



**ANNUAL SUSTAINABILITY
REPORT**

2020

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Introduction

Letter from the CEO

GRI 102-14

Kora Saúde's history began in 2001, with the foundation of Hospital Meridional in Cariacica, in the greater Vitória region (ES). Since then, we have lived 20 years of a journey that resulted in 15 hospitals, in several Brazilian geographies. This history makes us immensely proud and reflects the work and commitment of a qualified professional team, which has led a succession of important achievements, involving investment, consolidation and growth cycles.

Apart from the expansion chapters, Kora Saúde's history is guided, above all, by the existence of solid values associated with the vocation of caring for people. We also have a well-established DNA and organizational culture, which motivate us to wake up every day with the noble mission of caring for people's health and well-being, offering excellent medicine through fair conditions.

The year 2020 and the pandemic scenario have created a unique cycle in our trajectory, which will be remembered as a period of resilience, responsiveness, and ultimately, overcoming.

In turbulent times like these that our values are most needed. Our non-negotiable commitment to hospitality, quality, problem-solving, sustainability, ethics, and innovation is what guided us through such a challenging and uncertain scenario. These same values also led us to the position of third largest private hospital network in the country.

Just as in the previous 20 years, in 2020 we faced the dual challenge of maintaining the level of excellence in the delivery of healthcare services, with the expansion trajectory in our operations. With the coming of the Covid-19 pandemic in the country, our first concern was with our patients' and employees' health and safety.

We quickly rethought our operational flows, adapted the reception areas of our units, trained our employees on special care and safety protocols, made all the necessary personal protective equipment available, and complied with all the norms, protocols, and instructions from the responsible authorities

As well as guaranteeing integrity of our operations, Kora Saúde has been a partner of the public sector, assigning beds to patients of the Unified Health System (SUS).

Coupled with this care, we created a Crisis Committee with the senior management, corporate managers and physicians that met weekly with the goal of discussing the current outlook and draw plans and guidelines unified throughout the network.

In our operations, we worked so that the hospitals under our management maintained safe inventory levels of supplies, materials, and equipment. To this end, we automated purchasing processes and created a distribution center in Espírito Santo.

Such efforts translates into recognition from our patients, who awarded us a Net Promoter Score (NPS) 7.4% higher than in 2019.

Simultaneously, Kora maintained its growth strategy through acquisitions during 2020. We started the year with eight hospitals, seven of them in Espírito Santo and one in Mato Grosso.

In November, we acquired two hospital units in Palmas (TO): Palmas Medical Hospital and Santa Thereza Hospital. This important move signaled the company's entry into the Northern Region and has placed us in a privileged position in the state capital, with a 26% market share.

The year 2020 paved the way for the national expansion that Kora carried out in 2021, when we acquired one hospital in the Federal District, one in Goiânia (GO) and three in Fortaleza (CE). In 2021 we also went public in the Brazilian stock exchange (B3 - Brasil, Bolsa, Balcão).

With an eye toward finding growth opportunities, we continue with our purpose of making health thrive.

Enjoy your reading.



Antônio Benjamim
CEO

ABOUT THIS REPORT

GRI 102-40 / 102-42 / 102-43 / 102-44 / 102-46 / 102-47 / 102-50 / 102-51 / 102-52 / 102-53 / 103-1

This is the inaugural Sustainability Report for Kora Saúde, asserting our commitment to transparency and open dialogue with our stakeholders.

This report provides information about our business model, its drive to create value, and our performance during 2020, integrating financial information with environmental, social, and governance (ESG) aspects.

To prepare the Report, which includes information between January 1 and December 31, 2020, we refer to the Global Reporting Initiative (GRI) standards, a sustainability reporting guideline used by companies all over the world.

Any questions, suggestions, or requests for information can be sent to our Investor Relations department:
ri@korasaude.com.br

Materiality and definition of priority material topics





To prepare this first report, we carried out a materiality process to identify the environmental, social and governance issues that pose the greatest impact on the business and on Kora's stakeholders.





This process helped us identify the priority topics in our operations and the most relevant aspects for the business sustainability.

The materiality study was conducted in the following stages:

External (identification of material topics)	Analysis of the material topics pointed out by the GRI and SASB guidelines/standards for the Health Care sector Sector benchmarking with the most important themes for companies that carry out private hospital management
Internal (validation of material topics)	Interviews and survey questionnaires with the Company's top management Materiality approval with leadership

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

MATERIAL THEMES	MATERIAL TOPICS
 <p data-bbox="757 507 981 531">Ethics & Compliance</p>	<p data-bbox="1249 371 1626 395">Ethical conduct and anti-corruption</p> <p data-bbox="1249 448 1603 472">Relationship with the government</p> <p data-bbox="1249 525 1447 549">Unfair competition</p>
 <p data-bbox="757 751 965 775">Team of excellence</p>	<p data-bbox="1249 600 1346 624">Diversity</p> <p data-bbox="1249 676 1574 700">Talent attraction and retention</p> <p data-bbox="1249 753 1630 777">Employee training and development</p> <p data-bbox="1249 829 1547 853">Employee health and safety</p>
 <p data-bbox="757 1015 1151 1038">Efficient environmental management</p>	<p data-bbox="1249 903 1464 927">Waste management</p> <p data-bbox="1249 979 1471 1003">Energy management</p> <p data-bbox="1249 1056 1462 1080">Water Management</p>
 <p data-bbox="757 1286 853 1310">Our care</p>	<p data-bbox="1249 1131 1487 1155">Quality of Health Care</p> <p data-bbox="1249 1208 1413 1232">Patient Privacy</p> <p data-bbox="1249 1284 1469 1308">Social Responsibility</p> <p data-bbox="1249 1361 1361 1385">Innovation</p>

MATERIAL THEMES	RELEVANCE	BOUNDARIES
 <p data-bbox="174 486 398 518">Ethics & Compliance</p>	<p data-bbox="533 406 1099 526">Ensuring a compliance and integrity governance structure, guided by ethics and anti-corruption, helps to mitigate risks and ensure a responsible and fair operation.</p>	<p data-bbox="1137 406 1294 430">Direct impact</p> <ul data-bbox="1146 454 1444 526" style="list-style-type: none"> • On all stages of the chain • In all business units
 <p data-bbox="174 710 398 742">Team of excellence</p>	<p data-bbox="533 614 1077 774">The company's operations are guided by people providing services to 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.</p>	<p data-bbox="1137 630 1294 654">Direct impact</p> <ul data-bbox="1146 678 1377 750" style="list-style-type: none"> • In its own operation • In all business units
 <p data-bbox="174 933 421 981">Efficient environmental management</p>	<p data-bbox="533 837 1093 997">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.</p>	<p data-bbox="1137 853 1294 877">Direct impact</p> <ul data-bbox="1146 901 1444 973" style="list-style-type: none"> • On all stages of the chain • In all business units
 <p data-bbox="174 1165 268 1197">Our care</p>	<p data-bbox="533 1101 1099 1197">This is Kora's business model: to take care, to provide efficient, high quality, high-tech care, while taking care of its patients' personal information.</p>	<p data-bbox="1137 1085 1294 1109">Direct impact</p> <ul data-bbox="1146 1133 1444 1204" style="list-style-type: none"> • On all stages of the chain • In all business units

HOW TO READ THE REPORT

Besides the linear reading, it is possible to navigate through the contents of the Report according to the GRI indicators.

At each chapter's beginning, we point out which indicators are being addressed by means of the GRI-XXX acronyms. In the GRI Content Index (page 43) we explain each indicator's content and point to the page on which they are reported.

1. About Kora Saúde

Profile

GRI 102-1 / 102-2 / 102-3 / 102-4 / 102-5 / 102-6 / 102-7

Kora Saúde Participações S.A. originated in 2018, when one of the largest private equity funds in the world, H.I.G. Capital, became a partner of the Company, providing financial capital, operating expertise and high corporate governance levels.

Rede Meridional, founded in 2001 and that until that moment had five hospitals in Espírito Santo, was renamed Kora Saúde. Since then, the Company has undergone a remarkable growth, becoming the third largest private hospital network in Brazil - being the largest in the states of Espírito Santo, Tocantins and Ceará.

By October 2021, we had fifteen hospitals in five states across the country and the Federal District, and we continue to plan new investments in pursuit of our purpose of **making healthcare thrive**. At the end of 2020, the base date for this report, there were ten hospitals.

With a medical staff and health professionals with a human eye and highly technical level, we are a reference in organ transplants and specialties such as oncology, cardiology and neurology. We also provide emergency room, surgery, hospitalization, ICU, and auxiliary diagnostic support services, which include diagnostic imaging, clinical analysis, and hemodynamics, among others.

