viveo

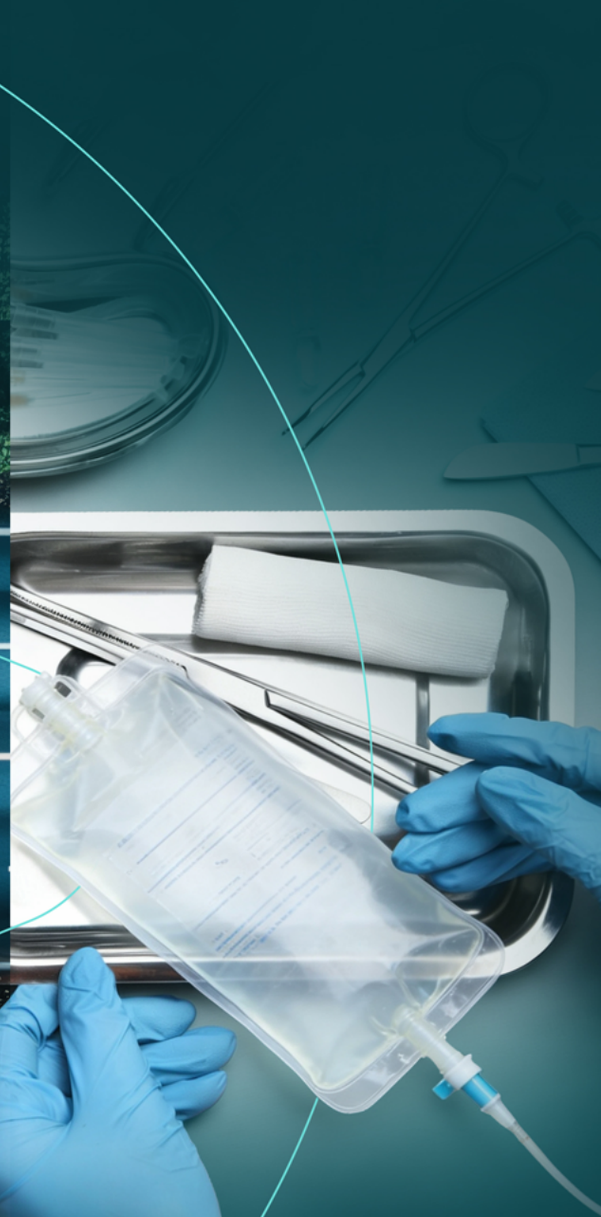














Sustainability Report **2025**

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Message from management

GRI 2-22

The year 2025 marked the conclusion of an important stage in our journey. Over the past several years, we have undergone an ambitious and far-reaching transformation that has established us as a comprehensive healthcare platform and a leading player in the Brazilian market, with an integrated presence throughout the sector's entire value chain.

Since 2017, we have carried out 27 acquisitions, significantly increased our revenue, diversified our revenue streams and broadened our presence in new channels and product categories. During this period, we have expanded our workforce more than eightfold, strengthened our governance structure and completed our initial public offering on the São Paulo Stock Exchange.

Following this growth cycle, we entered a period of challenges and reorganization. In 2025, we executed our operational turnaround plan, focused on cash generation and deleveraging, expense reduction and improvements in service levels.

From a financial perspective, we closed the year with record-high cash generation and an improved gross margin, reflecting the first tangible results of the operational efficiency and financial discipline initiatives implemented in the period. Operationally, we consolidated systems and distribution centers while continuing to invest in new technologies.

We also standardized our sales platform across our teams by implementing Salesforce, consolidated our Warehouse Management System (WMS) for inventory management and made progress in using artificial intelligence in our daily operations. Another highlight in our industrial segment was the completion of the integration of two manufacturing facilities, resulting in the largest and most modern wet wipes plant in Latin America, with the capacity to serve up to 55% of the domestic market.

We also enhanced our manufacturing processes by adopting more advanced technologies designed to reduce resource consumption, decreasing the use of controversial and environmentally harmful components, investing in product quality and safety, and aligning production with our social and environmental principles.

In addition, we strengthened our governance structure by establishing our Fiscal Council (a supervisory body required by Brazilian corporate law), which operated throughout 2025, independently overseeing accounting and financial practices and reinforcing the transparency and credibility of the information disclosed. Likewise, we completed the CEO succession process, transitioning leadership from Leonardo Almeida Byrro to André Clark Juliano in a structured manner and in line with governance best practices, ensuring strategic continuity and operational stability during the period.

We continue to move forward with a focus on quality, efficiency and profitability, prepared for a new cycle of sustainable growth, while maintaining our commitment to caring for every life and contributing to a more efficient healthcare sector across Brazil.

About this report

GRI 2-2 I 2-3 I 2-4 I 2-5

In line with our commitment to transparency and the continuous strengthening of governance, we are pleased to present the fifth edition of our Sustainability Report. This is the first report prepared in accordance with the Global Reporting Initiative (GRI) Standards and the first to incorporate the metrics of the Sustainability Accounting Standards Board (SASB).

This document covers the period from January 1 to December 31, 2025, providing a comprehensive overview of our ESG performance and key developments during the year. The published data relates to the activities of all subsidiaries and other controlled entities included in the accounting consolidation process, in accordance with the Management Report and the Financial Statements filed with the Brazilian Securities and Exchange Commission (CVM) and published on our Investor Relations website.

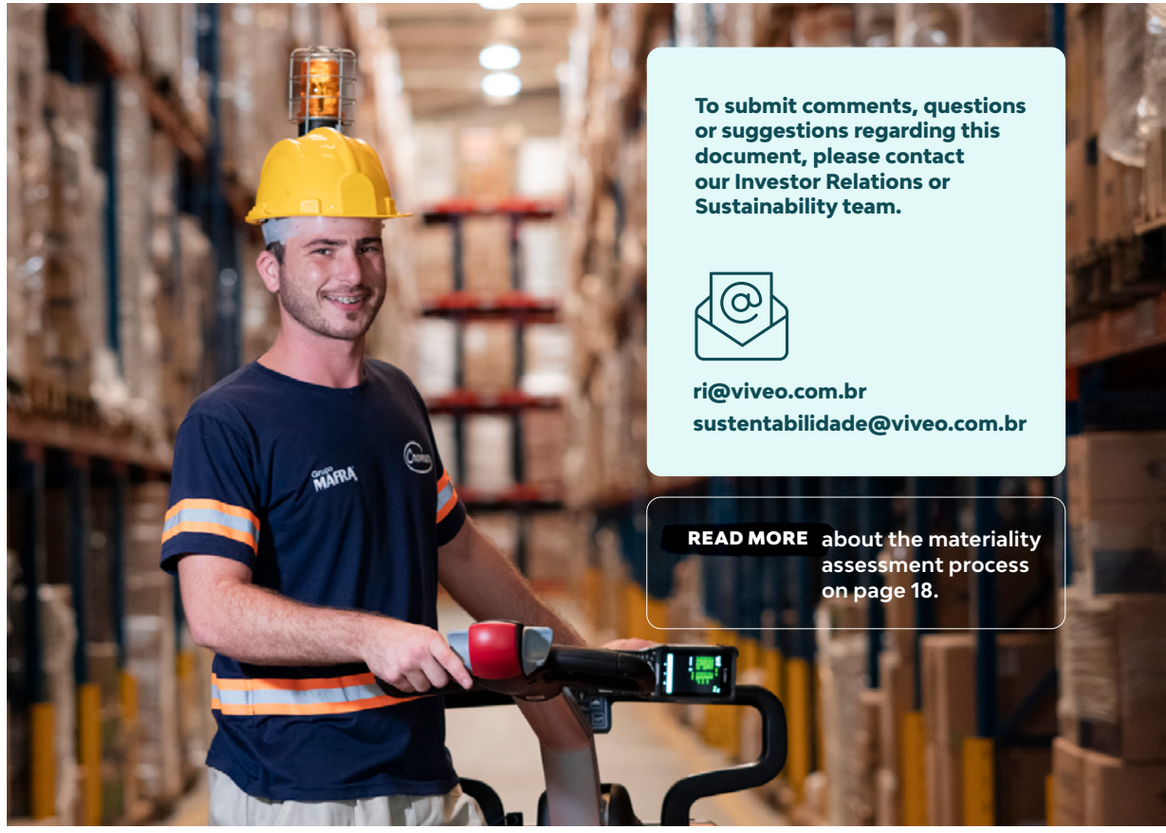
The information reported here was compiled with contributions from various internal areas, whose leaders provided data, indicators and analyses, with the active participation of the Executive Board. Its scope was defined through a materiality assessment process that identified the issues considered most relevant by our stakeholders and was validated by the Sustainability Committee and the Board of Directors.

Any revisions to data and/or assumptions from previous years are duly identified in the corresponding indicators. The final version of this report and the Greenhouse Gas Inventory underwent external assurance conducted by Bureau Veritas Certification Brazil.

We hope you find this report informative.

GRI

SASB STANDARDS
Now part of IFRS Foundation



To submit comments, questions or suggestions regarding this document, please contact our Investor Relations or Sustainability team.

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sustentabilidade@viveo.com.br

READ MORE about the materiality assessment process on page 18.


Identity

Profile

GRI 2-1 | 2-6 | 2-7

We are CM Hospitalar S.A., operating under the corporate brand **Viveo**, a healthcare group composed of companies that operate across the value chain, from product manufacturing and the distribution of medical supplies and pharmaceuticals to inventory management and the provision of services to customers and end consumers. Through vertical integration and links between manufacturers and customer-patients, we ensure efficiency and traceability.

Founded in 1996, we are driven by the purpose of caring for every life and the mission of simplifying the healthcare sector and democratizing access through the support and maintenance of every link in this chain. We are the only player in Brazil to operate across the value chain, from the manufacturing and distribution of medical supplies and pharmaceuticals to the delivery of products and solutions throughout the country.

We are a wholly Brazilian-owned company with shares traded on the São Paulo Stock Exchange (B3) under the ticker VVEO3.

Since 2021, we have been listed on the Novo Mercado segment, underscoring our commitment to high standards of corporate governance.

We operate 45 operational units, maintain more than 120,000 m² of distribution center space serving all regions of Brazil and directly employ 6,647 people. Within this structure, we serve the Hospitals and Clinics, Laboratories and Vaccines, Retail, and Services segments through Mafra, Mafra Especialidades, Prevena, Tecnocold, Insuma, Health Log and Humania, as well as our Private Label division. Our portfolio includes the Cremer, Topz, Bellacotton, Salvelox, Piquitucho, FeelClean and Neve brands.

Since 2017, we have completed approximately 27 acquisitions, enabling us to diversify our portfolio and achieve economies of scale. In 2025, we prioritized finalizing the integration of acquired businesses, focusing on improved results, quality, efficiency and profitability, while strengthening the foundation for a new cycle of sustainable growth.

16 Brands

45 Operational Units

6,647 Employees

121,000 m² of distribution center space

Stakeholder engagement GRI 2-29

We recognize that stakeholder engagement is essential to the sustainable management of our business and to identifying and managing relevant risks, opportunities and impacts. Based on our double materiality assessment, we identified as key stakeholders those who participated directly in the process and/or are most closely linked to the ESG-related impacts, risks and opportunities associated with our material topics.

These groups include employees, customers, suppliers, investors, financial institutions, public agencies, regulators and neighboring communities, as well as senior management and the Board of Directors. These stakeholders were identified based on criteria such as their level of influence on our strategy, the degree to which they are affected by our operations and their relevance to value creation and protection in the short, medium and long term.

Stakeholder relationship governance is structured through the clear designation of lead areas responsible for each stakeholder group and formal decision-making bodies, such as Executive Committees, the Sustainability Committee, the Audit, Risk Management and Compliance Committee and the Board of Directors. Insights gathered through stakeholder engagement are incorporated into strategic decision-making, risk management, and the identification and review of material topics.





Employees

Employees are essential stakeholders, contributing directly to the execution of our strategy and operations. Engagement takes place through climate surveys, internal communications and dialogue with leaders, helping identify expectations and promote continuous improvement. Key topics include working conditions, professional development, health and safety, and diversity.



Customers

The central point of contact between customers and internal areas is the Customer Service Center, which ensures that requests are handled with agility and transparency. Engagement takes place through multiple channels (case management system, email, telephone and WhatsApp), guaranteeing traceability and appropriate prioritization of issues. The Quality Assurance area also conducts second-party audits and periodic governance meetings with strategic partners, sharing data and indicators to strengthen relationships and confidence in the products and services provided.



Suppliers

Engagement occurs through a supplier approval and qualification process that includes filling out an ESG Assessment Form, inquiries regarding child and forced labor, environmental performance practices and acceptance of our Ethical Compliance Agreement. The Quality Assurance area conducts audits and governance meetings with critical service providers—such as cold chain maintenance providers, temperature validation and packaging service providers, and transportation companies—to ensure performance aligned with market standards and promote continuous improvement.



Communities

The primary channel for formal communication with communities in regions where we operate is the Contact Us channel available on our corporate website, through which any interested party may submit questions, requests or concerns. Community engagement also takes place as part of environmental licensing processes, which include social and environmental impact assessments and interaction with local authorities and other stakeholders in surrounding areas.



Regulatory agencies and industry associations

We maintain active relationships with the National Health Surveillance Agency (Anvisa), the Ministry of Agriculture and health surveillance authorities, among other institutions, through meetings, consultations and information exchanges. These interactions help us monitor deadlines and minimize regulatory impacts. We also participate in external events and meetings with industry associations to discuss public consultations, analyze regulatory trends and assess new legal requirements.



Investors and financial institutions

Relationships are maintained through our Investor Relations institutional channels, including the disclosure of financial information, earnings conference calls, annual shareholders' meetings, participation in conferences, individual and group meetings, and the provision of regulatory documents, in compliance with CVM requirements and B3 Novo Mercado regulations.

Stakeholder map GRI 2-29

	Stakeholders	Related material topics	Rationale
Internal	**Board of Directors** **Advisory Committees** **Senior Management / Executive Board** **Employees**	Ethics and integrity Safe, inclusive and thriving workplace (occupational health and safety, diversity, inclusion and development) Risk management, compliance and Internal Audit Sustainable operational and financial performance	Participate in strategic decision-making and the prioritization and validation of material topics, and are directly affected by decisions related to governance, organizational culture, safety and people development.
Value chain	**Customers** **Suppliers**	Customer relationships, experience and satisfaction Quality and safety of products and services Promoting sustainability across the value chain Ethics and integrity	Central to operational continuity, reputation, regulatory compliance and value chain sustainability, and were directly engaged in the materiality assessment process.
Financial	**Investors and shareholders** **Financial institutions / creditors**	Operational and financial performance Ethics and integrity Risk management Climate change mitigation and adaptation (access to capital)	Influence access to capital, financing costs and company risk perceptions, and are directly affected by our financial performance, corporate governance and ESG risk management.
Institutional	**Regulatory agencies** **Public authorities**	Ethics and integrity Environmental performance and compliance Health, safety and regulatory requirements Climate change mitigation and adaptation	Exercise regulatory and oversight authority, with the potential to directly affect permits, operations, penalties and business continuity.
Reputational	**Neighboring communities** **Civil society organizations** **Media**	Healthy and sustainable society Environmental performance and impacts Climate change mitigation and adaptation Ethics, reputation and social license to operate	Influence public perceptions, reputation and social acceptance of our operations, and are directly affected by the social and environmental impacts of our activities.

Operational footprint

GRI 2-1 | 2-6

Legend

- 5 **Offices**
- 7 **Manufacturing Facilities**
- 9 **Compounding Pharmacies**
- 3 **Stores**
- 1 **Support Program**
- 20 **Distribution Centers**[1]

1 Includes Prevena operations and excludes cross-docking operations.



Rio Grande do Norte
São Gonçalo do Amarante

Pernambuco
Jaboatão dos Guararapes

Distrito Federal
Brasília

Goiás
Goiânia
Valparaíso de Goiás

Espírito Santo
Serra

Paraná
Curitiba
Londrina
São José dos Pinhais

Minas Gerais
Belo Horizonte
Pouso Alegre
São Sebastião do Paraíso

Santa Catarina
Blumenau
Indaial
Santo Amaro da Imperatriz

Rio de Janeiro
Rio de Janeiro
São João de Meriti

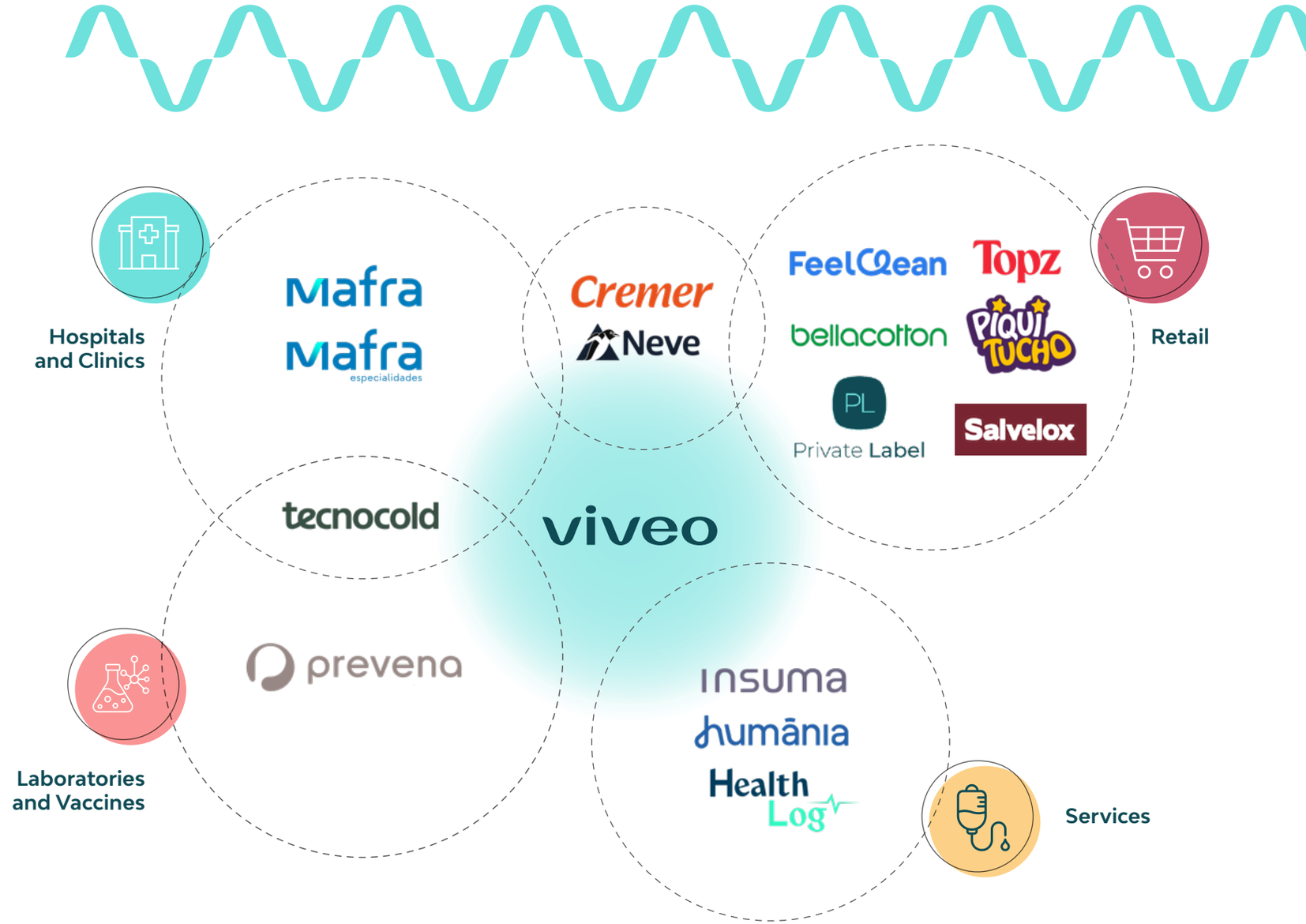
São Paulo
Bragança Paulista
Cajamar
Campinas
Ribeirão Pires
Ribeirão Preto
São José do Rio Preto
São Paulo

Rio Grande do Sul
Nova Santa Rita
Porto Alegre

Business units

GRI 2-6

We operate as an **integrated healthcare solutions platform** in Brazil, with a presence across the entire value chain—from manufacturing and distribution to service delivery. Originally focused on the distribution of pharmaceuticals and medical supplies, we have expanded our operations by incorporating manufacturing capabilities and complementary services, organizing our businesses into four segments: **Hospitals and Clinics, Laboratories and Vaccines, Retail, and Services.**



GRI 2-6



Hospitals and Clinics

In the Hospitals and Clinics segment, our primary focus is distribution, connecting pharmaceutical and medical supplies manufacturers with hospitals, clinics and healthcare professionals across Brazil. Through **Mafra** and **Mafra Especialidades**, we offer a broad portfolio that includes medications, hospital supplies and nutrition products, as well as orthotics, prosthetics and other specialized healthcare products, supported by a high level of service and extensive logistics coverage.

In addition, we manufacture a significant portion of the products distributed through this channel, particularly under the **Cremer** and **Neve** brands—the latter dedicated exclusively to serving hospitals and clinics, with no retail presence. This strengthens the integration between our industrial and commercial operations and expands our ability to provide comprehensive solutions to customers.



Laboratories and Vaccines

In the Laboratories and Vaccines segment, we also operate through distribution, focusing on specialized solutions for medical diagnostics and immunization. **Prevena** provides integrated solutions for both the pre-analytical and analytical stages of laboratory testing, including disposables, reagents and equipment, serving as a one-stop shop for laboratories, clinics and hospitals.

Complementing this offering, **Tecnocold** leads vaccine distribution in Brazil's private healthcare market, serving clinics, pharmacies and major healthcare networks through models that combine logistics operations and direct sales, backed by extensive expertise in cold-chain management and temperature-sensitive products.



Retail

The Retail segment encompasses our manufacturing activities, dedicated to producing health, hygiene and wellness products. We operate through our own brands and **private-label** manufacturing, developing and producing products for major domestic and international retailers.

Our portfolio spans a wide range of categories, including personal care, infant and adult care, first aid and everyday products. Key proprietary brands include **Cremer, Topz, Bellacotton, Salvelox, Piquitucho** and **FeelClean**, which serve different consumer profiles and sales channels.



Services

The Services segment brings together solutions that complement our distribution and manufacturing operations, expanding our value proposition across the healthcare value chain. **Humania** provides patient support and diagnostic support programs (PSP and DSP), helping improve treatment adherence and clinical outcomes.

Insuma operates as a specialized compounding pharmacy platform focused on high-complexity therapies, including parenteral and enteral nutrition, dialysis treatments, oncology therapies, sterile formulations and injectable therapies, serving hospitals, clinics and patients with a high degree of control and customization.

Health Log, in turn, is responsible for specialized healthcare logistics operations, supporting both internal and external customers by providing warehousing and transportation services, including solutions for temperature-sensitive products, with a focus on efficiency, traceability and safety throughout the supply chain.

Culture

Purpose

Caring for every life, plain and simple. For us, caring for every life means treating everyone involved in our operations with humanity, empathy and willingness to help. Plain and simple reflects the way we work and delight the people we interact with, removing complexity so that healthcare can reach every link in our value chain more easily.

Beliefs

Integrity comes first



The safety of every individual is our top priority. That is why we are always committed to the integrity of our processes and the technical excellence of our solutions. As a leading healthcare group, recognized for our high standards of quality, safety and compliance, this is a fundamental value that guides everything we do.

Every life matters



Our reason for being is to care for every life. Everything we do is driven by the commitment to care for every individual, from employees to customers and patients. This mindset guides all our actions, from services that anticipate needs and deliver relevant solutions to our open and inclusive internal culture.

Integrated thinking makes us stronger



Our brands and the people behind them work as a connected network, embracing a collective mindset to deliver comprehensive solutions. We understand our role as agents of change and place sustainability at the center of our efforts.

Simplicity is in our nature



We know that making healthcare more effective and accessible requires a deep understanding of our customers and partners. For that reason, we streamline processes, value clarity and precision, and bring together business models that make access to healthcare easier.

We are building the future of healthcare



We understand our responsibility in shaping the future of healthcare. This means continually developing both our people and our operations, introducing innovations that will define how care is delivered in the years ahead.

Culture review process

We believe that our culture is built every day through the actions, decisions and experiences of each person on our team. Accordingly, as part of our Culture Project, we seek to understand the experiences that form our identity and define the way we work. In 2025, we conducted a cultural assessment by collecting stories that marked employees' journeys through the use of the SenseMaker tool. We received more than 600 stories, representing approximately 10% of our workforce.

The stories showed that our organizational experience is underpinned by a strong commitment to care, reflected in a genuine connection to the mission of healthcare and the value of every life, even amid the demands of a fast-paced work environment across our manufacturing facilities, distribution centers and corporate offices. We also observed a strong culture of solidarity and mutual support, particularly in facilities located in smaller communities, helping teams work together to achieve results. At the same time, we identified opportunities for improvement related to process standardization and greater ownership of career development.

Based on these insights, in 2026 we will continue developing strategies, with the participation of the Board of Directors, to align intent, behavior and systems—bringing together care and consistency, people and processes, purpose and practice.





Sustainability strategy

Our sustainability journey

GRI 2-22

We believe that our purpose of caring for every life goes hand in hand with economic, social and environmental development in building our future. Through our Sustainability Strategy, we seek to extend this care to employees, healthcare professionals, patients and society as a whole, contributing to the creation of sustainable value, the strengthening of the sector in which we operate and the advancement of practices aligned with global sustainability and health challenges.

Our Sustainability Strategy has been developed progressively throughout our journey, incorporating improvements driven by the evolution of the ESG agenda and changing business priorities. The Sustainability area coordinates its implementation, while oversight is provided by the Sustainability Committee and, depending on the topic, by the Board of Directors.

In 2021, we experienced a period of expansion, driven by the healthcare sector's prominent role during the pandemic and the availability of resources resulting from our initial public offering. In this context, our first Sustainability Strategy was established, based on a robust materiality assessment, which led to the development of two strategic objectives (moonshots), four pillars and 12 material topics, as well as the creation of working groups dedicated to each of these topics.

In 2022, the strategy advanced into the implementation phase, with the development and rollout of action plans by the working groups, as well as the publication of targets associated with the priority topics. In 2023, in response to a changing industry environment, increased pressure on financial performance and the need for greater discipline in resource allocation, we conducted a review of our materiality assessment.

This process resulted in the consolidation of eight topics organized into four pillars, the discontinuation of the moonshots—which had been defined amid the pandemic and, with the normalization of the global environment, no longer reflected business priorities—and the establishment of new targets, promoting closer alignment with the company's value creation objectives.

Based on the updated materiality assessment, in 2024 we launched our 2024–2030 Sustainability Strategy, which included more in-depth analysis, the restructuring of the working groups and the definition of new action plans connected to our organizational culture. This initiative took place in a context of greater management discipline and prioritization of initiatives, with a focus on efficiency and business sustainability.

Throughout 2025, amid continued pressure on financial performance, we underwent restructuring processes, reviewed initiatives and enhanced governance mechanisms, reinforcing the integration of the sustainability agenda into the business and its contribution to long-term value creation.

In 2026, we plan to review both our materiality assessment process and our Sustainability Strategy to reflect the evolving business environment, incorporate recent lessons learned and ensure the continued alignment of the ESG agenda with strategic priorities, risk management and sustainable value creation. This process will include the development of new corporate targets aligned with the current business environment, as well as compliance with new applicable regulatory requirements, including IFRS S1 and S2.

Continuous evolution

2021

Creation of Materiality Matrix

Launch of Sustainability Strategy

Formation of working groups for the material topics

Establishment of the strategy's corporate governance structure

2022

Implementation of the working groups' action plans

Publication of annual targets established for each material topic

2023

Review of materiality assessment

Consolidation of the 12 material topics into eight

Publication of new targets and establishment of a corporate ESG target (GHG emissions reduction)

2024

Further development of the updated materiality assessment

Restructuring of working groups and creation of action plans

Launch of 2024–2030 Sustainability Strategy

New corporate governance structure for the strategy

Double materiality study

Creation of Climate Change Forum (Viveo Climate Journey)

Management of the corporate ESG target (GHG emissions reduction)

2025

Restructuring of the Sustainability area, including the reorganization of ESG workstreams, a review of the operating model and the discontinuation of nonpriority projects

Development of the Climate Risk Matrix Procedure and completion of a preliminary climate risk assessment

Creation and approval of the Sustainability Committee's Internal Charter, advancing implementation of IFRS S1 and S2 requirements

Materiality process

GRI 3-1



Wet wipes manufacturing plant, Blumenau, Santa Catarina

In 2021, we began our ESG journey by conducting our first materiality assessment, establishing the priority topics that would underpin our sustainability efforts.

Two years later, in 2023, the process was updated through a dedicated study, stakeholder engagement and prioritization by senior management, resulting in the identification of eight material topics to guide our sustainable development efforts. Based on these topics, we structured strategic initiatives focused on strengthening a culture of sustainability and generating positive impacts for both the business and society.

In 2024, seeking alignment with key regulatory requirements and industry frameworks, we conducted our first double materiality assessment. As part of this process, the assessment was expanded to include the analysis of risks, opportunities and potential financial impacts associated with the identified topics, considering monitored corporate risks, regulatory exposure and their influence on value creation over the short, medium and long term.

This stage involved the participation of internal teams responsible for risk management, finance, sustainability and governance. The study also considered the ESG positioning of other industry players and incorporated recommendations from leading international frameworks, including IFRS, ensuring greater alignment between our management and transparency practices and global sustainability standards.

Based on the gap assessment initiated at the end of 2024, we developed a roadmap of deliverables for 2025 focused on addressing climate-related risks and complying with new regulatory and reporting requirements, including IFRS S1 and S2. Throughout the year, we advanced our sustainability governance structure through the establishment of the Sustainability Committee's Internal Charter. This journey is supported by a dedicated working group responsible for ensuring that material topics are continuously discussed and integrated into our business strategy.

Material topics

GRI 3-2

Safe, inclusive and thriving workplace

Healthy and sustainable society

Ethics and integrity

Promoting sustainability across the value chain

Climate change mitigation and adaptation

Customer relationships, experience and satisfaction

Environmental performance

Operational and financial performance



Sustainability Strategy Framework GRI 2-22

Pillars	Environmental Performance		Human Development		Integrity-Driven Management		Sustainability Solutions	
Material topics	Environmental performance	Climate change mitigation and adaptation	Safe, inclusive and thriving workplace	Healthy and sustainable society	Ethics and integrity	Operational and financial performance	Customer relationships, experience and satisfaction	Promoting sustainability across the value chain
Corporate values	We are building the future of healthcare		• Every life matters; • Simplicity is in our nature	We are building the future of healthcare	Integrity comes first	• Integrity comes first; • Integrated thinking makes us stronger	• Integrity comes first; • Every life matters; • Integrated thinking makes us stronger; • Simplicity is in our nature; • We are building the future of healthcare	• Integrated thinking makes us stronger; • Simplicity is in our nature
Objectives	Reduce the consumption of natural resources and waste generation while continuously improving operational efficiency and preserving the environment.	Manage processes with the objective of decoupling organizational growth from greenhouse gas emissions.	Guarantee respect for diversity and promote equity and inclusion through our people management practices and business strategy.	Contribute to the transformation of healthcare in Brazil, with a focus on the municipalities and regions where we operate.	Operate and be recognized as an ethical and responsible company, positively influencing our entire value chain.	Promote the effective integration of Viveo companies, pursuing sustainable profitability and ensuring information consistency in accordance with applicable standards.	Integrate sustainability and innovation into the product development process, reinforcing quality as a core operating principle and strengthening relationships with our stakeholders.	Integrate social and environmental criteria into stakeholder management, mitigating risks and promoting the sustainable development of our value chain.

Targets

In 2022, we took an important step by establishing and publishing our first set of annual targets for each material topic, based on discussions held within the respective working groups.

The following year, in 2023, these targets were reviewed and refined to reflect changes in the business environment and the prioritization process carried out as part of the materiality assessment review. In addition to redefining objectives, we established a corporate ESG target related to greenhouse gas emissions intensity, based on the relationship between emissions and net revenue. This target emerged from discussions held within the Climate Change Forum and the Viveo Climate Journey project, reinforcing our commitment to climate impact management and operational efficiency.

Throughout 2024, we continued to monitor this corporate target and its associated initiatives, consolidating important lessons learned regarding measurement, governance and the integration of the ESG agenda into the business.

In line with the evolution of our strategy and our more recent business environment, the following cycle focused on reviewing and prioritizing initiatives, with an emphasis on consistency and value creation. Accordingly, in 2026, alongside the review of the materiality assessment process and the Sustainability Strategy, we plan to define a new set of targets and metrics aligned with the updated material topics, applicable regulatory requirements and the business's strategic priorities.



Plastic manufacturing plant, Blumenau, Santa Catarina



Our businesses

Operational performance

GRI 2-6

In 2025, we focused our strategy on operational simplification through systems consolidation, distribution center standardization, the insourcing of logistics operations and investments in technology. These initiatives supported the restoration of operational excellence, reflected in higher customer satisfaction, improved financial performance and stronger cash generation.

Restoring service levels was one of our main priorities, following the critical supply disruptions experienced at the end of 2023 and throughout 2024. Through an intensive effort, we restructured teams, optimized processes and implemented new technologies, restoring logistics efficiency and reinforcing our role as a trusted partner in the healthcare sector, where timeliness and reliability are essential to ensuring continuity of care.



Hospitals and Clinics

The Hospitals and Clinics segment, our core business and responsible for 72% of net revenue in 2025, was characterized throughout the period by the reconfiguration of its commercial portfolio and a continued focus on improving operational efficiency.

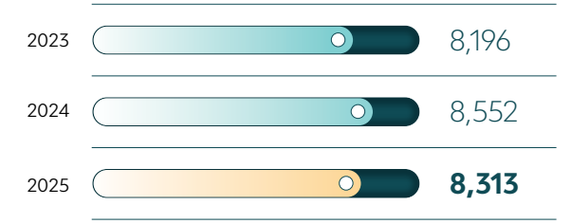
Serving Brazil's non-retail channel, a market that generates approximately R$57 billion in annual sales and in which we hold a 14.8% market share, the segment remains a strategic pillar of our business model, combining scale, nationwide reach and a broad portfolio of pharmaceuticals, hospital supplies, nutrition products and specialty products.

Throughout 2025, the Hospitals and Clinics segment's performance reflected the implementation of a more selective commercial strategy, initiated at the end of 2024, focused on prioritizing contracts with stronger profitability profiles, more favorable payment terms and lower working capital requirements. Particularly during the first quarters of the year, this approach led to the discontinuation and renegotiation of contracts that were less aligned with our strategy, affecting revenue volumes in the period. In addition, market factors such as the lower price adjustment authorized by Brazil's Medication Market Regulation Board (CMED) and the country's high interest rates influenced demand dynamics, particularly in the first quarter.

