



REGINA MARIA
REȚEAUA PRIVATĂ DE SĂNĂTATE

Sustainability report

2021

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Our development over time

November 30 1995

Centrul Medical Unirea, a new name on the private healthcare services market!

The beginning is marked by a cardiology practice in an apartment in Union Square, founded by Dr. Wargha Enayati.

1996

We are the first private healthcare services provider to introduce the concept of medical subscriptions in Romania, with a medical package that included services as occupational medicine, family medicine, primary medicine, pre-hospital services, outpatient (ambulatory) treatments, as well as emergency and hospitalization systems.

1999

We officially inaugurate the first CMU medical center with multiple specialties – CMU Unirea.

2001

We have opened two new clinics – CMU Enescu and CMU Opera Center.

2001 was also the development year of the CMU Net Project, the national network of partner clinics throughout the country.

2004

We opened "Clinica pentru Femei CMU Arcul de Triumf" – a new concept of medical care on the Romanian market. From fertility to menopause, in the new clinic every woman benefited from assistance, preventive counseling, monitoring, treatment or even surgery.

2005

The year is marked by the opening of three new polyclinics: CMU Charles de Gaulle, CMU Bucharest Business Park and CMU Iride. Moreover, in 2005, both the CMU's own Surgery Clinic and the public-private collaboration with the CMU Elias Maternity Hospital were inaugurated.

2006

CMU initiates an investment attraction process, completed in February 2007, when the transaction with 3i Plc results in the largest investment in the private healthcare system in Romania.

2008

The year of investments. CMU expands outside Bucharest.

The first step: the acquisition of the Moșilor Medical Center, owner of two medical clinics in Cluj Napoca. Avamedica follows, 3 medical clinics in Constanța, where the takeover was followed by the construction of a new Diagnosis and Treatment Center, together with Avamedica.

CMU Kids – the first pediatric clinic dedicated to young patients.

Diagnosis and Treatment Center – early detection of particularly serious conditions through the use of the most advanced techniques and equipment available at the moment.

REGINA MARIA Obstetrics and Gynecology Hospital – the most modern hospital for obstetrics and gynecology, with the latest equipment and techniques, including the possibility of water birth.

Academic Partnership – we have developed a partnership with a series of medical personalities from Romania and abroad; 30 university professors give consultations and ensure interventions in CMU clinics, arranged according to an agreed timetable.

VIP Health Check – an innovative health scanning program.

A complete clinical examination, in one day, a complex process of assessing health status.

Stem-Health Unirea – The stem cell bank benefits from a significant contribution of know-how from New England Blood Cord Bank, the world's most important stem cell bank, connected to the research center at Harvard University.

2009

The expansion series continues: CMU Ploiești, a greenfield project with local partners. Two new CMU clinics in Bucharest.

The occupational medicine clinic moves to a new space in Iride Park.

CMU Sema Parc – a new polyclinic closer to our patients in the 6th district.

2010

Advent International takes over a majority stake in CMU.

It is the largest transaction on the private healthcare services market in Romania at that time.

Advent acquires CMU with the vision to develop a player of premium healthcare services through acquisitions and organic growth, a leader on the private medical services market in Romania. Thus, in 2010, CMU almost doubled its activity and infrastructure by adding new clinics and maternity hospitals.

CMU inaugurates the Bacău Medical Investigation Center, after it bought the majority stake in CIM Bacău, in December 2009 - the largest acquisition in the country so far.

CMU Doroban i Polyclinic opens.

2011

CMU and Euroclinic become REGINA MARIA, The Private Health Network.

Following the rebranding, REGINA MARIA Maternity Hospital becomes REGINA MARIA Obstetrics and Gynecology Hospital, CMU Kids becomes REGINA MARIA Children's Polyclinic, and the Euroclinic Hospital is called REGINA MARIA Euroclinic Hospital.

Also, Stem-Health Unirea becomes an integral part of the health network under the name of Central Stem Cell Bank REGINA MARIA, while its own network of laboratories is called the REGINA MARIA Clinical Laboratories Division.

In partnership with St. Constantine's Hospital, we open the REGINA MARIA Medical Campus in Braşov, the largest private unit in the area.

2012

REGINA MARIA Băneasa Hospital opens, the largest hospital dedicated entirely to maternal and child health.

2013

The REGINA MARIA Piteşti Polyclinic opens, to provide patients in the area with quality medical services respecting Network' standards.

2014

REGINA MARIA continues the expansion of the Network and officially inaugurates 7 new locations:

REGINA MARIA Craiova Polyclinic, a second polyclinic in Cluj – Policlinica Muzeului, Policlinica Titu Maiorescu, the first clinic to open in a university, and four sample collection points, of which 3 in Bucharest and 1 in Ploieşti. Thus, the capital is strategically covered through 13 polyclinics, 2 hospitals and 3 sample collection points.

With the opening of the REGINA MARIA Craiova Polyclinic, the company reaches 21 locations nationwide. Baneasa Hospital becomes the first and only hospital in Romania accredited

internationally for quality and patient safety by the Joint Commission International (JCI) – certification received by only 3.6% of applicants.

2015

It is the year that marks the largest transaction on the Romanian healthcare services market, through the full acquisition of the shareholdings held by Advent International and Dr. Wargha Enayati, by Mid Europa Partners – the largest private equity fund, with investments in Central and Eastern Europe.

This transaction represents the beginning of a new stage of accelerated development of REGINA MARIA - The Private Healthcare Network. Three more clinics are opening: Dolphinarium Children's Polyclinic from Constanţa and the first two REGINA MARIA clinics in Iaşi and Timişoara – some of the largest in the Network.

We inaugurate the Private Care clinic – an exclusive and unique concept in Romania, through which medical services are personalized and tailored entirely to the patient's needs.

2016

The year begins with three important events:

Helios Medical Center completes the range of services we offer to clients in Craiova

Dr. Grigoraş Medical Centers are starting to consolidate our position in Timişoara

Ponderas Academic Hospital of Bucharest becomes part of REGINA MARIA - The Private Healthcare Network

Also in 2016, we opened the second polyclinic in Piteşti – Brătianu Polyclinic and the Medical Campus from Târgu Mureş and we announced the investment in the development of the first private hospital with integrated services in Cluj.

We celebrate 20 years since we introduced the corporate subscriptions.

2017

In 2017, we continued to invest in our development and we inaugurated the Central Laboratory in Bucharest - the first Roche reference center in Romania.

We opened the Victoria and Perla polyclinics and took over the Ixia Medica clinic, which became the Doamna Ghica Polyclinic.

We turned our attention to the little patients and inaugurated the Pediatric Somnology Center from the Băneasa Polyclinic, the Medical Recovery Center for Children from the Cotroceni Polyclinic and the Pediatrics Department from Ponderas Academic Hospital.

Across the country we also expanded with new polyclinics

in Ploiești and Slatina, we opened Occupational Medicine centers in Cluj-Napoca, Lugoj and Timișoara and we moved the Pia a 700 Polyclinic to a larger location.

In addition, we took over the Santomar Laboratory, the Prompt URG Private Ambulance Service in Cluj-Napoca and the Gastromond Medical Center in Constanța.

We ended the year with the inclusion of the PULS Hospital from Târgu Mureș in the Network.

2018

The year meant new acquisitions and openings:

Kinetic Sport & Medicine became part of the Network, offering top services to patients in Bucharest, Cluj-Napoca and Iași.

We opened an analysis laboratory in Buzău, 3 sample collection points in Bucharest and four new polyclinics:

Civic Center Polyclinic from Brașov

Cluj-Napoca Observatory Polyclinic

Pediatric Polyclinic from Craiova

and Aviatiei Polyclinic from Bucharest, offering Occupational Medicine services.

In addition, we took over the network of analysis laboratories and IDS imaging centers, Histria and Phoenix imaging centers in Bucharest and Hiperdia clinics in Cluj-Napoca, Arad and Orăștie.

We ended the year with the opening of the first private hospital with integrated services in Cluj-Napoca - the only large-scale unit with specific minimally invasive surgery in the city and the largest REGINA MARIA investment outside Bucharest.

2019

In 2019, we continued to expand and took over:

Dr. Bîrsășteanu and Telescan imaging centers in Timiș and Pozimed, in Constanța

Gastro Center in Craiova

Genetic Center Laboratories in Bucharest and Cluj-Napoca

Biostandard Laboratories in Oradea and Baia Mare.

In addition, we put Tulcea County on the map of the Network, by opening a new polyclinic, with medical services for adults and children.

We continued the acquisitions and took over:

Spitalul Première in Timișoara, the largest private hospital in the western region of the country.

Someșan Clinic in Baia Mare, the largest private healthcare center in Maramureș County.

In Bucharest, we expanded the UTM Polyclinic and the Enescu

Polyclinic (which now also hosts the first Infertility Diagnostic Center in REGINA MARIA) and opened The Light Premium Clinic - the largest pediatric polyclinic in the city.

2020

Although the year was difficult for the whole society and especially for the healthcare systems, we managed to continue to grow REGINA MARIA - The Private Healthcare Network as follows:

We took over the Endo Institute Timișoara, the Center of Excellence in Endometriosis, the largest center for endometriosis diagnosis and treatment in South-Eastern Europe and accredited by the European Endometriosis League (EEL) as a Level 3 Center of Excellence, the only one in Romania;

We launched the Virtual Clinic, the online medical consultation platform;

We launched the first e-commerce platform dedicated to subscribers, which is an online store, dedicated to employees of companies subscribed to the Network's services;

We inaugurated in Cluj the first Fertility and In Vitro Fertilization Center in the Network;

We opened the Primăverii Polyclinic in Bucharest;

We relocated and expanded the polyclinic in Bacău;

We increased the capacity of the hospital in Brașov and transformed it into a multidisciplinary hospital, which, in addition, was equipped with an ultra-high-performance line of laboratory analyzes;

Ponderas Academic Hospital was equipped with the first MAKO Robot in Central and Eastern Europe, with the help of which knee and hip prostheses are implanted;

Ponderas Academic Hospital, part of REGINA MARIA - The Private Healthcare Network, becomes the first and only multidisciplinary hospital in Romania to obtain from the Joint Commission International (JCI) the international recognition for the safety and quality of the medical act;

Central Stem Cell Bank REGINA MARIA is relocated to new premises, equipped with high-performance equipment and receives a new accreditation from the National Transplant Agency.

2021

In a year of increased challenges, facing COVID multiple variants, we continued to develop our business.

REGINA MARIA - The Private Healthcare Network inaugurated a medical office dedicated to COVID testing, in a gas station, near the International Airport in Bucharest proximity. Because REGINA MARIA is a pioneer of digitization, patients benefit of quick access to the results of tests performed by simply accessing the account from the REGINA MARIA mobile application or by using the site www.reginamaria.ro, entering the codes received at the reception. An easily accessible mobile office near the airport, with

quickly released results supports safe travel.

REGINA MARIA - The Private Healthcare Network took over the Columna Medical Center, the largest clinic in assisted human reproduction and in vitro fertilization. Columna Medical Center completes REGINA MARIA - The Private Healthcare Network's portfolio with integrated and personalized services for infertility problems offered by specialists with nationally recognized experience and with remarkable results, comparable to those of renowned clinics in Europe.

**Currently,
we are operating in:**



150 own locations



26 imaging centers



7 hospitals



28 analysis laboratories



5 day-hospitalization
centers



74 sample collection
points



4 maternity hospitals



330 partner clinics



10 medical campuses



1 stem cell bank

Message from our CEO



The last few years have made us all adapt and rethink our priorities, both as individuals and as organizational leaders. Very few of the old business models still apply, which is why organizations of the future are based on agility, transformation, digitization and – most importantly – on the impact they genuinely have in the societies and communities they belong to. For decades we've heard that people are the most important resource of any company – be them employees or customers or any person interacting with the brand. Now the time has come to actually put significant meaning and action behind these words. Which is what we intend to do here, in REGINA MARIA.

Going forward, we developed a multi-annual plan, rooted both on the needs specifically identified in our communities, as well as on the United Nations' Sustainable Development Goals. And because sustainability has begun to signify much more than just charity or CSR, we see it as an opportunity for us to take action and invest in a better future, considering three main pillars:

1. **Social** – because the nature of both our organization and the field of activity are to do good and make people's lives better through improved access to primary care, preventive medicine and education. Over the years, this will reflect in:
 - a) **Good health and well-being** for a larger part of the Romanian population
 - b) **Quality education** for future medical professionals
 - c) **Decent work and economic growth** for our employees and for a more modern health system
 - d) **Reduced inequalities** in accessing health care, which can be achieved through telemedicine, education and bringing primary care solutions closer to disadvantaged communities.
2. **Governance** – as leader of the private healthcare sector in Romania, it is our duty to set and follow the highest standards in the way we conduct our activity:
 - a) **Responsible consumption** – our aim being to reduce unused medical supplies, as well as paper and, at the same time, increase the use of recycled materials.
 - b) **Peace, justice and strong institutions** – we are responsible for our own organizational conduct, but also for consolidating the private – public partnership and for building a stronger, more efficient Romanian healthcare system.

3. **Environmental** – with climate changes already affecting our present lives, it's a challenge and an opportunity for any company to do its best to reduce its environmental footprint as much as possible:
- a) **Clean water and sanitation** – by extending the program for testing residual waters and developing a new project for neutralizing liquid waste in our laboratories
 - b) **Climate action** – a constant strive to reduce environmental impact and continually improve waste management.