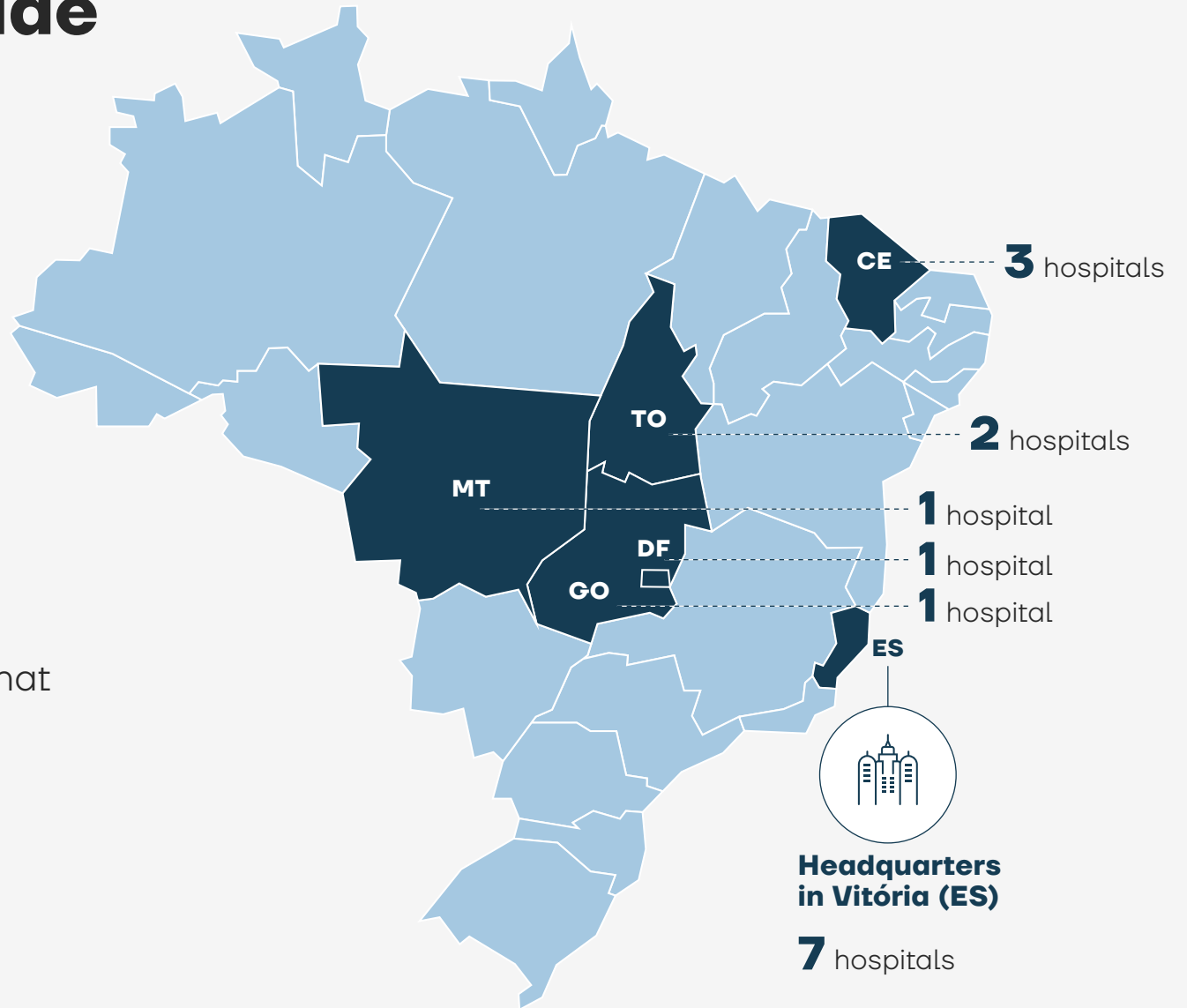
Our performance is recognized by national and international accreditations, such as Ona level 3, ACSA and QMENTUM. We are also a member of the National Association of Private Hospitals (ANAHF).



Countrywide Presence

15

hospitals in regions that drive the company's growth



Mission, vision, values and purpose

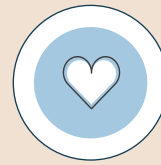
GRI 102-16

Kora's relationship with its stakeholders - employees, patients, payers, suppliers, shareholders, investors, governments, and society in general - is guided by the values that permeate the company's day-to-day activities.

These values are what drive our purpose of **making health thrive**.

Mission: Caring for people's health and well-being.

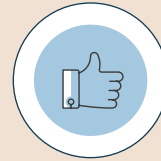
Vision: To be a national reference in hospital care, combining medical excellence with management efficiency.



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



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



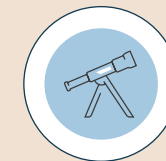
Case-resolving capacity: To provide all the personal and material resources to deliver the appropriate hospital care to our patient, in the pursuit of restoring his or her physical and mental well-being;



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



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



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

Our operations in figures



¹ The number of employees refers to the sum of direct employees and outsourced workers.

² The 2021 data are consolidated and consider updates through October.

OUR HOSPITALS

HOSPITAL MERIDIONAL CARIACICA



2001 - Cariacica (ES)

Our first hospital, founded by a group of physicians, is the only one in Espírito Santo with a neurological ICU. The unit is also recognized for being one of the country's major transplant centers.

HOSPITAL SÃO LUIZ



2008 - Vila Velha (ES)

Hospital founded in 1981, it came to expand its participation in the state. A reference in psychiatric care and excellence in low and medium complexity surgery, it was the first incorporation of the Rede Meridional in 2008.

HOSPITAL MERIDIONAL PRAIA DA COSTA



2008 - Vila Velha (ES)

In the same year, also in Vila Velha, the second acquisition of the Network. The unit is recognized for its excellence in gynecology, oncology, and obstetrics, besides having its own maternity ward and 24-hour service.

HOSPITAL SÃO FRANCISCO



2011 – Cariacica (ES)

Three years later, the incorporation of Hospital São Francisco consolidates our operations in Cariacica (ES). Reference in urology, orthopedics and ophthalmology specialties.

HOSPITAL MERIDIONAL SÃO MATEUS



2016 – São Mateus (ES)

We have reached northern Espírito Santo state with our hospital in São Mateus. State-of-the-art, the hospital is a reference in high complexity and humanized care.

HOSPITAL MERIDIONAL SERRA



2018 – Serra (ES)

The first incorporation after H.I.G Capital's contribution, Hospital Meridional Serra consolidates Kora's operations in the metropolitan region of Vitória. The unit stands out for its excellence in ICU, geriatrics and cardiology.

HOSPITAL SÃO MATEUS



2019 – Cuiabá (MT)

We arrived in Mato Grosso. The first incorporation outside the state of Espírito Santo marks the beginning of Kora Saúde's geographic expansion. With one of the most modern infrastructures in the Midwest region, the hospital has oncology, geriatrics, and surgical centers.

HOSPITAL MERIDIONAL VITÓRIA



2019 – Vitória (ES)

Incorporation of our seventh hospital in Espírito Santo, recognized for its humanized care in gynecology and obstetrics, besides being a reference in medium and high complexity in the state.

HOSPITAL PALMAS MEDICAL



2020 – Palmas (TO)

The expansion continues. We arrived in Tocantins with the incorporation of Hospital Palmas Medical. Together with the Santa Thereza hospital, its specialties are oncology, ophthalmology, bariatric surgery, head and neck, cardiology, gastroenterology, gynecology and obstetrics, orthopedics, neurology, and urology.

HOSPITAL SANTA THEREZA



2020 – Palmas (TO)

The second unit in Tocantins increases Kora Saúde's representation in the state capital, adding 26% of the available private beds.

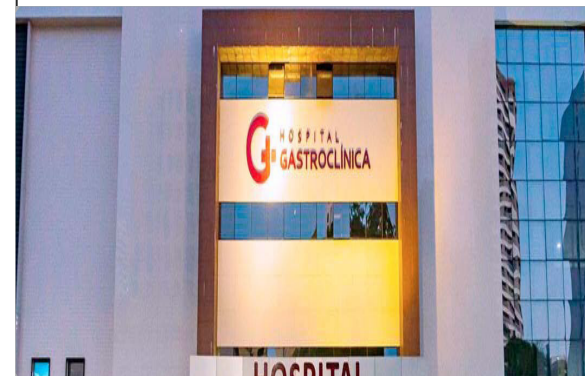
HOSPITAL ANCHIETA



2021 – Brasília (DF)

The year 2021 sees our arrival in the country's capital through the incorporation of Hospital Anchieta, which, among its specialties, operates in cardiology, geriatrics, orthopedics, and neurology.

HOSPITAL GASTROCLÍNICA



2021 – Fortaleza (CE)

The acquisition of the Hospital Gastroclínica seals our arrival in the northeast. The hospital is a reference in maternity and obstetrics.

HOSPITAL SÃO MATEUS



2021 – Fortaleza (CE)

Subsequently, the incorporation of Hospital São Mateus strengthens our operations in Ceará. The hospital is a reference in hemodynamic high complexity, neurology and clinical patients.

HOSPITAL INSTITUTO NEUROLÓGICO DE GOIÂNIA (ING)



2021 – Goiânia (GO)

Strengthening our presence in the Midwest, we arrived in Goiânia, adding 105 beds to our portfolio. ING is a national reference in neurology.

GRUPO OTO



2021 – Fortaleza (CE)

The largest hospital Group in the state of Ceará, it has a hospital, an outpatient emergency room, six laboratories, and four radiology centers. The Group is a reference in highly complex procedures, medical excellence, and innovation.

2020 Highlights

We have adapted to the challenges brought on by the Covid-19 pandemic, prioritizing the health and safety of our patients and employees, while not losing focus on our national expansion strategy.



FINANCIAL RESULTS

Net revenue
R\$ 612
million

Adjusted Ebitda
of **R\$ 129**
million

Growth of
38.5 and 84.3%,
respectively



EXPANSION

We arrived at
Tocantins with
2 new
hospitalares facilities
— **Hospital Palmas**
Medical and **Hospital**
Santa Thereza



INNOVATION

Implementation of robotic
surgeries at the Hospital
Meridional Cariacica (ES).
A total of
111 **procedures**
of this nature were
performed.



FIGHTING COVID-19

Segregated and secure
flow for patients and
physicians in all units.
Installation of physical
barriers at receptions and
provision of **PPE (goggles and**
masks) to all employees.



RECOGNITION

Since 2006, our
hospitals from
Rede Meridional (ES)
have been leaders of
recall in the **Brand**
Recall survey, in the
Hospitals segment.



OPERATION

Increase in
15%
the number of
surgeries
performed

Increase in
7.4%
Net Promoter
Score (NPS) from
our patients

Increase in
+ 3.1
thousand
oncology infusions

2. Ethical Management

GRI 103-1 / 103-2 / 103-3

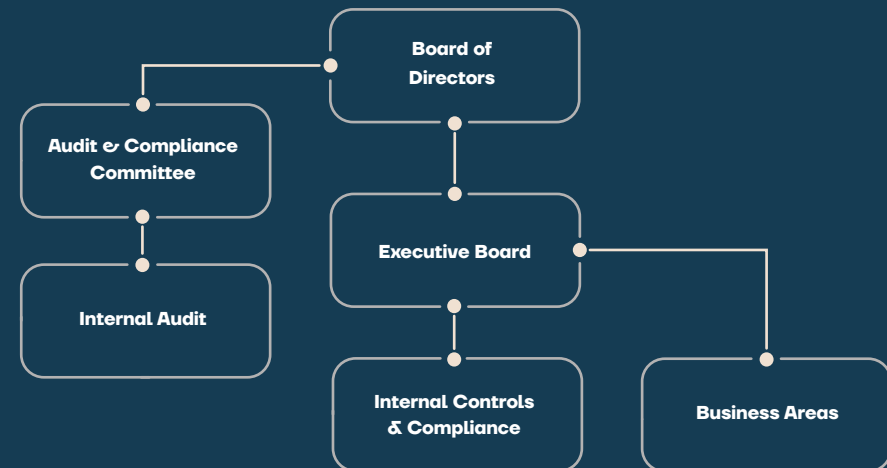
Governance structure

GRI 102-18 / 405-1

Kora, recently listed on the Novo Mercado of the B3 - Stock Exchange, is committed to adopting the highest standards of Corporate Governance in its operations, respecting its shareholders and building relationships of trust guided by transparency.