Despite the decline in revenue recorded during the year, the portfolio reconfiguration delivered significant quality gains, with improvements in gross profit and margins, reflecting a structurally stronger customer portfolio and higher profitability per contract.

With this adjustment cycle completed during 2025, the segment returned to volume growth in the fourth quarter, demonstrating the first positive effects of the new contract base and establishing a more sustainable level of value generation for future periods.

NET Revenue - Hospitals and Clinics
(R$ million)





One-stop shop solutions

Pharmaceuticals

One-stop shop for pharmaceutical distribution.

Meets nearly 100% of hospitals' needs.

Medical supplies

Broad portfolio of medical products and industrialized enteral and parenteral nutrition therapies.

Meets 75% of hospitals' needs.

Public sector

Distribution of pharmaceuticals and medical supplies to public institutions, with government entities as clients.

Specialty products

Distribution of high-cost, high-complexity medications for patients (such as growth hormones and oral oncology drugs), as well as products for aesthetic and corrective medicine (including botulinum toxin).

Mafra Especialidades

Blue Fest – Mafra's 25th anniversary celebration

In 2025, Mafra Especialidades celebrated 25 years in business, reinforcing its presence in Ribeirão Preto, where it operates two physical stores and maintains the hub of its nationwide operations.

To mark the milestone, the company held the "Festa Azul" (Blue Fest) on October 25. This exclusive event for invited guests, including influencers, featured activities focused on well-being, connection and celebrating the company's journey, including a yoga class, a discussion on the brand's 25-year history, a conversation on image and personal branding, product presentations and beauty care tips, as well as a commemorative cake and celebratory videos.



Laboratories and Vaccines

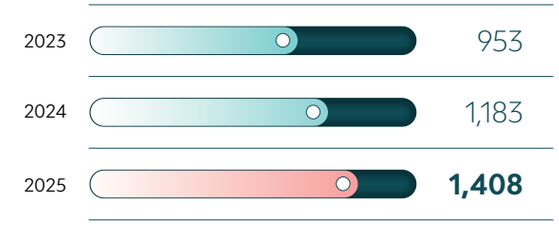
Throughout 2025, the Laboratories and Vaccines segment delivered consistent performance, establishing itself as one of the main drivers of our growth. The results were driven primarily by the expansion of the private vaccine market, supported by the ramp-up of significant product launches during the year, including new vaccines for dengue and respiratory syncytial virus (RSV).

Furthermore, the laboratory channel maintained a positive trajectory, supported by an expanding customer base, higher average order values and growth in both the analytical (reagents) and pre-analytical segments, particularly in categories such as gloves and tubes.

Despite the business's typical seasonality, especially on a quarterly comparison basis, the segment closed the year with significant revenue growth, reflecting a combination of higher volumes, new contracts and greater market penetration.

This performance underscores the strengthening of our position in this market and our ability to capture opportunities in higher value-added segments.

NET Revenue - Laboratories and Vaccines
(R$ million)



Dengue vaccines were among the year's key product launches.



Distribution Performance Program

prevena

Prevena received awards in two audits conducted during the 2024–2025 cycle under Prodis, a program run by Roche Diagnóstica Brasil. The company achieved second place in Quality Excellence with its Rio de Janeiro unit and third place with its Federal District unit.

The assessments demonstrated a high level of maturity and consistency in Prevena's Quality Management System, highlighting continuous temperature monitoring, batch traceability, structured nonconformity management, well-trained teams and up-to-date documentation aligned with applicable requirements.

Expansion and strengthening of Prevena

In the laboratory channel, Prevena advanced strategic initiatives aimed at strengthening its operations and market position. A key milestone was the launch of direct imports of materials and reagents, aligned with its global sourcing strategy, expanding connections with international partners and enhancing its competitiveness as a distributor.

In addition, the opening of its office in Campinas in November strengthened the company's presence in São Paulo State beyond the capital, increasing proximity to clients and improving operational integration.

Over the course of the year, the company also secured significant contracts, enhancing its brand recognition and reinforcing its ability to serve larger clients with comprehensive diagnostic medicine solutions.





tecnocold

Portfolio expansion and vaccine performance

In the Vaccines segment, Tecnocold continued to grow, supported by portfolio expansion and strong performance in the private immunization market. Results were lifted by a more effective pricing strategy, combined with tighter control over payment terms and a more selective customer base, contributing to higher margins and improved revenue quality.

Retail

Throughout 2025, the Retail segment delivered positive performance, driven by the continued growth of proprietary brands, the expansion of the Private Label business and increased market share in strategic categories.

Following a more challenging start to the year, reflecting price adjustments and the prioritization of a more profitable product mix, the segment recovered over the subsequent quarters, achieving consistent growth in revenue and volumes.

Performance benefited primarily from the portfolio's core categories, such as cotton products, wound dressings and bandages, which outperformed the market, as well as by an expanded presence in B2B channels and entry into new retail and wholesale chains.

In addition, commercial discipline and a focus on higher-margin products contributed to improving revenue quality, reinforcing the segment as an important driver of growth and value creation for the business.

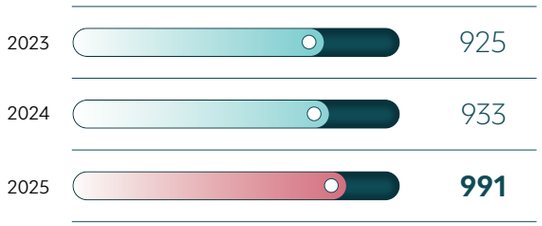
Brand and portfolio development

Within the private-label portfolio, we maintained our leadership position in key first aid and hygiene categories, recording growth of more than 15% in higher-margin product lines such as wound dressings, cotton products and cotton swabs.

The Cremer brand continued to expand its presence in strategic segments, including advanced wound care, while also gaining ground in categories such as adhesive tape and micropore tape, which account for a significant share of the market.

In the baby care segment, the Piquitucho brand maintained its growth trajectory, supported by broader distribution in pharmacies and investment in new products, particularly within its newborn product line. Topz, in turn, advanced its strategy of prioritizing higher value-added products, focusing on selected categories within its portfolio.

NET Revenue - Retail
(R$ million)



Topz e FeelClean

Rebranding of Topz and FeelClean brands

In 2024 and 2025, the FeelClean and Topz brands underwent major rebranding initiatives focused on refreshing their visual identities and strengthening alignment with the conventions and consumer expectations of their respective categories.

In the case of FeelClean, the process began in 2024 and progressed gradually in accordance with packaging inventory management requirements. The rollout gained greater momentum in 2025, when the new packaging and brand identity was progressively introduced to the market.

Topz launched its rebranding process in 2025, developing a new visual identity and portfolio strategy. Implementation is being carried out in phases, with the brand's main market launch scheduled for 2026.





Cremer: 90 years of history

Our tradition of ensuring well-being and quality has been shaped by many hands. And it will continue that way.

In 2025, Cremer celebrated 90 years of promoting care across generations. The brand was founded with the purpose of caring for people's health and has continued to evolve ever since without losing sight of its heritage, strengthening connections and remaining present at every stage of life through quality, trust and comfort.

From adhesive bandages for life's everyday adventures to sports care products designed with safety in mind, Cremer continues to prioritize well-being. Specializing in the manufacture and distribution of essential healthcare and wellness products, its portfolio includes first aid items, surgical products, treatment solutions, hygiene products and personal care items, positioning the company as a benchmark for quality in the Brazilian market.

The company operates through five business units, with a particular focus on the Hospitals and Clinics segment, where it provides solutions for a range of therapies and serves approximately 10,000 hospitals and clinics across Brazil via well-established brands.

To celebrate its nine decades of history, Cremer launched a special edition of commemorative products featuring a 90th anniversary logo, held weekly product giveaways through social media channels, shared immersive content, including the "Care Across Generations" series, hosted regional business meetings and organized technical visits to its main manufacturing facilities.

Some customers also had the opportunity to visit the new integrated wet wipes production facility and cotton manufacturing plant in Blumenau, Santa Catarina State, further strengthening partnerships and reinforcing confidence in the brand.

New sales channel

Mini-Pharmacy Project

We were pioneers in making bandages and first aid products (products traditionally sold in pharmacies) available in supermarkets and cash-and-carry stores. In 2024, during the APAS Show, the world's largest supermarket industry event, we launched the Projeto Farmacinha (Mini-Pharmacy Project)—an initiative aimed at expanding the presence of these products in those channels and making essential care items more accessible to consumers.



Private label expansion

Our Private Label business continued to play a significant role in the segment's growth, increasing its sales by more than 10% during the period, driven by new product launches and an expanded customer base. Dedicated to manufacturing products for major national and international brands, the division remains one of the leaders in contract manufacturing across the segments in which it operates, combining industrial scale, product development capabilities and production efficiency. This business model enables us to capture opportunities in different channels and categories while enhancing cost dilution and maximizing the utilization of installed capacity.

PL

Private **Label**

Healthcare innovation recognized by ABMAPRO

Viveo came first in the Innovative Product/ Industry category in the 2025 ABMAPRO Awards, Brazil's leading recognition program for the private label and contract manufacturing sector. This award recognized the hydrocolloid acne patch developed by the company—a solution that expanded access to a technology that had previously been available only on a limited basis in the Brazilian market, thereby making advanced skincare more accessible to consumers across the country.

This recognition reflects Viveo's commitment to healthcare innovation through the development of products that combine technology, quality, convenience and accessibility. The awards ceremony took place during the 6th International Private Label Week and the 15th Brazilian Private Label and Contract Manufacturing Association (ABMAPRO) Congress, held in São Paulo.



Integration of the units

Strength through integration

In the Industrial segment, a key milestone during the year was the completion of the integration of the Daviso plant in São Paulo and the FW facility in Blumenau, Santa Catarina State, resulting in the creation of CM Lenços (wet wipes) at one of Cremer's manufacturing sites, also located in Blumenau. Covering 8,000 m², the new plant is the largest and most advanced wet wipes manufacturing facility in Latin America.

Production capacity increased by 20% to more than 11 million wet wipe packs per month, while costs were reduced, quality improved and competitiveness strengthened, generating benefits across the value chain.

During the second half of the year, as operations ramped up to full capacity, we faced some challenges in maintaining inventory at appropriate levels. By the end of the year, however, demand had stabilized and we had begun to reap the benefits of the integration.

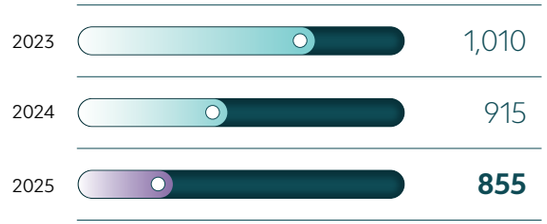


Services

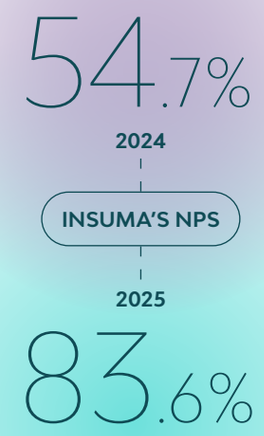
The Services segment experienced a challenging start to 2025, followed by signs of recovery during the second half. The decline in revenue recorded in the first quarters was driven primarily by lower demand for sterile solutions and the loss of key contracts during 2024, particularly in compounding operations. In response, we implemented an action plan focused on rebuilding our client base and strengthening strategic partnerships, including the appointment of a new leader dedicated to expanding operations. Beginning in the third quarter, the segment returned to growth, supported by the integration of DFLog and the continued development of logistics operations, as well as the expansion of patient support programs. Despite the year-over-year decline, the segment's performance reflects a period of transition marked by operational restructuring and the establishment of a stronger foundation for more sustainable growth going forward.

Humania and Healthlog continued to advance throughout the period, reinforcing our value proposition in integrated healthcare services. Humania continued to expand its patient support programs (PSP and PSD), increasing its reach among patients and industry partners. Meanwhile, Healthlog strengthened its operations through the integration of DFLog, expanding its client base and increasing the efficiency of its logistics activities, with a focus on warehousing, transportation and the management of sensitive products. Together, these businesses have helped bolster the segment as an important link throughout the healthcare value chain, delivering value to clients through specialized services.

NET Revenue - Services
(R$ million)



In the Compounding segment, the period was marked by challenges related to the loss of major contracts and lower demand for sterile solutions, which impacted short-term performance. In response, we implemented initiatives focused on client acquisition, strengthening commercial operations and improving operational efficiency, with an emphasis on rebuilding volume and expanding market presence. **As a result of these efforts, Insuma achieved a significant improvement in customer experience, as reflected in the increase in its Net Promoter Score (NPS) from 54.7% in 2024 to 83.6% in 2025**, underscoring the quality of its services and the strengthening of relationships with its client base.



Insuma

Recognized quality, proven safety

We are the largest group in Brazil with ONA accreditation!

A unique sterile compounding pharmacy network with eight units certified under a unified accreditation model

Safety and traceability in every compounded dose

Standardized and auditable processes

Reduced clinical and legal risks

National and international recognition

Ongoing commitment to excellence and continuous improvement

Greater efficiency and confidence in patient care

Logistics SASB HC-DI-110a.2

We continuously invest in infrastructure and technology to ensure modern and efficient logistics operations. Our fleet travels approximately 900,000 km per month and enables deliveries within 24 hours to state capitals, covering 80% of the country's private hospitals.

By adopting new management and warehousing practices, we have increased the speed of order picking and invoice issuance. In addition, improvements in route planning, lower freight costs and reliable delivery lead times have enhanced our service levels.

Our logistics area was strengthened in 2025. We brought our main transportation partner, DFLog, in-house, gaining greater financial efficiency and operational excellence. Recognized for its logistics and transportation execution, DFLog has served as a catalyst for the modernization and expansion of our distribution operations.

All our drivers, whether employees or contractors, undergo a validation process in which a risk management company verifies driver credentials and vehicle conditions, ensuring compliance with legal requirements.

As part of the onboarding process, both employees and contractors receive training on customer service during deliveries, use of our tools, tracking procedures, and vehicle quality and sanitation standards, among other topics. The risk management company also provides safety-focused training.

80%

of Brazil's private hospitals are covered by our fleet.





To strengthen security and prevent losses, we have implemented measures at our distribution centers to reduce cargo theft and minimize associated losses. We engaged a specialized consulting firm and segregated high-value products, such as oncology medications, in controlled-access areas with 24-hour monitoring and daily inventory controls.

We are also enhancing fleet security by upgrading the electrical protection systems of 15 vehicles and installing fatigue sensors and external cameras. In addition, we are implementing an order lifecycle management system that monitors every stage of the process, from invoice issuance at the distribution center to final delivery, guaranteeing end-to-end traceability.

Before each trip is authorized, our risk management company locks the truck cargo compartment, which can only be opened at the designated delivery location. To verify successful delivery, we use the Comprovei mobile app on drivers' corporate phones, which are also equipped with geolocation capabilities.

Upon receiving the products, the customer signs the invoice, and the driver uploads a photo of the signed receipt via the app, recording the time and location of the delivery.

During the year, we reviewed our logistics network and implemented route improvements that reduced delivery times while also lowering CO_2 emissions. To further optimize routing, we are implementing the RoutEasy system, which helps determine the most efficient delivery routes by considering factors such as vehicle type, distance and fuel consumption. We also improved cargo storage within vehicles, increasing transportation capacity.

As a result of these routing improvements, we reduced the number of vehicles required for transportation. In São Paulo, for example, the fleet deployed for deliveries was reduced by nearly half.



Electrification

Sustainability and logistics working together

Since 2024, we have operated a fleet of eight fully electric trucks used for shorter-distance deliveries. Our fleet complies with the requirements of Brazil's Vehicle Emissions Control Program (Proconve), helping reduce air emissions associated with road transportation.

Another initiative in this area is the use of reusable packaging for medications and vaccines. We have replaced expanded polystyrene packaging and refrigerant packs with reusable packaging featuring Phase Change Material (PCM) technology, helping reduce waste generation, with an estimated impact of approximately 100 metric tons in 2025.



Order picking operation, Brasília Distribution Center

Distribution centers

In 2025, we completed the transformation of our distribution center network. We invested R$100 million to build a large, modern logistics platform that reduced operational complexity and tripled our delivery capacity.

The process involved consolidating facilities, including the closure of two distribution centers and the integration of the G8 facility in Cajamar into our main distribution center in the same municipality. This decision was driven by logistical and tax benefits, as well as opportunities to improve efficiency, reduce costs and shorten delivery times for customers.

Our **20 distribution centers provide approximately 121,000 m² of storage space** and process millions of units each month.

We expanded and modernized our operations in Jaboatão dos Guararapes (Pernambuco), and in 2024 we invested in facilities in Londrina (Paraná) and Indaial (Santa Catarina), while also opening new distribution centers in Cajamar (São Paulo) and Nova Santa Rita (Rio Grande do Sul).

In 2025, we opened our distribution center in Brasília, located within the Brasília International Airport complex, strengthening our service capabilities across all regions of Brazil. Our distribution center in Nova Santa Rita (Rio Grande do Sul) processes 500,000 units per month and connects inland areas of the state to major highways. The Cajamar (São Paulo) distribution center, opened in 2024, has 39,000 m² of space and the capacity to handle more than 4 million units per month.

Recent advances include the implementation of smart automated vertical storage systems and daily inventory control. The Brasília and Cajamar distribution centers now feature vertical order picking structures. We use a Vertical Lift Module (VLM) for automated product picking, increasing both speed and accuracy in order fulfillment and dispatch operations.

During the year, we also implemented cycle counting with daily inventory monitoring. This made it possible to identify discrepancies more quickly, contributing to operational efficiency. Inventory is counted daily, and every three months all distribution centers undergo a complete inventory review. Previously, inventory was fully counted once a year in a process that required operations to be suspended for several days.

We also completed the implementation of the Warehouse Management System (WMS) at all distribution centers. This system organizes, guides and optimizes picking and dispatch activities. It improved efficiency by increasing the number of pallet-location visits from 12 to 39. Through automation, warehouse pickers receive handheld devices that direct them to the correct product locations.

R$100 million

invested in the construction of a large, modern logistics platform that tripled our delivery capacity

121,000 m²

of storage space across 20 distribution centers, processing millions of units per month

Quality

SASB HC-DI-250a2, HC-DI-260a2, HC-DI-260a3

To ensure the quality and safety of our products, we maintain a Quality Management System guided by standardized policies and procedures across all segments in which we operate.

We hold ISO 9001 certification at our textiles and adhesives manufacturing facilities in Blumenau (Santa Catarina), validating our ability to consistently deliver products and services. We are also certified under ISO 13485, the international standard for medical device quality management systems, which focuses on patient safety, regulatory compliance and risk management throughout the product life cycle. This certification covers our textiles and adhesives manufacturing facilities in Blumenau, our production plant in São Sebastião do Paraíso (Minas Gerais) and Neve's production facility in São Paulo. In addition, our wipes manufacturing facility in Blumenau is certified under ISO 22716, which establishes good manufacturing practices for the cosmetics industry.

Our distribution centers in Londrina (Paraná), Rio Grande do Norte, Nova Santa Rita (Rio Grande do Sul), Ribeirão Preto (São Paulo) and São Gonçalo do Amarante (Rio Grande do Norte) are certified by Anvisa for good distribution and storage practices. In 2025, our new distribution center in Brasília also received this certification for general pharmaceuticals, controlled substances and healthcare products. Our distribution centers in Cajamar (São Paulo) and Jaboatão dos Guararapes (Pernambuco) are expected to obtain certification in 2026.

All Insuma compounding facilities are accredited by both the Supplier Evaluation and Qualification Group (GAFO) and the National Accreditation Organization (ONA). While GAFO validates our expertise as a supplier of hospital supplies, the annually renewed ONA accreditation reinforces our commitment to patient safety and technical compliance. This accreditation is required by many of our clients, including hospitals and clinics, which themselves undergo national and international evaluation processes and therefore require certified suppliers.

Operational excellence and quality are embedded throughout our value chain, from product development to delivery to the end consumer. This oversight includes temperature monitoring and post-market surveillance of healthcare products, as well as the management of returns and recalls, and monitoring of all operational stages, from the receipt of goods to transportation.

Our distribution centers continuously operate real-time temperature monitoring systems, with automated data logging across approximately 300 control points.

Traceability and counterfeit prevention

Product integrity and safety throughout the distribution chain are central to our operations in the healthcare sector. In this context, risks inherent to the industry, including those related to the authenticity and traceability of medications, are managed through a structured approach designed to ensure product quality and patient safety. We adhere to practices and controls that strengthen the reliability of our operations, with a focus on traceability, logistics security and regulatory compliance.

Upon receiving medications, we conduct detailed inspections, verifying seals, authenticity, packaging temperatures and batch compliance. We also maintain a rigorous customer registration process to guarantee that only entities authorized by health surveillance authorities and professional regulatory bodies are able to purchase these products.

For controlled medications sold through our retail operations, we comply with applicable legal requirements, including recordkeeping in the National Controlled Products Management System (SNGPC) and reporting to Anvisa.

If any suspected counterfeit product is identified, the manufacturer and Anvisa are notified immediately, and the affected items are segregated until the appropriate actions are determined. We maintain a nonconformity reporting system, which can be initiated through our customer service channels or post-market surveillance processes and is managed by our quality team.

Through these efforts, we help alert our industry partners to potential product tampering. We also participate in awareness campaigns aimed at the market, regulatory authorities and healthcare institutions in partnership with the Brazilian Association of Specialized, High-Cost and Hospital Drug Distributors (Abradimex).

Product labeling GRI 417-1

We progressively incorporate sustainability criteria into the development and evolution of our products, considering environmental, social and safety aspects throughout their life cycle. This approach is reflected in our Sustainable Products Policy, which guides decisions from raw material selection to engagement with end consumers.

Transparency in customer communication is one of our core principles. We continue to expand and enhance the information provided about our products, while also standardizing packaging and material identification in line with the clean label concept, which emphasizes simpler, more transparent formulations made with ingredients that are easily recognized by consumers.

We conduct all mandatory analyses to ensure that product claims comply with applicable regulations. In partnership with the marketing team, we highlight improvements made to each product, such as the absence of controversial ingredients.

Sustainable product development SASB HC-DI-410a1

Sustainability is a fundamental element of our product development and continuous improvement efforts. This commitment is embedded in our Sustainability Strategy through the Sustainable Products Working Group.

We invest in research, development and innovation through initiatives that include product reformulation to reduce controversial ingredients and animal-derived components, optimization of production processes and the adoption of packaging with a lower environmental impact.

Before launching new products, as well as evaluating criteria such as market demand, available technologies, operational feasibility, and profit and loss analysis, the R&D team assesses alignment with sustainability considerations, including factors such as the use of recyclable packaging and raw materials from renewable sources. This evaluation is based on 10 sustainability criteria:

READ MORE see the "Brand and portfolio development" section on page 27.

1. **Use of raw materials from renewable or recycled sources**
2. **Recyclability and biodegradability**
3. **Absence of controversial chemical substances**
4. **No use of animal-derived raw materials and no animal testing**
5. **Sustainable packaging**
6. **Clear and accessible label information for consumers**
7. **Reduced water consumption in the production process**
8. **Reduced greenhouse gas emissions in the production process**
9. **Compliance with human rights requirements throughout the value chain**
10. **Compliance with quality and safety standards**



The R&D team is guided by a strategic plan developed every four years. Goals and initiatives are monitored through dashboards organized by category (such as textiles, adhesives, plastics, cosmetics and cross-functional projects) and reviewed regularly by a multidisciplinary team. New projects originate both from internal ideation and from benchmarking of best practices, as well as ongoing collaboration with suppliers and other internal areas.

Each initiative has a designated leader responsible for ensuring its continuity. A monitoring dashboard also tracks each project's ESG benefits, highlighting reductions in the consumption of natural resources such as water and electricity, as well as decreases in CO_2 emissions, which directly contribute to cost optimization.

In 2025, sustainability projects delivered reductions totaling 11.8 metric tons of plastics, 205.46 metric tons of CO_2, 166,393 m^3 of water, 1.8 GWh of energy, 22.5 metric tons of paper, 30.1 metric tons of chemicals and 175.1 metric tons of steam.

Notable initiatives already implemented include Piquitucho newborn wipes, developed and launched as a first-of-its-kind product in Brazil. They feature a minimalist, 99%-water formulation that is free from alcohol, parabens and controversial ingredients. Another example is the use of hot-melt technology, which generates neither water vapor nor volatile organic compounds during the production of microporous products and adhesive tapes.

In 2025, one of the Company's most significant initiatives was the development of a 13-gram surgical sponge to replace the previous 18-gram model. This professional-use compress is used during surgical procedures to absorb blood, perspiration, bodily fluids and tissue. The lighter-weight product requires less raw cotton to produce the yarns and fabrics from which it is made, generating positive impacts throughout the Company's manufacturing operations. These include a 20% reduction in water consumption through the elimination of the prewashing stage, lower use of chemical inputs during bleaching and the ability to reduce packaging size. The initiative also supports positive impacts across the cotton supply chain, as lower demand for raw materials contributes to reduced consumption of natural resources and agricultural inputs, including water, fertilizers and crop protection products. The Nídia Cremer 13g surgical sponge is already commercially available.



2025 Southern Plastic Awards

Award-winning innovation

Another significant innovation was the replacement of the secondary plastic packaging used to bundle Cremer cotton balls with a new version made from 90% post-consumer recycled (PCR) material. This solution reduces demand for virgin raw materials and helps mitigate environmental impacts without compromising product quality or safety.

It was developed in partnership with PlastiWeber, an internationally certified company that uses a robust traceability system to verify the composition and percentage of recycled content used in its products. In addition to generating no additional costs, the initiative delivered substantial environmental benefits.

Another major change in 2025 was the adoption of the P-Life additive, which enables conventional plastics to become biodegradable. When incorporated into plastic resins, the additive reduces the time required for plastic to degrade in the environment by up to 80%.

As well as helping recover approximately 2.5 million plastic packages from society during just one year of the brand's consumption cycle, the project was recognized in the 2025 Southern Brazil Plastic Awards, in the Recycled Content category. This recognition reinforced the solution developed by Cremer in partnership with PlastiWeber as a benchmark for innovation and sustainability in the Brazilian market.



Improvement Forum

To foster innovation and the continuous improvement of our processes, in accordance with ISO 9001 and ISO 13485, we have held an annual Improvement Forum for the past six years. At each of our facilities, Process Engineering teams identify employee-generated initiatives using a predefined methodology.

The forum is divided into two categories: improvement actions, which involve ideas that can be implemented quickly and simply; and improvement projects, which require multidisciplinary teams, comparative results and the use of quality tools to describe action plans.

Participation in either category earns employees points that can be redeemed for gifts or raffle tickets.

Ideas are presented at regional forums, where two winners are selected. Evaluations consider factors such as sustainability, safety, quality and the application of continuous improvement tools. At the end of the year, the National Improvement Forum is held at the National Industrial Training Service (SENAI) in Blumenau, Santa Catarina, where the overall winning project is selected. As well as having the opportunity to see their proposals implemented, participants receive recognition and prizes such as meal delivery gift cards, household appliance raffles and other rewards. Projects implemented through the program have generated estimated cost savings of approximately R$2 million.

Waste reduction generated by projects implemented during the 2025 cycle

Plastic	**Water**
3,935 kg	65,268 L
Fabric	**Energy**
27,924 m^2	1,676 kw/h
CO_2	**Rubber**
6,386 kg	67 kg
Chemicals	**Steel**
47 L	10 kg

2025 Improvement Projects

1st place – Semi-Automated Cutting System for Stenter Frame 3

Business unit: Textiles, Department: Finishing

This project aimed to improve the performance of the production process on Stenter Frame 3, a key piece of textile finishing equipment, through the implementation of an adjustable cutting system. The new system enables more precise adjustments, significantly reducing fabric losses associated with cutting disc defects. It is also expected to reduce manual intervention, minimize machine downtime and increase the productivity of the operations team.

Under the previous system, operators faced difficulties adjusting the cutting discs, leading to dimensional inaccuracies, considerable material losses and higher operating costs.

The upgrade represents a technical advancement that combines material savings, operational efficiency and improved ergonomics for operators. The project also reduced resource consumption, generating average monthly savings of 2,280 liters of water and helping minimize environmental impacts.

2nd place – Improved Sealing Material for Bleaching Jets

Business unit: Textiles, Department: Finishing

This project was designed to eliminate recurring failures of the sealing ring used in bleaching jets, reducing the risks associated with confined-space entry, corrective maintenance costs and losses resulting from reprocessing.

The team determined that the sealing ring was failing because it could not withstand the bleaching jet's operating conditions. The original rubber material deformed under the high temperatures and pressures of the process, causing the ring to become dislodged. The proposed solution was to replace the rubber ring with a Teflon ring, replaced every six months, that is resistant to both temperature and pressure, resulting in a more reliable, efficient and safer process.



Economic and financial results

GRI 3-3 – Operational and financial performance

Following a period of instability between 2023 and 2024, marked by extended payment terms and a significant increase in claim denials, the healthcare sector began to show signs of stabilization and structural improvement. This more positive environment, driven by favorable dynamics between health insurers and hospitals, contributed directly to our results. Although the Brazilian macroeconomic environment continues to present challenges, particularly due to the impact of high interest rates, long-term fundamentals remain promising.

Population aging, greater awareness of self-care and advances in medicine continue to support structural growth in demand for healthcare products and services. In this context, our role as an integrated platform—combining distribution, manufacturing and services, supported by a nationwide presence and a comprehensive portfolio—allows us to consistently capitalize on these trends by delivering end-to-end solutions, operational efficiency and a high level of service to our customers and suppliers.

In 2025, we executed the turnaround plan defined in the previous year, focusing on financial discipline and predictability, integration and synergy capture, and the strategic allocation of investments. Deleveraging remained a priority, supported by process simplification, rigorous expense control and consistent cash generation.

In addition, we made progress in reviewing contracts, strengthening pricing discipline and adopting a more selective commercial approach, prioritizing profitability and revenue quality. Together, these initiatives contributed to higher gross margins, an improved cash conversion cycle and lower debt levels.

R$ 519.1 million

in free cash flow generation, more than double the amount recorded in 2024

R$ 18.2 million

in net profit, reversing a net loss of R$1.41 billion in 2024

R$ 11,566.9 million

in net revenue

R$ 706.3 million

in adjusted EBITDA,

up 8.3% from 2024, with an adjusted EBITDA margin of 6.3%, up 0.5 percentage points from 2024

6.3%

growth in gross profit,

with a gross margin of 14.4%, up 0.9 percentage points from 2024

3.97x

Net debt-to-adjusted EBITDA ratio

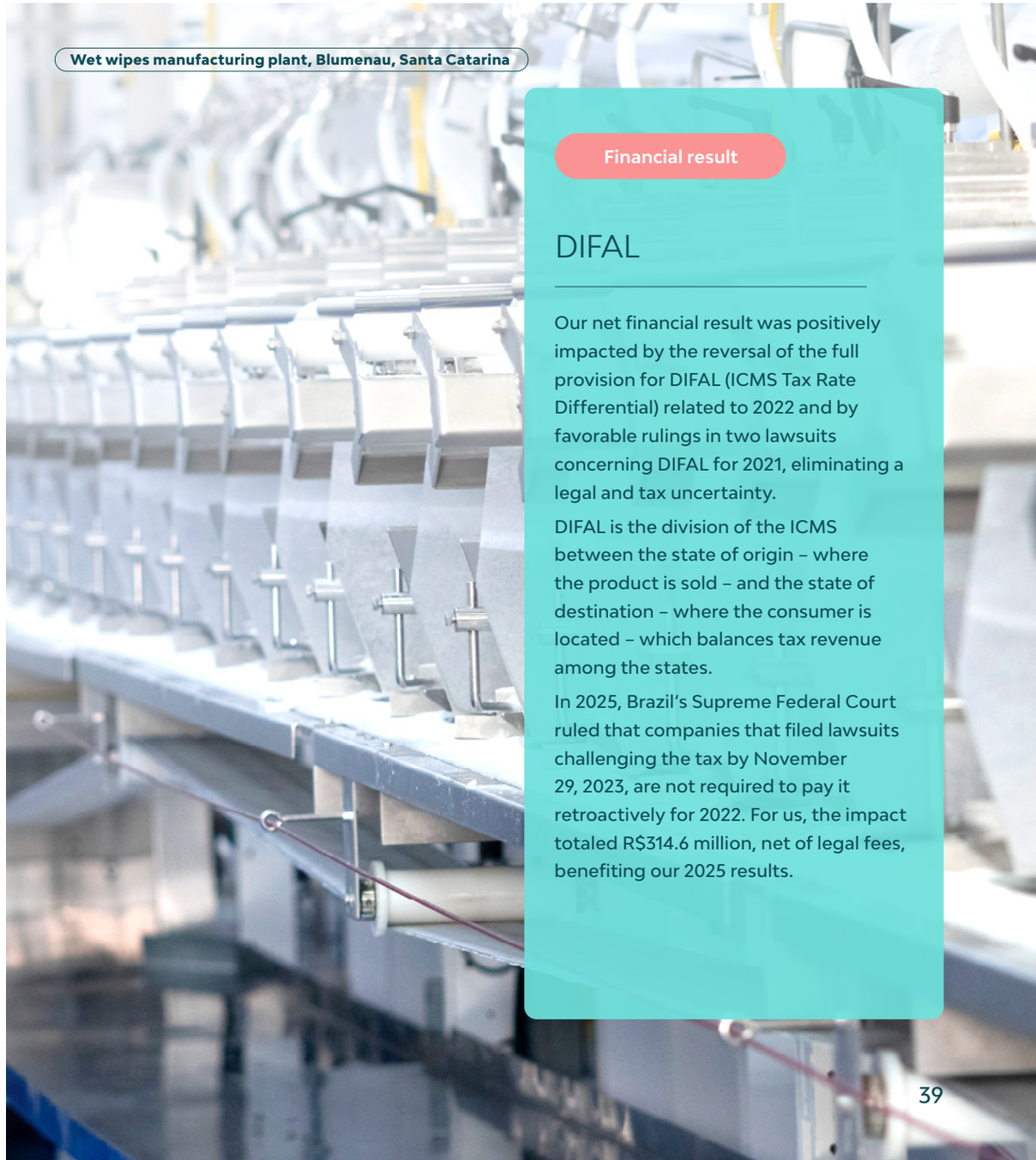
an improvement of 0.3x compared to the end of 2024

Value Added Statement[1]

GRI 201-1

	2023	2024	2025
Economic value generated (R$ thousand)			
Revenue (+)	12,540,008	12,923,346	12,884,285
Financial income (+)	162,417	134,795	358,449
Economic value distributed			
Employee compensation	491,126	470,588	548,177
Return on investment in human capital	*25,9*	*27,7*	*24,2*
Payments to government	34,971	489,754	488,891
Payments to providers of capital	678,332	872,581	913,216
Shareholder remuneration	359,916	-1,415,491	18,239
Procurement of inputs and services	10,875,791	12,317,720	10,942,836
Total	**12,440,136**	**12,735,152**	**12,911,359**
Economic value retained	**262,289**	**322,989**	**331,375**

1 - The Value Added Statement does not separately disclose amounts related to community investments. Therefore, this information is not presented in the table. The data is reported on an accrual basis and disclosed exclusively at the parent company and consolidated levels, in accordance with our Financial Statements.



