considering the historical development of events paid in the last 12 months, to establish a future projection by period of occurrence.

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The technical reserves represent the calculation of expected risks inherent to the health care operations of the operators of the Company and its subsidiaries, which are subject to the mandatory maintenance of financial guarantees intended to cover such risks, as described below:

Changes in technical reserves

	PPCNG	SUS provisions	Provision for events to be settled	PEONA	Provision for remission	Total
Balances at January 01, 2024	527,779	3,065,475	762,598	990,238	3,508	5,349,598
Formations	30,690,459	2,378,060	15,408,499	108,357	1,056	48,586,431
Offsetting	-	(1,455,571)	-	-	-	(1,455,571)
Appropriations/Reversals	(30,667,281)	(3,045,551)	-	(146,624)	(1,054)	(33,860,510)
Charges	-	218,692	-	-	-	218,692
Settlements	-	(47,061)	(15,429,895)	-	-	(15,476,956)
Balances at December 31, 2024	550,957	1,114,044	741,202	951,971	3,510	3,361,684
(Formation)/Reversal	25,491	411,289	12,287,562	39,430	(231)	12,763,541
Offsetting	-	(109,673)	-	-	-	(109,673)
Contractual obligations (i)	-	(1,902)	-	-	-	(1,902)
Charges	-	123,608	-	-	-	123,608
Settlements	-	(53,392)	(12,051,011)	-	-	(12,104,403)
Balances at September 30, 2025	576,448	1,483,974	977,753	991,401	3,279	4,032,855

- (i) Changes related to liabilities assumed arising from business combinations.

22 Social security charges

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Salaries payable	1,468	1,315	211,497	191,758
Provision for vacation pay and year-end bonus	-	-	694,334	425,134
Performance bonus payable (i)	-	-	7,889	166,382
Hybrid plan (ii)	24,760	42,036	38,584	42,036
Other social security obligations	1	1	12,052	7,508
Total	26,229	43,352	964,356	832,818

- (i) Provision for performance bonuses payable to eligible employees of the Company and its subsidiaries.
(ii) Amount payable related to the Hybrid Plan (previously called "Cash-settled share-based payment plan"), as detailed in Note 27.

23 Taxes and contributions payable

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Service Tax (ISS)	-	-	33,386	33,826
Social security contribution	62	2	31,254	73,623
Contribution to the Severance Indemnity Fund (FGTS)	-	-	3,238	24,414
PIS and COFINS	12	22,547	63,477	88,293
Union and assistance contributions	-	-	38	48
Income tax payable on interest on shareholders' equity	-	-	4,195	35,294
Other (i)	42	(21)	93,031	96,974
Taxes due payable	116	22,528	228,619	352,472
Income Tax – Employees	2,393	1,120	38,056	45,927
Income Tax – Third parties	42	(14)	14,733	13,011
Service Tax	-	10	14,543	5,763
Social security contribution retained	-	-	2,653	2,187
Retention of PIS/COFINS/CSLL	36	(175)	45,109	37,863
Withholding income tax on interest on shareholders' equity	-	-	-	-
Withholding taxes payable	2,471	941	115,094	104,751
Installment payment of taxes, fines and rates – Federal	1,492	-	86,701	101,952
Installment payment of taxes, fines and rates – Municipal	-	-	1,213	2,453
Installment payment of taxes, fines and rates – Other	-	-	50,680	69,006
Installment payment of taxes, fines and rates	1,492	-	138,594	173,411
Total	4,079	23,469	482,307	630,634
Current	4,079	23,469	384,089	506,630
Non-current	-	-	98,218	124,004

- (i) Mainly refers to the balance of a merged company, which will be subject to a tax transaction/installment payment plan.

24 Provision for tax, civil and labor risks

The Company and its subsidiaries are parties to judicial and administrative lawsuits in several courts and government bodies, arising from the regular course of its operations, involving tax, labor, civil and contingency matters with the regulatory agency (ANS).

The Company and its subsidiaries make a provision for all legal and administrative proceedings classified as probable loss risk, which they consider sufficient to cover possible losses, as well as discuss other lawsuits for which the legal advisers estimate as possible loss, not creating an accounting provision.

The main issues of the lawsuits and administrative proceedings classified as probable losses by the Company and its subsidiaries are described below:

Lawsuits with probable loss forecast - Type:	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Provision for tax lawsuits (ANS included)	-	-	444,794	386,691
Provision for civil lawsuits	2,151	1,998	899,945	753,948
Provision for labor lawsuits	2,030	709	313,759	277,929
Total	4,181	2,707	1,658,498	1,418,568

The changes in the risk provision for the period ended September 30, 2025 and year ended December 31, 2024 are detailed below:

	Parent Company			
Balances at January 1, 2024	2,251			
Net additions and (reversals)	1,141			
Inflation adjustment	200			
Payments	(885)			
Balances at December 31, 2024	2,707			
Net additions and (reversals)	2,083			
Inflation adjustment	256			
Payments	(865)			
Balances at September 30, 2025	4,181			

	Consolidated			
	Civil	Labor	Tax	Total
Balances at January 1, 2024	528,623	268,901	505,789	1,303,313
Net additions and (reversals)	555,402	68,955	228,971	853,328
Inflation adjustment	55,404	14,518	11,661	81,583
Payments	(287,302)	(51,738)	(260,532)	(599,572)
Offsetting	(98,179)	(22,707)	(99,198)	(220,084)
Balances at December 31, 2024	753,948	277,929	386,691	1,418,568
Company held for sale	(244)	(859)	-	(1,103)
Net additions and (reversals)	249,887	61,107	106,433	417,427
Inflation adjustment	96,772	24,913	13,059	134,744
Payments	(200,418)	(49,331)	(61,389)	(311,138)
Balances at September 30, 2025	899,945	313,759	444,794	1,658,498

Below is a breakdown of the risk amounts arising from lawsuits and administrative proceedings classified as possible loss, in which the Company and/or its subsidiaries are party, related to the period ended September 30, 2025 and year ended December 31, 2024:

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Lawsuits with possible loss forecast - Type:	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Tax (ANS included)	18,911	18,684	4,571,844	5,270,964
Civil	7,936	9,276	2,219,236	1,972,709
Labor	2,552	4,043	867,445	1,174,705
Total	29,399	32,003	7,658,525	8,418,378

The main matters of the lawsuits and administrative proceedings classified as probable and possible losses by the Company and its subsidiaries are described below (Consolidated):

Type	Theme	Object	Probable		Possible	
			09/30/2025	12/31/2024	09/30/2025	12/31/2024
Civil	Indemnity lawsuits - Medical Acts	The contingency addressed comes from civil proceedings filed by beneficiaries seeking compensation for damages suffered by allegedly inadequate medical conduct. In such cases, the plaintiffs seek to assign the Company and/or its subsidiaries the joint liability to the Company for the medical act practiced by their accredited professionals.	181,839	156,388	774,762	739,542
		The contingency in question arises from civil lawsuits filed by beneficiaries seeking coverage for services not covered by law and/or contract: aesthetic and experimental procedures, not provided for in the ANS mandatory coverage list or outside the Use Guidelines – DUT. Home Care, artificial insemination, services outside the geographic coverage area etc. In this scenario, many judicial decisions are made in non-compliance with the applicable legislation, without due obedience to the care limits defined by law and/or contractually.	214,259	192,489	356,188	242,745
	Legal and/or contractual coverage exclusion	The contingency addressed comes from civil lawsuits filed by beneficiaries seeking to obtain health care coverage from their health care plan without proper compliance with the grace periods. In this scenario, many court decisions are made disregarding the applicable legislation, without due obedience to the grace periods provided by law and/or contractually.	87,587	64,799	39,760	49,677
		This contingency arises from civil lawsuits filed by service providers in general, seeking to obtain payment of amounts supposedly owed by the Company and/or its subsidiaries on several grounds, such as: disallowances of hospital bills, contractual terminations, etc.	103,464	93,201	183,491	172,779
	Contractual grace period	Contingencies with various issues arising from civil lawsuits.	312,796	247,071	865,035	767,966
	Debts with providers in general					
	Other civil matters					
Total – Civil			899,945	753,948	2,219,236	1,972,709

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Type	Theme	Object	Probable		Possible	
			09/30/2025	12/31/2024	09/30/2025	12/31/2024
Labor		The contingency addressed comes from labor lawsuits filed by individuals, service providers, seeking to obtain recognition of an alleged employment relationship maintained with the Company and/or its subsidiaries, even without the presence of the typical assumptions of an employment relationship. In this scenario, we can mention: physicians, radiology technicians, physiotherapists, phonoaudiologists, etc.	73,932	80,398	139,759	165,108
	Acknowledgment of employment relationship					
		The contingency addressed arises from labor lawsuits filed by former employees or employees, individually or collectively, who claim the receipt of labor amounts and severance pay related to the period in which they worked for the Company and/or its subsidiaries, including: overtime, hazardous exposure and night work bonuses, equal pay, job deviation and accumulation, fines under articles 467 and 477 of the Brazilian Labor Code (CLT), etc.	214,209	175,315	402,170	694,285
	Labor amounts/severance pay					
	Tax Assessment Notices / NDFC / NFGC / NFRC	The contingency arises from Tax Assessment Notices and Debit/Fiscal Notices related to Employee Severance Guarantee Fund issued against the Company and/or its subsidiaries, in which administrative fines and FGTS payments are levied arising from alleged violations of the legal rules governing labor and employment relations.	2,864	2,648	219,268	218,595
	Other labor matters	Contingencies with various issues arising from labor lawsuits.	22,754	19,568	106,248	96,717
		Total – Labor	313,759	277,929	867,445	1,174,705