The Company is managed by a Board of Directors and an Executive Board. Moreover, the Corporate Governance structure also includes a permanent Audit Committee, whose function is to advise the Board of Directors in its activities.

For the purpose of bringing the most up-to-date information to this chapter, which presents the Company's governance structure, the organizational chart, the composition of the bodies, the diversity data, and the reported corporate structure have been updated for when this report was prepared - the last quarter of 2021.



BOARD OF DIRECTORS

The Board of Directors is composed of seven members, two of whom are independent, elected and removable by the General Assembly, with a unified two-year term, reelection being permitted.

Among the Board's duties are:

- > setting the general direction of the Company's and its Subsidiaries' business;
- > approving and reviewing the annual budget, capital budget, cash policy, investment policy, dividend policy, business plan and multi-year plan of the Company and/or the Company's Subsidiaries, as well as any amendments to these documents;
- > approve the Company's code of conduct and corporate policies related to (i) information disclosure and securities trading; (ii) risk management; (iii) related party transactions and conflict of interest management; (iv) management compensation; and (v) management nomination;
- > electing and dismissing the Directors of the Company and the Company's Subsidiaries, as well as defining their duties.

BOARD OF DIRECTORS COMPOSITION

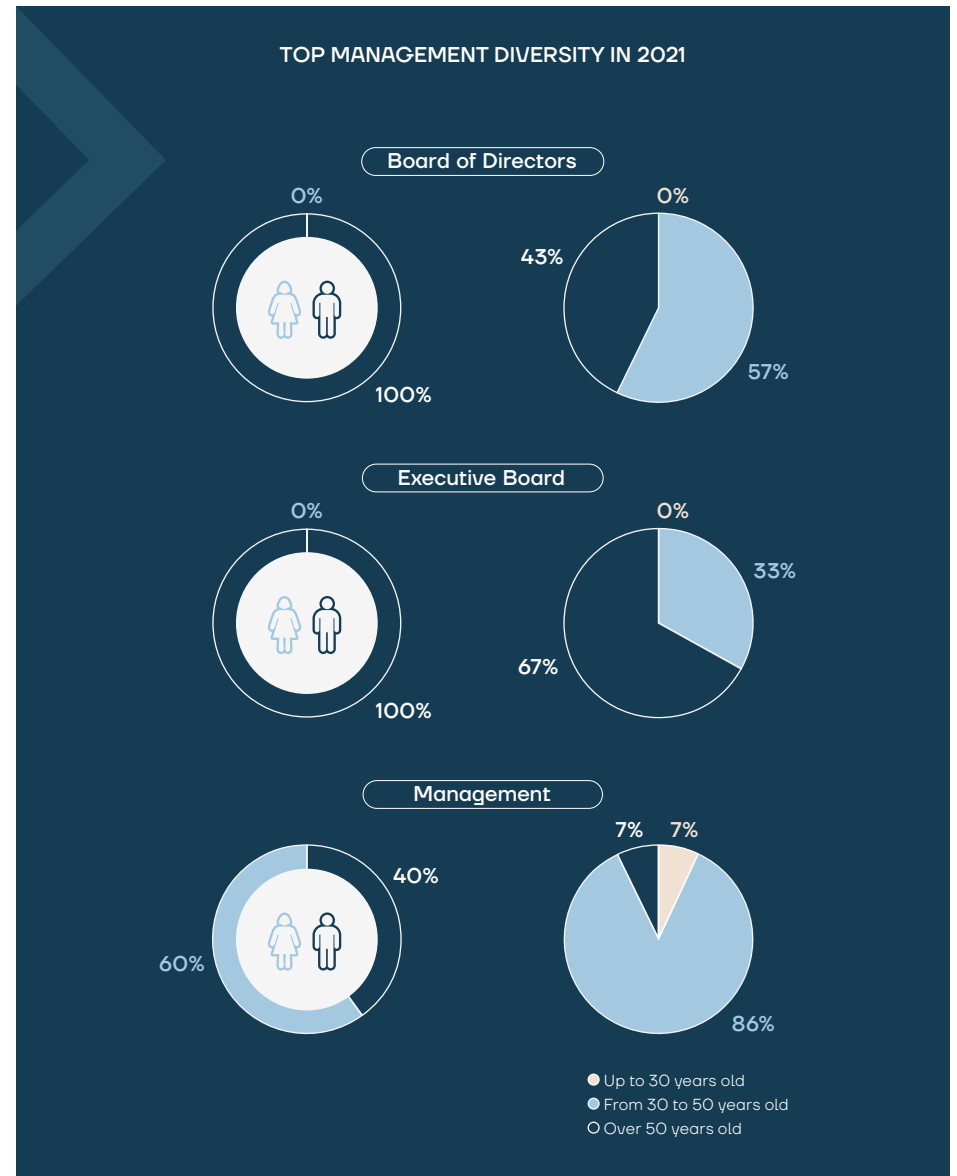
Member	Position
Rodrigo Brandão Feitosa	Chairman
Frederico Christo Torezani	Independent Board Member
Nelson Luiz Sperle Teich	Independent Board Member
Felipe Franco da Silveira	Board Member
Fábio Isay Saad	Board Member
Eduardo da Veiga	Board Member
Antonio Alves Benjamin Neto	Board Member

EXECUTIVE BOARD

The Executive Board is the representation and executive management body of the company and is composed of three members, elected by the Board of Directors for a two-year term, with reelection permitted.

EXECUTIVE BOARD COMPOSITION

Member	Position
Antônio Alves Benjamin Neto	CEO
Flavio Figueiredo Deluiggi	CFO and Investor Relations Director
Elias Leal Lima	M&A Director



AUDIT & COMPLIANCE COMMITTEE

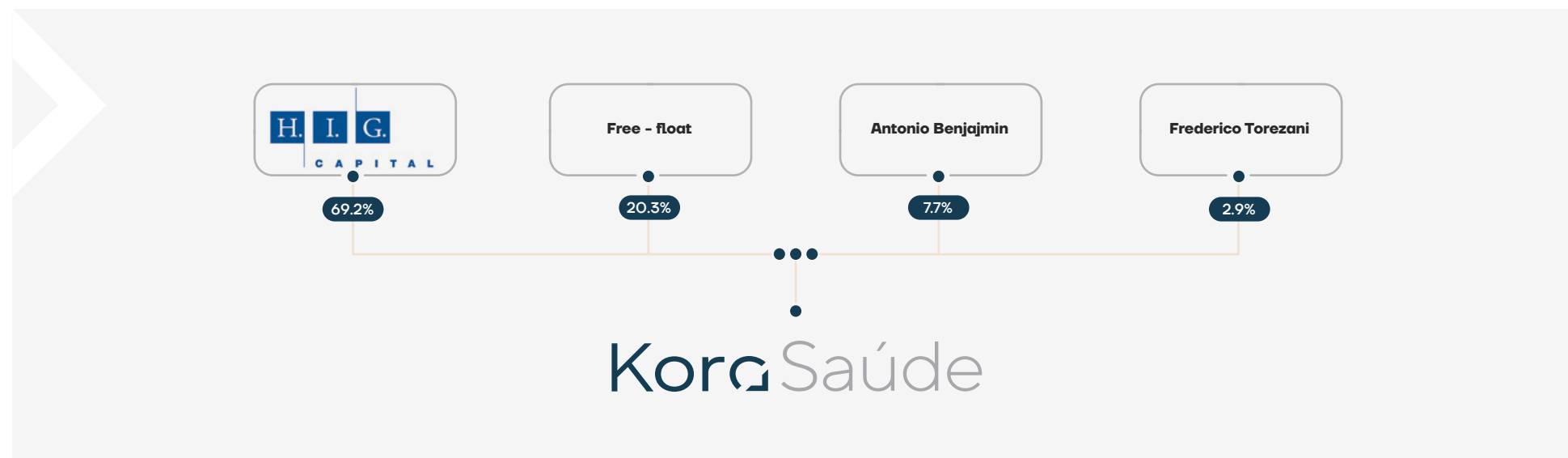
The Audit & Compliance Committee members are elected by the Board of Directors, for two-year terms, reelection being permitted.

The body must have at least three members, at least one of whom must be an Independent Director, and a second member must have recognized experience in corporate accounting matters. These features may be combined by the same member.

AUDIT & COMPLIANCE COMMITTEE COMPOSITION

Member	Position
Márcio Santiago Câmara	Committee Coordinator
Fernanda Rossi Soares	Member
Frederico Christo Torezani	Member

CORPORATE STRUCTURE



RISK MANAGEMENT

GRI 102-11

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

The risk management process adopted by the Company was prepared in light of the provisions of "ISO 31000:2009 - Risk Management Principles and Guidelines".

LEARN MORE!

To access our Bylaws, Internal Regulations and Policies, please visit our

[Investor Relations webpage.](#)

Ethics and fighting corruption

GRI 102-16 / 205-2 / 205-3

Aiming to achieve the appropriate ethical standards for the carrying out of professional and social activities, we rely on a Code of Ethical Conduct, built with the participation of the institutional leadership, which brings together the guiding directives of the Company's relationship with its stakeholders.

The Code applies to all Company employees and to third parties that directly or indirectly interact with Kora. By third parties, we can understand the group formed by clinical staff, suppliers, service providers, public agents, patients and companions.

Get to know the Code of Ethical Conduct, available only in Portuguese, at the [link](#).

In 2019, we implemented our Compliance Program with the goal of conducting corporate training on ethical behavior and compliance. As the training sessions were held in person, they were interrupted in 2020 to avoid crowds, but resumed in 2021. In 2021 we also started testing the Distance Learning (DL) platform for assistance employees.

As a result of our efforts in this area, in 2020 we identified no cases of corruption in the Company.

REPORTING CHANNEL

GRI 102-17

In order to monitor the operation and efficiency of the internal integrity mechanisms and procedures, we have an Audit & Compliance Committee. In case of doubts about the appropriate ethical and legal behavior or about organizational integrity, the individual concerned may contact the internal sector by means of the e-mail compliance@korasaude.com.br.

To receive reports of breaches to the Code of Ethical Conduct, we have a Confidential Channel managed by an external and independent company, ensuring absolute confidentiality. The appropriate handling of each occurrence is carried out by the Audit & Compliance Committee, through the internal sector. The Channel is available to all of the Company's stakeholders (employees, suppliers, partners, service providers, customers, etc.) and the complaints are made confidentially and securely.

The channel can be accessed through the [link](#) or by phone 0800 591 2643.

