

# KoraSaúde

**Sustainability**  
Annual Report  
2022



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# Introduction

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Message from the Management  
About the report



# Message from the Management

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In 2022, **we grew steadily, as we evolved and became a benchmark in health services in the regions where we are present.**

Going beyond that, we have consolidated our position as one of Brazil's largest hospital networks, offering a complete solution for the entire healthcare network, including patients, companies and health insurance companies.

We believe that **quality healthcare must be affordable.** Therefore, we always focus on maximum efficiency to optimize costs and, above all, provide high-quality care for everyone. As a result, we are positive that we are practicing modern medicine and delivering excellent services, technological advances, hospital quality and responsiveness to patients.

Our **partnership with health insurance companies is essential** for a sustainable health system. These companies are inseparable partners in our journey. Our operations comprise prevention initiatives, primary care, and diagnostic and therapeutic support services (SADTs in Portuguese), to offer innovation, technology and effective solutions to treat and care for each patient.

In 2022, we reported consistent results thanks to **our growth and consolidation strategy.** We remain confident about the path we chose. Our success reflects the commitment and determination of each professional, the clinical staff and the medical community, who continue to work to fulfill our purpose of changing the world of healthcare by offering excellent medical services at fair prices.

**In 2022, we grew steadily, as we evolved and became a benchmark in health services in the regions where we are present.**



**We launched Kora Exclusive, offering employee health management and monitoring services to partner companies in the states where we operate.**

In 2022, we celebrated the fourth year of our expansion project, which began in 2019, when we had our first merger outside Espírito Santo state. We increased our reach and are no longer a regional operation. **We currently operate in 12 cities, 5 states and the Federal District.** During this period, we continued to grow steadily, offering the best in medicine and focusing on geographies that need our care.

**In 2022, we completed the acquisition of two new hospitals** – Hospital São Francisco, in Ceilândia, in the Federal District, and Hospital Encore, in Aparecida de Goiânia, in Goiás state – and three specialized clinics. Thus, from early 2018 to late 2022, **we expanded our network from 5 to 17 hospitals, totaling 2,103 beds and consolidating our position as one of Brazil's leading hospital companies.**

At the same time, through continuous improvement initiatives and upgrades aimed at **organic growth (brownfields)**, we have permanently reinforced

and upgraded the facilities, equipment and work processes and added services at the units. For example, we made a major investment in Hospital Meridional Cariacica, in Espírito Santo, delivering a new 70-bed facility and inaugurating a bone marrow transplant unit. At the Hospital Anchieta in Taguatinga, in the Federal District, we incorporated Instituto de Radioterapia (IRT). At Hospital Meridional Serra, in Espírito Santo, we completed the acquisition of Instituto de Diagnósticos Especializados (IDE). At Hospital Meridional Vitória, we inaugurated a new floor, adding 23 new beds. At Hospital Oto Santos Dumont, we completed the renovation of three intensive care unit (ICU) wards, increasing their capacity from eight to ten beds each. At Hospital São Mateus, in Cuiabá, in Mato Grosso state, we inaugurated a new ICU with 20 highly equipped and individualized beds.

Geared towards strengthening our **strategy of partnering with companies**, we launched **Kora Exclusive**, offering employee health management



and monitoring services to partner companies in the states where we operate. This is a way for us to get even closer to companies and offer special check-up services to their executives. It is essential that we are able to provide a service of the highest quality, which lead to great satisfaction, thus making these executives and, consequently, company the company's employees increasingly loyal to our hospitals.

The Brazilian private health sector has seen the **growth of health insurance companies**, with an increase in revenue and a rise in the number of beneficiaries, especially after the Covid-19 pandemic. On the other hand, costs have surged, with high inflation and interest rates and more people using medical services.

Therefore, our aim is to strengthen partnerships with health insurance plans, expand services and improve the equation, which is essential for the sustainability of the industry and enables us to provide more services at affordable prices, while meeting the plans' demands.

For **patients**, we have implemented **Kora Card**, an affordable benefits card for people who may or may not have access to our hospitals. This tool facilitates access for patients who want to benefit from preventive medicine at leading hospitals without spending too much.

All these initiatives led to significant economic and financial results in 2022, reflecting our robust and consistent growth. We reached **net**

adjusted EBITDA of  
**R\$463.7 million,**  
up 50% vis-à-vis the previous year.





net revenue of

R\$ 2.047  
billion

↑(moving up 62%  
from 2021)



Antônio Alves Benjamim Neto  
Chief Executive Officer

revenue of R\$2.047 billion (moving up 62% from 2021), and adjusted EBITDA of R\$463.7 million, up 50% vis-à-vis the previous year. In just five years, net revenue increased 7.2x, from R\$284 million in 2018 to R\$2.047 billion in 2022.

As regards **our employees**, we actively promote the development of female leaders. Moreover, we conduct organizational climate surveys to identify opportunities for improvement within the Company's internal environment.

**ESG matters** have been consolidated as essential elements of our business strategy and are positively influencing our operations in numerous ways. We are committed to continuing to move towards more sustainable and responsible business practices, constantly seeking ways to improve our performance in all dimensions. On this front, we are committed to optimizing

the conservation of natural resources, such as electricity and water. In terms of energy management, we have implemented several initiatives at each of our hospitals, such as exploring the free energy market opportunities seeking more sustainable alternatives and energy sources, such as solar power.

We are prepared to keep on growing by improving our processes, systems and services. We want to continue posting robust growth, keeping pace with the improvement in the scenario, with health insurance companies controlling claims, taking advantage of a drop in interest rates and access to investments. All these factors guide us in one direction: **to consolidate our position as a local benchmark in each area where we operate, working responsibly and sustainably and taking care of people's health for life.**



# About the Report

GRI 2-2 | 2-3

The year 2022 was, in many ways, quite challenging. The socio-economic scenario in Brazil and abroad was still significantly impacted by the Covid-19 pandemic in the period. Furthermore, the beginning of the war in Ukraine led to political and economic instability in the global scenario and, in our country, we faced high interest rates and rising inflation. That is just to name a few aspects.

In the healthcare sector, the year 2022 was marked by regulatory changes, rising costs, significant market movements, new laws and medical advances, as well as new disease outbreaks. In addition, the

inclusion of 49 new items in the List of Healthcare Procedures and Events was one of the most prominent events in the health plan sector.

Nonetheless, Kora Saúde has managed to achieve very satisfactory results, mainly thanks to the excellence of our operations and services and the ongoing progress of our management and operational processes.

We have been investing in continuous improvement, focused on the human being and on “care”, in order to create value in our practices, service and initiatives.

We are, therefore, publishing our **2022 Annual Sustainability Report** to present to our stakeholders and society in general our business positioning,

current operations and performance, as well as the main results achieved in 2022. This is our third Annual Sustainability Report.

The report covers all of our units and activities and includes institutional information, assumptions, strategies, initiatives, management approach, governance and relationships, as well as Kora Saúde’s highlights and results, covering the **period from January 1, 2022, to December 31, 2022**. Any information referring to events in the first half of 2023 is only intended to support understanding of the context and strategies for 2022. This document is published every year

The following hospitals are included in this report: Rede Meridional (seven hospitals); Hospital São Mateus de Cuiabá (MT); Hospital Palmas Medical





(TO); Hospital Santa Thereza (TO); Hospital Anchieta (DF); Hospital Oto Meireles (formerly Hospital Gastroclínica) (CE); Hospital Oto Santos Dumont (formerly Hospital São Mateus); Hospital Oto Aldeota (formerly Grupo Oto - Hospital Otológica) (CE); Instituto Neurológico de Goiânia (GO); Hospital São Francisco (DF); and Hospital Encore (GO).

Enjoy your reading!

Your thoughts are always welcome so that we can further improve the reporting process and communication with our stakeholders. If you have any queries or suggestions, please send an e-mail to [ri@korasaude.com.br](mailto:ri@korasaude.com.br).



## How to read this report

The Report's design and layout has been developed to provide fluid navigation. The table of contents is interactive, and, at the beginning of each chapter, there is an icon that takes the reader to this interactive table of contents.

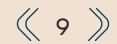
After the title of each item or sub-item, where necessary, the GRI indicators covered are mentioned.

In the GRI Content Index (page XX), we refer to each indicator reported here and mention the page(s) on which each indicator is reported.

Interactive table of contents



Browsing between pages



External links



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Find out more on XX

Tag GRI GRI 2-7 | 2-30



# Materiality

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

In the first months of 2023, we conducted an internal **materiality review** process, which sought to identify topics that may impact our business and operational sustainability and strategies or influence **stakeholder** decisions.

This review process included the following **stages**:



### Analysis of strategic guidelines

We conducted interviews with Executive Officers and Vice-Presidents, in order to identify the main topics related to the Company.



### Consultation with internal stakeholders

We submitted a list of topics to internal stakeholders, who ranked them according to the following criteria:

- **Risk:** whether the topic could represent a risk for the Company in the short, medium or long term;
- **Legislation:** whether the topic is or is likely to become regulated in our industry;
- **Industry:** whether the topic is being discussed in our industry; and
- **Opportunity:** whether the topic has the potential to explore innovative solutions that benefit the environment, stakeholders and society as a whole.



### Analysis of risks and opportunities in the healthcare industry

We identified the main topics indicated in corporate reports and sustainability publications available in the market in general.

Based on the consultation with internal stakeholders, **we added five new material topics** to the list compiled in the 2021 materiality process, namely: **Information Security, Economic Performance, Procurement Practices, Suppliers and Patient Experience.**

Considering the inclusion of these new topics, the material topic “Ethics and Compliance” was changed to “Governance”.

As a result, our material topics and their respective aspects are now as follows:



## GOVERNANCE

**Ethical conduct and anti-corruption; Relationship with the government; Unfair competition; Data Security; Economic performance; Purchasing practices; and Suppliers.**

Ensuring a governance structure with compliance and integrity, guided by ethics, anti-corruption, data security and responsible purchasing practices, helps to mitigate risks and ensure a responsible and fair operation

- Direct and indirect impacts.
- On all stages of the chain.
- In all business units.

## TEAM OF EXCELLENCE

**Diversity; Talent attraction and retention; Employee training and development; and Employee health and safety.**

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.

- Direct and indirect impacts.
- In its own operation.
- In all business units.



## EFFICIENT ENVIRONMENTAL MANAGEMENT

**Waste management; Energy management; Water 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.

- Direct impacts.
- On all stage of the chain.
- In all business units.

## OUR CARE

**Quality of health care; Patient privacy; Social Responsibility; Patient experience; and Innovation.**

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.

- Direct and indirect impacts.
- On all stages of the chain.
- In all business units.





**PRONTO-SOCORRO**

# Kora Saúde

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# Profile

GRI 2-1 | 2-28

We are **Kora Saúde (Kora Saúde Participações S.A.)**, one of Brazil's largest hospital groups and the biggest private hospital network in the states of Espírito Santo, Ceará and Tocantins. We are also present in the states of Mato Grosso and Goiás, as well as the Federal District, and we want to expand even further, taking technological advances, hospital quality and solid results to the healthcare industry and people across the country. We are headquartered in Vitória (Espírito Santo state), which is also home to Rede Meridional, the hospital network that gave rise to Kora Saúde.

**Our main activities** and operations include hospital care; emergency room services

and hospital units for urgent and emergency care; outpatient clinic activities (clinics, doctors' offices and outpatient clinics); other complementary diagnostic and therapeutic services; breast milk banks; patient transportation services; other healthcare-related activities; health insurance plans; homecare support infrastructure and assistance; outpatient care with resources for performing surgical procedures; complementary diagnostic and therapeutic services not previously specified; human cell and tissue banks; mobile ICU; other outpatient care activities; tomography; diagnostic imaging using ionizing radiation, except for tomography; chemotherapy; nursing activities;

enteral and parenteral nutrition therapy; clinical laboratories; physiotherapy; diagnostic imaging without ionizing radiation, except MRI; magnetic resonance imaging; radiotherapy; and hemodynamics.

We are a **publicly traded company**. In 2018, Guaratiba Participações, a company controlled by Fuji Brasil Partners IC — Fundo de Investimento em Participações Multiestratégia Investimento no Exterior ("FIP") and Viso Advantage — Fundo de Investimento em Participações Multiestratégia Investimento no Exterior ("FIP"), became part of our story by investing in Rede Meridional.



We have **17 hospitals** and more than 2,000 beds under our management, as well as a significant range of diagnostic and therapeutic support services, including oncology, clinical analysis, radiology, hemodynamics and others. There are 7 hospitals in Espírito Santo, 3 in Ceará, 2 in the Federal District, 2 in Goiás, 2 in Tocantins and 1 in Mato Grosso.

In 2022, **we completed the acquisition of two new hospitals:** Hospital São Francisco, in Ceilândia, in the Federal District, and Centro de Cardiologia e Radiologia Intervencionista (CCRI), the controlling shareholder of Hospital Encore, in Aparecida de Goiânia (GO). **We also acquired three specialized clinics** – Gastroclínica Diagnóstico por Imagem (GDI), in Fortaleza, Instituto de Diagnósticos Especializados (IDE), in Serra (ES),

and Instituto de Radioterapia de Taguatinga (IRT), in Taguatinga, in the Federal District, all of which located inside our hospitals.

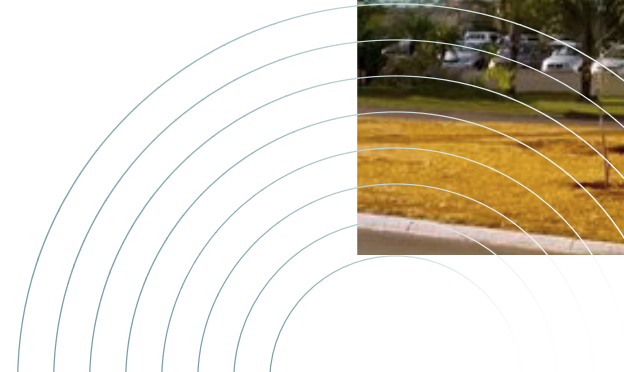
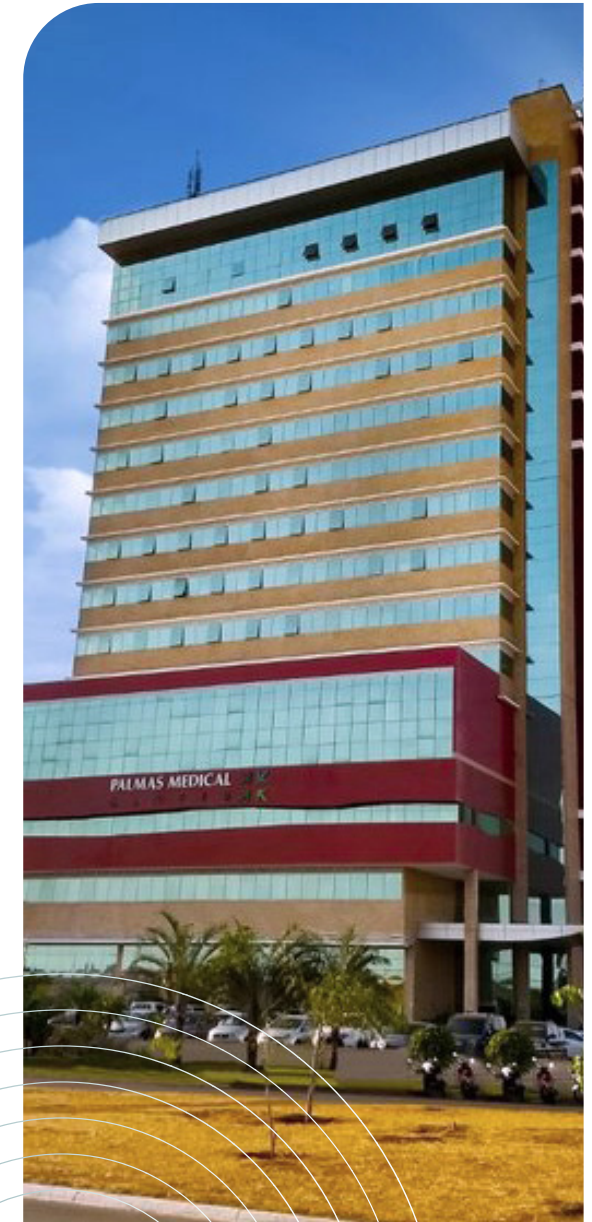
**We continually invest** in equipment, facilities, systems and processes, always searching for the best solutions. Thus, our hospitals are constantly evolving, and our staff comprises highly skilled physicians and healthcare professionals who provide a human touch.

**We are the fastest-growing private healthcare network in Brazil**, which is a result of our modern medicine approach and a healthcare system with a strong focus on caring for people, delivering technological advances, hospital quality and problem-solving capacity.

In addition to acquiring hospitals and other spaces, we have continued the expansion of existing hospitals (brownfield growth), strategically capturing opportunities in the locations where we operate.

**Our ambition is to maintain a healthcare system that takes care of people throughout their lives.**

What drives us is taking health and quality care to people's reality. Because, in addition to medical skills, the well-being of everyone who visits our facilities is essential for us to work better each day.





## Accreditation/certifications

**We are accredited and/or certified by the main industry institutions in Brazil and abroad, which is attests to our excellence.**

**We are accredited and/or certified by the main industry institutions in Brazil and abroad,** which is attests to our excellence. We have achieved this recognition by combining a first-class healthcare system with efficient and sustainable operation.

Accreditation/certifications are proof of **our commitment to offering patients high-quality, safe care.** They guarantee that our processes and practices are aligned with the highest standards in the healthcare market, and that the staff is fully dedicated to the health and safety of the patients treated at Kora hospitals. They demonstrate our commitment to excellence, safety and quality of care at our hospitals, as we adopt standardized practices, effective risk management, patient focus and continuous improvement to the services offered.



### ONA Certification Audit

From September to December 2022, our hospitals were audited for the National Accreditation Organization (ONA, in Portuguese) certification, recertification or certification maintenance processes. ONA is the entity that attests to the excellence of healthcare services in Brazil, focused on patient safety. Every year, the Registered Accreditation Institutions (IACs, in Portuguese) hired by the hospitals carry out an assessment of all processes in order to whether the regulatory and legal requirements set out in the ONA Manual are being followed. ONA has three certification levels, level 3 being the highest.



To achieve ONA level 3 accreditation/certification, a hospital must focus on improving processes, investing in training, managing risks, dazzling patients, promoting innovation, maintaining transparency, evaluating patient satisfaction, ensuring a safe environment, actively participating in the community and promoting a culture of commitment to healthcare excellence.



Highlights include Hospital Palmas Medical (TO), which received its first level 2 accreditation – the only hospital in Tocantins to achieve this quality recognition –, and Hospital São Mateus, in Fortaleza (CE) – currently named Hospital Oto Santos Dumont (CE) –, which was also accredited at level 2 in its first certification. After the audit, other units maintained their certification at the highest level, ONA level 3: Hospital Meridional Cariacica (ES), Hospital Meridional Serra (ES), Hospital São Mateus (MT) and Hospital Anchieta (DF). Instituto Neurológico de Goiânia (GO) maintained its level 2 accreditation. Hospital Oto Aldeota (CE) achieved a great milestone, being recertified with an upgrade from level 1 directly to level 3, demonstrating great organizational maturity.



### Top Performer

In July 2022, we received the Top Performer and 2022 Efficient ICU seals, awarded by Epimed Solution, in recognition of the work carried out in the intensive care units of four of our hospitals: Hospital Anchieta (DF), Meridional Cariacica (ES), Hospital São Francisco (DF) and Instituto Neurológico de Goiânia (GO). The seal is awarded to ICUs that stand out for the best management of quality and performance indicators in patient care.





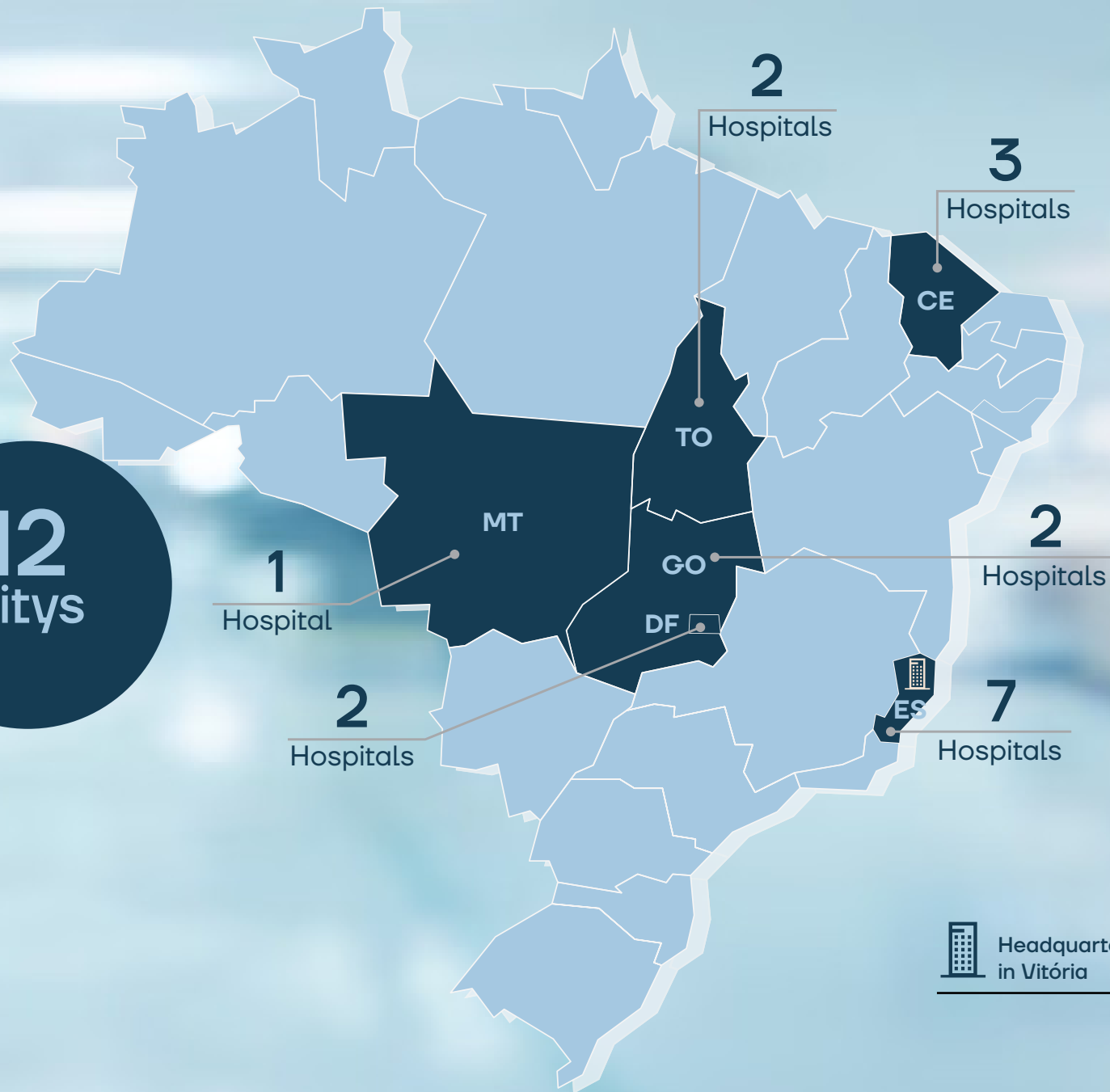
## Where we are

17 Hospitals

12 cities

### Membership of associations

We are a member of the National Association of Private Hospitals (ANAHP, in Portuguese).



