



ANNUAL
SUSTAINABILITY
REPORT

20
/21



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01

INTRODUCTION



1.1 Message from the Management

GRI 2-22

The year 2021 was transformational for Kora Saúde. In August, we held our IPO, through which we went public and committed to B3's Novo Mercado highest standards of Corporate Governance.

The year will also be remembered as one in which we continue with **steady and ever-increasing steps on our growth journey**, offering the best in medicine in new geographies that need our care.

We recorded inorganic growth beyond our initial target, inaugurating our presence in the satellite cities of the Federal District, in the state of Goiás and in the state of Ceará. We have thus strengthened our ambition to be a comprehensive national healthcare platform.

In addition, we expedited expansion in the hospitals we already operate (brownfields), strategically capturing existing opportunities in the locations where we are present. As

a result, we reported **the highest growth rate in the Brazilian hospital management market**¹ with 106% expansion against 2020.

Simultaneously, we remain focused on the strategy of becoming a comprehensive health care provider by strengthening diagnostic and therapeutic support services through the growing performance of clinical analysis, imaging, and oncology infusions.

We did all this while still keeping our purpose of caring for people, providing a welcoming care, looking at patients in an integral and individualized way, and promoting trust between our clinical staff and patients.

This care has become even more important as we have faced the Covid-19 pandemic. Throughout the year 2021, we experienced the peak of critical patient admissions in our hospitals, with our intensive care unit (ICU) beds facing record demand.

Given this, we are proud to have delivered a robust and responsive operation, up to the challenge faced, positively impacting the lives of thousands of Brazilians who entrusted us with their treatments. The active management, aligned with the best global protocols in the management of suspected cases, resulted in hospital operational efficiency, prioritizing the safety of our patients and employees.

Caring for those who care for people is also what drives us and, in 2021, we addressed several initiatives to our workforce, which reported a significant increase compared to the previous year. Thinking about this growth, Kora Saúde has fostered actions to welcome and integrate new employees to our culture.

Apart from the reception agenda, we value the regularity of care initiatives with employees, such as the creation of collective spaces

for socializing and resting, celebration of commemorative dates, active support to teams, and psychological support to preserve our employees' mental health.

¹ Considering the net revenue of publicly traded companies.

All this care is part of Kora Saúde's DNA and results in a more assertive and efficient management.

Faced with such growth, it is important to highlight our commitment to environmental, social, and governance issues, as part of our long-term strategic plan, aiming at our business' sustainability. This journey and expansion makes us happy and evidences our commitment to make health thrive with quality, always thinking about our public's well-being.

We thank all employees for their tireless dedication to bringing excellence and safety to our patients. We look forward to a new cycle with solid results, unwavering in our commitment to life.

We wish you all a great reading!

Antônio Benjamim
CEO



1.2 About this report

GRI 2-3 | 2-4 | 2-5 | 2-29 | 3-1 | 3-2

Caring for people and promoting quality health are values that drive Kora Saúde’s business. To show our positive impact on society and the environment, we present the second Kora Saúde Sustainability Report, an initiative that affirms our commitment to open dialogue and transparency with our stakeholders.

Here we provide information about our business model and stakeholder value creation, addressing the highlights of all our hospitals throughout the year 2021, while integrating financial information with environmental, social and governance (ESG) aspects.

To prepare the Report, which includes information between January 1st and December 31st, 2021, we refer to the standards of the Global Reporting Initiative

(GRI), a sustainability reporting guideline used by companies all over the world.

1.2.1 Materiality

For the development of this second Report, we have kept the materiality matrix used in 2021, whose process allowed us to raise the priority topics in our performance and the most relevant aspects for our business sustainability.

The materiality study identified the environmental, social and governance issues that have the most impact on the business and on Kora Saúde’s stakeholders and included the following stages:





<p>EXTERNAL</p> <p>(identification of material topics)</p>	<ul style="list-style-type: none"> • Analysis of the material topics pointed out by the GRI and SASB guidelines/standards for the Health Care sector • Benchmark of relevance of the themes pertaining to the main national companies in the healthcare sector
<p>INTERNAL</p> <p>(validation of material topics)</p>	<ul style="list-style-type: none"> • Interviews and survey questionnaires with the Company’s top management • Approval of Kora Saúde’s themes and material topics

In the end, we identified fourteen material topics, gathered into four themes that will drive this report and will be communicated through GRI indicators.

HOW TO READ THE REPORT

The references used throughout the publication unfold in different ways of reading the document. Besides the linear reading, it is possible to browse through the Report's contents according to the GRI disclosures.

At each chapter's beginning, we point out which disclosures are being addressed by means of the acronyms GRI-XXX. In the GRI Content Index (page 61) we explain each disclosures 's content and refer to the page on which they are reported.

MATERIAL THEMES	MATERIAL TOPICS	RELEVÂNCIA	LIMITES
 ETHICS & COMPLIANCE	Ethical conduct and anti-corruption	Ensuring a governance structure with compliance and integrity, guided by ethics and anti-corruption , helps to mitigate risks and ensure a responsible and fair operation.	<ul style="list-style-type: none"> • Direct impact • On all stages of the chain • In all business units
	Relationship with the government		
	Unfair competition		
 TEAM OF EXCELLENCE	Diversity	The Company's performance is guided by people who take care of people . Having a qualified and engaged group of employees working under safe conditions is an essential requirement for the long term sustainability of the business.	<ul style="list-style-type: none"> • Direct impact • In its own operation • In all business units
	Talent attraction and retention		
	Employee training and development		
	Employee health and safety		
 EFFICIENT ENVIRONMENTAL MANAGEMENT	Waste management	An efficient environmental management represents the Company's commitment to unite the development of practices that bring positive impact to the environment and to the business itself, leading to cost reduction and resource optimization.	<ul style="list-style-type: none"> • Direct impact • On all stages of the chain • In all business units
	Energy management		
	Water Management		
 OUR CARE	Quality of Health Care	This is Kora Saúde's business model : modern medicine and a health system that cares for people for their entire lives, delivering technological advances, hospital quality, and responsiveness.	<ul style="list-style-type: none"> • Direct impact • On all stages of the chain • In all business units
	Patient Privacy		
	Social Responsibility		
	Innovation		



02

ABOUT KORA SAÚDE



2.1 Profile

GRI 2-1 | 2-28

We are Kora Saúde, one of the country’s largest hospital groups. Our origin dates back to 2018 when the private equity fund H.I.G. Capital became a partner of Rede Meridional, bringing financial capital, operating expertise and high levels of corporate governance. **We thus began a Company that aspires to create a healthcare system that cares for people throughout their lives.**

Since then, Kora Saúde has undergone significant growth, becoming Brazil’s third largest private hospital network - and the largest in the states of Espírito Santo, Ceará, Tocantins and the satellite cities of the Federal District.

In this journey, the year 2021 was transformational, hallmarked by an expedited pace of operational growth and by the execution of the inorganic growth plan.

The latter enabled the expansion of our geographic presence and progress in the strategy of becoming a comprehensive healthcare provider, strengthening the diagnostic and therapeutic support services (SADT), through increased

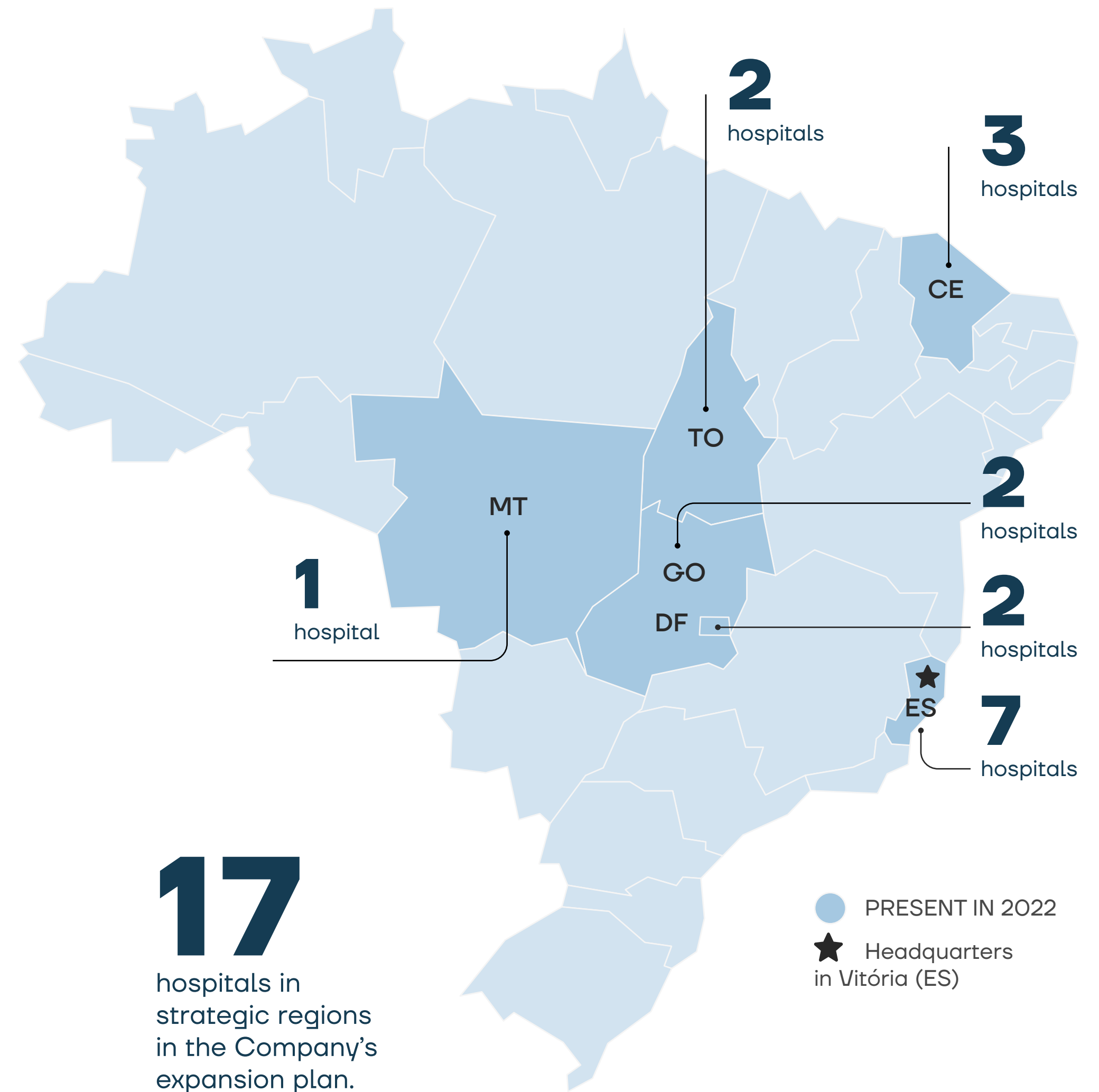
performance in clinical analysis, imaging, and oncology infusions.

Moreover, this year, the Company started its expansion into existing hospitals (brownfields), strategically capturing opportunities in the markets where we operate.

Increasingly broadening our horizon and possibilities for action, in November 2022, we had 17 hospitals in five states and the Federal District.

With a modern structure and health professionals with a human eye and exceedingly high technical level, we are a reference in organ transplants and specialties such as oncology, cardiology, neurology, pediatrics, gynecology and obstetrics, among others. We also provide ancillary diagnostic support services, which include diagnostic imaging, clinical analyses, and hemodynamics.

Recognition of our performance comes through national and international accreditations, such as Ona level 3, ACSA, QMENTUM.7 and Top Performer ICU. We are also a member of the National Association of Private Hospitals (ANAHP).



17 hospitals in strategic regions in the Company’s expansion plan.

● PRESENT IN 2022
★ Headquarters in Vitória (ES)

2.1.1 Values and purpose

Kora Health has a calling to care for people. We have a well-established culture that supports the mission of caring for the health and well-being of our patients.

Kora's approach to its stakeholders - employees, patients, payers, suppliers, shareholders, investors,

governments, and society in general - is guided by the values that permeate the Company.

Through such values, we follow our purpose of making health thrive.



Welcoming: Focus on the well-being of our patients and companions, ensuring that their experience in the hospital is defined by respect and care;



Case-solving capacity: To provide all the personal and material resources to deliver the appropriate hospital care to our patient, in the pursuit of restoring his or her physical and mental well-being;



Ethics: To adopt ethics and integrity as the foundation of all our relationships, with compliance to moral standards, respect for human rights and diversity;



Quality: Constantly seek improvements by means of process standardization, aiming at efficiency, effectiveness, and safety;



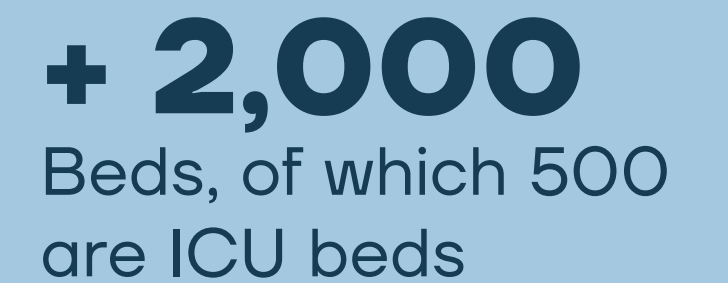
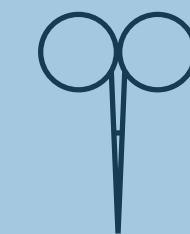
Sustainability: To ensure the social, environmental and economic sustainability of all business processes, enabling the business stability and perpetuity;



Innovation: Expand knowledge boundaries in search of what is most modern and effective in health solutions, stimulating an innovative and idea-sharing environment.



2.1.2 Our operations in figures (in 2022)



2.2 Operation Hubs

GRI 2-6 | 203-1

Considering the significant growth of Kora Saúde's operations, in 2021, we structured a new organizational chart for the hospital units, by creating four hubs: Midwest, Espírito Santo, Fortaleza, and North. Each hub has a strategic leadership, responsible for executing its business while respecting each territory's features.

The hub directors report directly to the CEO and are responsible for managing the units, striving to standardize processes and relationships with local stakeholders, as well as continuously assessing synergies and growth opportunities.

The structuring of the new management boards allows Kora Saúde to keep up its expansion pace, maintaining its medical quality, problem-solving, and results-focused DNA.

ESPÍRITO SANTO HUB

Rede Meridional is acclaimed as an absolute leader in the state of Espírito Santo, being recognized for its medical excellence and for the relationship with the local community, clinical staff, and payers.

It has been operating for over 20 years in Cariacica and after an expansion journey, today it totals seven hospitals distributed in five cities in the state: Cariacica, São Mateus, Serra, Vila Velha, and Vitória.

Currently, it is a reference in speed and problem-solving, and a leader in the Brand Recall survey in the Hospital segment, since 2006. Furthermore, it holds important accreditations such as: ONA3, Qmentum and top performer ICU.

HIGHLIGHTS

- Largest HUB in number of hospitals, totaling seven units and approximately 670 beds.
- Meridional is the largest solid organ transplanter and leader in robotic surgeries in the state of Espírito Santo.
- Over 40 thousand monthly consultations at the Emergency Room.
- Over 3,500 employee.



> **HOSPITAL MERIDIONAL CARIACICA**

2001



Cariacica (ES)

The first hospital that makes up the Rede Meridional, it is known by the local community for its humanized services and excellence, following high standards of quality and care. Built in an area of about 17,000 m², it currently has 185 beds that rely on a modern infrastructure and advanced technology.

A reference in neurological care in Espírito Santo, the Meridional Cariacica is the only hospital in the state of Espírito Santo with a Neurological ICU. Also, it has a neurological diagnostic center and neurologists on duty 24 hours a day in the emergency room.

Apart from the neurology sector, the hospital is recognized as one of the major transplant centers in Brazil and the largest solid organ transplant center in the state. Such potential comes from a modern structure to perform transplants, which operates 24 hours a day.

Also noteworthy are the specialties in oncology, cardiology, hemodynamics, and liver ICU, for post-operative follow-up, for which the Meridional Cariacica is considered a reference in the region.

> **HOSPITAL SÃO LUIZ**

2008



Vila Velha (ES)

Founded in 1980, Hospital São Luiz was originally born as a clinic. After expansion investments, it became a Hospital in 2000, being acquired in 2008 by Rede Meridional.

Still as a clinic, it was one of the few alternatives for private medical care in the region. Over the years there was an increase in patient demand that contributed to its expansion until it became a reference hospital in psychiatric care and surgical excellence of low and medium complexity.

When it joined the Rede Meridional, several investments and improvements were made in its structure and, today, the hospital has an area of 2,600 m², with more than 40 beds and four surgical rooms.

In the search for continuous evolution, Hospital São Luiz has put together a qualified medical team and a highly trained staff focused on offering distinguished and humanized care, strongly committed to bringing quality health care to our patients.