Nonetheless, our top priority remains increasing access to modern health care and investing in quality education for the next generations of health workers. We strongly believe that health literacy is a powerful indicator of an overall healthy and prosperous society. At REGINA MARIA, we make it our duty to improve the health literacy of our communities.

By doing so, we aspire to become a (more) meaningful brand and to also inspire others to do good.

Because doing good is doing better.

Fady Chreih,

CEO, Regina Maria - The Private Healthcare Network



About our sustainability report

REGINA MARIA - The Private Healthcare Network ("the Group", "the Network" or "REGINA MARIA") publishes on a yearly basis the sustainability report to present its sustainability performance and at the same time to disclose the objectives the Group has committed to and through which it wants to contribute to a better future for current and future generations. Through this third sustainability report we present information on our social, economic and environmental impact in 2021, from 1st of January to 31st of December. The document is prepared in accordance with the current recommendations of international standards for sustainability reporting – Global Reporting Initiative (GRI) – Core option, together with the requirements of the Order of the Ministry of Public Finance no. 1.802 / 2014 regarding the annual financial statements and which partially transposes the provisions of Directive 2014/95 / EU regarding the disclosure of non-financial and diversity information. At the same time, we have taken into account the European Commission's Non-Binding Guidelines on Reporting of Non-Financial and Climate Information.

After a thorough assessment of the operating context and of our business, we have decided to use the materiality matrix developed in the 4th quarter of 2021; nevertheless, we shall conduct a materiality assessment every two years or whenever significant changes in the scope of our business or in the operating context take place, whichever occurs first. As such, for a correct and consistent reporting of our results from a business sustainability perspective, we kept in the spotlight the feedback received from stakeholders which were involved in the process of identifying topics of major importance for REGINA MARIA - The Private Healthcare Network. At the same time, we used the results obtained through a series of review procedures of the sustainability initiatives and regulations, both European and global, and we analyzed the GRI Standards, together with relevant information from the online press. A number of 19 important topics were proposed to be prioritized by the 7 identified stakeholders' categories, which were involved through an online questionnaire, specially developed to provide an easy way of interaction.

Each topic proposed in the questionnaire was assessed with values between 1 (very unimportant) and 5 (very important). Following the weighting of the answers received from the outside and inside of REGINA MARIA - The Private Healthcare Network, correlated with the responses received from top management and shareholders, the importance of each analyzed sustainability topic was determined. Of these, topics that scored higher than 4 were deemed relevant for inclusion in

our Sustainability Report. Thereby, a number of 15 material topics were identified and included in the Sustainability Report of REGINA MARIA - The Private Healthcare Network for the reporting period January 1 - December 31, 2021, these being presented in the adjacent materiality matrix. In addition to the topics identified, we have included 3 additional topics in our report to provide stakeholders and the general public with valuable information about our sustainability performance. In addition to the identified



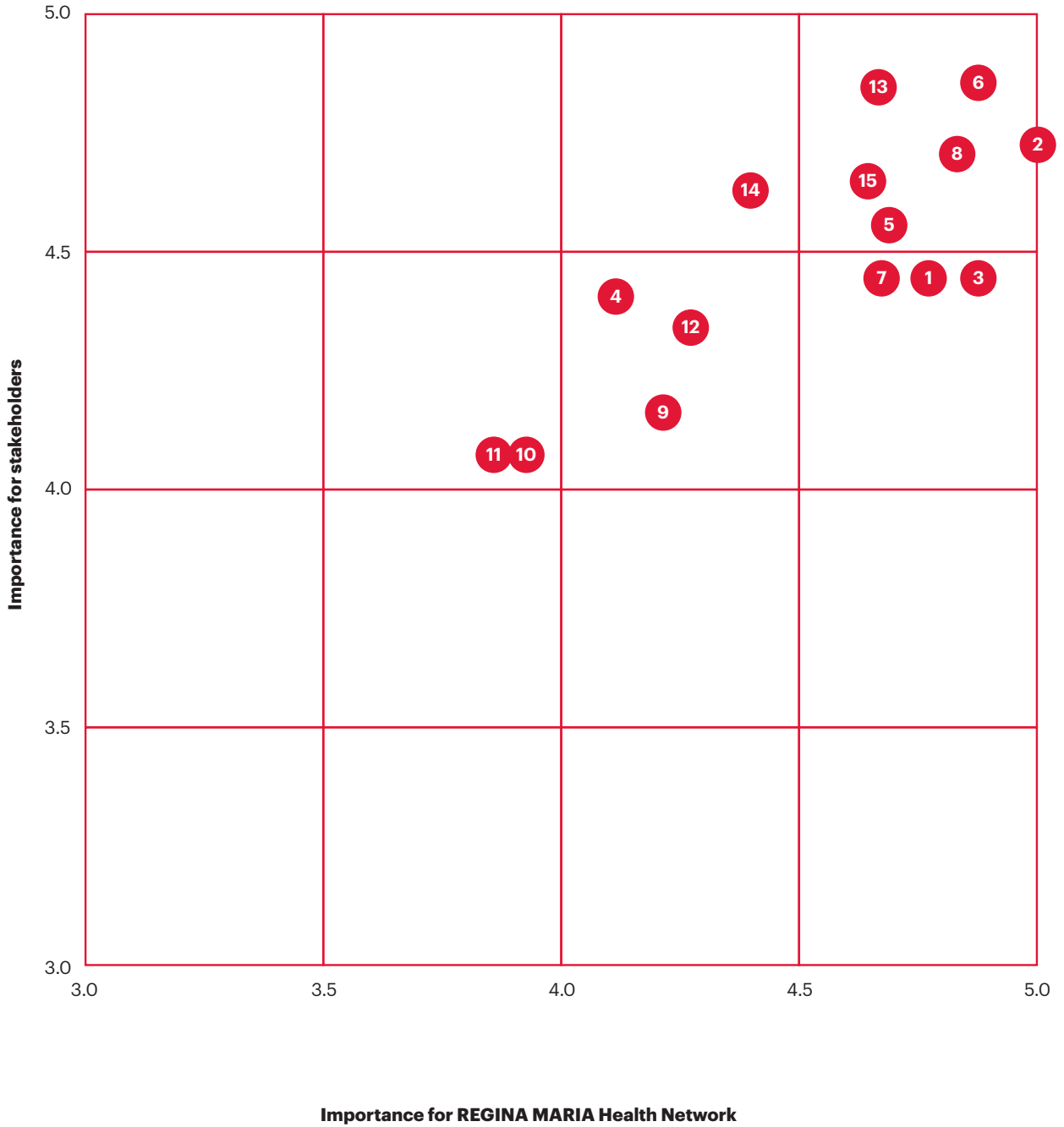
topics, we have included in our report 3 complementary topics to provide stakeholders and the general public with valuable information about our sustainability performance.

In the following, our report contains information on the material sustainability topics confirmed by the materiality analysis performed in 2021. In compiling this report, we used data sources based on internal systems to monitor our sustainability performance. The company, directors,

employees and other parties who worked on the report cannot be held liable for any loss, costs or expenses resulting from the use of the information provided in this report.

To help us become better at everything we do, please contact us by sending your request to our headquarters in Bucharest, 1st district, Globalworth Tower, 17th floor, 201 Barbu Văcărescu, București 02027.

Materiality matrix



The topics presented in the report resulted from the stakeholder consultation process

Social responsibility

1. **Management-employee relationship**
2. **Health and safety at work**
3. **Employee recruitment, development and retention**
4. **Ensuring diversity, gender equality, inclusion and protection of human rights at work**
5. **Right to opinion and feedback**
6. **Quality of care and patient satisfaction**
7. **Involvement in medical education and training activities**
8. **Patient and medical records confidentiality**
9. **Obtaining international quality accreditations**

Economic responsibility

1. **Direct economic value generated and distributed**
2. **The impact of medical subscriptions in Romania's economy**
3. **Responsible purchasing practices**
4. **Anti-corruption measures and business ethics**

Environmental responsibility

1. **Responsible management of emissions and waste**
2. **Compliance with environmental regulations**

About REGINA MARIA – The Private Healthcare Network

REGINA MARIA – The Private Healthcare Network comprises of a group of companies 100% owned by Centrul Medical Unirea SRL, owned by the investment fund Mid Europa Partners since 2015. We continued to grow organically and responded promptly to the needs identified in different areas of the country and provided our clinics with state-of-the-art equipment, thereby remaining devoted to our goal of providing exceptional quality services. We are recognized nationally and internationally for hospitalization services, outpatient consulting, imaging, laboratory and medical recovery.

Constant leader in terms of quality of medical services, with investments of euro 200 million in the development of the medical system in the last 10 years alone, REGINA MARIA – The Private Healthcare Network took over the leadership of the private medical services category with a net consolidated turnover of euro 285 million in 2021.

“ We have never had turnover as our goal, but we have always considered it to be the result of other things we do well, I dare say very well, for many years. My team and I are delighted that in the year in which we celebrated 25 years of existence, we ticked all the leading indicators of the Romanian medical services market.

Fady Chreih, CEO of REGINA MARIA - The Private Healthcare Network.

REGINA MARIA reports a 20% increase in net consolidated turnover in 2021 compared to 2020, the main growth factors being the comeback of the polyclinics, hospital and imaging divisions, together with the subscriptions division, thus leading the private medical services category in Romania through 3 extremely important things: **top medical performance, the best quality of medical services and the preferred provider of medical subscriptions** in the country.

REGINA MARIA managed, in a time of crisis, to fulfill one of its essential roles as a private medical institution – that of supporting the patient and the health system in Romania. 2021 was a challenging year for all of us, patients and medical staff alike. We have demonstrated the resilience and agility of REGINA MARIA – The Private Healthcare Network, and what makes us happy is that, through the medical, operational and financial results, our efforts and involvement in the society have been visible and rewarded by patients and partners. From the first days of the pandemic, we showed our readiness to mobilize all the resources at our disposal in the fight against COVID-19. Throughout the first and second year of COVID-19 pandemic, our laboratories participated heavily in the national testing effort, some working even 24/7, during the peak period of the pandemic and, starting with January 2021, we actively supported the national vaccination campaign by organizing vaccination centers in some Regina Maria locations.

REGINA MARIA was the first private provider to be involved, since March 2020, in RT-PCR testing; in 2021 alone, we have processed more than 250,000 RT-PCR tests and this number was almost triple throughout the entire pandemic period.

In 2021, the REGINA MARIA laboratory division, consisting of 28 laboratories across the country, processed almost 12 million medical tests.

REGINA MARIA reports growth in all business segments in 2021, compared to 2020:

- 16% growth in the medical subscriptions category, substantiated by the diversity and complexity of the products to which we added high accessibility through the Virtual Clinic.
- 22% growth in the hospitalization segment, the highest growth in the category – supported by the success of our measures to keep clinics and hospitals open and safe.
- 3% growth in the overall laboratory segment but 22% growth excluding RT-PCR tests.

We have grown continuously, today being able to proudly report an average annual increase of over 20% in the number of employees in the last 5 years as well as the opening of new centers through greenfield investments but also through the acquisition of other clinics and hospitals from all over the country.

The positive impact of REGINA MARIA - The Private Healthcare Network spreads in the Romanian economy by supporting the employment in its local suppliers as well, directing towards them over 95% of the acquisitions managed by the specific department and more than euro 65 million. Also, in the last year we have made investments of euro 23.5 million and we have supported local communities by creating new jobs throughout the country.

Through the taxes paid to the state and local budgets, we supported the Romanian economy with more than euro 40 million in 2021 only. During the reporting period REGINA MARIA - The Private Healthcare Network recorded total revenues of euro 285 million

https://www.reginamaria.ro/sites/default/files/nota_informare_pacienti.pdf

IN 2021 WE ACHIEVED:

12 million

LAB TESTS

19,000

SURGICAL INTERVENTIONS

2,3 million

OUTPATIENT VISITS

7,300

BIRTHS

197,000

MRI & CT IMAGING SEGMENTS

4,600

COLLECTED STEM CELLS SAMPLES

Cluj
1 hospital
5 polyclinics
3 laboratories
1 imaging center

Baia Mare
1 hospital
2 laboratories
1 imaging center
Day hospitalization

Târgu Mureș
1 hospital
1 polyclinic
2 laboratories
2 imaging centers

Iași
2 polyclinics
1 laboratory
1 imaging center

Bacău
1 polyclinic
1 laboratory
1 imaging center
Day hospitalization

Oradea
2 laboratories

Arad
1 imaging center

Timiș
1 hospital
7 polyclinics
3 laboratories
5 imaging centers

Brașov
1 hospital
2 polyclinics
3 laboratories
1 imaging center

Craiova
3 polyclinics
2 laboratories
1 imaging center
Day hospitalization

Slatina
1 polyclinic
1 laboratory

Pitești
2 polyclinics
2 laboratories

Sibiu
1 laboratory

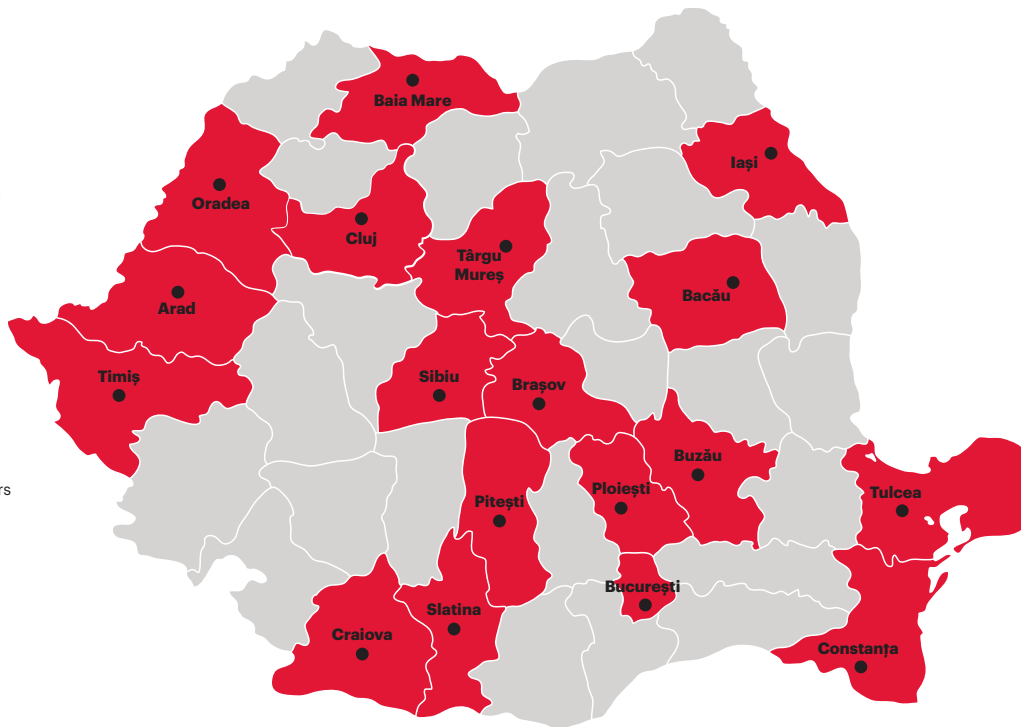
Ploiești
1 polyclinic
1 laboratory

Buzău
2 laboratories

București
18 polyclinics
10 laboratories
3 hospitals
9 imaging centers
1 specialized IVF center

Tulcea
1 polyclinic

Constanța
4 polyclinics
4 laboratories
3 imaging centers
Day hospitalization



Governance and compliance

REGINA MARIA – The Private Healthcare Network continues to pay great importance to business development in a sustainable manner, emphasizing the integration of good corporate governance practices in the company's management. The Code of Ethics, together with the legislation in force, the Medical Code of Ethics, the Anti-Bribery and Anti-Corruption Policy and other internal regulations are the foundation on which the business is run and ensures a positive development in the future, demonstrating responsibility towards all our stakeholders. We are convinced that our mission to build a health network that shows the community we live in that we truly care about people can be accomplished only in conjunction with an ethical behavior of each of us. For this purpose, we have implemented effective organizational structures and assigned roles and responsibilities throughout the organizational structure, thus ensuring that high standards of corporate governance and integrity are met and become a way of life for every stakeholder we interact with.

Our Board of Directors (BOD), led by Mid Europa Partners,

one of the most important private equity funds in Europe, ensures the vision and strategic direction of REGINA MARIA - The Private Healthcare Network, constantly investing in the expansion of our business. The Board of Directors is composed of representatives of the shareholders, the Chief Executive Officer and 3 elite doctors, who are responsible for making decisions about business management and growth and create long-term value. The Group's management is directly involved in the implementation of the decisions taken by the members of the Board of Directors through the CEO, who coordinates the Management Committee. The role of the Medical Advisory Committee (MAC) is to support, from a medical perspective, the medium- and long-term strategy of REGINA MARIA - The Private Healthcare Network and is composed of our hospitals' medical directors, as well as medical directors or doctors with impressive professional performance. MAC is the body that analyzes, debates and approves all aspects related to the proper coordination and operation of our locations, so that patients benefit from the same high-quality services, regardless of the medical unit to which they address.



**Matthew
Strassberg**

PARTNER, MID EUROPA



Berke Biricik

PRINCIPAL, MID EUROPA
PARTNERS



Fady Chreih

CEO



Dr. Nirvana Georgescu

DIRECTOR PATIENT QUALITY AND SAFETY



Prof. Dr. Cătălin Copăescu

DIRECTOR MEDICAL, PONDERAS ACADEMIC HOSPITAL



Dr. Hadi Rahimian

DIRECTOR MEDICAL, REGINA MARIA BĂNEASA HOSPITAL

The Ethics Council operates within REGINA MARIA - The Private Healthcare Network as an integral part of the MAC, whose activity is regulated by the Ethics Council management and functioning regulation. Ethics Commissions that operate on the basis of a specific regulation, composed of representatives of all staff categories, regardless of the contractual form, are organized at each of our hospitals level. Through its activity, the Ethics Council has the following roles:

- ➔ to promote the organization's ethical standards in all aspects related to the provision of healthcare services,
- ➔ to monitor compliance with ethical principles in medical activity,
- ➔ to discuss issues related to non-compliance with the principles governing medical activity and the relationships between healthcare professionals and the relationship with the patient and to provide resolutions on the analyzed ethical issues.

Our organizational structure directly supports the exceptional level of quality of the medical act, patient safety and the creation of similar positive experiences for all patients of REGINA MARIA - The Private Healthcare Network.

REGINA MARIA - The Private Healthcare Network provides training on an annual basis on topics like fair competition and anti-fraud behavior to people in management positions.

The company has a clearly defined ZERO tolerance Policy against all forms of bribery and corruption and prohibits

bribery and corruption, either directly or indirectly, through third parties, in any form, in all its operations. The company actively encourages employees to report without fear of reprisals any suspicions of corruption through the e-mail address integritate@reginamaria.ro and is committed to provide support to these people, as well as to treat any discussions as highly confidential. In addition, to ensure that the Anti-Bribery and Anti-Corruption Policy is known throughout the organization, we run an annual testing program of all employees with management positions on knowledge of fraud prevention rules; in 2021, over 300 managers responded to this questionnaire. All these efforts ensured an exemplary behavior within the organization, so that REGINA MARIA - The Private Healthcare Network was not involved in acts of corruption and was not the subject of any investigation regarding unfair competition practices.

Fundamental values of REGINA MARIA

- The Private Healthcare Network

From the very beginning, REGINA MARIA aimed to lay the foundations for a top quality health care system in which the best doctors and state-of-the-art equipment contribute together to building a memorable positive experience for all patients who come to us.

We put patient satisfaction at the center of our attention and permanently increase the quality level of our services, setting a new and solid quality standard in the field of medical services in Romania. The confirmation of our leadership in quality also comes from the fact that REGINA MARIA - The Private Healthcare Network is the only medical provider with 14 international accreditations.

Furthermore, we have one of the largest footprints in the country, offering integrated services, which respond to all possible medical needs of our patients. Today, we manage a portfolio of over 720,000 corporate and individual subscriptions through services that include occupational medicine, primary medicine, pre-hospital services, outpatient (ambulatory) treatments, emotional counseling

and wellbeing programs, to emergency and hospitalization systems.

After 26 years of activity, we know that the trust of our patients must be earned and maintained every day, with every personal experience, and therefore we fulfill the promise of respecting the highest professional standards, based on thoroughly-detailed procedures, refined over time. The high standards of our activity are determined by the conduct of each employee and collaborator who, through each action, helps us be our patients' first choice for many top services, such as maternity, pediatrics and corporate subscriptions – to name just a few. Today, the values that unite us are reflected in all the actions and decisions we make in relation to our patients, clients, colleagues and business partners.

Our values are the pillars on which we build the path that unites the moment today with our vision for the future. These values are the references that guide each of our employee when they have to make decisions or act in unforeseen situations.

The FUNDAMENTAL VALUES of REGINA MARIA - The Private Healthcare Network are:



Impact

- Positive memorable experiences offered to the patient and to the external and internal client.



Entrepreneurial collaboration

- Collaborative negotiation
- Assertive communication
- Pursuing common end goals
- Win-win solutions



Care for people

- Empathy
- Warmth
- Active listening
- Solution orientation



Continuous learning

- Self-development
- Development / training of others
- Unconditionally sharing information and experience
- Constructive feedback



Integrity

- Taking responsibility for actions and decisions
- Not looking for guilt
- Having the courage to take responsibility for what we decide and what we communicate
- Taking decisions in everyone's interest, not in our own interest or that of our department

We are constantly improving ourselves to meet the needs of our patients and because we want to give them the freedom to interact with us in any way they want and at any time of the day, we have massively invested in digital applications through which the user has access to its medical history — consultations, lab tests, surgeries, as well as the possibility to make online appointments, through the Virtual Clinic. Because we want to take care of our patients even outside our units, the mobile app gives them access to various useful functions such as setting an alert to remind them that it is time to take a certain pill or finding the nearest REGINA MARIA polyclinics and hospitals. Or even consulting a doctor, live, from anywhere in or outside the country.

Although the kindness and professionalism of the receptions staff of REGINA MARIA - The Private Healthcare Network are highly appreciated by our patients, we respect and understand the value of personal time; thus, we developed the Self-Check-In software application through which the patient activates the appointment and is guided to the doctor's office who is waiting for him.

Quality of REGINA MARIA services

As the first private healthcare provider in Romania, REGINA MARIA is the company that is writing the next chapter on the future of medicine. We are committed to achieve excellence in everything we do, thus providing our patients and other stakeholders with the best possible results. The quality of the health care services we provide to our patients ensures patient satisfaction – the most important reward for us. At the same time, the trust our patients place in us obliges us to strive to become better every day, an ambition well placed in our DNA.

The only healthcare provider with 14 international accreditations

“ For me, performance means recognition, especially that certified by international organizations, and having the endorsement of the strongest and most respected medical accreditation institutions in the world, as we have in REGINA MARIA - The Private Healthcare Network, I consider it a great performance.

Nirvana GEORGESCU, Quality and Patient Safety Director. ”

Our accreditations and certifications received from independent third parties confirm the high quality of the services we provide and our capacity to meet and even exceed our patients' needs. Furthermore, they ensure our stakeholders that REGINA MARIA is a well-run business that has structure, is stable and ready for even more growth, that goes beyond respecting the legal requirements.

best-in-class accreditation programs for medical professionals, surgeons, hospitals and freestanding outpatient facilities throughout the world. These programs improve the safety and quality of patient care and lower the overall costs associated with successful treatment. Data, provided by program participants, is used to determine which treatments achieve the best outcomes. This information enables clinicians, patients, payors and policymakers to make informed decisions that improve health care delivery.

SRC believes that even the best can improve. Excellence is not simply an achievement – it is a culture that must be sustained. SRC has performed thousands of inspections throughout the world and is in a unique position to provide the experience it has gained to those who wish to improve beyond their accreditation.



ISO accreditation

All REGINA MARIA locations were supervised to monitor the conditions for maintaining ISO accreditation and no major non-compliances were identified.



RENAR accreditation

All medical laboratories have been re-evaluated and maintained RENAR accreditation, essential to maintain our patients' trust.



SRC (Surgical Review Corporation) accreditation for Centers of Excellence – USA

SRC is a nonprofit, patient safety organization that develops and administers



IFSO (International Federation for the Surgery of OBESITY AND METABOLIC DISORDERS) – EU

IFSO is a scientific organization that brings together surgeons and integrated health professionals, such as nurses, practitioners, dieticians, nutritionists, psychologists, internists and anesthesiologists, involved in the treatment of morbidly obese patients. IFSO regulations aim to optimize the treatment of patients with severe obesity and the treatment of patients

with metabolic diseases. One of the main objectives of IFSO is to support its members in matters directly related to their profession and organizes the annual world congress, which provides a forum to exchange knowledge on surgical treatment of severely obese patients, to present new techniques, research and concepts, and to meet the experts in the field.

services from around the world. The mission of JCI is to continuously improve the safety and quality of care in the international community through education, advisory services, and international accreditation and certification.

Joint Commission International (JCI) works to improve patient safety and quality of health care in the international community by offering education, publications, advisory services, and international accreditation and certification. In more than 100 countries, JCI partners with hospitals, clinics, and academic medical centers, health systems and agencies, government ministries, academia, and international advocates to promote rigorous standards of care and to provide solutions for achieving peak performance.



Joint Commission International (JCI) – USA

The Joint Commission is a United States-based organization founded in 1951, that accredits more than 22,000 US health care organizations and programs; the international branch accredits medical

International accreditations in REGINA MARIA network

Ponderas Academic Hospital is the only hospital in the world with 9 international accreditations from SRC, JCI and IFSO.

Băneasa Maternity Hospital is the only maternity hospital in Romania accredited for the quality of care and patient safety by JCI.

Euroclinic is the only center of excellence in Romania in minimally invasive gynecological surgery and a center of excellence in breast pathology, both accredited by SRC.

The Gastromond Clinic in Constanta is the only polyclinic in the world accredited by SRC, in the field of digestive endoscopy.

In total, **14 international accreditations** have been obtained so far throughout the network; in this ongoing process, evaluations and re-accreditations are carried out every three years.

Moreover, **Premiere Hospital** in Timișoara submitted all the necessary documents for **SRC accreditation** for both the Center of Excellence in Orthopedic Surgery (COEOS) and the Center of Excellence in Multidisciplinary Endometriosis Care. The accreditation visit is to be organized.