Headquarters in Vitória



## Our history

Our journey began in 2001, when a group of physicians founded Hospital Meridional Cariacica, in Espírito Santo state, and laid the foundations and principles that would make up the future Company's premises. This was how we established our way of being and working, focused on the belief that a healthcare system should care for people throughout their lives.

Since then, we have grown, evolved and become Brazil's third largest hospital network. We continue to grow and make progress every day. In 2018, we officially adopted the name Kora Saúde, when the private equity fund H.I.G. Capital partnered with Rede Meridional, bringing in financial capital and operational expertise, as well as strengthening our governance framework.



Click here to learn more  
about our history





# Values and purpose

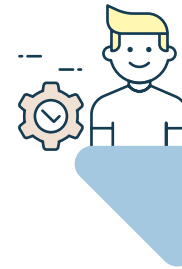
Our corporate identity represents the foundations of Kora’s DNA and way of being. It is expressed in our purpose and values, fine-tuned with our mission to care for people’s health and well-being.



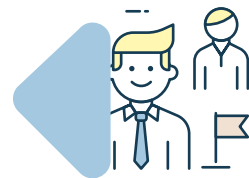
**Welcoming:** Focus on the well-being of our patients and their companions, making sure that their hospital experience is defined by respect and care.



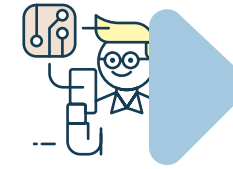
**Ethics:** To adopt ethics and integrity as the foundation of all our relationships, in compliance with moral standards, respecting human rights and diversity.



**Quality:** To constantly seek improvements by means of process standardization, aimed at efficiency, effectiveness, and safety.



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



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



**Problem-solving capacity:** To provide all personnel and material resources to deliver the appropriate hospital care to our patients, in the pursuit of restoring their physical and mental well-being.



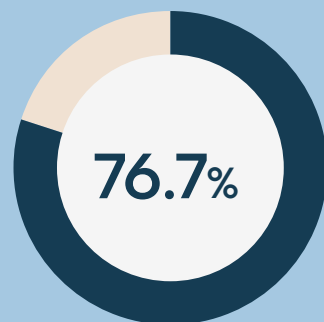


# Our operation in figures in 2022



10k+ physicians

10k+ employees



76.7% occupancy rate



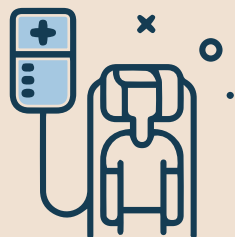
454k patients/day



2,103 beds, of which 1,696 are operational



500 ICU beds



8 hospitals hospitals with own infusion services (oncology)

8,316 oncology treatments

100+ operating rooms

100k+ surgeries per year



over 1.2 million annual visits to the emergency room



# Operational hubs

GRI 2-6 | 203-1

## Espírito Santo Hub

In 2022, we strengthened our leadership in Espírito Santo state. At **Rede Meridional**, we continued with our growth and consolidation plan by, among other initiatives, opening a new oncology ward and acquiring Instituto de Diagnósticos Especializados (IDE), both in the municipality of Serra; entering into new commercial partnerships; expanding lines of care and medical specialties; and completing strategic organic expansion works.

This hub encompasses Hospital Meridional Cariacica and Hospital São Francisco, in Cariacica; Hospital São Luiz and Hospital

Meridional Praia da Costa, in Vila Velha; Hospital Meridional São Mateus, in São Mateus; Hospital Meridional Serra, in Serra; and Hospital Meridional Vitória, in Vitória.

In the state, we have a network prepared to perform procedures of any complexity and deliver an efficient and humanized experience (looking after those who care for patients and those who need healthcare and attention to their well-being). The hub's fields include neurology, oncology, transplants, cardiology and robotic surgery.





Increase of  
↑ **40 %**  
in Meridional  
Cariacica's capacity.



The year's advances include:

### Hospital Meridional Cariacica

Founded in 2001, Hospital Meridional Cariacica was Rede Meridional's first hospital. Following high quality and care standards, the hospital is structured to be a quality and responsiveness center, providing humanized and excellent services. In late 2022, we delivered **a new hospital structure, adding 70 beds**, of which 50 are IU (Inpatient Unit) beds, and 20 ICU

beds; and 5 operating rooms, which represents a 40% increase in Meridional Cariacica's capacity.

We also inaugurated a 10-bed **bone marrow transplant unit**, expanding our cancer treatment services. During this period, we also enhanced the qualification of new physicians to work in robotics, intensifying the recruitment and training



of new professionals, and completed the insourcing of endoscopy and colonoscopy exams, ensuring greater control over the patient’s journey and quality of care. Attesting to its service quality, the hospital was awarded the Top Performer ICU, Efficient ICU and Top Cardiology ICU seals by Epimed.

In March 2022, we performed a record number of robotic surgeries using the versatile da Vinci Xi robot, the first such model in Espírito Santo state. This technology enables smaller incisions, access to hard-to-reach

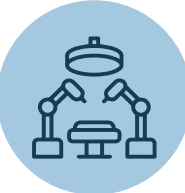
spots and precise movements, as well as offers a 3D view that can be magnified up to 10 times.

For the first time in Espírito Santo state, a new chemotherapy perfusion machine was used in a peritonectomy (surgery to remove the layer covering the abdominal organs) with chemotherapy infusion inside the abdomen, heated to over 40 degrees Celsius. The equipment is able to reach the ideal temperature, between 40 °C and 42 °C, to target the cancer cells directly.



### Hospital Meridional Vitória

Founded in 1983, Hospital Meridional Vitória has a rich history and tradition in healthcare, having become a benchmark in gynecology and obstetrics for the population of Espírito Santo state. Its maternity ward was chosen as the best private maternity ward in Espírito Santo by popular vote. Since it was acquired by Kora Saúde in 2019, we have opened a 24-hour emergency room, a medical specialty center with over 60 elective doctor’s offices, a complete diagnostic and therapeutic support service (SADT, in Portuguese), with clinical analysis and imaging exams, as well as an oncology center.



In March 2022, we performed a record number of robotic surgeries using the versatile da Vinci Xi robot, the first such model in Espírito Santo state.



**In late 2022, we completed the works of the hospital's radiotherapy ward. We acquired the Elekta Versa HD, one of the most modern pieces of equipment used in cancer centers across the globe.**

In line with the investment plan, in 2022, we inaugurated a **new floor, adding 23 beds**, two operating rooms and a new humanized delivery room. The new spacious, modern beds offer higher hospitality standards, combined with the concept

of humanization, comfort, safety and well-being during the patient's hospital stay.

Furthermore, in late 2022, we completed the works of the hospital's **radiotherapy ward**. We

acquired the Elekta Versa HD, one of the most modern pieces of equipment used in cancer centers across the globe, offering safe techniques for treating breast, lung, prostate, gynecological, head and neck cancer, among others. The equipment's precision allows reducing the number of treatment sessions by up to 80%, thanks to its high-intensity modulated photon beam emission technology. In addition, the equipment performs tomography and X-ray exams in real time. This construction project was the first radiotherapy unit inaugurated by the Company.

The equipment uses advanced imaging and positioning technology, allowing for the precise administration of radiation. This is key to targeting cancer cells while minimizing damage to surrounding healthy cells. The equipment's precision helps minimize side effects of radiotherapy treatment, making it more tolerable for patients, thus, significantly improving quality of life during and after treatment.





## Hospital Meridional Serra

Inaugurated in 1996, this hospital, formerly named Hospital Metropolitano, was acquired in 2018. It is a benchmark in humanized care, performance in highly complex procedures and a pioneer in offering innovative services to the population, especially Intensive Care Unit (ICU), cardiology and geriatrics.

The hospital is recognized for introducing a transformative ICU concept in the state: aimed at preserving inpatients' privacy, it set up private spaces within the ICUs to provide comfort and well-being. As a result of this care and innovation, the hospital received the highest excellence level of ONA accreditation.

The hospital features a cardiac intensive care unit and a geriatric unit. It also stands out for offering complete oncology, neurosurgery and hematology care.

In January 2022, **we inaugurated an oncology ward in the unit**, geared towards meeting the municipality's

In 2022, we inaugurated  
an oncology ward with  
**233.2 sqm**

healthcare demand. The 233.23-sqm building is the result of an investment of approximately R\$2 million. The new venue was developed under a multidisciplinary and efficient model, offering clinical oncology and hematology services, a multi-professional medical team and cryotherapy caps. It also offers outpatient clinics, diagnostic areas and a complete infusion center for treating cancer and other diseases. Moreover, this investment brought significant improvements to treatment, as cancer

patients receive better care, from the diagnosis to the end of their treatment.

As part of our efforts to strengthen our commitment to patient care, quality and responsiveness, in January 2022 we completed the acquisition of **Instituto de Diagnósticos Especializados (IDE)**, a diagnostic imaging clinic, located in the same complex as Hospital Meridional Serra, in Espírito Santo.





## Partnerships with Pasa and Postal Saúde

In May 2022, Rede Meridional and Vale entered into an exclusive partnership to provide healthcare services that will benefit **Vale's retirees, employees and their dependents**, with the expansion of Clínica Doutor Pasa to four cities in Espírito Santo state: Vitória, Vila Velha, Serra and Cariacica. As a result, users can now make their appointments at proprietary outpatient clinics operating within the Meridional Cariacica, Meridional Vitória, Meridional Serra and Meridional Praia da Costa hospitals. The agreement was supported by the organizations representing Vale's employees and retirees. After these clinics' kick-off, more than 10,000 doctor appointments were recorded between August and December 2022.

This expansion aims to bring high-quality care closer to the beneficiaries and provide more convenience for residents of Greater Vitória area, who can now visit their clinics in a more modern space that is next to a diagnostic hub and enjoy the high complexity services



offered by the Kora Network. As a result, care has become more comprehensive and responsive, as the beneficiary can be monitored from appointment to hospitalization.

In total, the two plans have around 45,000 clients in Espírito Santo state, who can be seen at our hospitals.

**Rede Meridional and Vale entered into an exclusive partnership to provide healthcare services that will benefit Vale's retirees, employees and their dependents.**



## Midwest Hub



We manage around  
**720** beds  
in the Midwest region

In 2022, we consolidated our operation in the Midwest region — in Cuiabá (Mato Grosso state), Goiânia (Goiás state) and the satellite cities of the Federal District. Overall, we **manage around 720 beds in the region**, offering quality medicine and a complete service solution for payors, physicians and patients.

As part of our growth strategy, we completed four hospital acquisitions in the region in just 20 months, as follows:

### Hospital Anchieta

Located in Taguatinga, in the Federal District, this 270-bed hospital was acquired in early 2021. Hospital Anchieta stands out nationally for its excellence, offering a complete structure that includes emergency room, inpatient care, maternity ward, surgical center and adult, neonatal and pediatric intensive care units.

It is also important to note that, in June 2022, Hospital Anchieta completed its **accreditation by Central Nacional Unimed (CNU)** and began to provide services to more than 200,000 beneficiaries in the Brasília and surrounding region.



## Hospital São Francisco

Located in Ceilândia, in the Federal District, this 179-bed hospital was acquired in January 2022 and is a benchmark in high-complexity procedures in the region. It is equipped with complete adult, pediatric and neonatal UCIs, 5 operating rooms and 42 offices used for various medical specialties, a laboratory, hemodynamics, complete radiology, and a maternity ward. Through this acquisition, we have strengthened our position in the Brasília region and become the main provider of healthcare services outside the “Plano Piloto” area.

## Hospital Encore

Located in Aparecida de Goiânia, Goiás state, it has approximately 50 beds, 22 of which are ICU beds. Announced in July 2022, its acquisition was completed in September 2022. This hospital is a benchmark in cardiology and has 4 operating rooms, its own diagnostic imaging center, 2 hemodynamics rooms and an emergency room that is a benchmark in the region and sees an average of 3,000 patients per month. The unit is already fully integrated into the Company. The acquisition has given us a great boost, as it is one of the region’s main healthcare assets.

## Hospital São Mateus

In the Midwest region, we also have Hospital São Mateus, in Cuiabá, in Mato Grosso state. Featuring one of the most modern infrastructures in the state, the hospital is recognized for its high safety and credibility standards, which has led it to receive ONA — Level 3 accreditation with excellence, as well as being one of the few hospitals in Brazil to be accredited by international agency Andalusian Agency for Healthcare Quality (ACSA, in Spanish). In December 2022, Hospital São Mateus

inaugurated a new ICU, with 20 highly-equipped and individualized beds, with the most modern technological park in the state.

## Instituto de Radioterapia de Taguatinga (IRT)

Lastly, in March 2022, we signed an agreement to acquire **Instituto de Radioterapia de Taguatinga (IRT)**, a clinic that specializes in cancer radiotherapy, located in the Hospital Anchieta complex, in Taguatinga, in the Federal District. Through this acquisition, we expanded our operation in Brasília’s satellite cities, adding a service that is part of one of Kora Saúde’s main expansion pillars for the next few years — oncology —, reinforcing the Company’s strategy.

## Instituto de Neurologia de Goiânia (ING)

Located in Goiânia, Goiás state, this neurology hospital has 105 beds. August 2021, it is a national benchmark in neurology, acknowledged for its excellent clinical staff, and a reference in aneurysm and stereotactic surgeries, with expertise in radiology. ING received ONA and QMENTUM IQG accreditation.



## Ceará Hub

We have the largest private hospital network in Ceará state since 2021, when we began operating in the Northeast region and created the largest independent hospital management player in the state, by acquiring the São Mateus, Otolínea and Gastroclínica hospitals, **totaling 450 beds.**

The largest independent  
hospital management player  
in the state, totaling

**450** beds

In order to strengthen the Ceará Hub, during the last quarter of 2022, we completed the brand unification of the three hospitals under **Grupo Oto** – a benchmark for quality and responsiveness for the state population. As a result, Hospital Otolínea became **Hospital Oto Aldeota**; Gastroclínica, **Hospital Oto Meireles**; and Hospital São Mateus, **Hospital Oto Santos Dumont.**

This strategic operation opens up well-defined opportunities for growth and synergies, offering a complete healthcare system, infrastructure and state-of-the-art technology, increasing our presence and the possibility of being even closer to patients.



In addition to the brand management actions, in these hospitals, we carried out initiatives that boosted their operational results, unifying several processes that brought numerous synergy and quality gains.



## Hospital Oto Santos Dumont

At **Hospital Oto Santos Dumont**, we have completed the renovation of three intensive care unit wards, increasing their capacity from eight to ten beds, each. The project also included the renovation of the hemodynamics unit, which now has a new visual identity.

In this project, we inaugurated **10 new cardio-neurological ICU beds and a new hemodynamics station**. These new features bring improvements in

structure and technology, as well as greater quality to the excellent service already offered by the hospital. The new hemodynamics unit has enabled more technological surgical procedures, leading to greater diagnostic accuracy and therapeutic safety for the patient. In turn, these specialized ICUs have reinforced the qualification of our technical team in these two fields and brought more safety, comfort and privacy for patients.



## Hospital Oto Meireles

At **Hospital Oto Meireles**, we completed the renovation of the operating room and inaugurated a welcoming room, a comfortable space for patients, family members and physicians. Moreover, in August 2022, we acquired **Gastroclínica Diagnóstico por Imagem (GDI)**, thus expanding the offer of diagnostic imaging services, in line with our strategy to strengthen diagnostic and therapeutic support services

(SADT, in Portuguese). Located in the hospital's complex, it is a clinic specializing in diagnostic imaging that offers tomography, mammography and ultrasound exams, among others.



## Hospital Oto Aldeota

At **Hospital Oto Aldeota**, we completed the construction works of **a new, modern elective care space** that features **nine complete and equipped offices**, offering more quality and comfort, and expanding services in several specialties, such as urology, proctology, nephrology and cardiology, among others.

The new ward has also included **new pediatric and adult beds**. The new unit features cutting-edge equipment, such as a **320-channel tomography scanner**, the only one of its kind in the Brazil's Northeast region, which enables faster exams with very low exposure to radiation and high-quality images, allowing for more in-depth studies and more accurate diagnoses. The space also has modern **digital mammography equipment**, providing more innovation, technology and speed to visits and exams.

## Oncology Summit

In January 2023, the Integrated Regional Oncology Center (CRIO, in Portuguese) and Kora Saúde's Rede Oto held the **1<sup>st</sup> Oncology Summit**, geared towards promoting scientific debates on advances in cancer treatment.

Focused on oncology patient care, the event put the most significant advances in the field of gastrointestinal tract cancer into context.

Clinical oncologists, surgeons, radiotherapists, pathologists, endoscopists and imaging physicians analyzed and discussed actual cancer cases.

The first Oncology Summit was also a moment of integration between the professionals, who were able to share knowledge about and experiences with oncology.





In 2022, the center recorded

**1,894** oncology treatments,

↑ de **138%** than in the previous year.

## North Hub

Kora Saúde's **Rede Medical** has two hospitals in Palmas, Tocantins state (Hospital Palmas Medical and Hospital Santa Thereza), and is a benchmark even for the population of other states in the Northern region. Since its acquisition in late 2020, we invested to make Rede Medical increasingly complex, responsive and welcoming, generating solid results and consistent growth.

The **Oncologia Medical** ward is a benchmark cancer care center for the entire Northern region, offering hematology and clinical oncology services, as well as individual infusion boxes. In 2022, the center recorded 1,894 oncology treatments, 138% more than in the previous year, endorsing the Company's commitment to offering high-quality, complex medical services to our patients.

## Hospital Palmas Medical

We carried out **expansion works on emergency room in Hospital Palmas Medical**, a hospital founded in 2013, to increase its built area by 200% and include new medical specialties, such as pediatrics, gynecology e obstetrics, cardiology and general surgery. As a result, visits to the emergency room grew by 19% compared to 2021, totaling more than 38,000 patient services rendered, thus reinforcing the Hospital's position as the leading private hospital in Tocantins state.

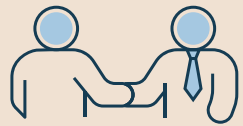
## Hospital Santa Thereza

**Hospital Santa Thereza** has also been consolidating its position as a medical benchmark in the region. It features a unique structure for clinical and surgical admissions, as well as an adult ICU.





# 2022 Highlights



**Rede Meridional entered into a partnership** with Vale, in Espírito Santo state.

## Plus, three specialized clinics:

- Gastroclínica Diagnóstico por Imagem (GDI), in Fortaleza (CE);
- Instituto de Diagnósticos Especializados (IDE), in Serra (ES);
- Instituto de Radioterapia de Taguatinga (IRT), in Taguatinga (Federal District).

We launched **Kora Exclusive**, a health management and monitoring program aimed at partner companies.

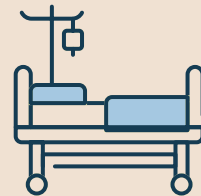


**720k+** imaging exams in the year.



Adjusted EBITDA of **R\$ 463.7 million**, **↑ 50%** over the previous year.

We ended 2022 with **17 hospitals** and **2,103 beds**, adding **229 new beds** in the year.



Additional **337 beds**

under expansion and/or modernization, in units that already comprised our network.



**Acquired 2 hospitals:**

São Francisco (Ceilândia/Federal District), with 179 beds, and Encore (Aparecida de Goiânia/GO), with almost 50 beds.



Net revenue of **R\$ 2.047 billion**, **↑ 62%** over 2021.

**8k+** oncology infusions in 2022.



# Ethical management

3

- Governance structure
- Risk management
- Ethics and fight against corruption
- Suppliers



Interactive  
summary



# Governance structure

GRI 2-9

We are essentially **committed to adopting and upholding the highest corporate governance standards in our operations**, respecting our shareholders and building trust-based relationships guided by transparency, balance and responsible management. Coupled with our purpose and our values, these principles guide every relationship built by the Company, in compliance with moral and legal standards, respecting human rights and diversity aspects.

When we guide our actions based on high governance standards, we are more likely to achieve **long-term success**, since these standards allow us to:

- operate focused on the Company's strategic goals;

- Increase efficiency by developing clear and efficient processes and systems;
- reduce risks, i.e., frauds, corruption and poor management;
- increase transparency by always disseminating clear information that is accessible to all;
- improve decision making, creating a transparent and responsible decision-making process;
- boost productivity in a fairer and motivating workplace; and
- achieve higher patient satisfaction levels, through ethical and responsible behavior.