> **HOSPITAL MERIDIONAL PRAIA DA COSTA**



2008



Vila Velha (ES)

Founded in 1996, Hospital Praia da Costa was the second acquisition of the Rede Meridional, consolidating our presence in the municipality of Vila Velha (ES). Currently, it has over 5,000 m² of built area, 80 beds and a medical specialty center.

The hospital is recognized for its specialized services in Child Oncology, Cardiac Surgery, Pediatrics and Plastic Surgery. Besides this, it is a reference in gynecological and obstetric care, with its own maternity ward that is on duty 24 hours a day.

> **HOSPITAL SÃO FRANCISCO**



2011



Cariacica (ES)

Founded in 1986, the Hospital São Francisco was the third acquisition of Rede Meridional, consolidating Meridional's presence in the municipality of Cariacica (ES). It is a reference in the specialties of urology, orthopedics and ophthalmology and is supported by a multidisciplinary team of specialized professionals to provide increasingly humanized care, close to the patient.

> **HOSPITAL MERIDIONAL SÃO MATEUS**



2016



São Mateus (ES)

Inaugurated in 2016, the Meridional São Mateus was planned to meet the need for a private and modern hospital in the northern region of Espírito Santo.

Our facilities have a built area of over 10,000 m² and an ample and modern structure, focused on ensuring hospital care with safety in all processes, with a focus on high complexity services.

> **HOSPITAL MERIDIONAL SERRA**

2018



Serra (ES)

Opened under the name Hospital Metropolitano in 1996, it was our first incorporation after the capital injection of H.IG. Capital. The hospital is a reference in humanized treatment, performance in overly complex procedures, and a pioneer in offering innovative services to the population, with emphasis on the Intensive Care Unit (ICU), cardiology, and geriatrics.

The hospital is recognized for introducing a transformative concept of Intensive Care Unit (ICU) in the state. Considering the need to maintain inpatients' privacy, the hospital implemented private spaces inside the ICUs to bring comfort and well-being. As a result of this care and innovation, it received ONA accreditation at the maximum excellence level and currently has a Cardiology Intensive Care Unit and a Geriatric Unit, being an example in the state for its pioneering spirit.

Meridional Serra is also unique for offering comprehensive assistance in the areas of oncology, neurosurgery and hematology, besides being the only private hospital in Espírito Santo with structure for these specialized treatments.

> **HOSPITAL MERIDIONAL VITÓRIA**

2019



Vitória (ES)

The Meridional Vitória (formerly Santa Úrsula Maternity) is a hospital with over 30 years as a reference in gynecology and obstetrics, and was elected, by popular vote, as the best private maternity hospital in Espírito Santo.

Since its acquisition in 2019 by Kora Saúde, a 24-hour emergency room, a medical specialty center with 60+ offices for elective care, diagnostic and therapeutic support services (SADT), clinical analysis, imaging sector, and an oncology center have already been inaugurated, positioning it as an increasingly comprehensive platform for health care in the region.

Consistent with the hospital's investment plan, in May 2021, the expansion work on the new floor was completed, adding 23 beds, two operating rooms, and a new humanized delivery room. The new beds bring a superior standard of accommodation, offering a wide space allied to the concept of humanization, comfort, safety, and well-being during the hospitalization period.

MIDWEST HUB

Kora Saúde has been consistently and strategically expanding its presence in the satellite cities of the Federal District, Mato Grosso, and Goiás.

In just 15 months, we became one of the leading players in the region through the acquisition of four new assets recognized for their excellence, medical community, patients, and good relationships with local payers.

Currently, we manage approximately 720 beds in the region, which are now represented by:

- Hospital Anchieta (Taguatinga/DF) - 270 beds;
- Hospital São Francisco (Ceilândia/DF) - 179 beds;
- Hospital São Mateus (Cuiabá/MT) - 120 beds ;
- ING (Goiânia/GO) -105 beds;
- Hospital Encore (Aparecida de Goiânia/GO) -50 beds.

During the covid-19 pandemic, the Hub's ICUs received an award from EPIMED Solutions, placing Kora Saúde as a highlight in the top 10% of the best Intensive Care Units in Brazil.

HIGHLIGHTS

- Largest HUB in number of beds with approximately 720 beds.
- About 40 thousand monthly consultations at the Emergency Room.
- Over 3,500 employees.
- HUB responsible for about.

> HOSPITAL SÃO MATEUS



2019



Cuiabá (MT)

Founded in 1981, Hospital São Mateus emerged from the entrepreneurial and humanitarian vision of a group of doctors who created an institution focused on qualified and humanized care for patients and employees.

With a team of professionals trained to offer specialized care, Hospital São Mateus was our first incorporation outside the state of Espírito Santo, signaling the beginning of the Company's geographic expansion. With 40 years of operation, the hospital has one of the best high complexity surgical centers in the state, besides oncology, geriatrics, oncology and other specialties centers.

> **HOSPITAL ANCHIETA**



2021



Taguatinga (DF)

ACQUISITION IN 2021!

Opened in 1995, Hospital Anchieta is one of the largest and most renowned hospitals in the Federal District and Midwest. The institution combines assistance, technology and quality management expertise to develop services to improve health, well-being and safe care to patients.

Hospital Anchieta was Latin America's first hospital to earn the ISO 9001:2000 Quality Seal and was also recognized as one of the best companies to work for in Distrito Federal (DF).

Acquired in 2021, Hospital Anchieta has been presenting results that confirm our capacity to

add quality, complexity, and problem-solving to the acquired hospitals.

In recent years, the hospital has expanded its operations. Apart from providing general hospital care - with Emergency Room, inpatient care, Intensive Care Units, and Surgical Center - it now provides integrated care to outpatient services for women's health and neurological and oncological patients at the Hospital da Mulher Anchieta, Neuro Anchieta, and Hospital do Câncer Anchieta.

It has also expanded its technological complex to offer imaging exams through Anchieta Diagnósticos.

> **HOSPITAL INSTITUTO NEUROLÓGICO DE GOIÂNIA (ING)**



2021



Goiânia (GO)

ACQUISITION IN 2021!

Opened in 1975, the Hospital was known as the main treatment center for epileptic patients, becoming, at the time, a national reference center. Currently, the hospital operates with a focus on Neurology, and is a reference in the area.

In 2021 over 1,500 surgeries were performed, with results equivalent to those of the best centers worldwide, becoming the largest case collection in Latin America. As a center that trains specialists, the Institution stands out for its teaching, training and research in Neurology, adding technical and scientific knowledge focused on the well-being and safety of patients.

The Goiânia Neurology Institute has a built area of 6,253 m2, in Goiânia. In 2021, we made available 81 new beds, including 12 in the Intensive Care Unit (ICU) and 16 beds in the Emergency Room, recognized mainly for aneurysm and stereotactic surgeries.

In 2022, the institution received level 2 ONA accreditation due to its excellence in performance in the highest standards of safety and integrated management in all areas.

> **HOSPITAL SÃO FRANCISCO**



 **2022**  **Ceilândia (DF)**

ACQUISITION IN 2022!

Founded in 1994, Hospital São Francisco is a reference in high complexity for the entire Ceilândia region. To meet the growing demand, the hospital has expanded its surgery rooms, maternity ward, clinical analysis laboratory, hemodynamics, radiology, physician's offices and built a comprehensive Intensive Care Unit (ICU) with adult, pediatric and neonatal units.

The acquisition of Hospital São Francisco strengthens Kora Saúde as the leader in the satellite cities of the Federal District.

Currently the hospital has 179 beds, of which 90 are for operational use and 89 are for expansion, scheduled for delivery in 2022.

> **HOSPITAL ENCORE**



 **2022**  **Aparecida de Goiânia (GO)**

ACQUISITION IN 2022!

In July 2022, Kora Saúde announced the acquisition of Hospital Encore, located in Aparecida de Goiânia (GO), metropolitan region of Goiânia. Hospital Encore is one of the main references in cardiology in the state of Goiás and has a clinical staff that is nationally recognized for its high scientific production. As a result of its medical excellence, it is also responsible for operating hemodynamic

services at Hospital Samaritano and at Instituto Médico de Ceres, both in Goiás. Hospital Encore has 50 beds - 44% of which are in the Intensive Care Unit (ICU) - besides four surgery rooms, a reference emergency room, its own diagnostic imaging center, and two hemodynamic rooms.

FORTALEZA HUB

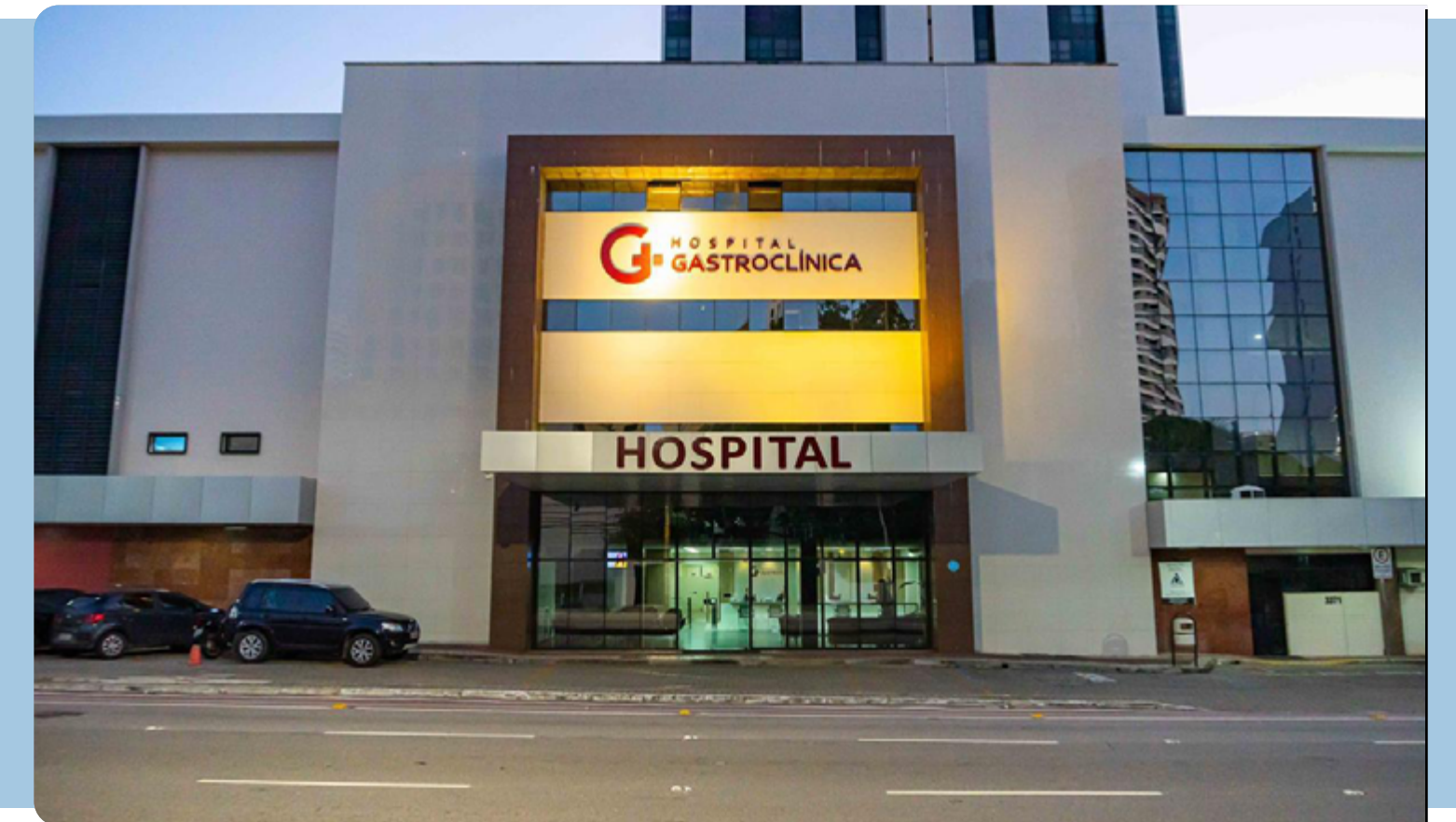
The year 2021 represented the arrival of Kora Saúde in the Northeast region of Brazil and the creation of the largest private hospital management group in the state of Ceará. This was achieved by acquiring three strategic and complementary hospitals, recognized for their tradition, distinguished infrastructure, and medical quality.

The incorporation of these assets into the Kora Saúde network is highlighted by their recognition by local communities, clinical staff, and payers, reflecting the regional leadership of a consolidated operation in the state.

HIGHLIGHTS

- Largest HUB in number of surgeries per hospital: approximately 10 thousand surgeries per hospital per year.
- About 450 beds.
- Over 2 thousand employees.

> GASTROCLÍNICA



2021



Fortaleza (CE)

Opened over 40 years ago, Hospital Gastroclínica is a reference in maternity, obstetrics, and surgeries. It has 105 beds, a fully equipped surgical center, with more than 10 rooms, where over 10 thousand surgeries are performed per year, being one of the most traditional hospitals in the state of Ceará.

Strategically located in a high density region in the city of Fortaleza, Hospital Gastroclínica has a clinical staff of excellence, focused on offering high quality service, well-being and care. The acquisition of Hospital Gastroclínica signals the arrival of Kora Saúde in the Northeast region.

ACQUISITION IN 2021!

> **HOSPITAL SÃO MATEUS**



2021



Fortaleza (CE)

ACQUISITION IN 2021!

Established in 1993, Hospital São Mateus stands out for its robust infrastructure focused on high complexity care. In a built area of approximately 10,000 m², it has 150 beds, seven surgery rooms and performs over 5 thousand consultations a month, being considered a reference in quality medical treatment, respect and comfort in care.

The Hospital is recognized in the region for its excellence in Intensive Care Units, designed with modern architecture and cutting-edge technology, totaling 42 beds. The hospital is also a reference in hemodynamics, neurology, among other complex specialties.

> **GRUPO OTO**



2021



Fortaleza (CE)

ACQUISITION IN 2021!

The Grupo OTO has 30 years of tradition, consisting of Hospital OTO clínica and Hospital OTO Sul, as well as the diagnostic support services OTO imaging and OTO lab. Hospital OTO clínica stands out for its excellence in standards of care, state-of-the-art technology, modern infrastructure, and is a reference in high complexity and medical excellence. Hospital OTO Sul, for its part, was inaugurated in 2019 and is recognized

as a strategic asset in generating flow and outpatient services.

The Grupo OTO has over 190 total beds, two emergency units that provide more than 10 thousand consultations a month, seven clinical analysis units, four imaging units, 30 ICU beds, hemodynamics, surgical center, and medical specialty centers.

NORTE HUB

With two hospitals in the state of Tocantins, Rede Medical enjoys regional leadership, and is also a reference for the population of other states in the North region. Since its acquisition at the close of 2020, Kora Saúde has made investments that have made Rede Medical increasingly complex, problem-solving, and welcoming, generating solid results and consistent growth.

In 2021, we opened Oncologia Medical, which quickly became a reference for the whole region offering clinical oncology services, hematology, diagnostic areas, and individual boxes for oncology infusions.

HIGHLIGHTS

- **Leader in Tocantins State.**
- **Oncologia Medical is a reference in the entire Brazilian Northern region.**
- **Over 150 beds.**
- **Over 6 thousand surgeries performed per year.**
- **Over 600 employees.**

> HOSPITAL PALMAS MEDICAL



2020



Palmas (TO)

Founded in 2013, Hospital Palmas Medical has become a medical reference in the region. Currently, it has the largest emergency room in Palmas (TO), with 24 hour/day service with general practice, gynecology and obstetrics, among other specialties. Besides the recognized emergency room, the Hospital also offers state-of-the-art hemodynamics diagnostics, performing overly complex procedures in cardiology, vascular surgery, and neurosurgery.

Furthermore, the hospital has an adult, neonatal, and pediatric ICU, a medical specialty center with eight offices dedicated to elective care, eight surgery rooms, diagnostic and therapeutic support services (SADT), and a modern imaging center for exams.

> HOSPITAL SANTA THEREZA



2020



Palmas (TO)

Since its inauguration, Hospital Santa Thereza has become a medical reference in the region and boasts a distinguished structure for clinical and surgical admissions, as well as an adult ICU. The modern technologies available and the qualified professionals ensure the offer of humanized and outstanding hospital care.

2.4 2021 Highlights

Kora Saúde EXPANSION

IN 2021

- IPO and listing on B3.
- Record revenue.
- Increased complexity in the lines of care and performance of elective procedures.
- Highest growth rate in the Brazilian hospital market.



6,000 +

oncology infusions, a 50% increase over 2020

300,000

patients/day

EXPANSION OF HOSPITALS WITH ONCOLOGY, NAMELY:

- Meridional Cariacica Meridional
- Praia da Costa;
- Meridional Serra;
- Meridional Vitória;
- Meridional São Mateus;
- Medical Santa Thereza;
- São Matheus Cuiabá;
- Hospital Anchieta.



FINANCIAL RESULTS

Net revenue

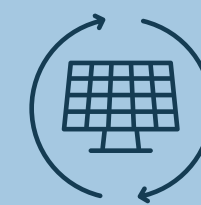
R\$ 1.2 billion

Adjusted Ebitda of

R\$ 310 million

Growth of

+106% in the year.