3. Transforming the healthcare world

Operational and financial performance

OPERATIONS DURING THE PANDEMIC

GRI 102-10

The year 2020, which saw the onset of the Covid-19 pandemic, brought major operational and financial challenges to the Company. In addition to having made all the necessary adaptations to our facilities to provide a safe flow for patients in their visits to our hospitals (learn more on page 29), we created a Crisis Committee composed of directors, corporate managers, and physicians, which in weekly meetings analyzed the current panorama and deliberated on plans and guidelines unified to the entire network.



We took advantage of this moment to adapt our purchasing processes so as to make them more agile and precise.

Among the measures taken to optimize our operations and sustainably face these times of increased demand for hospital supplies and Personal Protective Equipment (PPE), five actions stand out:

- > Automation and unification of the planning and purchasing process for all hospitals in the network, using standardized algorithms similar to those of industries and retail companies;
- > Assignment of a manufacturer for every item that makes up the A curve (most relevant items for the business) of medical supplies and equipment, mitigating the risk of shortage in eventual supply crises while reducing costs given the predefinition of purchasing volume with manufacturers;
- > Use of the "External Site", a 1,000 m² space with high storage capacity for a variety of items, such as PPE stock and intubation medication. Located in Espírito Santo, it served our hospitals in the state and the other units in Mato Grosso and Tocantins;
- > Swift action by the Standardization Committee, the internal body that approves the contracting of inputs and products. During the pandemic, the body acted quickly in approving alternative options, when there was a need to replace a product or supplier;

- > Import of items that were unavailable in the domestic market to meet our hospitals' demand, preserving the quality care to our patients.

This group of actions allowed our ten hospitals to face the first year of the pandemic with a safe stock level and no shortage of supplies, whether for Covid-19 treatment or not.

Also concerning the relationship with suppliers, we have adopted the evaluation forms, carried out in the technical inspections of the Supplier Evaluation and Qualification Group (GAFO), as a due diligence procedure for our curve A suppliers (most strategic items for the business). The GAFO is composed by hospital pharmacists and its goal is to evaluate and qualify suppliers of the hospital supply chain through technical visits, with no inspection nature.

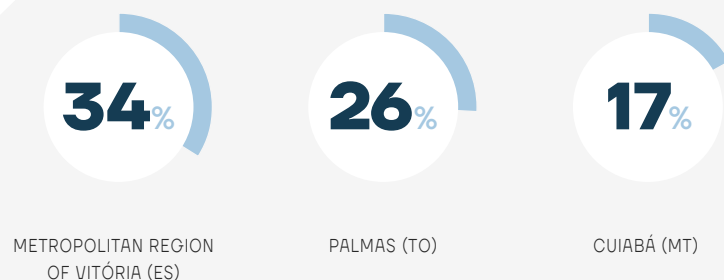
GROWTH EVOLUTION

GRI 102-7 / 102-10

During 2020, even impacted by the uncertainties brought about by Covid-19 and the need for a more restrictive financial management that reduced our investment level, we expanded our operations in the Midwest of the country and opened the doors to a new market: Tocantins.

We invested in the acquisition of two hospitals - Palmas Medical and Santa Thereza - in Palmas (TO), resulting in a **26%** market share in the city, based on the number of beds in both facilities. Thanks to this acquisition, we closed 2020 with ten hospitals under our management and reached the number of **942 beds** offered.

KORA'S MARKET SHARE IN 2020 (% OF PRIVATE BEDS)



¹ Metropolitan Region of Vitória (ES) comprises the municipalities of Vitória, Vila Velha, Cariacica and Serra.

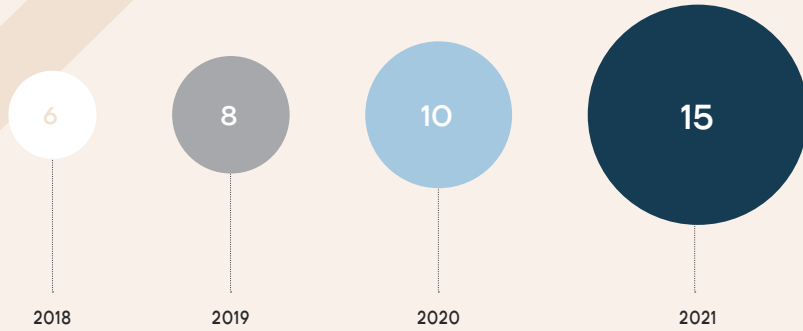
² The market share calculation is based on the number of private beds. It does not consider public and/or philanthropic beds.

Our future growth is guided by brownfield and greenfield projects as well as M&As in mapped regions.

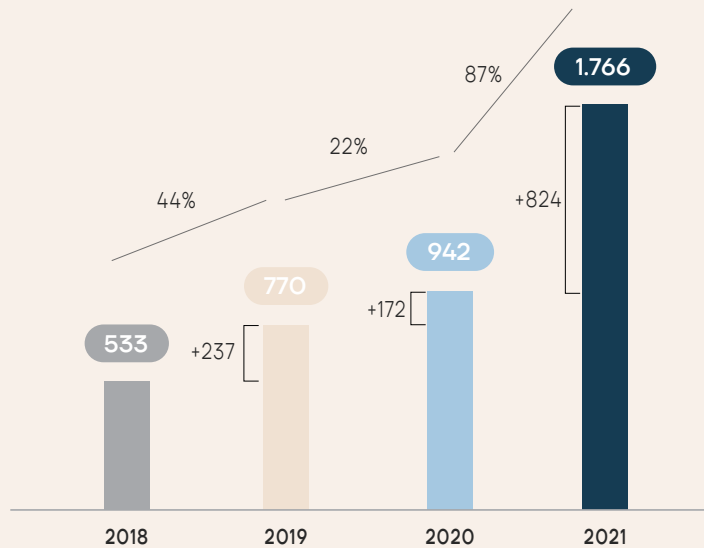
Due to our competitive position in the markets where we operate, we can offer the population a comprehensive, quality healthcare service and attract the best physicians and healthcare professionals. Furthermore, we have become the main partners of the local payers (health plans).

We have perceived opportunities to expand our operations in these locations, but we are not limited to them. Kora is permanently on the lookout for market opportunities that enable its geographic expansion, whether led by acquisitions or organic growth projects, such as the acquisition of three hospitals in Fortaleza (CE) and one hospital in Brasília (DF), one hospital in Goiânia (GO), and the brownfield projects in their preliminary stages.

HOSPITALS

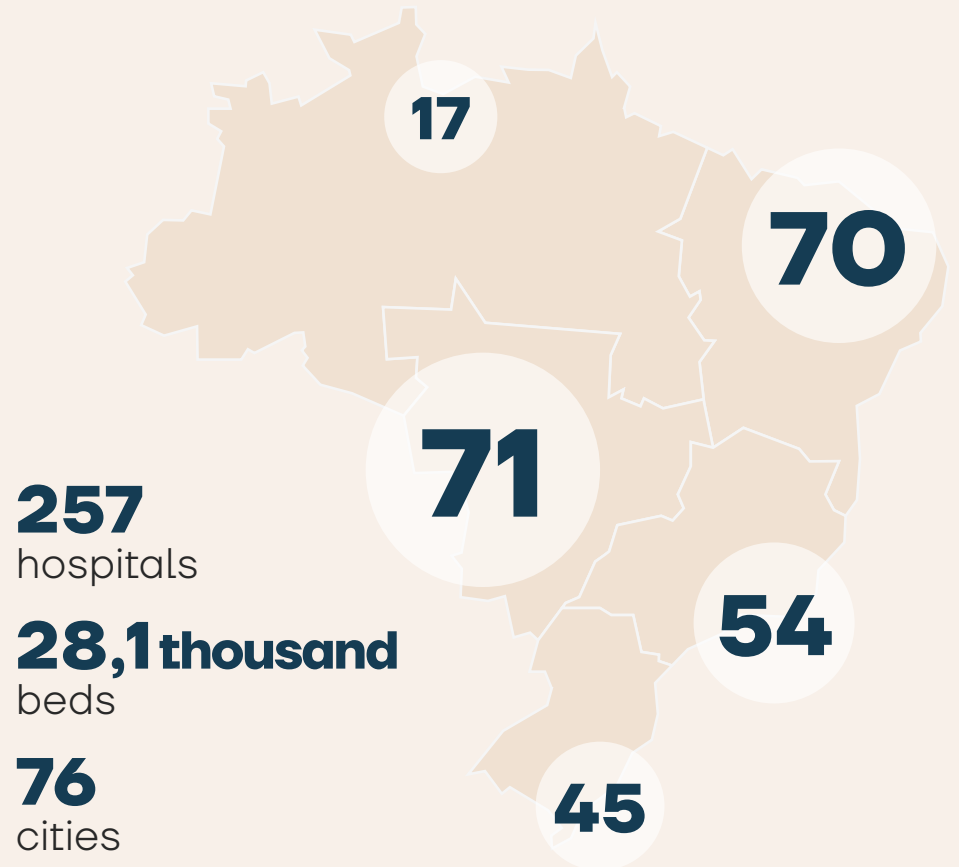


BEDS



Currently, there are several organic growth projects under development by the Engineering and Expansion area. On top of that, we have more than 250 hospitals mapped by the M&A Department that fit into the acquisition strategy.

GROWTH POTENTIAL THROUGH ACQUISITIONS



BED OCCUPANCY AND SURGERIES PERFORMED

Our operational indicators show the resilience of our business model even in a challenging year for the hospital sector, with the reduction of elective procedures.

We had an average bed occupancy rate of 72.9% in 2020 compared to 67.6% for the members of the National Association of Private Hospitals (ANAHP).

We performed 37,000 surgeries in the year, of which 2,642 were of high complexity. Included in this number are 111 robotic surgeries, using high-tech equipment (learn more on page 31).