Wet wipes manufacturing plant, Blumenau, Santa Catarina

Financial result

DIFAL

Our net financial result was positively impacted by the reversal of the full provision for DIFAL (ICMS Tax Rate Differential) related to 2022 and by favorable rulings in two lawsuits concerning DIFAL for 2021, eliminating a legal and tax uncertainty.

DIFAL is the division of the ICMS between the state of origin – where the product is sold – and the state of destination – where the consumer is located – which balances tax revenue among the states.

In 2025, Brazil's Supreme Federal Court ruled that companies that filed lawsuits challenging the tax by November 29, 2023, are not required to pay it retroactively for 2022. For us, the impact totaled R$314.6 million, net of legal fees, benefiting our 2025 results.



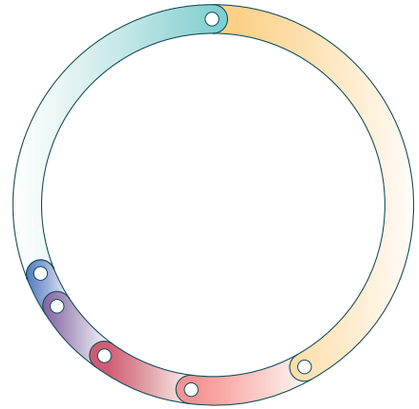
Corporate governance

Governance structure

GRI 2-9 I 2-10 I 2-11 I 2-17 I 2-19 I 2-20

Shareholder composition | main shareholders

DNA Capital	42%
Perea Capital	10%
Dynamo	8%
GIC	6%
Treasury	2%
Other shareholders (market)	31%



We are a publicly traded company, with common shares listed on the São Paulo Stock Exchange (B3) under the ticker symbol VVEO3. As of December 31, 2025, 31.4% of our shares were held by public market investors. Since 2021, we have complied with the Novo Mercado regulations and have been listed in this B3 segment, which is composed of companies that adhere to the highest standards of corporate governance.

We conduct our business in accordance with best practices, acting ethically and transparently in our relationships with shareholders, investors and other stakeholders. Key governance highlights include the separation of the roles of chair of the Board of Directors and chief executive officer, as well as the fact that **50% of our board members are independent, exceeding the requirement established under Novo Mercado regulations.**

Other best practices include 100% tag-along rights, which ensure that minority shareholders receive the same price per share as the controlling shareholder in the event of a sale of the company, and a minimum dividend payout policy of 30%, pursuant to Article 202 of Brazil's Corporation Law (Law 6,404 of 1976).

At the end of 2025, we were included in the following B3 indices:

IBRA B3 ICON B3 IDIVERSA B3 IGC B3 IGC-NM B3 IGCT B3 ITAG B3 SMLL B3

We also maintain an Internal Audit function, responsible for independently assessing the effectiveness of our activities and processes.

Our governance structure comprises the General Shareholders' Meeting, the Board of Directors, the Executive Board, the Fiscal Council (when installed) and Advisory Committees. This structure ensures a clear segregation of responsibilities in terms of strategic direction, oversight, monitoring and execution. As a result, the management of our economic, environmental and social impacts is integrated across the organization.

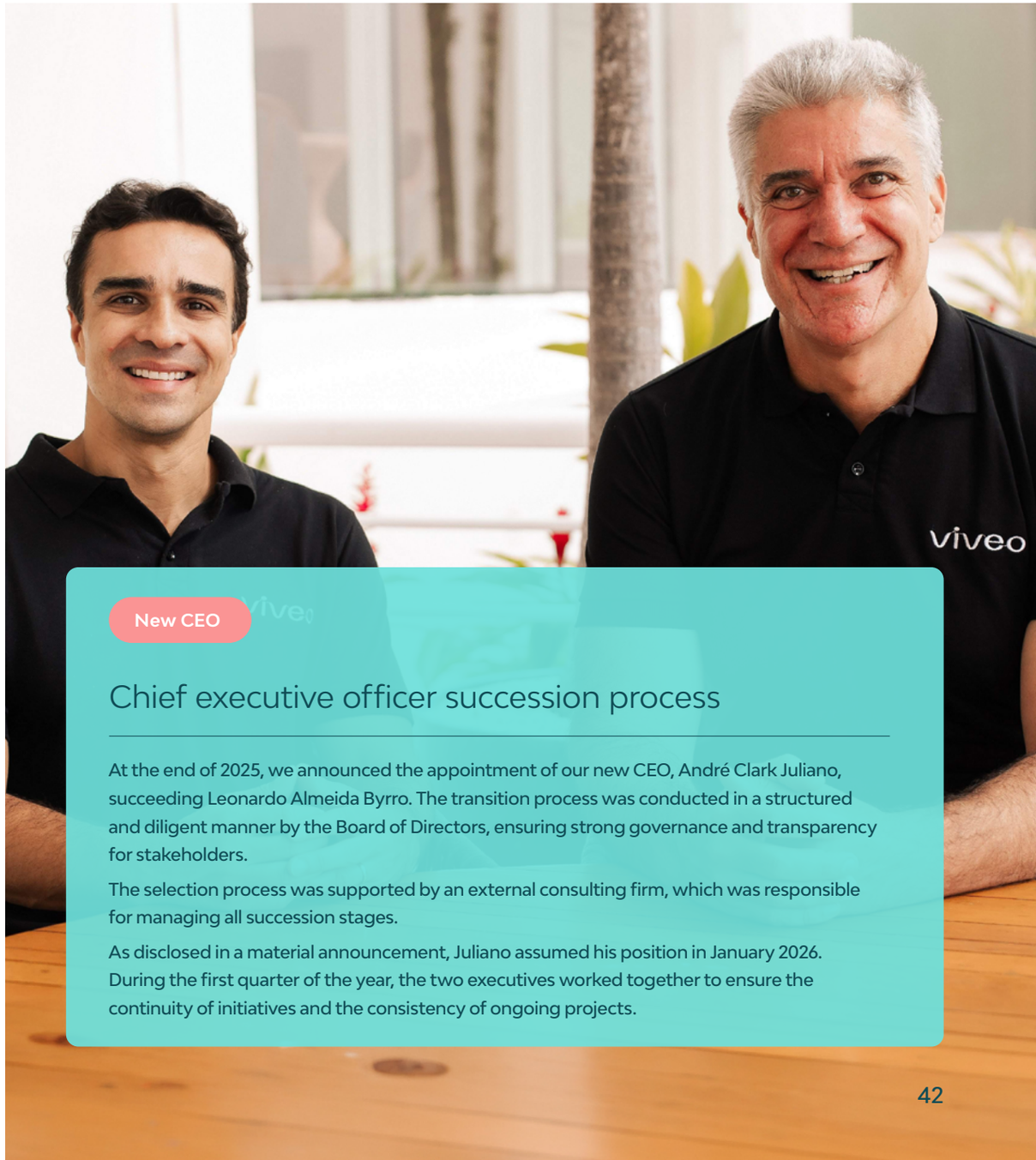
Our Management Nomination Policy establishes objective criteria for the composition of the Board of Directors, the Statutory Executive Board and the Advisory Committees, including technical qualifications, an unblemished reputation, diverse professional experience, the absence of conflicts of interest and alignment with our values and Code of Ethical Conduct.

The policy also states that the composition of the Board of Directors should take into account diversity of experience, age and gender, with the aim of promoting equal opportunity and strengthening diversity of perspectives in the decision-making process.

The compensation of management is designed to be competitive in relation to the relevant market, targeting the median range between the second and third quartiles of compensation surveys for equivalent positions at companies of comparable size and operational profile.

Total compensation may include fixed compensation, short-term variable compensation, benefits and long-term compensation based on a phantom share plan, subject to the overall compensation limit approved by the Annual General Meeting.

Variable compensation for the Executive Board is linked to the achievement of medium- and long-term targets. The performance management system incorporates strategic indicators such as EBITDA, revenue, growth, customer satisfaction, sales volume, expenses, strategic projects, talent retention and compliance with internal standards, combining corporate targets with individual performance goals for executives.



New CEO

Chief executive officer succession process

At the end of 2025, we announced the appointment of our new CEO, André Clark Juliano, succeeding Leonardo Almeida Byrro. The transition process was conducted in a structured and diligent manner by the Board of Directors, ensuring strong governance and transparency for stakeholders.

The selection process was supported by an external consulting firm, which was responsible for managing all succession stages.

As disclosed in a material announcement, Juliano assumed his position in January 2026. During the first quarter of the year, the two executives worked together to ensure the continuity of initiatives and the consistency of ongoing projects.

Board of Directors

GRI 2-12 | 2-13 | 2-14 | 2-16 | 2-18

Our Board of Directors is responsible for establishing the overall direction of the business, defining the corporate strategy and that of its subsidiaries, and overseeing and evaluating management, exercising the duties assigned to it under applicable legislation, our Bylaws and internal regulations.

The board consists of six members, three of whom are independent. All were elected in April 2025 and may be removed by the Annual Shareholders' Meeting. They serve concurrent two-year terms and may be reelected. Meetings are held monthly or, on an extraordinary basis, whenever convened.

In the area of sustainability, the board carries out its responsibilities with the support of the Sustainability Committee, which oversees the integration of ESG considerations into the corporate strategy and management processes. The board is also responsible for overseeing our sustainability agenda, including the review of strategic priorities and material topics that guide the Sustainability Report.

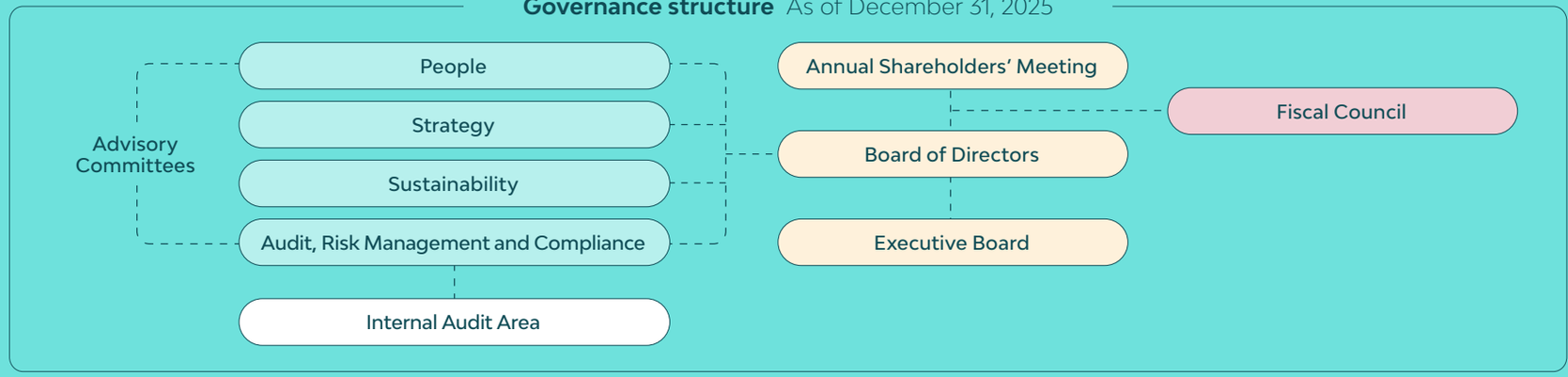
The Board of Directors is responsible for ethical governance and for approving conduct-related policies. It is supported by the Audit, Risk Management and Compliance Committee, which provides regular reports to ensure ongoing oversight of risks and prompt corrective action when necessary. Significant concerns are escalated to board members through internal reporting channels managed by the Compliance area. No reports or concerns requiring formal communication to the Board of Directors were recorded during the reporting period.

Throughout 2025, board members were engaged in the sustainability agenda through strategic and operational discussions, including matters related to people management, compensation structure, operational efficiency and logistics optimization initiatives. These discussions contributed to the continued strengthening of the board's understanding of relevant sustainability topics, although in a nonstructured manner. While no formal training initiatives were implemented for board members, we identified opportunities to expand learning and development efforts in future cycles.

The board's Internal Charter provide for periodic evaluations of its performance as a collective body and of its members individually, with the possibility of support from external consultants. However, due to the reorganization of the executive and governance structure in 2025, no formal evaluations were conducted with a specific focus on oversight of the management of economic, environmental and social impacts.

Our Management Nomination Policy establishes rules and procedures for the nomination of board members, Advisory Committee members and executive officers. Nominations are accompanied by information regarding professional experience, academic qualifications and the declarations required under Brazilian Securities and Exchange Commission (CVM) regulations concerning candidates' eligibility and absence of legal impediments.

Governance structure As of December 31, 2025



Fiscal Council

Our Fiscal Council operates on a nonpermanent basis. Its mission is to oversee management actions, verify compliance with legal and statutory requirements, audit the Financial Statements and report irregularities, thereby ensuring transparency and protecting shareholders and the business.

The body, which was established in 2025 at the request of minority shareholders, is composed of three full members and their alternate members, elected at the Annual General Meeting for one-year terms. Ordinary meetings are held quarterly, in accordance with the council's Internal Charter.

Audit, Risk Management and Compliance Committee

The Audit, Risk Management and Compliance Committee is a permanent statutory advisory body. Among other duties, it is responsible for overseeing the work of independent auditors; monitoring the internal controls area; assessing the quality, effectiveness and integrity of internal control systems and internal audit activities; reviewing tax matters; monitoring and reviewing quarterly reports, interim financial information and financial statements; assessing and monitoring risk exposure and risk management practices; and monitoring compliance with applicable legal and regulatory requirements.

The committee is composed of three members elected by a majority vote of the Board of Directors, including one independent member and one member with recognized expertise in corporate accounting, who serves as chair.

In 2025, its membership was completely renewed, with new members elected in May for two-year terms, with reelection permitted. Ordinary meetings are held monthly.

Strategy Committee

The Strategy Committee remained in operation throughout 2025 and was composed of three members elected by a majority vote of the Board of Directors for unified one-year terms, including two members of the Board of Directors and one independent member.

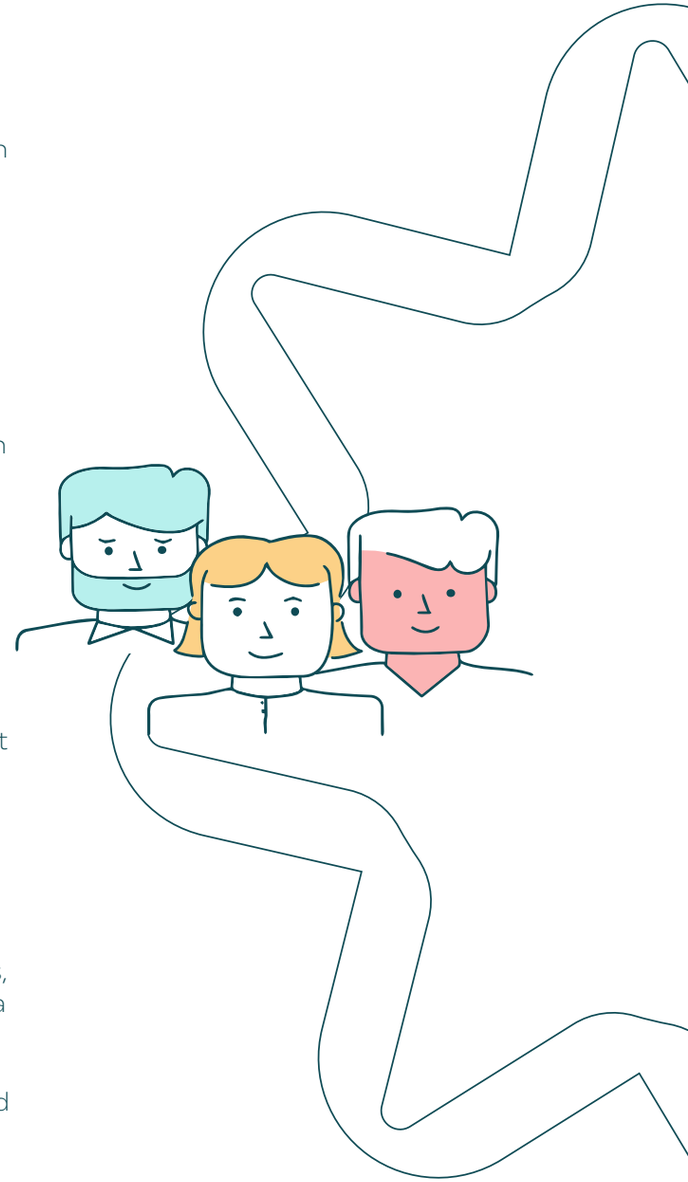
Our CEO participated in the meetings, which were held monthly, as a permanent guest without voting rights.

The committee's role is to support the definition, development and review of strategic guidelines, plans and projects and significant investments, as well as to contribute to the direction and monitoring of our corporate strategy, in accordance with the parameters and guidelines approved by the Board of Directors.

People Committee

The People Committee consists of at least three members elected by the Board of Directors, including at least one independent member and one member with recognized expertise in people management and compensation.

Its members meet quarterly on a regular basis. The committee is responsible for monitoring personnel policies and strategies, as well as compensation and benefits criteria and levels for employees and management. It also oversees matters related to organizational culture, workplace climate and employee engagement.



Sustainability Committee

The Sustainability Committee advises the Board of Directors in conjunction with the Audit, Risk Management and Compliance Committee, with the objective of supporting the integration of ESG considerations into business strategy and management.

Formalized through Internal Charter approved at the end of 2025, its responsibilities include monitoring the implementation of the sustainability strategy, tracking performance on material topics and promoting alignment among different areas of the company, thereby supporting the integrated management of sustainability-related impacts and opportunities.

The committee is composed of members of the Executive Board, including the CEO. It holds meetings periodically, as provided for in its Internal Charter.

In 2025, due to the internal reorganization process and changes to the organizational structure, some of the discussions related to the sustainability agenda were conducted directly by the Executive Board, and relevant matters were submitted to the Board of Directors when applicable.

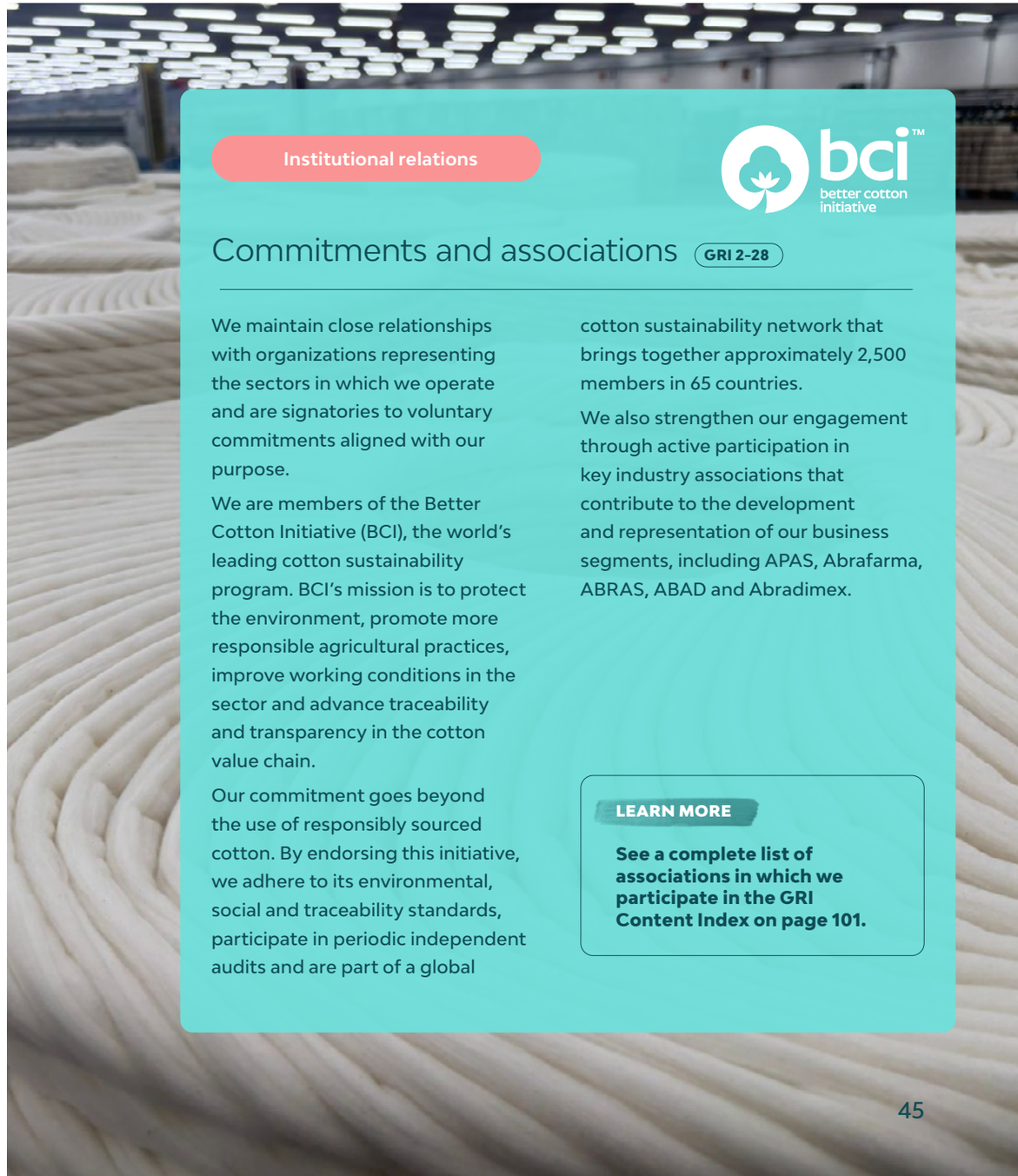
Following the formalization of our governance framework and operating guidelines, we expect to progressively strengthen the Sustainability Committee's role in the coming years, restoring the prominence it held in previous years and expanding its contribution to the structured oversight of the ESG agenda.

Executive Board

The Executive Board consists of a minimum of three and a maximum of eight members, including the chief executive officer, chief financial officer and investor relations officer, all elected annually by the Board of Directors. Officers may hold more than one position and may be reelected. Upon expiration of their terms, members remain in office until their successors assume their positions.

The Executive Board has broad authority over the administration and management of the company's business and is responsible for executing the corporate strategy, representing the interests of shareholders and other stakeholders, and monitoring team performance and established targets.

Executive officers are elected by the Board of Directors, which selects them based on an assessment of their technical qualifications, management experience, performance track record and alignment with the company's culture.



Institutional relations

bci™ better cotton initiative

Commitments and associations GRI 2-28

We maintain close relationships with organizations representing the sectors in which we operate and are signatories to voluntary commitments aligned with our purpose.

We are members of the Better Cotton Initiative (BCI), the world's leading cotton sustainability program. BCI's mission is to protect the environment, promote more responsible agricultural practices, improve working conditions in the sector and advance traceability and transparency in the cotton value chain.

Our commitment goes beyond the use of responsibly sourced cotton. By endorsing this initiative, we adhere to its environmental, social and traceability standards, participate in periodic independent audits and are part of a global cotton sustainability network that brings together approximately 2,500 members in 65 countries.

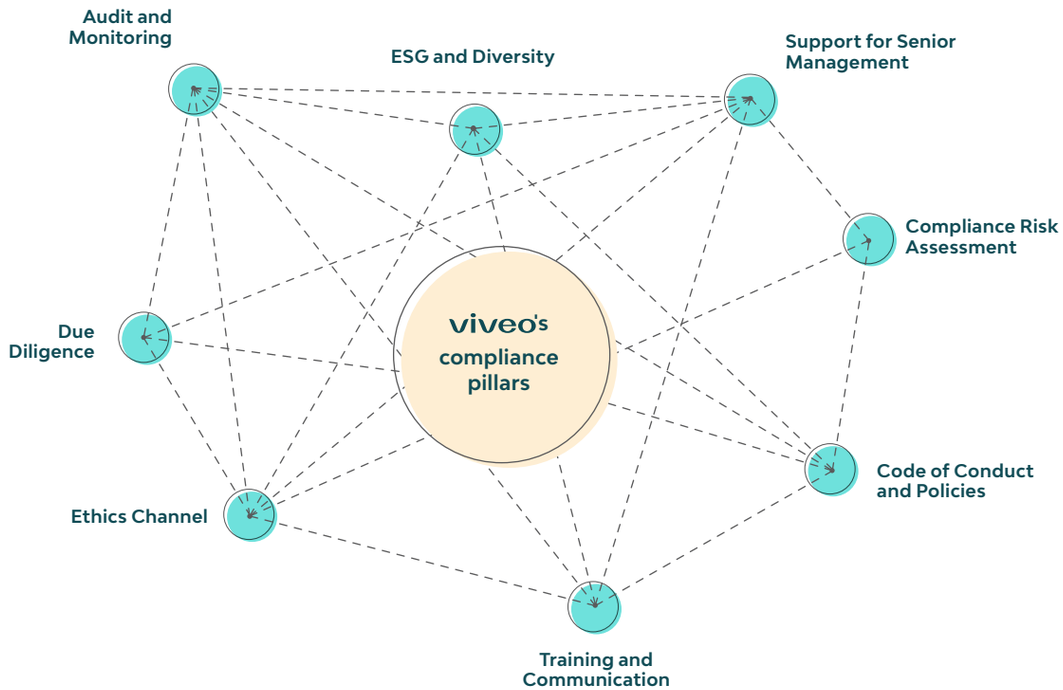
We also strengthen our engagement through active participation in key industry associations that contribute to the development and representation of our business segments, including APAS, Abrafarma, ABRAS, ABAD and Abradimex.

LEARN MORE

See a complete list of associations in which we participate in the GRI Content Index on page 101.

Ethics and integrity

GRI 2-15 I 2-23 | 2-24 | 2-25 I 205-2 | SASB HC-DI-510a.1 I 3-3 – Ethics and integrity



To ensure ethical conduct in our activities, transactions and processes, we maintain an Integrity Program, our primary mechanism for preventing and combating unlawful practices, particularly bribery and corruption. The program is built on eight pillars: Support for Senior Management; Compliance Risk Assessment; Code of Ethical Conduct and Policies; Training and Communication; Ethics Channel; Due Diligence; Audit and Monitoring; and ESG and Diversity.

Under the Compliance Risk Assessment pillar, we implemented a conflict of interest disclosure form in 2025, which was distributed to 100% of managers, achieving a response rate of approximately 70%. The initial assessment identified no critical cases. In 2026, we plan to introduce additional forms, automate submissions and expand coverage across all management levels.

We also have a Conflict of Interest Policy, which establishes rules and guidelines for identifying, mitigating and preventing risks related to conflicts of interest, with the objective of preventing actions that could result in inappropriate internal decision-making.

Our Code of Ethical Conduct, published in 2023, sets forth the expected standards of behavior for all employees, identifies unacceptable conduct and outlines the channels available for reporting potential misconduct.

In addition to strictly complying with applicable laws and regulations, we maintain a framework of more than 30 internal policies and standards covering topics such as anti-corruption and anti-bribery, human rights, related-party transactions and business courtesies.

These documents are reviewed by the Audit, Risk Management and Compliance Committee before being submitted to the Board of Directors for approval. Senior management is responsible for establishing strategic direction and overseeing material matters, while leaders and responsible departments ensure the implementation of the applicable policies and standards.

Within the area of ethics and integrity, these policies are structured around the principles of prevention, detection and remediation, with the aim of identifying, mitigating and addressing any misconduct. Policies related to people management are all grounded in the principles of mutual respect and the preservation of human dignity. During the year, we updated the Ethics Channel, Conflict of Interest, Business Courtesies, Compliance, Anti-Corruption and Anti-Bribery policies, among others.

To disseminate the content of our policies and encourage ethical conduct among employees, we carry out training and communication initiatives through our Viveo+ platform. At the end of 2025, we began revamping compliance training across all areas of the company. A total of 1,300 employees received training, with a focus on factory and distribution center teams, covering topics such as appropriate workplace behavior, prevention of workplace harassment and discrimination, proper use of the Ethics Channel, protection of good-faith whistleblowers, and anti-corruption. The goal is to reach 100% of our workforce.

In addition to in-person training sessions, we offer courses on ethics, integrity and corruption through the Trilhar digital platform, which will also be updated in 2026. In the coming year, we plan to ensure that all new employees receive training on the Integrity Program and access to the Code of Ethical Conduct upon hiring.

As part of the Due Diligence pillar, an important achievement was the assessment of approximately 1,200 suppliers, covering all outsourced service providers. The evaluation included potential risks, adverse media findings and other relevant aspects.

This framework supports the identification and remediation of potential adverse impacts, whether arising directly from our operations or indirectly through our business relationships.

Within our own operations, risks include fraud, corruption, conflicts of interest, noncompliance with regulatory requirements, anticompetitive practices and inappropriate conduct by employees or contractors.

In addition, we may be exposed to potential adverse impacts associated with the practices of suppliers or business partners, such as human rights violations, labor irregularities or noncompliance with legal and regulatory obligations, which may result in shared liability risks as well as reputational and institutional impacts.

However, due to our structured framework of corporate policies, internal standards and governance mechanisms that guide the conduct of employees, executives and business partners, no significant or systematic adverse impacts related to these matters were identified in 2025 that resulted in material penalties or structural impairment of our operations.

READ MORE **on anti-corruption training is available in the GRI Content Index on page 101.**





Ethics Channel GRI 2-16 | 2-26

We maintain the Ethics Channel, which is widely promoted both internally and externally and is available to employees, suppliers, business partners and customers. Through this channel, stakeholders can report misconduct and practices that violate the Code of Ethical Conduct, other internal policies and applicable laws and regulations.

The channel is available 24 hours a day, seven days a week, through a website, mobile app and telephone hotline, which is staffed by psychologists. It is managed by an independent third-party provider that conducts an initial screening of all reports received, assessing, for example, whether any information included in anonymous reports could potentially identify the reporting party. Although reports may be submitted anonymously, most whistleblowers choose to identify themselves, demonstrating that they view the environment as safe and do not fear retaliation.

Internal investigations are conducted by the Compliance area in accordance with the guidelines governing disciplinary measures. More complex cases are referred to the Audit, Risk Management and Compliance Committee for review.

In 2025, the Ethics Channel received 396 reports, including one involving potential corporate reputation risks and six classified as discrimination. The most frequently reported issues were inappropriate behavior and workplace harassment.

Communication regarding the Ethics Channel is continuously reinforced through compliance-related training, the Viveo+ platform and physical displays at our offices, manufacturing facilities and distribution centers, including cafeterias, bulletin boards and corporate TV screens. Contact information is also included in email signatures.

HOTLINE

Our hotline is available 24 hours a day, seven days a week.
0800 810 8175

DOWNLOAD THE APP

Download the Contato Seguro app to your phone and access all website features from the palm of your hand.

ACCESS THE PORTAL

Access the Ethics Channel and submit your report:
contatoseguro.com.br/viveo

Audit and monitoring

We maintain both internal and external audit functions and are also periodically audited by the manufacturers with which we do business. Our external auditors are accredited by the Brazilian Securities and Exchange Commission (CVM) to audit financial statements and assess compliance with Brazilian and international accounting standards, as well as internal controls related to financial processes.

Identified vulnerabilities are documented in an Internal Controls Report, which serves as the basis for the Internal Controls area and management to develop action plans to mitigate the risk of errors or fraud. Compared with 2024, we reduced by 50% the number of findings requiring improvement, from 36 identified vulnerabilities to 18, demonstrating our commitment to continuously strengthening our processes.

In 2025, we restructured the Internal Audit area. This initiative was designed to align with the governance practices expected of publicly traded companies and to enhance the transparency of our processes.

The area operates independently and reports functionally to the Audit, Risk Management and Compliance Committee, serving as the third line of defense by evaluating the effectiveness of controls and identifying operational and financial deviations resulting from failures and/or fraud. It also supports loss prevention and asset recovery.

During the year, we also developed the Internal Audit Policy, which establishes matters such as unrestricted access to personnel, facilities and systems, the responsibilities of the area and confidentiality requirements. Audit methodologies, operating guidelines and the 2026 audit schedule were also defined.

One of the challenges identified was the automation of control processes. The goal is to implement continuous auditing processes, replacing spreadsheet-based controls with software capable of processing and analyzing large volumes of data. This will reduce the time required from audit teams and will be complemented by the implementation of an audit management system.

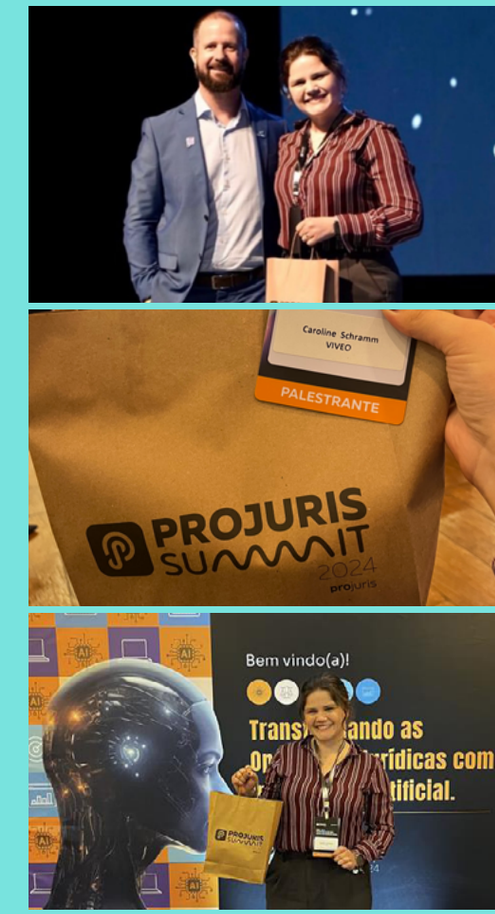
Legal excellence

Projuris Award

We were selected as one of three Success Stories to be presented at the Projuris Summit, a nationwide event organized by the legal intelligence platform Projuris.

Our Legal Department automated more than 40 contract templates using legal design principles. By applying these guidelines, contracts that were previously around 30 pages long were reduced to seven pages through the removal of clauses already provided for in legislation and the use of plain language, making terms easier to understand and facilitating subsequent negotiations with clients.

Given the volume of cases handled by the department, standardizing contract templates helps mitigate risks by establishing more consistent and structured procedures.