As of 2022, Kora Saúde has successfully completed the conversion of Hospital Anchieta into its first hospital powered

100% by solar energy.



Midwest expansion with the acquisition of Hospital Anchieta and Instituto Neurológico de Goiânia.



Arrival in Ceará with 3 new hospital units: Hospital São Mateus, Gastroclínica and Grupo Oto.

Acquisition of the first 320-channel Aquilion One CT in the northeast, providing a unique service to OTO Group customers.

The construction of the radiotherapy bunker at the Gastroclínica began and is expected to be completed in 2023.



03

ETHICAL MANAGEMENT



3.1 Governance Structure

GRI 2-9

Kora Saúde is committed to adopting the highest Corporate Governance standards in its operations, respecting its shareholders and building relationships of trust guided by transparency. These foundations drive all the relationships built by the Company, in compliance with moral and legal standards, respect for human rights and diversity.

Consistent with this purpose, in 2021 we held our IPO and joined the B3 - Stock Exchange's - Novo Mercado, committing to adopt the highest Corporate Governance standards in our operations.

We are currently managed by a Board of Directors and an Executive Board. Furthermore, the Corporate Governance structure also has a permanent Audit Committee, whose purpose is to assist the Board of Directors in its activities.



IPO in
AUG/21

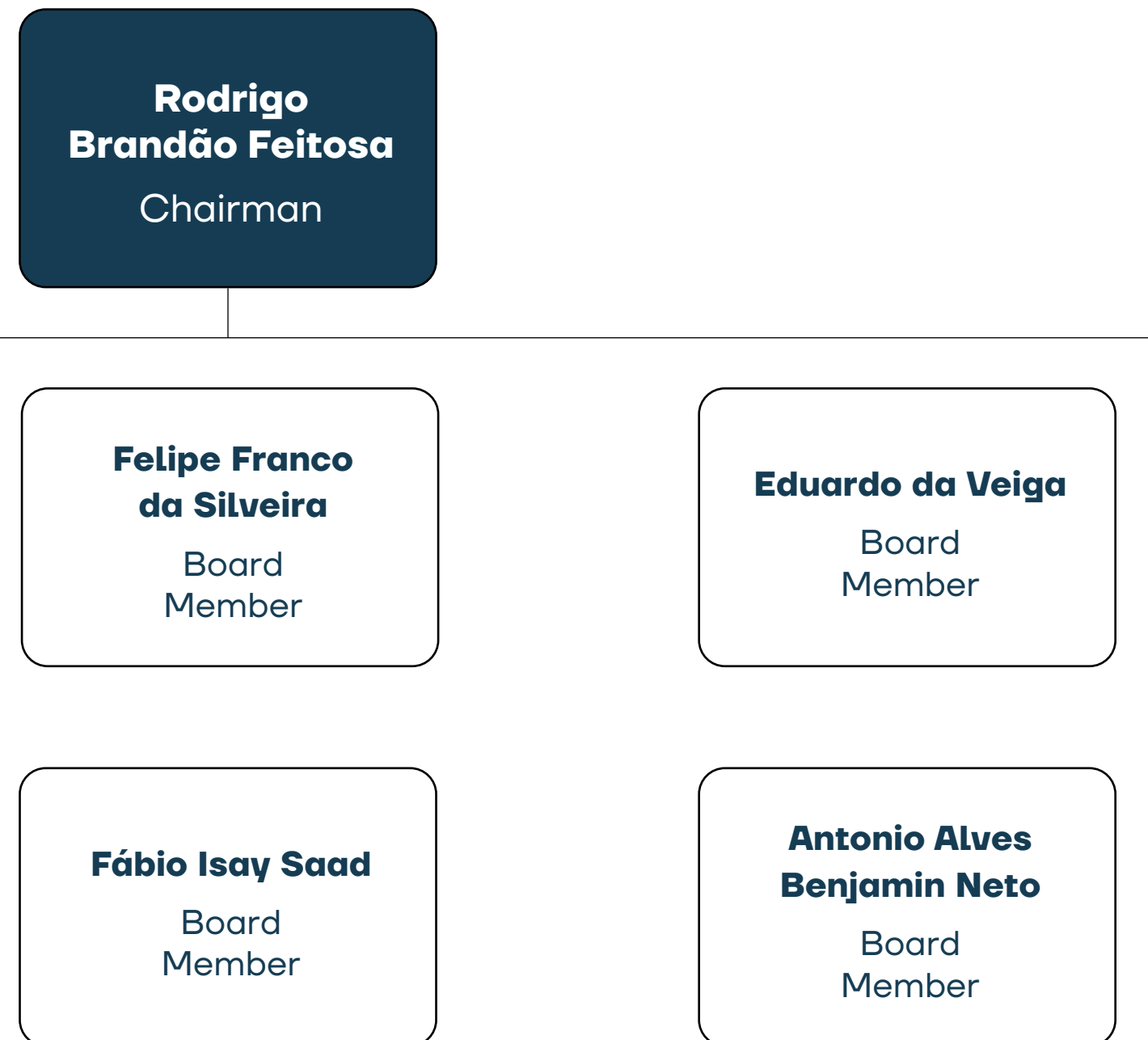
3.1.1 Board of Directors

GRI 2-10 | 2-11 | 2-12 | 2-16 | 2-17

The Board of Directors is the Company’s highest governance body. Currently, the Board is comprised of seven members, two of whom are independent. All are elected and dismissed

by the General Assembly for a unified term of two years, with reelection permitted.

BOARD OF DIRECTORS COMPOSITION



The Board takes on a number of roles in the Company to ensure that all material topics are addressed. Among the duties of the Board are:

- setting the general direction of the Company’s and its Subsidiaries’ business;
- approving and reviewing the annual budget, capital budget, cash policy, investment policy, dividend policy, business plan and multi-year plan of the Company and/or the Company’s Subsidiaries, as well as any amendments to these documents;
- approve the Company’s code of conduct and corporate policies related to information disclosure and securities

trading; risk management; related party transactions and conflict of interest management; management compensation; and management nomination;

- electing and dismissing the Directors of the Company and the Company’s Subsidiaries, as well as defining their duties.

Get to know each member’s detailed experience on the Investor Relations website: <https://bit.ly/3eGRbLQ>

The full description of member nomination and selection process can be found in Chapter II - Composition and Operation, of the Internal Rules of the Board of Directors, available at: <https://bit.ly/3D7ttlw>

3.1.2 Executive Board

The Executive Board, the Company’s representation and executive management body, is made up of nine members, elected by the Board of Directors, for a two-year term, with reelection permitted.

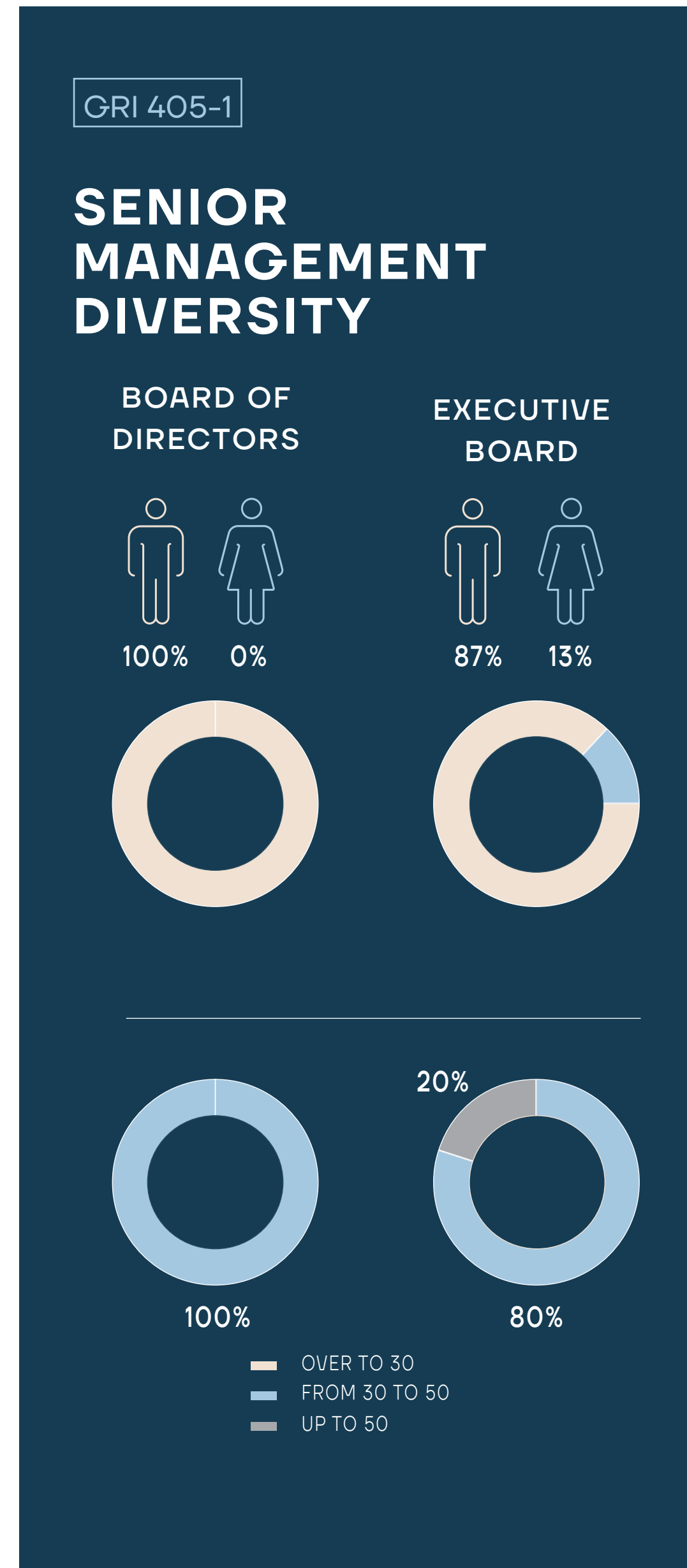


3.1.3 Compensation

GRI 2-19 | 2-20

Although the Company does not have a formal policy on the subject, the Board of Directors annually approves the executive officers’ compensation. The compensation practice for executive officers aims to meet the interests of our shareholders in keeping a capable and efficient management, seeking to attract and retain the best professionals in the market.

The Board of Directors annually evaluates the Company’s CEO and other senior management members, in a process inherent to the deliberation on annual compensation. The evaluation takes into consideration, in addition to the executive’s individual performance, the Company’s financial and non-financial performance. These targets are set in the annual budget, submitted at the beginning of each year to the Board of Directors.



3.1.4 Audit & Compliance Committee

GRI 2-15

Audit & Compliance Committee members are elected by the Board of Directors for two-year terms, reelection being permitted. The Committee must have at least three members, at least one of whom must be an Independent Director, and a second member must have recognized experience in matters of corporate accounting. The same member can combine these features.

The Company has a Conflict of Interest Policy and any case that is notified is taken to the Audit & Compliance Committee for analysis and deliberation.

AUDIT & COMPLIANCE COMMITTEE COMPOSITION

Márcio Santiago Câmara
Audit & Compliance Committee

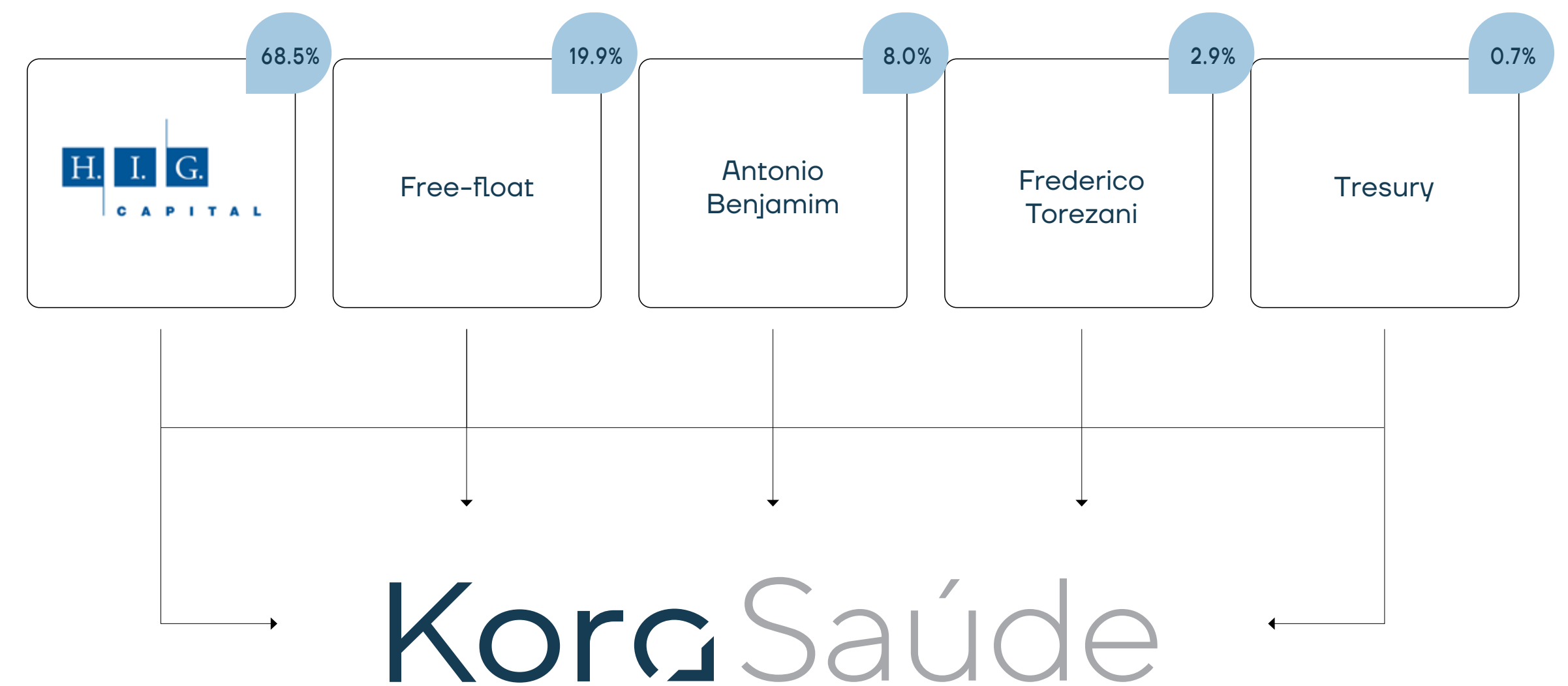
Fernanda Rossi Soares
Audit & Compliance Committee

Frederico Christo Torezani
Audit & Compliance Committee

3.1.5 Corporate Structure

Kora Saúde's corporate structure consists of HIG Capital - the private equity fund that partnered with the Company in 2018 and

paved our growth process -, two minority equity stakes and a free-float portion of the capital for free trading on the stock market.



3.2 Risk Management

GRI 2-12 | 2-13

The Company has a Risk Management and Internal Controls Policy that establishes principles, guidelines, and responsibilities to be observed in the risk management and internal controls process inherent to Kora Saúde’s business activities.

The policy aims to identify and monitor risks related to the Company or its industry, as well as to ensure that the Company and its subsidiaries adhere to ethical and professional standards at all times. These standards must be complied with by employees and third parties who, by virtue of their duties, have access to relevant information about the Company, its clients and strategies.

Risk management must be carried out under the responsibility of the governance bodies, managers and those directly responsible for the processes. The risk management process is carried out jointly and goes through the approval of the Directors and the Company’s Audit & Compliance Committee, which reports directly to the Board of Directors.

IT IS INCUMBENT UPON THE BOARD OF DIRECTORS:



Process evaluation is carried out at least once a year, also addressing the sufficiency of the structure and budget of the Internal Audit area for the proper performance of its duties.