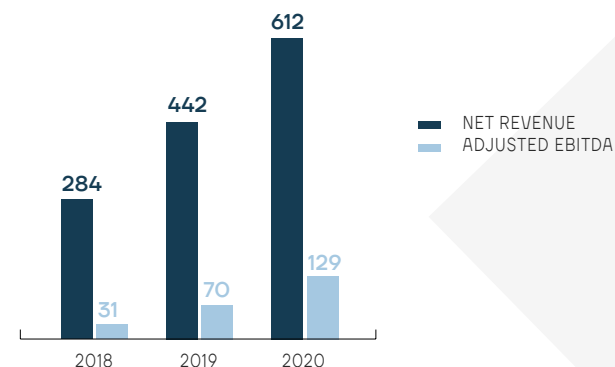
FINANCIAL CAPITAL

Our business model is based on payment by the paying sources (health plans) for the services we provide to their patients in our units. Currently, we operate with two main compensation models, with an approximately 50% x 50% split in revenue generation:

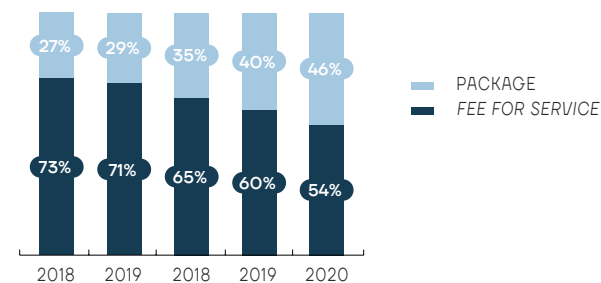
- > *Fee for service: traditional model, in which we are reimbursed for the value of each procedure performed, and*
- > *Package: compensation is pre-fixed according to pre-established procedural packages.*

Package models, also known as alternative payment models, are part of Kora's strategy to establish a partnership relationship with payers. These models offer greater predictability in the costs incurred and are proving to be a trend in the healthcare market. Kora pioneered the offer of alternative payment models in the state of Espírito Santo and, in a 5-year period, we saw the representativity of these models increase 19 p.p. in revenue.

NET REVENUE AND ADJUSTED EBITDA (R\$ MM)



PARTICIPATION IN THE ORIGIN OF REVENUE



DEBT R\$ ('000)

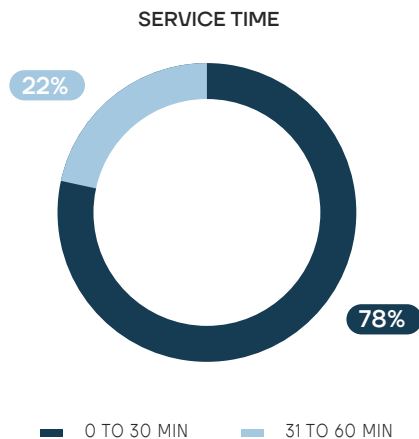
	31/12/2018	31/12/2019	31/12/2020
Cash	20,242	32,571	180,773
Gross Debt	145,286	240,242	431,620
Net Debt	125,044	207,671	250,847

Patient Experience and Safety

As we bring health and quality care to our patients, we strive to make their perceived experience as positive as possible.

Starting with the patient's arrival at our units, the average time between picking up the ticket at the totems and the subsequent medical call for the first service is only 22 minutes. Depending on the time of day, we observe that this number can be even shorter, as little as four minutes.

As a result of the attention and humanized care throughout the patients' journey in our units and described throughout this chapter, we have seen a 7.4% increase, between 2019 and 2020, in the Net Promoter Score (NPS) reported by our patients.

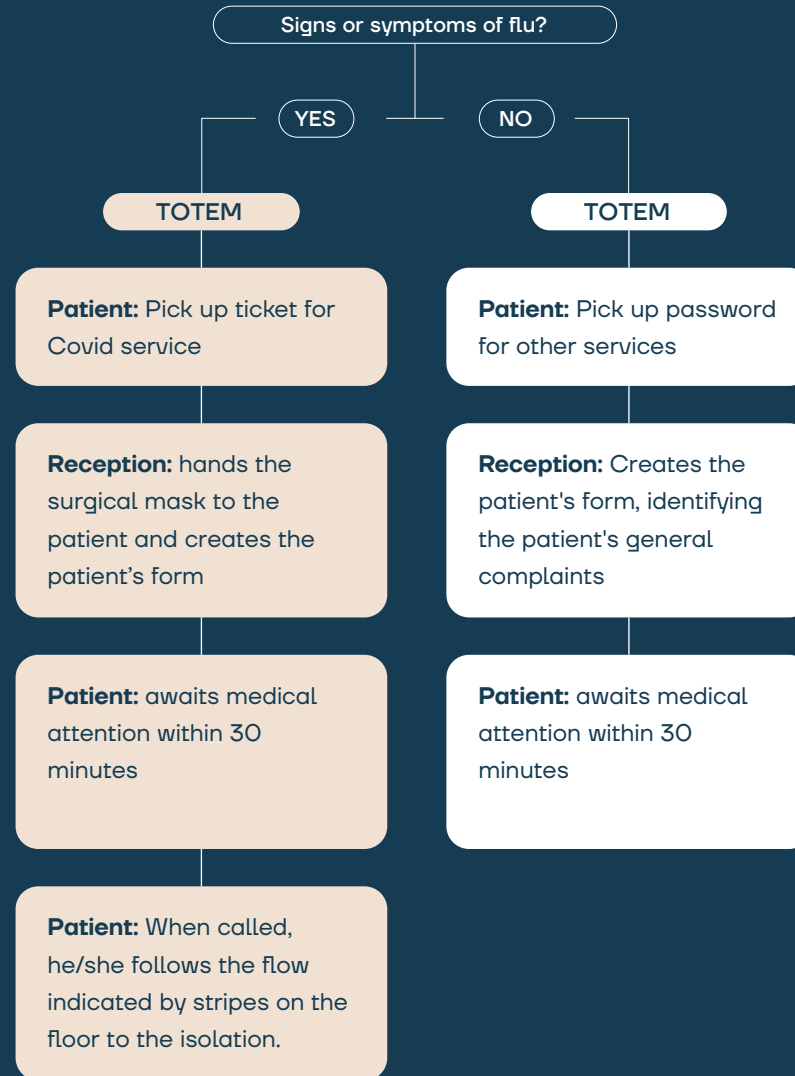


ADAPTATIONS TO COVID-19

Aware of the news about the worldwide spread of the new coronavirus, we adapted our internal structures even before the first cases diagnosed in the country - in March 2020.

Safe flows were created in order to reduce the chances of contagion between patients with suspected diagnosis of Covid and patients with other diseases, as well as to expedite care for both fronts.

SAFE FLOW IN OUR UNITS



Other measures taken in the fight against Covid-19:

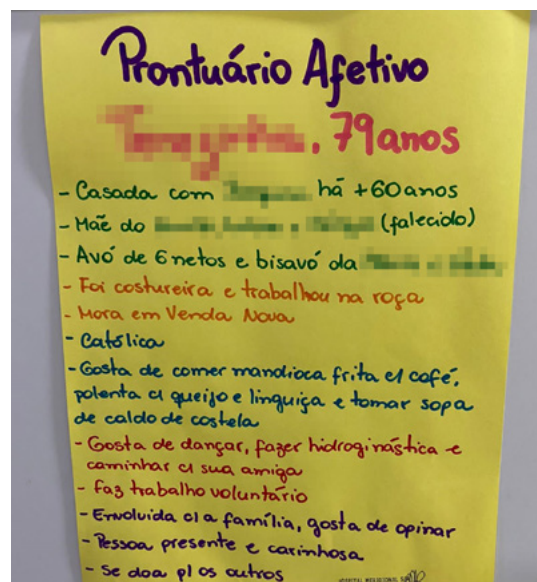
- Performing PCR exams;
- Employee screening;
- Designating specific elevators for Covid patients and labeling the doors with relevant information;
- Calls and video calls to inpatients' relatives;
- Psychological support for inpatients.

OUR CARE

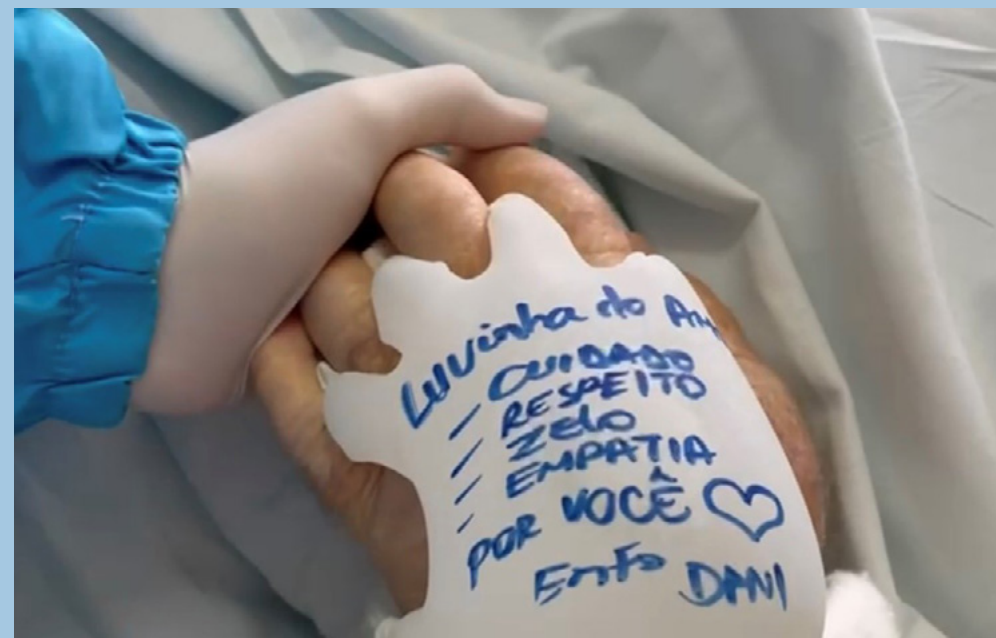
GRI 103-1 / 103-2 / 103-3

AFFECTIVE MEDICAL RECORD

During hospitalization periods, patients find themselves far from their family environment, have their routines and habits interrupted, and are also in a condition of dependence. All these factors tend to damage their sense of identity and cause suffering.



Intending to minimize this difficult moment, we implemented the so-called Affective Medical Record, which consists of providing personal information of the patient, such as hobbies and tastes, on a sheet that is placed next to the hospital bed. This allows our medical and nursing teams to interact in a closer way, to rescue the identity and biography of that person, humanizing care and generating greater well-being and comfort.



LITTLE LOVING HANDS

For the well-being of sedated and intubated patients, we adopted this simple technique that consists in tying two latex gloves filled with warm water around their hands.

The little hands transmit a feeling of human warmth, conveying the perception that someone is holding your hand. As a result, sick patients, isolated in the ICU, feel supported.