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Type	Theme	Object	Probable		Possible	
			09/30/2025	12/31/2024	09/30/2025	12/31/2024
Tax	ANS Administrative Fines/ Reimbursement to SUS (regulatory aspects)	The contingency addressed arises from administrative proceedings and tax foreclosures filed by the National Regulatory Agency for Private Health Insurance and Plans (ANS), in which administrative fines are charged due to alleged breaches to the standards regulating the activity of health care companies, and amounts related to reimbursement to SUS, resulting from the attendance of beneficiaries of the Company and/or its subsidiaries in the public network and in the Unified Health System (SUS), based on article 32 of Law 9656/98.	192,531	131,172	733,770	698,490
	Service Tax (ISS)	The contingency now addressed comes from administrative and court lawsuits filed by Municipal Treasury Secretaries, which intend to collect the service tax allegedly due by the Company and/or its subsidiaries as a result of its operating activities.	28,806	82,199	1,874,632	1,709,561
	Tax Foreclosures - Business Succession	The contingency refers to tax foreclosures originally filed against other health care companies, in which the National Treasury requested the redirection to the Company and its subsidiaries, on the grounds of alleged business succession arising from operations of disposal of the portfolio of beneficiaries.	102,240	97,408	198,920	187,824
	Social security matters	The contingency mainly results from tax notices of violation filed against the Company and its subsidiaries for tax credits due to alleged irregularities or lack of payment of social security contributions, among other social security matters.	27,187	25,759	407,217	380,023
	Tax assessment notices - IRPJ/CSLL - Goodwill	The Company's subsidiaries have an administrative proceeding arising from tax assessment notices issued for undue collection of Corporate Income Tax (IRPJ) and Social Contribution on Net Income (CSLL).	-	-	231,926	1,224,017
	Accident Prevention Factor (FAP) on the rate set for the SAT/RAT contribution	The contingency arises from the application of the Accident Prevention Factor (FAP) on the rate set for the contribution to the SAT/RAT, ordering the co-authoring Authority to refrain from carrying out any acts aimed at collecting the amounts allegedly due, due to the application of this factor, among them the refusal to renew the Tax Regularity Certificate. Furthermore, recognition of the Petitioner's right to credit is required. The case is in the higher levels on hold.	-	15,026	8,638	8,232
	Special Tax Regularization Program (PERT)	The Company's subsidiaries have tax foreclosures on debits included in the Special Tax Regularization Program (PERT).	-	-	50,770	48,641
	Stock option	Requests for provisional injunctive relief, against the Federal Government (Brazilian Treasury), to declare the non-existence of a legal tax relationship between the Plaintiff and Defendant regarding the requirement, due to the (past and future) exercises of stock options in the Stock Option Plan instituted by the Company on 10/16/2014: from the Plaintiff Companies, social security contributions on payroll and other third-party contributions (Education Allowance, INCRA, SESC, SENAC and Sebrae) in relation to the Participants who act as plaintiff of this claim; from the Plaintiff Companies, a fine for the alleged failure to withhold income tax when	-	-	650,499	626,322

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	the options were exercised by the Participants who act as plaintiff of this claim; from the Participating Plaintiffs, income tax on alleged income derived from work when exercising the options.				
Health services solid waste charge (TRSS)	The Company's subsidiaries have filed tax foreclosures for the collection of debts relating to the Health Services Solid Waste Charge (TRSS).	357	-	9,469	10,580
Seizure	Annulment request aimed at canceling the asset seizure procedure initiated against the Company's subsidiaries.	-	-	88	84
Other tax matters	Contingencies with various issues arising from tax proceedings.	93,673	35,127	405,915	377,190
	Total – Tax	444,794	386,691	4,571,844	5,270,964

Judicial deposits

The Company and its subsidiaries have judicial deposits held in assets in the following amounts:

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Tax	2,904	652	299,622	353,750
Regulatory	-	-	344,171	50,437
Civil	9,523	6,519	864,526	728,399
Labor	998	855	103,847	79,317
Total	13,425	8,026	1,612,166	1,211,903

Changes in judicial deposits for the period ended September 30, 2025 and year ended December 31, 2024 are detailed as follows:

	Parent Company
Balances at January 1, 2024	10,689
Net additions and (reversals)	4,315
Inflation adjustment	833
Net write-offs	(7,811)
Balances at December 31, 2024	8,026
Net additions and (reversals)	7,428
Inflation adjustment	225
Net write-offs	(2,254)
Balances at September 30, 2025	13,425

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	Consolidated				
	Civil	Labor	Tax	Regulatory	Total
Balances at January 1, 2024	540,407	71,516	491,457	1,167,023	2,270,403
Net additions and (reversals)	681,385	22,155	(136,034)	(1,076,778)	(509,272)
Inflation adjustment	28,285	4,611	23,135	(208,098)	(152,067)
Net write-offs	(517,337)	(16,882)	(30,638)	167,696	(397,161)
Reclassification	(4,341)	(2,083)	5,830	594	-
Balances at December 31, 2024	728,399	79,317	353,750	50,437	1,211,903
Company held for sale	(69)	(71)	-	-	(140)
Net additions and (reversals)	447,517	22,035	20,151	349,910	839,613
Inflation adjustment	18,837	3,322	(37,104)	40,624	25,679
Offsetting	-	-	-	(109,673)	(109,673)
Net write-offs	(317,110)	(8,853)	(29,253)	-	(355,216)
Reclassification	(13,048)	8,097	(7,922)	12,873	-
Balances at September 30, 2025	864,526	103,847	299,622	344,171	1,612,166

25 Other accounts payable

The balance of this group of accounts is comprised as follows:

	Parent Company		Consolidated	
	09/30/2025	12/31/2024	09/30/2025	12/31/2024
Contractual obligations (a)	-	-	453,687	846,236
Third-party deposits	-	86	451	2,157
Advances from customers	80	80	22,841	28,353
Private Health Insurance Regulatory Tax	-	-	-	4,232
Debits from health care operations and not related to the plan	-	-	4,075	2,777
Provisions for employee benefit plans	-	-	10,504	15,066
ANS fine payable	-	-	18,814	10,377
Financial institution partnership advance	17,050	22,000	22,474	31,492
Retention bonus payable (i)	12,000	12,000	12,000	12,000
PROMED Settlement Agreement (ii)	-	-	125,070	125,070
Rentals payable	-	-	-	84
Sundry debits	732	1,626	412,971	555,637
Total	29,862	35,792	1,082,887	1,633,481
Current	19,348	20,392	205,148	400,680
Non-current	10,514	15,400	877,739	1,232,801

- (i) Provision for retention bonuses payable to Company executives for time spent with the Company.
- (ii) On August 14, 2023, the subsidiary Ultra Som Serviços Médicos entered into the “Agreement and Other Covenants” with certain sellers of the PROMED Group. The agreement is the result of negotiations related to the acquisition of the PROMED Group, according to the Minutes of the Board of Directors’ Meeting held on August 16, 2023.

(a) Contractual obligations (consolidated)

They substantially refer to contingent considerations relating to the acquisitions of companies resulting from business combinations, as shown below for the period ended September 30, 2025, and year ended December 31, 2024:

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	Consolidated	
	09/30/2025	12/31/2024
Balance at the beginning of the year	846,236	1,130,583
Payments	(266,455)	(375,108)
Inflation adjustment	59,234	82,590
Compensation balances	(185,328)	14,207
Price adjustments/Re-measurements	-	(6,036)
Balance at the end of the period/year	453,687	846,236
Current	30,005	33,625
Non-current	423,682	812,611

26 Equity

a) Share capital

As of September 30, 2025 and December 31, 2024, the subscribed and paid-up share capital is comprised as follows:

	09/30/2025	12/31/2024
Number of shares (*)	502,630,884	502,630,884
Share capital	39,121,274	39,121,274
Costs with issue of shares	(254,941)	(255,075)
Total	38,866,333	38,866,199

(*) On April 30, 2025, the procedures to implement the reverse split of the Company's common shares at a ratio of 15:1 were approved at the Annual and Extraordinary General Meeting. The number of shares for the comparative year, referring to December 31, 2024, was also adjusted in order to reflect the retroactive effects of the reverse split of shares.

b) Legal reserve

Formed compulsorily on the allocation of 5% of net income for the year, until it reaches 20% of the share capital.

c) Dividends and interest on shareholders' equity payable

Consolidated changes in dividends and interest on shareholders' equity payable are as follows:

Balance of dividends and interest on shareholders' equity payable as of January 1, 2024	605
Balance of dividends and interest on shareholders' equity payable as of December 31, 2024	605
Dividends paid during the period	(7)
Balance of dividends and interest on shareholders' equity payable as of September 30, 2025	598

d) Treasury shares

On September 30, 2025, the Company has a balance of R\$ 577,350, referring to treasury shares, equivalent to the number of shares acquired below:

Acquisition period	Quantity acquired	Average price
2019	2,280	5.36
2021	23,178,700	13.48
2022	16,002,800	8.55
2023	5,172,492	4.76
2024	75,316,941	3.50
2025 (i)	(112,163,786)	-
Total	7,509,427	-

- (i) On April 30, 2025, the procedures to implement the reverse split of the Company's common shares at a ratio of 15:1 were approved at the Annual and Extraordinary General Meeting. The effects from this transaction and the changes in shares of the Hybrid Plan are reflected in 2025.

e) Earnings/(loss) per share

Basic earnings/(loss) per share are basically calculated by dividing net income/(loss) for the period attributed to controlling shareholders, by the weighted average number of outstanding common shares.