Euroclinic and **Ponderas Academic Hospital** have gone

through all the necessary steps for SRC re-accreditation of centers of excellence and are awaiting re-accreditation certification as follows:

1. Euroclinic Hospital – Re-accreditation of the Center of Excellence in Minimally Invasive Gynecology
2. Ponderas Academic Hospital – Re-accreditation of:
 - a. Center of Excellence in Bariatric Surgery
 - b. Center of Excellence in Hernia Surgery
 - c. Center of Excellence in Colorectal Cancer
 - d. Center of Excellence in Orthopedic Surgery

Building trusting relationships with our patients

The latest survey conducted at the end of 2021 shows that REGINA MARIA is the patients' first choice when it comes to medical subscriptions, consults and investigations for both adults and children, as well as for hospitalization services. Patients' confidence in the medical services offered by REGINA MARIA has been growing steadily year-over-year and is significantly higher than that granted to competitors in the private healthcare market.

Category	
Polyclinics	84%
Virtual clinic	82%
Ambulatory	85%
Imagistics	80%
Hospitals	92%
Sample collection points	85%
Occupational medicine	84%
Regina Maria (overall)	84%

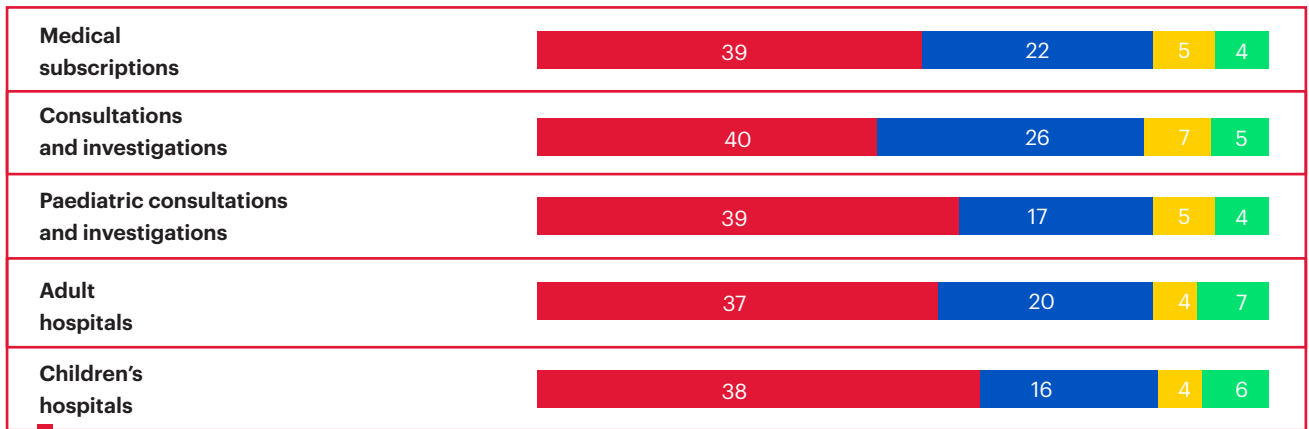
Net Promoter Score

For us, patients' satisfaction is very important, so that, through multiple feedback channels, we continuously collect and monitor the opinion of our patients in order to understand the opportunities for improving the services we provide.

We are pleased with the results highlighted by the Brand performance survey of private health care providers, conducted online by IPSOS in December 2021, which reveals that, for all categories analyzed, the satisfaction of REGINA MARIA patients is the highest in the medical services market and at least twice as high as that of our competitors.

Alongside the brand performance survey, we also conduct internal patient satisfaction evaluations, based on the post-consult

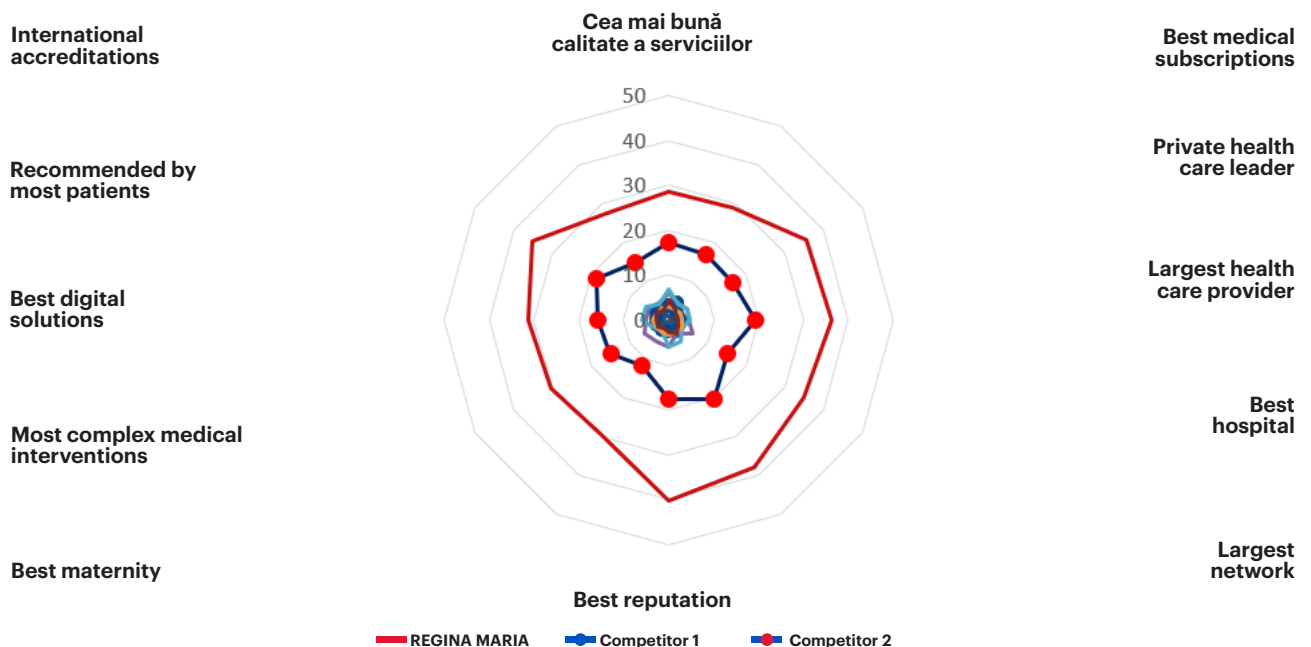
or post-op questionnaires, where patients' loyalty to the REGINA MARIA is analyzed. Based on the answers provided by 96,655 respondents, REGINA MARIA Polyclinics obtained a NPS score of 84%, and by queried 4,063 respondents, REGINA MARIA Hospitals obtained a NPS score of 92%. The Virtual Clinic, launched in March 2020, has an average NPS score of 82%.



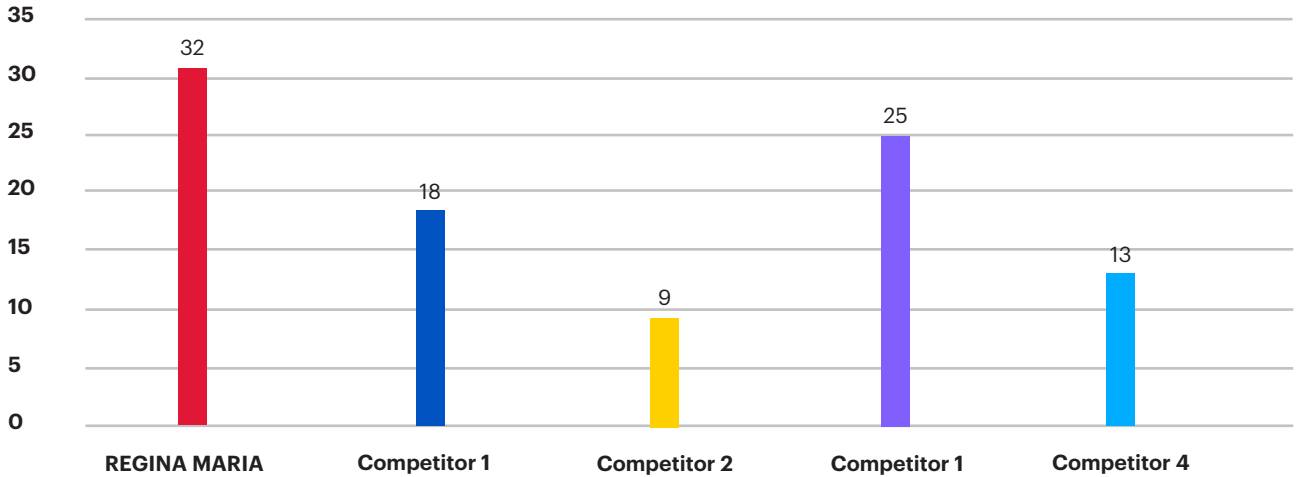
REGINA MARIA Competitor 1 Competitor 2 Competitor 3

Private health care providers survey of performance, conducted online by IPSOS in December 2021, on a sample of 2125 people aged between 18 and 55 years, in 16 cities throughout the country. The maximum sampling error is +/- 2.3%.

By far the best clinic, REGINA MARIA has the best reputation, with the largest network and the best hospitals.



Net Promoter Score NPS



For our clients' satisfaction, we are constantly increasing the number of online services we make available to them and we offer maximum flexibility both through the REGINA MARIA mobile application and through our website. The results for 2021 are as follows:

188,304

NEW ONLINE ACCOUNTS

1,056,338

ONLINE APPOINTMENTS (APP, PORTAL AND CHAT)

4,7/4,8

8 RATING IN APP STORE/GOOGLE PLAY

360,950

MOBILE APP DOWNLOADS

58,915

ACCOUNTS VALIDATED BY FACIAL RECOGNITION

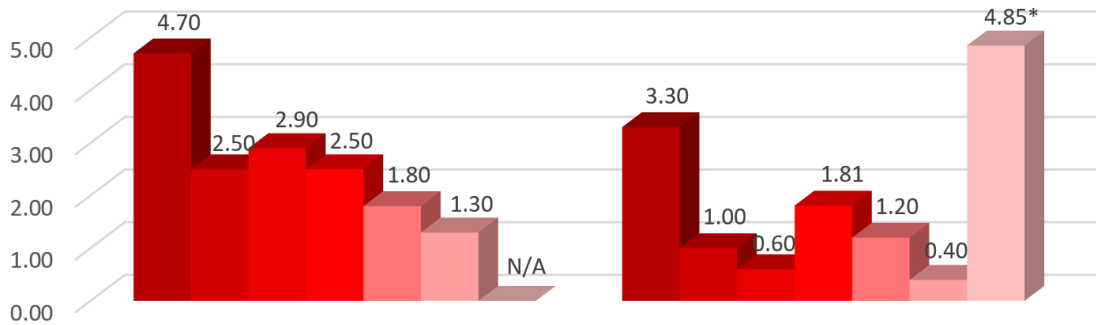
At the same time, we take care of our patients' data and offer a series of tools that allow them full control over their own sensitive data, but also over the administrative ones. In each patient's own account, available on any type of phone, tablet or PC, each patient can analyze how personal data will be processed as well as the rights to their own information, electronic agreements on how the communication between REGINA MARIA and the patient takes place; the patient is offered the opportunity to download the medical documents from the medical file or may save medical documents issued by any organization in the records of the organization constituting the patient's medical record; also the possibility to make online appointments or pay for online services is offered.

Health care quality indicators

For REGINA MARIA hospitals we present below the health care quality indicators that allow the comparison of our performance with the international benchmark. At the same time, these indicators help patients to make informed decisions, easily understanding the level of performance achieved in our hospitals. Data presented are extracted from QlickSense, Inpatient report, developed during 2021, which contains health care performance indicators.

Readmission rate [%]

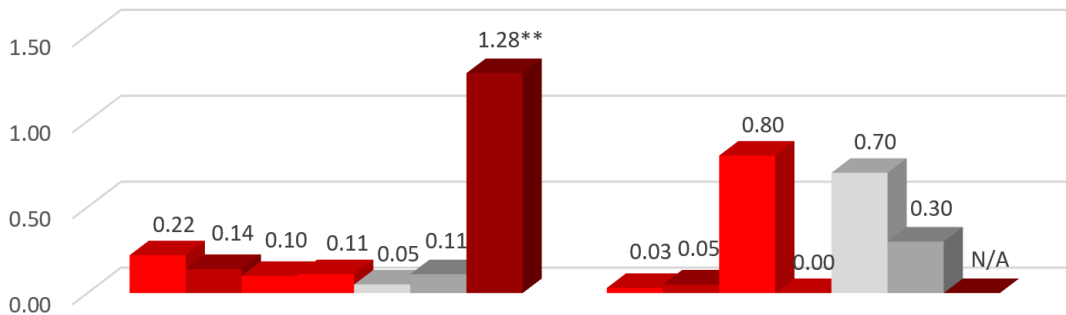
Reintervention Rate [%]



■ Ponderas Academic Hospital ■ Euroclinic ■ Băneasa ■ Cluj ■ Braşov ■ PREMIÈRE Timișoara ■ Benchmark data sources