INNOVATION

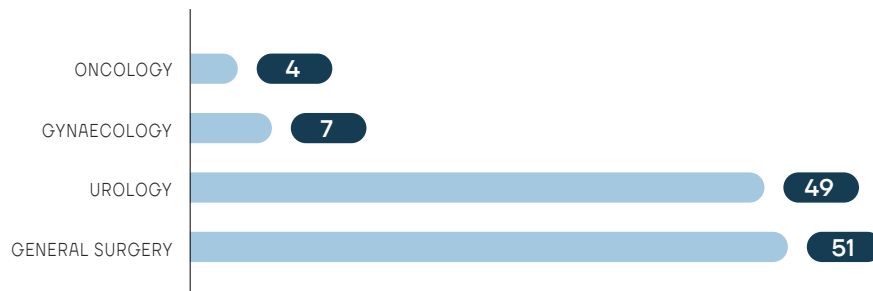
Innovation is one of the Company's six values. Through innovation, we seek to expand the limits of knowledge around the most advanced technologies in health and hospital care, stimulating a place for sharing ideas.

The year was also hallmarked by the start of **robotic surgeries** at our Hospital Meridional Cariacica, in Espírito Santo. During the period, fourteen of our surgeons went through extensive online and in-person training to become certified in the equipment. From July to December, 111 procedures of this nature were performed.

Some of the benefits of this surgery model are:

- Smaller incisions and easy access to difficult intraoperative spots;
- Precise movements at any angle;
- Tremors filtered by the console joystick, 3D vision and ergonomics for the surgeon;
- Shorter surgery time;
- Faster patient recovery.

ROBOTIC SURGERIES BY MEDICAL SPECIALTY



ADAPTATION TO LGPD

GRI 418-1



Aware of the effectiveness of the General Personal Data Protection Law (Law 13.709/2018) as of September 18, 2020, we have created a Personal Data Governance Program with the intention of making it an integral part of all organizational activities as well as strengthening the privacy and data protection culture within the Company.

We have also set up a Data Protection and Privacy Committee, consisting of a multidisciplinary team that is tasked with:

- Support the necessary resources for efficient Program operation;
- Monitor and ensure the Program's continuous improvement;
- Review the compliance and risk reports submitted on the Program;
- Assigning roles and monitoring the activities of the Data Protection Officer (DPO).

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

4. Working for everyone

Our people

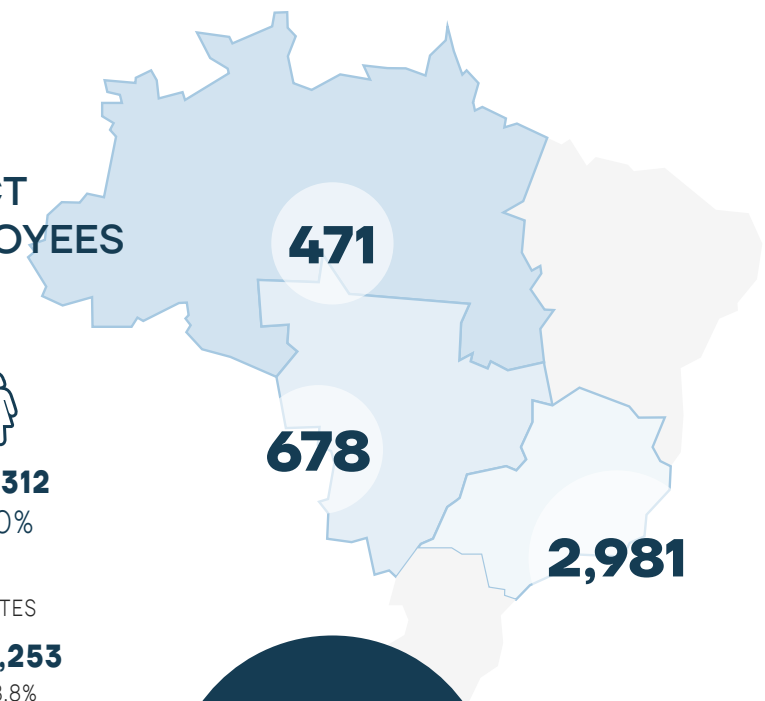
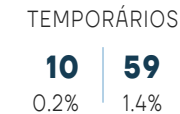
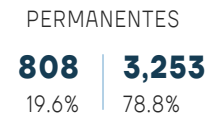
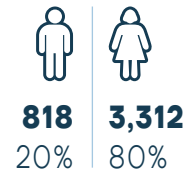
GRI 103-1 / 103-2 / 103-3 / 102-8 / 102-41

Our employees play an essential role in our goal of bringing quality health care to people's reality. It is through them that our patients come into contact and perceive Kora as a company that puts human care first.

Underpinned by the understanding that human capital is the cornerstone for Kora's expansion and development, we offer our employees the best market practices in Human Resources.

We are people taking care of people

4.130
DIRECT
EMPLOYEES



The **4,130** full-time employees are covered by collective bargaining agreements.

TALENT ATTRACTION AND RETENTION

GRI 401-1

In line with the Company's growth expectations (learn more on page 25), attracting new employees is a sensitive issue for the continuity of our geographic expansion.

Once hired, our efforts are directed to retain employees through practices aimed at their well-being and identification with the company.

These include, among others:

- Compensation and benefits in line with the market;
- Development and training initiatives;
- Prioritizing internal applications when new vacancies are opened;
- Coordinated actions by the hospitals to recognize employees in assistance areas who have been praised by customers. The actions range from sending e-mails to employees who have received compliments to getting breakfast baskets or lunches with the board of directors.



"Top notch staff"

Patient: Laura

Origin: NPS Research

Sample e-mail sent to all of Rede Meridional's employees who receive compliments from clients

In 2020, we witnessed an intense hiring movement, with a significant increase in the number of employees, to meet the demand of our units in the fight against Covid-19.

HIRING AND LAYOFF IN 2020

	GENDER		AGE GROUP			REGION		
	Female	Male	Up to 30 years old	From 30 to 50 years old	Over 50 years old	North	Midwest	Southeast
Total hiring	1,375	370	818	901	26	247	339	1,159
Hiring rate	39%	44%	63%	32%	16%	52%	49%	36%
Total terminations	1,192	326	516	951	51	131	364	1,023
Turnover rate	36%	42%	43%	37%	51%	28%	53%	36%

Kora Saúde Trainee Program

The Kora Saúde Trainee Program is designed to identify, retain, and develop professionals to take on strategic positions, contributing to the Company's sustainable growth.

To this end, we created a program that stimulates and encourages the participants' critical sense. The trainee has development opportunities through:

- experiences in the main areas of the business;
- time for alignment with the Human Resources area;
- job rotation cycles;
- *feedback* cycles;
- mentoring with executives;
- project development;
- participation in development tracks.

Throughout the program, the trainee applies the knowledge acquired in real work situations.

Started in 2019, the Program had two participants who ended the program in 2021 and went on to assume strategic positions within the Company.

We launched the 2nd edition in 2021 with 8,000 applicants and four selected.

TRAINING

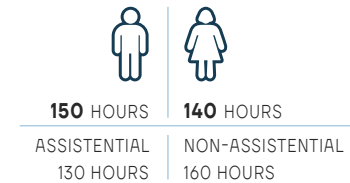
GRI 404-1



Hospital Meridional Cariacica – Training conducted before the first suspected Covid-19 patient

During 2020, we focused the training provided to employees on understanding, adapting to, and combating Covid-19.

AVERAGE TRAINING HOURS



As a result, much of the training and capacity building was interrupted and others that were planned were postponed. This is the case of "Kora Lidera", a training program aimed at training technical employees in leadership skills.

Other usual projects and actions also had to be interrupted to avoid crowds. This is the case of "Coffee with the Director" in which some employees are selected to participate in a coffee break with one of our directors and Kora Conecta, a quarterly meeting with all directors and employees to present results, projections and news.

Medical Residency Programs

Two of our hospitals in the Rede Meridional feature medical residency programs. The objective of the programs is to train physicians in important specialties for our hospitals, with the intention that, at the end of the programs, the professionals join our medical staff.



HOSPITAL MERIDIONAL CARIACICA:

- Prerequisite in Basic Surgical Area: accredited by the Ministry of Education (MEC) since 2018, it has two openings available annually;
- Anesthesiology: accredited by the MEC since 2013, it also offers two openings annually.

HOSPITAL MERIDIONAL SERRA:

- Cardiology: accredited by MEC since 2015, it offers two openings every year;
- Intensive Care: accredited by MEC since 2017, it also offers two openings every year.

HEALTH & SAFETY

GRI 403-3 / 403-9

We are committed to ensure a safe and healthy work environment for all our employees. To this effect, we employ the Specialized Services in Safety Engineering and in Occupational Medicine (SESMT). The SESMT has the objective of guaranteeing a safe work environment for employees, preventing occupational diseases, accidents, and promoting collective and individual health.

By means of safety inspections in all sectors of the hospital, compliance with legislation and other situations that could compromise the health and physical integrity of direct or indirect collaborators is verified.

Furthermore, the SESMT monitors compliance with the guidelines of the Occupational Health and Medical Control Program (PCMSO), such as periodic exams and vaccinations.

All documents relating to employees' occupational medicine and safety are filed in individual folders with restricted access, to which only authorized professionals have access. These documents are used only for internal hospital processes, and the sharing of personal information or exam results related to the employee's occupational health is not allowed.

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

WORK-RELATED INJURIES¹

	2020	
	Employees	Outsourced
No. of hours worked	7,398,364	382,796
No. of fatalities resulting from work-related injuries	0	0
Fatality rate resulting from work-related injuries	0	0
No. of serious work-related injuries (excludes fatalities)	9	0
Serious work-related injury rate (excludes fatalities)	1,21	0
No. of reportable injuries (includes fatalities)	146	0
Rate of reportable injuries (includes fatalities)	19.73	0

¹ Hours worked basis = 1,000,000

Main types of work accidents: accidents with biological material, sharps, and falling from ladders.

Risks: the sharp instrument is a widely used tool in hospitals and is extremely dangerous because it can transmit pathogens and expose professionals to several diseases. When performing activities that require physical contact with patients, they handle instruments such as needles, blades, and scalpels that can cause accidents with biological material.