The Risk management process adopted by the Company was prepared in light of the provisions of “ISO 31000:2009 - Risk Management Principles and Guidelines”, as shown in the following chart:

RISK MANAGEMENT PROCESSES

COMMUNICATION & CONSULTATION

Setting contexts

Risk identification

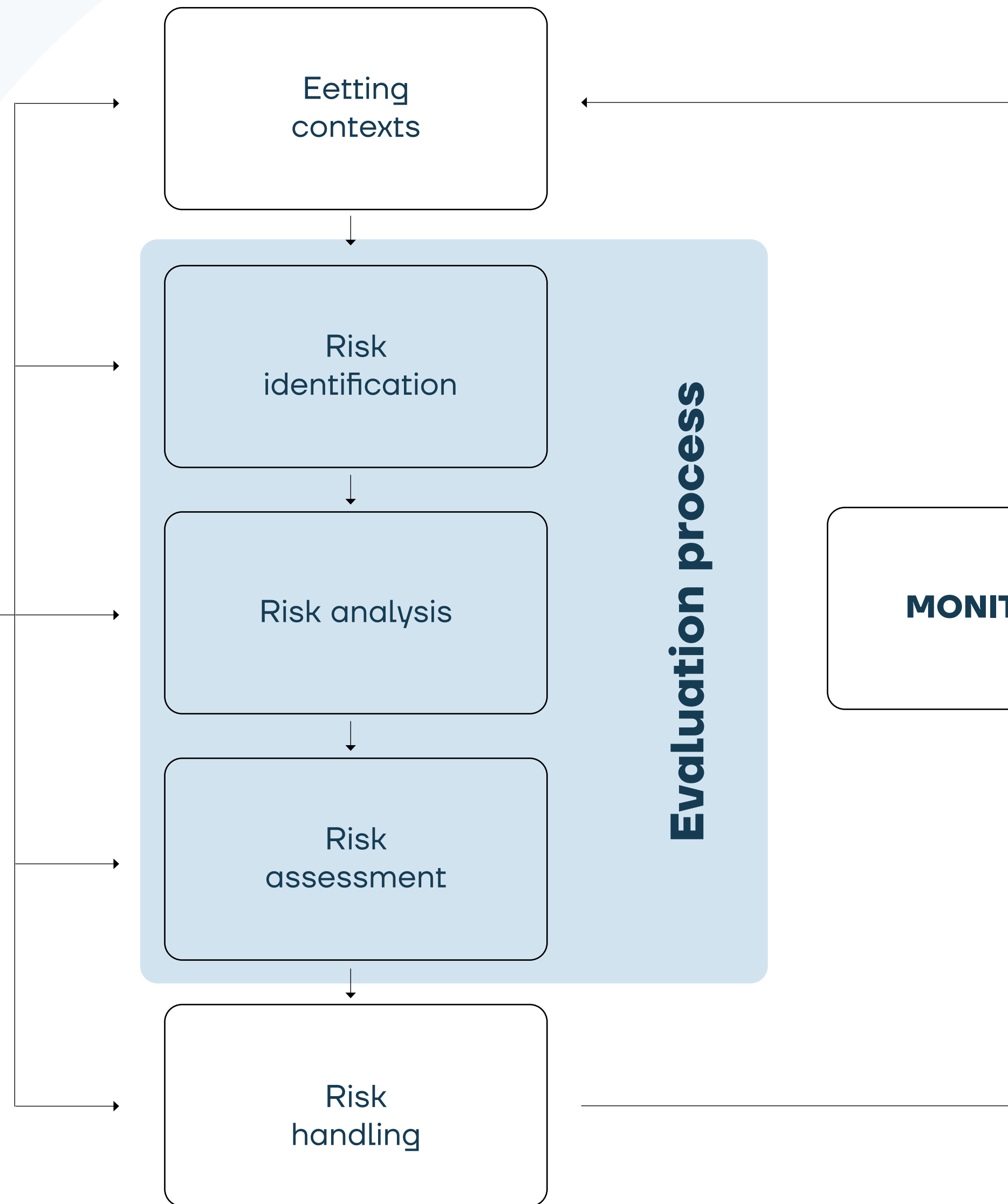
Risk analysis

Risk assessment

Risk handling

Evaluation process

MONITORING



LEARN MORE!

To access our Bylaws, Internal Regulations, and Policies, go to our Investor Relations page.

GRI 2-25

Kora Saúde is committed to mitigating any negative impacts it may cause or contribute to. To identify and address them, it has a Reporting Channel (learn more on page 30), which is monitored and discussed by the Audit & Compliance Committee.

3.3 Ethics and anti-corruption

GRI 2-23 | 2-24 | 2-27 | 3-3 | 205-2 | 205-3 | 206-1

Kora Saúde’s governance structure is guided by ethics and the fight against corruption, seeking to mitigate risks while ensuring a responsible and fair operation. In order to enforce laws and regulations and propagate an ethical culture, we have a Compliance program, a crucial tool to ensure good governance and employee conduct.

Our Code of Ethical Conduct applies to the Company’s employees and to the other audiences that are connected to the business. The document establishes the principles and rules that guide everyone’s actions, with the purpose of stimulating and disseminating effective compliance and good conduct, making the work environment safe and pleasant.

Throughout the year, the Company held training sessions for employees of new acquisitions on anti-corruption policies and procedures.

No substantial cases of non-compliance with laws, fines and corruption or lawsuits for unfair competition and monopoly were registered as a result of our efforts during the reporting period.

For more information on our Code of Ethical Conduct, please visit the link.

REPORTING CHANNEL

GRI 2-26

In order to encourage employees in possible reporting of incidents that affect the integrity and well-being of employees and third parties, we have an Audit & Compliance Committee and a Reporting Channel.

The Channel is available to all of the Company’s stakeholders (employees, suppliers, partners, service providers, customers, etc.) and the reports are made confidentially and securely.

Those interested can file a complaint through the e-mail comitecompliance@korasaude.com.br or by phone 0800 591 2643, from Monday to Friday from 9am to 5pm.

The channel is confidential, external, transparent, and independent. It operates over the telephone (0800) or through the website. Concerns are investigated by the **Compliance** area and discussed by the **Audit & Compliance** Committee, subject to rules of secrecy, anonymity and confidentiality.



TRANSFORMING THE HEALTHCARE WORLD



4.1 Operational and financial performance

4.1.1 Maintaining operations during the pandemic's second year

GRI 2-6

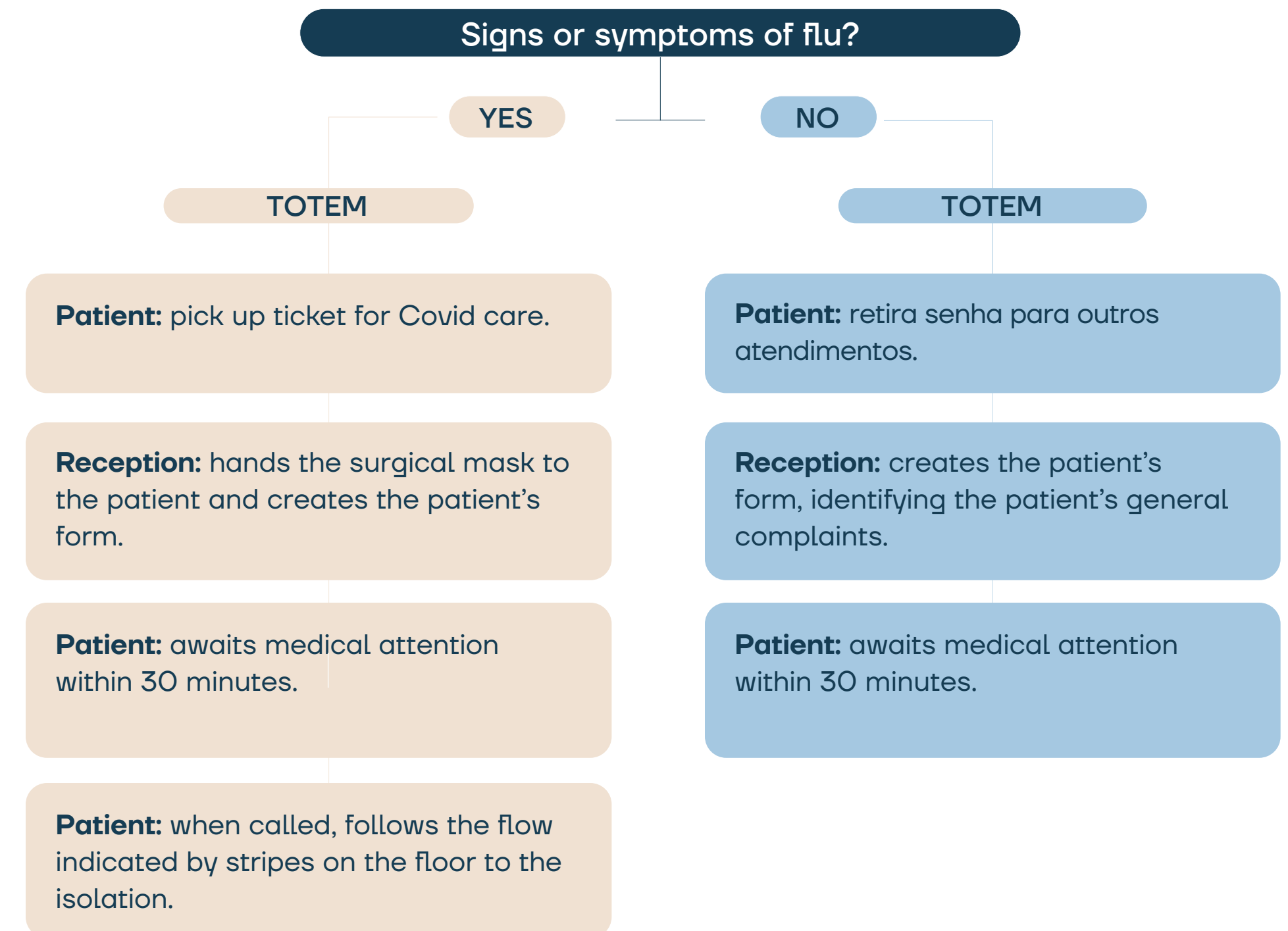
Improving the quality of life and promoting the well-being of our patients and employees has been our priority in hospitals. Given the context of the second year of the Covid-19 pandemic, some actions have been developed to make the hospital stay humane and safe.

During the period, we managed to put into practice a number of lessons learned that contributed to the Company's better operational and financial performance. We have adopted all this care in a permanent way inside the hospitals, ensuring safety and quality in service.

We adopted, thus, the management of separate wards in the hospitals, divided according to each patient's clinical needs, such as exclusive wards for pregnant and postpartum women. This management ensured an isolated and divided flow of patients, prioritizing their safety and that of the employees.

Another strategy adopted by our hospitals was the special care for inpatients in serious conditions, ensuring the supply of materials and medicines needed for individualized treatment. Coupled with the care for safety inside our hospitals, we opened new beds to care for patients in this overly sensitive moment.

SAFE FLOW IN OUR UNITS



In our Hubs, we have introduced a number of actions to improve service and ensure a regular supply of supplies, while at the same time taking care of patients' and employees' health:



Use of PPE and hospital cleaning management;



Outsourced services (security, cleaning, care, etc.) with representation of suppliers activated according to the location of the units;



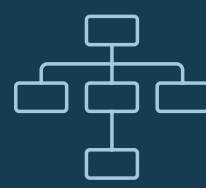
Automation, unification of the planning and purchase process of all the hospitals in the network;



Quick decision making, favoring fast and efficient planning;



Improvements in communication and service strategies;



Operational Management carried out through discussion and implementation of protocols by Committees, sharing information among the Hubs;



Investment of R\$ 561 million, in 2021, including the purchase of hospital supplies, medicines, equipment, medical services and third-party services.

This group of actions allowed the Company's fifteen hospitals in 2021 to face the second year of the pandemic with better operational strategies, expanding the supplier network, and achieving optimized performance.



4.1.2 Growth Evolution

GRI 203-1

In 2021, despite all the challenges posed by the second consecutive year of the Covid-19 pandemic, we sought to strengthen our **solid history of growth in the hospital segment**. The process took place either through geographic expansion, as new acquisitions, or organic growth projects in the base of existing hospitals.

Throughout the year, we acquired three reference hospitals in the state in Fortaleza (CE), one hospital in Brasília (DF) and one in Goiânia (GO), moving into areas where we were not yet present. In total, we now operate over 700 new beds in the Midwest region and 450 in Ceará, making us the largest hospital group in the state.

Such rapid and sustainable growth is made possible by our replicable model of operation, which allows us to provide excellent medicine at a fair value in all the regions where we operate.

Apart from the acquisitions, we have continued to improve our services and expand our hospitals. In 2021, we started our expansion in

existing hospitals (brownfields), strategically capturing opportunities in the areas where we operate, in addition to investing in the continuous improvement of our physical structures. In this regard, about R\$ 80 million were allocated for infrastructure works that allowed the development of several projects, among which we highlight:



4.1.3 Operational Indicators

GRI 2-6

Our operational indicators reflect the resilience of our business model even in a challenging year for the hospital sector.

The **Company ended the year 2021 with 1,766 total beds, of which 1,563 were operational.**

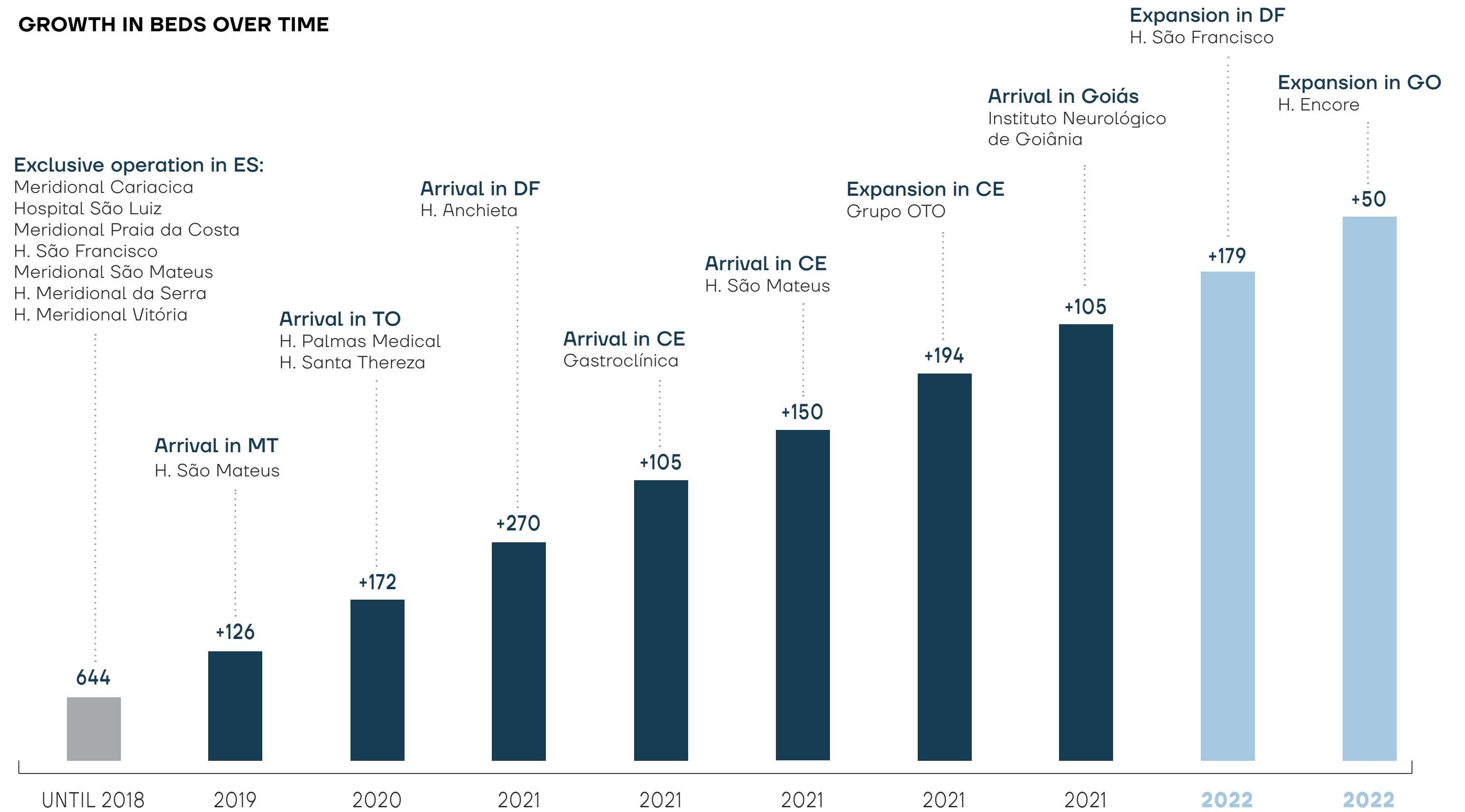
Total beds grew 76%, a result of the expansion strategy.

Considering only the months of operation after the acquisitions, in the 2021 year we had a total of 570 thousand consultations in our emergency rooms, performed over 56 thousand surgeries, and had a volume

of 300 thousand patient-days. The bed occupancy rate totaled 73.8% for the year, an increase of 60 bps over the previous year.

The growth in the annual occupancy rate was the result of the complexity of our hospital care, guided by investments in a robust emergency room, complementary medical teams, technologies, support services, and quality care.

GROWTH IN BEDS OVER TIME



+1,050 beds since 2021

As a hospital network, we are contained in a market in which most of the patients are beneficiaries of health insurance companies. In Brazil there are over 56 million beneficiaries, 38 million of which are part of Kora Saúde's target public.

4.1.4 Financial Capital

At Kora Saúde, we strive to build a sustainable business model, based on payment by the paying sources (health plans) for the services we provide to patients.