Tax approach

GRI 207-1 I 207-2 I 207-3



Office in Blumenau, Santa Catarina

Our tax approach is based on integrity, transparency and compliance with applicable laws and regulations. Our tax strategy establishes guidelines for meeting tax obligations, managing tax risks and making responsible use of tax incentives. We maintain processes and controls dedicated to tax compliance management, including monitoring legislative changes, reviewing tax obligations and ensuring the proper documentation and accounting treatment of the tax positions we adopt.

We seek to maintain a transparent and collaborative relationship with tax authorities, using the legal mechanisms available to clarify or resolve disputes. We respond promptly to requests from tax authorities and, when appropriate, participate in formal consultations, cooperative compliance programs or administrative proceedings provided for by law.

Any differences in the interpretation of tax legislation are addressed through the legal and administrative mechanisms available, always in a transparent and well-founded manner. We conduct tax planning activities, making use of tax incentives or regimes established by law and aligned with our business activities, while respecting the level of tax risk approved through our corporate governance structure.

Our tax governance and control system involves tax coordinators, the Tax, Accounting, Tax Planning and Tax Litigation areas, the Shared Services Center Department, the Tax Strategy Department, the Finance Executive Vice Presidency, the Audit, Risk Management and Compliance Committee, and the Board of Directors.

We communicate the guidelines of our tax approach through training and engagement with the relevant areas, and we maintain mechanisms that allow concerns related to unethical or unlawful conduct, or conduct inconsistent with internal policies, to be reported, including matters associated with tax management. In addition, our accounting and tax processes are periodically reviewed by an independent external auditor.

Risk management

We maintain a Risk Management and Internal Controls area, dedicated to risk management, in order to preserve business continuity by mitigating threats and leveraging opportunities that contribute to the achievement of our strategic objectives.

Its activities are guided by the Corporate Risk Management Policy, which establishes principles, guidelines, responsibilities and a methodology for identifying, assessing, treating, monitoring and reporting corporate risks, in line with market best practices and the framework of the Committee of Sponsoring Organizations of the Treadway Commission (COSO) through the COSO Enterprise Risk Management approach.

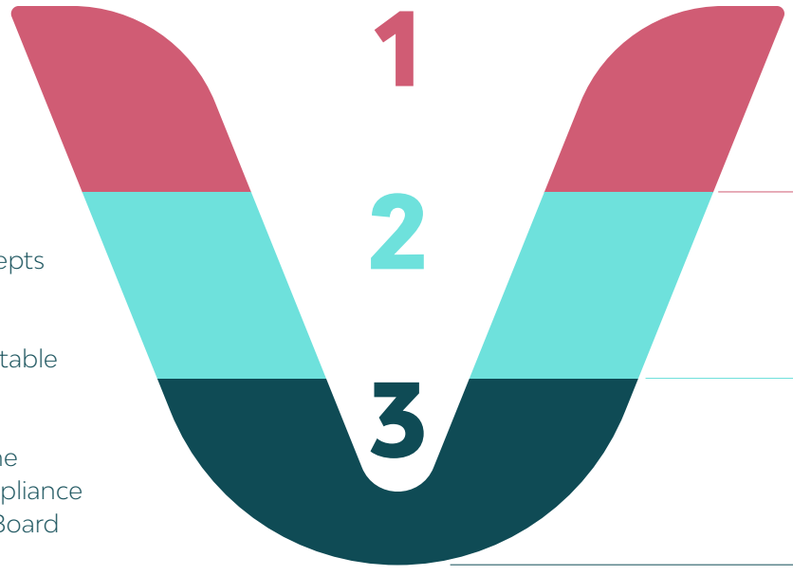
The policy was revised in December 2025, incorporating improvements to the assessment methodology, the definition of likelihood and impact criteria, and an expansion of the risk dictionary—which increased from 13 inherent risks to 33 identified risks—more accurately reflecting the complexity and diversity of our operations.

The revision also clarified the concepts of risk appetite and risk tolerance, establishing parameters to guide decision-making and define acceptable levels of risk exposure.

The document was reviewed by the Audit, Risk Management and Compliance Committee and approved by the Board of Directors.

Risk management structure

Three Lines Model



Roles and responsibilities

Operational areas serve as the first line of defense, responsible for managing and mitigating the risks inherent to their activities.

The Risk Management and Internal Controls area serves as the second line, establishing methodologies, monitoring controls and supporting the implementation of action plans.

The Internal Audit area serves as the third line, independently assessing the effectiveness of the control environment.

Risk management process and methodology

Our risk management process comprises six stages, as shown below:

1st stage
Context Assessment

2nd stage
Risk Identification

3rd stage
Risk Analysis and Assessment

4th stage
Risk Treatment

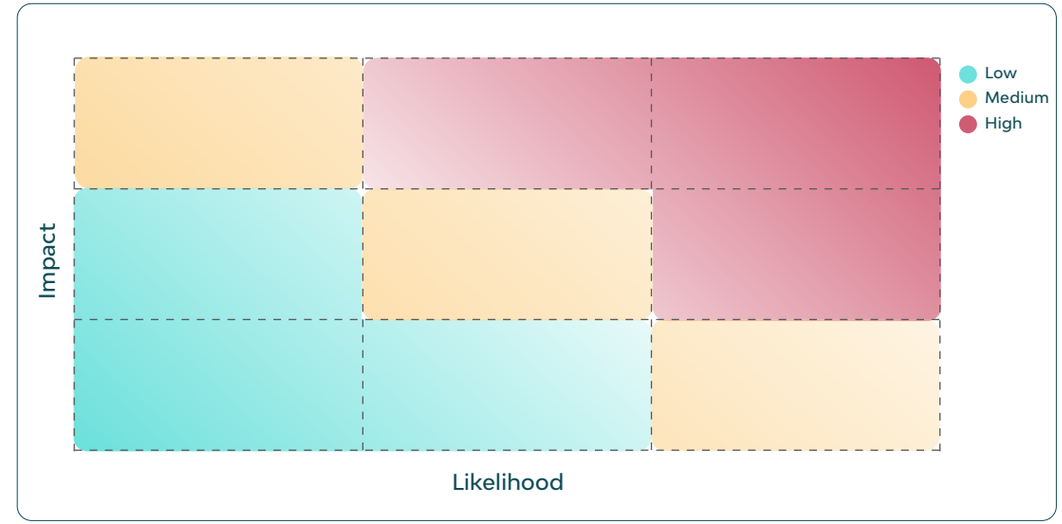
5th stage
Risk Monitoring

6th stage
Risk Communication

Our methodology provides for the identification of risks by process, their classification into Strategic, Financial, Operational and Compliance categories, assessment of vulnerability, likelihood of occurrence and magnitude of impact, and analysis of the effectiveness of existing controls. Any identified gaps are formalized through action plans, clearly defining responsibilities and deadlines.

If management determines, through a reasoned decision, that a particular risk should be accepted without the implementation of mitigation measures, we establish formal approval levels for such decisions, particularly in cases involving risks classified as high or medium. Such decisions must take into account the final risk classification and follow the defined governance process, which may involve operational management, departments, committees and/or the Board of Directors, as applicable.

Risks are consolidated into a corporate risk matrix and prioritized based on the intersection of impact and likelihood, represented in a heat map and classified as high, medium or low, as illustrated in the figure.



Monitored risks

GRI 205-1 | GRI 205-3 | GRI 206-1

Our corporate risk matrix is composed of four main categories, each encompassing 33 risk types, assessed based on vulnerability, likelihood and impact criteria.

Strategic risks

Related to loss of brand value, damage to image and reputation, negative exposure among stakeholders, dependence on partners in the supply chain, innovation challenges and market competition, as well as impacts arising from systemic crises.

Financial risks

Arising from internal and external factors that may result in financial losses and affect our ability to meet our obligations, including liquidity, credit, market and operational risks associated with the unavailability of financial resources, third-party defaults, exchange rate fluctuations, price volatility and failures in processes, systems or people.

Compliance risks

Related to ethical conduct, legal and regulatory compliance, social and human rights impacts, occupational safety, environmental and civil liability, undue influence by the controlling shareholder, fraudulent practices and unfair competition through anticompetitive actions. In 2025, all 11 of our operations (100%) were assessed for corruption-related risks, and no significant threats were identified. There were no confirmed incidents of corruption involving employees or business partners and no public legal cases related to the matter. We also recorded no legal proceedings, whether pending or concluded, involving the company in relation to anticompetitive conduct, violations of antitrust laws or monopoly practices during the year.

Operational risks

Related to failures in processes, people or systems, as well as internal or external events that may compromise the operational effectiveness and efficiency of activities across all business units, the continuity of operations, information security, data integrity, and the protection of intellectual capital and assets.

GRI 205-1

Since 2022, as a result of our intensive mergers and acquisitions process, we have conducted structured risk assessments across our companies.

The prioritization of the business units included in the work plan, as well as the approach, scope processes and timelines, considered the criticality level of each unit and key perceptions of senior management. Over a three-year period, assessments were conducted at companies in the Service and Retail segments, compounding facilities, and distribution centers used for products manufactured by the company.

These assessments evaluate adherence to corporate governance controls in areas such as finance, commercial operations, procurement, legal affairs, tax, shared services, third-party management, inventory management, customer service and operations. On average, around 15 processes are reviewed at each company, depending on the nature and complexity of its activities.

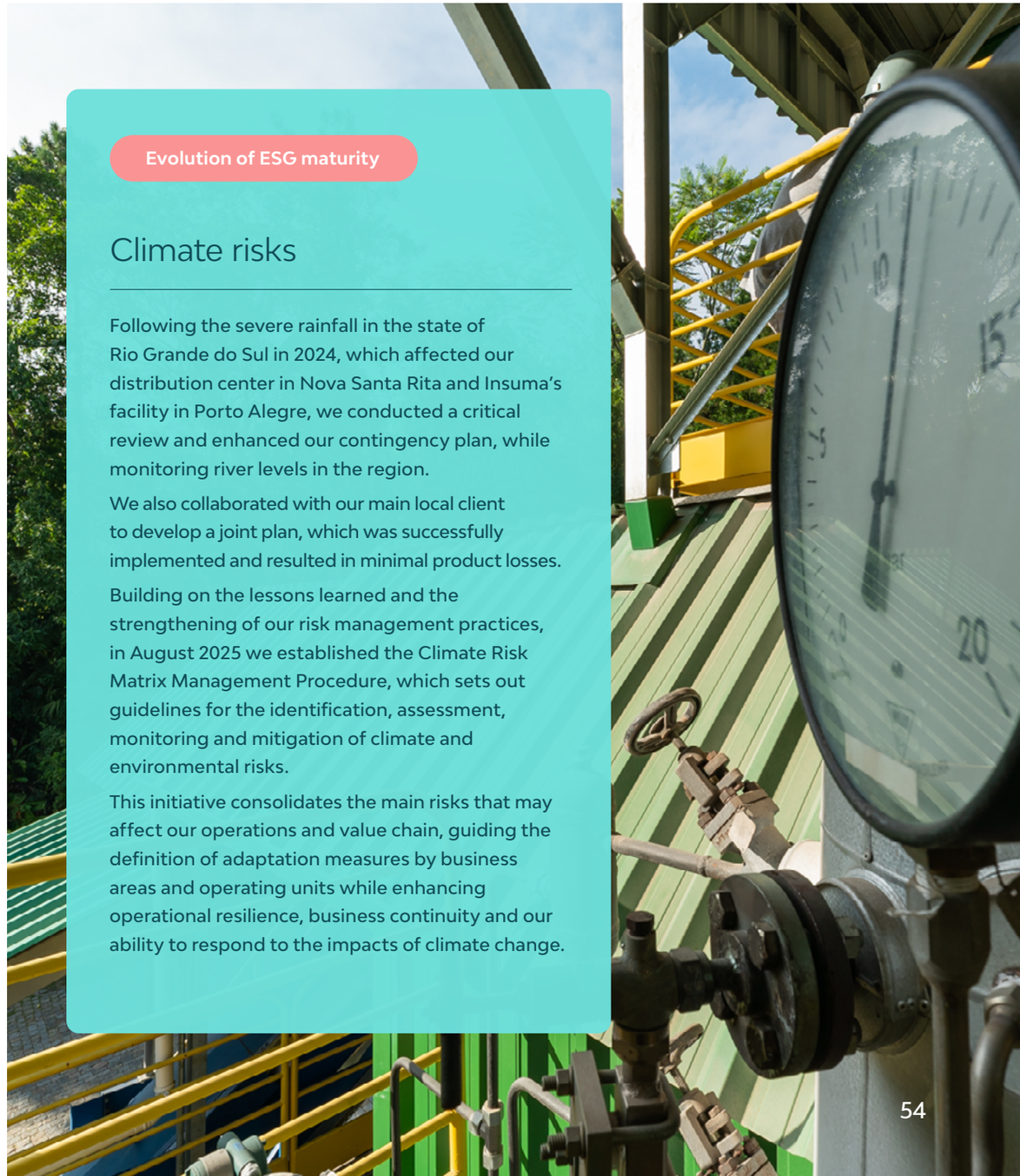
Identified vulnerabilities are consolidated into a risk report, accompanied by an action plan presented to management, the Executive Board and the Audit, Risk Management and Compliance Committee, while implementation progress is monitored monthly.

In 2025, the committee—chaired by an independent member—underwent a restructuring process, strengthening strategic oversight of risk and internal control matters and enhancing governance over the implementation of corrective measures.

Overall results from the risk matrix indicate that ineffective controls are predominantly operational in nature and are classified as having either medium or low impact. Related action plans are monitored monthly by managers, and implementation indicators and completion rates are periodically reported to the Audit, Risk Management and Compliance Committee.

Projects currently under development in this area include the completion of the risk matrix, encompassing a full mapping of the company's structure, and the implementation of an integrated system to consolidate information collected through audits, internal control functions and operational areas.

For 2026, additional training initiatives are planned following updates to the Risk Management Policy and Risk Management Guideline, in addition to the mandatory training available through the Trilhar platform for all new employees.



Evolution of ESG maturity

Climate risks

Following the severe rainfall in the state of Rio Grande do Sul in 2024, which affected our distribution center in Nova Santa Rita and Insuma's facility in Porto Alegre, we conducted a critical review and enhanced our contingency plan, while monitoring river levels in the region.

We also collaborated with our main local client to develop a joint plan, which was successfully implemented and resulted in minimal product losses.

Building on the lessons learned and the strengthening of our risk management practices, in August 2025 we established the Climate Risk Matrix Management Procedure, which sets out guidelines for the identification, assessment, monitoring and mitigation of climate and environmental risks.

This initiative consolidates the main risks that may affect our operations and value chain, guiding the definition of adaptation measures by business areas and operating units while enhancing operational resilience, business continuity and our ability to respond to the impacts of climate change.

Data protection and information security

GRI 418-1



To ensure the security of our information systems and protect against cyberattacks, the Information Technology Department continuously monitors threats and manages vulnerabilities.

We follow a set of guidelines and rules based on best practices and frameworks, and we use firewalls, intrusion detection and prevention systems, and antivirus and anti-ransomware solutions to safeguard our infrastructure.

We conduct daily tests to identify potential critical vulnerabilities and perform weekly updates to ensure the security of our devices and servers. All actions related to vulnerabilities and security improvements are discussed weekly at the Executive Board level, including IT leadership. IT processes, as well as the support provided, are subject to external audits.

In 2025 we also began implementing the Corporate Identity and Access Management (IAM) Portal, with the goal of centralizing the way access to corporate systems is requested, reviewed and managed.

The new portal streamlines access requests, shortens response times, defines access permissions according to job function, automatically revalidates access in cases of position or department changes, and grants basic access to new employees from their first day.

The security of critical systems was also strengthened through multifactor authentication (MFA). An important benefit of this is the ability to maintain a record of all actions taken, increasing transparency and supporting audit processes. To help employees use the new tool, practical guides, videos and a support channel for questions and incident reporting were made available.

Brazilian General Data Protection Law

We are committed to safeguarding the privacy and personal data of our employees, customers and suppliers. Our Internal Controls area is responsible for ensuring that personal data is processed in compliance with Brazil's General Data Protection Law (LGPD) and our Personal Data Protection Policy.

The team is involved in contract reviews, due diligence processes, the preparation of data protection and liability agreements, and the assessment of incidents involving personal data. Through our Data Privacy Governance Program, we assess risks and implement action plans to mitigate identified impacts.

In 2025, at Mafra Especialidades, four gaps identified through our risk assessment were prioritized. Two have already been addressed, relating to the data protection notice and website terms of use. The remaining two points, involving the implementation of an opt-in procedure for WhatsApp communications in collaboration with the Telemarketing team and the standardization of security camera notices, are expected to be completed in 2026.

One of the year's main initiatives in this area was the personal data mapping exercise conducted as part of consultancy firm Seven's accreditation process with the ONA. This initiative resulted in the organization obtaining accreditation.

Another initiative was the development of a third-party assessment project focused on LGPD compliance at Humania. The objective was to evaluate suppliers and business partners from a privacy and personal data protection perspective, increasing visibility of their maturity levels and reducing risks associated with information sharing. The project began with the development of a compliance assessment questionnaire, followed by the distribution of access credentials and response deadlines through the LGPDNow platform.

11 **suppliers prioritized for privacy and data protection assessments**



For the 2025 cycle, 11 strategic suppliers were prioritized in line with the volume of data processed, the criticality of their activities and the level of risk involved. The responses are currently under review and, based on the results, action plans and any necessary remediation measures will be defined, strengthening data governance throughout the value chain.

Also at Humania, we reviewed and updated five policies and procedures: the website privacy notice, the data sharing policy, the personal data incident response procedure, the corporate privacy policy and an internal privacy notice. During the year, we reported one low-impact personal data incident. Customers were informed and an action plan was developed.

In addition, the Data Protection area supported a revision of the consent form to comply with National Health Surveillance Agency (Anvisa) Collegiate Board Resolution (RDC) 894 regarding cosmetovigilance. This resolution requires explicit consent for the sharing of data collected through reports of adverse events related to cosmetic products. The new data collection and storage process was incorporated into the Customer Service tool.

During the year, we intensified employee awareness initiatives on information security and data protection through the publication of infographics and educational content every two weeks on the Viveo+ platform. We also delivered training sessions for five internal areas on these topics, reaching 148 employees.

Training

Throughout 2025, we conducted LGPD training tailored to the specific activities and routines of different departments, using a practical approach aligned with operational needs. In total, 148 employees received training.

A key initiative was an in-person training session for the Bidding team at the Ribeirão Preto (São Paulo State) distribution center, attended by 36 employees. This training focused on the application of the LGPD to bidding processes, contract review and the handling of personal data in public procurement activities.

We also delivered online training for the managers of all our distribution centers, with the participation of 55 employees. The sessions addressed logistics and operational routines, emphasizing information security, data sharing, access controls and management responsibilities.

In the Human Resources area, we provided online training to 29 employees, covering the fundamental concepts of the LGPD, the roles of data processing agents, the classification of personal and sensitive data, the principles of the law, the data processing lifecycle, security incidents, the use of artificial intelligence and free tools, administrative measures applicable in cases of noncompliance, data subject rights and the dissemination of support channels. The legal team participated in an online session reinforcing legal concepts, the responsibilities of data processing agents in commercial relationships and the application of standard internal data protection contract clauses.

In addition, training was provided to 21 Humania employees, focusing on personal data transfer, migration and handling processes. This initiative aimed to mitigate risks associated with improper information sharing and strengthen access controls.

Total

148

employees trained on information security

CDs

55

distribution center managers trained on data security and personal data protection



Information technology

Our IT team strives to balance system integration across all our companies with the specific needs of each business. Over the years, we have also worked to simplify our technology landscape by consolidating tools (CRM, ERP and WMS) and standardizing printers, generating operational efficiencies.

As our companies have become increasingly integrated, we have gradually reduced the number of servers in operation. In 2025, a major initiative was the migration of our proprietary on-premises data center, located at the Ribeirão Preto (São Paulo State) distribution center, to a third-party data center powered by renewable energy sources, including solar energy, contributing to lower energy consumption.

Another milestone was the replacement of our legacy CRM system with Salesforce, enhancing customer relationship management. We also completed the implementation of our Warehouse Management System (WMS), dedicated to inventory management, improving the accuracy of information related to available items, quantities, batch tracking and storage locations.

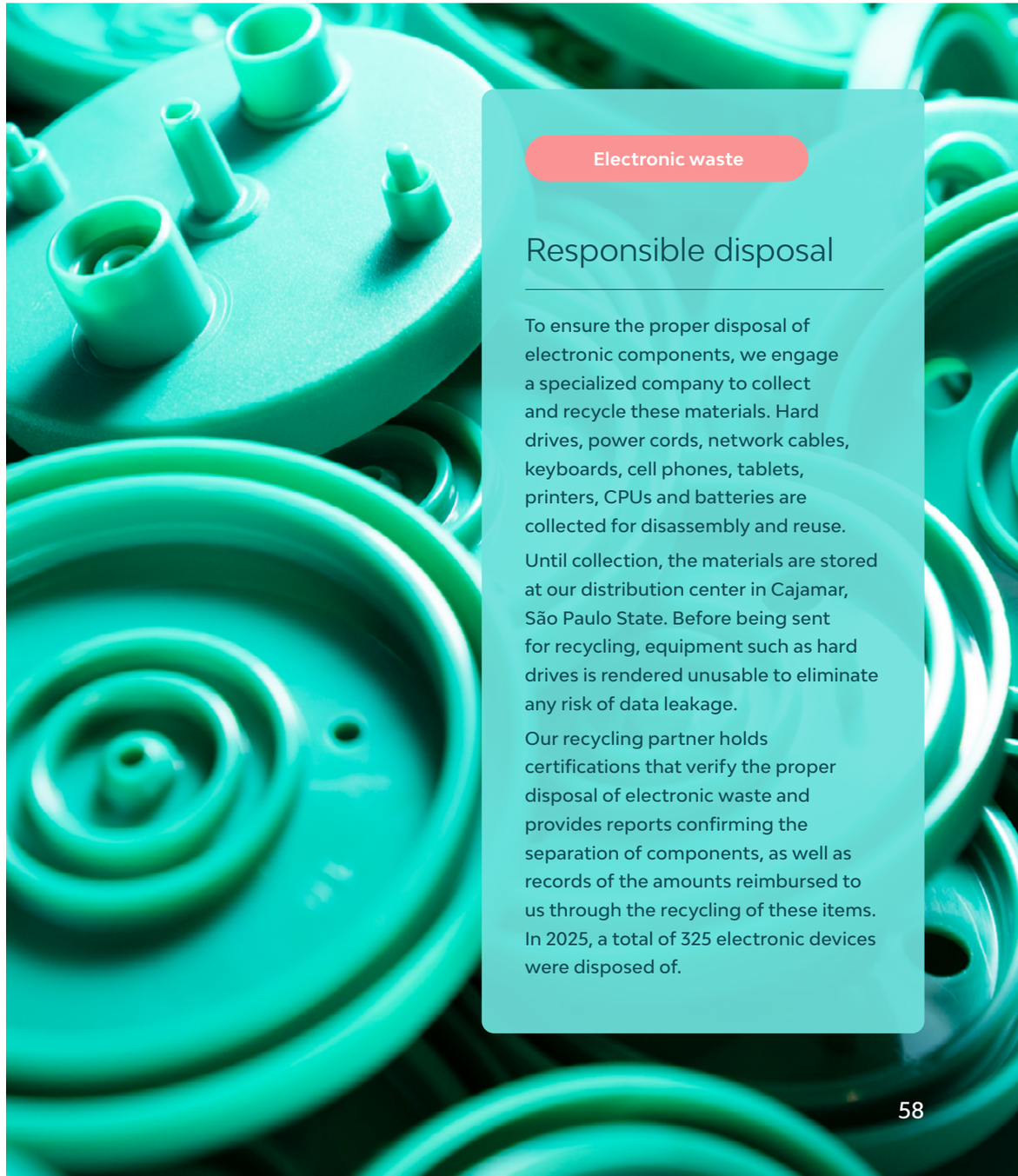
At Humania, a key development was the implementation of a service request portal, which improved organization, traceability and service efficiency by enabling service-level agreement (SLA) monitoring and the centralized recording of request histories.

In line with our commitment to innovation and continuous improvement, we also use Genesys, an advanced omnichannel platform that strengthens our infrastructure and expands our ability to provide more personalized and agile customer service.

As a result, we offer multiple channels connecting healthcare professionals, patients and family members, fostering closer relationships and increasingly efficient, human-centered care.

LEARN MORE **about the implementation of Salesforce on page 75.**

LEARN MORE **about the implementation of the Warehouse Management System (WMS) on page 33.**



Electronic waste

Responsible disposal

To ensure the proper disposal of electronic components, we engage a specialized company to collect and recycle these materials. Hard drives, power cords, network cables, keyboards, cell phones, tablets, printers, CPUs and batteries are collected for disassembly and reuse.

Until collection, the materials are stored at our distribution center in Cajamar, São Paulo State. Before being sent for recycling, equipment such as hard drives is rendered unusable to eliminate any risk of data leakage.

Our recycling partner holds certifications that verify the proper disposal of electronic waste and provides reports confirming the separation of components, as well as records of the amounts reimbursed to us through the recycling of these items. In 2025, a total of 325 electronic devices were disposed of.

Another area of focus is the use of artificial intelligence. We developed our AI policy, launched in early 2026, and conducted a series of proof-of-concept initiatives to validate the feasibility and effectiveness of AI solutions in addressing specific business challenges.

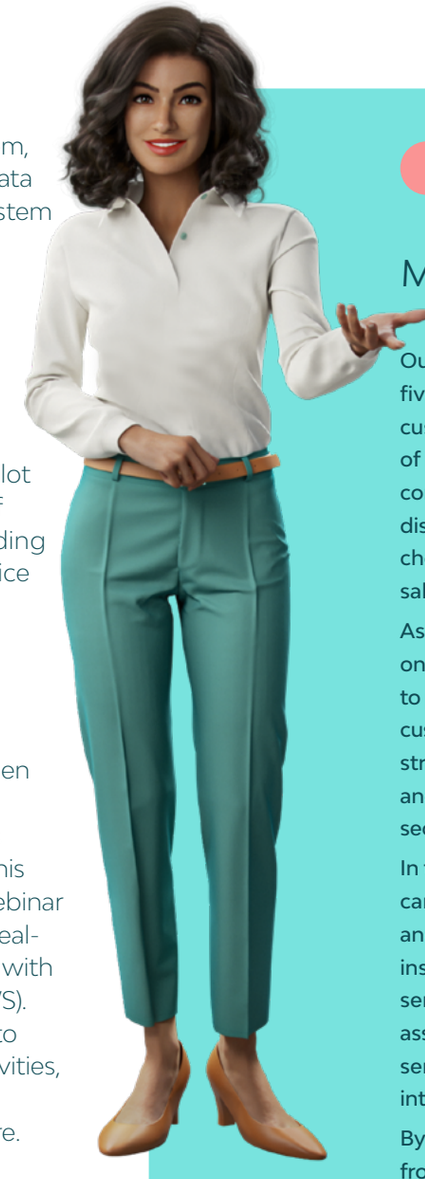
At Prevena, we continued to implement automation and AI technologies to optimize critical processes, ranging from customer service—through bots focused on quotations and order processing—to demand planning. Given our portfolio of more than 2,000 products and the challenge of managing items with a short shelf life, we seek greater accuracy in inventory management to prevent losses and stockouts.

To support this effort, we are in advanced negotiations with a software development company specializing in intralogistics and high-complexity algorithms to develop machine learning models capable of managing operational constraints and enabling more efficient materials planning.

At Humania, we further developed a pharmacovigilance process in which AI actively monitors 100% of customer calls, identifying specific terms and generating precise alerts. The effectiveness of this technology is demonstrated by significant results: after we migrated to this system, reported cases increased by 8% and data quality improved by 33%, while the system captured details that had previously gone unnoticed by customer service representatives. This contributes to patient safety and supports the maintenance of drug registrations with regulatory authorities in Brazil.

We also began implementing a Copilot technology solution (independent of Microsoft Copilot), focused on providing real-time guidance to customer service representatives. The system guides employees step by step throughout each call, ensuring full adherence to established procedures.

In 2026, we expect to further strengthen our AI culture through presentations highlighting the potential applications of these tools. We began advancing this objective in 2025 with the October webinar "Artificial Intelligence: Concepts and Real-World Use Cases," held in partnership with UPD8 and Amazon Web Services (AWS). The initiative encouraged employees to explore and adopt AI in their daily activities, helping us enhance efficiency and creativity while preparing for the future.



Virtual assistant

Mel: supporting customers for five years

Our virtual assistant, Mel, marked five years of operation in 2025. The customer service platform was the first of its kind implemented by a healthcare company engaged in production and distribution. The assistant's name was chosen through a popular vote during a sales convention.

As we acquired companies operating on different systems, Mel was created to provide an integrated response to customer requests, enabling a more strategic approach to customer service and portfolio management through secure, exclusive access.

In the early stages, we conducted campaigns to encourage customers and employees to use Mel's services instead of relying on conventional service channels. Today, the virtual assistant offers more than 80,000 self-service options for both external and internal users.

By cross-referencing information from multiple sources, Mel can answer virtually all questions related to processes, orders and products. When additional support is needed, customers or employees are directed to the appropriate service representative. The system also enables communication through WhatsApp, email and other contact channels.

Among the services available, Mel can issue payment slips, provide duplicate copies of material delivery receipts, receive compliments and complaints, and provide information on returns, logistics, quality, finance and other topics. In addition to customer service functions, Mel also serves as the face of information technology and human resources campaigns and communications for employees.

In 2026, we will launch Mel 2.0, which is already in the testing phase. The new version will incorporate new technologies, highlight the most frequently used services and enhance the user experience.



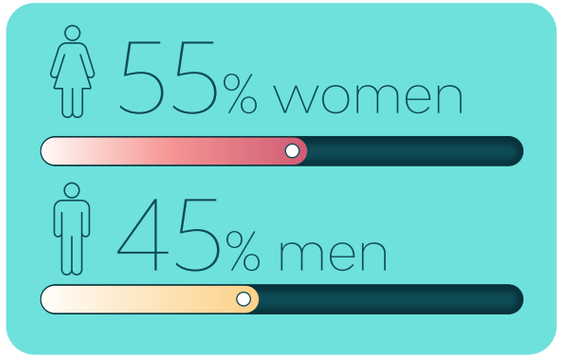
Social management

Our team

GRI 2-7 I 401-2 I 407-1

To fulfill our purpose of caring for every life, we strive to provide our 6,647 employees with an inclusive environment that promotes respect, health and well-being, enabling their development and the creation of meaningful connections.

Our workforce is composed of 55.0% women and 45.0% men, with the highest concentration in Brazil's Southeast (49.2%) and South (41.8%) regions. We also have 293 temporary employees and 131 workers who are not employed by the company but whose work we supervise. These workers perform recurring activities such as cleaning and maintenance, landscaping, access control, building maintenance, reception services, security and meal preparation for employees.



All workers are guaranteed freedom of association, the right to collective bargaining and unrestricted access to union-related information, including through our corporate app, Mel, which allows employees to consult information about their respective labor union via WhatsApp. In 2025, no operations, production units or suppliers were identified as violating or posing a significant risk of violating these rights.

To attract talent, we use our careers page on the Gupy platform and LinkedIn, particularly for corporate positions. Some of our facilities are located in municipalities with high employment levels, such as Blumenau (Santa Catarina), which makes recruitment more challenging.

In these cases, we tailor our communications to each region, using social media and advertisements on radio, in newspapers and in local media outlets, as well as partnerships with municipal governments. Through our Worker Support Center, we conduct joint recruitment processes and make use of available facilities.

In 2025, we hired 3,762 people and there were 3,897 departures, resulting in a turnover rate of 62%. The year was marked by internal reorganizations that affected our structure and led to the optimization of employee benefits. Like compensation, our benefits are aligned with market practices and the sectors in which we operate. We use comparable technical criteria to evaluate and recognize each position, taking into account competencies and responsibilities, ensuring that our compensation structure reflects each role's contribution to our objectives.

Key benefits offered, in addition to those required by law, include medical and dental insurance for employees and dependents; childcare assistance for children with special needs; life insurance, including disability coverage; private pension plans; profit-sharing; access to a network of gyms, fitness studios and mental health and nutrition services through an integrated health platform; company-provided transportation[1]; meal or food vouchers; on-site cafeterias[2]; the Viveo Health Center; a Christmas gift basket; the Viveo Benefits Club; pharmacy benefits; payroll-deducted loans (available after six months of employment); and special discounts at Cremer and Mafra Especialidades stores.

VISIT **our careers page at viveo.gupy.io/**

1 e 2 Available at manufacturing facilities.

Benefits are provided according to job level, location and local market availability. At our manufacturing facilities in Bragança Paulista (São Paulo) and São Sebastião do Paraíso (Minas Gerais), health insurance is not offered due to local operational considerations and our benefits strategy. Employees with disabilities also receive a subsidy for the replacement of assistive devices and prosthetics every two years, subject to a medical prescription.

As part of these initiatives, we have adopted a hybrid work policy for administrative areas, aligned with a culture built on trust and accountability, in which flexible remote work arrangements help address employees' diverse circumstances and needs.

To promote ongoing dialogue with employees and strengthen engagement and our culture, we use internal communication tools such as local bulletin boards for operational teams, corporate TV screens, email communications and live streams on the Viveo+ platform. This internal communications platform centralizes all communications and live broadcasts—which are recorded and remain available for future viewing—as well as procedures and policies, which can be uploaded and accessed as needed.

In addition, we support employee-led affinity groups, which are organized and maintained by our workforce.

An important channel for communication with the Human Resources Department is our virtual assistant, Mel. This tool provides information and answers questions on topics such as timekeeping, payroll, vacations, benefits, service requests and other matters. In 2025, 60% of employee requests to HR were handled through self-service with Mel's support.

In 2025, we conducted the survey "Speak Up, Viveonaut! Your Voice Is Our Future!" It focused on values that are fundamental to us: credibility, respect, pride and fairness. The goal was to encourage employees to anonymously share their opinions and feelings about their work experience.

Through this kind of initiative, we seek employee engagement to help guide our direction, in terms of both results and behaviors. To support this effort, we use questionnaires, meetings between HR and leadership teams to better understand employee feedback, and follow-up discussions with participants regarding the issues raised, fostering psychological safety.

LEARN MORE about our employee profile and the pay ratio between men and women in the GRI Content Index on page 103.



Diversity, equity and inclusion

GRI 3-3 – Safe, inclusive and thriving workplace I 406-1

Our ability to generate positive impacts on people through their development, recognition and the creation of safe, inclusive workplaces is reflected in our efforts to promote equity, encourage the presence of underrepresented groups in leadership positions and implement structured people management practices.