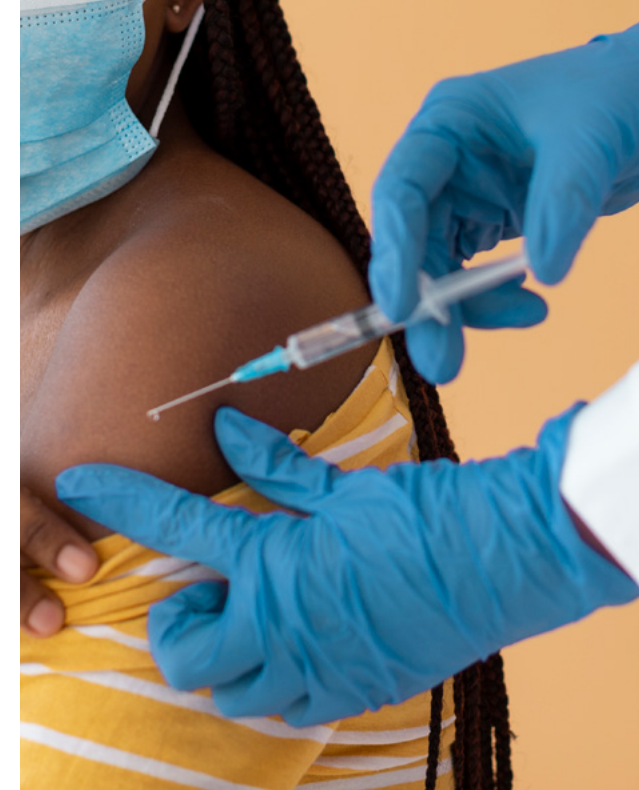
Actions taken to reduce the risk of accidents: hand hygiene; updated vaccination scheme; proper disposal of sharps; Biosafety Manual guidelines; patient precautions guidelines; use of PPE; awareness raising about the risk of HIV transmission related to the occurrence of work accidents with sharps and the disposal and recapping blitz action; and on-site DDS about care when handling sharps.

In 2020, with the outbreak of the Covid-19 pandemic in Brazil, we provided our employees - whether clinical or administrative staff - with all the necessary Personal Protective Equipment (PPE). Also, we started to pay the additional health hazard premium for everyone who works in our hospitals.

To those who may have been contaminated, we provide all the necessary support and access to the hospital units where they work in case they need medical attention.

Kora also applied Provisional Measures 936 and 937, which allowed for the temporary absence of pregnant women and employees from risk groups, so as to protect them from contamination risks. The MPs were also used to reduce the workload of employees who, due to the reduction of elective procedures, were not being 100% allocated.

Some decompression and wellness activities, such as labor gymnastics, table tennis and dominoes had to be interrupted during this period.



VACCINATION

Already in 2021, the company promoted the vaccination of all contracted employees.

By October 2021, virtually 100% of the employees have been totally vaccinated with the single dose or two-dose vaccines, and the application of the booster dose has already started, respecting the state calendars.

DIVERSITY

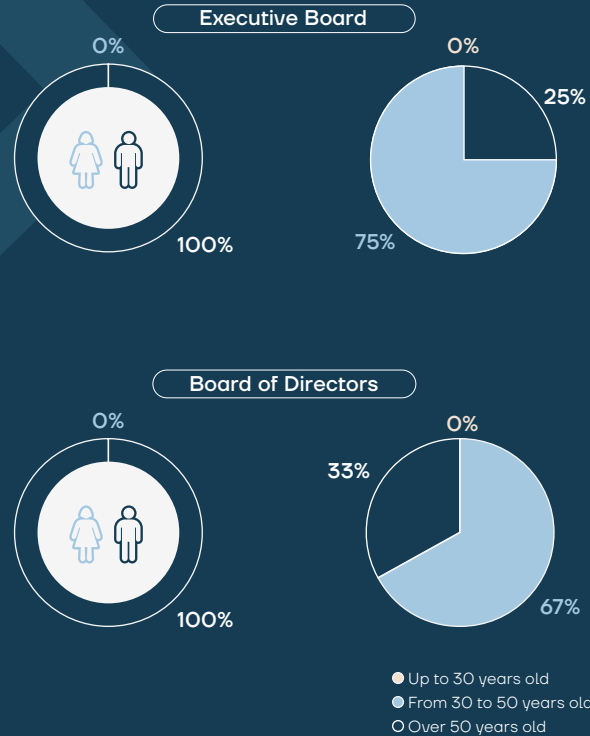
GRI 405-1

We see diversity as a key topic to increase the plurality of our teams beyond the gender issue, since our staff is mostly female.

We aim to achieve greater racial diversity and provide an inclusive and safe environment where everyone feels comfortable to be who they are.

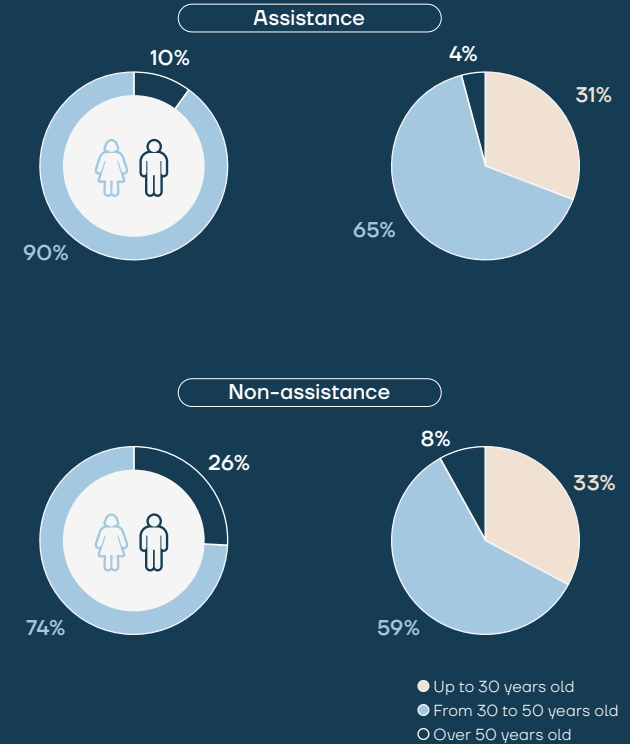
Regarding the fight against discrimination, the Company - based on its ethical value - sets forth in its Code of Ethical Conduct that it does not admit any practice that may be considered as disrespect, segregation, discrimination or prejudice of any kind.

DIVERSITY IN THE GOVERNANCE BODIES(2020)



On page 20, we present the top management diversity in 2021

DIVERSITY BY FUNCTIONAL CATEGORY (2020)



Moreover, 2% of our employees are people with disabilities.

Environmental Management

GRI 103-1 / 103-2 / 103-3



CAP>04 WORKING FOR EVERYONE

WATER

GRI 303-5

Water consumption is an inherent factor in the provision of hospital services. Given the relevance of the theme for the business and demonstrating our concern in reducing our environmental impacts,

our water management includes initiatives aimed at reducing consumption. Accordingly, three of our hospitals use consumption reducers in their facilities (Meridional Cariacica, Serra and Praia da Costa).

	2020
Total water consumption (megaliters)*	0,113
Water consumption in water-stressed areas (megaliters)*	0,015

*The water consumption data in 2020 was estimated based on the average monthly water consumption in the year 2021, since it remained at the same level during the period.

RA2020

WASTE

GRI 306-3

All the company's hospitals carry out waste management based on the Management Plan for Health Service Waste (PGRSS), a suite of documents that presents the actions required by environmental and health surveillance agencies and provides guidelines on waste management, including the stages of generation, segregation, packaging, collection, storage, transportation, processing and final disposal.

The weighing of the waste generated is carried out daily and, depending on the hospital, it can be done by its own management or by an outsourced company.

In 70% of the hospitals, we carry out public awareness events, aiming at the waste generation reduction.

WASTE GENERATED (TONS)*

	2020
Hazardous	
Hospital Waste (Class I)	4,319
Non-hazardous	
Common waste (Class II-A)	17,183
Total	21,502

*The calculation above does not consider the common waste generated by Palmas Medical and Santa Thereza hospitals, because they are collected by the city hall.

ENERGY

GRI 302-1

“By the end of 2020, 50% of the hospitals under our management had already migrated to the free energy market.”

This is a strategy adopted by the company to obtain energy from sustainable sources and to be more cost-efficient.

Given that energy represents one of the biggest costs for our operation and that we are one of the biggest players in hospital management and in energy consumption, these initiatives are extremely significant for the business sustainability.

ENERGY CONSUMPTION WITHIN THE COMPANY (MJ)

	2020
Fuels from non-renewable sources	
LPG Gas	1,687,025
Diesel Oil	111,757.74
Gasoline	18,705.22
Total	1,817,487.96
Fuels from renewable sources	
Natural Gas	1,418,087.00
Total	1,418,087.00
Electricity Consumption	60,344,806.28
Heating energy consumption	1,810,344.17
Cooling energy consumption	24,137,922.49
Steam energy consumption	1,206,896.11
Total energy consumed	90,735,544.02

* The energy consumption data in 2020 was estimated based on the monthly average energy consumption in the year 2021, since it remained at the same level during the period.

Relationship with society

GRI 103-1 / 103-2 / 103-3

We are committed to life in all our relationship levels, acting through humanized treatment while respecting the diversity of people. We carry out our own social projects that benefit the communities where we operate, and we support other social actions outside our scope of activity.

PARTNERSHIPS WITH THE GOVERNMENT

In 2020, in our relationship with the Unified Health System (SUS), we usually perform transplants and dialysis on patients coming from the public network. In 2020 we performed 65 transplants of this nature, but our work with the public authorities went beyond this. Given the need for beds arising from the Covid-19 pandemic, we loaned beds from our hospitals in Tocantins and Mato Grosso to the SUS.

We also participated in the "Together for the Breast" project, a partnership between Santa Casa de Misericórdia, PicPay, and Kora Saúde. Our procurement team - given its broad negotiation expertise - was responsible for conducting the negotiations for the purchase of inputs and equipment, generating relevant savings for the institution.



SUPPORTED SOCIAL PROJECTS

CÂNCER DE BOCA
Campinas (SP)

Project that aims to use mass spectrometry to identify potential biomarkers of oral cancer from proteins collected from liquid biopsies (saliva). This enables the flourishing of an innovative methodology capable of accurately classifying patients with and without neck metastasis. In other words, it makes it possible to predict a prognostic profile, capable of indicating personalized and more effective treatments for patients.

REMANDO PARA INCLUSÃO
Campinas (SP)

Every year, the project serves about 100 children, teenagers, young people, and adults with disabilities, syndromes, disorders, and learning difficulties. Divided into two classes - morning and afternoon - the students receive theoretical and practical rowing classes aimed at physical, intellectual, and sensory habilitation and rehabilitation. This allows students to enhance their psychomotor skills, physical independence, autonomy, and socialization while practicing the sport.

EMPREENDENDO NA MELHOR IDADE
Belo Horizonte (MG)

The project, which has already impacted more than 2,400 elderly people, aims to provide training on entrepreneurship to rescue the self-esteem of this public. As a result, these people can be reinserted into social and economic activities, changing the paradigm of their daily lives.