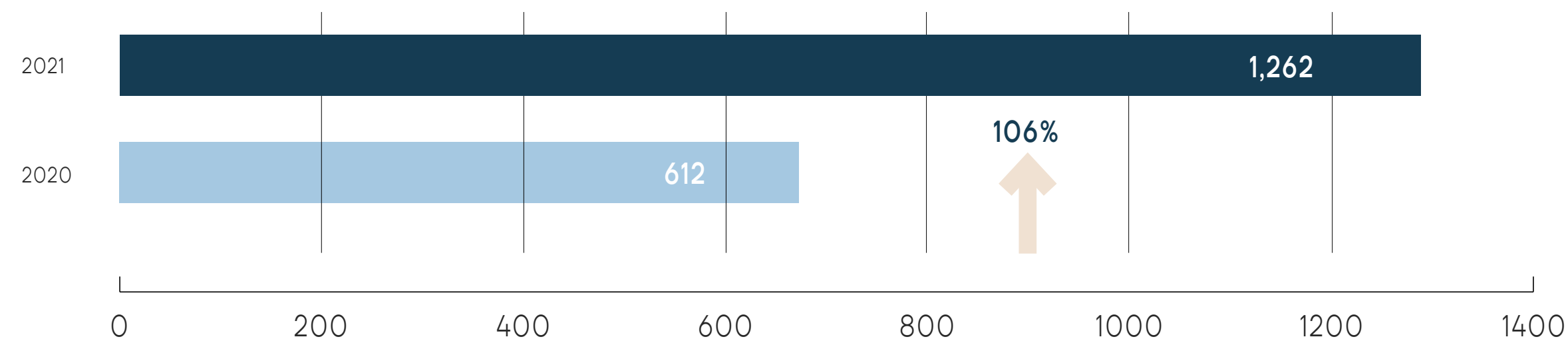
The outcome of this model is that in 2021 our Adjusted EBITDA totaled R\$310 million, an increase of 141% compared to 2020. The adjusted EBITDA margin totaled 24.6%, an expansion of 3.5 percentage points compared to the same period of the previous year.

Net revenue totaled R\$1.2 billion, a 106% growth compared to 2020, representing the highest revenue level in our history.

Through 2021, net revenue growth was positively impacted by:

- Organic growth in existing hospitals base;
- Acquisition of five hospitals;
- Increase in revenue from Diagnostic and Therapeutic Support Services (SADT), clinics, radiology and oncology infusions.

NET REVENUE (R\$ MILLION)



4.1.5 Oncology

GRI 2-6

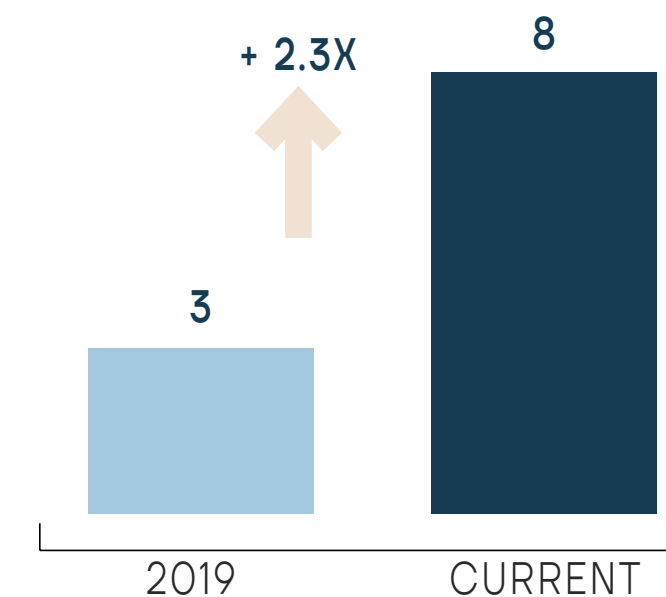
Currently, Kora Saúde has eight oncology care units at the following hospitals: Meridional Cariacica, Meridional Praia da Costa, Meridional Serra, Meridional Vitória, Meridional São Mateus, Medical Santa Thereza, São Matheus Cuiabá, and Anchieta.

In 2021, we have further expanded our horizons in the oncology market by delivering new diagnostics and treatments for oncology patients. The results of the year reflect the assertiveness in the strategy of acting as a robust platform of oncology services, offering a platform of clinical services,

hematology, cryotherapy caps, outpatient support, diagnostic areas and individual infusion stalls, offering comfort, infrastructure, privacy and humanized care to our patients.

During the year, the oncology operation recorded an **all-time record in net revenue**, totaling R\$ 66.3 million, with 91% growth over 2020. In total, we performed **6,182 treatments, a percentage 50% higher than the previous year.**

GROWTH IN ONCOLOGY CENTERS



Over 6,000
infusions
in 2021

4.2 Patient Experience and Safety

4.2.1 Our care

GRI 3-3

Our hospitals embrace a number of actions to humanize hospital care, aimed at improving relations between health professionals and patients, improving well-being and mitigating suffering during the delicate moment of hospitalization. These actions are based on values such as solidarity, collaboration, affection in relationships, respect for diversity, appreciation of patients' complaints, care, and welcoming.

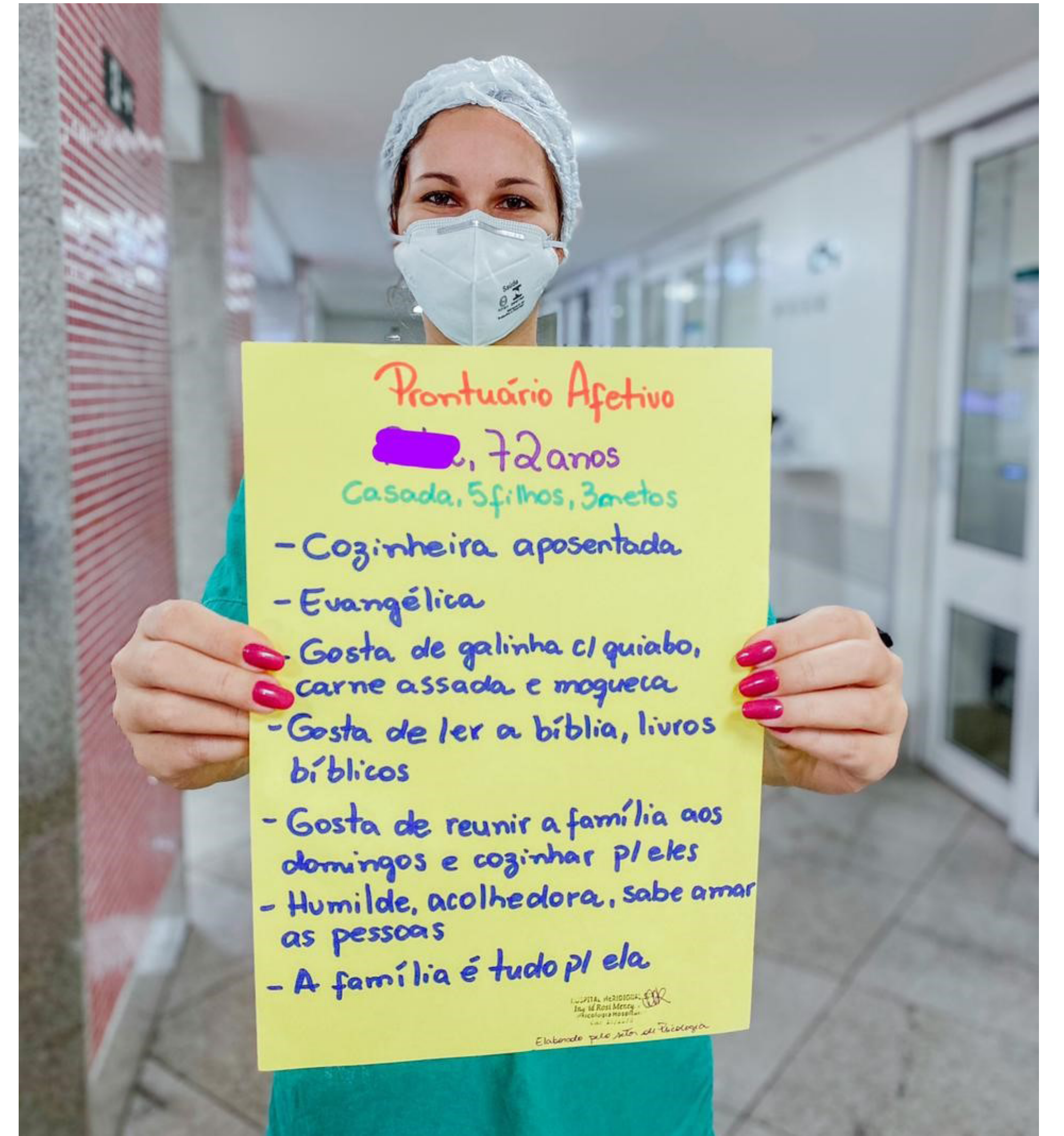
As a result of the attention and humanized care throughout the patients' journey in our units, we observed an average increase of 14% between the years 2020 and 2021 in the Net Promoter Score (NPS) given by our patients, considering comparable hospitals (except for the Ceará and Goiânia Hubs).

AFFECTIVE MEDICAL RECORD

Hospitalization is a sensitive moment in the patients' lives. The change in routine, schedules, and distance from social life often hinder their recovery. In an attempt to bring patients together and promote a safe and welcoming environment, we have adopted the so-called "affective medical record".

The purpose of the initiative is to bring comfort to patients through humanized records. Each patient receives a form where their history is recorded, but not with data about their health condition, but with personal information, such as artists, favorite foods, and the names of their closest family members. The purpose of all this is to reinforce that the hospitalized patients, even if sedated or intubated, are people with a rich life story.

The program was implemented due to the difficulties in approaching Covid-19 patients, who stay for a long time in the Intensive Care Units (ICU), without communication even with the medical team.



HUMANIZED DELIVERY ROOM

In some hospitals we have adopted humanized delivery rooms, with the purpose of creating a welcoming environment in such a special moment in the patient's life. The rooms have the structure to carry out practices and procedures that aim to readjust the birth of the baby within a less hospital-like and less medicalized perspective.

In these places, pregnant women have the right to a companion and a freely chosen doula during the entire hospitalization, privacy, skin-to-skin contact with the baby, late cord clamping, and encouragement of early breastfeeding. This care proposes to bring mother and child closer together in a more humanized and comfortable way.



THE “HAMMOCK” METHOD

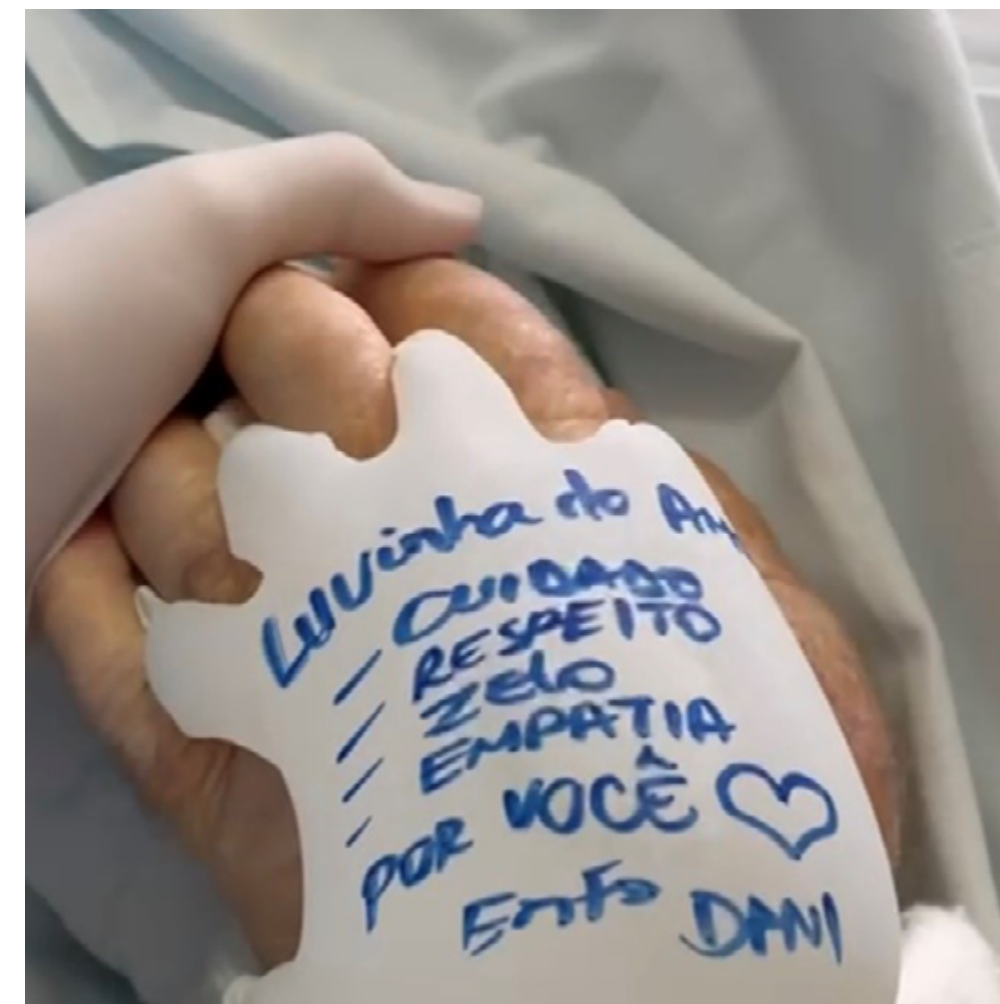
Palmas Medical and Santa Thereza hospitals use the “Hammock” method, which consists of a sensorial intervention that favors neuropsychomotor development of the babies, besides promoting humanization and comfort to the newborn.

Besides the proper positioning of the premature newborn, the hammocks provide coziness to the babies in the incubators, stimulating their senses and maturing their primitive reflexes.

CLOWN THERAPY

The hospitals that are part of Ceará Hub (Hospital Otophica and Hospital São Mateus) included in their care booklet the “clown therapy” with the clown group “Trupe do Riso”. The method consists in implementing clown techniques derived from the circus art, for the patient's care context, in order to improve his/her mood and mental state.

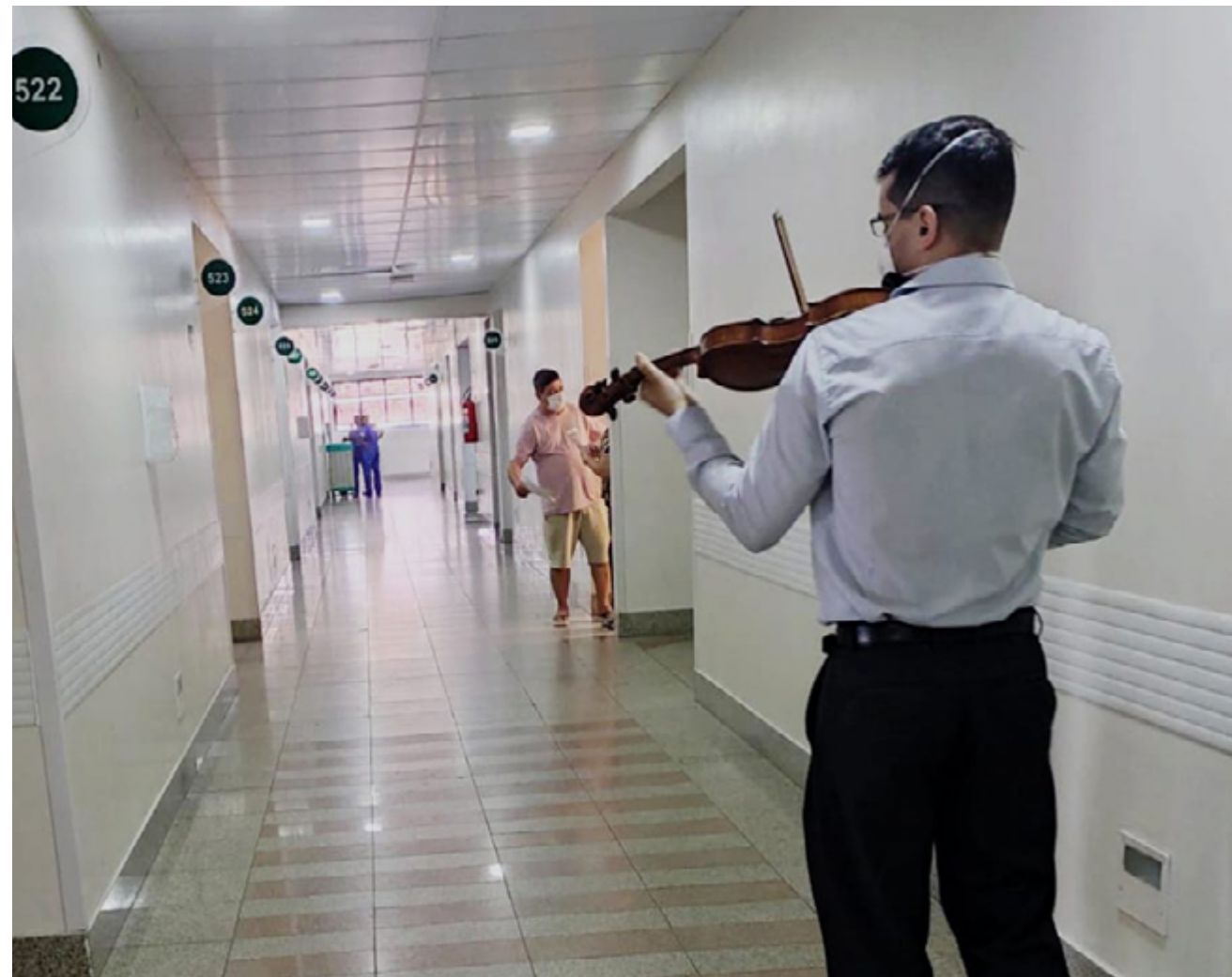
The purpose of the work is to help patients with their most subjective needs, which are not usually expressed in medical records.