Accordingly, we seek to minimize or eliminate potential negative impacts related to this topic, arising primarily from occupational and ergonomic risks, exposure to physical or biological agents, discriminatory practices, unequal opportunities or inadequate working conditions, including within our value chain.

To support these efforts, we rely on three corporate policies: the Human Rights Policy, the Integrated Health, Occupational Safety and Environment Policy and the People Management Policy. We identified no material or systemic incidents related to this topic in 2025.

As part of our commitment to respect for all people and the fight against discrimination, we strive to provide equitable opportunities regardless of identity markers, guided by the actions outlined in our Diversity and Inclusion Handbook. In 2025, we were once again included in B3's IDIVERSA portfolio, the first stock exchange index in Latin America focused on diversity.

PROGRAMA idem

Created in 2021, the Idem Program is dedicated to embracing, respecting and advancing diversity, equity and inclusion through four pillars: gender, race, LGBTQIAPN+ individuals and people with disabilities. Its initiatives are directly aligned with our Sustainability Strategy and contribute to UN Sustainable Development Goals 5 (Gender Equality) and 10 (Reduced Inequalities).

The program includes affinity groups, each supported by a director, which serve as spaces for listening, support and the exchange of experiences among employees, while also promoting awareness-building activities.

Semana da diversidade

Throughout 2025, due to organizational changes and internal restructuring, the program's initiatives underwent reconfiguration. Even so, the diversity agenda remained active through institutional activities, including Diversity Week and awareness campaigns tied to dates such as International Women's Day, International LGBTQIA+ Pride Day and Black Awareness Day. The 2026 agenda already includes the reactivation of affinity groups and the strengthening of the diversity, equity and inclusion agenda.

Another area of focus involves immigrants and refugees. This population represents 9% of the employees at our manufacturing facilities, most notably Venezuelans and Haitians. We provide dedicated support by adapting our communications, translating important content into Spanish and French, and assisting with the documentation required during the recruitment and hiring processes.

We launched our Women's Committee, led by Commercial and Distribution Executive Director Christiane Coutinho. This group aims to help ensure that the potential of female employees is increasingly recognized, with more women advancing into leadership positions.

Diversity

40%

of leadership positions were held by women in 2025.

All job openings are available to people with disabilities. In 2025, they held 3.43% of positions across the company. We have a guide called "Let's Talk About Rights," which provides information on the rights of people with disabilities and helps foster a more inclusive and diverse workplace. The Viveo Health Center also provides support tailored to the specific needs of each employee.

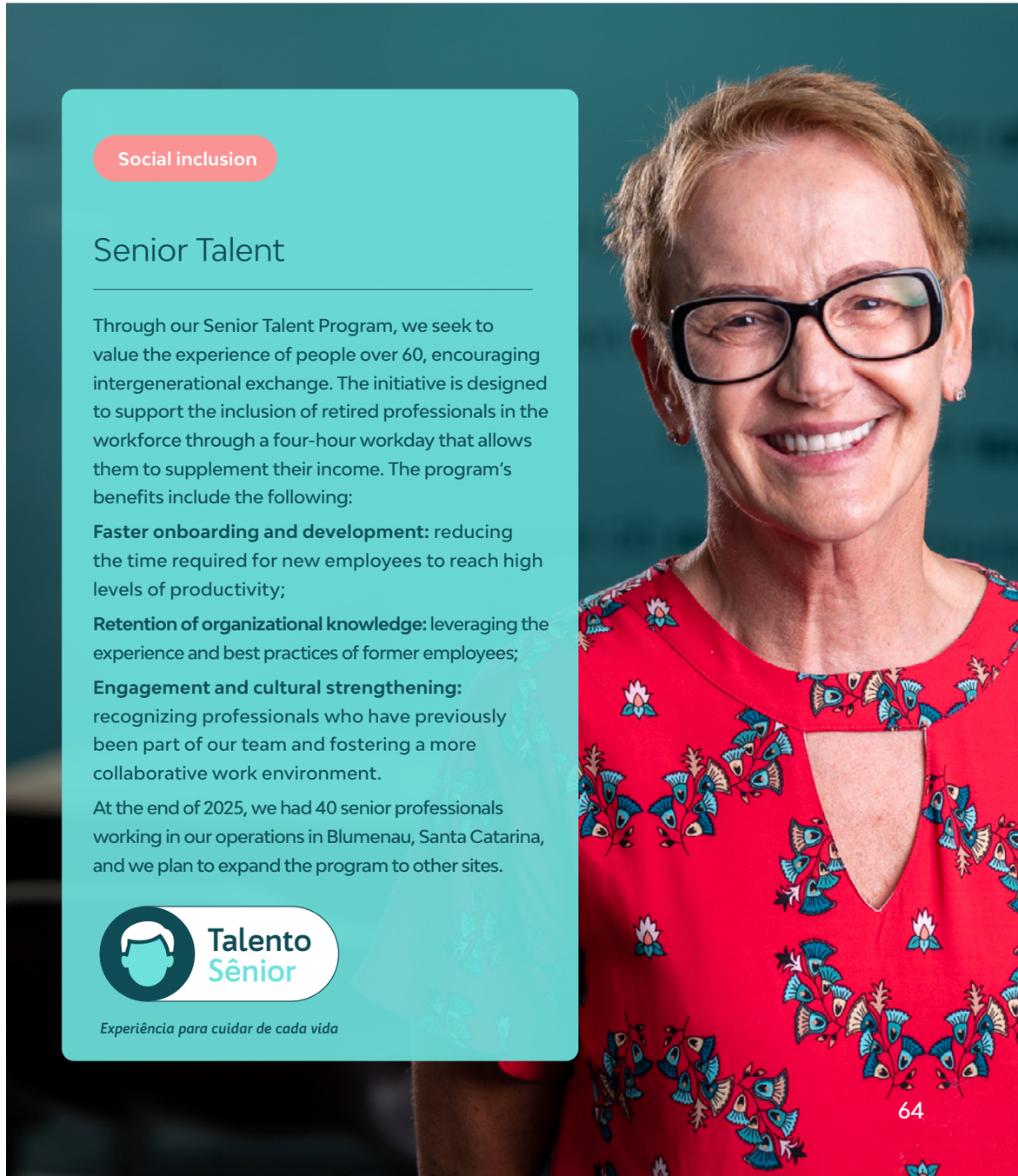
We offer training on the inclusion of people with disabilities through the Trilhar platform, which is mandatory for all managers. The platform also provides content on diversity, inclusion and unconscious bias for all employees.

In November, we hosted a live stream on neurodiversity in the workplace, addressing different conditions, their manifestations and practices for adaptation and promotion of a more inclusive environment. On the International Day of Persons with Disabilities, we reflected on ways to recognize and overcome unconscious biases and strengthen respectful workplace interactions.

We also carried out an initiative to identify employees with disabilities, with the objective of complying with legal requirements and strengthening workplace diversity. We administered a brief five-question survey and a visual acuity test to 3,694 employees at facilities in the states of Santa Catarina, Minas Gerais (excluding Pouso Alegre) and Rio Grande do Sul, as well as in the São Paulo State municipalities of Bragança Paulista and Cajamar and the city of São Paulo (excluding Humania employees). As a result, 86 employees were recognized as people with disabilities.

The company also took part in the INSS Employment Fair for People with Disabilities and Rehabilitated Workers in Blumenau (Santa Catarina), which attracted approximately 300 participants. Two of our nurses volunteered at the event to conduct disability assessment reports for attendees.

In 2025, we recorded 10 cases of discrimination, all of which were investigated. Six were substantiated and four were inconclusive. Disciplinary measures were applied in the substantiated cases in accordance with the Consequence Management and Disciplinary Measures Procedure, which is overseen by the Labor Relations area. These measures were accompanied by organizational improvements, feedback sessions and training involving the parties concerned.



Social inclusion

Senior Talent

Through our Senior Talent Program, we seek to value the experience of people over 60, encouraging intergenerational exchange. The initiative is designed to support the inclusion of retired professionals in the workforce through a four-hour workday that allows them to supplement their income. The program's benefits include the following:

Faster onboarding and development: reducing the time required for new employees to reach high levels of productivity;

Retention of organizational knowledge: leveraging the experience and best practices of former employees;

Engagement and cultural strengthening: recognizing professionals who have previously been part of our team and fostering a more collaborative work environment.

At the end of 2025, we had 40 senior professionals working in our operations in Blumenau, Santa Catarina, and we plan to expand the program to other sites.

Talento Sênior

Experiência para cuidar de cada vida

Development and training

GRI 404-1 | 404-2 | 404-3

We invest in a continuous learning environment that fosters both professional and personal growth, with a focus on technical and behavioral competencies. In 2025, the average number of training hours increased by 156% compared to 2024. We offered technical and operational training, as well as learning pathways, supported by internal trainers and onboarding programs. Our 2025 training strategy concentrated primarily on operational, technical and leadership development.

A key initiative was the Executive Coaching Program, delivered through individualized coaching plans jointly developed by participants and their managers. Coaching reports indicate outcomes such as greater clarity regarding strategic responsibilities, improved delegation skills, stronger middle management leadership, increased confidence, enhanced decision-making, internal promotions and encouragement of academic development.

In addition, we regularly shared concise development content through leadership learning briefs for leaders, covering topics such as people management, feedback, engagement and culture, reinforcing continuous learning in day-to-day activities.

We also offer Trilhar, our internal learning platform, which is structured around the concept of learning pathways. This tool organizes content into progressive learning journeys that combine technical training and behavioral development, enabling consistent growth that can be readily applied in the workplace. As part of our Human Development pillar, the platform plays a strategic role in building competencies, encouraging continuous learning and supporting leadership development. Through partnerships with organizations within Brazil's Sistema S vocational education and training network, we also promote education and provide financial support for formal education and continuous learning programs.

trilhar EAD viveo



All employees participate annually in the performance evaluation process, which includes goal setting and an assessment of individual succession potential. We encourage continuous development and professional growth across our teams, recognizing internal development as one of the primary pathways for career advancement. Reflecting this commitment, 61.9% of vacancies in eligible positions were filled through internal promotions in 2025, based on the total number of promotions and external hires made during the year.[3]

For directors and other leadership positions, we provide a formal career transition assistance program when appropriate, focused on professional placement and support throughout the transition process. The Outplacement and Transition Coaching Program includes career planning, transition planning, market analysis, resume review and preparation, interview coaching, professional positioning on LinkedIn, targeted networking, connections with companies and recruitment consultancies, and support during recruitment processes.

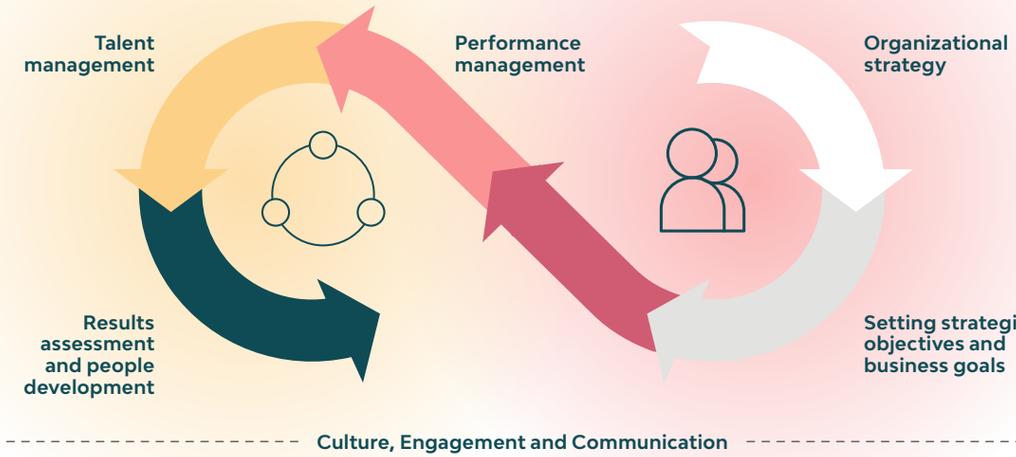
In 2025, the operational performance evaluation model was redesigned to place greater emphasis on competencies and behaviors demonstrated in daily work activities. Under the new model, all employees will be evaluated using the same framework.

SEE **the GRI Appendix for the average training hours per employee, the average training hours per employee and the percentage of employees assessed during the year, on page 111.**

People cycle

Our 360-degree performance evaluation process is structured around four main pillars: organizational strategy; goal setting; performance management, including the assessment of results and competencies, an Individual Development Plan and feedback; and people development and talent management, including training programs and succession planning for managers and senior leadership positions.

Evaluations are based on the Knowledge, Skills and Attitudes framework. Required competencies include acting in accordance with the company's purpose and values, working collaboratively, demonstrating an ownership mindset and results orientation, investigating the root causes of problems and pursuing effective solutions. To assess these competencies, managers review concrete examples observed throughout the year, according to each employee's organizational level.



3 The internal promotion rate is calculated as the ratio between the number of promotions made during the year and the total number of promotions and external hires made during the same period, excluding positions previously designated as entry-level roles from the calculation base.

Health, safety and well-being

GRI 403-1 | 403-3 | 403-6

We are committed to continuously enhancing the health, safety and well-being of our people while contributing to the democratization of access to healthcare by sharing relevant, science-based information. Our actions are guided by the principles of our Integrated Health, Occupational Safety and Environment Policy, applicable legislation, and the regulatory standards and instructions issued by the Labor Ministry. We also maintain an Occupational Health and Safety Management System that covers all employees.

In 2025, we established the Health, Safety, Environment and Quality (HSEQ) Department, marking a strategic milestone in the consolidation of an integrated management model that connects health, safety, the environment and quality with our logistics and industrial operations. The department's purpose is to safeguard the health and safety of people and protect the environment through standardized procedures and processes, while ensuring product quality in compliance with applicable regulations and maintaining customer satisfaction.

Its priorities include establishing the HSEQ Committee, developing the operations risk matrix, expanding employees' access to healthcare, conducting a safety and environmental assessment and developing a Strategic Safety and Environmental Plan, implementing the 5S methodology in industrial operations, restructuring the quality management model for transportation activities, and strengthening our safety culture through accident prevention initiatives, among other actions.

The HSEQ Committee serves as a strategic governance and decision-making forum, bringing together senior leaders from logistics and industrial operations and the technical leaders responsible for Health, Safety, Environment and Quality on a monthly basis. In this forum, key performance indicators are reviewed, trends, risks and deviations are assessed, and critical incidents and opportunities for improvement are discussed. The committee establishes corrective and preventive action plans, assigns responsibilities and deadlines, monitors the effectiveness of implemented measures, and reinforces a culture of prevention, regulatory compliance and operational excellence.



Textile plant, Blumenau, Santa Catarina

Caring for life

Health Center+ and Conexa app

In 2025, we expanded our employees' access to healthcare through Health Center+, an accessible digital platform available 24/7 via the Conexa Saúde website and app. The platform provides free consultations and services with physicians, psychologists, nutritionists, physical educators and nurses, as well as prenatal support and psychological counseling, with no usage limits or copayment charges. Following the implementation of the new platform, the number of consultations increased by more than 45% compared to the previous year. The Health Center recorded 8,293 telemedicine consultations.

The platform was implemented through a partnership with a specialized healthcare consulting firm. Under the new arrangement, employees also gained access to a dedicated service channel where they can obtain information about healthcare coverage, app access, copayments, reimbursements, authorizations, and other needs or urgent matters.

8,300
telemedicine consultations

45%
increase in the number of consultations compared to 2024

Since 2021, our employees have had access to the Health Center. Staffed by a full multidisciplinary team, the facility provides in-person care in Blumenau (Santa Catarina) and telemedicine services to all other units, offering free medical care and occupational health support.

We also operate onsite clinics at other units. At Cremer Adesivos and CM Lenços (wet wipes), services are provided by nursing staff and a primary care physician. At the Cremer Plásticos (plastics) unit in São Sebastião do Paraíso (Minas Gerais), the clinic is staffed by an occupational physician, a nursing technician and an ergonomist/physical therapist. Each clinic is overseen by an occupational physician accredited by the Regional Medical Council (CRM) and holding a Specialist Qualification Registration (RQE), who is responsible for developing and managing the Occupational Health Medical Control Program. At all other units, occupational health services are provided through a registered vendor with a nationwide accredited network of occupational physicians, responsible for issuing documentation and validating occupational health examinations.

Continuous employee health monitoring includes pre-employment, periodic, return-to-work and termination occupational medical examinations, with the objective of assessing potential impacts of work activities on employee health. Each year, analytical health reports are prepared containing information on examinations with normal and abnormal results, Occupational Accident Reports issued during the period and the administrative measures adopted for each case.

conexa

Centro de Saúde

Health programs and initiatives

GRI 403-6

Vaccination campaign

To strengthen disease prevention and promote health, we encouraged influenza immunization by providing a 50% subsidy to employees, resulting in 922 vaccinations. As a complementary awareness initiative, we hosted the webinar "Vaccination Campaign: How to Protect Yourself Against the Flu," led by specialist physicians.

In Blumenau (Santa Catarina), in partnership with the Epidemiological Surveillance area, we also carried out a measles, mumps and rubella (MMR) vaccination update campaign for employees with incomplete vaccination schedules or without proof of vaccination, reaching approximately 100 participants.

Healthy Pregnancy Program

Focused on promoting women's overall well-being, we provide virtual support and guidance to pregnant employees throughout pregnancy, the postpartum period and breastfeeding, complementing in-person prenatal care. The program also includes benefits to support the arrival of a new baby. In 2025, 187 pregnant employees participated in the initiative. As part of our health education efforts, we hosted knowledge-sharing sessions through live streams in March and August, covering topics such as breastfeeding, newborn care and first aid. In addition, educational content was made available on the Trilhar platform, including videos on pregnancy, childbirth, newborn care and maternal emotional health. As a gesture of support and encouragement, 126 gift kits containing products from our companies were distributed to participating employees who welcomed babies during 2025.

Mental Care

This program is dedicated to comprehensive mental healthcare, offering psychological and psychiatric support as well as ongoing prevention and awareness initiatives. In 2025, we hosted live streams and talks on mental health-related topics, totaling 1,581 participants. In January and September, we intensified our mental health efforts, expanding awareness and employee engagement initiatives. To strengthen our culture of care, we provided training for leaders and supervisors at the textile products manufacturing unit, emphasizing the importance of support and appropriate responses in situations involving anxiety and stress. We also participated in the Equilibrium Forum, where we presented our Health Center and the progress of its initiatives in recent years, as well as contributing to a panel discussion on mental health. We also took part in Health, Safety and Environmental Awareness Week events at our Blumenau and Indaial sites and at the São Paulo office, addressing mental health and the impact of alcohol and drug use.

Other health initiatives

Throughout the year, we also held a variety of talks featuring psychologists, nurses, nutritionists and other healthcare professionals. Live streams covered topics such as physical and mental health, the impact of social media use, ergonomics, healthy eating and issues related to the World Health Organization's health calendar. Highlights of the year included discussions on summer-related illnesses and preventive care in January; a series of Health Week webinars in April, covering a range of topics and reinforcing awareness of the Conexa website and app and the Health Center to increase employees' knowledge of available services; Breast Cancer Awareness Month initiatives in October focused on women's health and well-being; Men's Health Awareness Month activities in November addressing men's health, emotions and self-care; and a



922 participants in influenza vaccination campaign

184 participants in Healthy Pregnancy Program

1,600 participations in live streams and talks on mental health

December webinar to mark World AIDS Day. In 2025, we conducted 68 health initiatives, including live streams, Daily Safety Dialogues, talks and discussions, reaching a total of 8,249 participations. These results reinforce our ongoing commitment to health promotion, disease prevention and employees' overall well-being by expanding access to information and encouraging healthier habits in the workplace.

Ergonomics

Over the course of the year, we carried out ergonomics training and awareness-raising initiatives, including programs on manual material handling, ergonomic principles, applicable regulations and risk identification, totaling 10 initiatives and 1,026 participations. In addition, through Viveo's Ergonomics School on the Trilhar platform, employees had access to content covering workstation adjustments, proper equipment use, workstation organization, safe material handling practices and posture guidance, as well as stretching sessions designed for the corporate environment. Ergonomics was also addressed through Daily Safety Dialogues, reinforcing preventive measures and good workplace practices.

Ergonomics management is supported by committees at our Blumenau and São Sebastião do Paraíso units, which meet regularly to monitor needs and promote continuous improvements, including factory walk-throughs. We also have specialized professionals responsible for conducting ergonomic assessments and defining and monitoring action plans, ensuring a structured and preventive approach to ergonomic risk management.



Employee health

Humania Experience Week

Each year, Humania holds Experience Week, featuring activities focused on employee appreciation, awareness and self-care promotion. In 2025, topics included workplace safety and the importance of caring for others. During the event, employees underwent bioimpedance testing and received guidance on weight management and hormonal health, as well as participating in initiatives such as workplace exercise sessions (63 participants), relaxation activities (24 participants) and massage sessions (130 participants). Patients who received care also shared testimonials about how Humania's services had positively impacted their lives and those of their families. Altogether, including open activities held over the two-day event that did not require prior registration, Experience Week benefited around 450 people.





Safety

GRI 403-1 | 403-2 | 403-4 | 403-5 | 403-7 | 403-8 | 403-9

The safety of employees and partners is nonnegotiable for us. In 2025, we continued to restructure our safety area, including new hires, an assessment of actions to be implemented and the creation of a committee on the subject involving senior leadership. The goal is to significantly reduce the number of lost-time accidents and the severity rate.

Our safety team is also involved in the contractor qualification process, verifying compliance requirements and providing guidance to professionals on health and safety-related matters. In 2025, as part of the evolution of our processes, we began monitoring incidents involving these workers.

Safe behavior is one of our core principles and we recognize that everyone is responsible for health and safety. Therefore, both employees and contractors are expected to comply with our safety rules to prevent work-related accidents and illnesses. At our industrial facilities, we conduct Daily Safety Dialogues, reinforcing the importance of using personal protective equipment and following standards and procedures. We also provide occupational health and safety training in accordance with our Training Management Procedure. Based on Training Needs Assessments, which consider the hazard and risk identification conducted under the Risk Management Program, the competencies required to perform activities and the legal requirements established by regulatory standards, we have developed our Mandatory Occupational Safety Training Matrix.

We hold weekly Safety Committee meetings involving the safety, production and maintenance areas to analyze accidents and near misses, identify root causes, define preventive measures, and monitor action plans and indicators. In addition, we have an Occupational Incident Management Procedure that establishes criteria, responsibilities and workflows for responding to, recording and reporting incidents, ensuring the implementation of corrective and preventive actions to prevent recurrence.

In pursuit of our purpose of caring for every life and our goal of zero fatalities, we maintain an Occupational Health and



Safety Management System[4], established and managed in accordance with ISO 45001, the Brazilian Labor Ministry's regulatory standards, Fire Department technical standards and requirements published by the Brazilian Technical Standards Association (ABNT). The system covers all employees and the 131 contractors operating under our control, ensuring that everyone working at our facilities is protected by clear and effective occupational health and safety guidelines.

Through our Risk Management Program, our occupational safety team conducts inspections and audits, which

4. Our OHS management system did not undergo any formal internal or external audits during the reporting period. However, the Internal Audit department worked with the HR department to adjust the process for granting, removing or modifying hazardous and unhealthy work allowances, ensuring the segregation of duties, and conducted random checks on the eligibility of employees who currently receive these allowances.

include interviews with employees and leaders, analysis of accident history and measurements of physical and chemical hazards. We also apply hazard and risk assessments to evaluate the risks associated with nonroutine activities before they are performed, helping establish safety controls and protect employees' physical well-being in compliance with Brazilian Labor Ministry Regulatory Standard 1 (NR-1). This entire process is supported by specific procedures and checklists that guide the safe execution of activities.

We also have an Occupational Incident Management Procedure, which establishes criteria and responsibilities for responding to, reporting, recording and investigating incidents (accidents and near misses) associated with the activities of employees and contractors, as well as for monitoring the implementation of actions to eliminate hazards and reduce occupational health and safety risks, with the aim of preventing the recurrence of similar events.

We have trained emergency response teams with rapid response capabilities at our manufacturing facilities. In addition, in 2025, we maintained 18 Internal Accident Prevention Committees, comprising 175 members. These committees contribute to accident identification and investigation efforts, proposing preventive, corrective and awareness-raising actions.

In July, we held the Health, Safety and Environmental Awareness Week, whose theme was "Quality of Life—Your Safety Begins with the Decision to Take Care of Yourself."

18 Internal Accident Prevention Committees with

175

members

CIPA



In addition to addressing regulatory requirements, the event addressed physical and mental health, our choices and their connection to well-being and the environment in which we live. Over four days, employees participated in talks and practical activities, such as workplace exercise sessions, centered on health, safety, self-care and sustainability.

During the year, we also provided training for Insuma leaders on the Occupational Incident Management Procedure, with the aim of aligning and equipping the team on the actions to be taken in the event of workplace accidents.

In 2025, the primary hazard that caused or contributed to work-related accidents resulting in serious consequences was machine operation, specifically the exposure of hands to moving equipment parts. In response, preventive measures were implemented, including the installation and/or improvement of physical guards and safety devices on machinery and equipment, the development of Work Instructions, the delivery of training programs and a review of PPE requirements for each job position, strengthening the control of identified risks at all our facilities.



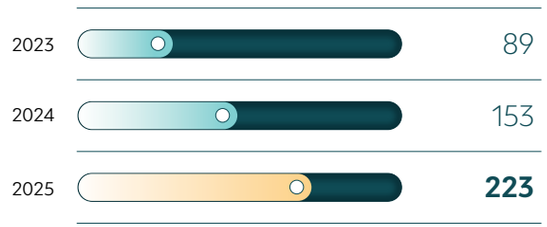
Wipes wet manufacturing plant, Blumenau, Santa Catarina

The main hazardous exposures identified in our operations include:

- **Hazardous energy associated with interventions in electrical circuits during electrical maintenance activities;**
- **Working at heights related to maintenance and cleaning activities;**
- **Cleaning services in confined spaces;**
- **Material handling and transportation involving the use of forklifts, aerial work platforms, hoists and overhead cranes for moving and lifting loads;**
- **The use of vehicle fleets on public roads to deliver medications and other materials;**
- **Exposure to chemical products during the transfer, handling, fractionation and loading of flammable liquids.**

SEE **the GRI Content Index for data on workplace accidents on page 111.**

Total number of workplace accidents



Customers

GRI 3-3 – Customer relationships, experience and satisfaction
416-1 | 416-2 | HC-DI-260a.1 I HC-DI-250a.2 I HC-DI-260a.3

Prioritizing customers' needs is a guiding principle that shapes our operations. At the end of 2025, we maintained relationships with more than 25,548 customers across Brazil, serving a wide range of segments, including public and private hospitals, clinics, pharmacies, supermarkets, wholesalers, distributors, laboratories, pharmaceutical manufacturers, health insurers, medical offices, healthcare professionals, patients and end consumers. During the year, our focus was on improving customers' perceptions regarding product availability, inventory management and delivery performance by enhancing our Service Level Agreements (SLAs).

To achieve service excellence and increase customer satisfaction, we reviewed and streamlined our product return collection process, reducing the average turnaround time from 20 to 12 days. We also continued to digitalize the customer journey. Our customer care portal now automatically responds to more than 90% of quotation requests, cutting response times in half.

To measure customer satisfaction, we conduct an annual survey using the Net Promoter Score (NPS) methodology. The objective is to assess partners' engagement and the effectiveness of our initiatives, using the results to support improvements in internal processes. Our score increased from 70% in 2024 to 74% in 2025, reflecting continued improvements in the customer experience.

We also monitor our Customer Maturity Index (CMI), an indicator that enables us to tailor strategies to maximize customer satisfaction and retention. Our sales team takes a consultative approach, helping customers stay informed about market trends and new product launches.

In addition, we maintain several customer engagement channels. Alongside Mel, our virtual assistant, we offer a Customer Service Center, whose feedback helps us continuously improve our services; an e-commerce platform that distributes and sells consumer products, laboratory supplies, pharmaceuticals and medical materials; and the Protocol Dashboard, through which users can access information on regulatory requirements for product purchases.

customer care

In Brazil, we have

25,548

customers across our different business segments.

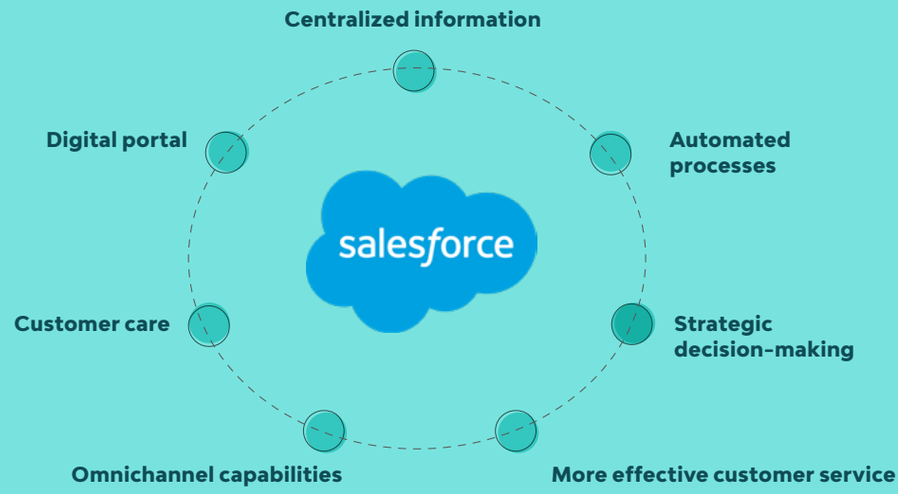


Investment in technology

Stronger customer engagement

A major milestone during the year was the implementation of Salesforce, a customer relationship management (CRM) platform.

The tool centralizes customer information, automates processes and provides a 360-degree view of the business, enabling more strategic decision-making and more effective customer service. The new system has already been adopted across the sales and distribution areas, and implementation is expected to be completed in 2026.



Our way of doing business is aligned with our business model and mission of providing medical supplies and medication solutions that simplify the healthcare market and help care for every life. We generate a positive economic impact by contributing to the operational efficiency of hospitals, clinics, laboratories, pharmacies and other links in the healthcare value chain, ensuring reliable supplies, dependable products and services, and specialized technical support. Potential negative impacts include logistical failures, supply shortages, product nonconformities and inadequate service delivery.

From a social perspective, by ensuring the quality and integrity of the products we distribute and manufacture, we strengthen patient safety, disease prevention and the overall experience of end users. We also expand access to healthcare through efficient logistics solutions and products with a lower environmental or social impact. Conversely, quality, storage or transportation failures, improper product use, insufficient communication or a lack of active listening to customer needs may affect patient safety and fundamental rights such as the right to healthcare.

We ensure that all the products we market and manufacture contain the information necessary for their proper and safe use by consumers and healthcare professionals, although our packaging does not provide a detailed description of the origin of each individual component or of substances with potential environmental or social impacts. We also maintain structured processes for identifying, communicating and responding to cases involving counterfeit products and for managing recalls, in compliance with applicable health regulations and in close coordination with the marketing authorization holders of the products we distribute. We procure products exclusively from marketing authorization holders or distributors authorized by them and holding valid authorization letters.

For compounded medications, the safety of the manufacturing process is guaranteed through the standardization and documentation of all stages, including standard operating procedures, ongoing employee training and development programs, periodic certification of classified areas, equipment qualification and validation of manufacturing processes. Every compounded product undergoes a rigorous pharmaceutical review before dispensing.

To minimize health and safety risks, particularly those related to dosage and administration, we have measures in place such as prior pharmaceutical review of prescriptions, compatibility and stability assessments, stringent traceability controls, comprehensive technical labeling, and specific handling and administration instructions, in addition to full compliance with applicable health regulations. We also maintain qualified technical support services to answer questions and provide clear information regarding safe storage, transportation and administration conditions.

For medical devices and cosmetics, biocompatibility testing is conducted at Cremer's manufacturing facilities and at our manufacturing plants in Bragança Paulista (São Paulo) and Santo Amaro da Imperatriz (Santa Catarina) to ensure product safety, in accordance with ABNT ISO 10993. For cosmetics and personal care products, Repeat Insult Patch Tests (RIPTs) are conducted to substantiate the "Dermatologically Tested" claim.

To ensure product traceability and prevent counterfeit products, we purchase products exclusively from manufacturers or marketing authorization holders, without the use of intermediary distributors, thereby reducing the risk of acquiring counterfeit goods. If counterfeit products are identified through return processes or internal controls, we apply our Traceability, Counterfeit Products and Recall Procedure, which requires notification to the marketing authorization holder, law enforcement authorities and the National Health Surveillance Agency (Anvisa).

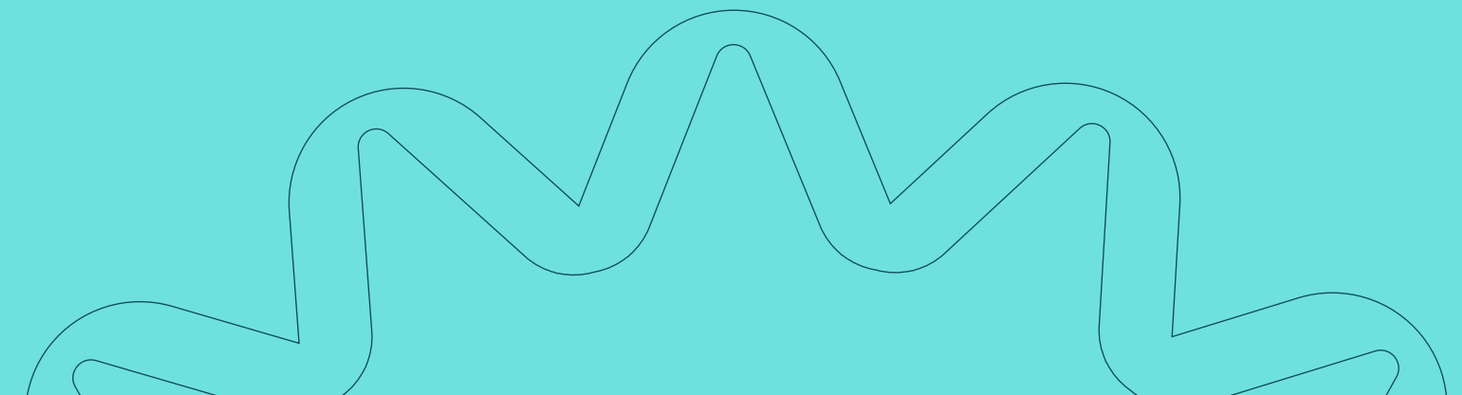
Upon receipt, all products must be supported by a purchase order, and we verify their barcode or Global Trade Item Number (GTIN)—an international standard used for product identification and traceability.

Traceability is maintained at the batch level through reports generated by the Protheus ERP system and the Alcis WMS system.