## Our governance structure encompasses:

**Board of Directors**, which lays down the strategies and overall guidelines.

**Executive Board**, which is responsible for the Company's management.

**Audit and Compliance Committee**, a permanent advisory body to the Board of Directors.





## Board of Directors

GRI 2-9 | 2-10 | 2-11 | 2-12 | 2-14 | 2-16 | 2-17 | 2-18 | 405-1

The Board of Directors is the Company's highest governance body. Our Board currently comprises **six directors, two of whom are independent**, and all of them are elected and dismissed by the Shareholders' Meeting to serve a unified two-year term of office and reelection is permitted.





### Composition of the Board of Directors

GRI 2-9

Board of Directors					
Name	Gender	Executive or non-executive member	Independence	Tenure	Number of other positions and commitments held by the member and the nature of the commitments
<b>Antônio Alves Benjamim Neto</b>		CEO and Director	Non-Independent	April/2023 – August/2025	Mr. Benjamin Neto is a cardiovascular surgeon and holds the position of Kora Saúde's CEO. In 2001, he founded Hospital Meridional Cariacica, which gave rise to Rede Merional and, later, to Kora Saúde group. He has over 25 years of experience as a surgeon at the São Lucas State Hospital, Hospital Praia da Costa and the Antônio Bezerra de Farias State Hospital, and is Treasurer Director of the Regional Medical Board of Espírito Santo state (CRM-ES) and Treasurer Director of the Cooperative of Angiologists and Vascular Surgeons of Espírito Santo state (Coopangio-ES).
<b>Fábio Isay Saad</b>		Board of Directors Chairman	Non-Independent	July/2023 – August/2025	Mr. Saad is managing director of H.I.G. Brazil and Latin America. With over 15 years of experience in the Brazilian and Latin American private equity market, he has led numerous investments in different segments, including healthcare, logistics, media, technology and consumer. He is currently a board member of companies in more than five countries and is leading H.I.G.'s expansion in the Andean Region. He has been with the Company since 2018, as a Board of Directors member, and, in such position, Mr. Saad has made a significant contribution to the growth and structuring of Kora Saúde's businesses and strategies, acting in different fronts.

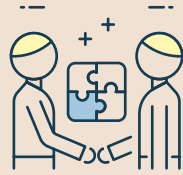


## Board of Directors

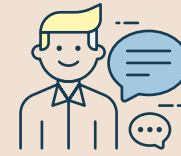
Name	Gender	Executive or non-executive member	Independence	Tenure	Number of other positions and commitments held by the member and the nature of the commitments
Frederico Christo Torezani		Independent Director	Independent	April/2023 – August/2025	Mr. Torezani is currently an independent member of the Company's and of Hospital Meridional S.A.'s Board of Directors (the latter, since 2009). He has also been managing partner of Angiomed - Angiologia e Cirurgia Vascular Meridional and AngioDoppler - Diagnóstico vascular, since 2002. He also acted as managing partner of Hemodinâmica Meridional Ltda. (2002-2019).
Nelson Luiz Sperle Teich		Independent Director	Independent	April/2023 – August/2025	Mr. Teich is an oncologist. He is the founder and former CEO of Grupo COI and the COI Institute for Management, Education and Research. He holds an MBA in Health from Coppead/UFRJ, a master's degree in Health Economics from the University of York (UK) and training in Management and Entrepreneurship from Harvard Business School (OPM 47). He was one of the country's Minister of Health and currently works as healthcare consultant for companies in Brazil and abroad.
Rodrigo Barbosa Natacci		Director	Non-Independent	April/2023 – August/2025	Mr. Natacci is a business administrator, with a degree from the Pontifical Catholic University of São Paulo (PUC-SP), and is currently a Board of Directors member, and is also deputy director of H.I.G. Capital Brasil. He has more than ten years of experience as CFO, having held this position at Bank Branch, Pag Fácil and Axxon Private Equity.
Eduardo da Veiga		Director	Non-Independent	April/2023 – August/2025	Mr. Veiga holds an engineering degree from the Pontifical Catholic University of Rio de Janeiro (PUC-RJ), a master's degree in engineering from École Centrale Paris and is a Chartered Financial Analyst (CFA). Brazilian, he is fluent in Portuguese, English and French. Chief executive of H.I.G. Brazil, Mr. Veiga has over 10 years' experience in the private equity market.



The Board of Directors' responsibilities include, among others, to:



Set the strategic directions and general business guidelines for the Company and its subsidiaries;



Elect and dismiss the Company's and its subsidiaries' officers, as well as assign their responsibilities.



Approve the Company's Code of Ethical Conduct and corporate policies governing disclosure of information and trading of securities; risk management and related business impact; related-party transactions and management of conflicts of interest; management compensation and appointment; the Annual Sustainability Report;



Approve and review the Company's and its subsidiaries' annual budget, capital budget, cash policy, investment policy, dividend policy, business plan and multi-year plan, as well as any amendments to these documents;

Moreover, the Board of Directors and senior executives are mindful of the **Company's development geared towards sustainable purposes**, fine-tuned with our corporate identity, our way of being and defined strategies and policies.

To learn more about the background of the Board of Directors' members, go to:





It is also important to emphasize the following aspects:

### Nomination and selection to the Board of Directors

We have adopted a **Management Nomination Policy**, which was formally approved on February 19, 2021 and can be consulted on the [Brazilian Securities and Exchange Commission's \(CVM\) website](#) and our [Investor Relations website](#), as well as at the Company's headquarters, in print.

### Diversity of Board members

We understand that the candidate nomination process should ensure that the Board of Directors is comprised of members with a diverse profile and an adequate number of independent directors and is big enough to allow for the creation of committees, the effective discussion of ideas and the making of technical, impartial and well-founded decisions.

### Independent members

**At least two or 20% (twenty percent) of Board of Directors' members, whichever is greater, must be independent directors**, as defined in B3's Novo Mercado Listing Rules.

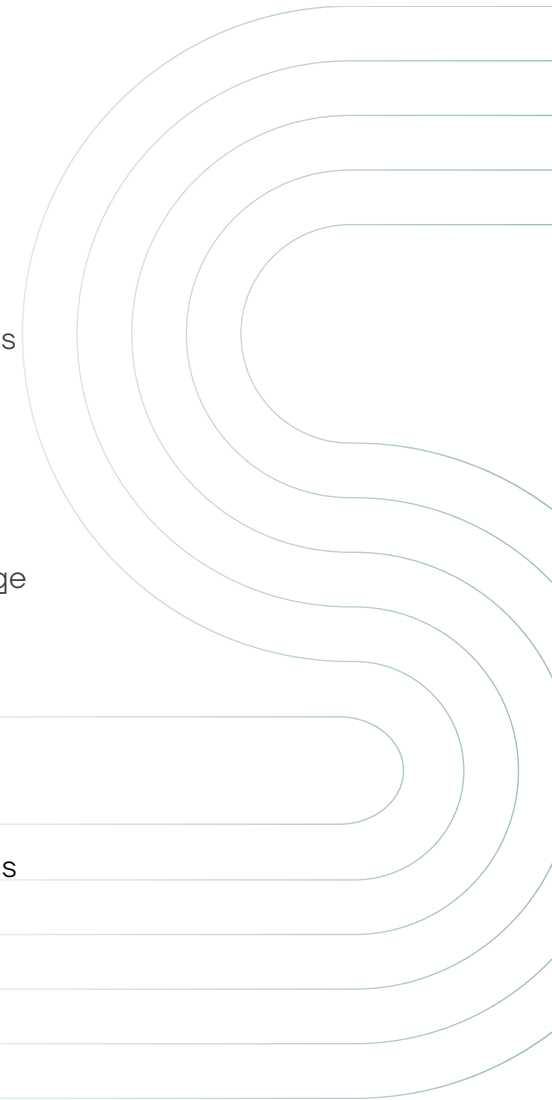
Moreover, every year, the Board of Directors must evaluate and disclose who the independent directors are, as well as indicate and justify any circumstances that may compromise their independence.

In accordance with the Company's Bylaws, the following situations may compromise the independence of a Director:

- have acted as a member of management, director, adviser, consultant, lawyer, auditor, executive, employee or service provider in companies that, because of the activities they engage in, may be considered competitors of the Company; and
- ter ou representar interesses conflitantes com a Companhia.

### Chairman of the Board of Directors

Our Board of Director Chairman does not hold executive positions within the Company.





## Executive Board

GRI 405-1

The Executive Board, the Company's representation and executive management body, is composed by of **nine members** elected by the Board of Directors for a two-year term, with re-election permitted.

### Composition of the Executive Board

Name	Position	Election Date	End of Term of Office
<b>Antônio Alves Benjamim Neto</b>	Chief Executive Officer	04/2022	04/2024
<b>Elias Leal Lima</b>	Chief Financial and Investor Relations Officer	01/2023	01/2025
<b>Lorena Morelato</b>	People and Management Officer	04/2022	04/2024
<b>Marcio Augusto Pitta Machado</b>	Chief Operations Officer	04/2022	04/2024
<b>Michel Castro Santana</b>	Chief Commercial Officer	04/2022	04/2024
<b>Alex Fernandes Amorim Julian</b>	Chief Technology Officer	04/2022	04/2024
<b>Daniel Pangrácio Ahouagi Cunha</b>	Integration and Operational Excellence Officer	09/2022	04/2024
<b>Ana Paula Santos Silva Acelino</b>	Supply Officer	08/2023	04/2024
<b>Diogo Sandoval Fernandes</b>	Chief Accounting Officer	11/2022	11/2024

To learn more about Executive Officers' background, click here







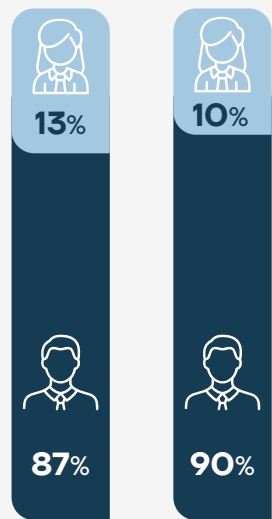
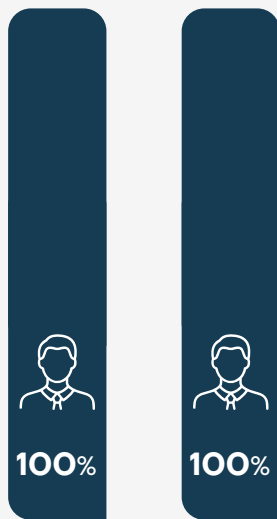
## Diversity of Governance Bodies

GRI 405-1

### Governance Body

Board of Directors

Executive Board



Men

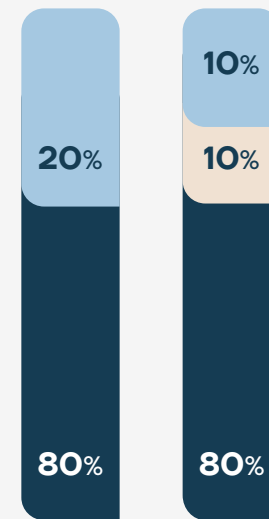


Women

### Age Group

Board of Directors

Executive Board



Under 30

From 30 to 50

Over 50



## Management Compensation

GRI 2-19 | 2-20

We have a **Management Compensation Policy**, which lays down the goals, guidelines and rules for establishing compensation to senior management, including members of the non-statutory Executive Board, the Board of Directors and its Committees.

Based on the Management Compensation Policy, the Board of Directors approves the **Overall Management Compensation Proposal**, which is submitted for approval by the Annual Shareholders' Meeting, in compliance with Article 152 of the Brazilian Corporate Law.

**The Annual Shareholders' Meeting sets the overall management compensation each year, while the Board of Directors determines the**

**overall and individual compensation of executive officers.** Directors and Executive Officers receive a **fixed monthly salary**, defined according to individual negotiation and guided by salary surveys in our industry, among other aspects, in compliance with the Compensation Policy.

We conduct **salary surveys** to ensure our policy is aligned with the best market practices and to keep competitive our compensation strategy, which includes both a monthly fixed fee (pro-labore fee) and **variable and share-based compensation**, for the Executive Board. The Executive Officers' variable compensation is linked to achieving financial goals, the Company's results and the Officer's individual goals.

Officers are also eligible to participate in the **long-term incentive plans with variable compensation**, including stock options and other incentive types and instruments that may be implemented by the Company. Long-term incentive plans, with share-based compensation, are devised to create concrete incentives for attracting, motivating and retaining officers, as well as aligning their interests with those of shareholders and the Company's strategic goals, in order to maximize long-term value creation.

**Bonuses** are calculated based on performance criteria. The main performance indicators for both the Company and its management are EBITDA — the determining trigger for paying the year's variable

compensation — and other specific metrics for each executive office and area of Kora Saúde, e.g., individual and sector projects within the budget year, the quality of services and patient care provided and the quality perceived by the public served at our operating units.

Variable compensation elements tend to reflect the Company's performance in the period and consider the achievement of individual goals and targets set for members of the management and executive officers, including those determined by the Board of Directors, as well as are based on financial indicators such as **EBITDA and Net Debt Reduction** as corporate triggers for defining variable compensation. We also

have an **individual targets chart**, which determines between three and five targets for each member of the management, as well as a **behavioral assessment**, which is also considered when calculating variable compensation and is based on individual targets of behavioral skills (e.g., ethical performance; customer focus; organization and results orientation; interpersonal relationships; and leadership).

Management members must achieve a minimum percentage of both the performance indicators and the behavioral assessment targets to be eligible for variable compensation.

Finally, it is important to add that severance payments are made in accordance with current legislation.



## Audit and Compliance Committee

GRI 2-9 | 2-15


Our Audit and Compliance Committee assists the Board of Directors as regards audit, ethics, compliance and anti-corruption matters and their management. . The Committee must have a minimum of three members, at least one of whom must be an independent director and a second member must have acknowledged experience in corporate accounting. The same member can hold these characteristics. Committee members are elected by the Board of Directors for two-year tenures, with re-election permitted.



## Audit and Compliance Committee



GRI 2-9

### Audit and Compliance Committee

Name	Gender	Executive or non-executive member	Independence	Number of other position and commitments held by the member and the nature of the commitments
<p><b>Márcio Santiago Câmara</b></p>		<p>Committee Coordinator</p>	<p>Non-Independent</p>	<p>Mr. Câmara is a member of the Company’s Audit and Compliance Committee and is also a sitting member of Eletromídia S.A.’s Audit Committee and a sitting member of the Fiscal Council of Brasilcap and Banrisul Icatu Participações (a joint venture between Icatu Seguros and Banco Banrisul). He has previous experience at Icatu Seguros, where he created the Audit Committee in November 2005. He successfully chaired this multinational committee in supervising the auditing, compliance and internal control practices of the companies comprising the Icatu Seguros Group, until August 2010. Mr. Câmara also took over Icatu Seguros Group’s Corporate Governance Executive Office, where he was responsible for Compliance, Internal Controls and Internal Auditing (2010-2014). In November 2014, he founded MCGC Consultoria em Governança Corporativa Ltda. (“MCGC”), a compliance and corporate governance consulting firm. At the same time, he took part in setting up Icatu Seguros Group’s Audit Committee and chaired it for four years. He was also a member of the Audit Committee of the joint venture between Icatu Holding and Prudential Real Estate, and was also chairman of Associação Amigos da Península (Assape) - Península Development’s Fiscal Council in Rio de Janeiro, between 2008 and 2010.</p>



Audit and Compliance Committee

Name	Gender	Executive or non-executive member	Independence	Number of other position and commitments held by the member and the nature of the commitments
Frederico Christo Torezani		Independent Member	Independent	Mr. Torezani is currently an independent member of the Company's and of Hospital Meridional S.A.'s Board of Directors (the latter, since 2009). He has also been managing partner of Angiomed – Angiologia e Cirurgia Vascular Meridional and AngioDoppler – Diagnóstico vascular, since 2002. He also acted as managing partner of Hemodinâmica Meridional Ltda. (2002-2019).
Fernanda Rossi Soares		Committee Member	Non-Independende	Ms. Soares joined MCGC as a partner in April 2017. She has 11 years' experience in "Big Four" companies – KPMG and EY, working mainly on the external audit of investment funds regulated by the CVM, including 555 funds and structured funds – Equity Investment Funds, Credit Rights Investment Funds and Real Estate Funds – as well as offshore funds regulated by the Cayman Monetary Authority ("CIMA"). She has five years of experience in project management, leading medium-sized teams (5 to 10 members) and has extensive knowledge of mapping and reviewing an entities' internal control environment. She holds undergraduate degrees in Business Administration and Accounting. She also has CISI International Certification, issued by Thomson Reuters, in Anti-Corruption & Bribery and Compliance, and in Data Protection by Legal Ethics & Compliance (LEC).

To learn more out more about Committee members' background, click here.





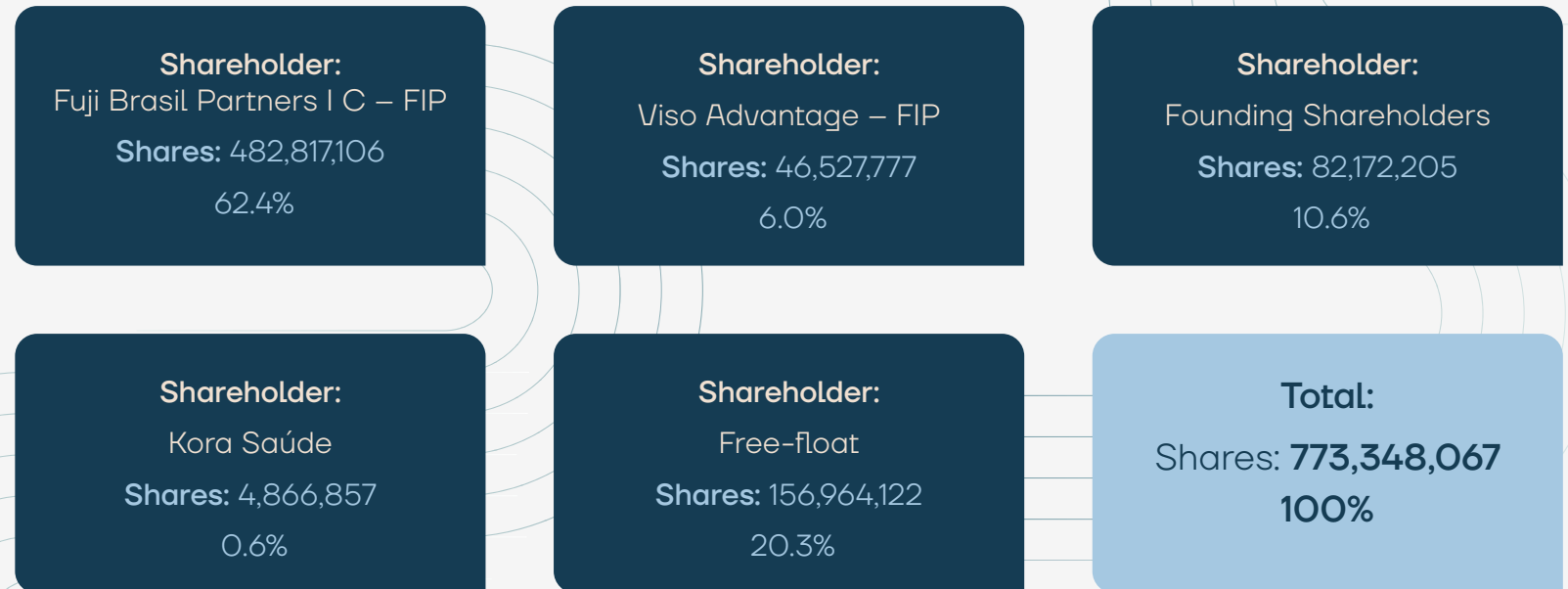
### Conflict of interests

GRI 2-15

We rely on a **Conflicts of Interest Policy** and any reported instance is investigated and resolved by the Audit and Compliance Committee.

## Shareholding structure

Kora Saúde's shareholding structure is as follows:



Note: Shareholder composition reflects the position as at 9/30/2023.



# Risk management

GRI 2-12 | 2-13 | 2-25

We have a **Risk Management and Internal Controls Policy**, which establishes principles, guidelines and responsibilities to be observed in managing risks and internal controls inherent to Kora Saúde's business activities.

The policy aims to identify and monitor risks related to the Company or our industry, as well as ensure that the Company and its subsidiaries permanently adhere to ethical and professional standards that must be complied with by employees and third parties who, by virtue of their position, have access to material information about Kora, its customers and its strategies.

**Risk management must be carried out jointly by the governance bodies, managers and**

**those directly responsible for the processes.**

The risk management process is approved by the executive officers and our Audit and Compliance Committee, and is monitored by the Internal Audit Department, which reports directly to the Board of Directors.

During the supervision of third-party and supplier processes and due diligence, the Audit and Compliance Committee and the Internal Audit Department **monitor, resolve on, identify and point out the risks to and possible impacts on the Company as well as the economic and social scenario, environment and people**, reporting them to the Board.

Every quarter, the Internal Audit Department and the Committee meet to discuss the





The risk management process adopted by the company was drawn up in the light of the provisions of **ISO 31000:2009 - Principles and Guidelines for Risk Management**, an international standard on the subject.

issues and impacts to be analyzed and presented to the Board and action plans.

**The risk management processes are evaluated at least once a year.** This evaluation also verifies if the Internal Audit department's structure and budget are enough to carry out its duties.

The risk management process adopted by the company was drawn up in the light of the provisions of **ISO 31000:2009 - Principles and Guidelines for Risk Management**, an international standard on the subject.

### Remediation of negative impacts

We are firmly committed to **remedying any negative impacts** that we may cause or contribute to. We make a Whistleblowing Channel (see more information on the "Ethics and Fight against Corruption" section in this chapter) available, and it receives, identifies, classifies and addresses complaints, suggestions, compliments and other reports, including claims. Every report is monitored and analyzed by the Audit and Compliance Committee.





# Ethics and fight against corruption

GRI 2-23 | 2-24 | 2-27 | 205-2 | 205-3 | 206-1 | 3-3 | Material theme - Governance



Material theme  
Governance

In our patient services, relationships and business, we believe that **ethical behavior is essential to our activities**. Ethics is one of our values. Therefore, our governance structure is grounded on ethics and fighting corruption, in order to mitigate risks and ensure responsible operations. We understand that ethics and corporate governance always go hand in hand, but the former is a basic principle for the latter.