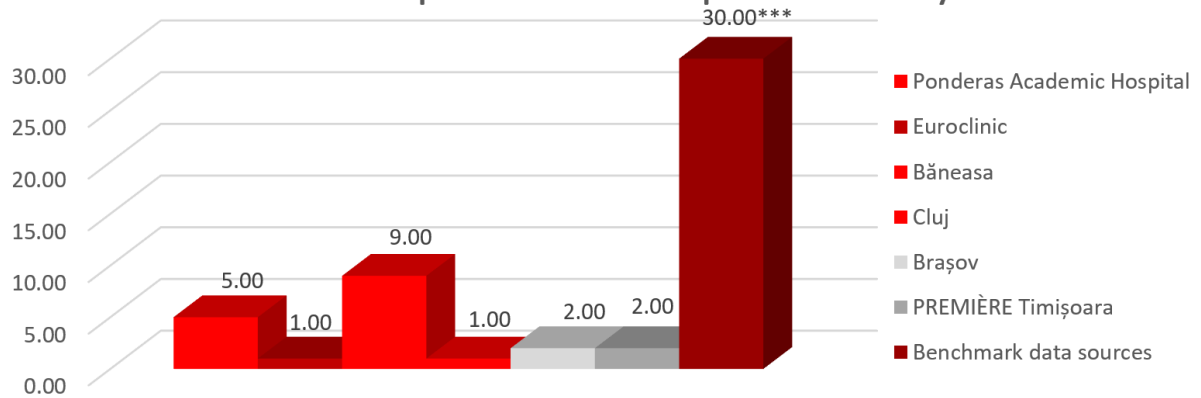
Mortality Rate [%]

Transfer Rate [%]

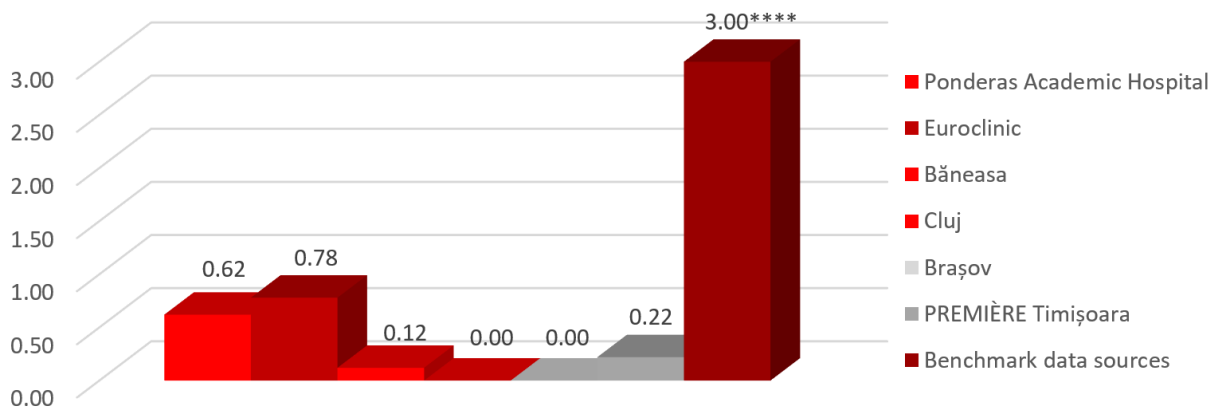


■ Ponderas Academic Hospital ■ Euroclinic ■ Băneasa ■ Cluj ■ Braşov ■ PREMIÈRE Timișoara ■ Benchmark data sources

Hospital incidents per 1000 days



Healthcare-associated infections [%]



Benchmark data sources:

***83/1711**

**MORBIDITY/
PATIENTS**

****22/1711**

DEATHS/PATIENTS

Administrative and Registry Databases for Patient Safety Tracking and Quality Improvement - ClinicalKey

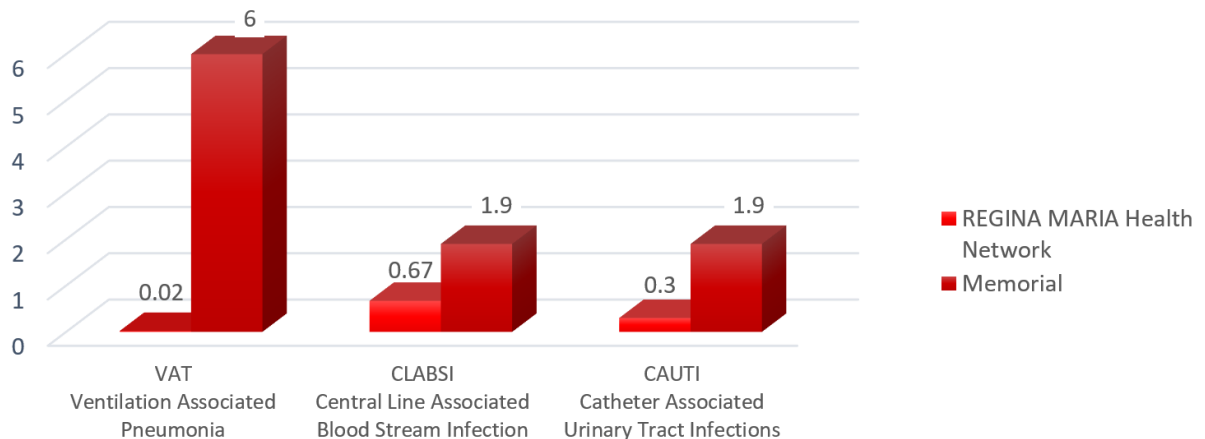
***NHS database

****<https://www.cdc.gov/hai/data/portal/index.html>

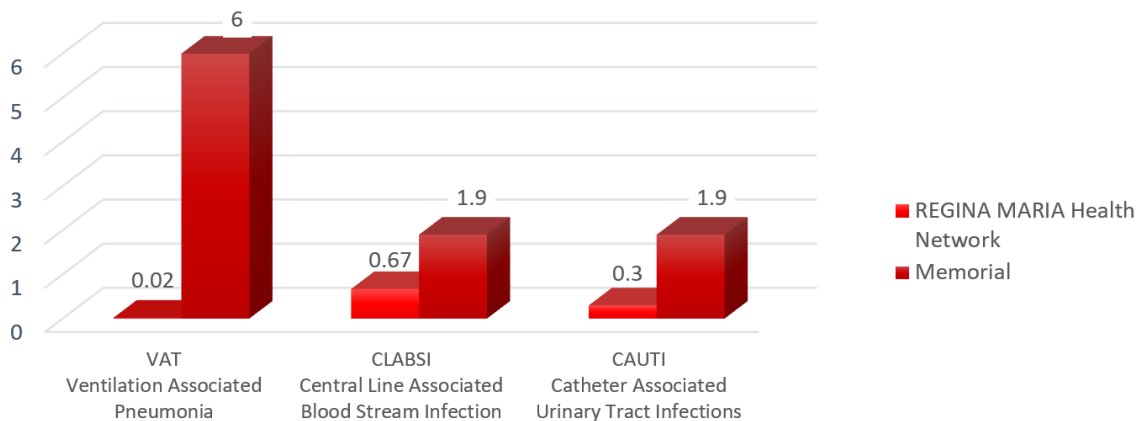
Patient safety in its complexity is one of the most important aspects we focus in REGINA MARIA hospitals. Healthcare-associated infections (HAIs) not only threaten the patients' health and life but also bring additional costs to the patients and healthcare system including direct economic loss and prolonged hospitalization. Total hospital length of stay is known to be prolonged by the occurrence of HAI.

Given the impact of infections on the patient's safety, in REGINA MARIA hospitals we are focused on further improving infection prevention and control practices, while monitoring carefully detailed indicators regarding healthcare associated infections.

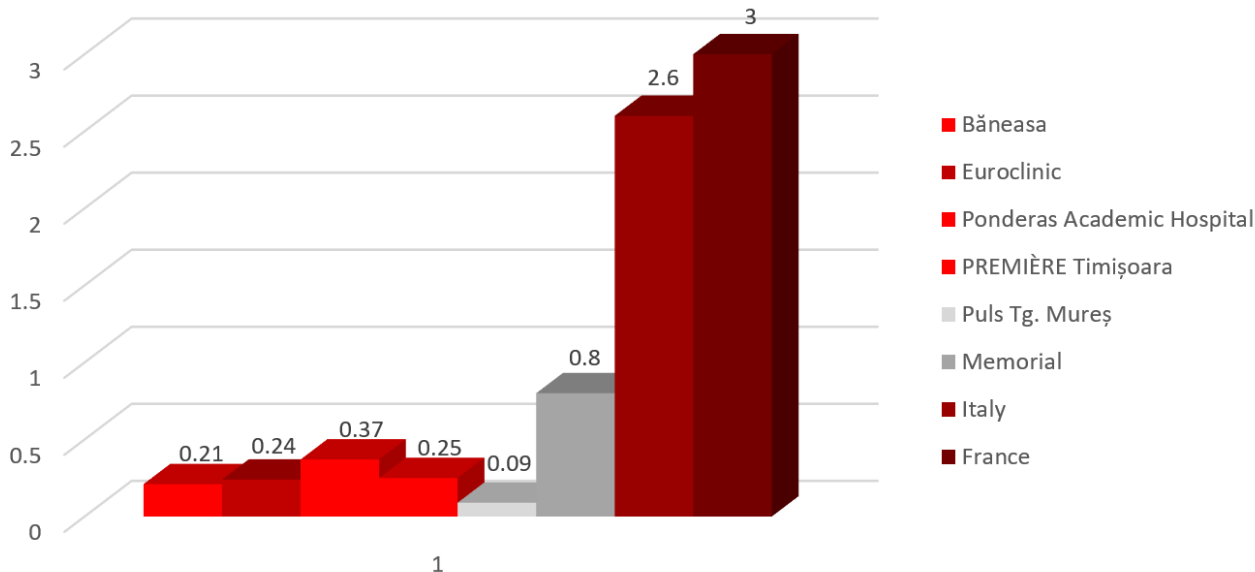
Specific HAI rates vs. international benchmark



Specific HAI rates vs. international benchmark



SSI (Surgical Site Infections) rates vs. international benchmark



All the tables presented above show that in REGINA MARIA hospitals all our staff complies with the strict safety regulation and policies in place. Our efforts to offer exceptional services in safe environments are successful and this is one of the many reasons why our patients place great trust in us. Since we have already established a new benchmark in Romanian healthcare, we will continue to meet and even exceed the increasing expectations of all our stakeholders, while further expanding the quality standard of health care services across Romania.

Medical subscriptions – an investment in quality healthcare, prevention and education

Alongside the duty and responsibility we have for all our patients and for relentlessly complying with the strictest medical quality and safety standards, we also consider it our obligation to invest in medical prevention and education, increasing health literacy at first among the most active segment of the Romanian population: workers, young professionals and employees that learn to take better care of their health, with the help of the

corporate subscription.

REGINA MARIA subscriptions equal: personalized medical solutions, medical screening and prevention programs, specialized consulting, efficient monitoring, easy access for HR specialists and value-added services for organizations and their employees.

The role of prevention for employees' health

A healthy company means first and foremost healthy employees. Prevention is the foundation for increasing the

level of health and quality of life of employees, in the medium and long term.



Contributes

to the development of healthy lifestyle habits and choices.



Reduces

financial and emotional stress in treating diseases, for the subscribers and their families.



Generates

increased efficiency and productivity among employees and lower costs for sick leave.



Helps

early detection of several serious diseases.



Determines

increased life expectancy among employees.

The medical subscription encourages healthy behavior



5

Represents the average number of visits made by subscribers; 2.5 times more than people without a subscription



71%

of subscription holders go to the doctor at least once a year, compared to 54% of people without a subscription



3,5%

of adults discovered a condition in the last 12 months, after a preventive visit to the doctor

We invest in our people's performance

Our philosophy regarding people and their performance is to be "**Better Than Yesterday**" every day.

The patients' trust in REGINA MARIA - The Private Healthcare Network is based primarily on our employees and collaborators who, through professional behavior and devotion for the patients, lead the organization on the path to success and excellence, thus contributing to achieving ever higher standards every year. The devotion proven by our staff ensures the continuous increase in our patients'

safety as well as the quality of healthcare services we offer.

To ensure patients' safety as well as a complete, correct and structured learning context for our employees, we have improved and expanded our working procedures every year, and in 2020 we have centralized and consolidated all these procedures within the REGINA MARIA Employee Handbook, available to everyone on the lifelong learning platform, in online format.

Caring for people means not letting bureaucracy and procedures diminish your compassion and ability to have immediate and personalized solutions for each.

Through the way our employees act, take decisions, manage difficult, new, unforeseen situations, we want them

to be role models for their colleagues, always referring to our values.

To reach common success, REGINA MARIA's team encourages you to always be its best member, to learn every day how to get there and how to help your colleagues.

There are one or more career levels in each role, depending on experience, skills, manifestation of values:



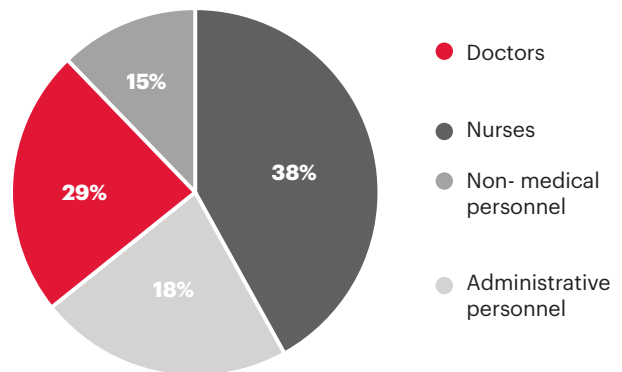
We expect that, following their managers' example, REGINA MARIA's people act and make decisions, both in everyday situations and in new and unforeseen situations, guided firstly by the mission of their post and REGINA MARIA's values, and based on their practical talents, skills, abilities and knowledge, at the same time respecting specific procedures and legislation and seeking the assistance of superiors, when necessary.