	09/30/2025	09/30/2024
Net income/(loss) attributable to the Company and its subsidiaries (R\$ thousand)	(208,509)	102,538
Net income/(loss) attributable to controlling shareholders (R\$ thousand)	(208,240)	102,230
Weighted average number of shares (thousands of shares) (*)	505,105	509,857
Basic and diluted earnings/(losses) per share (R\$ thousand) (*)	(0.41)	0.20

(*) On April 30, 2025, the procedures to implement the reverse split of the Company's common shares at a ratio of 15:1 were approved at the Annual and Extraordinary General Meeting. The number of shares for the comparative period was also adjusted in order to reflect the retroactive effects of the reverse split of shares.

27 Share-based remuneration plan

Stock option

The Company has a share-based remuneration plan to promote the pursuit of long-term growth and profitability of the Company and its subsidiaries, providing professionals who are or will be involved in the Company's growth with the opportunity to acquire an ownership right in the Company, to: (a) providing incentive for the integration, expansion, success and achievement of the social goals of the Company and its subsidiaries; and (b) to align the interests of the Company's shareholders to the interests of the Participants.

They are long-term incentive programs with the granting of restricted shares, managed by the Board of Directors, whose plans were approved on March 29, 2021 and April 30, 2021, and whose effectiveness was conditional on the closing of the business combination between the Company and Notre Dame Intermédica Participações S.A., which took place on February 14, 2022.

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Shares Granted and Strike Price

8,369,521 (*) shares were granted on February 14, 2022, (1st grant) and 910,667 (*) on July 1, 2022 (2nd grant) to Plan Participants. The Strike Price of each Option granted under the terms of the Plan will be a fixed amount of R\$ 97.50 per Share.

(*) On April 30, 2025, the procedures to implement the reverse split of the Company's common shares at a ratio of 15:1 were approved at the Annual and Extraordinary General Meeting. The effects of the reverse split were reflected in the amounts and prices of the shares presented.

Exercise of the Options

The Options shall become vested to the extent that the respective Participants remain continuously bound as a director or employee of the Company and its subsidiaries, as the case may be, until the vesting periods specified below have elapsed:

- 1/3 (one third) of the Options granted may be exercised from August 31, 2022;
- 1/3 (one third) of the Options granted may be exercised after 24 (twenty-four) months from the closing date of the business combination between the Company and Notre Dame Intermédica Participações S.A., i.e. February 14, 2024; and
- 1/3 (one third) of the Options granted may be exercised after 36 (thirty-six) months from the closing date of the business combination between the Company and Notre Dame Intermédica Participações S.A., i.e. February 14, 2025.

Fair value measurement

The Black & Scholes method was used to price the options on the respective grant dates and end of period/year.

The information used in fair value measurement on the grant date of share-based payment is as follows:

	1 st grant	2 nd grant
Fair value on grant dates (R\$) (*)	91.80 to 117.00	3.45 to 33.30
Share price on grant date (R\$) (*)	182.85	84.30
Strike price (R\$) (*)	97.50	97.50
Expected volatility (weighted average)	41.91%	52.61%
Option life (weighted-average life expectation in years)	0.55–3.00	0.17–2.64
Risk-free interest rate (average based on government bonds)	11.46% to 12.23%	12.59% to 13.35%

(*) On April 30, 2025, the procedures to implement the reverse split of the Company's common shares at a ratio of 15:1 were approved at the Annual and Extraordinary General Meeting. The effects of the reverse split were reflected in the amounts and prices of the shares presented.

For the respective grant or year-end dates, the market price of the share on the date and the historical volatility (over a 12-month period) were used.

The strike price of the options was adjusted by projected dividends for the period/year and the risk-free rate based on the curve of fixed future federal government bonds in the expected average term of exercise of each lot.

Stock option plan (ii)				
	Total number of shares granted	Number of canceled shares (i)	Current number of shares granted	Value of shares
1 st grant	8,369,521	(3,523,674)	4,845,847	505,023
2 nd grant	872,125	(474,494)	397,631	8,088

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Total	9,241,646	(3,998,168)	5,243,478	513,111
(i) Shares canceled referring to executives of the Company and its subsidiaries who left during the period.				
(ii) On April 30, 2025, the procedures to implement the reverse split of the Company's common shares at a ratio of 15:1 were approved at the Annual and Extraordinary General Meeting. The effects of the reverse split were reflected in the quantities of shares presented.				

Restricted shares are measured at fair value on the grant date and are recognized as an expense over the period in which the right is acquired, against equity, as options granted.

The expense related to the fair value of the restricted shares, recognized in the period ended September 30, 2025, according to the period elapsed for the acquisition of restricted shares, was R\$ 5,932 (R\$ 44,516 on September 30, 2024).

Hybrid Plan (previously called cash-settled share-based payment plan)

At the Board of Directors' Meeting held on December 20, 2023, the cash-settled share-based payment plan of the Company was initially approved (Original Plan).

On April 30, 2025, the amendment to the Company's Original Plan was approved at the Annual and Extraordinary General Meeting. The Plan is currently called Hybrid Plan.

The amendment did not change the basic structure of the Original Plan, it only included a new possibility of choice by the Plan's beneficiary upon the settlement of their Virtual Retention Shares. The Hybrid Plan introduces the possibility of settlement through the delivery of the Company's shares in addition to the possibility of a cash payment. The new settlement option is applicable to all existing grants of the Original Plan.

The Plan aims to grant beneficiaries the right to receive an extraordinary award through: (i) cash payment referring to the number of Virtual Retention Shares, multiplied by the value of the Virtual Retention Shares; or (ii) shares corresponding to the number of Virtual Retention Shares, aiming to foster: (a) the attraction and retention of Beneficiaries in the Company with a focus on their permanence and long-term development; (b) the alignment of the interests of the Company's shareholders with those of the Beneficiaries covered by the Plan; and (c) the valuation of the shares and the Company's growth potential.

Virtual Retention Shares

Virtual Retention Shares are defined as units representing the right to receive shares or a cash payment based on shares, granted by the Company to Beneficiaries. Each unit of Virtual Retention Share is equivalent to the gross value corresponding to the quotation of one (1) share issued by the Company in the last trading session of the current period/year immediately prior to the end of each Vesting Period in question, which must be paid to the Beneficiary as an award on an extraordinary basis.

Vesting period

The right to Virtual Retention Shares will be subject to compliance by the Beneficiary with the Service Condition, that is, the Beneficiary must remain continuously linked as an employee, administrator or service provider of the Company or a company under its control during each of the Vesting Periods below:

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- (i) 25% (twenty-five percent) of the Virtual Retention Shares will have completed their Vesting Period on the 1st (first) anniversary of the Grant Date* (“1st Vesting Period”);
- (ii) 25% (twenty-five percent) of the Virtual Retention Shares will have completed their Vesting Period on the 2nd (second) anniversary of the Grant Date* (“2nd Vesting Period”);
- (iii) 25% (twenty-five percent) of the Virtual Retention Shares will have completed their Vesting Period on the 3rd (third) anniversary of the Grant Date* (“3rd Vesting Period”); and
- (iv) 25% (twenty-five percent) of the Virtual Retention Shares will have completed their Vesting Period on the 4th (fourth) anniversary of the Grant Date* (“4th Vesting Period”).

* January 1, 2024, or another date that may be defined in the Beneficiary’s Grant Agreement.

Grant date	Number of shares granted (*)	Accumulated appropriation of the plan
01/01/2024	5,026,667	71,949

(*) On April 30, 2025, the procedures to implement the reverse split of the Company’s common shares at a ratio of 15:1 were approved at the Annual and Extraordinary General Meeting. The effects of the reverse split were reflected in the quantity of shares presented.

The Company recognized personnel expenses related to grants from the Plan against the social charges caption in liabilities, based on the fair value of the virtual shares granted. Expenses recognized in income (loss) for the period ended September 30, 2025 amount to R\$ 29,913 (R\$ 56,550 at September 30, 2024).

28 Net revenue from services rendered

	Consolidated			
	09/30/2025		09/30/2024	
	Accumulated	Quarter	Accumulated	Quarter
Gross considerations	23,184,111	7,817,794	21,684,852	7,408,379
Revenues from other activities	666,120	226,861	708,877	243,603
(-) Taxes on revenue	(571,016)	(167,473)	(665,575)	(215,306)
(-) Unconditional discounts and other deductions	(330,779)	(102,220)	(248,549)	(98,917)
Total	22,948,436	7,774,962	21,479,605	7,337,759

29 Costs of services rendered

	Consolidated			
	09/30/2025		09/30/2024	
	Accumulated	Quarter (i)	Accumulated	Quarter
Medical and hospital and others	(14,040,940)	(4,788,316)	(12,779,478)	(4,405,656)
Change of PEONA	(39,430)	(14,043)	15,290	(21,387)
Material and medication	(1,924,789)	(690,724)	(1,756,403)	(593,283)
Location and operation	(1,034,725)	(368,455)	(785,136)	(294,048)
Outsourced services	(636,703)	(225,514)	(305,718)	(107,557)
Depreciation and amortization	(413,925)	(143,742)	(337,002)	(120,919)
(-) Co-participation	727,228	222,810	674,051	236,950
Reimbursement and PEONA SUS	(489,308)	(119,708)	(168,398)	(57,928)
Total	(17,852,592)	(6,127,692)	(15,442,794)	(5,363,828)

- (i) As part of the integration between Hapvida and NotreDame Intermédica, the Group performed a comprehensive review of its costs and expenses base, to ensure the proper accounting classification of certain expenses. The increase was due to the identification of expenses previously classified as administrative, which are now more properly recognized as care costs (claims), since they are directly related to the provision of care services.