In order to ensure compliance with laws and regulations and disseminate an ethical culture, we rely on a **Compliance Program**, which safeguards good governance and employee ethical conduct.

We have **Code of Ethical Conduct**, which aims to reinforce our commitment to the attitudes

we consider to be appropriate for everyone's actions and for conducting our daily activities in line with high standards of honesty, integrity and respect for people. The Code applies to all employees (focused on offering a safer, fairer and more pleasant work environment); board members; shareholders; clinical staff; service providers; suppliers; public officials; and patients and their companions, as well as other stakeholders.

We also have an **Anti-Corruption Policy** geared towards consolidating anti-corruption guidelines adopted by Kora Saúde, based on the ethical precepts adopted in our Code of Ethical Conduct, and in line with the applicable legislation, including the Anti-Corruption Law (12,846/2013) and its

Regulatory Decree (8,420/2015), in addition to the best corporate governance practices.

Throughout the year, we **trained** employees of the recently acquired units on ethics, compliance and anti-corruption policies and procedures. Moreover, every year, we offer refresher courses on the subject to the staff. In 2022, all employees were informed about anti-corruption policies and procedures and received related training.

This guideline also applies to governance bodies. In 2022, 100% of our Directors were informed about anti-corruption policies and procedures. During the year, the Audit and Compliance Committee carried out refresher training with the Board of Directors.



As regards **suppliers and service providers**, contracts determine that they must comply with our ethics, anti-corruption and compliance policies and standards, as well as the General Data Protection Act (LGPD, in Portuguese). If partners and/or suppliers break said clauses, they are suspended or their contracts may even be terminated.

In 2022, we did not identify cases of corruption within the Company and there were no lawsuits filed against Kora for unfair competition, trust or monopoly practices. There were also no significant instances of non-compliance with laws and regulations.

## Whistleblowing Channel

GRI 2-26

We make a **Whistleblowing Channel** available to stimulate and encourage employees to report possible claims that affect the integrity and well-being of employees and third parties, as well as ethical misconducts or institutional violations.

This Channel is **available to all our stakeholders** (employees, suppliers, partners, service providers, patients etc.) who can confidentially and safely submit their reports.

It is an external channel that acts transparently and independently. It can be accessed by telephone (toll-free number), website or e-mail. Reports are investigated by the Compliance Department and analyzed and discussed by the Audit and Compliance Committee, with rules on secrecy, anonymity, confidentiality and non-retaliation.

### How to submit a complaint:



Telephone:

**0800 591 2643,**

Monday to Friday, 9am to 5pm



Website:

<https://canaldedenuncia.com.br/korasaude/>



E-mail:

[comitecompliance@korasaude.com.br](mailto:comitecompliance@korasaude.com.br)



# Suppliers

GRI 2-6 | 204-1 | 3-3 | Material theme - Governance

On a daily basis, the **main supplies and services** used are:



Hospital supplies;



Medicines;



Equipment;



Medical services; and



Outsourced services (security, cleaning, customer service etc.).

Suppliers are contacted according to the unit's location (Espírito Santo, Ceará, Tocantins, Goiás and Mato Grosso states and the Federal District). We prioritize local suppliers.

As regards supplier management and relationship, as well as supply management, in 2022 we focused our efforts on two major fronts:

- **Negotiations with suppliers**, seeking to extend payment terms and, consequently, improve cash flow, contributing to a more sustainable operation.
- **Evaluating new inputs and technologies**, seeking good prices and quality, but also analyzing sustainability criteria for the entire business chain.

In 2022, **R\$940 million** was spent on suppliers (R\$404 million on materials and medicines and R\$536 million on outsourced services).

In 2022,  
**940 million**  
was spent on suppliers



## Supplier management

We rely on a **Supplier Screening and Evaluation Policy**, which outlines all guidelines, routines and procedures for the screening, development, monitoring and evaluation of product and service suppliers, thus contributing for their development. Our goal is to keep on building strong and lasting partnerships based on the win-win concept, that is to say, the ones that benefit both the Company and its suppliers.

On a daily basis, we require that all suppliers submit the **pertinent documents** as per the legislation in force, and perform the required follow-up. Whenever necessary, we assess the need to conduct **technical visits**.

Our **supplier performance evaluation** process is intended to measure how suppliers meet the Company's required criteria for product and

service supply, providing information that may offer improvements to suppliers.

As regards **new suppliers**, we conduct a **due diligence** process to gather as much information as possible to assess if the supplier is reputable, if the company is not involved in corruption or other impediments. Our Contracts/Procurement Department is responsible for overseeing the third-party due diligence and processes. We also conduct a **financial assessment**, especially for suppliers hired for large construction works, in order to ensure the execution of services.

## Supplies

As regards **supplies**, every purchase, regardless of its value, is preceded by a price check and must involve at least three suppliers, either by e-mail or, preferably, through our electronic quotation system. In order to choose the winner, we analyze the price



and specification of the product, but also the required documentation, the payment deadline, the proposed delivery time and the minimum turnover required by the supplier.

**Purchase requests** follow certain pre-established criteria, depending on the category of products or services involved — whether they are stock or non-stock products. In the case of equipment, in addition to these aspects, the person responsible for clinical engineering must be aware of the request and agree with it. For construction works, purchase requests must include the engineer or architect in charge, who must approve it, and must be accompanied by the complementary projects necessary for the quotations to be made. As for services or

projects, the criteria and rules defined in our internal rules must be observed; and, for hardware or software, the Information Technology department must always be involved.

**Our supplies and materials inventories** are replenished and maintained according to consumption demand. With each addition of new environments (hospitals, clinics or other units), whether through acquisitions or organically, we estimate the increase in demand so that inventory is planned and acquired in a sustainable way, avoiding excesses and stockouts.

We have processes to **monitor and measure service and supply levels for products or services we procure.**

## Supply Chain Award

In order to **recognize the best suppliers and the best performance of our units in terms of supplier management and relations**, we have the **Supply Chain Award**.

The idea came about as a way of acknowledging Kora's suppliers and that bring benefits not only financially but also in terms of processes and quality. By recognizing them, we build a closer relationship with suppliers, especially the winners, in order to come up with and design new solutions for the business relationship together. As for internal performance, Hospital Meridional Cariacica (ES) won the 2022 edition. This accolade is organized by our Contracts/ Procurement Department.



**As for internal performance, Hospital Meridional Cariacica (ES) won the 2022 edition.**



# Transforming the healthcare world

4

Operational and financial performance  
Patient experience and safety



# Operational and financial performance

GRI 3-3

In our business, we value **responsible management of financial resources and operational efficiency**, through budgetary control; assertive monitoring of costs and expenses; careful risk assessment; planned investments; process and system optimization; effective management of projects and initiatives; development e- innovation; and focus on service quality.

Each year, we evaluate factors such as revenue growth, economies of scale, attraction of investments, job creation, capital costs, growing competition, service quality, and changes in demand, among others.

As a business guideline, we never stop pursuing **organic growth, expansions and mergers**, as well as continuous improvement of our operations, activities and services.

## Growth drivers

GRI 203-1

As regards our growth strategies in 2022, we denote:

### Acquisitions

In 2022, we completed the following acquisitions:

**Hospital São Francisco**, in Ceilândia (Federal District), **with 179 beds;**

**Hospital Encore** In Aparecida de Goiânia (GO), **with 50 beds;**

**Instituto de Diagnósticos Especializados (IDE)**, in Serra (ES);

**Instituto de Radioterapia de Taguatinga (IRT)**, in Taguatinga (Federal District); and

**Gastroclínica Diagnóstico por Imagem (GDI)**, in Fortaleza (CE).

In addition to expanding its operation in existing Hubs and strengthening the services provided, these acquisitions made Kora Saúde an increasingly complete and responsive platform.



## Organic growth (brownfield)

We made progress in the expansion works, according to the schedule set for 2022. Among other initiatives, we highlight: bed activation at Hospital Anchieta, in the Federal District; new beds opened at Hospital São Mateus (MT); the inauguration of a new tower at Hospital Meridional Cariacica (ES) in December 2022 – adding 70 beds and operating rooms – and the opening of a new floor at Hospital Meridional Vitória (ES) in May 2022 – adding 23 beds, 2 operating rooms and 1 new humanized delivery room, which guarantees greater capacity and speed in patient care.

## Diagnostic and Therapeutic Support Services (SADT)

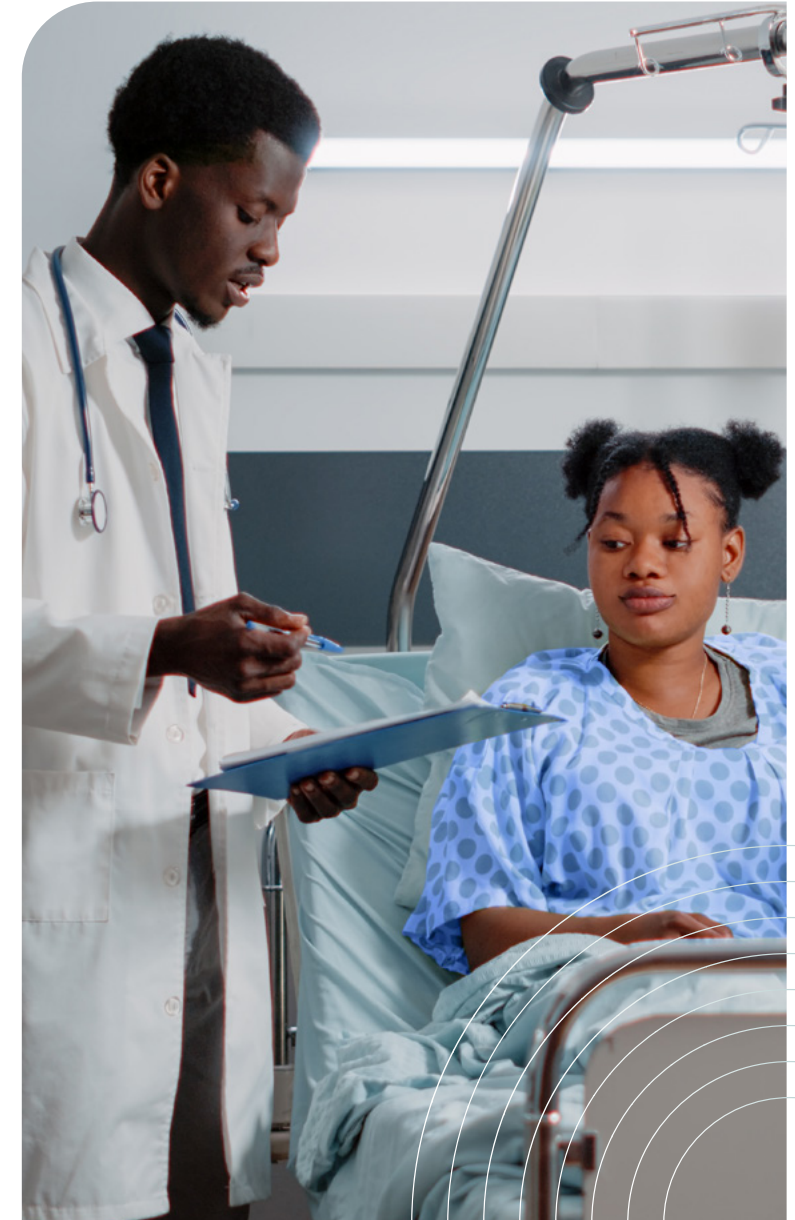
As regards SADT, we have made progress in all Hubs. The oncology operation is noteworthy: we opened new units in two hospitals, one in Espírito Santo state and other in the Federal District, and posted a record number of infusions. These results are part of our guidance to become a complete healthcare provider, by increasing the volume of

clinical analysis and imaging exams as well as oncology infusions.

## Kora Exclusive Program

In the fourth quarter of 2022, we launched **Kora Exclusive**, a health management and monitoring program aimed at partner companies in the states where we operate. Through this program, we offer management services covering chronic patients, telemedicine, palliative care, in-company outpatient clinics, concierge services, check-ups, de-hospitalization, care services for pregnant women, women's health, hypertension, diabetes, smoking, obesity, mental health, among other topics.

Kora Exclusive is a **preventive medicine** solution that aims to guarantee an improvement in partner companies' employee Net Promoter Score (NPS) as well as reduce claims and absenteeism. This model is already operational in some companies in Espírito Santo state and has considerable potential for leveraging new partnerships, since it is under negotiation with several other companies.







## Operating indicators

Total beds grew by  
**↑19%**  
compared to 2021



In 2022, we highlight:

### Hospitals and beds

We ended 2022 with **17 hospitals and 2,103 total beds, of which 1,696 were operational.** Total beds grew by 19% compared to 2021, as a result of our expansion strategy based on hospital acquisitions and organic growth (brownfield growth).

#### Main operational data

	2022	2021	Δ%
Number of hospitals	17	15	13%
Total beds (end of period)	2,103	1,766	19%
Operational beds (end of period)	1,696	1,563	9%

## Evolution in the number of beds over time

644 beds

2018



770 beds

2019



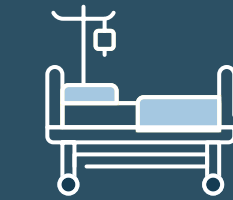
942 beds

2020



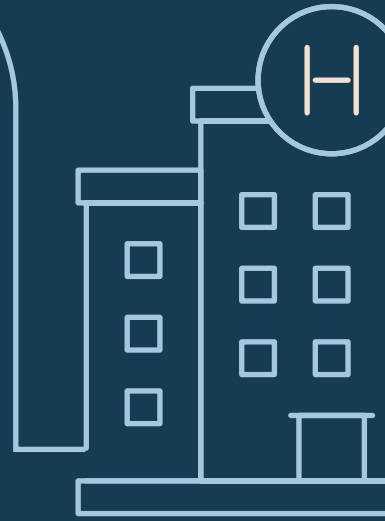
1.496 beds

2021



2,103\* beds

2022



### Exclusive operation in Espírito Santo

- 2019 - H. Meridional Vitória
- 2018 - H. Meridional Serra
- 2016 - Meridional São Mateus
- 2011 - Hospital São Francisco
- 2008 - Mer. Praia da Costa
- 2008 - Hospital São Luiz
- 2001 - Meridional Cariacica

### Mato Grosso

- Hospital São Mateus

### Tocantins

- H. Palmas Medical
- H. Santa Thereza

### Distrito Federal

- Hospital Anchieta

### Ceará

- Hospital Gastroclínica
- Hospital São Mateus
- Grupo OTO

### Goiás

- H. Instituto Neurológico de Goiânia

### Distrito Federal

- Hospital São Francisco

### Goiás

- Hospital Encore

\* Consider brownfield beds



## Other material operational data

In 2022, we accredited new health insurance companies.

The **volume of patients-day rose by 51%** and should be emphasized. Furthermore, **bed occupancy rate stood at 76.7%**, moving up **2.9 p.p.** from the previous year.

This result stems from the Company's performance with the addition of new hospitals and also the quality of our services, reflecting more complex hospital care, based on investments in robust emergency rooms, complementary medical teams, new technologies, support services and quality of care.

It is important to note that most of the patients who visit our hospitals are beneficiaries of health insurance plans. In 2022, we accredited new health insurance companies.



The volume of patients-day rose by

↑ **51 %**

bed occupancy rate stood at

**76.7 %**

# 2022 Highlights

## H. Encore



- 8k+ in oncology infusions
- 35% increase a.a.

- Acquisition of 50 beds in Aparecida de Goiânia (GO)

- 1.2 million + visits to Emergency Rooms

## Volume of patients/day



720k+ imaging exams (MRI, X-Ray, CT and US)<sup>1</sup>

## SADTs

Acquisition of IRT (Federal District), GDI (CE) and IDE (ES)<sup>2</sup>

## H. São Francisco



- Acquisition of 179 beds in Ceilândia (Federal District)

- 454k+ patients/day
- 51% increase a.a.

- 100k+ surgeries performed



## New business

Kora Card  
Kora Exclusive

## Partnerships



Accreditation at Hospital Anchieta



Partnership in Espírito Santo

## Brownfields

113 new beds in Mato Grosso and Espírito Santo states + activation of beds in the Federal District

<sup>1</sup>IMR, X-Ray, CT and US: Magnetic Resonance Imaging; X-Ray, Computerized Tomography and Ultrasound

<sup>2</sup>IRT: Instituto de Radioterapia de Taguatinga; GDI: Gastroclínica Diagnóstico por Imagem; IDE: Instituto de Diagnósticos Especializados.



# Financial capital

GRI 3-3 | Tema material – Governança

In 2022, we achieved record net revenue and adjusted EBITDA figures, showing the assertiveness of our strategies and economic and financial management, supported by the quality of our services and care.

As regards the 2022 financial performance, we can highlight the following:

## Main results chart

R\$ millions

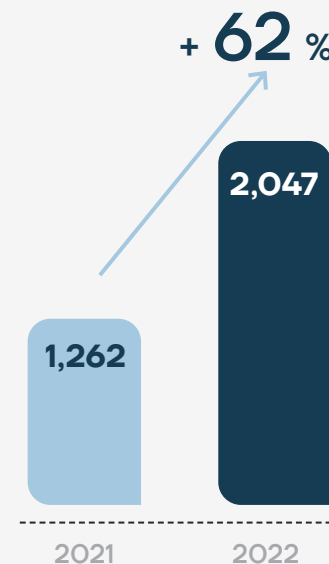
Main financial data	2022	2021	Δ%
Net revenue	2,046.7	1,261.9	62%
Adj. EBITDA	463.7	309.9	50%
Adj. EBITDA margin	22.7%	24.6%	-1.9 p.p.
Adf. Net income	56.0	50.7	11%
Adj. net margin	2.7%	4.0%	-1.3 p.p.

## Net revenue – steady growth

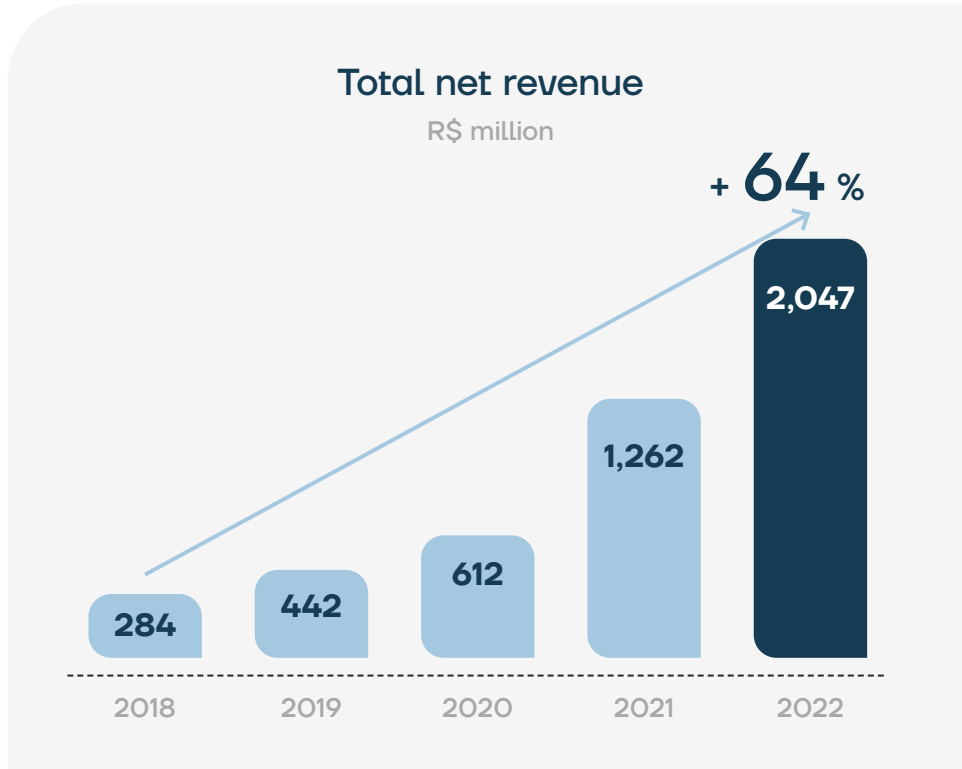
In 2022, net revenue was **R\$2.047** billion, moving **62% up from 2021**

### Net revenue

R\$ million



As a result of the Company's efforts, this indicator has grown at a strong and robust pace, posting steady progress year after year. In **just five years, net revenue increased by 7.2x, from R\$284 million in 2018 to R\$2.047 billion in 2022.**



This figure stems from consistent business execution, driven by the acquisition strategy coupled with “same-hospital” base organic performance (organic expansion), as well as an increase in the number of patient visits, occupancy rates and service revenue.

It is important to note that we are positioned to offer **high-quality medicine** to our patients, at **sustainable prices** for both local

and national payors. During 2022, we experienced an environment that favored such positioning: the private system and self-insured plans resumed growth in number of beneficiaries, however, high interest rates and rising loss ratio limited the system’s structural expansion. Within this context, our value proposition has been proving increasingly assertive for payors.