LITTLE HANDS OF LOVE

Aiming to bring more comfort to Covid-19 inpatients, Palmas Medical and Santa Thereza Hospitals have implemented a method called “little hands of love”, which consists in the use of warm latex gloves that imitate the human touch.

The process consists of using two surgical gloves soaked with warm water that resembles human heat. With this recipe, the nursing staff and other professionals have provided hospitalized patients with a warm welcome and reassurance.



MUSIC THERAPY

During the hospital stay, the patient has to interact in a strange environment, with unknown people, technical language, invasive and painful procedures, noises, and distance from family and loved ones, which makes the environment threatening. This usually leads to a period of suffering in his/her life.

In such a context, music can help bring well-being, with the power to thrill and cheer patients. For this reason, in some hospitals we perform music therapy actions in the beds, as a complementary form of care.

HOSPITAL DISCHARGE PLAN

Another method that has been implemented in our hospitals, specifically in the Espírito Santo Hub, is the use of a hospital discharge plan. This plan has the objective of monitoring the patient's return home with the necessary post-discharge care. The procedure is intended to ensure that the same quality of care that was provided in the

hospital environment is continued in the outpatient setting and at the patient's home, in order to avoid re-hospitalization. Among the guidelines that stand out the most are those referring to the date of the next exams and appointments, and general guidelines on how to continue with the treatment.



CUSTOMER ADVISORY BOARD

With the purpose of progressively integrating the Company's stakeholders, we created, at Hospital Anchieta, the Customer Advisory Board, comprised of patients and family members, with voluntary and not-for-profit participation. Its goal is to build a culture based on active communication and sharing of ideas and experiences among patients, families, companions, health professionals, and members of the institutional leadership, making possible the person-centered care.

The Customer Advisory Board's premise is to use the patients' experiences as support in institutional decision-making, and to provide education and support to patients, encouraging them to participate in their own care.



The Cariacica hospital was the hospital that performed the most robotic surgeries in the state of Espírito Santo (ES).

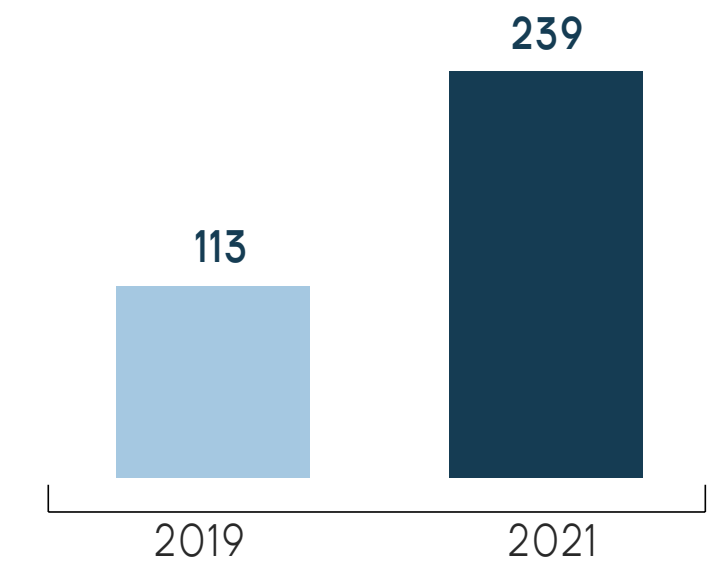
4.2.2 Innovation

Aiming to improve hospital organization and management in a comprehensive manner, innovation is one of the six values adopted by Kora Saúde, optimizing the performance of the health system while bringing improvements to all areas, with emphasis on patient health. By using new technologies in hospitals, we seek solutions that can be implemented in a short period of time and with excellent results.

One of the main innovations, which has generated significant results for patients, are robotic surgeries, which use cutting-edge technology to overcome many limitations of conventional surgeries. Despite the name, the robot does not operate the patient alone, but a trained surgeon is required to conduct the intervention.

This is a type of surgery in which the professional performs the procedure using a robot equipped with surgical instruments such as scissors, tweezers, and scalpel, as well as a camera.

NUMBER OF ROBOTIC SURGERIES



Another relevant investment implemented in our business was the “320 channel Aquilion One CT scanner”, used at the hospital OTO clínica, in Fortaleza (CE). The device enables faster exams, with very low exposure to radiation and high quality images, allowing for more in-depth studies and more accurate diagnose.

Besides the mentioned device, the Ceará Hub is undergoing construction of the first Radiotherapy bunker of the private network in the Northeast, with an expected opening date of mid-2023.

The **320-channel** CT scanner is the only one in the Brazilian Northeast

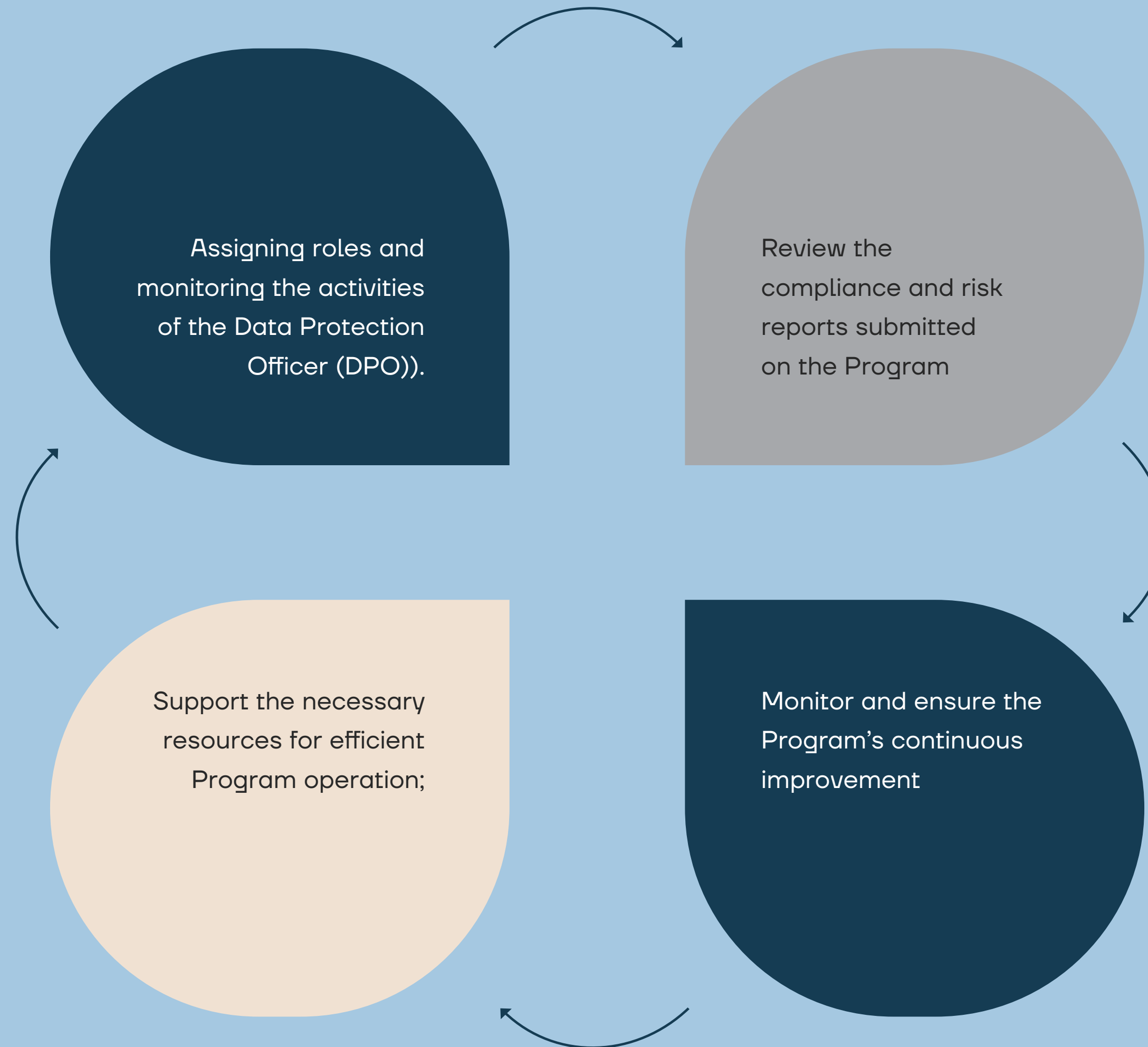
4.2.3 Adaptation to LGPD

GRI 418-1

In order to implement the guidelines of the General Personal Data Protection Law (LGPD), in 2020 we created the **Personal Data Governance Program**, which aims to ensure the security and processing of personal data of employees and stakeholders with whom the Company relates.

Throughout 2021, we made progress in adapting to the LGPD in all units by creating a Data Holder Portal to receive unified requests for data deletions or changes. Moreover, some information security improvements were optimized, strengthening good security practices in the organization.

Running parallel to this program, we have a Data Protection and Privacy Committee, with a multidisciplinary team, anchored on the following commitments:



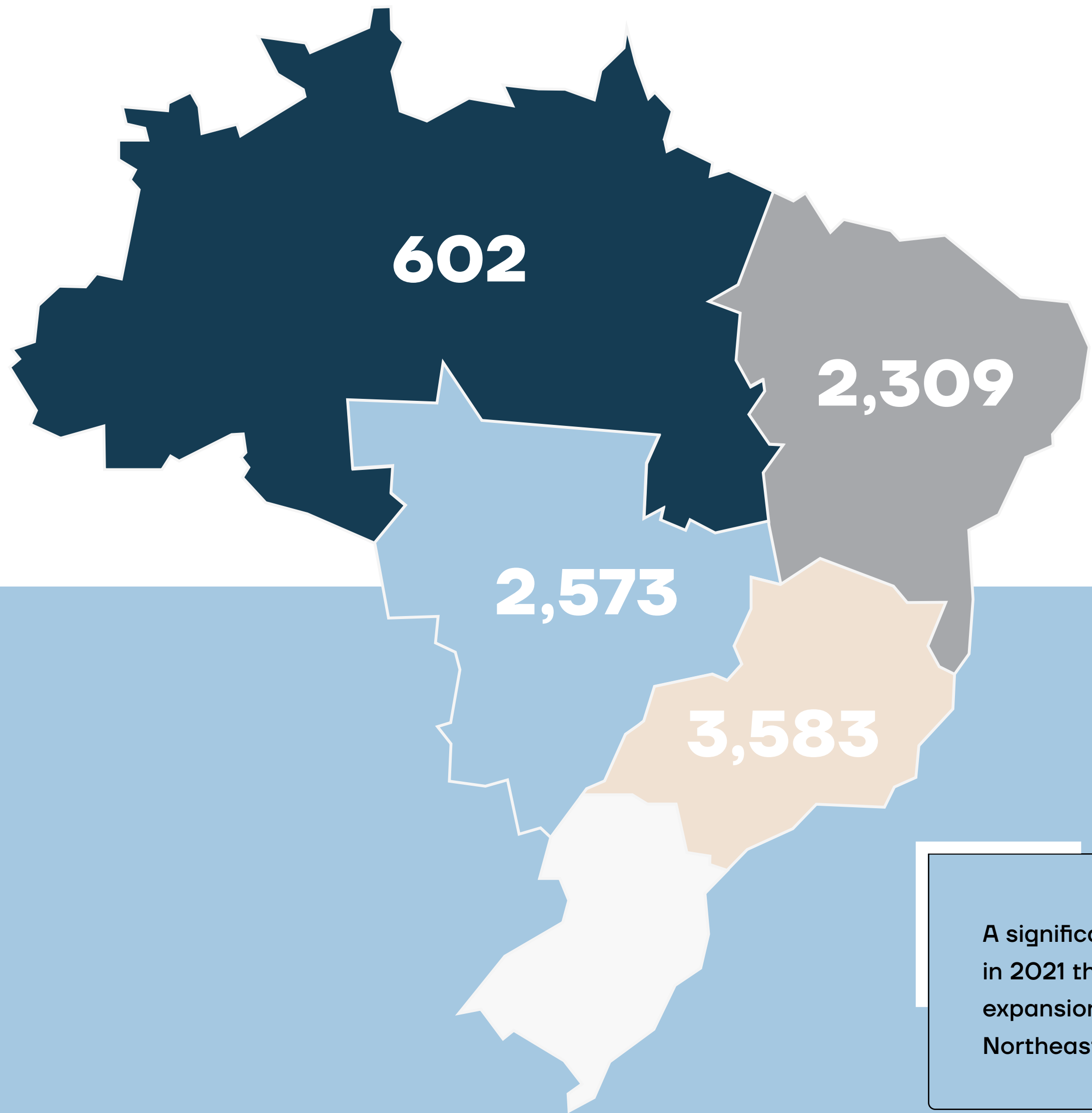
In the period covered by this Report, as well as in previous periods, the Company was not notified of any breach of privacy or loss of customer data.



05

WORKING FOR EVERYONE





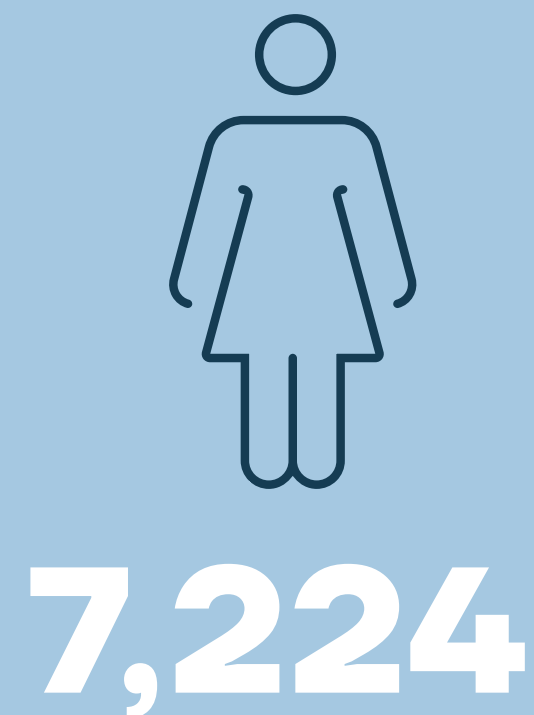
A significant increase in 2021 through expansion in the Northeast region

5.1 Our people

GRI 2-7 | 2-30 | 3-3 | 401-1

To carry out our calling of caring for people, the dedicated work of our employees is crucial, since they are the ones who directly care for and treat patients. For this reason, we have a careful look at our Human Resources, with a well-established culture that values their development and recognition.

9,198 COLABORADORES DIRETOS



The **9,198** employees work full-time and are covered by collective bargaining agreements.

5.1.1 Talent attraction and retention

GRI 2-8

With the Company’s constant growth process in the last few years, investing in **attracting and retaining talent** has become increasingly important to obtain good results, both operationally and financially.

In line with our geographic expansion, in 2021 we expanded our workforce. During this process, we always sought to bring in professionals who are aligned with our purposes and who can integrate their skills with the Company’s

development. In 2021 we resumed a hybrid recruitment model, with some stages being carried out online.