30 Sales expenses

	Consolidated			
	09/30/2025		09/30/2024	
	Accumulated	Quarter	Accumulated	Quarter
Publicity and advertising expenses	(70,751)	(14,202)	(47,092)	(10,646)
Commissions	(944,894)	(335,603)	(963,811)	(333,733)
Provision for losses and effective credit losses	(410,532)	(138,840)	(386,254)	(111,020)
Own personnel expenses	(208,957)	(66,455)	(128,834)	(43,206)
Other sales expenses	(112,424)	(51,825)	(29,224)	(9,410)
Total	(1,747,558)	(606,925)	(1,555,215)	(508,015)

31 Administrative expenses

	Parent Company			
	09/30/2025		09/30/2024	
	Accumulated	Quarter	Accumulated	Quarter
Own personnel	(64,106)	(13,277)	(50,284)	(10,687)
Stock option plan (Note 27)	(5,932)	-	(48,558)	(12,127)
Hybrid share-based payment plan (Note 27)	(29,913)	(6,759)	(56,550)	(20,641)
Outsourced services	(14,412)	(5,756)	(11,718)	(2,228)
Location and operation	(1,728)	(342)	(2,822)	(1,070)
Depreciation and amortization	(578,973)	(192,919)	(580,943)	(193,389)
Taxes	(573)	(180)	(525)	(176)
Indemnification and legal costs	(2,866)	(1,284)	(2,448)	(245)
Contingency provisions	(1,218)	(93)	(165)	(69)
Sundry revenues (expenses), net	(7)	(2)	116	120
Total	(699,728)	(220,612)	(753,897)	(240,512)

	Consolidated			
	09/30/2025		09/30/2024	
	Accumulated	Quarter (i)	Accumulated	Quarter
Own personnel	(384,184)	(101,744)	(815,674)	(283,864)
Stock option plan (Note 27)	(5,932)	-	(48,558)	(12,127)
Hybrid share-based payment plan (Note 27)	(29,913)	(6,759)	(56,550)	(20,641)
Outsourced services	(351,617)	(127,700)	(540,282)	(185,188)
Location and operation	(148,585)	(50,575)	(229,673)	(84,287)
Depreciation and amortization	(1,215,299)	(391,680)	(1,313,386)	(438,981)
Taxes	(164,473)	(90,266)	(78,691)	(29,854)
Indemnification and legal costs	(310,487)	(101,237)	(307,005)	(160,616)
Contingency provisions	(111,065)	(42,096)	(193,291)	(116,030)
Sundry revenues (expenses), net	(10,262)	(2,431)	(11,413)	(3,226)
Total	(2,731,817)	(914,488)	(3,594,523)	(1,334,814)

- (i) As part of the integration between Hapvida and NotreDame Internédica, the Group performed a comprehensive review of its costs and expenses base, to ensure the proper accounting classification of certain expenses. The increase was due to the identification of expenses previously classified as administrative, which are now more properly recognized as care costs (claims), since they are directly related to the provision of care services.

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32 Net financial revenues (expenses)

	Parent Company				Consolidated			
	09/30/2025		09/30/2024		09/30/2025		09/30/2024	
	Accumulated	Quarter	Accumulated	Quarter	Accumulated	Quarter	Accumulated	Quarter
Financial revenues								
Interest on investments, except for collateral assets	535	356	6,461	612	523,914	185,539	317,318	102,525
Financial revenue from investments - Collateral assets	-	-	-	-	383,107	142,611	272,447	100,739
Other income from short and long term investments	4,085	(489)	-	-	4,085	(489)	49	47
Late receipt	-	-	-	-	96,497	32,686	86,326	28,264
Revenues from derivative financial instruments - Debt	-	-	-	-	39,983	12,032	52,343	9,506
Foreign exchange gains	-	-	(7)	-	46,121	12,841	11,721	11,714
Revenues from inflation adjustments - SUS	-	-	-	-	4,145	(946)	47,492	15,191
Revenues from other inflation adjustments	24,596	16,437	250	250	166,509	96,847	55,649	18,718
Other financial revenues	28	-	1,827	393	16,716	10,818	17,051	6,923
Subtotal – Financial revenues	29,244	16,304	8,531	1,255	1,281,077	491,939	860,396	293,627
	Parent Company				Consolidated			
	09/30/2025		09/30/2024		09/30/2025		09/30/2024	
	Accumulated	Quarter	Accumulated	Quarter	Accumulated	Quarter	Accumulated	Quarter
Financial expenses								
Interest from debentures	(1,165,010)	(431,577)	(761,217)	(262,567)	(1,161,247)	(430,253)	(776,525)	(254,560)
Interest from right-of-use	(4)	-	(13)	(5)	(276,824)	(94,886)	(243,485)	(83,525)
Discounts granted	-	-	-	-	(13,760)	(4,750)	(16,838)	(7,921)
Bank expenses	(304)	(106)	(170)	32	(25,045)	(8,091)	(24,632)	(8,137)
Charges on taxes	-	-	-	-	(60)	(17)	(313)	(109)
Financial expenses with derivative instruments - Debt	-	-	-	-	(131,281)	(53,599)	(45,970)	(30,544)
Expense on exchange rate change	-	-	(20)	-	(6,379)	(5,884)	(42,833)	(8,727)
Interest on loans and borrowings	(12,863)	(4,535)	(1,057)	(1,057)	(203,156)	(56,742)	(184,577)	(59,770)
Expenses with inflation adjustments - SUS	-	-	-	-	(145,695)	(71,688)	(84,245)	(31,635)
Expenses with other inflation adjustments	(388)	(255)	(10)	-	(306,896)	(97,834)	(160,820)	(52,956)
Charges on interest on shareholders' equity received	(67,473)	(16,325)	-	-	(67,473)	(16,325)	-	-
Other financial expenses	(19,056)	(3,157)	(9,130)	(3,402)	(26,404)	(6,393)	(29,486)	(17,434)
Subtotal – Financial expenses	(1,265,098)	(455,955)	(771,617)	(266,999)	(2,364,220)	(846,462)	(1,609,724)	(555,318)
Total - Net financial revenues (expenses)	(1,235,854)	(439,651)	(763,086)	(265,744)	(1,083,143)	(354,523)	(749,328)	(261,691)

33 Income tax and social contribution

a. Reconciliation of effective rate of income tax and social contribution recognized in income (loss)

Since the amounts recorded in the individual interim financial statements are not relevant, the reconciliation of the consolidated interim financial statements is presented below:

	09/30/2025				09/30/2024			
	Accumulated		Quarter		Accumulated		Quarter	
Profit/(Loss) before income tax and social contribution	(329,729)		(185,373)		209,058		(91,762)	
Rates								
IRPJ, plus the additional tax rate	25%		25%		25%		25%	
CSLL	9%		9%		9%		9%	
Credits (Debits) with income tax and social contribution at official rates	112,108		63,027		71,080		(31,199)	
Permanent differences								
Tax loss on which a deferred tax asset was not formed	13.23%	(43,624)	1.33%	(2,464)	29.07%	60,776	-7.12%	6,529
Interest on shareholders' equity	-3.19%	10,524	-5.68%	10,524	0.00%	-	-	-
Non-deductible provision	-7.60%	25,054	-13.35%	24,753	-18.52%	(38,723)	0.35%	(324)
Other additions and exclusions	-5.20%	17,156	-17.57%	32,572	9.26%	19,353	-4.92%	4,518
Subtotal	-2.76%	9,110	-35.27%	65,385	19.81%	41,406	-11.69%	10,723
Income tax and social contribution	-36.76%	121,218	-69.27%	128,412	53.81%	112,486	22.31%	(20,476)
Current income tax	-1.14%	3,747	-41.84%	77,567	99.60%	208,232	-71.83%	65,912
Current social contribution	1.99%	(6,573)	-10.80%	20,019	35.87%	74,993	-25.90%	23,768
Deferred income tax	-27.02%	89,091	-12.13%	22,495	-59.59%	(124,574)	88.41%	(81,128)
Deferred social contribution	-10.60%	34,953	-4.49%	8,331	-22.08%	(46,165)	31.63%	(29,028)
Income tax and social contribution	-36.76%	121,218	-69.27%	128,412	53.81%	112,486	22.31%	(20,476)

The following are changes in liabilities for income tax and social contribution for the period ended September 30, 2025 and year ended December 31, 2024:

	Consolidated	
	09/30/2025	12/31/2024
Balance at the beginning of the year	30,300	28,261
Calculated income tax and social contribution	2,826	119,255
Recoverable income tax and social contribution	146,120	201,764
Withholding income tax and social contribution	(4,080)	(68,372)
Reclassification of company held for sale	(52)	-
(-) Payments made	(120,174)	(250,608)
Balance at the end of the period/year	54,940	30,300

The Company and its subsidiaries do not recognize income tax and social contribution expenses directly in equity.