In 2022, the Company advanced in all its **growth strategy** fronts:

- Acquisitions:
- Organic growth (brownfield growth); and
- Diagnostic and therapeutic support services (SADT)

In addition to **growth**, we continue to implement agendas and initiatives for **operational excellence, human capital development, solid financial management and ongoing technological advances.**



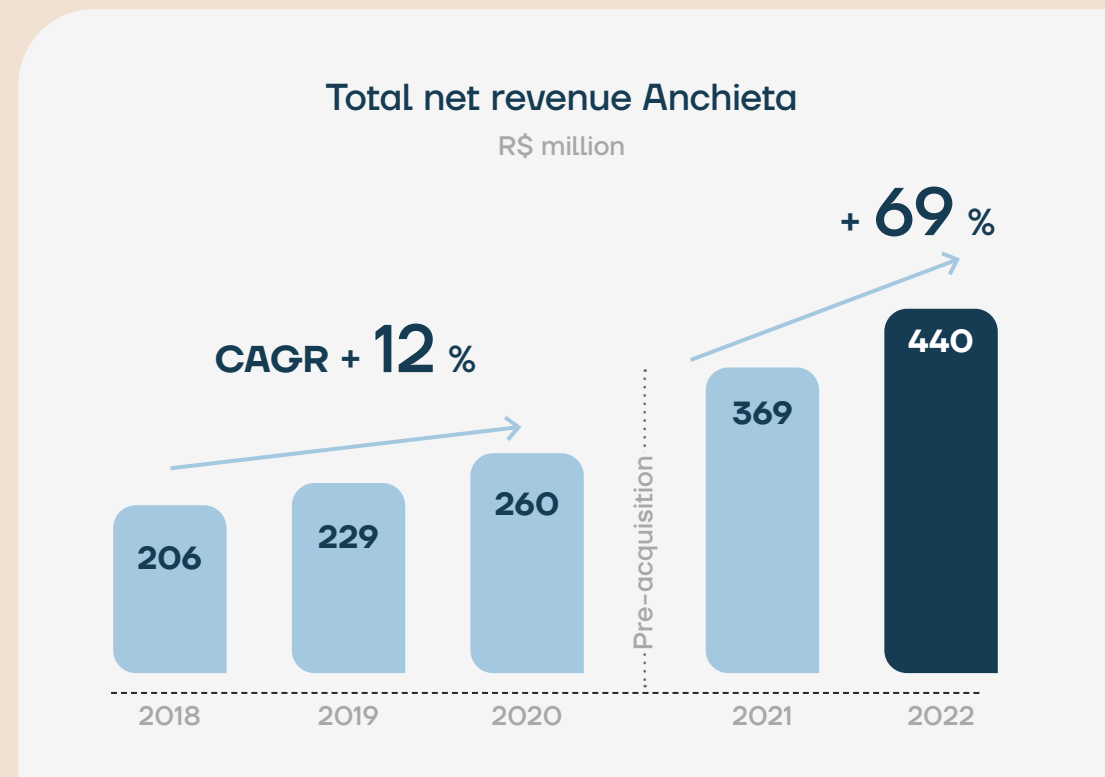


### Substantial results at Hospital Anchieta

Acquired by Kora Saúde in 2021, Hospital Anchieta has been growing steadily in terms of results. By expanding the offer of healthcare solutions associated with greater robustness in emergency care, more complex procedures performed, the offer of cancer treatments and expanding the relationship with payors — new and pre-existing —, the hospital’s revenue reached a **new record high of R\$440 million, surging 69%** compared to 2020

(pre-acquisition figure). This growth proves our ability to add quality, complexity and responsiveness to acquired hospitals.

In January 2021 (before the acquisition), the hospital had 145 operational beds out of an installed capacity of 270 beds. As part of the initiatives previously mentioned, **it ended 2022 with 207 operational beds, moving up 43%.**





## EBITDA and adjusted EBITDA

Accelerated revenue growth, coupled with the capture and maturing of cost and expense synergies from acquired hospitals, led the Company to record **adjusted EBITDA of R\$463.7 million in 2022, up by 50% vis-à-vis 2021.**

R\$ million	2022	2021	Δ%
<b>Net income</b>	<b>(94.5)</b>	<b>(55.0)</b>	<b>72%</b>
Financial results	360.2	130.0	177%
Income tax and social contribution	4.7	57.8	-92%
Depreciation and amortization	124.1	73.3	69%
<b>EBITDA</b>	<b>394.6</b>	<b>206.1</b>	<b>91%</b>
M&A and integration	2.1	8.9	149%
Covid-19	-	28.6	-100%
Stock options (non-cash effect)	34.1	55.4	-38%
Other non-recurring	12.9	10.9	18%
<b>Adjusted EBITDA</b>	<b>463.7</b>	<b>309.9</b>	<b>50%</b>
<b>Adjusted EBITDA Margin (%)</b>	<b>22.7%</b>	<b>24.6%</b>	<b>-1.9 p.p.</b>

Note: EBITDA adjustments refer to non-recurring costs and expenses with: M&A and integration; Covid-19 impacts; stock options; and others

## Net income and adjusted net income

In 2022, the Company's **adjusted net income** (excluding non-cash expenses and non-recurring items) was **R\$56 million**, moving up **11%** from the previous year. Adjusted net margin came to **2.7%** of net revenue, driven by higher financial expenses

R\$ million	2022	2021	Δ%
<b>EBITDA</b>	<b>394.6</b>	<b>206.1</b>	<b>91%</b>
Financial result	(360.2)	(130.0)	177%
Income tax and social contribution	(4.7)	(57.8)	-92%
Depreciation and amortization	(124.1)	(73.3)	69%
<b>Net Income</b>	<b>(94.5)</b>	<b>(55.0)</b>	<b>72%</b>
Amortization of capital gains <sup>1</sup>	69.3	28.1	147%
Deferred IR/CS (goodwill of acquisitions)	12.1	9.0	34%
Stock options	34.1	36.6	-7%
Non-recurring items	35.0	31.9	10%
<b>Adj. net income</b>	<b>56.0</b>	<b>50.7</b>	<b>11%</b>
<b>Adj. net margin (%)</b>	<b>2.7%</b>	<b>4.0%</b>	<b>-1.3 p.p.</b>

<sup>1</sup> Valores líquidos da parcela dedutível de impostos IR/CS.





## Indebtedness

At year-end 2022, our gross debt totaled **R\$2.031 billion**, R\$54 million less than in September. In line with the Company's plans, in October 2022, we carried out Hospital Anchieta's second debenture issue, in the amount of R\$715 million. The funds raised were fully used for pre-paying Hospital Anchieta's first debenture issue — an operation completed in November 2022. The second debenture issue was aimed at reducing financial expenses, extending the debt maturity schedule and maintaining the Company's financial strength.

Concomitantly with Hospital Anchieta's second debenture issue, we were also successful in extending the debt maturity schedule with our main banking partners. The new debt profile reinforces the quality of the Company's balance sheet, adapting financial operations to our strategic needs and goals.

R\$ million	Dec/22	Sep/22	Jun/22	Dec/21
Bank loans and debentures	2,031	2,085	2,034	1,334
Total gross debt	2,031	2,085	2,034	1,334
(-) Cash and cash equivalents	780	437	526	397
Net debt	1,252	1,648	1,508	937
Adjusted proforma EBITDA	482	-	-	423
<b>Net debt / Proforma EBITDA</b>	<b>2.6x</b>	-	-	<b>2.2x</b>
(+) Accounts payable for acquisitions	630	628	615	522
Net debt + Accounts payable for acquisitions	1,882	2,275	2,123	1,458
Adjusted proforma EBITDA	482	-	-	423
<b>Net debt + Accounts payable for acquisitions / Proforma EBITDA</b>	<b>3.9x</b>	-	-	<b>3.4x</b>

For further details or other information on our financial results, please go to:





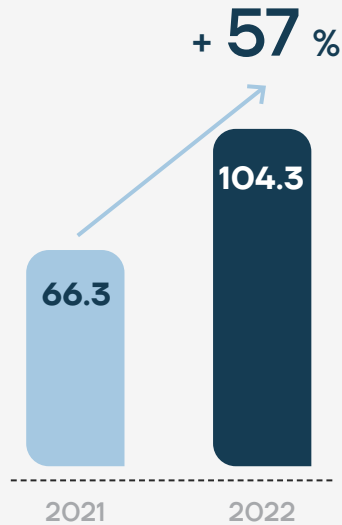
### Debenture Issues

To maintain the Company's financial strength while supporting our business and growth strategies, in May 2022, we successfully completed Kora Saúde's **first debenture issue**. This operation raised R\$700 million, which was used in our strategies and actions to improve quality of care for millions of Brazilians. In October 2022, we completed the **second debenture issue**, raising R\$715 million.

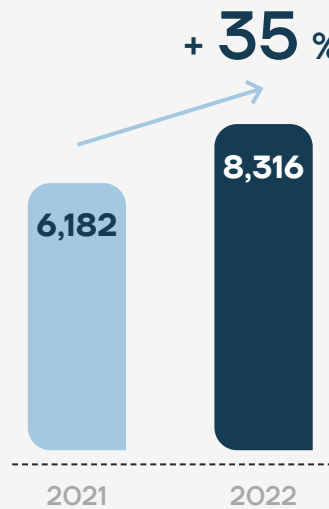
## Oncology

In 2022, we achieved **significant results in the oncology segment**: oncology revenue came to R\$104.3 million in the year, up 57% from 2021; and, in terms of oncology treatments, we posted a record high of 8,316 infusions in 2022, 35% more than in the previous year

Oncology net revenue  
R\$ million



Number of infusions



This strong growth in oncology treatments reflects our strategy assertiveness, as we aim to consolidate our position as an integrated healthcare platform. In 2022, we inaugurated two new chemotherapy treatment centers: the **new oncology ward in Serra (ES)** and our proprietary line at **Hospital Anchieta, in the Federal District**, totaling eight hospitals with their proprietary infusion services. These facilities offer clinical oncology, hematology and cryotherapy services, as well as outpatient clinics, diagnostic areas and individual infusion boxes.

This panorama showcases the high quality of care provided, combined with humanized treatment delivered by our teams. In 2022, we achieved a **record high of 8,316 infusions, moving up 35% from the previous year**. We remain confident about the opportunities we have mapped out and Kora Saúde's structural advantages for the oncology segment.



# Patient experience and safety

As part of our permanent focus on “care,” we strive to provide services and solutions that are really useful for the patient, facilitate access to healthcare and enable an increasing number of people to have regular and preventive examinations and appointments. Also with this aim, we constantly seek to invest in innovative, easy-to-use solutions. All of this with our concern for patient privacy and data protection in mind.

## Our care

GRI 3-3 | Material Topic – Our care

Our hospitals adopt numerous **humanized care initiatives**, which are based on aspects such as solidarity, collaboration, affection in relationships, respect for diversity, paying attention to patients’ complaints, care and welcoming.

At the other end, in terms of infrastructure, **we provide facilities with adequate equipment and processes**, focusing on continuous improvement and constant **technological and operational upgrades and innovations** ([see more information in the “Kora Saúde” chapter, item “Operational Hubs”](#)).

Our main focus is to provide **humanized care to people**; therefore, we have a team of highly qualified physicians, nurses, technicians and other medical professionals with a human





touch. Every interaction in our hospitals is based on partnership, efficiency and knowledge.

**We constantly seek to improve our patients' experience**, which is part of a global trend.

This pursuit contributes to engaging patients in their health treatment, as it has been scientifically proven that greater engagement improves clinical and care outcomes. As satisfaction monitoring tools, we rely on the **Net Promoter Score (NPS)** — a metric that assesses customer satisfaction and loyalty —, surveys and specific meetings to analyze patient feedback, as well as the Customer Advisory Board at some units.

Our goal is to have an NPS of 67%, and we expect to see an improvement in the hospitals' clinical and care outcomes and an increase in patient satisfaction.

To **monitor the entire experience process and mitigate any negative impacts**, we use the **Value-Based Healthcare (VBHC)** model, which proposes that it is possible to provide high-quality care while rationalizing and reducing financial costs. In order to track the effectiveness of our actions on this front, we use two indicators: NPS and the number of customer complaints to number of services provided ratio.

We constantly seek to improve our patients' experience, which is part of a global trend.

Our goal is to have an NPS of **67%**



With regard to “care,” we also emphasize the following:

### Kora Card

Geared towards helping an increasingly number of Brazilians take care of their health and benefit from preventive medicine at leading hospitals without spending too much, in February 2023, we launched the **Kora Card**, a benefits card that offers affordable consultations and exams, valid for the entire Rede Meridional. With a small monthly fee, **the card guarantees access to highly skilled professionals, with discounts in more**

**than 20 medical specialties, and offers discounts in partner stores and drugstores.**

This initiative is aimed at people who choose an affordable solution to healthcare but value quality medical attention and allow us to take our medical staff’s expertise combined with our care facilities to even more people. The Kora Card is valid for the Meridional Vitória, Meridional Praia da Costa, Meridional Serra, Meridional Cariacica hospitals, as well as Hospital São Francisco and Hospital São Luiz, all of which located in Espírito Santo state.

### Hospital meal service surveys

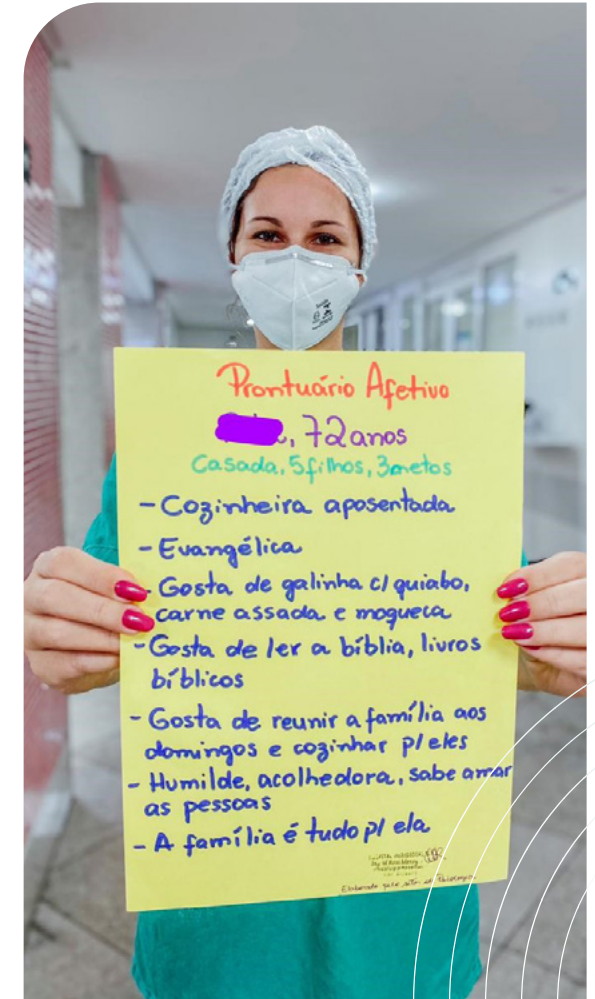
Throughout 2022, we carried out **meal service surveys** in order to gather information to improve the food offered at our hospitals.

### Humanization and welcoming practices during hospital stay

We continued with the unique practices and initiatives we had already adopted, aimed at offering a human touch during hospital stay, such as:

#### Affective medical record

Aimed at being closer to our patients and promoting a safe and welcoming environment, we have adopted what we call “affective medical records”, focused on making them feel more comfortable. These are **humanized medical records that tell a little about the patient’s personal life**. In other words, each patient receives a form in which they do not provide information about their state of health, but rather personal data, such as favorite artists and foods, names of close family members, personal preferences,





personality traits and others. The aim is to reinforce the fact that inpatients, even if sedated or intubated, are people with a rich life story.

This practice began due to the Covid-19 pandemic, because in several cases it was difficult to get close to patients with the disease, who spent a long time in Intensive Care Units, without even communicating with the medical team.

Even as the Covid-19 pandemic has cooled down, we have kept up this initiative. We know that hospital stay is a delicate time in patients' lives. Often, the change in routine and schedule as well as the distance from social life can delay their recovery. Therefore, humanized medical records are an element that helps to smooth this process.

With this type of medical record, we create a more comprehensive and holistic record of a patient's health that considers not only the physical

aspects but also emotional and social ones. This is especially important to ensure emotional well-being and in terms of relationships, playing a significant role in treatment.

### Humanized delivery room

We have **humanized delivery rooms** in some of our units, **aimed at creating a welcoming environment at such a special moment in the patient's life.**

These rooms have a structure for carrying out practices and procedures that seek to allow the baby to arrive in a less hospital-like perspective. In these rooms, pregnant women are allowed a companion and doula of their choice throughout their stay, with privacy, skin-to-skin contact with the baby, arrangements for delayed clamping of the umbilical cord and encouragement of early breastfeeding. This care seeks to reinforce the contact between mother and child in the most humanized and comfortable way.

**We have humanized delivery rooms in some of our units, aimed at creating a welcoming environment at such a special moment in the patient's life.**



## Music therapy

In some hospitals, we offer **music therapy in the beds as a complementary form of care.**



During a hospital stay, patients have to live in a strange environment far from family and loved ones, with unfamiliar people, technical language, often invasive and painful procedures and noise, which makes the environment more inhospitable, causing tension or suffering. This led us to implement the music therapy, because, in this context, music can promote well-being, by moving and cheering up patients.

The purpose of music therapy varies according to each patient's needs. It can be focused on reducing stress and anxiety, increasing self-expression, developing communication skills, improving focus and concentration, relieving pain, promoting relaxation, stimulating memory in the elderly, among other goals.

## Clown therapy

Hospitals comprising the Ceará Hub have included “**clown therapy**” in their care protocols, performed by the **Trupe do Riso clown group**. The method consists of implementing clown techniques derived from circus arts into patient care, aimed at improving the patient's mood and mental health. The purpose of this work is to help patients with their more subjective needs, which are not usually expressed in medical records. The aim is to provide joy, laughter and distraction for patients in healthcare environments. Clown therapists strive to create a lighter and more positive environment for patients, reducing stress and anxiety.

## Hammock method

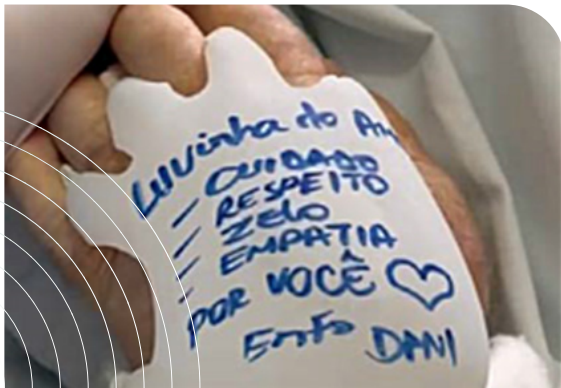
Used at Hospital Palmas Medical and Hospital Santa Thereza in Tocantins state, **the Hammock method** consists of a **sensory intervention that favors babies' neuropsychomotor development while promoting humanized care and comfort for newborns.** In addition to providing a suitable position for premature newborns, the hammocks help making babies cozy in incubators, stimulating their senses and maturing their reflexes.

The technique is called “Hammock” because it uses a kind of “hammock” or fabric support to keep the child's limb still during the procedure. The idea behind the method is to provide a more comfortable and less stressful environment for the baby during the administration of intravenous medicine.



### Little hands of love

Likewise the Hammock method, this practice is also used at Hospital Palmas Medical and Hospital Santa Thereza, in Tocantins state. It consists of **using warm latex gloves that mimic human touch**. Two surgical gloves are soaked in warm water, and their touch brings “human warmth” to patients. Through this technique, the nursing team and other professionals have provided a welcoming environment and encouragement to inpatients.



### Post-hospital stay care – Hospital Discharge Plan

Implemented at the Espírito Santo Hub’s hospitals, this plan aims to **monitor the patient’s return home**, providing the necessary post-discharge care. The procedure seeks to ensure that the same quality of care that was provided at the hospital continues in the outpatient setting and at the patient’s home, in order to avoid re-hospitalization. The most common pieces of guidance offered are on the dates of next exams and appointments and general advice on how to continue with treatment.

### Customer Advisory Board

At Hospital Anchieta (Federal District), we developed **a Customer Advisory Board, with the voluntary participation of patients and their families**. This not-for-profit Board is geared towards enhance the integration with this stakeholder group through interaction. Our aim is to foster a culture based on active communication and the sharing of ideas, experiences and life experiences between patients, family members, companions, health professionals and members of the Company’s leadership, supporting decision-making, encouraging patients to participate in their own care, thus contributing to person-centered care.





## Quality of healthcare services

In early 2022, we already had six accredited hospitals; and throughout the year, we accredited two more, ending it with eight accredited hospitals.

We are committed to being the number one provider of high-quality healthcare services. We understand that the **quality of medical care** is not just a goal, but a factor inherent to the excellence we aim for in every aspect of the healthcare we offer.

Our reputation is based on **reliability, patient safety** and the **pursuit of continuous improvement**. Within this context, in early 2022, we already had six accredited hospitals; and throughout the year, we **accredited** two more, ending it with eight accredited hospitals ([see more information in the “Kora Saúde” chapter, item “Profile”](#)).

Still on the subject of quality of healthcare services, our units rely on **a management system for analyzing Intensive Care indicators (Epimed)**, which is used by the main Brazilian hospitals. Through this system, we evaluate our patients' safety indicators and compare them to other institutions. We evaluate all patients admitted to our intensive care units in terms of their severity and the likelihood of an unfavorable outcome (death). By calculating this ratio (number of recorded deaths/number of expected deaths), we get a figure by which we can measure the ICU's performance. This number is expected to be less than 1, indicating that the number of recorded



Our units rely on a management system for analyzing Intensive Care indicators (**Epimed**), which is used by the main Brazilian hospitals.



deaths is lower than expected, given the severity of the patients' health.

In order to set **goals and targets related to quality of healthcare services**, we use the gap method, capturing 50% of the gap between our results and the results of chosen benchmarks. For the lowest performing hospitals, we use National Association of Private Hospitals (ANAHP, in Portuguese) benchmark, whereas for higher performing hospitals, the benchmark of the Support Program for the Institutional Development of the Sistema Único de Saúde (Proadi-SUS, in Portuguese) is used.

Hospitals have one year to meet these goals, which are measured

by various **indicators**. The two most important ones are occurrence of bedsores (LPP, in Portuguese) in the Adult ICU and Primary Bloodstream Infection in the Adult ICU. By setting targets for care indicators, hospitals are encouraged to promote improved quality of care, thus reducing problems caused by medical and hospital care to zero deaths caused by serious adverse events in five years.

In order to **mitigate impacts**, we have implemented daily Safety Huddle meetings (short meetings) at the hospitals; standardized medical care protocols, materials and medicines; incorporated technology and standardized the quality system responsible for

measuring and analyzing indicators (we implemented a single software for all Kora Saúde's hospitals).

**These indicators are monitored in an integrated way** on the quality platform, which is the same for all hospitals, with results discussed on a monthly basis and action plans drafted to improve these indicators. The medical executive board, the corporate nursing management staff and the corporate quality management staff also visit the hospitals in order to review the processes and disseminate good practices of one hospital to the others.