At our manufacturing facilities, all materials are identified before storage or use with labels containing the item code, batch number, quantity, expiration date and supplier information. Traceability is ensured through Product History Records and Production Orders. At the Santo Amaro da Imperatriz (Santa Catarina) manufacturing facility, traceability is maintained throughout the manufacturing process in accordance with Good Manufacturing Practice (GMP) requirements. At our wipes plant in Blumenau (Santa Catarina), traceability is based on Production Order number, whose sequence corresponds to the batch number for both bulk and finished products.

We maintain a formal process for communicating potential or confirmed risks associated with counterfeit products, involving the Regulatory Affairs, Customer Service and Commercial teams.

From an environmental perspective, we offer solutions with sustainable attributes, encourage responsible consumption practices and adopt lower-emission logistics alternatives and returnable packaging. These initiatives are intended to reduce indirect impacts throughout the value chain, such as waste generation, emissions associated with the commercialization of products with a larger environmental footprint and impacts associated with improper disposal. Our solutions with lower environmental impacts enhance the customer experience by addressing the growing demand for ESG criteria in the healthcare sector.



Minimizing impacts

Our corporate policies guide the maintenance of customer relationships based on ethics, transparency and respect, the mitigation of risks arising from inappropriate conduct, the alignment of commercial practices and institutional relationships with legal and regulatory requirements, and the strengthening of trust throughout the customer interaction cycle. We also adopt measures to prevent, mitigate and address negative impacts while enhancing positive impacts related to customer relationships, experience and satisfaction, recognizing the critical role our customers play in the healthcare sector.

To prevent negative impacts associated with the quality, integrity and safety of products and services, we have a Quality Management System supported by established guidelines, applicable certifications and strict compliance with regulatory requirements across the healthcare value chain. In our commercial and institutional activities, we provide training on the Code of Ethical Conduct and on policies covering conflicts of interest, business courtesies, and relationships with competitors and related parties, mitigating the risk of inappropriate practices that could undermine customer trust.

We also maintain customer service channels (Customer Service Center and corporate channels) to register and monitor inquiries, complaints and requests, reducing the risk of unresolved issues escalating. In addition, customer-related matters are integrated into our corporate risk management process, which addresses operational, regulatory, reputational and compliance risks that may affect the customer experience.

We assess health and safety impacts across 100% of our significant product and service categories, covering all industrial facilities, compounding operations and patient support services. Nevertheless, in 2025 we recorded eight product nonconformities that resulted in fines or penalties, all related to discrepancies between the quantity or nominal dimensions stated on the packaging and the content actually verified.

These cases involved products such as cotton swabs, cotton and microporous tape. We also recorded 618 internal nonconformities, including 614 related to pharmacovigilance and technical complaints, and four related to issues during medication administration. All the cases were recorded internally to support corrective actions and were shared with the customers involved. They were classified as nonconformities with internal policies and contractual requirements.



Connect by Humania

Connecting physicians and patients, patients and medications, and the pharmaceutical industry and data—combining innovation with personalized care—is at the core of Humania's purpose. In October, the company held the first edition of Connect by Humania, aimed at bringing pharmaceutical companies and partners closer to innovations in patient care while showcasing the services it offers.

In addition to fostering networking opportunities, the event featured panels and discussions on the institutional healthcare market landscape and the impacts of patient support programs, insights from the experience economy applied to healthcare, the use of artificial intelligence to enhance the patient journey, and omnichannel strategies. Connect by Humania brought together approximately 70 professionals from the pharmaceutical sector.

Suppliers[5]

GRI 3-3 – Promoting sustainability across the value chain I 204-1 308-1 I 308-2 I 408-1 I 409-1 I 414-1 | 414-2 | HC-DI-260a.2

We recognize the importance of our relationships with suppliers as a potential source of impact on society. In 2025, we worked with approximately 3,750 suppliers, contributing to the resilience of the healthcare supply chain through structured business relationships, support for operational efficiency, and encouragement of sound management and compliance practices.

Regarding local suppliers, 10% of our purchases are made from partners located in the same municipality as our operating units, reflecting the characteristics of the sector, in which a significant share of inputs requires specialized suppliers operating on a national or global scale. Potential negative impacts include risks of supply disruptions, operational failures by business partners, and exposure to financial and reputational risks arising from inappropriate third-party practices.

From an environmental perspective, a significant portion of our impacts is associated with the supply chain, particularly during the production, transportation, storage and disposal of healthcare products. We encourage sustainable production practices, proper waste management and emissions reduction, while recognizing our shared responsibility for impacts generated by suppliers and logistics partners that do not adopt adequate environmental management standards.

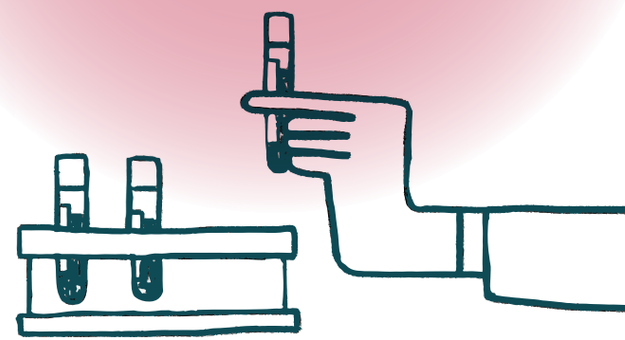
From a social and human rights perspective, we promote decent working conditions, respect for labor legislation and anti-corruption practices in business relationships, while acknowledging the risk of inappropriate conduct by suppliers that may adversely affect workers, customers and patients.

We recognize that we may be linked to negative impacts even when we do not directly cause them, whether through the procurement of products and services, the engagement of logistics operators, or joint activities in distribution. Accordingly, we take responsibility for identifying, assessing and addressing environmental, social and human rights risks throughout the value chain through governance processes, supplier selection and monitoring, integrity policies and contractual mechanisms.

Responsible supply chain management is supported by our Corporate Integrity Program, Procurement and Contracting Policy, Bidding Policy, Competition Relations Policy, Code of Ethical Conduct, Anti-Corruption and Anti-Bribery Policy, and Ethics Channel, reinforcing our commitment to conducting business with integrity and responsibility throughout the supply chain.

10%

of our purchases are made from partners located in the same municipality as our operating units.



5. In the responses to the related indicators, delegated purchases and intercompany transactions were not taken into account, nor were purchases classified as resale due to the nature of the business model.

To prevent and mitigate negative impacts, we apply structured supplier qualification and approval processes tailored to each business segment. In the Operations segment, the process is defined in the Supplier and Service Provider Qualification Procedure and managed using the 4MDG platform, through which suppliers submit regulatory documents and qualification forms containing quality and ESG information, and sign the Code of Ethics, which is reviewed by the Compliance area. Health regulatory documentation is also required, certifications are verified with Anvisa and additional certifications are requested when applicable.

In the Industrial segment, the business partner approval procedure governs the qualification and approval of suppliers serving our tissue manufacturing plants in Blumenau and Santo Amaro da Imperatriz, both in Santa Catarina State. The process evaluates regulatory, tax, financial and quality requirements, and may include laboratory testing, pilot batches and audits for direct materials, as well as risk assessments for critical services. Approved suppliers must keep their documentation up to date. Otherwise, their scores in our Supplier Performance Index (IDF) and Critical Supplier and Service Provider Performance Index (IDFSC) may be negatively affected, potentially resulting in disqualification.

Regarding screening based on environmental and social criteria, 100% of the 551 new suppliers approved during the reporting period underwent an environmental and social assessment as part of the selection process. In addition to mandatory regulatory documentation, suppliers are required to complete a basic ESG Assessment Form—with an expectation of strong alignment in responses—and sign an Ethical Compliance Statement, ensuring that all new business partners are evaluated from an environmental and social perspective from the outset of the commercial relationship.

To address actual negative impacts, we have mechanisms for investigating noncompliance cases led by the Compliance, Legal and Internal Audit areas, including corrective action plans, contractual penalties and, in severe cases, termination of the business relationship. We also maintain traceability and quality control protocols to respond promptly to operational deviations, minimizing impacts on customers and patients.

The effectiveness of these measures is monitored through periodic assessments of strategic suppliers, oversight of reports submitted through the Ethics Channel, inclusion of environmental and social risks in the corporate risk matrix, and monitoring of logistics, quality and efficiency indicators. The results are consolidated and reviewed by the Sustainability Committee and executive forums, and lessons learned are incorporated into updates to internal standards, revisions to contract clauses and enhancements to qualification processes.

Healthcare Partners

As part of our ongoing supplier evaluation process, the Healthcare Partners Program is designed to assess performance and recognize strategic partners based on criteria related to management, quality, delivery performance, and alignment with our values and practices.

In 2025, the awards ceremony for the 2024 cycle was held during an event marking the program's third edition. On that occasion, 26 partners were recognized in the Strategic Performance Partner, Transportation Performance, and Sustainability categories.

During the year, due to discussions aimed at improving and standardizing our supplier evaluation processes, no new cycles or structured assessment processes were conducted under the program.



SEE **the GRI Content Index for information on the proportion of spending on local suppliers on page 111.**

Communities

GRI 3-3 – Healthy and sustainable society I 203-1 | 203-2 I 413-1 I 413-2



Children's Day at our textile plant in Blumenau, Santa Catarina

Our economic, social and environmental impacts in strengthening Brazil's healthcare system involve relationships across the value chain, including suppliers, customers, healthcare professionals and patients.

From an economic perspective, we provide an integrated offering of products, services and logistics solutions that enhance operational efficiency and reduce the risk of supply shortages. We also contribute to direct and indirect job creation, local economic development and greater professionalism and resilience throughout the supply chain. At the same time, we recognize potential risks related to imbalances in the value chain and inappropriate business practices or anticompetitive conduct that may affect market dynamics.

From a social perspective, we contribute to expanding access to healthcare by increasing the availability of supplies and medications in different regions of the country, while also supporting disease prevention and the promotion of well-being. We generate and disseminate technical knowledge, strengthen workforce qualifications within the sector, and promote sound labor and human rights practices throughout the supply chain.

Among the actual and potential negative impacts are risks related to product quality and integrity, the inappropriate use of healthcare supplies, occupational health and safety issues, and potential shared responsibility for human rights violations within the value chain if adequate due diligence and monitoring mechanisms are not in place.

From an environmental perspective, we recognize our shared responsibility for impacts inherent to both our operations and the healthcare sector supply chain. Potential positive impacts include encouraging more sustainable practices throughout the supply chain, optimizing logistics with the potential to reduce greenhouse gas emissions and developing solutions with a lower environmental footprint. However, actual and potential negative impacts remain associated with waste generation, natural resource consumption and emissions resulting from industrial and logistics activities.

We maintain a robust framework of policies and guidelines to address and mitigate these potential negative impacts, supported by processes and controls related to product quality, integrity and traceability; supplier qualification and approval criteria and contract clauses addressing ethics and human rights; and occupational health and safety programs, periodic training, integrity policies and formal reporting channels. These measures are designed to prevent inappropriate practices, human rights violations and regulatory noncompliance. Our work reinforces our purpose of caring for every life while contributing to the development of the communities where we operate. We support institutions and projects that advance healthcare transformation in Brazil and foster human development.

One example of the positive impact of our work is a Humania initiative focused on cystic fibrosis diagnosis in Brazil. By enabling a privately funded network of highly accurate diagnostic tests sponsored by the pharmaceutical industry, the solution removes patients from waiting lists in Brazil's public health system for sweat chloride testing, ensures appropriate treatment and significantly reduces hospitalization rates resulting from misdiagnoses, generating positive social impact through private investment.

Around

2,000

people benefited from the initiatives supported.

Social responsibility

R$148,000

was allocated to communities through tax incentive laws.



In 2025, we allocated R$147,654.35 using tax incentives, benefiting 1,914 people. Our efforts focus on four areas:

- **Community support**
- **Donations of products and services**
- **Support through tax-incentivized projects**
- **Our Corporate Volunteer Program**

The way we engage with surrounding communities is intended to strengthen our social legitimacy by fostering interaction and alignment between community interests and business management. One example was the visit of 30 students from the Federal University of Santa Catarina and the Regional University of Blumenau Foundation to our textile plant.

We also engage in initiatives related to employability. In Blumenau, Santa Catarina, we participated in the Job Fair, which was open to the community and attracted 6,300 visitors. At our manufacturing facility for textile products, adhesives, plastics and tissues in Blumenau, we promote the hiring of employees from regions with limited employment opportunities. We provide comprehensive support for relocation and adaptation, including accommodation, chartered transportation and initial follow-up, ensuring suitable conditions until employees are fully integrated into both the municipality and the workplace.

Our Social Investment Policy establishes the principles and rules governing donations, focusing support on institutions and projects that contribute to healthcare transformation in Brazil, promote human development and generate benefits for society.

We prioritize initiatives carried out by hospitals and healthcare institutions, social projects serving vulnerable communities, support during public emergencies and disasters, and assistance to organizations located near our operations.

Among the projects supported during the year through tax incentives, the following stand out:



Culture – Clown Visits to Hospitals

This project brought comfort and joy to patients in public hospitals through regular clown visits to pediatric units, offering recreational and artistic activities for patients and their families. During the year, 48 hospital visits were carried out, along with the production of educational and cultural content.

R$ 98,436.23



Children and Adolescents – Youth Neighborhood Project

We supported the Center for Innovation and Creativity Through Play (CLIC), which offers after-school educational activities for children and adolescents in situations of social vulnerability, including art, sport, sustainability, entrepreneurship and socioemotional skill workshops, benefiting up to 1,600 participants.

R$ 24,609.06



Elderly People – Cruzeiro do Sul Project

This project promoted well-being, digital inclusion and access to culture for elderly people, including digital safety courses for more than 70 seniors, as well as cultural activities, dance classes and musical performances that reached approximately 120 people living in long-term care facilities.

R$ 24,609.06



People with Disabilities – 10th Inclusion Week

During the 10th Santa Catarina State Inclusion Week, we participated in training on the issuance of disability assessment reports, organized by the Labor Ministry with support from the ministry's Labor Inspectorate, the Labor Prosecutor's Office and the municipal government of Blumenau. The 12-hour program involved two nurses from our Health Center and contributed to inclusion efforts and appropriate care for people with disabilities.



In October, we joined the Business Movement for Health, led by SESI (an organization aimed at improving the welfare of industrial workers). The movement brings together companies to develop solutions, innovations and public-private partnerships aimed at supporting the sustainability of Brazil's healthcare system and improving workers' quality of life. We participated in two Business Movement for Health events: Health Connection (on October 23, 2025), dedicated to healthcare innovation and management; and a Strategic Council Meeting (on November 25, 2025), focused on sustainability and innovation in care models.

Through our Volunteer Program, our employees carried out several meaningful social initiatives throughout the year, including the following:

Toys: We collected toys for children aged three to 12 undergoing treatment for blood cancer, in partnership with the Brazilian Blood Cancer Association (Abrale).

Adopt a Patient: In November, we held a campaign at our headquarters and Humania's offices to collect toys and panettones, a traditional holiday sweet bread, for children aged 3 to 12 served by Abrale.



Christmas Campaigns: At our manufacturing facility in São Sebastião do Paraíso (Minas Gerais), we donated 25 poultry roasts and 20 panettones to the São Vicente de Paula Nursing Home. At our Brasília distribution center, 25 kits containing food and essential items were donated to low-income families supported by the Community Sociocultural Institute.

At our compounding facility in Porto Alegre (Rio Grande do Sul), we delivered holiday gift kits to residential support homes for residents and patients of the São Pedro Psychiatric Hospital. At our textiles, adhesives, plastics and wipes plant in Blumenau (Santa Catarina), we held the "**Adopt an Angel**" campaign, collecting gifts for employees' children. The initiative aimed to make the holiday season more special through solidarity, care and engagement among team members. At our wipes manufacturing facility in Blumenau (Santa Catarina), we fulfilled 22 gift requests submitted by employees' children.

Clothing and Food Donations: At our manufacturing plant in São Sebastião do Paraíso (Minas Gerais), we regularly support food donations for employees and other individuals experiencing food insecurity. During the year, we also organized a clothing and coat donation drive that benefited approximately 25 employees at the facility.

At our textiles, adhesives, plastics and wipes plant in Blumenau (Santa Catarina), winter clothing, coats and blankets were collected for employees in vulnerable situations, in addition to donations made to 15 employees' families.

During the year, we also carried out initiatives focused on local development, employability, inclusion and community support, led by the Social Responsibility and Human Resources teams with the support of local leadership, following internal guidelines and our annual calendar.

We also hired professionals from regions with limited employment opportunities, providing temporary housing support, chartered transportation and assistance during their integration process. In all, we invested R$901,511.40 in this initiative, generating regional benefits by reducing barriers to employment, creating income opportunities and promoting social mobility.

In 2025, 100% of our operational units maintained stakeholder engagement processes with local communities, aimed at ensuring transparency, regulatory compliance and the proper management of potential social and environmental impacts. These interactions occur primarily through environmental licensing processes, compliance with regulatory requirements and institutional communication channels that facilitate dialogue with communities, local authorities and other interested parties.

Social and environmental impact assessments are conducted during environmental licensing processes and the implementation of operations. In addition, we maintain institutional communication channels to address external requests from public agencies, local communities and regulatory authorities.

Partnership with Childhood Brasil

Bandages that promote children's rights

In partnership with Childhood Brasil, we launched a special edition of adhesive bandages designed to raise awareness about children's rights. The bandages featured messages inspired by the UN Convention on the Rights of the Child, written by children themselves, such as "Respect my body" and "I want to grow up free from violence," encouraging dialogue and awareness. Half of the proceeds from sales were donated to the NGO.

The campaign also included videos on the subject, presented in a fun and engaging format and made available to children through Childhood Brasil's website. In October, the organization held a charitable event called the "Rock Festival for Children's Rights." The activities included bracelet-making workshops, a performance by the "Beatles for Children" band and storytelling sessions focused on children's rights.

Childhood Brasil was founded by Queen Silvia of Sweden and is part of the World Childhood Foundation. Its mission is to foster, promote and develop solutions to prevent and combat the sexual abuse and exploitation of children and adolescents.





Environmental performance

Environmental performance

GRI 3-3 – Environmental performance

Environmental performance is directly related to the management of the environmental impacts arising from our operations and those of our value chain, including energy and fuel consumption, greenhouse gas emissions, waste management, water resource use, sustainable logistics and the development of products and services with a smaller environmental footprint.

The primary negative impacts associated with our operations stem from electricity and fossil fuel consumption in industrial and logistics activities, resulting in greenhouse gas emissions, the generation of operational and packaging waste, and the use of water resources in certain production processes. Additional indirect impacts are associated with the supply chain, particularly those related to the production of raw materials, packaging and transportation.

At the same time, we have significant potential to generate positive impacts by promoting energy efficiency gains, logistics optimization, waste reduction and circular economy practices, encouraging more sustainable behaviors throughout the value chain and offering solutions that contribute to more responsible production and consumption patterns within the healthcare sector.

Environmental performance management is guided by corporate policies that establish formal directives for responsible environmental stewardship and the integration of social and environmental criteria into our business strategy.

Our Sustainability Policy formalizes our commitment to mitigating environmental impacts, managing natural resources efficiently, reducing greenhouse gas emissions and strengthening sustainable practices across the healthcare value chain.

The Sustainable Products Policy establishes guidelines for the development, selection and commercialization of products with a lower environmental impact. The Integrated Quality, Health, Safety and Environment Policy consolidates guidelines for preventing environmental risks, managing waste appropriately, controlling emissions and using resources efficiently, integrating environmental management with the protection of the health and safety of employees and contractors.

Through these efforts, we reaffirm our environmental commitment by implementing measures that optimize the use of natural resources and mitigate the impacts of our activities. We prioritize the strategic management of inputs—including water, energy and raw materials—and seek to reduce waste. We have also strengthened our decarbonization and environmental performance initiatives through the adoption of lower-impact industrial technologies.

We operate in compliance with regulatory and environmental requirements and in accordance with the standards established by Anvisa's Collegiate Board Resolutions, remaining aligned with the highest standards of excellence, sustainability and quality required by the sector.

Green June

Raising awareness

In 2025, we also engaged in environmental awareness initiatives such as Green June, during which we launched the internal campaign "Caring for the Environment Also Means Caring for Every Life."

Each week of the month focused on a different topic, including waste, energy and water. The campaign concluded with recognition of employees who participated in quizzes covering sustainability principles and purpose, waste and recycling, energy, water and responsible consumption.

We also conducted in-person and online training sessions, presentations on our environmental practices and awareness campaigns through videos and communications on responsible consumption for all employees.

Additional awareness initiatives for internal stakeholders were carried out throughout the year. During the live stream "Responsible Disposal Means Care in Action!", we invited our recycling partner to discuss proper waste segregation and how this simple practice can generate meaningful positive impacts for the environment, health and day-to-day professional activities.

Water and effluents

GRI 303-1 I 303-2 I 303-4

We seek to reduce water use by encouraging lower consumption and improving the quality of discharged effluents. We continuously monitor water consumption volumes, implement corrective and preventive measures when necessary, use rainwater in our sanitary facilities and promote internal awareness initiatives.

We operate effluent treatment plants and water treatment plants, which are subject to rigorous controls throughout every stage of the process, from equalization, biological treatment, secondary clarification, physicochemical treatment and flocculation to the final treated effluent stage. The largest volume of waste generated originates from the bleaching of cotton and fabrics, which produces sludge. In 2025, this effluent totaled 1,733.14 metric tons and was properly treated before disposal.

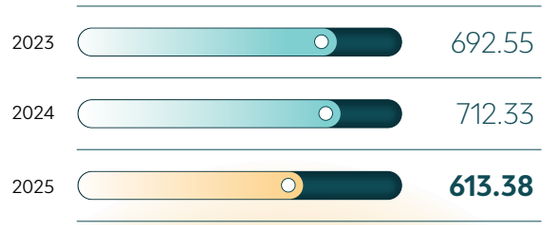
At facilities that do not have effluent treatment plants, effluents are discharged into treatment systems operated by local utilities. More than 70% of the solvent used in adhesive compound and plaster application processes is recovered through activated carbon systems.

Water is sourced predominantly from surface water bodies, and water use and discharge is managed in full compliance with legal requirements. At the Santo Amaro da Imperatriz facility, we use WaterJet technology, which enables the circulation of 27 m^3/h of water, of which only 7% to 10% is consumed. In other words, more than 90% of the water is returned and reused in the process.

A key highlight of the year relates to our new wet wipes plant in Blumenau, Santa Catarina, where the integration of operations into a single facility enabled the installation of a new water treatment system featuring internationally recognized technology. The process involves water intake and multistage purification that exceeds conventional drinking water standards. Water accounts for approximately 40% of the composition of wet wipes.

This technological advancement not only optimizes water use but also improves product formulations, reducing the need for chemical additives and preservatives while aligning production efficiency with the requirements of a low-chemical-impact portfolio.

Water consumption **GRI 303-5**
(ML)



Water resource management

-13.9%

reduction in water consumption compared to 2024

During the year, we did not adopt any formal targets related to water resource management and did not identify any water withdrawals in areas classified as experiencing water stress. The volume of effluents discharged totaled 490.70 megaliters[6], all released into freshwater surface water bodies.

Effluent quality parameters are defined in accordance with applicable legislation, respecting the regulatory hierarchy and the conditions established in each facility's environmental licenses. The main parameters monitored are biochemical oxygen demand, chemical oxygen demand, pH, turbidity, phosphorus, metals and coliforms. Discharge limits are likewise established by applicable regulations and the conditions set forth in the current licenses.

These parameters are monitored by the technical manager responsible for each facility's effluent treatment plant. When deviations from established limits are identified, operational adjustments are made and the relevant environmental authority is notified through compliance reports. In 2025, eight instances of parameters exceeding established limits were recorded, all of which were properly corrected and reported in accordance with established procedures.



SEE **additional water and effluent data in the GRI Content Index on page 112.**

6. Our facilities do not have flow monitoring systems installed at their effluent treatment plants. The volume of effluents discharged was estimated using the methodology described by Marcos Von Sperling in *Introduction to Water Quality and Wastewater Treatment (Vol. 1).*

Energy

GRI 302-1 I 302-2 I 302-3 I 302-4

We work to increase our production efficiency by decoupling growth from energy consumption. To this end, we prioritize the use of renewable electricity purchased through Brazil's deregulated power market and supported by International REC Standard (I-REC) renewable energy certificates, while monitoring consumption levels. During the year, energy consumption outside our organizational boundaries corresponded to energy associated with employee commuting and business travel, both of which are monitored through the Ecosystem platform, which provides the conversion factors used.

Energy consumption

-5%

reduction in nonrenewable fuel consumption compared to 2024

Renewable energy

100%

of energy from renewable sources (I-RECs)

Energy intensity, calculated based on total net revenue, allows us to assess the efficiency of energy use relative to economic performance, considering only energy consumed within our operations. In 2025, energy intensity was 58.6 GJ per R$ million in net revenue, unchanged from the previous year. Energy consumption within our organizational boundaries remained in line with 2024 levels.



Energy consumption **GRI 302-1**
(GJ)

2023	688,368.99
2024	644,792.52
2025	**648,673.35**

SEE **energy consumption data in the GRI Content Index on page 112.**

Waste

GRI 301-3 | 306-1 | 306-2 | 306-3 | 306-4 | 306-5

In waste management, we consider our different business segments, which are grouped for environmental reporting purposes. There is no structured mapping of waste generated across the value chain (upstream and downstream), and management efforts are focused primarily on our own operations.

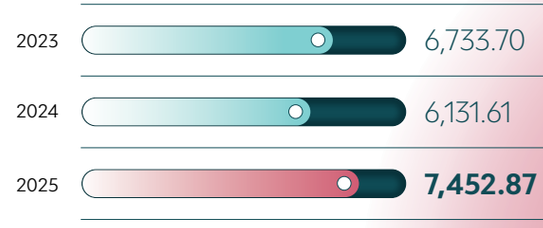
Manufacturing operations account for the greatest environmental demand in terms of both waste volume and diversity. In the textile business, the main inputs are cotton and chemical products. The most environmentally significant process is the bleaching of cotton and fabrics, which generates effluents that are treated in an effluent treatment plant, resulting in sludge generation and a higher volume of waste. In 2025, 1,158.14 metric tons of sludge were sent to landfill.

In plastics manufacturing, the primary raw material is plastic pellets, which are transformed through thermal processes into probes, catheters and bottles. Damaged products are reused internally, while smaller plastic residues collected through sweeping are sent for external recycling.

In the adhesives business, the main waste streams consist of fabric scraps, off-specification products and excess chemicals, as well as sludge generated in the effluent treatment plant (154.50 metric tons in 2025), which is sent to a properly controlled landfill.

In wet wipe production, which uses nonwoven fabric, fragrances and plastic packaging, the most significant waste streams are nonwoven fabric scrap, plastic packaging, cardboard and wooden pallets, which are sent for recycling, co-processing and landfill disposal.

Total volume of waste generated
(t)



At our distribution centers, waste consists primarily of cardboard and plastics, which are sent for recycling. Occasionally, damaged or expired products are discarded and sent to licensed sanitary landfills.

Our compounding pharmacies generate healthcare waste, including contaminated personal protective equipment, containers used for compounded chemotherapy drugs,

Waste disposal

We sent

18.9%

more nonhazardous waste for recycling in 2025.

sharps, plastic waste, paper, expanded polystyrene boxes, glass containers used for enteral and parenteral nutrition, and cooling materials (foam ice packs and rigid ice packs). These materials are sent for landfilling, incineration, recycling or autoclaving, depending on their nature and classification.

In the diagnostics segment, equipment laboratories generate waste such as damaged or expired diagnostic reagents, reagents used in equipment calibration and maintenance processes, and electronic devices. These materials are sent for incineration, landfilling or recycling, according to their classification.

Our logistics operations, which involve the transportation and distribution of materials and medications to hospitals, clinics and other healthcare institutions, generate waste such as expired medications, plastic and cardboard packaging, pallets and cooling materials, which are sent for recycling, incineration and sanitary landfilling.

We are committed to strengthening waste management, with a focus on waste monitoring, waste reduction and value recovery, promoting the circular economy while ensuring legal compliance throughout all stages of the process.

Our facilities have solid waste management plans, which describe the entire waste flow, from segregation at the point of generation through internal transportation, temporary storage, external transportation and final disposal. Each shipment is tracked through the mandatory issuance of a Waste Transportation Manifest, using the Elocycle software platform, which synchronizes data with municipal and state systems and consolidates a database for monitoring waste flows.

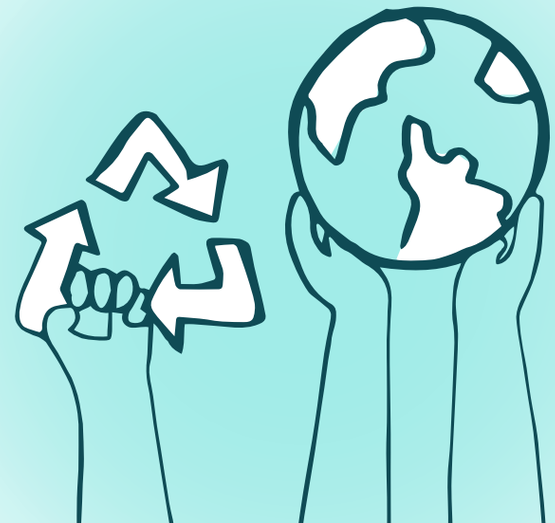
All service providers involved in transportation, treatment and final disposal are evaluated to verify that they hold the environmental permits required to perform these activities, ensuring legal compliance throughout the waste management chain.

At facilities where waste cannot be recycled, we use co-processing as an alternative to landfilling, enabling energy recovery and the circular use of part of these materials. During the year, 32 metric tons of waste were sent for co-processing.

We also participate in circular economy initiatives, such as the Papirus Project, which promotes the recycling of post-consumer carton packaging, and initiatives carried out in partnership with the Brazilian Personal Care, Perfumery and Cosmetics Industry Association (Abihpec), which funds recycling cooperatives and contributes to packaging reverse logistics programs.

Regarding material reuse, whenever possible we reuse probes, catheters and specimen containers. At Cremer Plásticos (plastics), products that do not meet quality standards are reprocessed and converted into recycled raw materials.

During the year, we generated a total of 7,500 metric tons of waste, up 21.5% from the previous year. Most of this waste (96%) was classified as nonhazardous. Of the total waste generated, 51.7% was diverted from disposal and underwent some form of reprocessing, reuse or recycling. Most hazardous waste was classified as Class I hazardous waste and consisted primarily of healthcare-related materials, such as expired and damaged medications.



Packaging

GRI 301-3 | HC-DI-410a.2

Our packaging displays recycling symbols for the materials used, as well as information on product composition, helping consumers properly dispose of packaging and understand its recyclability.

As part of our sustainability and circular economy strategy, we have partnered with the paperboard manufacturer Papirus and the cleantech Polen through the Papirus Circular Program, an initiative dedicated to increasing the recyclability and traceability of post-consumer packaging. This collaboration reinforces our commitment to adopting more sustainable solutions by promoting greater transparency regarding the origin of the materials used and encouraging responsible consumption and disposal practices.

Through this project, we began using Vitacycle paperboard, which contains 40% post-consumer recycled paper fibers, in the packaging of Cremer and Bellacotton products. In addition, the wrappers are produced using renewable plant-based raw materials and FSC-certified paper, helping reduce the environmental impact associated with packaging and strengthening circular economy principles throughout the value chain.

This initiative also increases consumer awareness by providing information on packaging composition and life cycles through QR codes printed on products. In this way, the partnership combines innovation, traceability and environmental responsibility, strengthening sustainable packaging management while encouraging recycling and the proper disposal of post-consumer materials.



Tracking positive impact in real time

We recycled

686,730 kg

of post-consumer paper in the production of our packaging.

In addition to post-consumer material, we also recycled

10,350 kg

of post-industrial material.

Through these processes, we avoided emitting

400,821 kg de CO_2

This is equivalent to the emissions generated by approximately

4,884

flights between Rio de Janeiro and São Paulo.

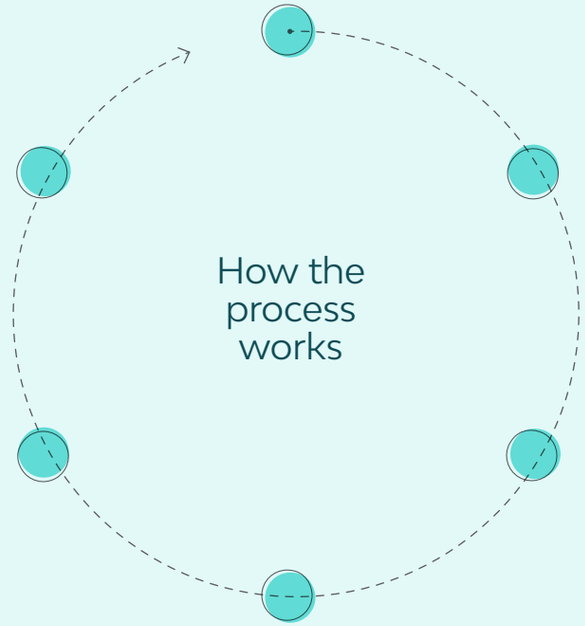
In everyday terms, this is equivalent to around

2,249

refrigerators operating continuously for one year.

Proper packaging disposal:
consumers play a key role at this stage by disposing of packaging correctly after use. Understanding that only separated dry waste can be recycled is the first step in the entire cycle.

Sustainable consumption:
The end is the beginning again. Cremer, Bellacotton and Topz products reach consumers in packaging made from recycled materials, and the cycle starts anew.



Recycling cooperatives:
waste pickers are responsible for collecting most of the recyclable waste recovered in Brazil today. Organized into cooperatives and operating sorting facilities, they supply the recovered paper that is transformed into new packaging.

Packaging with a story:
by using paperboard manufactured by Papirus from recycled and traceable materials, our brands reinforce their commitment to the environment and the future of the planet.

Registration and validation of volumes:
Polen records and validates the volume of recycled material recovered by each entity participating in the program. Compliance with legal and tax requirements is assessed, along with best practices in waste management, occupational health and safety, and environmental management.

Recycling and production of Vita paperboard:
Papirus recycles post-consumer and post-industrial paper fibers and produces Vitacycle paperboard, which is used in the packaging of products across our operations.

To support reverse logistics, as direct recovery is not feasible due to the widespread distribution of our products across Brazil, we participate in the Hands for the Future Program, a reverse logistics initiative led by the Brazilian Personal Care, Perfumery and Cosmetics Industry Association (Abihpec), which finances recycling cooperatives throughout the country. We report the quantities of packaging placed on the market directly through Abihpec's system, which certifies the recovery and recycling of volumes equivalent to 32% of the reported quantities.