Once hired, we instruct new employees through integrative welcoming practices and training for their area of work. Among the practices adopted, we highlight the following:



Compensation and benefits in line with the market



Development and capacity building initiatives



Prioritization of internal applications when opening new vacancies



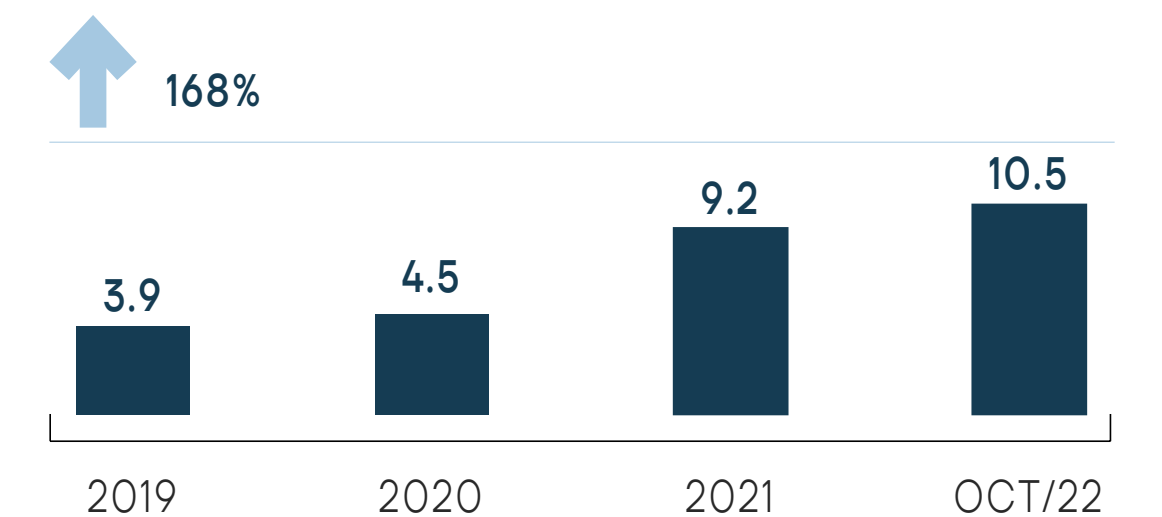
Coordinated actions by hospitals in order to honor employees in the care areas praised by clients

	GENDER		AGE GROUP			REGION			
	Female	Male	Under 30 years old	Between 30 and 50 years old	Over 50 years old	North	Mid-West	Southeast	Northeast
Total hires	3,319	1,009	2,139	2,096	93	466	1,123	1,816	923
Hiring rate	46%	51%	68%	39%	14%	77%	43%	49%	40%
Total terminations	2,569	814	1,140	1,844	99	384	945	1,637	417
Turnover rate	36%	41%	46%	34%	15%	63%	36%	44%	18%

NUMBER OF OUTSOURCED EMPLOYEES BY GEOGRAPHIC LOCATION						
ES	MT	TO	CE	GO	DF	TOTAL
750	294	136	472	27	51	1,730

In 2021, we saw an intense hiring activity, with a significant increase in the number of employees to meet the demand of Kora Saúde’s expansion in other states of operation.

TOTAL EMPLOYEES (THOUSANDS)



5.1.2 Training

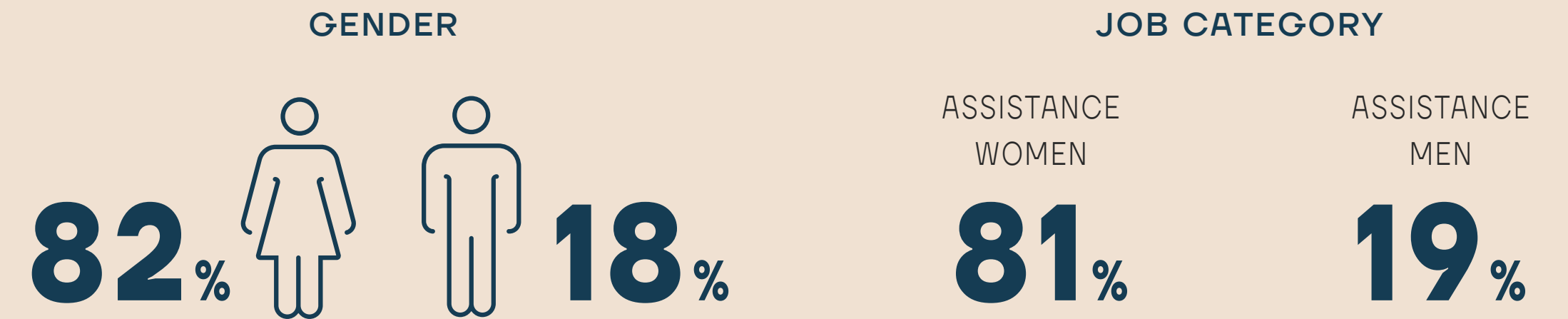
GRI 404-1 | 404-2 | 404-3

At Kora Saúde, the technical competencies are developed through internal training conducted according to sectorial demands and given by the manager or reference professional of the area. There is also a strong role for the Continuing Education Nurses, who provide technical training for the assistance teams. The external courses and training that require investments are covered by Kora Saúde, upon budget approval and Compliance Policy guidelines.

We consider the training and qualification of our team to be paramount to maintain the good level of humanized and technical care to patients. In 2021, still impacted by the second pandemic year, the operational teams were trained in continued operational education. The trainings were focused within the hospital operations units.

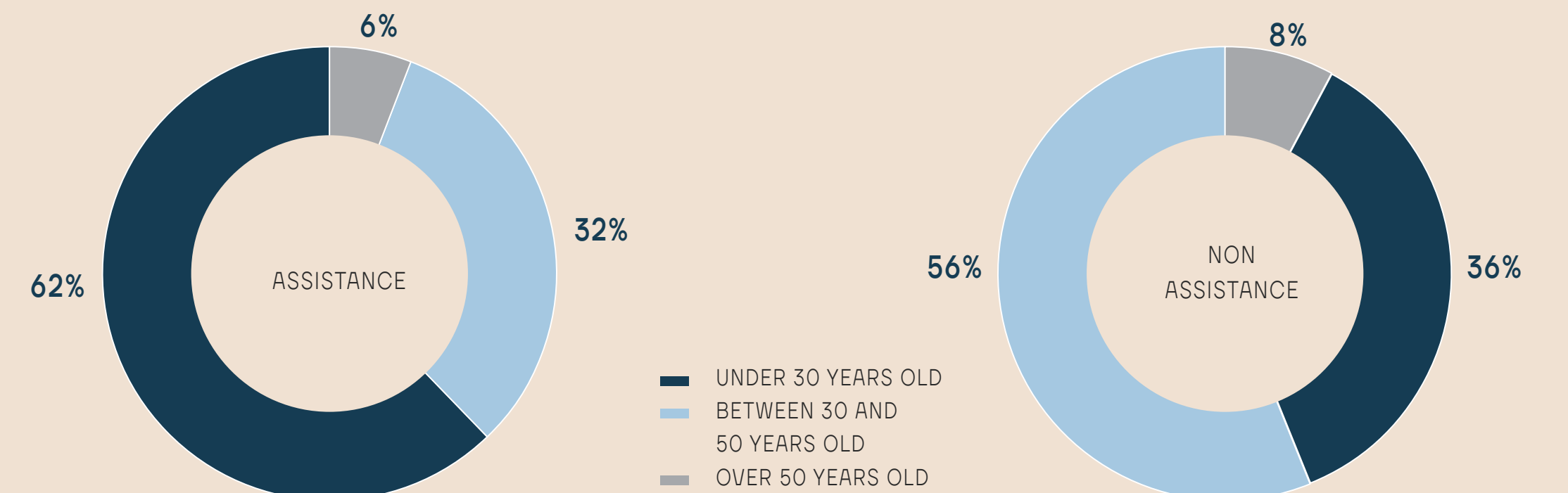
AVERAGE HOURS OF TRAINING	
	HOURS/TRAINING
BY GENDER	
Female	26.75
Male	24.07
BY FUNCTIONAL CATEGORY	
Assistance	32.10
Non Assistance	21.40

PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS:



DIVERSITY BY FUNCTIONAL CATEGORY (2021)

BY AGE GROUP





At the same time, we developed the Kora Lidera program, which aims to contribute to the development of leaders and conduct training focused on this profile. Via workshops and classes, we seek to reinforce their understanding of their role in the business and in building a good work environment.

Kora Lidera intends to develop and provide tools for protagonism, transforming daily challenges into results, always with commitment and a more human look at people. The Program is structured in four pillars, described below:



The Senior leader program, on the other hand, is directed to our Directors, with the objective of developing and providing a more human look, bringing themes related to people management and organizational climate, always with the perspective of sustainable results for the business.

LEADERSHIP PROGRAM PILLARS

The program is structured on four pillars:

1



I Leader

- Self-Knowledge
- Emotional Intelligence
- Leader Role

2



Leading people

- Team Management
- Communication & Feedback
- Influence

3



Leading customer experience

- Customer Experience
- Non-violent Communication - Empathy
- Humanization

4



Leading results

- Application Projects:**
- How to manage processes, indicators, and results
 - Problem solving
 - Time management



COFFEE WITH THE DIRECTOR

Throughout 2021, some projects were resumed in a hybrid form, as is the case of “Coffee with the Director”, in which some employees are selected to participate in a coffee with one of our directors. The meeting is held quarterly with all directors and employees to present results, projections, and news.

The event makes it possible to build a space for suggestions, complaints, and compliments from employees, which can be transmitted directly to the company’s Board of Directors, encouraging an open communication culture.



KORA KONECTA

Kora Konecta is a quarterly meeting where we share business news, best practices, and general guidelines with the leaders of the entire Company. This meeting was thought with the objective of connecting all the leadership of the units under our management with our strategy, keeping the team aligned from top to bottom.

TRAINEE PROGRAM

Kora Saúde’s Trainee Program aims to attract and create opportunities for young people to join the Company and take on strategic positions, supporting the pace of the organization’s growth. Lasting 2 years, the project is guided by experience in the main areas of the business, mentoring with executives, monitoring of the HR area, and development tracks.

In the first year, the candidate participates in Job Rotation cycles, going through our Company’s strategic sectors, with continuous follow-up, feedbacks, and mentoring from our leaders, developing several projects in the areas where he or she works.

In 2021, we launched the 2nd edition of the program, with 8,000 applicants and four selected.





KNOWLEDGE EXCHANGE

The Knowledge Exchange project aims to share information among the different sectors of the Company, in order to improve communication and broaden the systemic vision.

The enrolled employee participates in a sectorial presentation, where he or she can understand the routines of other sectors and their interface with his or her own. During the meetings, they have the opportunity to experience and learn about the other roles, with the opportunity for interaction, proposals for improvements, and answering questions.



CLIMATE SURVEY

At Kora Saúde, we consider the climate survey an important people management tool, because it allows us to understand and value employees' perceptions about issues related to their work environment. Furthermore, it helps to identify the positive points and improvement suggestions, directing our efforts to where we will get the most effective results.

We have the Climate Survey implemented in all units by means of an online questionnaire, and we are currently developing action plans for each operation.



VIVA PROGRAM

Based on the premises Living, Interacting, Appreciating and Thanking, we seek to celebrate important dates for our employees through the Viva Program. On special dates linked to our values and HR strategies (Christmas, Easter, Women's Day, Hospital Day, etc.), we send cards, delivered in virtual or physical format, in order to celebrate and engage the teams.

On days when we celebrate the professions that make up our team, we also produce cards with personalized artwork, recognizing the role each one plays in building the Company.



5.1.3 Health, safety and well-being

GRI 403-1 | 403-2 | 403-3 | 403-9

We consider it essential to maintain a safe work environment, valuing our employees' physical and mental health and well-being. Therefore, we have adopted a set of measures aimed at preventing the risks of work accidents and occupational diseases in our hospitals.

Occupational health and safety establishes a methodology for anticipating, recognizing, evaluating, and controlling the environmental risks present at workstations, taking into account the legislation in force, the best market practices, the aspects of the activity, and the data that exposure may cause to the workers' health and well-being.

Risks related to the processes and activities developed in our facilities are described in the Risk Management Program (PGR), comprising the stages of planning, execution, control, and monitoring of action plans, together with the controls listed in the Occupational Health Medical Control Program (PCMSO).

The priority of all process management is to avoid the occurrence of accidents and harm to workers' health. The performance evaluation of the processes occurs through the monitoring of action plans, by means of occupational risk measurements; occupational health exams; approaches and inspections; identification, analysis and treatment of non-compliances; internal and external audits and analysis of performance indicators.

The controls defined and identified during the risk assessment are used to provide feedback to the programs and procedures.

The SESMT services are available to employees from Monday to Friday from 7am to 6pm, with the occupational physician on Tuesdays from 8am to 10am.

The constant monitoring of the processes allows the implementation of actions aimed at continuous improvement.

We use tools to identify the hazards and assess the risks of activities and procedures for their safe execution. These procedures are defined based on the current legislation, best safety practices and each task's features.

The institution encourages workers to report unsafe conditions identified, in addition to carrying out routine inspections in the workplace. Based on these analyses, actions are proposed to correct and improve work processes and environments.

Kora Saúde has a formal and public Risk Management and Internal Controls Policy. We have a Specialized Services in Safety Engineering and in Occupational Medicine (SESMT) department that monitors and inspects all sectors of our hospitals, both in the care and administrative areas, in addition to



monitoring compliance with the guidelines of the Occupational Health and Medical Control Program (PCMSO), such as periodic exams and employee vaccination.

We rely on a team of health professionals trained to act in several occupational health service functions, ranging from identification, minimization, and elimination of risks. The team includes an occupational physician, an

occupational nurse, an occupational nursing technician, and an occupational psychologist.

Our Occupational Medicine department considers as premises for its execution the Regulatory Norms of the Ministry of Labor and Social Security, the resolutions of the health professional's councils, orientations from the Sanitary and Epidemiological Surveillance, the General Personal Data Protection Law, and other legislation in effect, such as the social security legislation.

Health care can be provided by means of spontaneous demand from employees or occupational assessments. For emergency demands, we make the institution's emergency care units available. For Quality of Life Program demands, we provide medical assistance by means of qualified professionals. Some of these services can be accessed through scheduling tools, such as an electronic diary and telephone contact.

We monitor employees' medical information through an integrated computerized system, ensuring data confidentiality.

We ensure that our employees undergo constant training and capacity building, in addition to actions to reduce workplace accident risks. We carry out care and awareness practices such as hand hygiene incentive, updated vaccination schedule,

proper disposal of sharps, Biosafety Manual guidelines, patient precautions guidelines, use of PPE, awareness about the risk of HIV transmission related to the occurrence of work accidents, disposal of disposal drive and on-site DDS on the care when handling sharps.

On average, our employees receive 24 to 32 hours of training per year.



The following describes some Risk Management strategies adopted in our hospitals:



Implementation of Safety Protocols referring to international safety targets



Conducting institutional campaigns and safety training



Infection Prevention & Control



Periodic meetings of hospital committees, which are a forum for process alignment and risk management



Carrying out safety visits in the areas, with feedback to the managers

All patients' personal and health information is treated confidentially, with individual file control and restricted access. Kora Saúde has a team of internal auditors and a quality team as well as a software called "Effetivo" that helps recording non-conformities and the action plans developed. These documents are used only for internal hospital processes, data sharing is not allowed.

We provide the SESMT e-mail and Compliance's reporting channel, always preserving confidentiality, to report situations of risk to workers. Another important communication channel is the Internal Commission for Accident Prevention (CIPA), made up of employees' and employer's representatives.



NUMBER OF FATALITIES AND INJURY RATES IN WORK-RELATED ACCIDENTS IN 2021

Fatality Rate	0
Hours worked	12,628,668
Contract Type	CLT
No. of serious work-related injuries	38
Serious work-related injury rate	3.009026764
No. of reportable injuries	349
Rate of reportable injuries	27.63553528

The main types of injuries related to the Company’s operation reported in the year 2021 were work-related hazards that pose a risk of serious injury, such as cut and puncture of finger, sprain, dislocation and twisting of upper and lower limbs.

Furthermore, in order to take care of the employees’ well-being, we implemented, in some hospitals, spaces for leisure and entertainment activities during non-working hours. We created, for example, spaces with Ping-Pong tables, TVs and comfortable beanbags, in addition to hospitality rooms for the medical team, aiming at comfort and rest from the exhausting care routine. For 2022, expanding our care network, we will implement green spaces in some units to integrate and provide leisure for our employees.



5.1.4 Change Management

The integration of the acquired hospitals is a distinctive feature of our business, allowing us to continue our current pace of inorganic growth. This integration work encompasses the operations, technology and financial fronts and brings speed in extracting the synergies mapped during due diligence.

Additionally, we have developed **Change Management** with new employees, clinical staff and stakeholders, providing an integration with Kora Saúde's culture and values. Hospital Anchieta, for example, was acquired in 2021 and is already 100% integrated to the Company, and the capture of synergies is already under development.

We currently have actions developed to promote integration with the different Hubs, in a dialogue based on welcoming each hospital's demands and specificities while maintaining Kora Saúde's DNA.