**These indicators are monitored in an integrated way on the quality platform, which is the same for all hospitals, with results discussed on a monthly basis and action plans drafted.**



## Innovation

GRI 3-3 | Material topic – Governance

We are committed to innovation; therefore, we made it a fundamental value, **in order to expand knowledge, stimulate the sharing of ideas and initiatives and seek for effective solutions to operational, technological and service issues.**

We are continually striving to optimize performance and make improvements in all areas, especially when it comes to **patient health.** Innovation is essential in this regard. By using new technologies and processes at our hospitals, we pursue solutions that can preferably be implemented in a short period of time and bring good results.

We draw attention to:

### Robotic surgery

UOne innovation that has produced significant results for patients is **robotic surgery**, which uses cutting-edge technology to overcome many limitations of conventional surgery. In this type of surgery, the professional performs the procedure using a robot equipped with surgical instruments such as scissors, clamps, and a scalpel, as well as a camera.



Over the past three years, more than  
**900** robotic surgeries  
have been performed in our facilities.



## Technology

As regards our technology strategies and initiatives, we are committed to quality, operational efficiency, innovation and sustainability, seeking to be aligned with the Company's strategic goals and guaranteeing the best care for patients, in a safe and sustainable manner.

Therefore, some of the measures implemented in 2022 include the **digitization of medical records and process automation**, including the **robotization of service processes**, which increased efficiency in managing health information, reduced the use of paper and contributed to safer and more effective medical care.

We have also been investing in **Artificial Intelligence** systems to improve patient screening, disease diagnosis, demand forecasting and clinical workflows. Additionally, we are seeking **Internet of Things (IoT) solutions in healthcare**, i.e., to



use IoT sensors and devices to monitor patients, hospital assets and environmental conditions, thus improving patient care efficiency and safety.

It is also important to highlight the **project to implement a single quality system** for the corporate departments and the 17 hospitals. To this end, eight different systems were merged into a single integrated system.

Implementation of a **single quality system** for the corporate departments and the 17 hospitals.



## New developments in patient relations

In early 2023, we implemented a series of **innovations that affect customer’s routine and their interaction with our services:**

### Exclusive app for making appointments and viewing exam results

In March 2023, we launched a new means of contact with patients: **an exclusive app**, designed to make everyday life easier for those who visit one of our hospitals. Available for download in Android and IOS versions, the app’s main feature is to put together the patient’s complete schedule and all the results of exams carried out at each of our network’s units in one place. The information is categorized by hospital, enabling patients to have an overview of all their doctor’s appoints, exams and procedures scheduled, as well as view exam results. All of this with just one click. This is **yet another way**

### of improving our patients’ routine.

Other features will be added in the future. In addition to including all the hospitals in our network, we want to make the app a tool to connect physicians, assistants and patients in real time, especially those undergoing cancer treatment.

### “Oto Cliente” App

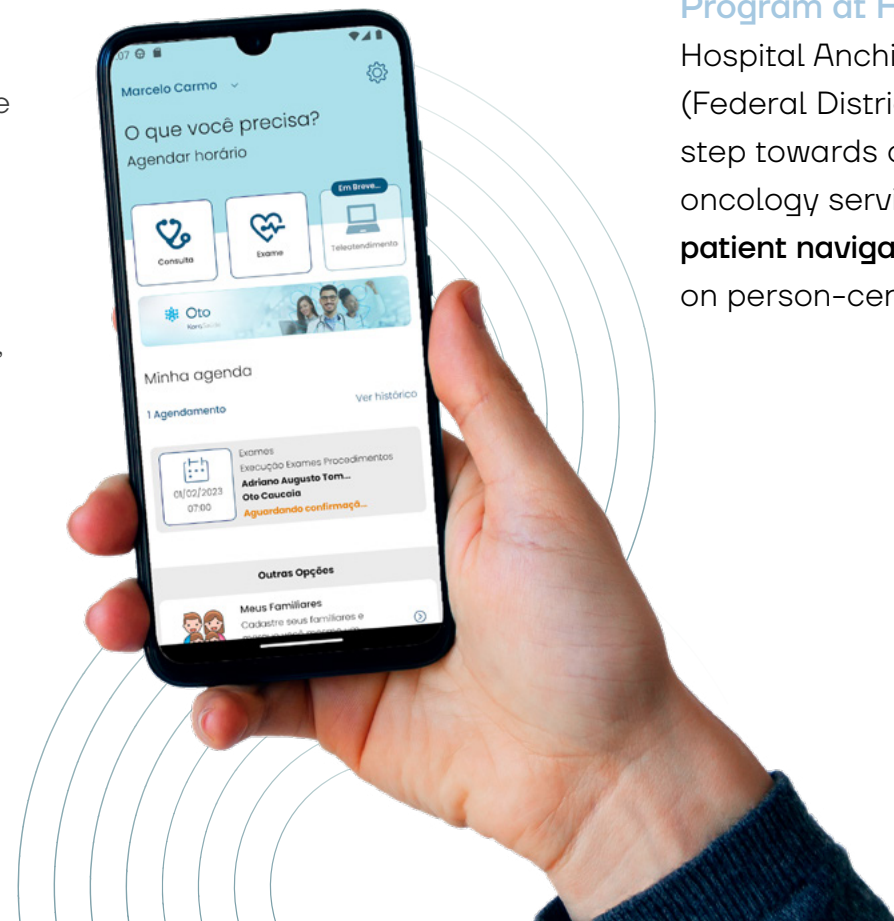
In April 2023, aimed at offering more easiness and convenience to patients, we launched the **“Oto Cliente” app** at Rede Oto, through which it is possible to book appointments and exams at the nearest Rede Oto unit, among other services. Featuring an intuitive design and easy navigation, the app is free-of-charge, compatible with IOS and Android, and available

for download from the Apple Store and Google Play. At the same time, we implemented a new, more

complete website for Rede Oto, with all information and news about the services offered and its hospitals.

### Program at Hospital Anchieta

Hospital Anchieta, in Taguatinga (Federal District), has taken another step towards consolidating its oncology services, by presenting a **patient navigation program**, focusing on person-centered care.





## Privacy and information security

GRI 418-1 | 3-3 Material topic – Governance

**Data security and patient privacy are major priorities when managing our operations, processes and business.** We follow the premises of the **General Data Protection Act (LGPD, in Portuguese) and have an Information Security Policy**, a Privacy Policy, technology resources, cookie policies and several work instructions aimed at information security.

We have set targets for reducing vulnerabilities at our units, in order to ensure greater data security at rest and in transit.

As far as technology is concerned, it plays an essential part in ensuring a

secure infrastructure and protecting patient data. Data security and patient privacy are fundamental to the reliability and quality of the services we provide and we rely on a **Personal Data Governance Program** to ensure the security and processing of personal data from our employees, patients and other stakeholders.

In 2022, we had no information leaks or damage to data subjects in our units. Nor have we received any proven complaints in this regard.

### Preventive and reinforcement initiatives

To ensure information privacy and security, we have channeled our efforts on actions such as:

- **Data security policies and procedures:** we have strict data security policies and procedures, which cover the access, processing and storage of patient information. This includes defining who has access to what information and under what circumstances.
- **Privacy and Data Protection Committee:** comprising a multidisciplinary team, this committee is responsible for following up and monitoring the Governance Program's activities, providing support wherever necessary and analyzing compliance and risk reports.
- **Training and awareness-raising:** we promote regular data security awareness training for all employees, including physicians, nurses and administrative staff, in order to emphasize best security practices and the importance of data protection.



- **Access controls:** we have implemented strict access controls to systems and patient data. This includes multi-factor authentication, strong passwords and granular authorization systems to ensure that only authorized personnel can access classified information.
- **Monitoring and intrusion detection:** we use network monitoring and intrusion detection systems to identify suspicious or unauthorized activity, enabling us to quickly respond to any potential threat.
- **Security updates and patches:** we keep all systems and software updated with the latest security patches to mitigate known vulnerabilities.
- **Data backup and recovery:** we carry out regular backups of all critical patient data and develop disaster recovery plans to ensure care services continue in the event of failure or security incidents.
- **Security audits:** we conduct regular security audits to assess the effectiveness of our security controls.
- **Compliance with healthcare regulations:** we work closely with compliance teams to ensure that we are compliant with healthcare regulations, such as the General Data Protection Act (LGPD, in Portuguese) and other relevant regulations.
- **Incident response team:** we maintain a trained incident response team ready to act in the event of security breaches. This allows us to respond quickly and minimize damage in the event of incidents.
- **Strategic partnerships:** we work with technology partners who share our commitment to data security, ensuring that the solutions we implement meet the highest security standards.

## Related impacts

With regard to the **negative aspects** related to information security parameters, we analyze items such as collective data loss, system downtime at the units, offline systems hindering operations, and negative repercussions in the market, among others. In order to mitigate these impacts, we rely on a tool to scan our network and map vulnerabilities in the environments, and we are implementing the Zero Trust Network Access security model. We have also reinforced employee awareness of this matter and optimized access and navigation rules.

As for **positive impacts**, the main ones include greater trust from data subjects and the market when we apply good practices; operations running smoothly with zero-impact systems; agile service; and both the market and society recognize us as a secure company.



# Working for everyone

5

Our people  
Environmental management  
Relationship with society



Interactive summary





# Our people

GRI 2-7 | 2-8 | 2-30

What drives us every day is taking health and quality care to people's lives. This is only possible because our employees are in the field, being dedicated, efficient partners.

We understand that a highly-skilled and trained team is essential for the good performance of our services and initiatives. Therefore, we strive to offer adequate working conditions and encourage our professionals' continuous development and improvement.

All employees are covered by collective bargaining agreements.

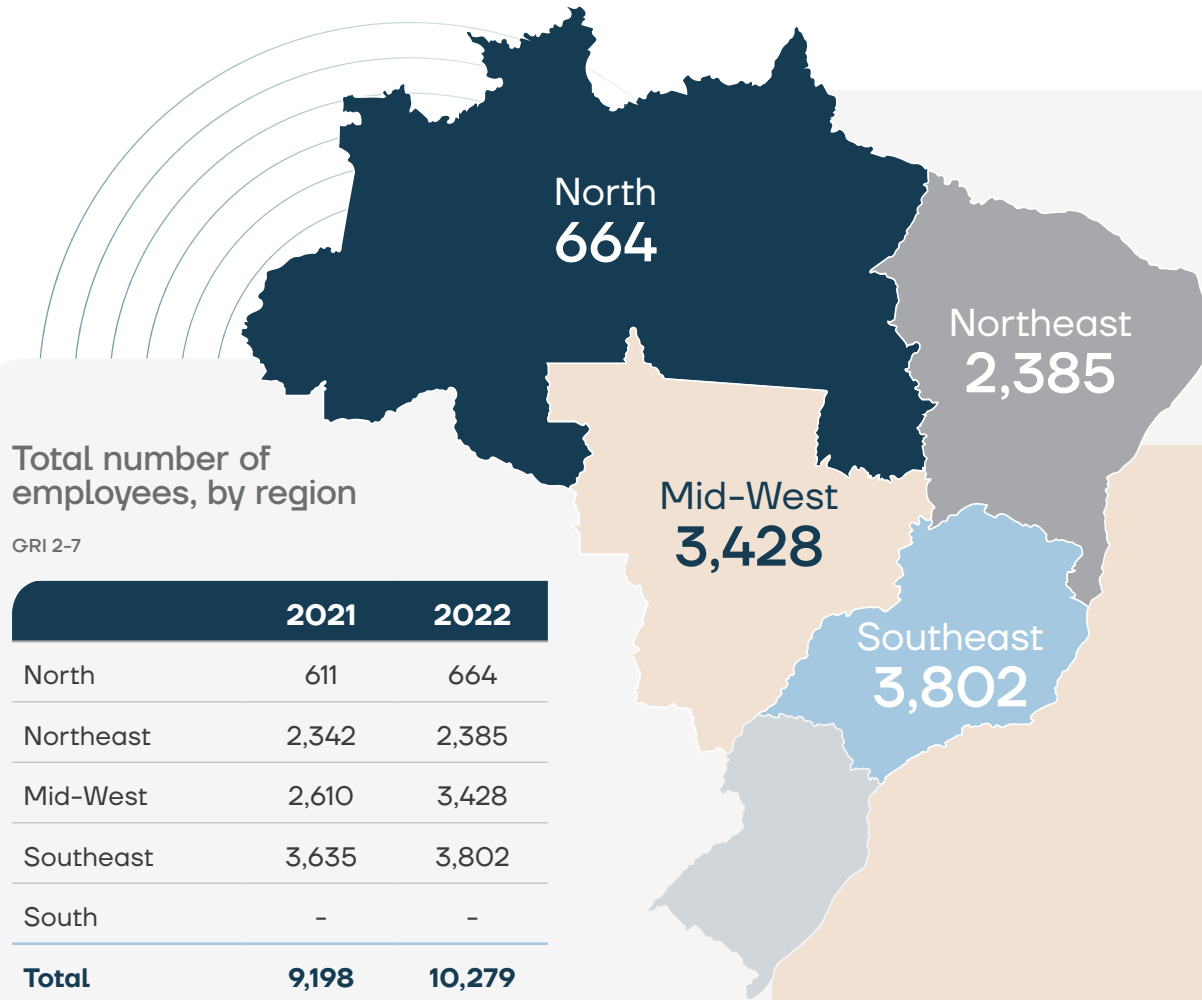


At year-end 2022, we also had **1,963 outsourced professionals** in the administrative, support, diagnostic imaging, physiotherapy, speech therapy, mortuary, laboratory, cleaning, nutrition, security, reception, medical services and transportation areas.

At the end of 2022,  
we had **10,279 employees,**  
**8,030 of whom were women**  
and **2,249 were men.**



## Employees, by region

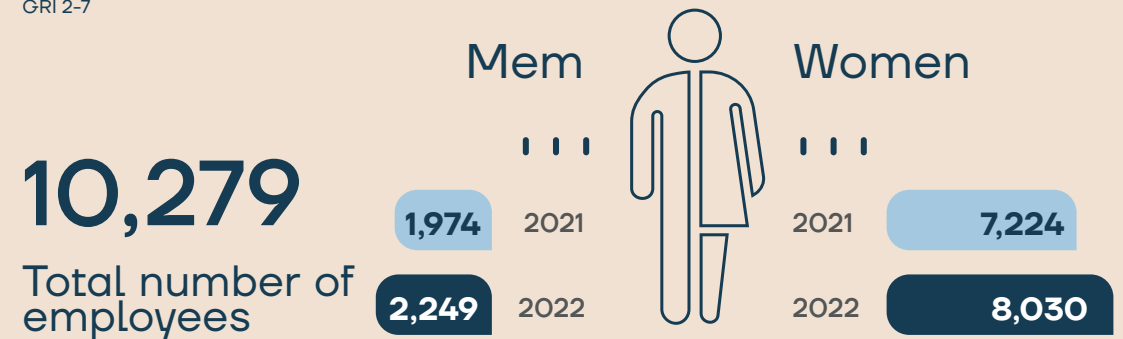


## Number of outsourced employees by geographic location

	ES	MT	TO	CE	GO	DF	Total
2021	750	294	136	472	27	51	1,730
2022	748	322	171	376	127	219	1,963

## Total number of employees, by gender

GRI 2-7



Note: Full-time employees, according to the Brazilian Labor Law (CLT, in Portuguese). Also considers the statutory Executive Board.



## 2022 Climate Survey

Every year, we conduct a **Climate Survey with our employees**, covering all units, through an online questionnaire.

The Climate Survey is an important people management tool, as it allows us to understand and value employees' perceptions of matters related to their working environment. Moreover, the survey helps to identify strengths and suggestions for improvement, directing actions to achieve more effective results. We develop action plans for each operation based on the survey's results.

In 2022, 47% of employees participated in the survey. Of these, 58% indicated that they are satisfied with Kora's organizational climate.

### Satisfaction by dimension:

- pride = 65%;
- credibility = 59%;
- impartiality = 58%;
- camaraderiem = 58%;
- respect = 52%.

## Talent attraction and retention

GRI 401-1 | 3-3 Material topic – Team of Excellence

Our **attraction and selection** guidelines are structured for the entire group and disseminated to each Hub, where local specific teams conduct the recruitment and selection process. The assumptions and rules are described in our Admission Policy and Internal Recruitment Policy.

The aim of **recruitment** is to fill all open positions, whether by replacement and/or staff increase, within a period of 30 calendar days, according to an established target. When new vacancies open up, we **prioritize internal applications**.

Our selection processes focus on technical and behavioral skills, as described in our Competency-Based Management Policy.

We always seek to bring in **professionals who align with our purpose**, values and way of being, and who can also integrate their competencies and skills with the Company's development.

Once hired, **we welcome and guide new employees** through onboarding activities and training related to their field of work.



Throughout their journey with us, our **retention** initiatives focus on building and maintaining a collaborative, positive, productive and safe work environment. Our compensation and benefits practices are aligned with the market and our industry, and we continually encourage people's development through training actions.

### Coffee with the Director

Every quarter, we hold the “Coffee with the Director.” It is a kind of “informal meeting,” for which some employees are invited and which can be held in person or in a hybrid format. At the meeting, results, initiatives, forecasts and news are presented, and participants can ask questions and submit suggestions, complaints and compliments, thus contributing to maintaining a culture of open communication.



### Viva Program

The *Viva* Program's initiatives began in 2019. The project was developed to **recognize and celebrate** employees, contributing to boost motivation and talent retention.

The program is based on the **Living, Interacting, Valuing and Thanking** (“Viver, Interagir, Valorizar e Agradecer,” in Portuguese) premises, hence the name *Viva* (“Live” in Portuguese). Every day, everyone



at the Company Lives, Interacts, Values and Thanks the dedication, commitment and work of the professionals who build our network. The idea is to recognize, celebrate and engage the teams, creating moments of acknowledgement, interaction, relaxation and celebration, positively impacting the work environment and improving the organizational climate.

This is an “umbrella” program, through which numerous types of recognition and celebration can be applied, and these actions can be broken down individually in a Company sector or specific unit, depending on the strategy envisaged.

See below some of the initiatives covered by the program.

- **Giveaways:** we give gifts at special moments for employees (Onboarding, Birthday, Easter, Christmas and other occasions).
- We send either physical or virtual **cards to employees on commemorative dates** (e.g.:

Christmas, Easter, Women’s Day etc.) or dates that are special to us (e.g.: Hospital Day, the anniversary of the city where we operate etc.).

- We produce and send **cards, with personalized artwork, on days celebrating the professions that make up our team** (e.g.: Doctors’ Day, International Nurses’ Day etc.), recognizing each person’s important part in building Kora Saúde.
- **Promoted on the Network:** We periodically inform about internal promotions on our internal communication platforms and outlets.
- **Acknowledgment and celebratory cards:** virtual or physical cards sent to managers, allowing them to recognize and celebrate with their team important dates in their journey at Kora Saúde (e.g.: “welcome,” “work anniversary,” “promotion,” “return from vacation,” “birthday” etc.).
- **Targeted acknowledgment,** by which leaders can “acknowledge” a specific team member for a certain attitude or behavior, indicating that they



are on the right track and reinforcing the example, sincerely and impartially praising each person’s efforts and good work. Requirements that can earn this acknowledgment include friendliness towards customers/patients and co-workers; no unexcused absences in the previous three months; no written warnings in the previous three months; no work accidents caused by unsafe acts in the previous three months; at least a “good” rating in the performance evaluation; etc. Only employees who meet the project’s requirements are entitled to the “certificate.”



## GRI 401-1

## Hires, by age group

Age group	2021		2022	
	Total hires	Hiring (%)	Total hires	Hiring (%)
Under 30 years old	2,139	68%	1,993	55%
Between 30 and 50 years old	2,96	39%	1,757	30%
Over 50 years old	93	77%	88	12%

## Hires, by gender

Gender	2021		2022	
	Total hires	Hiring (%)	Total hires	Hiring (%)
Female	3,319	46%	2,944	37%
Male	1,009	51%	894	40%

## Hires, by region

Region	2021		2022	
	Total hires	Hiring (%)	Total hires	Hiring (%)
North	466	77%	339	51%
Mid-West	1,123	43%	1,226	36%
Southeast	1,816	49%	1,519	40%
Northeast	923	40%	749	31%

Note: calculated by dividing the number of hires in the year by the number of employees at the end of the period.

## GRI 401-1

## Turnover, by age group

Age group	2021		2022	
	Total terminations	Turnover (%)	Total terminations	Turnover (%)
Under 30 years old	1,140	46%	1,668	46%
Between 30 and 50 years old	1,844	34%	2,427	41%
Over 50 years old	99	15%	182	24%

## Turnover, by gender

Gender	2021		2022	
	Total terminations	Turnover (%)	Total terminations	Turnover (%)
Female	2,569	36%	3,255	41%
Male	814	41%	1,022	45%

## Turnover, by region

Region	2021		2022	
	Total terminations	Turnover (%)	Total terminations	Turnover (%)
North	466	77%	336	51%
Mid-West	945	36%	1,500	44%
Southeast	1,637	44%	1,644	43%
Northeast	417	18%	799	34%

Note: calculated by dividing the number of hires in the year by the number of employees at the end of the period.



## Compensation and benefits

Our compensation and benefits principles and practices are fully in line with the market and our operational industry.

As regards benefits, in addition to the traditional benefits offered, we emphasize:

- **Viva Intra:** an app that provides information and clears doubts about salaries, discounts, extra earnings, pay stubs, absences, features our employee handbook and allows interacting with employees whose birthday are on that day, among other resources..
- **Meu Alelo:** Through this app, employees can view their meal voucher limit and purchase history, as well as change their password.
- **Medical assistance:** Employees can request authorization for medical requests for exams, procedures or surgeries by e-mail.
- **Hapvida (dental care plan):** an app that provides access to the virtual card number, can be used to look for places that accept the plan and provides oral health tips.
- **Personal Support Program (PAP, in Portuguese):** Employees and their families (children and spouses) have free-of-charge access to guidance from legal, financial and psychology professionals. The service is available from Monday to Friday, from 8am to 8pm, via a specific toll-free number.