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b. Deferred income tax and social contribution

b.1 Changes

Changes in deferred income tax and social contribution in the period ended September 30, 2025 and year ended December 31, 2024 are as follows:

	Parent Company				
	Balance at 01/01/2024	Recognized in income (loss)	Balance at 12/31/2024	Recognized in income (loss)	Balance at 09/30/2025
Provision for tax, civil and labor risks	706	215	921	501	1,422
Credit on tax loss and negative basis	786,970	334,908	1,121,878	193,315	1,315,193
Costs with issue of debentures	(8,774)	(3,782)	(12,556)	985	(11,571)
Deferred tax on right-of-use	6	-	6	(7)	(1)
Share-based payment plan expenses	205,464	7,676	213,140	(3,857)	209,283
Amortization of fair value - Assets acquired in business combination	510,752	263,031	773,783	217,630	991,413
Other tax credits/debits	(26,415)	(122)	(26,537)	(229)	(26,766)
Total	1,468,709	601,926	2,070,635	408,338	2,478,973

	Consolidated				
	Balance at 01/01/2024	Recognized in income (loss)	Balance at 12/31/2024	Recognized in income (loss)	Company held for sale Balance at 09/30/2025
Provision for tax, civil and labor risks	278,551	97,947	376,498	49,706	(134)
Provision for losses and effective credit losses	240,479	(83,749)	156,730	(47,469)	(5,277)
Expenses with deferred commissions	(93,776)	(4,103)	(97,879)	(8,938)	-
Credit on tax loss and negative basis (i)	1,326,781	428,762	1,755,543	381,528	-
Amortization of fair value - Assets acquired in business combination	744,064	118,118	862,182	144,094	-
Deferred tax on goodwill in business combination (ii)	(1,263,524)	(457,468)	(1,720,992)	(290,802)	-
Deferred tax on right-of-use	175,747	24,349	200,096	22,286	-
Cost with issue of debentures	(18,711)	(2,540)	(21,251)	1,918	-
Share-based payment plan expenses	205,463	7,675	213,138	(3,857)	-
Other tax credits	588,077	(418,802)	169,275	(124,422)	(411)
Total	2,183,151	(289,811)	1,893,340	124,044	(5,822)

Deferred tax assets	3,222,474		3,614,332		4,023,356
Deferred tax liabilities	(1,039,323)		(1,720,992)		(2,011,794)

- (i) Only the transaction of entities, for which it is probable that future taxable income will be made available for the Company and its subsidiaries, so that the respective benefits can be used, were included in the calculation of deferred income tax and social contribution.
- (iv) Deferred tax liability constituted on the tax amortization of goodwill arising from business combinations, in accordance with article 22 of Law 12973/14.

b.2 Expected realization of deferred taxes

The expected periods for realizing the deferred tax assets of the Group, based on the same realization study prepared by the Company and its subsidiaries for calculating goodwill recoverability, are shown below:

	Parent Company 09/30/2025	Consolidated 09/30/2025
2025	-	188,629
2026	-	188,629
2027	-	209,999
2028	261,049	402,336
2029	458,328	744,267
>2030	1,759,596	2,289,497
Total	2,478,973	4,023,356

The Company and its subsidiaries have tax losses and negative social contribution bases in the calculation of taxable income which represent a right with no statute of limitation, under the terms of current legislation. The recoverability assessments of deferred tax balances related to tax losses, negative social contribution bases, and temporary differences conducted by the Company and its subsidiaries, and approved by the Board of Directors, are based on their business plans and aligned with projected financial information prepared by Management. This strategic planning is based on a corporate restructuring aimed at supporting the realization of these tax assets. The steps and plans of this restructuring have been duly approved by the Company's Management, which has both the intention and capacity to implement the plan to realize the deferred tax assets. If these plans are completed, Management expects to allocate substantially the tax credits on goodwill arising from concluded business combinations and have a greater volume of realization of tax credits between the years 2025 to 2030.

The main pillars of this planning are: a) Implementation of proprietary systems; b) Corporate reorganization aimed at tax optimization and synergies; and c) Realization of deferred taxes and consumption of current goodwill inventories.

The merger of the operating subsidiaries is expected to begin in 2028, for the generation of future taxable income for the Parent company and the realization of deferred tax assets.

In addition, the Company and its subsidiaries have realized part of the deferred tax through subsidiaries of the Group that present taxable profit during the period.

34 Financial instruments

(i) Fair value hierarchy

When measuring fair value of an asset or liability, the Company and its subsidiaries use market observable data as much as possible. Fair values are classified at different levels according to hierarchy based on information (inputs), as presented in Note 6 (c), which is used in valuation techniques.

In the period ended September 30, 2025 and year ended December 31, 2024, the Company and its subsidiaries made no transfer between financial assets or transfer among hierarchical levels.

The financial instruments of the Company and its subsidiaries are presented in the following table, which contain the book value of financial assets and liabilities, including their hierarchy levels of assessment:

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September 30, 2025	Consolidated				Fair value		
	Book value						
	Amortized cost	Fair value through profit or loss	FVOCI	Total	Level 2	Level 3	Total
Financial assets measured at fair value							
Short and long term investments - Investment Funds	-	8,800,468	-	8,800,468	8,800,468	-	8,800,468
Total	-	8,800,468	-	8,800,468	8,800,468	-	8,800,468
Financial assets not measured at fair value							
Short and long term investments - Bank Deposit Certificate (CDB)	340,393	-	-	340,393	-	-	-
Total	340,393	-	-	340,393	-	-	-
Financial liabilities not measured at fair value							
Loans and financing (ii)	(244,793)	-	-	(244,793)	-	-	-
Debentures (ii)	(10,832,007)	-	-	(10,832,007)	-	-	-
Real Estate Receivables Certificate - CRI (ii)	(2,287,360)	-	-	(2,287,360)	-	-	-
Dividends and interest on shareholders' equity	(598)	-	-	(598)	-	-	-
Leases payable	(3,630,416)	-	-	(3,630,416)	-	-	-
Total	(16,995,174)	-	-	(16,995,174)	-	-	-
Financial liabilities measured at fair value							
Derivative financial instruments - Short position	-	(74,431)	(170,177)	(244,608)	(244,608)	-	(244,608)
Contingent consideration (i)	-	(453,687)	-	(453,687)	-	(453,687)	(453,687)
Total	-	(528,118)	(170,177)	(698,295)	(244,608)	(453,687)	(698,295)

December 31, 2024	Consolidated				Fair value		
	Book value						
	Amortized cost	Fair value through profit or loss	FVOCI	Total	Level 2	Level 3	Total
Financial assets measured at fair value							
Short and long term investments - Investment Funds	-	8,356,556	-	8,356,556	8,356,556	-	8,356,556
Derivative financial instruments - Long position	-	12,579	-	12,579	12,579	-	12,579
Total	-	8,369,135	-	8,369,135	8,369,135	-	8,369,135
Financial assets not measured at fair value							
Short and long term investments - Bank Deposit Certificate (CDB)	225,941	-	-	225,941	-	-	-
Short and long term investments - Financial Treasury Bill (LFT)	74,850	-	-	74,850	-	-	-
Short and long term investments - Other	904	-	-	904	-	-	-
Total	301,695	-	-	301,695	-	-	-
Financial liabilities not measured at fair value							
Loans and financing (ii)	(289,035)	-	-	(289,035)	-	-	-
Debentures (ii)	(10,291,199)	-	-	(10,291,199)	-	-	-
Real Estate Receivables Certificate - CRI (ii)	(2,174,457)	-	-	(2,174,457)	-	-	-
Dividends and interest on shareholders' equity	(605)	-	-	(605)	-	-	-
Leases payable	(3,764,992)	-	-	(3,764,992)	-	-	-
Derivative financial instruments - Short position	-	(16,946)	(184,283)	(201,229)	(201,229)	-	(201,229)
Total	(16,520,288)	(16,946)	(184,283)	(16,721,517)	(201,229)	-	(201,229)
Financial liabilities measured at fair value							
Contingent consideration (i)	-	(851,520)	-	(851,520)	-	(851,520)	(851,520)
Total	-	(851,520)	-	(851,520)	-	(851,520)	(851,520)

- (i) Contingent consideration (contractual obligations, net of their respective indemnification assets) as presented in Note 25 (a).
(ii) Measurements at amortized cost and at fair value of the Company's loans, financing, debentures and Certificate of Real Estate Receivables - CRI have approximate amounts.

Cash and cash equivalents, accounts receivable and suppliers are not included in the table above because their book value is close to their fair value due to the short-term maturities of these financial instruments.

The short and long term investments in CDB have a fair value similar to the book value, as they have a grace period of up to 90 days, are remunerated at interest rates indexed to the DI (Interbank Deposits) curve and issued by leading financial institutions.

(ii) Fair value measurement

Assets and liabilities at fair value are measured as follows:

a) Investment funds

Obtained from the values of the shares disclosed by the financial institutions.

b) Derivative financial instruments

The fair value of derivative financial instruments is determined based on the values disclosed by the financial institutions.

(iii) Risk management

(a) Market risks

The Company and its subsidiaries have a formalized policy to make investments and to use financial instruments in their activities.