5.1.5 Diversity

GRI 405-1; 406-1

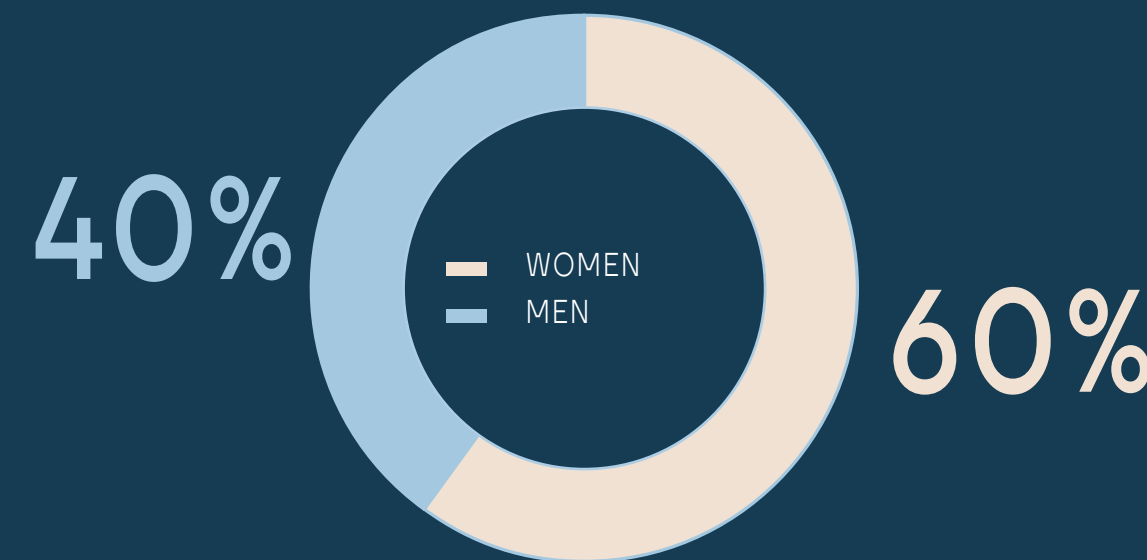
We consider diversity to be a crucial issue and believe in building diverse and multiple teams for a better development of the Company.

In this regard, promoting diversity has become one of our priorities, as well as the inclusion of different educational backgrounds, genders, races, experiences, and worldviews. By doing so, we bring new perspectives and possibilities for problem solving and business conduct..

Our Code of Ethical Conduct does not admit any practice that can be considered as disrespect, segregation, discrimination or prejudice of any kind, establishing procedures for reporting, investigating and punishing proven cases. No case of discrimination was recorded in 2021.



Our workforce is mostly female



60% of corporate management is made up of women

Women represent **60%** of our employees

5.2.1 Environmental Management

GRI 3-3

5.2.1 Water

GRI 303-5

Water is an extremely important natural resource for the full operation of a hospital, being used in a number of processes ranging from human consumption to cleaning and sanitization procedures in surgical centers, bed and bath linens, meal preparation and operation of equipment used in patient care, in addition to a key procedure for sustaining many lives: hemodialysis.

Therefore, we perform a complete management of its entire life cycle in our operation, from its supply to its treatment prior to disposal, complying with quality monitoring protocols to be applied in the several hospital procedures.

In 2021, some hospitals in the network implemented a project called “hole

hunting”, which consists of a search for water leaks, contributing to a 30% saving in its consumption. Also, we installed about 75 thousand flow reducers in the taps of some hospitals, always thinking about preserving sustainability in our operations.

With a view to the long-term sustainability of the business, we also seek to reduce our environmental impacts through water management, with initiatives aimed at reducing consumption. In our hospitals, water is collected from artesian wells.

Compared to 2020, there was an expressive increase in water consumption due to the entry of new hospitals in the Kora Saúde network that present a larger size in the Group, such as Anchieta, Rede Oto, ING, and Gastroclínica.



	2020	2021
Total water consumption (megaliters)*	0.113	139.5

*To monitor water consumption, we use a system that is updated daily with online and simultaneous information from all the Group's hospitals, and the financial control and consumption is disclosed monthly to all the Group's directors and managers.

5.2.2 Waste

GRI 306-2 | 306-3

Our hospital waste management has the purpose of providing a safe and efficient management and disposal, aiming at protecting the people involved in the management and preserving the public health and the environment.

We have adopted waste management based on the Management Plan for Health Service Waste (PGRSS), a set of documents that presents the actions required by environmental and health surveillance agencies and provides guidelines for waste management. The Plan covers the stages of generation, segregation, packaging, collection, storage, transport, treatment, and final disposal.

The waste management in our hospitals is carried out by third-party companies that do the monthly follow-up of the processes inside the hospitals, inspection based on the norms, weighing and separation of the materials that are collected daily in the sectors.

Among the types of waste that are collected daily in our hospitals we highlight: common waste, chemical waste, sharps, hazardous and non-hazardous infectious waste. The management is carried out with the help of spreadsheets, which are analyzed monthly as indicators. In cases of relevant changes, an investigation of possible reasons is carried out.

Currently, we are in the embryonic phase of creating a booklet on the subject of solid waste in hospitals, with the aim of raising awareness and informing the public about the importance of correct disposal management, for a more sustainable care in the long term.

Compared to 2020, there was a significant increase in waste generation due to the new hospitals joining the Kora Saúde network that are larger in the Group, such as Anchieta, Rede Oto, ING, and Gastroclínica.

WASTE GENERATED (TONS)*

	2020	2021
Hazardous		
Hospital Waste (Class I)	4,319	744.06
Non-hazardous		
Common waste (Class II-A)	17,183	1,861.81
TOTAL	21,502	2,605.87

* All information was collected with hospitals according to the survey of each unit corresponding to the period when it joined the Network. In the case of some hospitals, the waste generation data was obtained through an average based on hospitals of similar size, since there was not a local waste control policy in all units prior to their acquisition by Kora Saúde.

5.2.3 Energy

GRI 302-1; 302-3

Energy consumption management, including energy efficiency and the use of alternative sources, is an extremely important action in the face of the current climate crisis we are experiencing. In the case of hospitals, this management is even more crucial, since we need to ensure that no power outages cause downtime in vital equipment for patients.

At Kora Saúde we are aware of this demand, and we foresee reaching 2023 with 100% of our hospitals supplied with clean energy, purchased in the free energy market.

The first unit to make this transition to solar energy consumption was Hospital Anchieta (DF). The unit has nine thousand 335 Wp (watt-peak) photovoltaic modules, capable of generating 510.6 MWh (megawatt-hour) per month and approximately 6,132.5 MWh/year, enough energy to supply the consumption of over 1,800 households in Brasilia.

Eight other Kora Saúde units already operate in the free energy market: Hospital OTO Clínica (CE), São Mateus (CE), Hospital Meridional Cariacica (ES), Hospital Meridional Praia da Costa (ES), Hospital São Mateus Cuiabá (MT), Hospital Meridional São Mateus (ES), Hospital Meridional Vitória (ES), and Hospital Meridional São Francisco (ES).

By 2023, the six remaining units should also be covered by the initiative. We expect to reduce our energy bill by 25% to 40% in each unit.

Compared to 2020, there was an expressive increase in energy consumption due to the entry of new hospitals in the Kora Saúde network that present a larger size in the Group, such as Anchieta, Rede Oto, ING, and Gastroclínica.

ENERGY CONSUMPTION (MJ)

	2020	2021
Fuels from non-renewable sources		
LPG	1,687,025	3,252,105.888
Diesel Oil	111,758	599,569
Gasoline	18,705	629,942
Total	1,817,488	4,481,617
Fuels from renewable sources		
Natural Gas	1,418,087	1,405,697
Total	1,418,087	1,405,697
Electricity Consumption	60,344,806	77,307,199
Heating energy consumption	1,810,344	2,220,825
Cooling energy consumption	24,137,922	31,695,951
Steam energy consumption	1,206,896	1,502,323
Total energy consumed	90,735,544	112,726,298

5.3 Relationship with society

GRI 3-3 | 413-1

Supporting and understanding the stakeholders that relate indirectly with the Company is a way to strengthen our commitment to life in all our spheres of relationship. Through our relationship

channels with the community, we seek to bring it into the Company's DNA, and we keep this bond alive through our own social projects that benefit the communities where we operate.

PARTNERSHIPS WITH THE GOVERNMENT

Through the Unified Health System (SUS), we established an important partnership with the public administration, which expands our positive impact on society by performing organ transplants. In 2021, we performed more than 70 transplants, with heart, kidney, and liver being the main organs transplanted. In addition to performing the procedures, Kora Saúde also conducts organ donation awareness campaigns, known as Green September.



SUPPORTED SOCIAL PROJECTS

Arena Meridional (Vila Velha – ES)

We believe that sports play an important means of integrating health and well-being. Therefore, one of our focuses is the sponsorship of initiatives that aim to support healthy habits in Espírito Santo (ES). The BT Park, located in Praia da Costa, Vila Velha, is one of these initiatives that received our support. We are the Master sponsor, and, because of this, the place was baptized with our name: Arena Meridional.



Câncer de Boca (Campinas – SP)

We support the "Mouth Cancer" project in Campinas (SP), which aims to use mass spectrometry to identify potential biomarkers of mouth cancer from proteins collected from liquid biopsies (saliva). This allows the development of an innovative

methodology, capable of accurately classifying patients with and without neck metastasis. In other words, it makes it possible to predict a prognosis profile and indicate personalized and more effective treatments for patients.

Remando para inclusão (Campinas – SP)

The “Rowing for inclusion” project aims to promote the social inclusion of children and young people with special needs through sport. The project serves about 100 children, teenagers, young people, and adults with disabilities, syndromes, disorders, and learning difficulties.

The students who are part of the project participate in theoretical and practical rowing classes aimed at physical, intellectual, and sensory habilitation and rehabilitation. This enables the students to enhance their psychomotor skills, physical independence, autonomy, and socialization in the practice of sports. All the work is carried out by a multidisciplinary team and includes a support group for parents.



Empreendendo na melhor idade (Belo Horizonte – MG)

The project “Entrepreneuring in the best age” aims to provide training on entrepreneurship, in order to rescue the self-esteem of elderly people over 65 years old through the exchange of experiences and knowledge among different generations. Besides promoting the collaborative economy and making the coexistence between people of different ages a source of business, the project allows the reinsertion of these people in social and economic activities, changing the paradigm of their daily lives.

Dia das Crianças na Rede Meridional (Cariacica – ES)

The event, which included the presence of cartoon characters, had fishing, popsicles, ice cream, popcorn, cotton candy, trampoline and soap bubble pool, as well as lots of games with the party entertainers. Because of the pandemic, participation was limited to avoid crowds. After opening registration to the public, the 100 places were filled up on the same day.



Em Cena (Vitória – ES)

The “On Stage” project aims to promote a series of theatrical performances and spread cultural initiatives of artists from Espírito Santo nationwide. The project goes around the country performing cultural caravans, with all the lighting, sound, and dressing room infrastructure that a traveling theater needs. It also has a movie screen, 500 stools, and a 300 m² tent to shelter the audience and the stage from the rain and sun. Among the activities developed are theater shows – for adults and children –, puppet theater, circus, recreational activities, storytelling, cinema sessions, and a library with more than 500 children’s titles.

Engagement on social networks

Social networks play a key role in spreading information and contribute directly to the dissemination of important issues for social welfare. Being fully aware of this, we use the social networks of Kora Saúde and Rede Meridional every year to foster communications about actions, preventive campaigns and other health-related topics.

In the month of October, we strengthen the “Pink October” Campaign. The date is celebrated annually with the objective of sharing information and raising awareness about the disease; providing greater access

to diagnostic and treatment services and contributing to reducing mortality.

In September, we ran the “Be a Multi Donor” campaign as part of the Green September, a movement that aims to reinforce the importance of organ donation and recognize patients who underwent transplants in our hospital.

Furthermore, in the same month we carried out an awareness action about “Yellow September” in the square of the Social Welfare Institute (IBES), in Vila Velha (ES), aiming to make the population aware of suicide prevention.

In the square in front of Hospital São Luiz, a reference in psychiatric treatment of the Rede Meridional, we invited passersby to a light and playful conversation, with a dynamic that involved letters with impacting sentences. According to the person’s choice, he or she could, at that very moment, talk to a health professional, if they wanted to. The action also involved the collection of positive and encouraging sentences, which were displayed on a wall by the participants.

In the month of November, Kora Saúde works to raise awareness about prostate cancer through Oncologia Meridional’s “Blue

November” campaign. The campaign’s mission is to clarify the myths and taboos regarding the subject, spreading reliable information and contributing to make the male public aware on the importance of prevention.

Additionally, we perform a number of other actions such as: the “Heart Day”, tips on how to deal with mental health, blood donation and other awareness-raising among our public. All this care is part of Kora Saúde’s commitment to look holistically and welcomingly at our patients, aiming to foster well-being and quality health.





ATTACHMENTS



6.1 GRI Content Index

UNIVERSAL DISCLOSURES			REFERENCE (PG) / DIRECT ANSWER
General Disclosures			
The organization and its reporting practices	2-1	Organizational details	Kora Saúde Participações S.A. Publicly traded company (S.A.). More details on page 9.
	2-2	Entities included in the organization's sustainability reporting	Page 6.
	2-3	Reporting period, frequency and contact point	Sustainability report publication frequency: Annual Financial report publication frequency: Quarterly Financial report publication date: 4th quarter 2021 More information on page 6.
	2-4	Restatements of information	There was no restatement of information reported in previous reports. More details on pages 6 and 7.
	2-5	External assurance	The report was not externally assured. More details on pages 6 and 7.
Activities and workers	2-6	Activities, value chain and other business relationships	Pages 12 and 22.
	2-7	Employees	Page 43
	2-8	Workers who are not employees	Page 44
Governance	2-9	Governance structure and composition	Page 24
	2-10	Nomination and selection of the highest governance body	Page 25
	2-11	Chair of the highest governance body	The current Chairman of the Board of Directors of the Company has no executive duties in the Company. Further details on page 25
	2-12	Role of the highest governance body in overseeing the management of impacts	Page 25

UNIVERSAL DISCLOSURES			REFERENCE (PG) / DIRECT ANSWER
General Disclosures			
Governance	2-13	Delegation of responsibility for managing impacts	Page 28
	2-14	Role of the highest governance body in sustainability reporting	The Board of Directors analyzes and formally approves the Sustainability Report. Further details on page 25
	2-15	Conflicts of interest	Page 27
	2-16	Communication of critical concerns	Possible concerns are addressed at Audit Committee and Board of Directors meetings. Communications are constant and are not quantified. Further details on page 25
	2-17	Collective knowledge of the highest governance body	The Company's Board has extensive knowledge and concern with the sustainable development agenda. The Board did not receive any training in 2021. More details on page 25
	2-18	Evaluation of the performance of the highest governance body	Currently the Company does not have an evaluation process for the Board of Directors. More details on page 25
	2-19	Remuneration policies	Page 26
	2-20	Process to determine remuneration	Page 26
	2-21	Annual total compensation ratio	The data is confidential.
Strategy, policies and practices	2-22	Statement on sustainable development strategy	Page 4
	2-23	Policy commitments	Page 30
	2-24	Embedding policy commitments	Page 30
	2-25	Processes to remediate negative impacts	Page 29
	2-26	Mechanisms for seeking advice and raising concerns	Page 30
	2-27	Compliance with laws and regulations	Page 30
	2-28	Membership associations	ANAHP - National Association of Private Hospitals. Further details on page 9
Stakeholder engagement	2-29	Approach to stakeholder engagement	Page 6
	2-30	Collective bargaining agreements	Page 43

UNIVERSAL DISCLOSURES		REFERENCE (PG) / DIRECT ANSWER
Material Topics		
3-1	Process to determine material topics	Page 6
3-2	List of material topics	There were no changes from 2020 to the year 2021. More information on page 6.
Material theme: Ethics & Compliance		
Anticorruption		
3-3	Management of material topics	Page 30
205-2	Communication and training about anti-corruption policies and procedures	Page 30
205-3	Confirmed incidents of corruption and actions taken	Page 30
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices and main outcomes	Page 30
Material theme: Team of excellence		
3-3	Management of material topics	Page 43
401-1	Total number and rate of new employee hires and rate of employee turnover	Page 43
403-1	Occupational health and safety management system	Page 49
403-2	Hazard identification, risk assessment, and incident investigation	Page 49
403-3	Occupational health services	Page 49
403-9	Work-related injuries	Page 49
404-1	Average hours of training per year per employee	Page 45
404-2	Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment	Page 45
404-3	Percentage of employees receiving regular performance and career development reviews, by gender and employee category	Page 45
405-1	Diversity of governance bodies and employees	Page 53

UNIVERSAL DISCLOSURES		REFERENCE (PG) / DIRECT ANSWER
Material Topics		
406-1	Incidents of discrimination and corrective actions taken	Page 53
Material theme: Our care		
3-3	Management of material topics	Page 57
203-1	Infrastructure investments and services supported	Page 12
204-1	Proportion of spending on local suppliers	The Company has little variety by location. It has an average of 56% local spending (products + services) and 72% local suppliers (products + services).
413-1	Operations with local community engagement, impact assessments, and development programs	Page 57
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 41

UNIVERSAL DISCLOSURES		REFERENCE (PG) / DIRECT ANSWER	
Environmental Disclosures			
Material theme: Efficient environmental management			
Energy	3-3	Management of material topics	Page 56
	302-1	Energy consumption within the organization	Page 56
	302-3	Energy intensity	Page 56
Water and Effluents	303-5	Total water consumption	Page 54
Waste	306-2	Management of significant waste-related impacts	Page 55
	306-3	Total weight of waste generated in metric tons	Page 55

6.2 Credits

EDITORIAL PROJECT, WRITING, CONSULTING,
GRAPHIC PROJECT AND LAYOUT

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