The private healthcare services market is very dynamic, both in terms of the number of medical units and their geographical distribution, turnover, but in terms of staff mobility too. The very high mobility that manifests itself in the entire private healthcare system is generated on one hand by the significant increase of salaries in the public healthcare system in 2018, and on the other hand by the rapid growth of the private healthcare market.

6.94 AT THE END OF 2021, REGINA MARIA HAD OVER 5,200 EMPLOYEES

15% THE NUMBER OF REGINA MARIA'S EMPLOYEES HAS HAD AN ANNUAL INCREASE OF OVER 6% IN THE LAST YEAR, COMPARED TO THE END OF PREVIOUS YEAR.

REGINA MARIA's staff structure December 31, 2021

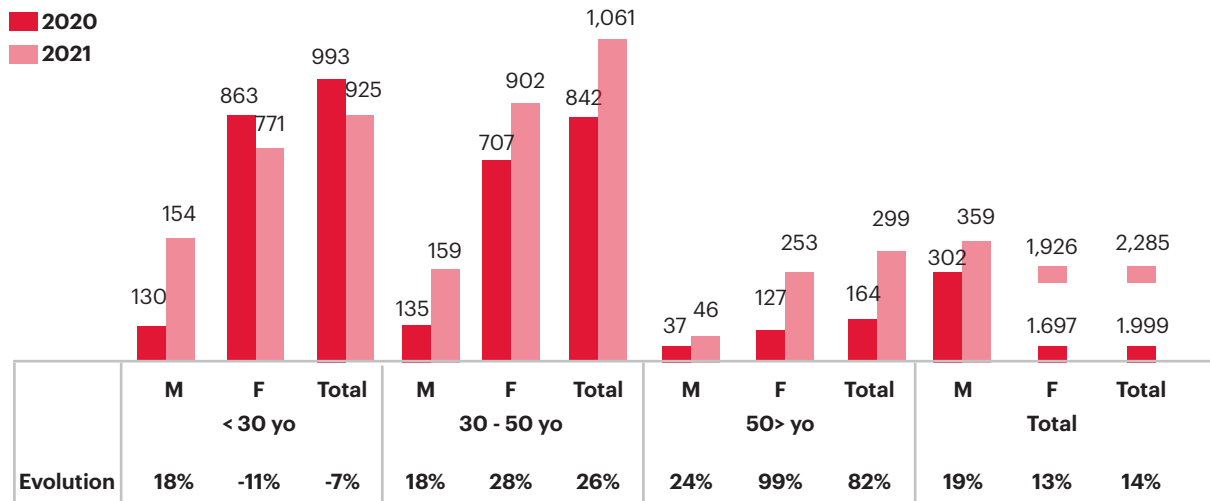


Of the almost 7,000 employees and collaborators of REGINA MARIA, over 40% are doctors (both employees and collaborators). The second most important category is

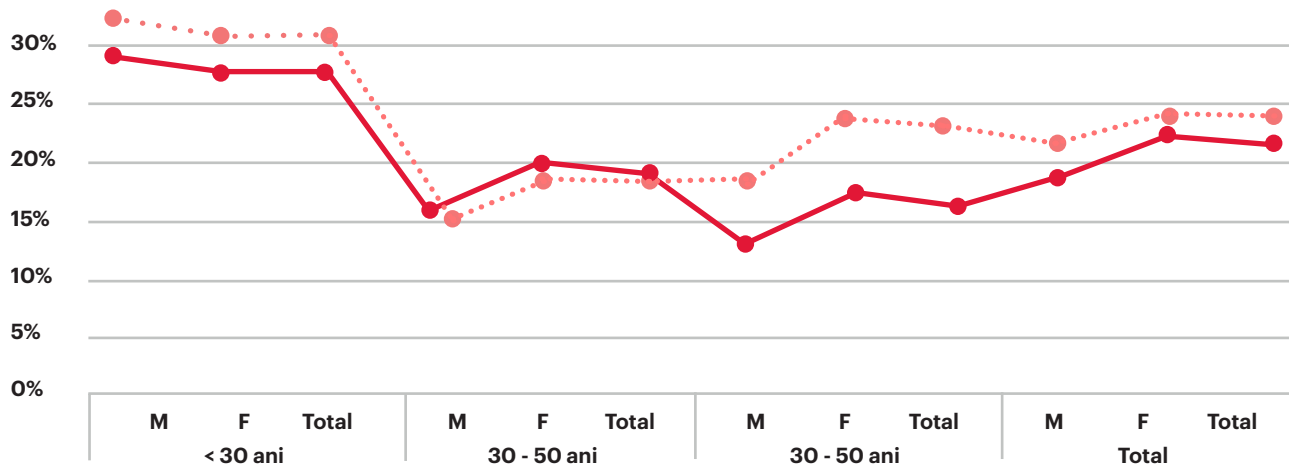
represented by nurses.

Thus, the medical staff represents a share of over 66% in total (at the end of 2021).

Number of new employees



Personnel rate fluctuation 2020 - 2021



■ 2020
■ 2021

We aim to get to the point where each of our employees is a role model for those around, helping others and especially new employees to live, in turn, the values of REGINA MARIA. This is a continuous, challenging, but very beautiful aspiration process.

We want to attract in our team people who believe and live our values, which is why we are very careful in the selection of employees. Both the HR department and the managers are closely following the professional path of each employee and mainly of the new employees and are involved in assessing their career progress.

Given the large number of new employees each year, we have developed very detailed and efficient procedures for the rapid integration of new employees as well as appropriate mechanisms to assess their integration process.

The adjustment of new employees is carried out based on the integration process detailed in the "Post Induction Training Program", a process that lasts two weeks and, to be accessed by any new employee, in any location in the country, it is available online on the lifelong learning platform. The new employee has access to information and can get acquainted with the new job immediately after signing the offer.

REGINA MARIA's team will challenge you to outdo yourself, regardless of your position.

With the help of the HR department, we manage to create the optimal context that inspires people to become autonomous, responsible, motivated and efficient.

The strategic objective of the management is to increase the **Engagement** of its teams, convinced that an increase in employee involvement and satisfaction will have the direct effect of increasing the quality of medical services provided to patients.

Employee **engagement** is measured at **the end of each year** through opinion surveys called EOS (employees opinion survey), conducted through external tools, developed globally. The survey consists of a questionnaire that is received by all employees via an email link from an external partner.

Through this questionnaire we want to identify areas that need to be improved so as to create a better experience for all of us in REGINA MARIA.

By completing it, the employees will discover alongside us the positive and negative aspects of the organization and, following the questionnaire, they will be able to take measures in order to increase their commitment as employees of REGINA MARIA.

This questionnaire provides us with information that helps us **improve the climate and performance in REGINA MARIA, increase the quality of managerial activity and streamline organizational aspects.**

The survey is strictly confidential - no REGINA MARIA employee has access to the individual information filled in in the questionnaires. The external company processes the information outside the country and sends us only analyzes of results collected from departments / divisions / groups larger than 10 people.

Participation in this survey is **voluntary**.

Everyone's answers are very important to us because we believe that a responsible employer is the one who makes continuous efforts to improve working conditions in the company. To succeed, we need to constantly know the opinions and needs of our employees.

The results of this survey are communicated to all employees at the beginning of the following year. Based on these results, in February - March of each year, we launch projects and we set up teams in which REGINA MARIA employees have the opportunity to join. The participating teams develop specific actions in order to solve or improve the signaled weaknesses and, at the end of the year, they have the chance to win important prizes, if they prove that they have been successful in implementing the proposed solutions.

REGINA MARIA has set for herself and followed in the last five years the goal of being a "**learning organization**". In support of this goal, we focused on **Lifelong Learning** starting from our values and continuing with each project we carried out, each action taken, each of our behaviors (organizational and individual). The competitive advantage of a learning organization derives from lifelong learning, both individually and collectively, from the sharing of information and experience, from continuous feedback. We are convinced of this and we have built everything on this fundamental value.

So, in this context, we have continuously provided opportunities for professional and personal development of our employees, we focused on the connection between individual and organizational performance, we encouraged constant dialogue / feedback / communication in all directions and at all levels and we stimulated an environment favorable to presenting ideas, expressing opinions and taking calculated risk. We can now honestly

say that we have laid the foundation of a "learning organization", an organization that grows its leaders and future leaders.

The learning process in REGINA MARIA is comprised of the following components:

- **The individual professional development plan** will aim to help the REGINA MARIA employee to develop skills so as to achieve performance in the position held or to enable promotion / transfer to another position. The individual professional development plan is established **annually**, together with the direct manager, in the process of performance analysis and goal setting for the following year. **The professional development activities** that can be included in this plan can belong to the following categories: individual continuous learning, in-house and external trainings, trainings organized by partners, university or postgraduate studies, coaching, mentoring, etc.;
- **The professional development plan at REGINA MARIA group level** is established and is part of the annual HR strategy. It is based on both individual information and categories of employees extracted annually from the performance analysis process

as well as on the proposed medium- and long-term strategic directions of the company regarding learning and development or the strategic proposals collected from division directors.

To make the learning process as easy as possible, we created the online Lifelong Learning Platform through which all REGINA MARIA employees can access online professional development programs (ex: induction and other categories of courses / trainings), the Internal Regulation and all working procedures and through which they can enroll in online courses and offline sessions.

In 2021, REGINA MARIA employees participated in approximately 130 different courses, totaling over 7,000 course participations (over 80,000 hours). The courses were addressed to all categories of employees, from cleaning staff to company management, including administrative staff.

Due to the epidemiological situation, over 98% of the training hours completed in 2021 were performed online.

10.6 average number of training hours/year/employee

With employees' well-being and, at the same time, compliance with current legislation as priorities, REGINA MARIA ensures the safety and health of employees in all aspects related to work.

REGINA MARIA places great emphasis on adapting work to people, especially in terms of job design, the choice of work equipment, work methods, in order to reduce the monotony of work, the work at a predetermined pace and their effects on health.

During 2021, 19 minor work accidents were registered, most of them being stings and road accidents. There were no serious injuries or deaths and no cases of occupational diseases were reported among REGINA MARIA employees.

Within REGINA MARIA, the Occupational Health and

Safety Committee is organized and operates, including representatives appointed equally by the employer and the workers.

With regard to workers entitled to parental leave up to 2 years of the child's age, all employees, regardless of sex, have the right to take parental leave. Following the completion of this leave, they will be reinstated in the same or a similar position to the one held before the leave.

In 2021, 228 employees (mostly women) went on parental leave. Of the total number of employees who went on parental leave in 2019, 86% returned to work within the company.

	2019			2020			2021		
	M	F	Total	M	F	Total	M	F	Total
Parental leave									
Employees who took parental leave	1	184	185	5	202	207	2	226	228
Employees who returned to work after parental leave	1	159	160	4	12	16	1	9	10
Employees who returned to work after parental leave, still employed 12 months after returning to work	1	111	112	3	7	10	1	5	6
Return to work rate	100%	86%	86%	80%	6%	8%	50%	4%	4.4%
Retention rate	100%	70%	70%	75%	58%	63%	100%	56%	60%

In REGINA MARIA, our values define the way we choose to carry out our activity, in a manner based on **non-discrimination, respect, rightness, tolerance, fairness and consideration.**

In this context, it is important for us to build work relations based on all parties' agreement and in good faith. Thus, REGINA MARIA places great importance on the observance, in labor relations, of the following principles:

- **the principle of freedom of labor** - every employee is free to choose the job and the profession, occupation or activity to be performed,
- **prohibition of forced labor,**
- **the principle of non-discrimination.**

Through the Internal Regulation we have put in place strict and effective procedure that protect all our employees and collaborators against discrimination, either direct, indirect,

by association, sexual, moral or other harassment both at work and at any social events or other actions organized or supported by the company.

Any employee facing a potentially discriminatory situation can send a notification to integritate@reginamaria.ro, and all these notifications will reach the CEO of the company.

During 2021, there were four notifications regarding incidents of discrimination. All notifications were carefully analyzed, but none of them turned out to be based on real grounds.

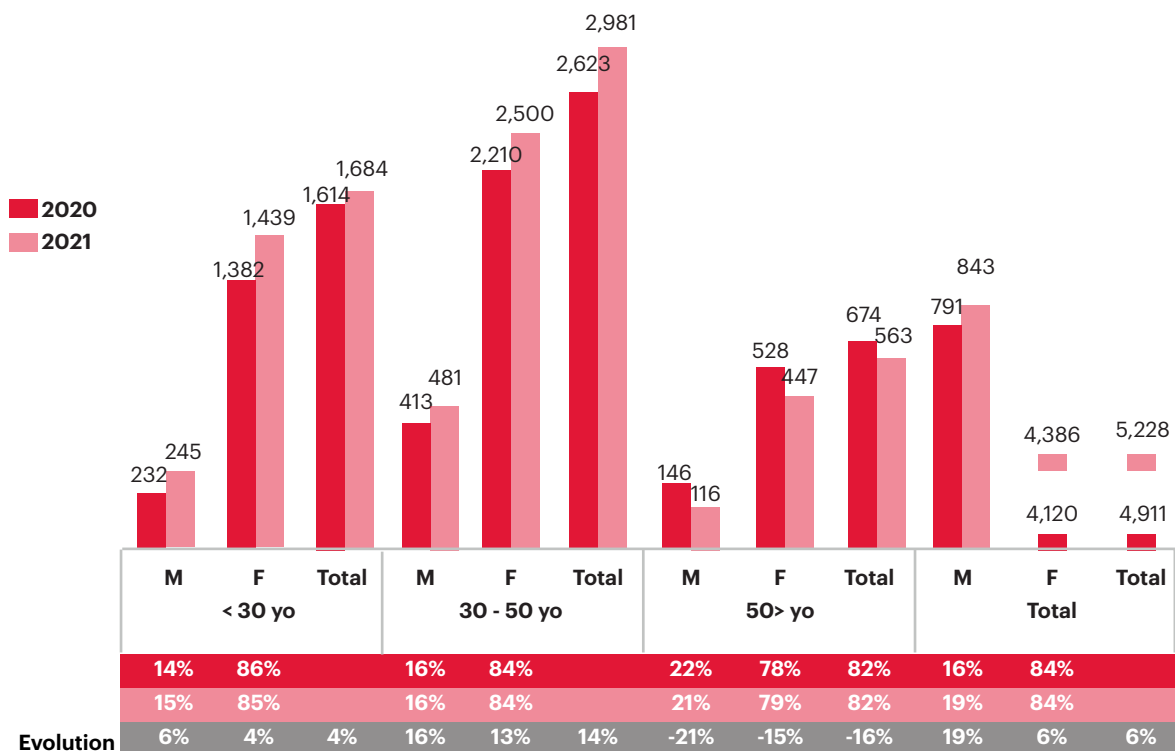
Given the specifics of the sector of activity, naturally the number of female employees is much higher than that of male employees. Thus, in 2021, 84% of REGINA MARIA employees were women, this level being approximately constant over the last years.