## Trainee Program

Our **Trainee Program** runs every year. In 2022, the program received applications from candidates with a bachelor's degree in Administration, Accounting, Economic Sciences/ Economics, Law, Engineering (all majors), Nursing, Pharmacy, Medicine or a technology field, completed between December 2019 and December 2021. In the 2023 edition, candidates who had completed higher education between January 2020 and June 2023 were eligible.

In each edition, the purpose is to identify professionals who are eager to learn and enjoy challenges. At

the healthcare network, they are encouraged to exercise their skills, supported by executive officers and other Company leaders.

The Trainee Program's goal is to train future leaders and, in order to pursue this goal, we stimulate and encourage the participants' critical thinking, as well as provide them with experience in the main areas of our business.

The program lasts two years, and participants have the opportunity to develop their careers, create and be protagonists, innovating and collaborating with strategic initiatives throughout their journey. The program includes the following steps: development journey; job rotation; immersion in a fixed department; project development; and monitoring by the main leaders.



# Training and development

GRI 404-1 | 404-2 | 404-3 | 3-3 | Material Topic – Team of Excellence

Our employee’s training, capacity building and development are essential for us to continue providing quality, humanized patient care.

At the Company, **technical skills** are developed through **in-house training** set according to sector demands and given by the manager and/or a leading professional in the area. The Continued Education Nurses also play an important part in in-house training, as they provide technical training for care teams. We also pay for required external training that demands investment, subject to budgetary approval and aligned with our compliance guidelines.

### Average hours of training, by gender | GRI 404-1

Gender	2021	2022
	Average hours	Average hours
Female	26.75	10.03
Male	24.07	7.93

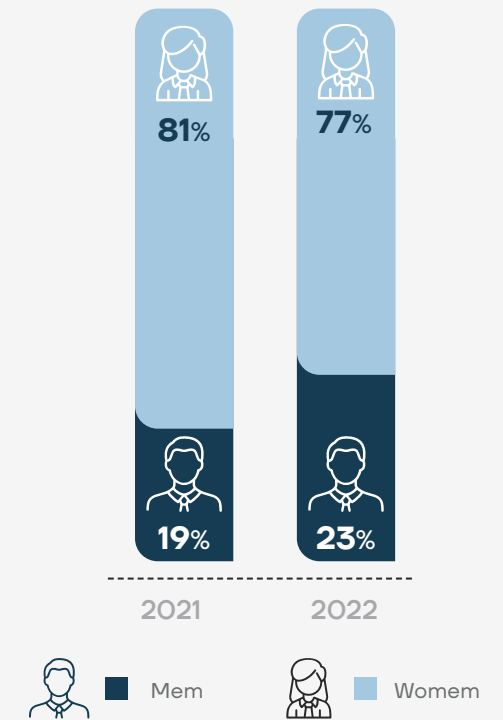
Note: There was no reduction in training volume in 2022 compared to 2021, although at first glance it seems so. What happened is that, in 2022, we redefined some criteria for considering what is effectively a training and/or capacity building action or program.

### Average hours of training, by functional category | GRI 404-1

Functional category	2021	2022
	Average hours	Average hours
Assistance	32.1	14.22
Non Assistance	21.4	7.19

### Regular performance and career development reviews

GRI 404-3







Among training and development initiatives we offer, we highlight:

## Kora Lidera

In 2022, managers, coordinators and supervisors participated in **Kora Lidera - Inspiring Leadership**, which addressed the topics of Purpose, Engagement and Happiness at Work.

Our leadership program, Kora Lidera, aims to develop leaders and prepare people for leadership. Through workshops and specific training sessions or courses, we seek to reinforce leaders' understanding of their role in the business and in building a suitable work environment.

The program seeks to develop and provide tools so that leaders can be protagonists, transforming daily challenges into results, always with commitment and a human touch.

# Kora Lidera's second edition ended in May 2023 and was attended by **more than 350 Leaders.**

The program is based on four pillars:



### Me, the Leader

- Self-knowledge
- Emotional Intelligence
- Role of the Leader



### Leading people

- Team Management
- Communication and Feedback
- Influence



### Leading the customer experience

- Customer experience
- Non-violent communication
- Empathy
- Humanization



### Leading results

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



## Kora Konecta

Kora Konecta is a quarterly meeting with all of the Company’s leaders in which we share business strategies and news, best practices, major projects and initiatives in progress, and general guidelines, aligned with Kora Saúde’s Purpose and Values as well as the future and results that it wants to build.

This meeting aims to connect all the leadership of the units under our management with our strategy, keeping the team aligned from top to bottom. In April 2023, the meeting was held in hybrid format: the Company’s CEO, directors and managers attended in person, while other leaders across the country participated online.

## Knowledge exchange

The “Knowledge Exchange” project encourages the **Company’s different departments to share information in order to spread knowledge**, improve communication and broaden a systemic view. Employees registered in the program attend a presentation in which they can understand the

routines of other departments and how they relate with theirs. At the exchange meetings, they have a chance to experience and learn about other positions, interact with colleagues, suggest improvements and clear doubts.

Seeking to **develop, manage and disseminate knowledge within the Company**, this project contributes to the organizational climate and makes better prepared professionals, who are motivated at the workplace.

The knowledge exchange goals include:

- to encourage the natural integration of the departments, helping employees to become more mindful of their role in the Company;
- to create learning opportunities about the business, with a broader vision, in order to develop greater autonomy in the decision-making process;
- enable networking, strengthening relationships and learning from skills and talents different from their own; and

- encourage innovation/creativity, bringing new ways of thinking and acting.

All employees who are interested in learning more about Kora, through its different positions and processes, can sign up voluntarily to get to know the other departments, in order to understand the routines and processes, as well as the systemic impact of the areas. They have the opportunity to spend a day or a period of the day in another department or in another unit, getting to know a position of their choice. All meetings and experiences are monitored and evaluated.

## Senior Leader

Geared towards at the Company’s officers, this program aims to develop and provide a more human perspective, bringing up topics related to people management and organizational climate, always in line with the perspective of sustainable business results.



## Health, safety and well-being

GRI 403-1 | 403-2 | 403-3 | 403-9 | 3-3 | Material topic – Team of Excellence

We value and prioritize our employees' health and safety, constantly implementing and improving measures to prevent accidents and occupational illnesses; and offering training sessions, wellness programs and regular medical follow-up.

As regards occupational health and safety, we are committed to:

- complying with the legal provisions applicable to occupational health and safety matters in the hospital industry;
- identifying, assessing, controlling and mitigating risk factors to the health and safety of everyone in the Company, in order to prevent work-related accidents and illnesses, as well as foster safe work environments;



- continually promoting information and capacity-building as essential tools for raising awareness and training professionals in occupational health and safety; and
- encouraging the adoption and practice of healthy habits to improve employees' physical and mental health, well-being and quality of life.

### Identification, management and control of work-related risks

In our occupational health and safety processes, **we adopt a methodology for anticipating, recognizing, evaluating and controlling work-related risks**, which considers current legislation, good market practices, specific aspects of each activity and the possible damage that exposure can cause to the health and well-being of workers.



**We provide frequent health and safety training and capacity building for our staff, which are key to maintaining a safe work environment.**

The Company's **Risk Management and Internal Controls Policy** outlines our commitment to guaranteeing a safe and healthy work environment for all our employees. Therefore, we make available a **Specialized Services in Safety Engineering and Occupational Medicine (SESMT, in Portuguese)** department, which aims to guarantee a safe work environment for employees, prevent work-related illnesses and accidents and promote collective and individual health.

The SESMT also monitors compliance with the **Occupational Health and Medical Control Program (PCMSO, in Portuguese)** guidelines and initiatives, such as periodic medical exams and vaccination campaigns (e.g., flu vaccination campaign, Covid-19 vaccination campaigns – as of June 2022, carried out a vaccination campaign for the vaccine's 4th dose – among others).

We provide frequent health and safety **training and capacity building** for our staff, which are key to maintaining a safe work environment.

We seek ensure that our employees undergo these

training sessions on a regular basis. On average, employees receive between 130 and 160 hours of training per year on the subject.

In addition to training, we carry out **initiatives to reduce the risk of work-related accidents**, such as encouraging constant hand hygiene; maintaining an up-to-date vaccination schedule; proper disposal of sharps; complying with the guidelines in the Biosafety Manual; complying with the guidelines on patient precautions; using Personal Protective Equipment (PPE); raising awareness of the risk of HIV transmission in work-related accidents with sharps and the action of the disposal blitz and re-sharpening; and carrying out a Daily Safety Talk (DDS, in Portuguese) on site, about carefully handling sharps.

We use tools to identify hazards and assess the risks inherent to the activities and procedures, so that they can be carried out safely. These tools are defined based on current legislation, good safety practices and the characteristics of each task.



The risks related to the processes and activities carried out at our facilities are described in the **Risk Management Program (PGR, in Portuguese)**, which includes the planning, execution, control and monitoring of action plans, along with the controls listed in the

Occupational Health and Medical Control Program (PCMSO, in Portuguese).

**This entire management process aims to prevent accidents and health problems for employees.**

These processes are evaluated

through the monitoring of action plans; 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.

## Reporting unsafe conditions

Controls defined and identified during risk assessment are used as feedback for programs and procedures. Continual processes monitoring allows us to implement continuous improvement actions. **Our employees are encouraged to report any unsafe conditions they identify**, as well as to routinely inspect their workspace. Based on these analyses, actions are proposed to correct and improve processes and the work environment.

**Situations that pose risks to employees can be reported by e-mail to our Specialized Services in Safety Engineering and Occupational Medicine (SESMT, in Portuguese) department or to our Whistleblowing Channel. Another important communication channel is the Internal Accident Prevention Committee (Cipa, in Portuguese), composed of**



representatives of the workers and the employer, which can always be called upon. Employees and service providers can submit confidential reports both to the Whistleblowing Channel and the SESMT.

## Accidents

GRI 403-9

When work-related accidents occur, the **investigation** follows a process that involves interviews, assessment of the scene, analysis of causes, proposing improvements to the environment and guidance for employees and their managers. The aim is to identify the basic and fundamental causes of the event, as well as to structure an action plan by recording the non-compliance, so that similar occurrences can be avoided.

### Work-related injuries - For all employees | GRI 403-9

	2021	2022
Fatality	0	0
Fatality Rate	0	0
No. of serious work-related injuries	38	4
Serious work-related injury rate	3.0093	0.01987
No. of reported injuries	349	373
Rate of reported injuries	27.6354	1.85291
Hours worked	12,628,668	201,304,633

As can be seen, there has been a significant reduction in the number of high-consequence work-related accidents, even considering the acquisition of new units, showing the assertiveness of our guidelines and practices focused on our employees' health and safety.



## Employee health

Our **occupational health** team comprises professionals trained to perform several occupational health services activities, including identifying, mitigating and eliminating risks. The team includes an occupational physician, an occupational health nurse, an occupational nursing technician and an occupational psychologist.

As far as **medical care** is concerned, all employees have a medical record that shows the patient-employee's complete history of occurrences and exams at the Company. Healthcare services can be provided at the spontaneous request of employees or at the request of occupational assessments. For emergencies, the Company's emergency rooms are available.

Through the **"Quality of Life Program,"** we provide medical assistance by means of qualified



professionals. Some of these services can be accessed through scheduling tools. We monitor employees' medical information through an integrated computerized system, which ensures data confidentiality.

Through the **"Quality of Life Program,"** we provide medical assistance by means of qualified professionals.



## Change Management

The integration of new hospitals, clinics or other acquired units can be a challenging process, but it can also be an **opportunity** for improving our performance, competitiveness, medical care and service offer, as well as to expand our geographical reach. A proper integration allows us to continue our current growth pace.

When beginning an integration, we understand that **careful planning, effective communication, combining people and cultures, as well as aligning systems and processes, are key aspects in this endeavor**. Therefore, integration encompasses the human capital, operations and technology fronts. The first step in this process is to carry out analysis and due diligence to identify the synergies that can be captured and developed.

As regards human capital, we carry out the **Change Management journey with the new**

**employees, clinical staff and stakeholders**, which is a set of onboarding actions and measures based on Kora Saúde's culture and values. In this process, we value dialog, based on accommodating the demands and specificities of each hospital and maintaining our DNA and our way of being.

In 2022, we led the **integration of the São Francisco and Encore hospitals**, as well as **diagnostic and therapeutic support services (SADTs, in Portuguese)**, such as the Instituto de Diagnósticos Especializados (IDE), in Serra (ES), the Instituto de Radioterapia de Taguatinga (IRT), in Taguatinga (Federal District), and the Centro de Cardiologia e Radiologia Intervencionista (CCRI), which controls Hospital Encore. Some of the synergies resulting from these processes were matured throughout 2023.

## Diversity and inclusion

GRI 405-1 | 406-1 | 3-3 | Material topic – Team of Excellence

**We value inclusion and diversity**, therefore, on a daily basis, we strive to provide an **inclusive and respectful work environment**, in which everyone has equal opportunities for professional growth and development.

We consider diversity and inclusion to be essential topics for a **productive and fair workplace**, and we believe that building diverse and multiple teams leads to a better performance of both the Company and our operations.

**Promoting diversity** has become one of our priorities, as has the **inclusion of different** backgrounds, genders, races, life experiences and worldviews, in a complementary mix of profiles, ideas and thoughts. Thus, we bring new perspectives, open up new possibilities





for solving problems and improve the way we conduct business.

Our **Code of Ethical** Conduct does not allow any practice that could be considered as disrespect, segregation, discrimination or prejudice of any kind, and establishes procedures for reporting, investigating and punishing such instances once they have been proven.

In 2022, we had no record of any cases of discrimination at the Company.

The Company's teams are composed mostly by **women**, as can be seen in the following tables:

Percentage of employees per employee category, by gender | GRI 405-1

Functional category	Gender	2021		2022	
		Total	%	Total	%
Assistance	Male	440	10.8%	448	10.8%
	Female	3,652	89.2%	3,702	89.2%
Non Assistance	Male	1,534	30.0%	1,801	29.4%
	Female	3,572	70.0%	4,328	70.6%
Total	<b>Male</b>	<b>1,974</b>	<b>21.5%</b>	<b>2,249</b>	<b>21.9%</b>
	<b>Female</b>	<b>7,224</b>	<b>78.5%</b>	<b>8,030</b>	<b>78.1%</b>
	<b>Total</b>	<b>9,198</b>	<b>100.0%</b>	<b>10,279</b>	<b>100.0%</b>

Percentage of employees per employee category - people with disabilities | GRI 405-1

Functional category	2021		2022	
	Total	%	Total	%
Assistance	43	0.5%	44	0.4%
Non Assistance	231	2.5%	287	2.8%
<b>Total</b>	<b>274</b>	<b>3.0%</b>	<b>331</b>	<b>3.2%</b>



Percentage of employees per employee category by age group | GRI 405-1

Functional category	Age group	2021		2022	
		Total	%	Total	%
Assistance	Under 30 years old	1,322	32.3%	1,293	31.2%
	Between 30 and 50 years old	2,538	62.0%	2,565	61.8%
	Over 50 years old	232	5.7%	292	7.0%
Non Assistance	Under 30 years old	1,853	36.3%	2,320	37.9%
	Between 30 and 50 years old	2,842	55.7%	3,336	54.4%
	Over 50 years old	411	8.0%	473	7.7%
<b>Total</b>	<b>Under 30 years old</b>	<b>3,175</b>	<b>34.5%</b>	<b>3,613</b>	<b>35.1%</b>
	<b>Between 30 and 50 years old</b>	<b>5,380</b>	<b>58.5%</b>	<b>5,901</b>	<b>57.4%</b>
	<b>Over 50 years old</b>	<b>643</b>	<b>7.0%</b>	<b>765</b>	<b>7.4%</b>
	<b>Total</b>	<b>9,198</b>	<b>100.0%</b>	<b>10,279</b>	<b>100.0%</b>



# Environmental management

## Water

GRI 303-1 | 303-5 | 3-3 | Material topic – Efficient Environmental Management

Water is an **essential resource for our activities** and is widely used. We recognize that water is a finite resource whose irresponsible use can have a severe impact on our communities and the global ecosystem.

Our vision for **sustainable water consumption** involves **four fundamental commitments**:

■ **Reducing water consumption:** we will implement cutting-edge technologies and effective management practices to

reduce our water consumption in all our operations, which includes responsible use of water at our production facilities and raising employee awareness to avoid wastage.

■ **Water reuse and recycling:** we will invest in water treatment systems and infrastructure that will enable the effective reuse of water in our operations. Moreover, we will encourage water recycling wherever possible.

■ **Collaboration and education:** we will work closely with our partners, suppliers and communities to share our knowledge and promote the sustainable use of water. We will also work to raise employee, customer and stakeholder awareness of the importance of water conservation.

■ **Transparency and accountability:** we are committed to regularly reporting on our progress towards specific water consumption reduction targets. We want to constantly improve our practices.

In 2022, the Company's water consumption was

**218.7 megaliters (ML), ↑ 56.76%**  
of compared to 2021.



Specifically at Rede Meridional, we have adopted responsible water management practices, such as reusing rainwater, installing water-saving taps and showers.

This **substantial increase** in consumption over the past few years is due to the **growth in the number of active beds in our hospitals**. More active beds means higher demand for water on various fronts in medical services.

**We use water in numerous activities**, from human consumption to cleaning and sanitizing operating rooms, and bed & bath linen, preparing meals, operating equipment used in patient care, as well as a fundamental procedure for maintaining many lives: hemodialysis. Given the importance of this precious natural resource, **we manage its entire life cycle in our operations**, from supply to treatment prior to discharge, complying with

**Water consumption (in megaliters) | GRI 303-5**

	2020	2021	2022
Total water consumption	0.113	139.5	218.7
Total water consumption from all areas with water stress	0.015	-	-

Note: Data collected directly from utility companies' water meters and artesian wells.

quality monitoring protocols for use in several hospital procedures.

We are constantly seeking to reduce our environmental impact in terms of water management, through actions geared toward **reducing consumption**.

Specifically at Rede Meridional, we have adopted **responsible water management practices**, such as reusing rainwater, installing water-saving taps and showers, and raising employee awareness of the rational use of water.



# Waste

GRI 306-2 | 306-3 | 3-3 | TMaterial Topic – Efficient Environmental Management

We have implemented a series of proactive measures to **mitigate waste generation in our activities and throughout our value chain (we have reduced waste generation over the years, as indicated in the table below)**, involving suppliers as well as the treatment and final disposal of waste. Our approach aims not only to comply with environmental regulations, but also to foster a culture of sustainability within the Company.

We have created a **Waste Management Committee**, composed of professionals from different Kora Saúde’s departments, which meets regularly to review our waste management processes, identify

opportunities for improvement and implement corrective actions whenever necessary.

We have **partnerships with outsourced companies that are responsible for waste transportation and external collection, as well as its proper disposal**. These companies carry out these activities in accordance with the standards established for each waste category and the frequency agreed upon.

Every month, these suppliers send us all the documents that attest to the process of waste collection, transportation, treatment and final disposal. This documentation includes the Waste Transportation

## Waste generated (tons) | GRI 306-3

	2020	2021	2022
<b>Hazardous</b>			
Hospital Waste (Class I)	4,319	744	525
<b>Non-hazardous</b>			
Common waste (Class II-A)	17,183	1,862	544
<b>Total</b>	<b>21,502</b>	<b>2,606</b>	<b>1,068</b>

Note: All the information was collected from the hospitals, according to the survey of each unit corresponding to the period in which it was added to the network.

Manifest (MTR, in Portuguese) registered with the National Waste Information System (SINIR, in Portuguese), the Waste Thermal Treatment Certificate and the Final Disposal Certificate, as well as any record of sales made for recycling. All these documents are duly filed and available for consultation at any time.



The process of **collecting and monitoring waste information** involves the transfer of Healthcare Waste (HW) from the waste shelter, located in an external storage, to the treatment or final disposal unit. This process uses techniques that guarantee the preservation of packaging conditions, as well as the safety of employees, the population and the environment, while also being in full compliance with the guidelines of urban cleaning agencies.

Every day, depending on demand, waste collected from the temporary shelters, such as the utility rooms and the purge, is received at the **external shelter**. This shelter is subdivided into smaller areas, each dedicated to specific waste groups, including hospital waste, common non-recyclable waste, organic waste and common recyclable waste. In the shelter, waste is weighed and registered, then, properly packaged in containers and identified according to waste category.

Waste that is susceptible to decomposition is kept refrigerated until it is collected and transported outside.



Specifically at Rede Meridional, we have a **solid waste management plan**, which includes proper segregation, safe storage and proper disposal of waste generated. Recycling practices are adopted and healthcare waste is properly treated.

Specifically at Rede Meridional, we have **a solid waste management plan**



# Energy

GRI 302-1 | 302-3 | 3-3 | TMaterial Topic – Efficient Environmental Management

# 45%

of our energy already comes from renewable sources.

Energy is another **essential resource** for the proper operation of our facilities and equipment as well as for our daily activities.

We have an ongoing commitment to **energy efficiency** so as to **reduce energy consumption and adopt renewable energy sources**. These are initiatives not only benefit the environment, but they can also lead to long-term cost savings.

We also strive to **prioritize the use of renewable energy sources**.

We are moving towards the right direction as 45% of our energy already comes from renewable sources. This change contributes to reducing carbon emissions and is a significant step towards the sustainable use of this resource.



**Our goal is to have 50% of our energy coming from renewable sources** by 2024, which shows our commitment to continuing to make progress in adopting more sustainable practices.

In 2022, our energy consumption came to **128,588,574 GJ**, moving up 14% from 2021.

The substantial increase in the **Company’s energy consumption** over the past few years **is mainly due to the growth in the number of active beds in our hospitals**. As the number of beds increases, so does the demand for electricity, heating, cooling and other energy resources that essential for hospital operations.