The investment policy has the following characteristics: (i) limit exposure to credit, liquidity, market, operational and legal risks in respect of Short and long term investments, guaranteeing the preservation of the long-term assets of the Company and its subsidiaries; (ii) maintain efficient and optimized management in order to guarantee sufficient cash flow; (iii) not to trade derivatives of any kind or foreign currencies and financial assets with foreign exchange exposure, except when they are intended to hedge financial or operating liabilities; (iv) invest through entities of the Company and its subsidiaries or, indirectly, through open, restricted or dedicated investment funds, of which they are shareholders of: a) Federal government bonds; b) securities issued by a financial institution (CDBs, LF, LCI, LCA, DPGE, CCBs and other fixed-income products); c) securities issued by publicly traded companies (debentures, promissory notes, CRI, CRA, the like); d) repurchase agreements backed by the aforementioned assets; and e) the allocation of Collateral Assets, or Pledged Short and long term investments, must follow the concentration limits in accordance with RN ANS 392 and subsequent updates.

On a regular basis, the financial area consolidates indicators and reports on the management of investments and financial instruments with a detailed analysis of the distribution, risks, maturities, interests, performances and results, addressing the most relevant aspects of the macroeconomic environment and ensuring alignment with the financial instruments investment policy.

Market risk also involves the Company and its subsidiaries monitoring interest rate risk in a timely manner, monitoring any fluctuations and, where applicable, assessing the use of hedging instruments.

Sensitivity analysis – Financial instruments

As of September 30, 2025, the Company and its subsidiaries have the following sensitivity of their financial assets and liabilities based on the variation of the economy's basic interest rate (CDI), whose

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impacts are projected according to the scenarios below. The Company and its subsidiaries consider the CDI published for the base date of September 30, 2025 as a probable scenario.

		Risk	Scenario (-50%)	Scenario (-25%)	Scenario (Probable)	Possible (+25%)	Possible (+50%)
09/30/2025	CDI		7.45%	11.18%	14.90%	18.63%	22.35%
Short and long term investments							
Balance of pledged short and long term investments	4,445,715	114.90% of CDI	331,206	496,809	662,412	828,014	993,617
Balance of short and long term investments (free)	4,695,146	114.90% of CDI	349,788	524,683	699,577	874,471	1,049,365
Total	9,140,861						
		Risk	Scenario (-50%)	Scenario (-25%)	Scenario (Probable)	Possible (+25%)	Possible (+50%)
09/30/2025	CDI		7.45%	11.18%	14.90%	18.63%	22.35%
Loans and financing							
Working capital	(244,793)	114.90% of CDI	(18,237)	(27,356)	(36,474)	(45,593)	(54,711)
Total	(244,793)						
		Risk	Scenario (-50%)	Scenario (-25%)	Scenario (Probable)	Possible (+25%)	Possible (+50%)
09/30/2025	CDI		7.45%	11.18%	14.90%	18.63%	22.35%
Debentures							
Debentures – Series 2 – 1 st Issue - Hapvida Part.	(121,712)	114.90% of CDI	(9,068)	(13,601)	(18,135)	(22,669)	(27,203)
Debentures – Series 2 - 2 nd Issue - Hapvida Part.	(1,331,748)	114.90% of CDI	(99,215)	(148,823)	(198,430)	(248,038)	(297,646)
Debentures – 3 rd Issue - Hapvida Part.	(2,120,830)	114.90% of CDI	(158,002)	(237,003)	(316,004)	(395,005)	(474,006)
Debentures – 5 th Issue - Hapvida Part.	(1,038,315)	114.90% of CDI	(77,354)	(116,032)	(154,709)	(193,386)	(232,063)
Debentures – 7 th Issue - Hapvida Part.	(1,058,217)	114.90% of CDI	(78,837)	(118,256)	(157,674)	(197,093)	(236,511)
Debentures - Series 1 - 8 th Issue - Hapvida Part.	(1,066,356)	114.90% of CDI	(79,444)	(119,165)	(158,887)	(198,609)	(238,331)
Debentures - Series 2 - 8 th Issue - Hapvida Part.	(1,066,844)	114.90% of CDI	(79,480)	(119,220)	(158,960)	(198,700)	(238,440)
Debentures - 9 th Issue - Hapvida Part.	(1,581,867)	114.90% of CDI	(117,849)	(176,774)	(235,698)	(294,623)	(353,547)
Debentures – 5 th Issue - Hapvida Part. (*)	(156,958)	114.90% of CDI	(11,693)	(17,540)	(23,387)	(29,233)	(35,080)
Debentures – 6 th Issue - Hapvida Part. (*)	(1,289,160)	114.90% of CDI	(96,042)	(144,064)	(192,085)	(240,106)	(288,127)
Total	(10,832,007)						
		Risk	Scenario (-50%)	Scenario (-25%)	Scenario (Probable)	Possible (+25%)	Possible (+50%)
09/30/2025	CDI		7.45%	11.18%	14.90%	18.63%	22.35%
	IPCA		2.59%	3.88%	5.35%	6.46%	7.76%
Real estate receivables certificate							
CRI – Single series – Hapvida Assistência Médica	(1,202,768)	5.17% of IPCA	(31,092)	(46,637)	(62,183)	(77,729)	(93,275)
CRI - Series 1 – NDI Saúde	(560,206)	114.90% of CDI	(41,735)	(62,603)	(83,471)	(104,338)	(125,206)
CRI - Series 2 – NDI Saúde	(415,118)	5.17% of IPCA	(10,731)	(16,096)	(21,462)	(26,827)	(32,192)
CRI - Series 3 – NDI Saúde	(109,268)	5.17% of IPCA	(2,825)	(4,237)	(5,649)	(7,061)	(8,474)
Total	(2,287,360)						

(*) Debentures assigned in 2023 by the subsidiary BCBF Participações S.A. to the Company, with the Company becoming the issuer of the respective debentures for all purposes and effects.

Sensitivity analysis - goodwill

An analysis of the sensitivity of the Company and its subsidiaries to an increase or decrease of 0.5% in the main assumptions used in the last annual calculation of the recoverability of the CGU on the base date December 31, 2024, assuming that all other variables remain constant, is presented below.

December 31, 2024		
Significant assumption affected by possible deterioration	Sensitivity of the assumption	Impact
Operating margin - Claims	0.50% decrease	Value in use > Carrying amount = 6,284,373
Discount rate	0.50% increase	Value in use > Carrying amount = 2,696,525
Growth rate in perpetuity	0.50% decrease	Value in use > Carrying amount = 5,004,359

(b) Underwriting risks

Underwriting risk includes insurance risk, policyholder behavior risk and expense risk.

- **Insurance risk:** the risk transferred from the insurer to the Company, other than financial risk. Insurance risk arises from the inherent uncertainty about the occurrence, value or timing of claims.
- **Policyholder behavior risk:** the risk that a policyholder will cancel a contract (i.e. lapse or persistency risk), increase or reduce premiums, withdraw deposits or cancel a contract sooner or later than expected.
- **Expense risk:** the risk of unexpected increases in the administrative costs associated with servicing a contract (and not in the costs associated with the insured events).

Pricing policy

Companies that operate in health and dental care business are exposed to risks related to cost volatility. Dental plans are less exposed than health plans due to lower frequency of use and lower complexity of the treatments.

When the Company and its subsidiaries are developing a new product they analyze many variables to define the price of this product, such as the demographic area where the product will be offered, the frequency profile established in the area calculated with historical records, and the costs of main inputs in the area it will be sold (doctors, health care professionals, market price of main procedures). Based on these analyses, the Company and its subsidiaries determine the price of health and dental plans.

Each client that is considered a medium or large company has its medical losses ratio calculated every year when the Company and its subsidiaries are negotiating annual price increase for health and/or dental insurance plans (individual clients are regulated by ANS). Based on historical usage of the service network controlled by biometrics, and based on expectations of costs related to these clients, the price increase of this contract is determined. This practice mitigates risks of clients bringing constant losses to the Company and its subsidiaries.

Regarding individual clients, the pricing of the products considers an additional value because this type of client historically has a greater use of service network.

Sensitivity analysis

Variables that may be affected due to the product subscription process or insufficient prices are assessed.

The sensitivity analyses below simulate the possible impacts on the income (loss) and equity of changes in operational parameters before and after hiring:

	September 30, 2025 - Consolidated	
	Effect on income (loss) before taxes	Effect on income (loss) after taxes and impact on equity
5% increase in claims	(892,630)	(589,136)
5% increase in administrative and sales expenses	(223,969)	(147,820)
5% decrease in claims	892,630	589,136
5% decrease in administrative and sales expenses	223,969	147,820

(c) Operational risks

Operational risk is defined as the possibility of losses resulting from failure, weakness or inadequacy of internal processes, people and systems or external events.

The purpose of operational risk monitoring and management is to mitigate the materialization of risks that could result in damage to the quality of operations during the provision of contracted coverage and/or the provision of services. Operational risks and their associated controls are identified by mapping organizational flows, so that when they are identified, the impacts of these risks are quantified, considering the expected standard in terms of frequency and severity, using specific methodologies applicable to each risk assessed.