MÃOS PRO FUTURO
PROGRAMA DE LOGÍSTICA REVERSA

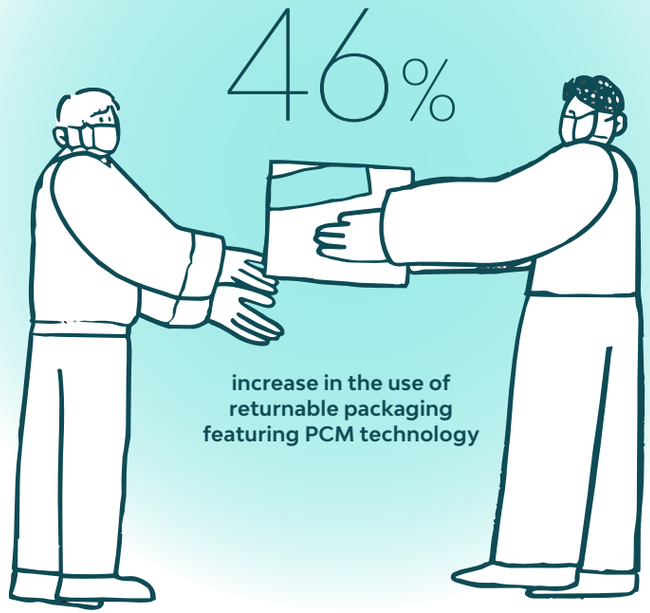
ABIHPEC
ASSOCIAÇÃO BRASILEIRA DA INDÚSTRIA DE HIGIENE PESSOAL, PERFUMARIA E COSMÉTICOS

Transport SASB HC-DI-110a2

For the distribution of temperature-sensitive medications, which are highly sensitive to temperature fluctuations, we use returnable packaging featuring Phase Change Material (PCM) technology, which ensures temperature stability, safety and quality for up to 96 hours. In 2025, we increased the use of this packaging by 46%, replacing expanded polystyrene boxes.

In our insulated transport containers, we use Gelox, a reusable, nontoxic gel-based artificial ice pack. To replace traditional packaging, we are developing a sustainable solution consisting of molded cellulose (in place of expanded polystyrene) and eco-friendly ice packs made from kraft paper and filled with a biodegradable liquid. The main advantages are reduced storage space requirements due to the packaging's foldable design, faster and more efficient freezing and easier handling. In addition, the materials are 100% recyclable and biodegradable.

Another initiative currently being tested is the replacement of bubble wrap with cardboard in dry-chain packaging assemblies, resulting in a lower environmental impact. Brown paper also provides adequate product protection and good shock absorption, ensuring the integrity of deliveries without compromising quality.



increase in the use of returnable packaging featuring PCM technology





Climate change

GRI 3-3 – Climate change mitigation and adaptation

The nature of our activities involves negative impacts related to climate change. In our own operations, these impacts primarily arise from emissions associated with fuel consumption, electricity use at our facilities and specific production processes. In addition, there are significant indirect impacts in the supply chain and logistics network, associated with the production of inputs, transportation carried out by third parties and waste management.

Management of this topic is guided by corporate policies that integrate environmental principles into strategy and decision-making, such as our Sustainability and Quality policies. We adopt structured measures to prevent, mitigate and address negative impacts while expanding positive impacts associated with this topic. These measures include the periodic preparation of a greenhouse gas emissions inventory covering Scopes 1, 2 and 3; the use of electricity from renewable sources; the use of biomass in industrial boilers; solvent recovery; the adoption of lower-emission production technologies; the establishment of corporate emissions reduction targets; and initiatives focused on energy efficiency, logistics optimization and the rational use of inputs.

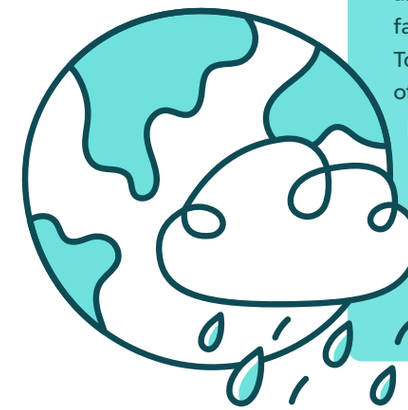
The effectiveness of these actions is monitored through our GHG inventory and indicators related to energy consumption, energy efficiency and emissions intensity. The results are consolidated by the responsible areas and monitored by a dedicated working group and the Sustainability Committee, enabling the identification of trends, correction of deviations and prioritization of investments, while also incorporating lessons learned related to improving data quality and strengthening the management of indirect emissions. The lessons learned are used to continuously improve policies, controls and targets.

Climate risks

Climate risk management

In addition, we conducted a preliminary climate risk assessment based on the Climate Risk Matrix Management Procedure, established in August 2025, with the objective of identifying potential exposures related to our operations and value chain. The results of this work have not yet been incorporated into our corporate risk matrix and are currently undergoing review and further analysis. The assessment indicates that the main climate-related risks and opportunities may affect, over different time horizons, our cost structure, the need for investments in infrastructure and lower-emission technologies, the resilience of our logistics chain and our attractiveness to lenders and investors that consider climate-related factors in their decision-making.

To enhance the quantification and integration of these effects, we developed a 2026 work plan approved by the Sustainability Committee, which includes initiatives aimed at strengthening climate management, integrating climate-related risks and opportunities into corporate processes and enhancing the metrics and guidelines related to this topic.



Emissions

GRI 305-1 I 305-2 I 305-3 I 305-4 I 305-5 I 305-6

Over the past several years, we have implemented initiatives to reduce greenhouse gas emissions, with a particular focus on minimizing the use of fossil fuels in industrial and logistics operations.

We prepare an annual GHG Inventory in accordance with the guidelines of the Brazilian GHG Protocol Program. In 2025, total emissions amounted to 18,520.51 tCO_2eq (location-based). We sourced 100% of our electricity from renewable sources through i-RECs. Under a market-based approach, 3,082.06 tCO_2eq would be deducted from our Scope 2 emissions.

0.246kg

of CO_2 avoided per km traveled by the electric fleet

GHG emissions (tCO_2eq)

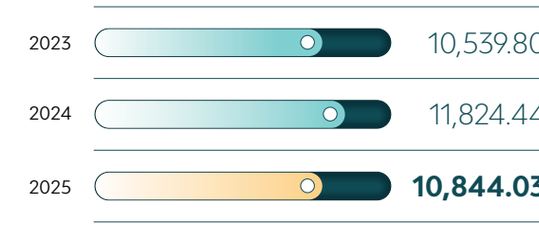
–8.3%

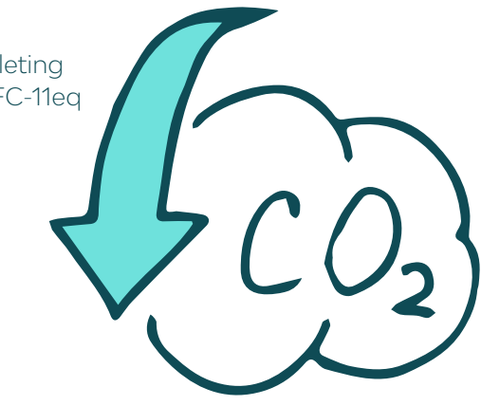
reduction in Scope 1 and Scope 2 tCO_2e emissions compared to 2024

The calculation of emissions intensity was based on net revenue, given the complexity of harmonizing information across different business units. During the year, we emitted 0.94 tCO_2eq per R$ million in net revenue. This figure was 8% lower than in 2024 (1.02 tCO_2eq per R$ million) and reflects Scope 1 and Scope 2 emissions using the location-based approach. When Scope 3 emissions are included, there was a 1% increase, primarily due to employee commuting and waste treatment.

Regarding emissions of ozone-depleting substances, we emitted 0.19622 tCFC-11eq during the year.

GHG emissions – Scopes 1 and 2
(tCO_2e)





We operate a fleet of eight electric trucks, which means that for every km traveled, we avoid emitting an average of 0.246 kg of CO_2. Although we do not have formally structured projects specifically aimed at reducing GHG emissions, we have gradually reduced fossil fuel consumption in our boilers by replacing heavy fuel oil and natural gas with wood chips whenever possible. The use of biomass results in an annual reduction of 3,300 metric tons of CO_2 emissions, equivalent to planting 24,000 trees.



Expressão Ecology Award

Green Wave Trophy

Cremer won the 31st Expressão Ecology Award, one of Brazil's most respected environmental awards programs, created by the publisher Expressão, in the Clean Energy category for the project "Replacement of a Thermal Fluid Heater with Eucalyptus Wood Chip Biomass."

The initiative was developed to eliminate the use of natural gas and replace it with wood chip biomass, a renewable energy source. The project resulted in a significant reduction in greenhouse gas emissions by eliminating the consumption of approximately 2.3 million m^3 of natural gas per year and reducing atmospheric CO_2 emissions by 3,300 metric tons annually.

The new system features a Biocal Burntech FTB unit—a highly efficient thermal fluid heater designed to operate on wood chips, converting organic waste into thermal energy.

SEE **additional emissions data in the GRI Content Index on page 113.**

Looking Ahead

GRI 2-22



When I took on the role of CEO of Viveo at the beginning of 2026, I found the company entering a new phase. Following a period of expansion and organizational development, we began a new cycle focused on business management, operational simplification, excellence and profitability. The improvement process is evident and is already starting to be reflected in our results, although it does not yet fully represent the company's potential.

Significant challenges lie ahead. Strengthening our capital structure is one of our main pillars, but not the only one. In line with our Sustainability Strategy, we seek to make progress in our social, environmental and governance initiatives. We produce, handle and transport products that are critical to life. Therefore, integrity and risk management are essential elements of our business.

Given the composition of our workforce, we also play an important role in the lives of our employees. In this regard, reducing turnover is a strategic priority, supported by retention, learning and social mobility indicators, ensuring that Viveo's growth goes hand in hand with the development of our people.

Another opportunity for improvement is reducing workplace incidents. The safety of our employees and partners must be an absolute priority in our operations.

In the environmental area, innovation is on our side. There are significant opportunities to advance through improved solid waste management, including the replacement of raw materials, reduction of waste and lower volumes of material sent to landfills, aligning our operations with global conservation goals.

Externally, we operate in an environment of ongoing change, ranging from a new global geopolitical order to the restructuring of the healthcare sector, adding further complexity to our initiatives. We must be prepared to address the impacts of climate change, which may increasingly affect our operations, as well as major public health emergencies.

Another important factor is the rapid advancement of artificial intelligence, which is transforming not only how we manage the vast amount of available data, but also how the healthcare sector harnesses innovation in the development of services, pharmaceuticals, laboratory testing and new human-centered technologies.

Challenges and opportunities coexist on our journey. Our vision is anchored in three fundamental pillars: optimizing our capital structure to support financial deleveraging, strengthening employee engagement indicators, and pursuing our ambition to become the leading reference in healthcare infrastructure. We have all the necessary elements—talent, technology and governance—to ensure Viveo's long-term sustainability and growth.

André Clark | Chief Executive Officer



Appendices

GRI Content Index

Corporate Governance

Governance structure and composition GRI 2-9

Name	Position	Independence	Date of first appointment	Consecutive terms	Age	Gender	Race	Number of other significant positions and commitments	Relevant experience and competencies
Mario Sérgio Ayres Cunha Ribeiro	Full Member (Chair of the Board of Directors)	NO	September 25, 2023	2	47	Cisgender male	White	1 - Member of Viveo's People Committee; 2 - Co-founder and partner at DNA Capital	Investments and private equity; healthcare sector; business strategy; executive management
Thayan Nascimento Hartmann	Full Member	NO	June 3, 2024	2	37	Cisgender male	White	1 - Coordinator of Viveo's Strategy Committee; 2 - Managing partner and CIO of DNA Capital (private equity firm); 3 - Board member of Inspirali	Investments and private equity; capital markets; corporate governance; business strategy
Luiz Felipe Duarte Martins Costa	Full Member	NO	April 2, 2020	4	45	Cisgender male	White	1 - Member of Viveo's People Committee; 2 - Partner and legal & compliance director at DNA Capital; Board member of GSC Integradora de Saúde	Corporate law and corporate governance; compliance; mergers and acquisitions; private equity investments
Carla Schmitzberger	Full Member	YES	April 28, 2023	2	63	Cisgender female	White	1 - Member of Viveo's People Committee; 2 - Independent board member of Tigre S.A. and Allos S.A	Business strategy; global brand marketing and management; retail and consumer goods; corporate governance
Jerome Paul Jacques Cadier	Full Member	YES	June 21, 2024	2	55	Cisgender male	White	1 - Member of Viveo's Strategy Committee; 2 - CEO of LATAM Airlines Brazil (LATAM Group)	Business strategy; executive leadership; turnaround and large-scale operations management; marketing and customer experience
Marcelo Strufaldi Castelli	Full Member	YES	September 25, 2024	2	61	Cisgender male	White	1 - Member of Viveo's Audit, Risk Management and Compliance Committee; 2 - Board member of Votorantim Cimentos, JSL and Auren Energia; 3 - Committee member at Suzano S.A.	Executive leadership; business strategy; industrial and large-scale operations management; corporate governance

Note 1: Pursuant to the Company's Bylaws, the Board of Directors consists of no fewer than three and no more than seven members, all elected and removable by the General Shareholders' Meeting, who serve concurrent two-year terms, each year corresponding to the period between two Annual General Shareholders' Meetings. Reelection is permitted. None of Viveo's board members holds an executive management position at the Company.
Note 2: All members of the Board of Directors were elected at a General Shareholders' Meeting following the tallying of votes submitted through voting forms received directly from shareholders or by proxy. The Board has no formal representatives of workers or other stakeholders.
Note 3: All members of the Board of Directors are Brazilian nationals.
Note 4: The independence criteria were determined in accordance with the rules of the São Paulo Stock Exchange (B3) Novo Mercado listing segment.

Participation in associations GRI 2-28

- Brazilian Association of Industrialized Product Wholesalers and Distributors (Abad)
- Brazilian Association of Vaccine Clinics (ABCVAC)
- Brazilian Nursing Association (Aben)
- Brazilian Personal Care, Perfumery and Cosmetics Industry Association (Abihpec)
- Brazilian Association of Health Glove Importers (Abils)
- Brazilian Medical Device Industry Association (Abimo)
- Brazilian Nonwoven and Technical Textile Industry Association (Abint)
- Brazilian Private Label and Outsourcing Association (Abmapro)
- Brazilian Technical Standards Association (ABNT)
- Brazilian Pharmaceutical Products Distribution and Logistics Association (Abradilan)
- Brazilian Association of Specialized, High-Cost and Hospital Medication Distributors (Abradimex)
- Brazilian Association of Pharmacy and Drugstore Chains (Abrafarma)
- Brazilian Supermarket Association (Abras)
- Brazilian Human Resources Association (ABRH)
- Barueri Commercial and Industrial Association (Acib/Barueri)
- Blumenau Business Association (Acib/Blumenau)
- Ribeirão Preto Commercial and Industrial Association (Acirp)
- São Sebastião do Paraíso Commercial, Industrial, Agricultural and Services Association (Acissp)
- Rio Grande do Sul Association of Infection Control Professionals (Agih)
- São Paulo Supermarket Association (Apas)
- Brazilian Society for Parenteral and Enteral Nutrition (Braspen/SBNPE)
- Brazil-Canada Chamber of Commerce
- Blumenau Chamber of Retail Managers (CDL Blumenau)
- Association of Credit and Collection Professionals in the Pharmaceutical and Related Industries (Credinfar)
- Rio Grande do Sul Federation of Goods and Services Commerce (Fecomércio-RS)
- Santa Catarina State Federation of Industry (Fiesc)
- Brazilian Automation Association (GS1 Brasil)
- Brazilian Investor Relations Institute (Ibri)
- Brazilian Institute of Leather, Footwear and Artifacts Technology (Ibtec)
- Institute for Safe Medication Practices Brazil (ISMP Brasil)
- Greater Florianópolis Association of Passenger Transport Companies (Metropolis)
- Bragança Paulista Association of Independent Pharmacies (Rede Farmafibra)
- Brazilian Society of Clinical Analyses (SBAC)
- Brazilian Society of Angiology and Vascular Surgery (SBACV)
- Brazilian Society of Bariatric and Metabolic Surgery (SBCBM)
- Brazilian Vaccination Association (Sbim)
- Brazilian Society of Clinical Oncology (SBOC)
- Espírito Santo Wholesale and Distribution Trade Association (Sincades)
- Ribeirão Preto Retail Pharmaceutical Products Trade Association (Sindifarma RP)
- São Paulo State Plastics Industry Association (Sindiplas)
- Plastics, Arts and Toys Industry Association (Sindiplast BNU)
- Santa Catarina State Chemical and Pharmaceutical Industries Association (SINQFESC)
- National Union of Self-Managed Health Insurance Institutions (UNIDAS)
- São Paulo Chapter of the Young Presidents' Organization (YPO)

Ethics and Integrity

Communication and training on anti-corruption policies and procedures, 2025 GRI 205-2

Group	Description/scope	Total	Completed anti-corruption training	Percentage trained
Governance bodies	Board of Directors and executive officers	12	12	100%
Employees	Administrative and operational	6,685	4,543	68%

Cases received through the Whistleblower Channel GRI 205-3 | GRI 406-1

Reports received through the Whistleblower Channel	2023	2024	2025
Reputational risk cases	0	16	1
Corruption cases	1	0	0
Discrimination cases	19	2	6
Other	465	289	389
TOTAL	**485**	**307**	**396**

Note: In 2025, we recorded 10 discrimination cases, all of which were investigated. Of these, six were substantiated and four were inconclusive.

Country-by-country reporting GRI 207-4

Tax contribution, by country, in 2025	Brasil
Companies	
Names of resident entities	1) Alminhana Comércio e Representação Ltda. 2) Apijã Produtos Hospitalares Laboratoriais Odontológicos e Assistência Técnica Ltda. 3) Aporte Nutricional Ltda. (a) 4) Ative Medicamentos Especiais Ltda. 5) Boxi Soluções em Saúde Ltda. 6) Boxifarma Soluções em Saúde Ltda. 7) CM Campinas Medicamentos Especiais Ltda. 8) CM Medicamentos Especiais Ltda. 9) CMH Participações Ltda 10) Cremer Administradora de Bens Ltda 11) Cremer S.A. 12) DFLog – Transporte de Cargas Ltda. 13) FAMAP Nutrição Parenteral Ltda. 14) Health Logística Hospitalar S.A. 15) Hosp-Pharma Manipulação e Suprimentos Ltda. 16) Laborsys Produtos Diagnósticos e Hospitalares Ltda. 17) LIFE – Laboratório de Insumos Farmacêuticos Estéreis Ltda. 18) Macromed Produtos Hospitalares Ltda. 19) Neve Indústria e Comércio de Produtos Cirúrgicos Ltda. 20) Nutrifica Comércio de Nutrição Enteral e Parenteral Ltda. 21) Proinfusion S.A. 22) Seven Fórmulas Quimioterápicas Ltda. 23) Solus Soluções Estéreis S.A. 24) Tecnocold Promoção de Vendas e Participações Ltda. 25) Vitalab Comércio de Produtos para Laboratórios Ltda.
Primary activities of the organization	Storage, distribution and production of hospital supplies, hygiene products and medications; and compounding of customized and standardized medications
Number of employees and basis used to calculate this number	6,647 employees
Revenue from sales to third parties (R$ thousand)	11,566,926
Revenue from intra-group transactions with other tax jurisdictions (R$ thousand)	-
Profit/(loss) before income tax (R$ thousand)	45,674
Tangible assets other than cash and cash equivalents (R$ thousand)	2,226,236
Corporate income tax paid on cash basis (R$ thousand)	(18,213)
Corporate income tax accrued on profit/(loss) (R$ thousand)	(27,435)

Note 1: Tax jurisdictions include all jurisdictions in which entities included in the organization's audited consolidated financial statements, or in publicly filed financial information, are resident for tax purposes.
Note 2: The difference between corporate income tax accrued on profit/(loss) and income tax payable is due to tax incentives and variations in tax rates across different jurisdictions.

Compliance with laws and regulations GRI 2-27

	2023	2024	2025
Total number of significant cases of noncompliance with laws and regulations during the reporting period			
Number of cases in which fines were imposed	0	0	0
Number of cases in which nonmonetary penalties were imposed	0	0	0
Total number and monetary value of fines for cases of noncompliance with laws and regulations			
Total number of fines for cases of noncompliance with laws and regulations that occurred during the current reporting period	**77**	**91**	**141**
Total monetary value of fines for cases of noncompliance with laws and regulations paid during the current reporting period (R$)	**8,579,089.50**	**3,820,111.76**	**8,638,435.75**
Total monetary value of fines for cases of noncompliance with laws and regulations paid in respect of previous reporting periods (R$)	**8,317,345.22**	**3,424,844.54**	**8,106,863.80**

Note: Significant cases involving the company are identified based on the reporting criteria adopted in Viveo's CVM Reference Form.

Social Management

Our team GRI 2-7

Number of employees by region	2024						2025					
	North	Northeast	Midwest	South	Southeast	Total	North	Northeast	Midwest	South	Southeast	Total
Number of employees	1	80	311	2,349	3,378	6,119	0	132	468	2,776	3,271	6,647
Number of permanent employees	1	79	300	2,253	3,290	5,923	0	125	453	2,653	3,123	6,354
Number of temporary employees	0	1	11	96	88	196	0	7	15	123	148	293
Number of full-time employees	1	77	299	2,175	3,086	5,638	0	124	452	2,494	2,914	5,984
Number of part-time employees	0	3	12	174	292	481	0	8	16	282	357	663

Note 1: Viveo does not have any employees without guaranteed working hours.
Note 2: Temporary employees include employees on fixed-term contracts, interns and apprentices.
Note 3: Advisory Committee members are not included in this indicator.
Note 4: The 2024 data was revised for the purpose of standardizing assumptions due to the exclusion of Advisory Committee members from the calculation base. **GRI 2-4**

Employees by gender

	2024					2025				
	Female		Male		Total	Female		Male		Total
Number of employees	3,301	54%	2,818	46%	6,119	3,632	55%	3,015	45%	6,647
Number of permanent employees	3,175	54%	2,748	46%	5,923	3,433	54%	2,921	46%	6,354
Number of temporary employees	126	64%	70	36%	196	199	68%	94	32%	293
Number of full-time employees	2,941	52%	2,697	48%	5,638	3,155	53%	2,829	47%	5,984
Number of part-time employees	360	75%	121	25%	481	477	72%	186	28%	663
Number of employees – Leadership	578	55%	464	45%	1,042	245	40%	367	60%	612
Number of employees – Non-leadership	2,723	54%	2,354	46%	5,077	3,387	56%	2,648	44%	6,035

Note 1: Viveo does not have any employees without guaranteed working hours.
Note 2: Temporary employees include employees on fixed-term contracts, interns and apprentices.
Note 3: Advisory Committee members are not included in this indicator.
Note 4: For the purposes of this indicator, the "Leadership" and "Non-leadership" categories are based on the definitions submitted in our CVM Reference Form, in accordance with CVM Resolution 59 of 2023.
Note 5: The 2024 data was revised for the purpose of standardizing assumptions due to the exclusion of Advisory Committee members from the calculation base. **GRI 2-4**

Workers who are not employees GRI 2-8

	2023	2024	2025
Number of workers who are not employees	211	311	131

Note: In 2025, the company's restructuring led to the demobilization of operations and the return of leased commercial properties, resulting in a reduction in the number of contractors throughout the year.

New employee hires and employee turnover GRI 401-1

Total number and rate of new employee hires by gender, age group and region	2024		2025	
	New hires	Hiring rate	New hires	Hiring rate
By gender				
Female	1,763	29%	2,199	33%
Male	1,323	22%	1,563	24%
By age group				
Under 30	1,537	25%	1,893	28%
30–50	1,398	23%	1,609	24%
Over 50	151	2%	260	4%
By region				
North	2	0%	0	0%
Northeast	26	0%	51	1%
Midwest	119	2%	136	2%
South	1,043	17%	1,773	27%
Southeast	1,896	31%	1,802	27%
TOTAL	**3,086**	**50%**	**3,762**	**57%**

Note 1: Apprentices and interns are not included in this indicator, as they are engaged under fixed-term contracts. In addition, Advisory Committee members are not included in this indicator.

Total number of employee departures and turnover rate by gender, age group and region	2024		2025	
	Employee departures	Turnover rate	Employee departures	Turnover rate
By gender				
Female	2,031	33%	2,234	67%
Male	1,682	27%	1,664	57%
By age group				
Under 30	1,611	26%	2,018	89%
30–50	1,876	31%	1,623	49%
Over 50	226	4%	256	42%
By region				
North	11	0%	0	0%
Northeast	27	0%	21	36%
Midwest	141	2%	153	44%
South	1,361	22%	1,533	66%
Southeast	2,173	36%	2,190	62%
TOTAL	**3,713**	**61%**	**3,897**	**62%**

Note 1: Apprentices and interns are not included in this indicator, as they are engaged under fixed-term contracts. In addition, Advisory Committee members are not included in this indicator.
Note 2: The calculations were based on employee departures divided by the average headcount. The average headcount corresponds to the sum of the total number of employees in each month of 2025, divided by 12.

Parental leave GRI 401-3

	2024			2025		
	Female	Male	Total	Female	Male	Total
Total number of employees who took parental leave	143	66	**209**	81	56	**137**
Total number of employees who returned to work after parental leave ended	110	66	**176**	44	38	**82**
Total number of employees who returned to work after parental leave ended and remained employed 12 months after returning to work	80	45	**125**	37	25	**62**
Return-to-work rate after parental leave (%)	76.9%	100.0%	**n/a**	54.3%	67,9%	**n/a**
Retention rate after parental leave (%)	72.7%	68.2%	**n/a**	84.1%	65.8%	**n/a**

Note: All Viveo employees are eligible for paid parental leave.

Diversity, equity and inclusion

Diversity of governance bodies and employees GRI 405-1

Composition of governance bodies by gender	2024					2025				
	Female		Male		Total	Female		Male		Total
Board of Directors – regular members	1	17%	5	83%	6	1	17%	5	83%	6
Board of Directors – alternate members	0	–	0	–	0	0	–	0	–	0
Fiscal Council – regular members	0	–	0	–	0	1	33%	2	67%	3
Fiscal Council – alternate members	0	–	0	–	0	0	–	3	100%	3
Total members of the Board of Directors and Fiscal Council	1	17%	5	83%	6	2	17%	10	83%	12
Executive officers	5	19%	21	81%	26	4	18%	18	82%	22

Composition of governance bodies by age group	2024					2025				
	Board members		Executive officers		Total	Board members		Executive officers		Total
Under 30	0	–	0	–	0	0	-	0	–	0
30–50	3	50%	23	19%	26	6	50%	18	82%	24
Over 50	3	50%	3	12%	6	6	50%	4	18%	10

Composition of governance bodies by race	2024					2025				
	Board members		Executive officers		Total	Board members		Executive officers		Total
Asian	0	–	0	–	0	0	–	0	–	0
White	6	100%	23	88%	29	12	100%	19	86%	31
Black	0	–	0	–	0	0	–	0	–	0
Mixed race	0	–	2	8%	2	0	–	2	9%	2
Indigenous	0	–	1	4%	1	0	–	1	5%	1
Other	0	–	0	–	0	0	–	0	–	0
Preferred not to answer / Not reported	0	–	0	–	0	0	–	0	–	0

Employee information by employee category and gender	2024						2025					
	Female		Male		Total		Female		Male		Total	
Members of the Board of Directors and Fiscal Council	1	17%	5	83%	6	0%	2	22%	7	78%	9	0%
Executive officers	5	19%	21	81%	26	0%	4	18%	18	82%	22	0%
Managers	73	45%	90	55%	163	3%	56	40%	85	60%	141	2%
Coordinators/Specialists	119	49%	124	51%	243	4%	120	48%	129	52%	249	4%
Supervisors/Team leaders	101	45%	123	55%	224	4%	101	40%	151	60%	252	4%
Professionals/Technicians	1,480	60%	986	40%	2,466	40%	1,556	61%	1,004	39%	2,560	39%
Operational	1,522	51%	1,469	49%	2,991	49%	1,793	53%	1,621	47%	3,414	51%
Total	3,301	54%	2,818	46%	6,119	100%	3,632	55%	3,015	45%	6,647	100%

Employee information by employee category and age group	2024								2025							
	Under 30		30–50		Over 50		Total		Under 30		30–50		Over 50		Total	
Members of the Board of Directors and Fiscal Council	0	–	3	50%	3	50%	6	0%	0	–	4	44%	5	56%	9	0%
Executive officers	0	–	23	88%	3	12%	26	0%	0	-	18	82%	4	18%	22	0%
Managers	0	–	147	90%	16	10%	163	3%	5	4%	121	86%	15	11%	141	2%
Coordinators/Specialists	0	–	227	93%	16	7%	243	4%	25	10%	202	81%	22	9%	249	4%
Supervisors/Team leaders	0	–	208	93%	16	7%	224	4%	39	15%	193	77%	20	8%	252	4%
Professionals/Technicians	0	–	2,335	95%	131	5%	2,466	40%	1,080	42%	1,339	52%	141	6%	2,560	39%
Operational	195	7%	2,399	80%	397	13%	2,991	49%	1,393	41%	1,542	45%	479	14%	3,414	51%
Total	**195**	**3%**	**5,342**	**87%**	**582**	**10%**	**6,119**	**100%**	**2,542**	**38%**	**3,419**	**51%**	**686**	**10%**	**6,647**	**100%**

Note 1: The Professionals category includes administrative positions.
Note 2: Advisory Committee members are not included in this indicator.
Note 3: The 2024 data was revised for the purpose of standardizing assumptions due to the exclusion of Advisory Committee members from the calculation base. **GRI 2-4**

Employee information by race and position	2024						2025					
	Leadership		Non-leadership		Total		Leadership		Non-leadership		Total	
Asian	9	25%	27	75%	36	1%	5	8%	55	92%	60	1%
White	761	19%	3,339	81%	4,100	67%	457	12%	3,283	88%	3,740	56%
Black	47	11%	372	89%	419	7%	27	5%	470	95%	497	7%
Mixed race	223	15%	1,302	85%	1,525	25%	122	5%	2,187	95%	2,309	35%
Indigenous	2	29%	5	71%	7	0%	1	11%	8	89%	9	0%
Other	0	–	32	100%	32	1%	0	–	32	1	32	0%
Preferred not to answer / Not reported	0	–	0	–	0	–	0	–	0	–	0	–
Total	**1,042**	**17%**	**5,077**	**83%**	**6,119**	**100%**	**612**	**9%**	**6,035**	**91%**	**6,647**	**100%**

Employee information by race and region	2024						2025					
	North	Northeast	Midwest	South	Southeast	Total	North	Northeast	Midwest	South	Southeast	Total
Asian	0	1	2	15	18	36	0	1	5	21	33	60
White	1	32	174	1,639	2,254	4,100	0	49	125	1,699	1,867	3,740
Black	0	7	26	166	220	419	0	13	45	198	241	497
Mixed race	0	40	109	521	855	1,525	0	69	292	848	1,100	2,309
Indigenous	0	0	0	6	1	7	0	0	0	7	2	9
Other	0	0	0	2	30	32	0	0	1	3	28	32
Preferred not to answer / Not reported	0	0	0	0	0	0	0	0	0	0	0	0
Total	**1**	**80**	**311**	**2,349**	**3,378**	**6,119**	**0**	**132**	**468**	**2,776**	**3,271**	**6,647**

Note 1: Advisory Committee members are not included in this indicator.
Note 2: For the purposes of this indicator, the "Leadership" and "Non-leadership" categories are based on the definitions submitted in our CVM Reference Form, in accordance with CVM Resolution 59 of 2023.
Note 3: The 2024 data was revised for the purpose of standardizing assumptions due to the exclusion of Advisory Committee members from the calculation base. **GRI 2-4**

Employee information by position, age group and region	2024 Leadership						2024 Non-leadership					
	North	Northeast	Midwest	South	Southeast	Total	North	Northeast	Midwest	South	Southeast	Total
Under 30	0	0	0	0	0	0	0	1	11	97	86	195
30–50	0	11	55	237	648	951	1	64	226	1,703	2,397	4,391
Over 50	0	2	7	23	53	85	0	2	12	289	194	497
Total	**0**	**13**	**62**	**260**	**701**	**1,036**	**1**	**67**	**249**	**2,089**	**2,677**	**5,083**
Total Leadership + Non-leadership							**1**	**80**	**311**	**2,349**	**3,378**	**6,119**

Employee information by position, age group and region	2025 Leadership						2025 Non-leadership					
	North	Northeast	Midwest	South	Southeast	Total	North	Northeast	Midwest	South	Southeast	Total
Under 30	0	0	6	13	41	60	0	38	183	980	1,281	2,482
30–50	0	10	48	152	288	498	0	79	211	1,223	1,408	2,921
Over 50	0	0	1	25	28	54	0	5	19	383	225	632
Total	**0**	**10**	**55**	**190**	**357**	**612**	**0**	**122**	**413**	**2,586**	**2,914**	**6,035**
Total Leadership + Non-leadership							**0**	**132**	**468**	**2,776**	**3,271**	**6,647**

Note 1: Advisory Committee members are not included in this indicator.
Note 2: The "Leadership" and "Non-leadership" categories are based on the definitions submitted in our CVM Reference Form, in accordance with CVM Resolution 59 of 2023.
Note 3: The 2024 data was revised for the purpose of standardizing assumptions due to the exclusion of Advisory Committee members from the calculation base. **GRI 2-4**

Employee information by gender and region	2024			2025		
	Female	Male	Total	Female	Male	Total
North	1	0	1	0	0	-
Northeast	20	60	80	39	93	132
Midwest	97	214	311	137	331	468
South	1,131	1,218	2,349	1,409	1,367	2,776
Southeast	2,052	1,326	3,378	2,047	1,224	3,271
Total	**3,301**	**2,818**	**6,119**	**3,632**	**3,015**	**6,647**

Note 1: Advisory Committee members are not included in this indicator.
Note 2: The 2024 data was revised for the purpose of standardizing assumptions due to the exclusion of Advisory Committee members from the calculation base. **GRI 2-4**

Ratio of basic salary of women to men GRI 405-2

Ratio of basic salary of women to men by employee category	2024	2025
Members of the Board of Directors and Fiscal Council	100%	143%
Executive officers	81%	84%
Managers	86%	89%
Coordinators/Specialists	90%	87%
Supervisors/Team leaders	105%	104%
Professionals/Technicians	84%	85%
Operational	83%	87%
Total	**75%**	**76%**

Note 1: The ratio is calculated as follows: Average salary of female employees in each employee category / Average salary of male employees in the same employee category.