EM CENA
Vitória (ES)

The project goes around the country performing cultural caravans, with all the infrastructure of lighting, sound, and dressing rooms that a mobile theater needs. It also has a cinema screen, 500 stools, and a 300 m² tent to shelter the audience and the stage from both rain and sun. Among the activities developed are theater shows - for adults and children -, puppet theater, circus, recreational activities, storytelling, cinema sessions, and a library with more than 500 children's titles.

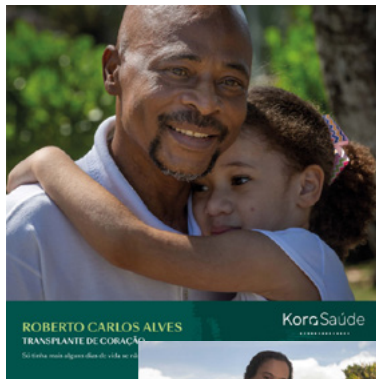
PROJETO LUNNAR/TAMPATINHAS
Cuiabá (MT)

The project's acronym means "(Fight and Union of Friends for Animals at Risk)" and is a project that emerged in 2017 from the union of animal cause protectors. The project has been doing actions to support hundreds of abandoned animals in precarious situations, taking care of dogs and cats and rescuing animals who are mistreated. The funds raised are earmarked for homeless animals.

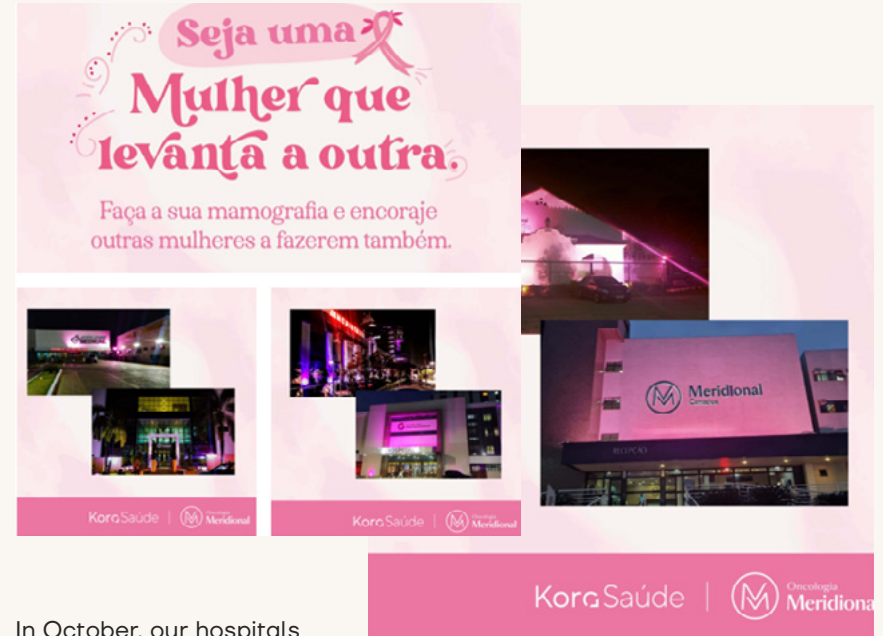


SOCIAL NETWORK ENGAGEMENT

Social networks play a critical role in disseminating information, given their capacity for outreach and engagement. Aware of this, we used Kora and Rede Meridional's social networks to deliver relevant communications about Covid-19 and other health-related topics throughout 2020.

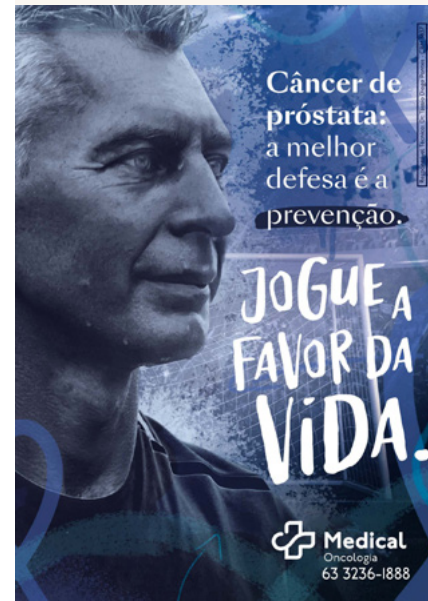


We are one of the largest transplant centers in the country. With this in mind, in the month of September, we ran the campaign "Be a Multi Donor". It was part of Green September, a movement that aims to remember the importance of organ donation and to honor some of our patients who underwent transplants in our Meridional Cariacica hospital.



In October, our hospitals wore pink with the intention of encouraging mammography and highlighting the importance of early detection of breast cancer. The campaign

was widely advertised in our social networks so as to reach women all over the country.



Finally, in November, Kora's attentions turned to prostate cancer awareness. Therefore, we launched the Blue November campaign at Oncologia Meridional with the mission of removing the myths and taboos about the theme through information, raising awareness and stimulating the male public to keep prevention up to date.

5. Attachments

GRI Content Index

GRI 102-55

GRI ASPECT	DISCLOSURE NUMBER	DESCRIPTION	REFERENCE / DIRECT ANSWER
GRI – Universal Disclosures 2016			
Organizational Profile	102-1	Name of the organization	Page 8
	102-2	Activities, brands, products and services	Page 8
	102-3	Location of headquarters	Page 8
	102-4	Location of operations	Page 8
	102-5	Ownership and legal form	Page 8
	102-6	Markets served	Page 8
	102-7	Scale of the organization	Pages 8 and 25
	102-8	Information on employees and other workers	Page 32
	102-9	Supply chain	In 2020, the Company had 335 suppliers (all Brazilian) with active contract and/or supply agreement, representing a total of R\$400,000,000.00 in expenditures.
	102-10	Significant changes to the organization and its supply chain	Pages 23 and 25 Among the changes in 2020 are: <ul style="list-style-type: none"> · Implementation of a Distribution Center in Espírito Santo; · Automation of the planning and purchasing process; · Acquisition of two new hospitals in Tocantins; · Growth in the product importation process.

GRI ASPECT	DISCLOSURE NUMBER	DESCRIPTION	REFERENCE / DIRECT ANSWER
Organizational Profile	102-11	Precautionary Principle or approach	Page 22 Despite not following the precautionary principle, the Company has a robust risk management process, described in the Risk Management and Internal Controls Policy.
	102-12	External initiatives	At the end of 2020, the Company was not a signatory or endorser of any type of external initiative
	102-13	Membership of associations	ANAHP - Associação Nacional de Hospitais Privados
Strategy and analysis	102-14	Statement from senior decision-maker	Page 3
Ethics and integrity	102-16	Values, principles, standards, and norms of behavior	Pages 10 and 22
Governance	102-18	Governance structure	Page 18
Stakeholder engagement	102-40	List of stakeholder groups	Page 5 The materiality process in 2020 did not include a general consultation with stakeholders, but instead only with the Company's senior management. The initiative is described on page 5.
	102-41	Collective bargaining agreements	Page 32
	102-42	Identifying and selecting stakeholders	Page 5
	102-43	Approach to stakeholder engagement	Page 5
	102-44	Key topics and concerns raised	Page 5
Reporting Practices	102-45	Entities included in the consolidated financial statements	Hospitals under the Company's management on 12/31/2020: <ul style="list-style-type: none"> · Hospital Meridional Cariacica · Hospital São Luiz · Hospital Meridional Praia da Costa · Hospital São Francisco · Hospital Meridional São Mateus (ES) · Hospital Meridional Serra · Hospital Meridional São Mateus (MT) · Hospital Meridional Vitória · Hospital Palmas Medical · Hospital Santa Thereza
	102-46	Defining report content and topic Boundaries	Page 5
	102-47	List of material topics	Page 5

GRI ASPECT	DISCLOSURE NUMBER	DESCRIPTION	REFERENCE / DIRECT ANSWER
Reporting Practices	102-48	Restatements of information	Being the company's first report, there were no restatements.
	102-49	Changes in reporting	Being the company's first report, there were no changes.
	102-50	Reporting period	Page 5
	102-51	Date of most recent report	Page 5
	102-52	Reporting cycle	Annual
	102-53	Contact point for questions regarding the report	Page 5
	102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option
	102-55	GRI content index	Page 43
	102-56	External assurance	The Report was not externally verified.
Material theme: Ethics & Compliance			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Pages 5 and 18
	103-2	The management approach and its components	Page 18
	103-3	Evaluation of the management approach	Page 18
GRI 102: Universal Disclosures 2016- Ethics and Integrity	102-17	Mechanisms for advice and concerns about ethics	Page 22
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Page 22 There were no trainings and capacity building in the period to avoid crowds on account of the Covid-19 pandemic.
	205-3	Confirmed incidents of corruption and actions taken	In 2020, the Company did not identify any cases of corruption.
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices and main outcomes	Currently, some of our hospitals are in administrative proceedings with the Administrative Council for Economic Defense (CADE), where settlements have been reached and are paid on a monthly basis. In 2020, the amounts paid totaled R\$ 455,780.37.

GRI ASPECT	DISCLOSURE NUMBER	DESCRIPTION	REFERENCE / DIRECT ANSWER
Material theme: Team of excellence			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Pages 5 and 32
	103-2	The management approach and its components	Page 32
	103-3	Evaluation of the management approach	Page 32
GRI 401: Employment 2016	401-1	Total number and rate of new employee hires and rate of employee turnover	Page 33
GRI 403: Occupational Health and Safety 2018	403-3	Occupational health services	Page 35
	403-9	Work-related injuries	Page 35
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee, by gender and employee category	Page 34
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Pages 18 and 37
Material theme: Efficient environmental management			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Pages 5 and 38
	103-2	The management approach and its components	Page 38
	103-3	Evaluation of the management approach	Page 38
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Page 39
GRI 303: Water and Effluents	303-5	Total water consumption	Page 38
GRI 306: Waste 2020	306-3	Total weight of waste generated	Page 39

GRI ASPECT	DISCLOSURE NUMBER	DESCRIPTION	REFERENCE / DIRECT ANSWER
Material theme: Our care			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Pages 5 and 30
	103-2	The management approach and its components	Page 30
	103-3	Evaluation of the management approach	Page 30
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 31

Credits

EDITORIAL PROJECT, WRITING, CONSULTING, GRAPHIC PROJECT, LAYOUT AND TRANSLATION

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