Mitigating actions are relevant to providing an environment with greater stability and control, insofar as they have an effectively preventive purpose. In this sense, the implementation of procedural protocols that guide the actions of the professionals who work in the operation makes a significant contribution to ensuring that the services are carried out within the technical and safety standards established by the areas responsible for drawing up the manuals. In addition, there are 24-hour control areas that monitor in real time the main user service indicators at the Company's own network units and those of its subsidiaries. Both tools are important instruments for identifying situations that are out of line with what is expected, allowing Management to act quickly and effectively before they have an impact on operations.

(d) Credit risks

Credit risk is the risk the Company and its subsidiaries have of incurring losses from a client or a party to a financial instrument, arising from their failure to comply with their contractual obligations. Risk is mainly due to trade accounts receivable and short and long term investments.

Accounts receivable

The credit risk for the Company and its subsidiaries is considered as low by Management mainly for the health care company to which the monthly billings are made before services are rendered. Most of the accounts receivable of the Company and its subsidiaries is related to the coverage period. In addition, to reduce the credit risk for treatment costs, the operator can cancel overdue plans, as regulated by ANS for the health plan operator.

The Company and its subsidiaries established a provision for impairment which consists in the use of factors related to losses noted in recent time series, adjusting historical series to reflect the current conditions and reasonable and feasible estimates of future economic conditions related to accounts receivable and other accounts receivable. The Company and its subsidiaries recognize impairment losses as a write-off of accounts receivable unless the Company and its subsidiaries evaluate that it is not possible to recover the amount due. On this occasion, the amounts are considered irrecoverable and are recorded against the financial asset directly.

In general, the Company and its subsidiaries mitigate their credit risks by providing services to a client base that is very dispersed and has an undefined concentration. For defaulting clients, the Company and its subsidiaries cancel the plans in accordance with ANS rules.

Short and long term investments

Regarding the credit risks from short and long term investments, a table with quantitative information of maximum risk exposure, including information on the ratings of financial institutions, counterparties of investments of the Company and its subsidiaries:

			Ratings of Financial Institutions (*)					
			Fitch (*)		Moody's (*)		S&P (*)	
	09/30/2025	12/31/2024	SHORT-TERM	LONG-TERM	SHORT-TERM	LONG-TERM	SHORT-TERM	LONG-TERM
Banco Itaú Unibanco S.A.	3,608,548	3,670,809	F1+	AAA	BR-1	Aaa.br	brA-1+	brAAA
Banco Santander S.A.	2,988,305	2,859,893	-	-	BR-1	Aaa.br	brA-1+	brAAA
Banco Bradesco S.A.	944,220	494,969	F1+	AAA	BR-1	Aaa.br	brA-1+	brAAA
Caixa Econômica Federal	97,148	82,016	F1+	AA	BR-1	Aaa.br	brA-1+	brAAA
Banco do Brasil S.A.	694,874	554,530	F1+	AA	BR-1	Aaa.br	brB	brB
Banco Safra S.A.	20,467	23,145	-	-	BR-1	Aaa.br	brA-1+	brAAA
Banco Votorantim	193,865	2,872	-	AAA	-	Aaa.br	brA-1+	brAAA
Credit Suisse	114,637	74,862	F1+	AAA	BR-1	Aaa.br	brB	brB
BTG Pactual	117,796	810,200	F1+	AAA	-	Aaa.br	brA-1+	brAAA
Other institutions	361,001	84,955	-	AAA	-	Aaa.br	brA-1+	brAAA
Total	9,140,861	8,658,251						

(*) Last disclosure. National scale.

Cash and cash equivalents

The Company and its subsidiaries held Cash and cash equivalents of R\$ 670,748 as of September 30, 2025 (R\$ 596,753 as of December 31, 2024), mainly comprised of balances in cash, banks and short and long term investments with immediate liquidity. Balances of cash and cash equivalents are maintained with banks and financial institutions with AA and AA+ rating, according to the list disclosed by Fitch, and besides having immediate liquidity in cash, they are subject to an insignificant risk of change in value.

(e) Liquidity risks

Liquidity risk is the risk of the Company and its subsidiaries encountering difficulties in performing the obligations associated with their financial liabilities that are settled with cash payments or with another financial asset. The approach of the Company and its subsidiaries in liquidity management is to guarantee, as much as possible, that they always have sufficient liquidity to perform their obligations upon maturity, under normal and stress conditions, without causing unacceptable losses or with a risk of sully the reputation of the Company and its subsidiaries.

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The Company and its subsidiaries use medical losses control to price their products and services, which helps them with the monitoring of cash flow requirements and the optimization of their cash return on investments. The Company and its subsidiaries seek to maintain the level of their cash and cash equivalents and other highly negotiable investments at an excess amount of cash outflows on financial instruments (other than trade accounts payable). The Company and its subsidiaries also monitor expected level of cash inflows deriving from 'trade accounts receivable and other receivables' as well as expected cash outflows related to 'trade accounts payable and other accounts payable'.

The main sources of funds used by the Company and its subsidiaries are the volume of funds from the trading of their services. The income from investments from cash deposits is added to this amount.

Regarding the exposure to liquidity risk, contractual maturities of financial liabilities on the base date:

		Contractual cash flows					
Financial liabilities	Notes	Book value	2025	2026	2027	>2028	Total
Suppliers	-	257,241	257,241	-	-	-	257,241
Technical reserves (i)	21	977,753	977,753	-	-	-	977,753
Loans, financing, debentures and CRI	19	13,364,160	1,600,335	2,407,603	2,492,803	17,089,906	23,590,647
Leases payable	20	3,630,416	276,594	534,697	502,417	8,751,474	10,065,182
Other accounts payable	25	1,082,887	205,148	877,739	-	-	1,082,887
Dividends and interest on shareholders' equity payable	26.c	598	598	-	-	-	598
Total		19,313,055	3,317,669	3,820,039	2,995,220	25,841,380	35,974,308

- (i) Composed of provisions for events to be settled, according to Note 21.

The cash flow forecast is prepared by the Company and its subsidiaries, and continuous forecasts of liquidity requirements are monitored to ensure that the Company and its subsidiaries have sufficient cash to meet legal and operating needs. This forecast takes into consideration the cash generation of the Company and its subsidiaries.

Liquidity risk management

The Company and its subsidiaries use medical losses control to price their products and services, which helps them with the monitoring of cash flow requirements and the optimization of their cash return on investments. The Company and its subsidiaries seek to maintain the level of their cash and cash equivalents and other highly negotiable investments at an excess amount of cash outflows on financial instruments (other than trade accounts payable). The Company and its subsidiaries also monitor expected level of cash inflows deriving from 'trade accounts receivable and other receivables' as well as expected cash outflows related to 'trade accounts payable and other accounts payable'.

The main sources of funds used by the Company and its subsidiaries are the volume of funds from the trading of their services. The income from investments from cash deposits is added to this amount.

(iv) Derivative financial instruments and hedge accounting

The activities of the Company and its subsidiaries expose them to various financial risks. Risk management is carried out centrally by the Financial Vice-Presidency to minimize the adverse effects of financial risks affecting the Company and its subsidiaries.

On September 30, 2025, the Company and its subsidiaries had derivative financial instrument contracts, used to reduce exposure to interest rate and exchange rate fluctuations (interest rate swap and exchange rate swap), with no speculative purpose.

The hedging activities of the Company and its subsidiaries provide greater precision in forecasting future cash flows due to the lower exposure to fluctuations.

The Company and its subsidiaries adopted the cash flow hedge accounting methodology, in line with CPC 48, for their IPCA x CDI interest rate swaps intended to hedge the financial debt of the 1st issue of Real Estate Receivables Certificates (CRI) of Ultra Som Serviços Médicos S.A. (merged into Hapvida Assistência Médica S.A.) and for their foreign exchange hedge swaps. Under this system, balances are recorded as follows:

- (i) the effective portion of the gain or loss resulting from the hedge instrument is directly recorded in equity (other comprehensive income); and
- (ii) the ineffective portion of the gain or loss resulting from the hedging instrument is recognized in the financial result in the statement of profit or loss.

The fair value of cash flow contracts is presented in the statement of financial position account (assets, liabilities and equity). For outstanding hedge operations, the Company and its subsidiaries calculated the market value - MTM (Mark to Market). The Company and its subsidiaries apply the option of designating a credit exposure measured at Fair Value through Profit or Loss (FVTPL). In the last annual base date of December 31, 2024, the effectiveness of the hedge structures was 98.87%.

The breakdowns of the swap contracts of the Company and its subsidiaries, as well as their fair values on the base date, are as follows:

Instrument	Maturity	Long position	Short position	Fair value	Notional (R\$)	Position as of 09/30/2025	Position as of 12/31/2024
Swap - Interest rate	Dec/31	IPCA + 5.7505% p.a.	107.50% of CDI	(101,765)	503,475	(101,765)	(90,083)
Swap - Interest rate	Dec/31	IPCA + 5.7505% p.a.	107.50% of CDI	(124,249)	617,303	(124,249)	(111,146)
Currency swap	Feb/26	USD + 6.01% p.a.	CDI + 1.37% p.a.	(18,373)	260,000	(18,373)	12,579
Currency swap	Feb/26	USD + 6.01% p.a.	CDI + 1.37% p.a.	(221)	260,000	(221)	-
Total				(244,608)		(244,608)	(188,650)
					Assets	-	12,579
					Liabilities	(244,608)	(201,229)

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The change in interest rate swap derivative financial instruments is shown below:

	09/30/2025	12/31/2024
Balance at the beginning of the year - Liabilities/(Assets)	201,228	25,088
Accrual	38,892	7,660
Market value – MTM	(14,106)	168,481
Balance at the end of the period/year - Liabilities/(Assets)	226,014	201,229

On September 30, 2025, as part of the prospective assessment of effectiveness, Management carried out an analysis of the economic relationship of its hedge structures and did not identify any material impacts on the hedge relationships. Thus, the hedge transactions were considered effective.