Personnel distribution					TOTAL
Management staff	112	26%	323	74%	435
Execution staff	730	15%	4,063	85%	4,793
Call center	42	13%	271	87%	313
Medical	391	15%	2,265	85%	2,656
Non-Medical	264	16%	1,420	84%	1,684
Sales	33	24%	107	76%	140
TOTAL	Men	%	Women	%	
	842	16%	4,386	84%	5,228

Regarding the distribution of employees by age categories, in 2021 there is a decrease in the share of employees over the age of 50, simultaneously with the increase of the share of employees aged between 31 and 50 years.

Staff distribution by age groups and gender is presented in the table below:

Number of new employees



At REGINA MARIA we are happy to benefit from the cultural diversity offered by our employees of other nationalities. However, as the nationality of the employees is in no way relevant to us and we offer equal employment opportunities to all, we do not have such information listed in our systems, but we are proud to have a significant number of foreign doctors among us.

In 2021, the average gross salary within REGINA MARIA was RON 5,671, higher than the average gross salary in Romanian.

REGINA MARIA's management wants that, in the medium and long term, the total net salary package for an employee to be permanently positioned at / above the market median, in relation to the Romanian salary market.

The principles underlying the construction of a salaries and

benefits system that support the purpose stated above are the **equity** and **efficiency** with which employees are paid, as well as **transparency** and fairness in communication.

Equity is defined by 3 dimensions:

- **internal equity** - by taking into account job requirements as a result of the job evaluation process through the international Mercer methodology,
- **external equity** - by paying for a position compared to similar positions in market,
- **individual equity** - by taking into account the professional knowledge, qualities and personal abilities of the person occupying a certain position compared to persons occupying similar positions in the company (e.g. key employees)

Efficiency refers to creating a system of salaries and

benefits that ensures effective management and control of employees' costs compared to REGINA MARIA's financial results.

Transparency and fairness refer to the way we communicate within the organization, since employment, about the methodology, principles and criteria in the process of establishing salaries and benefits.

At the level of the entire organization, employees benefited of an average 14% basic salary increase (calculated at December 31st 2021).

In addition to these benefits, during 2021 we provided

social assistance to employees and/or their family members, for serious illnesses amounting to RON 132,000 (approximately 27,000 EUR).

Every year we evaluate the performance of each colleague, evaluation based on which individual salary increases and promotion are established. In addition, our employees and collaborators received feedback from patients and colleagues they interacted with.

In 2021, the average grade of our employees is 9.54. Only in this transparent and objective way do we have the opportunity to recognize and promote the performance of the most involved people in the company.

Employees with objectives set for 2021 by gender and category of employees

Management staff	68.97%
Execution staff	73.67%
Medical	70.18%
Non-Medical	78.74%
Call center	69.33%
Sales	88.57%
Men	76.01%
Women	72.75%
Total	73.28%

We, at REGINA MARIA, guarantee the right of collective association of employees and active participation of their representatives in the decisions taken by the company and that may have an impact on employees. Information on the

right to elect representatives to participate in collective bargaining with the company's management is periodically sent to employees.

REGINA MARIA's social engagement

We grow, learn, suffer and rejoice together. Beyond the numbers, we are humans. Since the beginning of our activity, we have done many good deeds and will continue to do so in the future. We thought of identifying the most important actions with social impact that we carried out in 2020, an anniversary year for us. The #25deFapteBune (#25GoodDeeds) are for people: for the patients who trusted us this year as well, for the subscribers who supported us, for the corporate partners who have been close to us since the beginning of the pandemic and with whom we have managed to help the community, for our doctors and employees, for front-line medical staff who resisted heroically. Together we are better and stronger.

Digital innovation

We have adapted to the times and teamed up with technology so that our patients have access to our services wherever they are.

The subscriber's digital ecosystem

Our constant investment in technology and online platform has made us the most digitized healthcare provider in Romania. Together with our other patients, the main beneficiaries of our digital assets are the 700,000 subscribers that chose REGINA MARIA for themselves and their families.

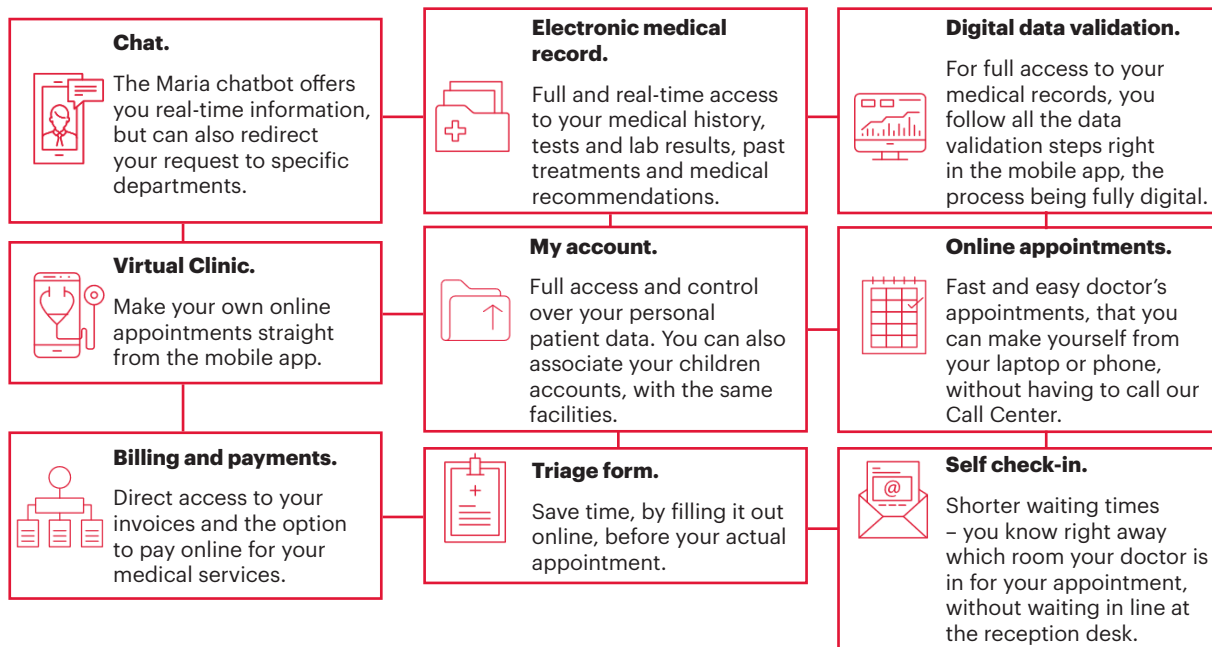
Virtual Clinic

We launched the REGINA MARIA Virtual Clinic, the most complex virtual medical solution on the market, which integrates all network systems, so that the patient's experience is complete.

In 2021 alone we recorded almost 310,000 appointments in the Virtual Clinic, the number of appointments since we launched the platform, in March 2020, being of approximately 490,000. Over 500 doctors from 40 medical specialties offer the same high-quality services online as they do offline, with the Virtual Clinics being a real success for doctors and patients alike. The average patients' satisfaction score (NPS) is of 82%.

Online shop

We launched the first e-commerce platform dedicated to subscribers, where those who are already subscribers can upgrade the subscription they have from their employer and/or can buy one or more packages for their loved ones, at preferential prices.



Impact through education

Our development strategy is based on the trust that our patients place in us, and our continuous efforts to provide prompt, high-quality services are supported by the involvement of the best medical professionals. Our desire is to have an impact on the education of health professionals throughout the country and contribute to increasing their level of professional training, whether they are employees and collaborators of REGINA MARIA or not, thus creating value for everyone and improving the health of the entire population, while reducing pressure on the public health system.

We invest in today's generation for a tomorrow's generation ready to face the challenges with determination and know-how.

European Nursing Academy

We launched the European Nursing Academy, the first university degree program in Romania, with a diploma offered by an international university, developed together with Coventry University in the United Kingdom. At the end of a 3-year theoretical and practical study program, students obtain an internationally recognized diploma that allows them to pursue the profession of nurse in many European countries without having to go through a complicated study equivalence process.

This program offers students several types of scholarships that can cover almost entirely the tuition fees. In the fall of 2021, the second generation of European Nursing Academy students began their courses.



In addition to these university courses, through the European Nursing Academy, we run a series of qualification programs for future employees for the positions of medical assistant, nurse and hospital housekeeper. In 2021 we

continued the Nursing Internship Program for Beginners, through which novice nurses had the opportunity to learn from complex medical cases, sometimes national premieres managed by our integrated healthcare system. The program, with a duration of 6 weeks, offers students a unique and valuable learning experience, as well as access to high-performance equipment and new technologies in which we constantly invest. During the 5 series of the Nursing Internship Program for Beginners, carried out in 2021 in Bucharest, Cluj-Napoca and Braşov, a number of 20 experienced trainers contributed to the professional development of a number of 65 students. Of the 65 graduate nurses qualified for job offers, 61 were employed within REGINA MARIA - The Private Healthcare Network.

In our view, nurses and hospital housekeepers have an important contribution to the well-being of our patients. The quality of the services offered by REGINA MARIA - The Private Healthcare Network depends on each of us, and our success is built by all of us, together.

During the 4 sessions of the Nurses and Hospital Housekeepers Training Program, which took place in Bucharest, with online participants from Braşov, Cluj, Baia Mare and Timişoara, under the guidance of 4 trainers, a number of 149 applications were registered. All 141 graduate nurses and hospital housekeepers qualified for job offers, were employed within REGINA MARIA - The Private Healthcare Network.

At the same time, European Nursing Academy organizes a series of free courses and webinars for nurses. In 2021 4 sessions of offline courses of 8 hours each took place, with the participation of 2 trainers and 85 students, as well as 5 webinars of 3 hours each, attended by a number of 6 trainers and 356 students.

Surgical Training Institute

In 2021, REGINA MARIA - The Private Healthcare Network responded to doctors' and nurses' constant need of professional development by organizing through Surgical Training Institute (STI), a number of 14 events dedicated to training in minimally-invasive surgery and robotic or endoscopically-assisted surgeries to develop skills and advanced surgical techniques of resident doctors and specialists with little experience and to increase the professionalism of young doctors. This center has 9 training stations and state-of-the-art equipment, as well as equipment that supports 4K 3D transmissions for video conferencing and surgical demonstrations for the purpose of a real-time international collaboration. The Surgical Training Institute program covers several areas, including endoscopy, general surgery, gynecology, urology, ENT, orthopedics, neurosurgery and robotic surgery.



Brief description of the topics addressed through the 14 events organized in 2021, where 234 lecturers instructed 219 participants.

- Sentinel Lymph Node Biopsy for Breast Cancer and Melanoma – is addressed to resident doctors and specialists in general surgery and gynecology, specialized in oncological surgery, having an interest in the modern approach (diagnosis and therapeutic) of neoplasia.
- Getting Started in Laparoscopic Surgery - Fundamental Techniques – is dedicated to resident surgeons in general surgery, gynecology, urology, with little or no experience in laparoscopic surgery.
- Difficult Airway Workshop – Bronchoscopy and Invasive Techniques in Anesthesia and Intensive Care – is addressed to resident physicians and specialists in anesthesia and intensive care.
- Minimally-Invasive Techniques for Gynecological Pathology – is addressed to resident doctors and specialists in general surgery, gynecology, with little or medium experience in laparoscopic surgery.
- Minimally-Invasive Techniques for Colorectal Pathology – is addressed to resident physicians and specialists in general surgery, with little or medium

experience in laparoscopic surgery.

- ICG usage in Gastrointestinal Surgery – is addressed to resident physicians and general surgery specialists, with understanding in colorectal surgery, oncological surgery and abdominal emergency surgery.
- Endoscopic Nasosinusual Surgery – Basic FESS – is addressed to ENT resident physicians and specialists.
- Robotic Surgery for Pelvic Pathology – is addressed to specialist and primary surgeons in general, urological, and gynecological surgery, specialized in laparoscopic surgery, having interest in learning the necessary techniques for performing robotic-assisted laparoscopic interventions.
- Breast Imaging – Fundamentals of Ultrasound, Mammography and Breast MRI. Interventional Ultrasound Techniques for Breast Tumor Localization and Biopsy – is addressed to resident physicians and specialists in General Surgery, Gynecology and Imaging, with an interest in the diagnosis and treatment of breast diseases.
- Third Space Endoscopy: Interventional Techniques in Digestive Endoscopy – is addressed to resident doctors and specialists in general surgery and gastroenterology, with limited or moderate experience

The Royal Club of Physicians

The Royal Club of Physicians, the association supported by REGINA MARIA which brings together medical elites and supports the professional development of doctors and nurses, organized virtual events with more than 7,700 participants, during which the medical news of the year was discussed.