Annual total compensation ratio GRI 2-21

	2024	2025
Highest-paid individual's compensation (R$)	3,162,650.81	5,373,972.00
Average individual compensation (R$)	42,167.63	72,185.36
Compensation ratio	75.00	74.45
Median individual compensation (R$)	–	44,867.11
Ratio of highest compensation to median compensation	–	119.78

Note 1: For 2025 data, compensation includes employees' total remuneration (annual salary, short-term incentive plan, long-term incentive plan and related charges.
Note 2: Beginning in 2025, the ratio was calculated relative to the median compensation of all individuals (excluding the highest-paid individual).

Development and training

Average training hours per employee GRI 404-1

Average training hours per employee by gender and employee category	2024			2025		
	Female	Male	Total	Female	Male	Total
Executive officers	10.8	12.2	12	0.9	1.7	1.5
Managers	17.8	14.4	15.9	4	3.5	3.7
Coordinators/ Specialists	4.7	4.1	4.4	20.4	4.6	12.2
Supervisors/Team leaders	3.8	1.5	2.5	28.8	3.7	13.8
Professionals/ Technicians	4.8	8.1	6.1	28.9	24.5	27.2
Operational	14.9	0.8	7.7	7.9	17	12.2
TOTAL	**9.5**	**4.1**	**7.0**	**17.9**	**17.9**	**17.9**

Percentage of employees receiving regular performance and career development reviews GRI 404-3

Percentage of employees evaluated by gender and employee category	2024			2025		
	Female	Male	Total	Female	Male	Total
Executive officers	100%	86%	88%	100%	94%	95%
Managers	97%	98%	98%	98%	91%	94%
Coordinators/ Specialists	99%	92%	95%	93%	88%	90%
Supervisors/Team leaders	93%	82%	87%	95%	87%	90%
Professionals/ Technicians	67%	60%	64%	78%	66%	73%
Operational	1%	1%	1%	1%	1%	1%
TOTAL	**39%**	**33%**	**36%**	**41%**	**34%**	**38%**

Note: Operational employees are evaluated on a different cycle, which had not yet started by the end of the reporting period.

Safety

Work-related injuries GRI 403-9

Employee work-related injuries	2023	2024	2025
Number of hours worked	11,882,618	12,636,400	13,152,839
Total number of fatalities resulting from work-related injuries	0	1	0
Rate of fatalities resulting from work-related injuries	0.000	0.079	0.000
Total number of high-consequence work-related injuries (excluding fatalities)	2	1	2
Rate of high-consequence work-related injuries (excluding fatalities)	0.168	0.079	0.152
Number of lost-time work-related injuries	22	58	76
Number of non-lost-time work-related injuries	34	61	84
Number of lost-time commuting accidents	31	28	52
Number of non-lost-time commuting accidents	2	6	11
Total number of recordable work-related injuries	89	153	223
Rate of recordable work-related injuries	7.490	12.108	16.955

Note 1: All rates are calculated per 1,000,000 hours worked.
Note 2: The 2024 data for "Number of lost-time work-related injuries" and "Number of non-lost-time work-related injuries" was revised due to an error in the consolidation of information. **GRI 2-4**

Suppliers

Proportion of spending on local suppliers GRI 204-1

Percentage of spending on local suppliers	2024			2025		
	Total spending on suppliers (R$)	Total spending on local suppliers (R$)	Proportion of spending on local suppliers (%)	Total spending on suppliers (R$)	Total spending on local suppliers (R$)	Proportion of spending on local suppliers (%)
Direct, indirect and imported purchases	3,003,593,341.96	279,817,550.33	9%	2,436,287,833.34	245,773,512.55	10%

Note 1: For the direct and indirect categories, a local supplier is defined as a supplier whose registered business address is located in the same municipality as the contracting operational unit.
Note 2: Viveo considers all of its manufacturing facilities and offices to be significant operational units.
Note 3: This indicator excludes delegated purchases, intercompany transactions and purchases classified as resale, due to the characteristics of the company's business model.

Environmental Performance

Water

Water withdrawal GRI 303-3

Water withdrawal by source (ML)	2023	2024	2025
Surface water	508.47	400.02	433.49
Groundwater	96.11	120.11	92.39
Third-party water (utilities)	87.96	192.20	87.50
TOTAL	**692.55**	**712.33**	**613.38**

Note 1: All water withdrawn is freshwater, and we do not use produced water.
Note 2: The 2023 and 2024 data was revised, and the unit of measure was changed from m^3 to ML to align with the guidance of the Global Reporting Initiative. **GRI 2-4**
Note 3: We do not assess water-stressed areas.
Note 4: In 2025, the reduction in water consumption from utilities was due to the closure of our distribution centers in Cajamar, reduced production of bleached products at our manufacturing facility in Bragança Paulista, São Paulo State, and a revision of the water consumption allocation criteria at certain facilities.

Water discharge GRI 303-4

Water discharge (ML)	2023	2024	2025
Surface water	406.78	320.01	346.79
Groundwater	76.89	96.09	73.91
Third-party water (utilities)	70.37	153.76	70.00
TOTAL	**554.04**	**569.86**	**490.70**

Note 1: All effluent is discharged to freshwater bodies.
Note 2: We do not monitor flow rates at wastewater treatment plant outlets. Therefore, the effluent volume was estimated using an 80% return coefficient based on water consumption.
Note 3: We do not assess water-stressed areas.

Water consumption GRI 303-5

Water consumption (ML)	2023	2024	2025
	692.55	712.33	613.38

Note 1: The 2023 and 2024 data was revised, and the unit of measure was changed from m^3 to ML to align with the guidance of the Global Reporting Initiative. **GRI 2-4**
Note 2: We do not assess water-stressed areas.

Energy

Energy consumption within the organization GRI 302-1

Energy consumption within the organization (GJ)	2023	2024	2025
Energy generated from the consumption of non-renewable fuels	**96,687.19**	**95,899.62**	**89,653.27**
Acetylene	1.73	2.47	0.95
Diesel	66,646.47	67,367.18	61,078.63
Gasoline	17,258.51	15,579.15	12,944.13
LPG	12,456.93	12,936.08	15,595.39
Natural gas	323.55	14.74	34.17
Energy generated from the consumption of renewable fuels	**334,432.70**	**300,528.90**	**318,113.20**
Ethanol	4,157.10	5,683.75	5,208.93
Biomass	330,275.60	294,845.15	312,904.27
Renewable energy (I-RECs)	**257,249.10**	**248,364.00**	**240,906.88**
TOTAL	**688,368.99**	**644,792.52**	**648,673.35**

Energy consumption outside the organization GRI 302-2

Energy consumption outside the organization (GJ)	2023	2024	2025
Energy generated from the consumption of non-renewable fuels	**24,406.19**	**28,561.54**	**28,596.47**
Kerosene	7,793.43	9,232.33	5,137.38
Diesel	13,326.77	18,040.11	22,486.60
Gasoline	3,285.99	1,289.10	972.49

Emissions

Greenhouse gas emissions GRI 305-1 | 305-2 | 305-3

GHG emissions by scope and category – location-based (tCO_2e)	2023	2024	2025
Scope 1	**7,763.35**	**8,127.77**	**7,761.97**
Stationary combustion	1,486.12	1,374.37	1,543.11
Mobile combustion	5,417.32	5,327.20	4,753.31
Fugitive emissions	720.69	1,289.76	1,421.46
Solid waste and liquid effluents	139.23	136.44	44.09
Scope 2	**2,776.45**	**3,696.67**	**3,082.06**
Purchased electricity	2,776.45	3,696.67	3,082.06
Scope 3	**5,265.43**	**7,599.43**	**7,676.48**
Purchased goods and services	292.63	276.27	293.05
Employee commuting	894.85	1,183.63	1,459.20
Waste generated in operations	3,326.75	5,399.37	5,497.11
Business travel	751.20	740.17	427.12
TOTAL	**15,805.23**	**19,423.87**	**18,520.51**

Note 1: The operational control approach was used for emissions accounting. Scope 1 emissions include those from stationary and mobile sources, as well as process and fugitive emissions. Scope 3 indirect emissions arise from business travel, waste generated in operations, purchased goods and services, and employee commuting. The gases included are CH_4, CO_2, HFCs and N_2O. All emissions are managed through a dedicated system, and the emission factors used are those established by the GHG Protocol.
Note 2: The company purchased 100% of its electricity from renewable sources through I-RECs. As a result, Scope 2 market-based emissions were zero.

GHG emissions intensity GRI 305-4

GHG emissions intensity (tCO_2e/million R$)	2023	2024	2025
	0.95	1.02	0.94

Emissões de substâncias que destroem a camada de ozônio GRI 305-6

Other gases (t CFC-11 equivalent)	2023	2024	2025
	0.013950	0.031090	0.196220

Waste

Waste generated GRI 306-3

Total weight of waste generated (t)	2023	2024	2025
Non-hazardous	6,606.40	5,931.30	7,147.93
Hazardous	127.30	200.31	304.94
TOTAL	**6,733.70**	**6,131.61**	**7,452.87**

Waste diverted from disposal GRI 306-4

Waste diverted from disposal, by recovery operation (t)	2023	2024	2025
Non-hazardous	**2,978.30**	**2,728.40**	**3,752.22**
Co-processing	339.70	430.50	0
Blending for co-processing	0	0	1,025.77
Recycling	2,613.90	2,292.50	2,726.45
Composting	24.70	5.40	0
Hazardous	**23.10**	**37.80**	**102.08**
Co-processing	18.10	26.00	0
Blending for co-processing	0	0	51.38
Light bulb decontamination	0.40	0.20	0.08
Recycling	2.70	7.20	46.73
Re-refining	1.90	4.40	3.89
TOTAL	**3,001.40**	**2,766.20**	**3,854.30**

Note: The difference between the 2023–2024 data and the data reported for 2025 is due to the absence, in previous years, of segregation between waste diverted from disposal and waste directed to disposal.

Waste directed to disposal GRI 306-5

Waste directed to disposal, by disposal operation (t)	2023	2024	2025
Non-hazardous	**3,628.10**	**3,202.90**	**3,395.71**
Landfill	3,418.80	3,098.60	3,258.36
Incineration	32.80	104.30	135.03
Thermal treatment	0	0	0.27
Pyrolysis	0.70	0	0
Microwave treatment	0	0	2.05
Sludge treatment	175.80	0	0
Hazardous	**104.20**	**162.51**	**202.87**
Landfill	33.10	47.10	24.01
Incineration	62.50	114.80	177.20
Autoclaving	5.30	0.60	1.65
Sludge treatment	2.70	0	0
Microwave treatment	0.10	0.01	0.01
Pyrolysis	0.50	0	0
TOTAL	**3,732.30**	**3,365.41**	**3,598.58**

Note: The difference between the 2023–2024 data and the data reported for 2025 is due to the absence, in previous years, of segregation between waste diverted from disposal and waste directed to disposal.

SASB indicators

Number of pharmaceutical units sold by product category

SASB HC-DI-000.A

Total number of products distributed by category	2025
Pharmaceuticals	8,147,811
Nutrition	4,376,496
Vaccine	2,614,440
TOTAL	**15,138,747**

Note: An additional 1,812,482 units of compounded products (supplies) were distributed. These are not included in the total above due to their specific production and distribution characteristics.

Number of medical devices sold by product category

SASB HC-DI-000.B

Total number of medical devices and related products distributed by category	2025
Sterile hospital supplies	223,502,688
Hospital PPE	8,854,245
Orthotics, prosthetics and other specialized healthcare products	223,870
Laboratory supplies	52,925
TOTAL	**232,633,728**

Note: The volumes above include operations in the Hospital Distribution, Dermatology, Delivery and Company-Owned Stores channels.

GRI Content Index

Statement of use:	**Viveo** has reported in accordance with the GRI Standards for the period from January 1 to December 31, 2025.
GRI 1 Used	GRI 1: Foundation 2021
Applicable sectoral standards	Not applicable

GRI Standard	Code	Disclosure	Page this report	Omission		
				Requirement(s) Omitted	Reason	Explanation
The organization and its reporting practices						
GRI 2: General Disclosures 2021	**2-1**	Organizational details	6, 10			
	2-2	Entities included in the organization's sustainability reporting	4			
	2-3	Reporting period, frequency and contact point	4			
	2-4	Restatements of information	4			
	2-5	External assurance	4, 125 - 128			
	2-6	Activities, value chain and other business relationships	6, 10 - 12, 23 - 33			
	2-7	Employees	6, 61, 103 - 104			
	2-8	Workers who are not employees	104			
Governance						
GRI 2: General Disclosures 2021	**2-9**	Governance structure and composition	41 - 42, 100			
	2-10	Nomination and selection of the highest governance body	41 - 42			
	2-11	Chair of the highest governance body	41 - 42			

GRI Standard	Code	Disclosure	Page this report	Omission		
				Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	**2-12**	Role of the highest governance body in overseeing the management of impacts	43 - 44			
	2-13	Delegation of responsibility for managing impacts	43 - 44			
	2-14	Role of the highest governance body in sustainability reporting	43 - 44			
	2-15	Conflicts of interest	46			
	2-16	Communication of critical concerns	43 - 44, 48			
	2-17	Collective knowledge of the highest governance body	41 - 42			
	2-18	Evaluation of the performance of the highest governance body	43 - 44			
	2-19	Remuneration policies	41 - 42			
	2-20	Process to determine remuneration	41 - 42			
	2-21	Annual total compensation ratio	110			
Strategy, policies and practices						
GRI 2: General Disclosures 2021	**2-22**	Statement on sustainable development strategy	3, 98, 16 - 17, 20 - 21			
	2-23	Policy commitments	46 - 47			
	2-24	Embedding policy commitments	46 - 47			
	2-25	Processes to remediate negative impacts	46 - 47			
	2-26	Mechanisms for seeking advice and raising concerns	48			
	2-27	Compliance with laws and regulations	103			
	2-28	Membership associations	45, 101			
Stakeholder engagement						
GRI 2: General Disclosures 2021	**2-29**	Approach to stakeholder engagement	7 - 9			
	2-30	Collective bargaining agreements	*In 2025, 90.31% of the employees were covered by collective bargaining agreements.*			

GRI Standard	Code	Disclosure	Page this report	Omission		
				Requirement(s) Omitted	Reason	Explanation
Material Topics						
GRI 3: Material Topics 2021	**3-1**	Process to determine material topics	18			
	3-2	List of material topics	19			
	3-3	Management of material topics	39, 47-48, 64-65, 75-78, 79-80, 81-82, 87, 88			
Material Topic: Ethics and integrity						
GRI 3: Material Topics 2021	**3-3**	Management of material topics	46 - 47			
GRI 205: Anti-corruption 2016	**205-1**	Operations assessed for risks related to corruption	53 - 54 - *100% (11 operations)*			
	205-2	Communication and training about anti-corruption policies and procedures	46 - 47, 101			
	205-3	Confirmed incidents of corruption and actions taken	53, 101 *(no cases in 2025)*			
GRI 206: Anti-competitive Behavior 2016	**206-1**	Legal actions for anti-competitive behavior, antitrust, and monopoly practices	53 *(none in 2025)*			
GRI 207: Tax 2019	**207-1**	Approach to tax	50			
	207-2	Tax governance, control, and risk management	50			
	207-3	Stakeholder engagement and management of concerns related to tax	50			
	207-4	Country-by-country reporting	*All of our entities are headquartered in Brazil. Page 102.*			
Material Topic: Customer relationships, experience and satisfaction						
GRI 3: Material Topics 2021	**3-3**	Management of material topics	74 - 77			
GRI 416: Customer Health and Safety	**416-1**	Assessment of the health and safety impacts of product and service categories	74 - 77			
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	77			
GRI 417: Marketing and Labeling 2016	**417-1**	Requirements for product and service information and labeling	35			
	417-2	Incidents of non-compliance concerning product and service information and labeling	*In 2025, no non-compliances were reported.*			
	417-3	Incidents of non-compliance concerning marketing communications	*In 2025, no non-compliances were reported.*			

GRI Standard	Code	Disclosure	Page this report	Omission		
				Requirement(s) Omitted	Reason	Explanation
GRI 418: Customer Privacy 2016	**418-1**	Substantiated complaints concerning breaches of customer privacy and losses of customer data	55 - 59 *In 2025, there was one substantiated complaint received from external stakeholders concerning a breach of customer privacy and loss of customer data, as well as nine cases of identified leaks, thefts or losses of customer data. The substantiated complaint received from an external stakeholder refers to a a formal out-of-court notification received from a customer. The remaining incidents were identified through internal investigations or reported via email by contracting customers who experienced unauthorized access to personal data, in violation of contractual provisions. All cases were recorded by the internal team, which initiated corrective and preventive measures; they were promptly identified and addressed, with no evidence of misuse or harm to data subjects.*			
Material Topic: Safe, inclusive and thriving workplace						
GRI 3: Material Topics 2021	**3-3**	Management of material topics	63 - 64			
GRI 401: Employment 2016	**401-1**	New employee hires and employee turnover	105			
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	61 - 62			
	401-3	Parental leave	105			
GRI 403: Occupational Health and Safety 2018	**403-1**	Occupational health and safety management system	67 - 73			
	403-2	Hazard identification, risk assessment, and incident investigation	71 - 73			
	403-3	Occupational health services	67 - 73			
	403-4	Worker participation, consultation, and communication on occupational health and safety	71 - 73			

GRI Standard	Code	Disclosure	Page this report	Omission		
				Requirement(s) Omitted	Reason	Explanation
GRI 403: Occupational Health and Safety 2018	**403-5**	Worker training on occupational health and safety	71 - 73			
	403-6	Promotion of worker health	67 - 73			
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	71 - 73			
	403-8	Workers covered by an occupational health and safety management system	71 - 73			
	403-9	Work-related injuries	71 - 73, 111			
	403-10	Work-related ill health	71 - 73			
GRI 404: Training and Education 2016	**404-1**	Average hours of training per year per employee	65 - 66, 110			
	404-2	Programs for upgrading employee skills and transition assistance programs	65 - 66			
	404-3	Percentage of employees receiving regular performance and career development reviews	65 - 66, 110			
GRI 405: Diversity and Equal Opportunity 2016	**405-1**	Diversity of governance bodies and employees	106 - 109			
	405-2	Ratio of basic salary and remuneration of women to men	110			
GRI 406: Non-discrimination 2016	**406-1**	Incidents of discrimination and corrective actions	63 - 64, 101			
GRI 407: Freedom of Association and Collective Bargaining 2016	**407-1**	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	61			
GRI 408: Child Labor 2016	**408-1**	Operations and suppliers at significant risk for incidents of child labor	78 - 79			
GRI 409: Forced or Compulsory Labor 2016	**409-1**	Operations and suppliers at significant risk for incidents of forced or compulsory labor	78 - 79			
Material Topic: Operational and financial performance						
GRI 3: Material Topics 2021	**3-3**	Management of material topics	38			
GRI 201: Economic Performance 2016	**201-1**	Direct economic value generated and distributed	39			

GRI Standard	Code	Disclosure	Page this report	Omission		
				Requirement(s) Omitted	Reason	Explanation
Material Topic: Environmental performance						
GRI 3: Material Topics 2021	**3-3**	Management of material topics	86			
GRI 301: Materials 2016	**301-3**	Reclaimed products and their packaging materials	91 - 93			
GRI 302: Energy 2016	**302-1**	Energy consumption within the organization	89, 112			
	302-2	Energy consumption outside of the organization	89, 112			
	302-3	Energy intensity	89			
	302-4	Reduction of energy consumption	89			
GRI 303: Water and Effluents 2018	**303-1**	Interactions with water as a shared resource	87 - 88			
	303-2	Management of water discharge-related impacts	87 - 88			
	303-3	Water withdrawal	112			
	303-4	Water discharge	87 - 88, 112			
	303-5	Water consumption	87, 112			
GRI 306: Waste 2020	**306-1**	Waste generation and significant waste-related impacts	90 - 91			
	306-2	Management of significant waste-related impacts	90 - 91			
	306-3	Waste generated	90 - 91, 114			
	306-4	Waste diverted from disposal	90 - 91, 114			
	306-5	Waste directed to disposal	90 - 91, 114			
Material Topic: Promoting sustainability across the value chain						
GRI 3: Material Topics 2021	**3-3**	Management of material topics	78 - 79			
GRI 204: Procurement Practices 2016	**204-1**	Proportion of spending on local suppliers	78, 111			
GRI 308: Supplier Environmental Assessment 2016	**308-1**	New suppliers that were screened using environmental criteria	78 - 79			

GRI Standard	Code	Disclosure	Page this report	Omission		
				Requirement(s) Omitted	Reason	Explanation
GRI 308: Supplier Environmental Assessment 2016	**308-2**	Negative environmental impacts in the supply chain and actions taken	78 - 79	308-2.a/b/c/d/e	Information not available	*We do not yet have a structured system in place to systematically identify, record and consolidate cases of significant negative environmental impacts in the supply chain, as well as corrective actions and any terminations of relationships with suppliers associated with these impacts. We conduct only a basic evaluation of new suppliers through a self-assessment form and an Ethical Compliance Agreement; to date, we have not identified any suppliers with negative environmental impacts considered significant*
GRI 414: Supplier Social Assessment 2016	**414-1**	New suppliers that were screened using social criteria	78 - 79			
	414-2	Negative social impacts in the supply chain and actions taken	78 - 79	414-2.a/b/c/d/e	Information not available	*We do not yet have a structured system in place to systematically identify, record and consolidate cases of significant negative social impacts in the supply chain, as well as corrective actions and any terminations of relationships with suppliers associated with these impacts. We conduct only a basic evaluation of new suppliers through a self-assessment form and an Ethical Compliance Agreement; to date, we have not identified any suppliers with negative social impacts considered significant*
Material Topic: Climate change mitigation and adaptation						
GRI 3: Material Topics 2021	**3-3**	Management of material topics	95			
GRI 201: Economic Performance 2016	**201-2**	Financial implications and other risks and opportunities due to climate change	*Detailed information on climate risks, their impacts and the associated financial implications is not yet available for the reporting period, as we are currently in the process of developing and refining our approach to this issue.*	201-2.a	Information not available	*Detailed information on climate risks, their impacts and the associated financial implications is not yet available for the reporting period, as we are currently in the process of developing and refining our approach to this issue.*

GRI Standard	Code	Disclosure	Page this report	Omission		
				Requirement(s) Omitted	Reason	Explanation
GRI 305: Emissions 2016	**305-1**	Direct (Scope 1) GHG emissions	95 - 97, 113			
	305-2	Energy indirect (Scope 2) GHG emissions	95 - 97, 113			
	305-3	Other indirect (Scope 3) GHG emissions	95 - 97, 113			
	305-4	GHG emissions intensity	95 - 97, 113			
	305-5	Reduction of GHG emissions	95 - 97			
	305-6	Emissions of ozone-depleting substances (ODS)	95 - 97, 113			
Material Topic: Healthy and sustainable society						
GRI 3: Material Topics 2021	**3-3**	Management of material topics	80 - 81			
GRI 203: Indirect Economic Impacts 2016	**203-1**	Infrastructure investments and services supported	80 - 81			
	203-2	Significant indirect economic impacts	80 - 81			
GRI 413: Local Communities 2016	**413-1**	Operations with local community engagement, impact assessments, and development programs	80 - 81			
	413-2	Operations with significant actual and potential negative impacts on local communities	80 - 81			

SASB Content Index

Topic	Metric	Code	Category	Location / Response / Reason for omission
Activity Metric	Number of pharmaceutical units sold by product category	HC-DI-000.A	Quantitative	115
	Number of medical devices sold by product category	HC-DI-000.B	Quantitative	115
Fleet Fuel Management	Payload fuel economy	HC-DI-110a.1	Quantitative	*Reason for omission: Viveo is in the process of implementing fleet monitoring systems that will enable the calculation of fuel savings per shipment. For the current reporting period, the data required to calculate this metric in accordance with the methodology specified by SASB HC-DI-110a.1 is not available in a complete and verifiable manner. The company expects to report this metric starting with the next reporting cycle.*
	Description of efforts to reduce the environmental impact of logistics	HC-DI-110a.2	Discussion and Analysis	31 - 32, 94
Product Safety	Total amount of monetary losses as a result of legal proceedings associated with product safety	HC-DI-250a.1	Quantitative	*In 2025, we recorded a monetary liability arising from a legal proceeding related to product safety, in the amount of R$5,000.00, pertaining to Civil Action for Damages No. 0872533-62.2024.8.19.0038. The case involved the identification of a failure in a product from the diaper line sold by a customer; an out-of-court settlement was reached, and the case was dismissed. As a corrective measure, the contract with the supplier responsible for the product was terminated. No new complaints related to product safety were recorded.*
	Description of efforts to minimise health and safety risks of products sold associated with toxicity/chemical safety, high abuse potential, or delivery	HC-DI-250a.2	Discussion and Analysis	34, 74 - 77
Counterfeit Drugs	Description of methods and technologies used to maintain traceability of products throughout the distribution chain and prevent counterfeiting	HC-DI-260a.1	Discussion and Analysis	74 - 77
	Discussion of due diligence process to qualify suppliers of drug products and medical equipment and devices	HC-DI-260a.2	Discussion and Analysis	34, 78 - 79
	Discussion of process for alerting customers and business partners to potential or known risks associated with counterfeit products	HC-DI-260a.3	Discussion and Analysis	34 - 35, 74 - 77
Product Lifecycle Management	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	HC-DI-410a.1	Discussion and Analysis	35, 37
	Amount (by weight) of products accepted for take-back and reused, recycled, or donated	HC-DI-410a.2	Quantitative	*We do not have structured reverse logistics programs for the return of expired, post-consumer products or their respective packaging. In distribution operations, we serve as a link in the supply chain, being responsible for implementing manufacturers' take-back programs.*
Business Ethics	Description of efforts to minimise conflicts of interest and unethical business practices	HC-DI-510a.1	Discussion and Analysis	46 - 47
	Total amount of monetary losses as a result of legal proceedings associated with bribery, corruption, or other unethical business practices	HC-DI-510a.2	Quantitative	*There were no complaints or legal proceedings involving allegations of bribery, corruption or other unethical business practices.*

VERIFICATION STATEMENT

INTRODUCTION

Bureau Veritas Quality International (BVQI), established at Alameda Xingu, 350 – Alphaville Industrial, Barueri, São Paulo, registered in the National Registry of Legal Entities under CNPJ No. 72.368.012/0002-65, declares, for due purposes, that Viveo - CM Hospitalar SA, established at Rua Miryan Strambi, 915 – Recreio Anhanguera – Ribeirão Preto – SP, egistered in the National Registry of Legal Entities under n° CNPJ: 12.420.164/0001-57, is hereby authorized to publish in all its titles and websites the excerpt of the Verification Statement as follows:

"Bureau Veritas Certification, based on the processes and procedures described in its Verification Report, declares that for the Viveo Sustainability Report, there is no evidence that it is not materially correct, is not a fair representation of the data and information of the Assurance, and has not been prepared in accordance with the specifications of ISAE 3000.

SCOPE

The scope of this verification covered the standards and Principles1 of the Global Reporting Initiative™ for Sustainability Reporting and refers to the accountability for the period from January 1, 2025 to December 31, 2025, as well as indicators from the SASB (Sustainability Accounting Standards Board) as part of the assurance process, o Sustainable Industry Classification System® (SICS)® - Under Stewardship of the International Sustainability Standards Board IF-WU, Water Utilities & Services.

LIMITATIONS AND EXCLUSIONS

Any evaluation of information related to:

- Activities outside the reported period;
- Position statements (expressions of opinion, belief, objectives or future intentions) by Viveo;
- Accuracy of economic and financial data contained in this Report, extracted from financial statements, verified by independent auditors;

[1] Accuracy, Balance, Clarity, Comparability, Completeness, Context of Sustainability, Timeliness and Verifiability.

- Inventory of Greenhouse Gas (GHG) emissions, including energy data;
- Data and information of affiliated companies or outsourced employees, over which there is no operational control by Viveo.

The following limitations have been applied to this check:

The principles of Accuracy and Reliability of data were verified on a sample basis, exclusively in light of the information and data related to the material topics presented in the Report;

The economic information presented in the Report was specifically verified against the GRI principles of Equilibrium and Completeness.

WORKING METHOD

The work was carried out from the following stages:

1. 12 Interviews with those responsible for the material topics and the content of the Report;
2. Remote verification of corporate and operational processes (verification of material GRI indicators and sampling of information);
3. Analysis of documentary evidence provided by Viveo for the period covered by the Report (2025);
4. Analysis of the engagement activities with stakeholders developed by Viveo;
5. Evaluation of the system used to determine the material aspects included in the Report, considering the context of sustainability and scope of the information published.

The verification level adopted was Limited, in accordance with the requirements of the ISAE 3000 [2] standard, incorporated into Bureau Veritas' internal verification protocols.

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[2] International Standard on Assurance Engagements 3000 – Assurance Engagements other than Audits or Reviews of Historical Financial Information.

RESPONSIBILITIES OF VIVEO AND BUREAU VERITAS

The presentations of all documentation related to the Scope were the sole responsibility of Viveo The auditors were responsible for verifying and analyzing the documentation and actions carried out remotely and, with that, validating the proposal in the scope.

CONCLUSION

1. For the preparation of this Sustainability Report, Viveo used the result of the materiality matrix prepared in 2028 with a total of 8 material topics, which was consolidated by listening to internal and external stakeholders such as: wokers, leadership, workers, clients, suppliers, investors and capital providers, communities;
2. In our understanding, the Viveo Sustainability Report presents the impacts of the company's activities in a balanced way;
3. Viveo demonstrated a method of data collection and compilation that is adequate in relation to the GRI and SASB Reliability Principle.

VALIDITY

This Statement of Assurance has no expiration date. However, the assurance was carried out according to the study presented by Viveo, conducted from 16/03/2026 to 07/05/2026.

It should be noted that, in the event of any significant modification, inclusion or exclusion of data/information currently established and validated in relation to the scope of this Statement, a new assurance must be carried out.

DECLARATION OF INDEPENDENCE AND IMPARTIALITY

Bureau Veritas Quality International is an independent company with more than 197 years of experience in verifying Quality, Environment and Sustainability Management Systems. It has a certified Quality Management System, ensuring ethical, professional and legal compliance. Its team acts independently, with no link to Viveo. In addition, it applies a strict Code of Ethics to ensure high standards of integrity and professionalism.

At the end of the Assurance process, Detailed Assurance Reports were generated, which were kept as a record in our Management System.

CONTACT

https://www.bureauveritas.com.br/pt-br/fale-com-gente

São Paulo, May 08th, 2026.

Marcia Konishi
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Bureau Veritas Quality International

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Technical Sustainability Manager
Bureau Veritas Quality International

Luiz Lima
Verifier
Bureau Veritas Quality International

Bureau Veritas Certification

VERIFICATION STATEMENT

No 087/2026

This Verification Statement documents that **BVQI DO BRASIL SOCIEDADE CERTIFICADORA LTDA** performed verification activities in accordance with the Verification Specifications of the Brazilian GHG Protocol Program and ABNT NBR ISO 14064-3:2024 standard.

Reporting Organization:	CM HOSPITALAR S.A. (Viveo)
VAT No:	12.420.164/0001-57
Address:	Rua Miryan Strambi, 915, Recreio Anhanguera, Ribeirao Preto, SP ZIP Code 14.097-052, Brazil
Responsible:	Bruna Imamura
Email:	bruna.imamura@viveo.com.br

The Greenhouse Gas (GHG) emissions reported by the Reporting Organization in its emissions inventory, from January 1st to December 31st of 2025, are verifiable and comply with the requirements of the Brazilian GHG Protocol Program, detailed in the Specifications of the Brazilian GHG Protocol Program for Accounting, Quantification, and Publication of Corporate Greenhouse Gas Emissions Inventories (EPB).

Confidence Level

The Verification Body (VB) has assigned the following confidence level to the verification process:

☒	Verification with a **Limited Assurance**

"There is no indication that the greenhouse gas inventory of the Reporting Organization for 2025 is materially incorrect, does not fairly represent the GHG data and information, or has not been prepared in accordance with the EPB."

Verification Scope

The inventory for the year 2025 of the Reporting Organization was verified within the following scope:

Organizational boundaries	Operational boundaries
☒ Operational control ☐ Equity share	☒ Scope 1 ☒ Scope 2 – Location-based approach ☒ Scope 2 – Market-based approach ☐ Scope 3
☒ Excluded from verification: Scope 3 emissions from the organization	

Visited Facilities

Facility	Relationship with the Holding	Address	Date of Visit
CD MAFRA Cajamar/SP	Subsidiary	Av. Ribeirão dos Cristais, Cajamar, SP, ZIP Code 07775-240, Brazil	05/11/2026

Bureau Veritas Certification

Total verified emissions across the entire Organization - Operational Control approach

Greenhouse Gas emissions in metric tons of CO_2 equivalent (tCO_2e)				
GHG	**Scope 1**	**Scope 2** Location-based Approach	**Scope 2** Market-based Approach	**Scope 3** (if applicable)
CO_2	5,601.256	3,082.064	0.000	-
CH_4	328.555	-	-	-
N_2O	412.432	-	-	-
HFCs	1,419.720	-	-	-
PFCs	-	-	-	-
SF_6	-	-	-	-
NF_3	-	-	-	-
TOTAL	**7,761.965**	**3,082.064**	**0.000**	**-**
Biogenic CO_2	32,443.669	-	-	-

[* Gases regulated by the Kyoto Protocol / GWP from IPCC Fifth Assessment Report]

Total verified removals across the entire Organization - Operational Control approach

Biogenic CO_2 Removal (tCO_2e)				
GHG	**Scope 1**	**Scope 2** Location-based Approach	**Scope 2** Market-based Approach	**Scope 3** (if applicable)
Biogenic CO_2	-	-	-	-

Other Greenhouse Gases not covered by the Kyoto Protocol (tCO_2e)

GHG	Emission (tCO_2e)
HCFC - 22	6,279.046

Conflict of Interest (COI)

I, **Mariana de Oliveira Klein**, certify that no conflict of interest exists between the Reporting Organization and **BVQI DO BRASIL SOCIEDADE CERTIFICADORA LTDA**, or any individuals on the verification team involved in the verification of the inventory, as defined in chapter 3.2.1 of the Verification Specifications of the Brazilian GHG Protocol Program.

Mariana de Oliveira Klein, Lead Verifier Date: 06/06/2026



Bureau Veritas Certification

Conclusion

As those responsible for the verification activities of the GHG inventory of the Reporting Organization, we certify that the information contained in this document is true.

Mariana de Oliveira Klein, Lead Verifier — Date: 06/06/2026

Rafael da Silva Caldeira, Independent Reviewer — Date: 06/08/2026

Review (if applicable)

Version:	00
Date:	06/08/2026
Review:	Issue

Rodrigo da Silva Oliveira
Technical Manager of Sustainability

Local Office: Alameda Xingu, 200, Conj. 301-302-303-304
Alphaville Centro Industrial e Empresarial/Alphav
Barueri, SP, 06455-030, Brazil

MOD Reasonable Assurance Statement rev.2.5 – 06/01/2026

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