35 Insurance coverage

The Company and its subsidiaries maintain insurance contracts with coverage determined in accordance with the orientation of specialists, considering the nature and the degree of risk, in amounts considered sufficient to cover possible losses on their assets and/or responsibilities.

The breakdown of the insurance coverage of the Company and its subsidiaries is as follows:

Item	Type of coverage	Insured amount
Buildings, facilities, machinery, furniture, fixtures, and inventories	Fire (including due to riots, strikes and lock-outs), lightning, explosions of any kind and aircraft crashes, electrical damage, equipment leased or assigned to third parties, movable and fixed equipment RD, falling glass, fixed expenses (6 months), rental losses/payments (6 months), theft/general theft of goods, windstorm, impact of vehicles through smoke, landslides, electronic equipment, and portable objects.	9,063,151
D&O	Civil liability, officers, administrators and directors.	100,000
Cyber	Cyber risk insurance.	32,000
Judicial litigation	Legal disputes in the civil, tax and labor spheres, and acquisition and tax law guarantees.	5,685,328
Vehicle fleet	Vehicles	100% FIPE table per vehicle
Employees	Trainees, disability and funeral assistance.	Variable according to salary range
Guarantee insurance	Guarantees on customer contracts.	1,521
Other insurance	Tax management, construction, supply or provision of services.	25,960

36 Transactions that do not involve cash or cash equivalents

During the periods ended September 30, 2025 and 2024, the Company and its subsidiaries carried out the following investment and financing activities not involving cash; therefore, they are not reflected in the statement of cash flows:

	Parent Company		Consolidated	
	09/30/2025	09/30/2024	09/30/2025	09/30/2024
Right-of-use - Additions/Write-offs and remeasurements	166	-	2,306	3,023
Share transfer write-off - Stock grant (i)	-	48,256	-	48,256
Share transfer write-off - Hybrid plan (i)	48,985	-	48,985	-

(i) Partial transfer of shares from the hybrid share-based payment plan to the plan beneficiaries.

37 Adjusted equity and regulatory capital

To operate in the health insurance market regulated by the National Agency for Supplementary Health (ANS), health care operators must comply with solvency indices, as set out in RN 569/22. Adjusted Equity (PLA), for example, needs to be higher than the legal requirement for Risk-Based Capital (RBC). The PLA is calculated considering the equity minus i) direct or indirect holdings in other regulated entities, ii) tax credits arising from tax losses and negative bases, iii) deferred expenses; iv) prepaid expenses, v) intangible non-current assets, and vi) the value of goodwill from direct or indirect holdings in other non-regulated entities, as indicated in article 7 of NR 569/2022.

The operators controlled by the Company adopted the standard RBC model in advance when calculating regulatory capital. Therefore, in accordance with the criteria set out in Article 9 of Section II of Chapter III of RN 569/2022, the calculation of their regulatory capital, as of January 2023, considered the highest value between the Base Capital and the RBC. The RBC considers the following risks: (i) Underwriting risk, (ii) Credit risk, (iii) Operational/legal risk, and (iv) Market risk.

In the period ended September 30, 2025, consolidated solvency, when observed on an aggregate basis involving the operators controlled by the Company, reached the sufficiency indicated below:

	Consolidated
	09/30/2025
Adjusted equity (PMA) (A)	9,854,849
Risk-based capital (CBR) (B)	4,646,138
Sufficiency calculated (A) – (B)	5,208,711

38 Discontinued operations

Breakdown of net assets of subsidiaries held for sale

Description	Balance at 09/30/2025
Properties available for sale (i)	159,326
Hospital e Maternidade Maringá S.A. (ii)	-
Total net assets of subsidiaries held for sale	159,326

(i) Build to Suit (BTS) agreement

The Company and its subsidiaries acquired properties for resale to an investment fund, which will be responsible for the construction of the new Hospital Ibirapuera, located in São Paulo/SP. The purpose of the acquisition and sale is the lease of a property in the Build to Suit (BTS) modality.

The transaction has a maximum investment limit of R\$ 300,000 for acquisition of land and payment of construction work costs; a cap rate of 8.5% p.a., adjusted annually by the IPCA; a lease term of 20 years, with the option to renew for additional 20 years; and the option to purchase at pre-determined periods and conditions.

(ii) Hospital e Maternidade Maringá S.A.

The divestment of Hospital e Maternidade Maringá S.A. is in line with the context of optimizing capital allocation and redirecting the Company's operating and commercial focus. In this scenario, the transaction was classified as a discontinued operation by the Company.

On April 30, 2025, the subsidiary Notre Dame Intermédica Saúde S.A. entered into an agreement with Associação Beneficente Bom Samaritano for the sale of its subsidiary Hospital e Maternidade Maringá S.A. (Hospital Maringá).

On July 1, 2025, the subsidiary Notre Dame Intermédica Saúde S.A. signed the term of closing of the transaction for the sale of shares and other covenants with the buyer Associação Beneficente Bom Samaritano for the sale of the subsidiary Hospital e Maternidade Maringá S.A.

The sales price was R\$ 65.0 million, of which R\$ 60.0 million in cash and R\$ 5.0 million in hospital services to be used by the Company's beneficiaries, with a down payment and a portion on credit. The sale of Hospital Maringá is in line with the Company's capital allocation optimization strategy and the redirecting of the operating and commercial focus.

Below are the individual statement of profit or loss up to the time of disposal of the investment for sale, and the individual accumulated income (loss) for the period (six months of 2025) of this company:

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Statement of profit or loss up to the time of disposal of the investment for sale

	Hospital Maringá 04/30/2025
Net operating revenue	16,637
Costs of services rendered	(17,483)
Gross income	(846)
Sales expenses	(1,155)
Administrative expenses	3,960
Equity in net income of subsidiaries	(4,253)
Other operating (expenses) revenues, net	(286)
Subtotal	(1,734)
Income before financial income (loss) and taxes	(2,580)
Financial revenues	304
Financial expenses	(12,718)
Net financial revenues (expenses)	(12,414)
Income (loss) before income tax and social contribution	(14,994)
Current income tax and social contribution	(52)
Deferred income tax and social contribution	(971)
Net income for the period from discontinued operations	(16,017)

Accumulated income (loss) for the period and cash flows from discontinued operation

On July 1, 2025, the individual accumulated loss for the period of Hospital e Maternidade Maringá S.A. was R\$ 16,015.

The individual income (loss) of the discontinued operation (unconsolidated) is shown in the table below:

Hospital e Maternidade Maringá S.A.	
Accumulated income (loss) for the period at the base date - 07/01/2025 (A)	(16,015)
Income (loss) at the base date of the disposal for sale - 04/30/2025 (B)	(16,017)
Income (loss) from discontinued operations - Unconsolidated (C) = (A) – (B)	2

	07/01/2025
Net cash (used in) from discontinued operating activities	(9,604)
Net cash (used in) from discontinued investing activities	(16,249)
Net cash (used in) from discontinued financing activities	657
Increase (Decrease) in cash and cash equivalents from discontinued operations	(25,196)

39 Subsequent events

(i) Issue of 8th Debentures – Hapvida Participações e Investimentos S.A.

On October 7, 2025, the Company's Board of Directors approved the 10th issue of simple, non-convertible, unsecured debentures, with additional personal guarantee, in the total amount of R\$ 3,650,000.

The Debentures will be backed by a surety bond granted by a Company's wholly-owned subsidiary and will be subject to a public offering for distribution under the terms of the Brazilian Securities Commission Resolution No. 160, of July 13, 2022, and other applicable legal and regulatory provisions, under the firm guarantee regime for the total amount of the Issue. The offering will be directed exclusively to professional investors, as defined in article 11 of CVM Resolution No. 30, of May 11, 2021.

The Issue will be carried out in a single series, and the Debentures will be entitled to interest corresponding to 100% of the accumulated variation of the average daily interbank deposit rates (DI Rate), exponentially increased by a surcharge equivalent to 1.05% p.a., based on 252 business days, and will mature in 2033, with amortization in 2 (two) annual installments, the first on October 15, 2032 and the last one on the maturity date, October 15, 2033.

The net proceeds to be obtained will be used in the prepayment of the debt balance of the 2nd issue of the Company's simple debentures (HAPV22) and the 3rd issue of the Company's simple debentures (HAPV13), and the remaining balance will be used for other debt reprofiling actions seeking to optimize the weighted cost.

(ii) New share buyback program

On October 14, 2025, the Company's Board of Directors approved the program for repurchase of the Company's own shares, to maximize the value generation for shareholders through an efficient capital structure management.

The Company's management, through its statutory directors, will define the timing and quantity of the shares to be acquired, which may reach up to 20,000,000 shares for a period of 18 months.

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Cândido Pinheiro Koren de Lima
Chairman of the Board of Directors

Jorge Fontoura Pinheiro Koren de Lima
President

Luccas Augusto Adib
Statutory Vice President of Finance and Investor Relations
and Vice President of Technology

Fernando Miguel Augusto
Chief Accounting Officer
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