### Energy consumption (MJ) | GRI 302-1

	2020	2021	2022
<b>Fuels from non-renewable sources</b>			
LPG	1,687,025	3,252,106	4,832,602
Diesel Oil	111,758	599,569	489,600
Gasoline*	18,705	629,942	0
<b>Total</b>	<b>1,817,488</b>	<b>4,481,617</b>	<b>5,322,202</b>
<b>Fuels from renewable sources</b>			
Natural Gas	1,418,087	1,405,697	1,605,739
<b>Total</b>	<b>1,418,087</b>	<b>1,405,697</b>	<b>1,605,739</b>
Electricity Consumption	60,344,806	77,307,199	88,185,478
Heating energy consumption	1,810,344	2,220,825	2,533,328
Cooling energy consumption	24,137,922	31,695,951	36,156,045
Steam energy consumption	1,206,896	1,502,323	1,713,722
<b>Total energy consumed</b>	<b>90,735,544</b>	<b>112,726,298</b>	<b>128,588,574</b>

(\*) There is no direct consumption of gasoline at the hospitals. There is only indirect consumption, which is not monitored.  
 We use the 2021 National Energy Balance conversion factor (base year 2020).  
 Available on: <https://www.epe.gov.br/sites-pt/publicacoes-dados-abertos/publicacoes/PublicacoesArquivos/publicacao-601/topico-596/BEN2021.pdf>

The **expansion of beds** also implies the need for more medical equipment, heating, lighting and support infrastructure systems, all of which consume energy. Moreover, a greater number of beds results in an increasing energy demand to meet patients' needs, such as ventilation, monitoring and medical procedures. A safe and efficient environment for treating patients requires a significant amount of energy.

This correlation between the number of beds and energy consumption is a crucial aspect to be considered when managing and planning energy resources in constantly evolving hospital environments. Hospitals are energy-intensive, especially when the facilities are equipped with

the latest innovation in medical care and support. High-tech devices, for example, even in stand-by mode, consume around 70% of energy on average.

Therefore, we are **gradually switching the hospitals' energy sources to renewable ones** (such as solar, wind or hydroelectric power). This movement does not affect the units' operations.

Furthermore, specifically at Rede Meridional, we have implemented **energy efficiency measures**, such as the use of low-consumption light bulbs, motion sensors, energy consumption monitoring and control systems, aimed at reducing environmental impact and operating costs.





## Focus on solar power

**In early 2023, Hospital Anchieta, in Taguatinga (Federal District) became our first unit to have 100% of its energy coming from solar power.**



We give priority renewable energy. In this sense, solar energy is proving to be an excellent option.

In early 2023, Hospital Anchieta, in Taguatinga (Federal District) became our first unit to have 100% of its energy coming from solar power. The hospital has 9,000 335-Wp-photovoltaic modules, capable of generating 510.6 MWh/month and approximately 6,132.5

MWh/year, enough energy to supply the consumption of more than 1,800 homes in Brasília.

In addition to Hospital Anchieta, eight other units have already been operating in the free energy market since 2019: Hospital Meridional Cariacica (ES), Hospital Meridional Praia da Costa (ES), Hospital Meridional São Mateus (ES), Hospital Meridional Vitória

(ES), Hospital Meridional São Francisco (ES), Hospital Oto Santos Dumont (CE), Hospital Oto Aldeota (CE) and Hospital São Mateus, in Cuiabá (MT).

Through this distributed generation initiative, we expect to reduce energy utility bills by 25% to 40% at each unit. We are also studying the possibility of building our own solar farm for all Kora Saúde's units.

### Certification attests to the use of renewable energy

In 2022, Hospital São Mateus, in Cuiabá (MT), received the **I-REC Certification** recognizing our concern for environmental and energy demands. The seal attests to the use of energy from renewable sources. This certificate proves the origin of the electricity consumed in our facilities, which demonstrates our concern for social and environmental responsibility. Seven Kora Saúde hospitals have already received this recognition. Gradually, we want to reach 100% of our hospitals supplied with sustainable energy.

Considering the seven certified hospitals, we have achieved **energy consumption savings of 26.6%** in 2022, **totaling savings of R\$6.9 million.**



# Relationship with society

GRI 2-29 | 3-3 | TMaterial topic – Governance

We seek to **build close, mutually beneficial relationships with business partners and stakeholders in general**, which can encompass signing strategic agreements, sharing information and resources and looking for opportunities to grow together.

When interacting with public agencies and civil society organizations and entities, for instance, we demonstrate our **commitment** to important matters. This includes partnerships to support institutional and social e- environmental causes, contributions to projects and active participation in community initiatives.

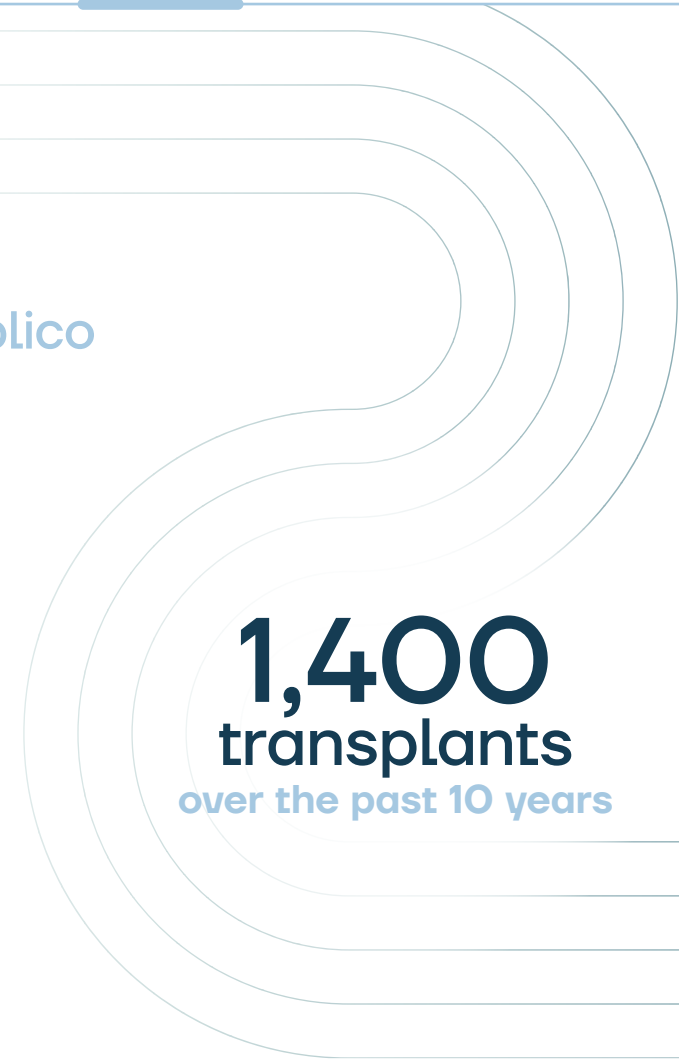
We encourage a two-way street, which is why we keep **communication open with society** in general, through customer service channels, and carry out **awareness-raising and communication campaigns and actions** whenever possible.

## Parcerias com o poder público

GRI 3-3 | Material topic – Governance

Our main relationship with the public authorities is through the Brazilian Public Health System or Sistema Único de Saúde (SUS, in Portuguese), with which we have an important partnership when it comes to making **organ transplants possible**, a procedure that has a significant positive impact on society. In total, close to 1,400 transplants have been carried out over the past 10 years. In addition to carrying out the procedures, we also run campaigns to raise awareness of organ donation, known as “Green September”.

Moreover, we are constantly on the lookout for changes in tax and social security regimes that could affect the Company, our customers and/or suppliers. These include



changes in tax rates, fees and contributions and, occasionally, the creation of new taxes, even if they are temporary ones, as well as changes to the social security system rules and procedures, and health regulations in force in Brazil.



## Sponsored social projects

GRI 413-1 | 3-3 | Material topic – Our Care

We maintain **close and collaborative relationships with the communities**

where we operate, promoting social initiatives and projects such as health campaigns, educational talks, partnerships with local institutions and support for community actions. We develop social programs in the regions where we operate and encourage our employees to volunteer, aimed at contributing to these communities' social development and well-being.

For patients and their families, we **focus on offering** quality services and **humanized treatment.**

As regards social projects supported in 2022, we emphasize:

### Hospital Anchieta, in Taguatinga (Federal District)

- Childbirth classes offered to the community;
- Milk Bank open to the community (a benchmark in the Federal District);
- interviews with physicians about the main pathologies (heart attacks, strokes, among others) published on social media; and
- e-books on various medical subjects made available on the hospital's website, offering information, guidelines and tips.

### Hospital e Maternidade São Mateus, in Cuiabá (MT)

- lecture to raise awareness of “Blue November”, in partnership with the Army's Health Fund (Fusex, in Portuguese);
- Event for Pregnant Women open for hospital staff and the community, as part of “Golden August”;
- Corrida de Reis 2022 - the hospital's staff was present at the start of the race to measure blood pressure and blood sugar levels;

- health tips published on social media;
- pediatric urgency and emergency training at the Ceci-Baby nursery, given by our continued education team;
- Mato Grosso Saúde Race, at Parque das Águas. The hospital's entire team was present at the start of the race, measuring blood pressure and blood sugar levels;
- partnership with GEAP Saúde and the Federal Highway Policy (PRF), at this agency's event, to measure blood pressure and blood sugar levels;



- lecture on “Yellow September” (mental health), given by the hospital’s psychiatrist, at the headquarters of the Federal Highway Police (PRF);
- pediatric urgency and emergency training at the Resinea Guilhermino School, during the “Dose of Solidarity” campaign, with the donation of non-perishable food items, clothes, shoes and diapers to the Vida Nova Project in Várzea Grande (MT);
- organ and blood donation campaigns; and
- Natural Resources Preservation Project.

### Hospital Meridional Cariacica (ES)

- “Green September” car stickers (about organ transplant);
- guidance on breast cancer in the city’s squares;

- talks on prostate cancer at companies that have agreements with us;
- action on the beaches and at street markets – “Verão Completão” – about skin cancer;
- promotion on social media for customers and employees, for the firefighters’ race, fostering health and well-being;
- health tips published on social media;
- action on Children’s Day; and
- Christmas – letters for Santa Claus.

### Hospital São Luiz, in Vila Velha (ES)

- Initiative with the community on “Yellow September”, at Ibes Square, focused on mental health, organized by the hospital’s nursing staff.



## Hospital Meridional Praia da Costa, in Vila Velha (ES)

- Action on Children’s Day, collection clothes and toys that were donated to the Association of Parents and Friends of Persons with Special Needs (Apae, in Portuguese); and
- “Golden August”, with an action aimed at puerperal women, with guidance on breastfeeding.

## Grupo Oto, in Fortaleza (CE)

- Throughout 2022, Hospital Oto Meireles ran a campaign to collect plastic bottle tops for an institution (Peter Pan) that cares for children diagnosed with cancer. The proceeds from selling the plastic tops go to this institution;
- “It is Time to Care and Donate” campaign, throughout December 2022. Non-perishable food items were collected and delivered to Lar Santa

Mônica, which cares for girls aged 7 to 17 who have been victims of sexual abuse and violence. This campaign ran in all Grupo Oto units;

- selective collection project at Hospital Oto Santos Dumont (cardboard, white paper and plastic). Materials were donated to the recycling company Socrelp, with no profits for the Company; and
- an event for pregnant women and fathers at Hospital Oto Meireles. The free-of-charge event was geared towards providing information on breastfeeding techniques, in August, when we celebrate “Golden August”. Open to everyone, the special occasion was also attended by representatives of the state’s Milk Bank, in a partnership to encourage these mothers-to-be to donate milk to the Milk Bank or to use this facility if they need it during their journey. Our aim was to provide information and expertise to society, spreading knowledge about the power of this precious liquid.

## Hospital Meridional Vitória (ES)

- Childbirth classes offered to the community.

## Hospital Meridional Serra (ES)

- Toy donation to the Vovô Chiquinho Institute;
- winter clothing campaign; and
- childbirth classes offered to the community



## Engagement in social media

In today’s world, social media plays a key part in circulating information, contributing directly to the dissemination of important social well-being topics. Every year, we use our social media to publish and promote pieces on health actions, especially preventive campaigns and other related topics.

In 2022, we had the following awareness-raising campaigns:

- In August, we reinforced the **importance of breastfeeding** in the **“Golden August”** campaign, through which we offered free-of-charge, in-person and online courses, quality information on the benefits of breast milk for

mothers and babies, as well as practical tips.

- In September, we held two important campaigns: **“Green September”** and **“Yellow September”**. In the first, we sought to demystify organ donation, spreading practical information and addressing psychological aspects of the donation process. In Yellow September, we discussed mental health issues, reinforcing the importance of dialog and psychiatric care.
- The **“Pink October”** campaign addressed the importance of **prevention and early diagnosis of breast cancer**. This period is

celebrated annually aimed at sharing information and raising awareness of the disease, as well as providing greater access to diagnosis and treatment and contributing to reduce mortality.

- In November, we had **“Blue November”**, which addressed men’s health, with the aim of raising awareness of the **early diagnosis of prostate cancer**, and **“Purple November”**, which addressed the care and prevention of **premature birth** (babies born at up to 36 weeks). These actions spread knowledge to employees, patients and local communities.





## Shareholders, investors and partner banks

GRI 2-29

We recognize the importance of continuous engagement with shareholders, investors and partner banks. We use numerous tools, such as Financial Statements, earnings reports and the annual Investor Day event, to achieve various strategic purposes.

Through the **Financial Statements**, we seek to foster financial transparency by providing detailed information on our financial health and performance vis-à-vis our strategic goals. We also proactively communicate financial risks and explain critical decisions, such as capital allocation.

In the **quarterly and annual earnings reports**, we aim to provide an in-depth analysis of our recent performance. We highlight significant achievements and progress, put the challenges we have faced into context and offer clear guidance on our future expectations.

In turn, **the Investor Day** is a unique opportunity to align shareholders, investors and analysts with our long-term vision, as well as to present growth strategies, innovations and corporate responsibility initiatives. We also foster direct interaction, through which investors and analysts can interrelate with our leadership, clear their doubts and provide valuable feedback.

It is also important to highlight the importance of our **relationship with the financial system**. Our ability to continue expanding our services and business and/or maintain them at adequate levels, through acquisitions and expansions, depends on numerous factors, including our ability to identify opportunities and access the financial (through banks) and capital markets to negotiate favorable conditions for such operations.

### Visit from representatives of investors and partner banks

On June 1, 2022, we received representatives from some of our investors and partner banks. During this visit, we organized a tour of Rede Meridional hospitals (owned by Kora) in Espírito Santo. They visited Meridional Serra, Meridional Cariacica and Meridional Vitória units.

It was the first time we received representatives from investors and partner banks after our IPO on the B3, in August 2021.





# Attachments

6

GRI Content Index  
Credits

  
Interactive  
summary





# GRI Content Index

Use statement	Kora Saúde reported based on the GRI Standards for the period January 1, 2022 to December 31, 2022
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

GRI Standard	Disclosure	Page/Answer	Omissions			
			Requirements omitted	Reason	Answer	
<b>GENERAL DISCLOSURES</b>						
The organization and its reporting practices						
GRI 2: General disclosures 2021	2-1	Organizational details	Kora Saúde Participações S.A. Publicly traded company (S.A.).			
	2-2	Entities included in the organization's sustainability reporting"	The entities in the Sustainability Report are also included in the financial statements. Available at: <a href="https://api.mziq.com/mzfilemanager/v2/d/ef3fccdc-22f4-4046-bd39-f2c4ecb341a0/b18bbe16-049a-8114-0ca2-49a71fc6308b?origin=1">https://api.mziq.com/mzfilemanager/v2/d/ef3fccdc-22f4-4046-bd39-f2c4ecb341a0/b18bbe16-049a-8114-0ca2-49a71fc6308b?origin=1</a>			



GRI Standard	Disclosure	Page/Answer	Omissions		
			Requirements omitted	Reason	Answer
GRI 2: General disclosures 202	2-3 Reporting period, frequency and contact point	Sustainability report publication frequency: Annual Financial report publication frequency: Quarterly Financial report publication date: 4th quarter 2022 Sustainability report publication date: 4th quarter 2023			
	2-4 Restatements of information	There was no reformulation of information reported in previous reports.			
	2-5 External assurance	The report was not externally assured.			
<b>Activities and workers</b>					
GRI 2: General disclosures 202	2-6 Activities, value chain and other business relationships	Pages 21 and 51	2-6 c, d	Not applicable	Kora has no other relevant business relationships outside the hospital segment There have been no significant changes in the value chain.
	2-7 Employees	Pages 81 and 82			
	2-8 Workers who are not employees	Page 81			



GRI Standard	Disclosure	Page/Answer	Omissions			
			Requirements omitted	Reason	Answer	
Governance						
GRI 2: General disclosures 2021	2-9	Governance structure and composition	Pages 35, 36, 43 and 44	2-9 a c-vi)	Not applicable	Kora's highest governance body has no participation from under-represented social groups.
	2-10	Nomination and selection of the highest governance body	Page 36	2-10 b-i	Not applicable	The company has no specific guidelines that take into account the opinion of stakeholders when appointing members of the Board of Directors.
	2-11	Chair of the highest governance body	Page 36			
	2-12	Role of the highest governance body in overseeing the management of impacts	Page 36			
	2-13	Delegation of responsibility for managing impacts	Page 47			
	2-14	Role of the highest governance body in sustainability reporting	The Board of Directors analyzes and formally approves the Sustainability Report.			
	2-15	Conflicts of interest	Pages 43 and 46			
	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.			



GRI Standard	Disclosure	Page/Answer	Omissions			
			Requirements omitted	Reason	Answer	
GRI 2: General disclosures 2021	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 2022.			
	2-18	Evaluation of the performance of the highest governance body	Page 36	Full indicator	Not applicable	The company does not currently have a process for evaluating the Board of Directors.
	2-19	Remuneration policies	Page 42	2-19 a iv), v)	Not applicable	Kora Saúde does not have clawbacks and retirement benefits for the remuneration of the highest governance body and senior executives.
	2-20	Process to determine remuneration	Page 42			
	2-21	Annual total compensation ratio		2-21 a, b e c	Confidentiality	The information is confidential. As this is sensitive data that could compromise individual safety or integrity due to the exercise of the position or function, the Company ensures the confidentiality of this information. Management remuneration is available in Item 8.2 of the FRE (page 242). Available at: <a href="https://api.mziq.com/mzfilemanager/v2/d/ef3fccdc-22f4-4046-bd39-f2c4ecb341a0/75ff33b0-7594-7f3a-cc57-1aff9b9a3e15?origin=1">https://api.mziq.com/mzfilemanager/v2/d/ef3fccdc-22f4-4046-bd39-f2c4ecb341a0/75ff33b0-7594-7f3a-cc57-1aff9b9a3e15?origin=1</a>



GRI Standard	Disclosure	Page/Answer	Omissions			
			Requirements omitted	Reason	Answer	
<b>Strategy, policies and practices</b>						
GRI 2: General disclosures 2021	2-22	Statement on sustainable development strategy	Page 4			
	2-23	Policy commitments	Page 49			
	2-24	Embedding policy commitments	Page 49			
	2-25	Processes to remediate negative impacts	Page 47			
	2-26	Mechanisms for seeking advice and raising concerns	Page 50			
	2-27	Compliance with laws and regulations	Page 49			
	2-28	Membership associations	Page 13			
<b>Stakeholder engagement</b>						
GRI 2: General disclosures 2021	2-29	Approach to stakeholder engagement	Pages 106 and 111			
	2-30	Collective bargaining agreements	Page 81			



GRI Standard	Disclosure	Page/Answer	Omissions			
			Requirements omitted	Reason	Answer	
<b>MATERIAL TOPICS</b>						
GRI 3: Material topics 2021	3-1	Process to determine material topics	Page 10			
	3-2	List of material topics	Page 10			
<b>Governance</b>						
GRI 3: Material topics 2021	3-3	Management of material topics	Pages 10, 49 and 51			
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Page 49			
	205-3	Confirmed incidents of corruption and actions taken	Page 49			
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	In 2022 there were no lawsuits filed for unfair competition, trust and monopoly practices.			



GRI Standard	Disclosure	Page/Answer	Omissions		
			Requirements omitted	Reason	Answer
Team of Excellence					
GRI 3: Material topics 2021	3-3	Management of material topics	Pages 83, 88, 91 and 96		
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Pages 83 and 86		
GRI 403: Occupational health and safety 2018	403-1	Occupational health and safety management system	Page 91		
	403-2	Hazard identification, risk assessment, and incident investigation	Page 91		
	403-3	Occupational health services	Page 91		
	403-9	Work-related injuries	Pages 91 and 94		
GRI 404: Training and education 2016	404-1	Average hours of training per year per employee	Page 88		
	404-2	Programs for upgrading employee skills and transition assistance programs	Page 88	404-2 b	Not applicable
	404-3	Percentage of employees receiving regular performance and career development reviews	Page 88		Kora Saúde does not have career transition assistance programs aimed at facilitating continued employability and end-of-career management due to retirement or termination of employment.



GRI Standard	Disclosure	Page/Answer	Omissions		
			Requirements omitted	Reason	Answer
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	Pages 36, 40, 41, 96, 97 and 98			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	No cases of discrimination were recorded in 2022.			
<b>Our Care</b>					
GRI 3: Material topics 2021	3-3 Management of material topics	Pages 67 and 107			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Pages 21 and 55			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	The average amount spent locally was 64.4% (products + services) and the number of local suppliers was 63.7% (products + services).			
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Page 107			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	In 2022, there were no proven complaints regarding breaches of privacy and loss of customer data.			





GRI Standard	Disclosure		Page/Answer	Omissions		
				Requirements omitted	Reason	Answer
<b>Efficient Environmental Management</b>						
GRI 3: Material topics 2021	3-3	Management of material topics	Paginas 99, 101 and 103			
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Pages 103 and 104			
	302-3	Energy intensity	Page 103			
GRI 303: Watter and Effluents 2018	303-5	Water consumption	Pages 99 and 100			
GRI 306: Waste 2020	306-2	Management of significant waste-related impacts	Page 101			
	306-3	Waste generated	Page 101			



## Credits

### Corporate Information

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