Even during a difficult year, such as 2021, we organized 29 events, of which 3 national events that brought together world-class specialists:

- Pediatric Somnology Conference – 7th edition
- Ocular Oncology Conference
- „We build excellence together“ Multidisciplinary Congress – 7th edition

Scientific and specialized articles

In 2021, our specialists published approximately 330 articles on our site in “The Dictionary of Affections”, “The Dictionary of Analyzes” as well as in the dedicated section for scientific articles edu.reginamaria.ro.



Extensive services, easier access

We understood what the current needs were and acted accordingly by expanding the number of locations and medical services in all divisions.

COVID testing

More than 250,000 PCR tests performed in 2021 are the measurable result of our network's laboratories participation in the national testing efforts. This achievement was supported by very well-trained specialists and equipment.

In order to support people who travel abroad and need COVID-19 testing, we have inaugurated a mobile COVID-testing unit, in a gas station near the "Henri Coandă" International Airport. In this medical office, the result of an antigen test is available in maximum 15 minutes and the one of an RT-PCR test in maximum 8 hours.



Anti-COVID-19 vaccination campaign

Our efforts to aid the fight against the pandemic are continuous and, at the beginning of 2021, we have created REGINA MARIA vaccination centers in 5 big cities in Romania: Bucharest, Iași, Cluj-Napoca, Brașov and Sibiu, with a total of 14 vaccination flows, where we administered all types of vaccines available in Romania. By the end of the year, 150,000 doses of COVID-19 vaccines have been administered:

Over 66,500 people fully vaccinated (2 doses)

Over 13,000 people vaccinated with booster dose

Over 68,000 people vaccinated with one dose



Post-COVID clinic

We launched the post-COVID clinic – an integrated program for people in need of medical follow-up, after the infection and cure of COVID-19. Through this program we offer free medical care to all medical staff who have been cured of COVID-19 as well as free post-COVID-19 monitoring services for vulnerable people who cannot access private medical services.

From the beginning of the program (December 2020) until the end of 2021 we offered free of charge over 1000 post-COVID-19 monitoring packages. We also organized 71 workshops and webinars to inform our subscribers on topics of interest such as vaccination against COVID-19 and the disease – measures to limit the spread for non-medical staff as well as 5 webinars on the same topics held for the general public.

New benefits for our subscribers

DOR Subscriptions

At REGINA MARIA we know that illnesses change with the world, with us. That is why we started an initiative that aims to recognize DORUL (longing) as a disease caused by distance. And we start by investigating its symptoms and manifestations.

We know that the most affected by DOR are the over 4 million Romanians who left the country. And at least as many who remained behind, in the country, and who miss them. Our mission is to treat illnesses. That's why we created the first medical subscription dedicated to those in the diaspora.



Psychological counseling and stress management programs

The subscriber universe has changed significantly in recent years, our services have diversified, covering as much as possible the needs of employees and their families. The challenges that the labor market is going through during this period are major and we are already witnessing transformations in the way we work, in the way we relate to work and in the way we take care of the health of our employees. We are beginning to see these transformations in our clients in all fields of activity, who are quickly adapting to the new reality. An extremely important topic is the emotional well-being of employees, which has become a priority for companies that are investing more and more in well-being and mental health programs. Thus, the subscriptions are supplemented by dedicated counseling programs, both psychological and nutrition, stress management, sleep hygiene, which we already offer through the Corporate Sano program.

Responsible involvement in the society

Safe Classroom

To support schools, especially those in impoverished communities, REGINA MARIA, leader in the quality of medical services in Romania, has launched Safe Classroom, a national program dedicated to state schools that is aligned to the measures provided by the antigen testing protocol in the educational units, offering free antigen tests for COVID-19 screening. The program is addressed to all state schools in Romania, regardless of city, with products prepared for delivery in vulnerable or isolated areas.

Mammograms save lives

In 2021 we have continued the program through which from October (the international month for the fight against breast cancer) until December, we offer a 25% discount for any mammogram performed in our network. Because breast cancer is the most common form of cancer among women, we started this program to help detect early-stage breast cancer.



COVID-19 study

In August 2020, we started a study to evaluate the immune response of patients infected with the new coronavirus, to which 239 people participated. In 2021 we continued this study with a second phase that followed the evolution of contagiousness, symptoms and the presence of IgG antibodies after overcoming the disease. The study also had a third phase that aimed to assess the immune response at 1-, 3- and 6-months post-vaccination; 395 people participated in this phase. All results from these studies were in line with other studies developed worldwide.



#21Dayschallenge for a straight back

Back pain or discomfort in the lumbar region is one of the most common types of pain, being in second place after the headache. Approximately 80% of adults report having back pain throughout their lifetime. Horia Tecau, former professional tennis player, together with Kinetic specialists have developed a 21-days program that helps you have a correct posture and strong back muscles. In addition to the 21 videos available for free, we have also provided a questionnaire that helps you self-assess your back health.

We support safe events

In 2021 during the UNTOLD festival, we organized a number of 9 testing points in Cluj-Napoca as well as promotional prizes for testing COVID-19 antigen or RT-PCR.

Furthermore, we supported other major cultural and sports festivals in Romania with promotional prizes for COVID-19 antigen or RT-PCR testing, with TIFF – Transylvania International Film Festival and WTA Winners Open 2021 being some of the most important.

We take care of the communities we are part of

2021 has been another challenging year for all of us, but especially for those who were already vulnerable. As we do yearly, we partnered once again with several prestigious NGOs that strive to make a difference in underprivileged communities, offering them financial support, as well as medical assistance and COVID-19 testing.



Responsibility for the environment

Care is a feeling that guides us in everything we do, and the protection of the environment benefits from our constant attention.

We focus our attention on all aspects that could harm the environment and manage them in a responsible manner in order to mitigate the potential negative impact they might have. Even from the design phase of workflows, we consider the potential reduction of used resources, while maintaining the quality standard of the services we provide to our patients at the level of professional excellence. The Program for preventing and reducing the quantities of waste generated from our own activity, Management and disposal plans for waste and hazardous substances resulting from medical activities, together with the Plan for the prevention and control of accidental pollution of the sewerage network and subsequent policies define the sustainability governance framework within REGINA MARIA - The Private Healthcare Network and are aligned with our strategic objectives to reduce the impact we have on the environment. We reaffirm our strong commitment to achieving the ambitious targets set by the European Commission regarding the CO₂ emissions reduction and carbon neutrality and we contribute in a consistent way to improving the quality of the environment, which is so important for all of us.



For us, protecting the environment is not only an aspiration, but a self-imposed goal also stimulated by the Joint Commission International (JCI) accreditations for quality and patient safety obtained by hospitals of REGINA MARIA - The Private Healthcare Network, the only two hospitals in Romania that obtained this prestigious recognition. JCI quality standards address a significant

number of environmental issues, and the policies and procedures arising from them are applied in all locations of our network.

In order to be constantly in compliance with the legal requirements regarding environmental protection, we are supported by a specialized consulting firm, which guides us in achieving our objectives of correct and complete reporting to the relevant authorities as well as in identifying and implementing the best practices relevant to our sector of activity. REGINA MARIA - The Private Healthcare Network periodically reports all requested data to the Joint Commission International, National Authority for Quality Management in Healthcare - ANMCS, Public Health Directorates, Environmental Protection Agencies. Our efforts to manage and continuously reduce the impact on the environment are confirmed during the inspections carried out by the authorities, which have not issued any penalty to a REGINA MARIA clinic or hospital.

In all REGINA MARIA locations, the water is supplied from public sources and is used for sanitary and medical purposes; wastewater is discharged into public sewer networks. The quality of drinking water used in REGINA MARIA hospitals is periodically monitored. Twice a year, self-control samples are collected and processed in laboratories accredited by the Public Health Directorates. In order to provide safe services to our patients, but also to reduce the impact on the environment, the sterile water used in the operating rooms, the filtered water for the digestive endoscopy departments and the microbiological composition of drinking water from our own water wells are subject to internal quality assurance controls. To reduce the impact on the environment, wastewater from hospitals and laboratories is treated according to specific procedures developed on the basis of JCI standards and legal requirements and then discharged into public sewer networks. The wastewater treatment process is audited internally, and its efficiency is periodically evaluated through testing the physio-chemical and bacteriological parameters of the wastewater against the standards defined by the National Environment Agency. In addition, wastewater tests are performed twice a year by independent laboratories, accredited by the Ministry of Environment. Furthermore, the local drinking water supplier monitors water quality and independently performs additional wastewater tests. During 2020, the results of the monitoring reports were within normal limits.

We are always ready to offer the best medical services, even in emergency situations. All REGINA MARIA hospitals

are equipped with water tanks for emergency situations, which ensure the necessary water for at least 48 hours when needed or the water reserve for extinguishing fires. The water in the drinking water tanks is constantly circulated and is subject to the same strict verification and testing regime.

Our efforts to reduce the quantity of water used in our operations paid off, in 2021 REGINA MARIA used approx. 37% less water than in the previous year. The total quantity of water consumed in 2021 is of 70,209 m³; water discharged with chlorination treatment remained constant, at 41,517 m³.

With all the precautionary measures implemented in all our operations, in 2021 we registered two residual water related incidents, that were treated with high level of responsibility. Our incidents response procedures were strictly followed and the water discharge areas were cleaned, the wastewater was retested; normal results were obtained and the authorities have been notified about the protection measures taken. Moreover, our installed chlorination stations are checked daily and re-loaded weekly.



For both electricity and natural gas, we report a consumption increase in 2021 compared to previous year, of 11% for electricity, to 7 GWh, and 30% for natural gas, to 4,5 GWh. These results are mainly determined by the addition of new contracts for locations where no exact measurements have been made so far.

Because we want to continuously reduce our impact on the environment while responding to the needs and fast

pace of our patients' life, we are developing more and more functionalities of REGINA MARIA app so that our patients have instant access to their health-related information. Despite all our efforts, a significant number of operations require information to be printed on paper; as we truly care about the environment and we strive to reduce our negative environmental impact which cannot be avoided, starting with January 2021 we have decided to use only recycled paper in all our operations. We believe that recycled paper is a greener option as it uses less energy, water, and produces lower carbon emissions than the manufacturing of non-recycled paper and at the same time reduces the amount of waste to landfill – as paper can be recycled 4 to 5 times. The additional cost is accepted by management, in favor of environmental protection. In 2021 we have used a number of 7,800 boxes of recycled paper; exceptionally and in extremely low quantities, regular paper was bought decentralized, by a small number of our locations.

REGINA MARIA - The Private Healthcare Network pays special attention to hazardous waste management, with written procedures for the efficient management at all stages: selective collection, storage, transport and disposal. At the organization level, there are separate procedures for the selective disposal of non-hazardous waste to be recycled by the external waste management services provider.



Always paying attention to compliance with the legislation, we draw up an annual hazardous waste management plan, which is approved and registered by the Public Health Directorate to which each location pertains and each REGINA MARIA location reports to the national authorities the amount of waste disposed of on a monthly basis. In addition, a plan to reduce the production of non-hazardous waste is developed annually for hospitals and aims to recycle batteries, plastic and paper/cardboard, the use of electronic medical devices instead of the classic ones (e.g.

mercury thermometers), use of computerized imaging investigations instead of the classic ones, which involve the use of development solutions, materials control at the time of purchase, etc. In this program it is also mentioned the selection of a supplier for the disposal of hazardous waste using neutralization methods at the time of disposal with minimal impact on the environment. At least every six months, the Quality Department performs audits in each location, thus monitoring compliance with the safe disposal circuits of hazardous waste, the traceability of these processes being ensured by waste disposal forms, prepared in accordance with legal requirements in force. During the internal audits, the traceability documentation is verified, as well as the appropriate waste collection.

The following table presents the management of approximately 1,700 tons of generated waste.



2021	Hazardous waste [t]	Non-hazardous waste [t]
Incinerated (with energy recovery)	267.04	0,00
Directed to disposal	0,00	347.86
Other disposal operations	371.43	0,00
Recovered recyclable waste	0,00	716.09
Total	638.47	1,063.95

Through the liquid waste neutralizer put into operation in 2019 in the Central Laboratory as a result of an investment of over 500,000 lei (approximately 100,000 euro), in 2021 we treated over 79,000 liters of liquid waste.

REGINA MARIA - The Private Healthcare Network extends its level of responsibility to strategic service providers, who are selected according to the Provider Evaluation Procedure, which contains a series of quality and environmental criteria. In 2020, the ISO 14001: 2005

"Environmental Management System" certification evidence was requested from the providers of cleaning and hazardous waste management services who served our hospitals in Bucharest. In addition, for laundry and cleaning service providers a specific requirement concerns the reduced use of processes and substances that may have a negative impact on the environment. REGINA MARIA ensures that its waste management service providers comply with applicable legislation through specific audits.

The financial performance of REGINA MARIA - The Private Healthcare Network

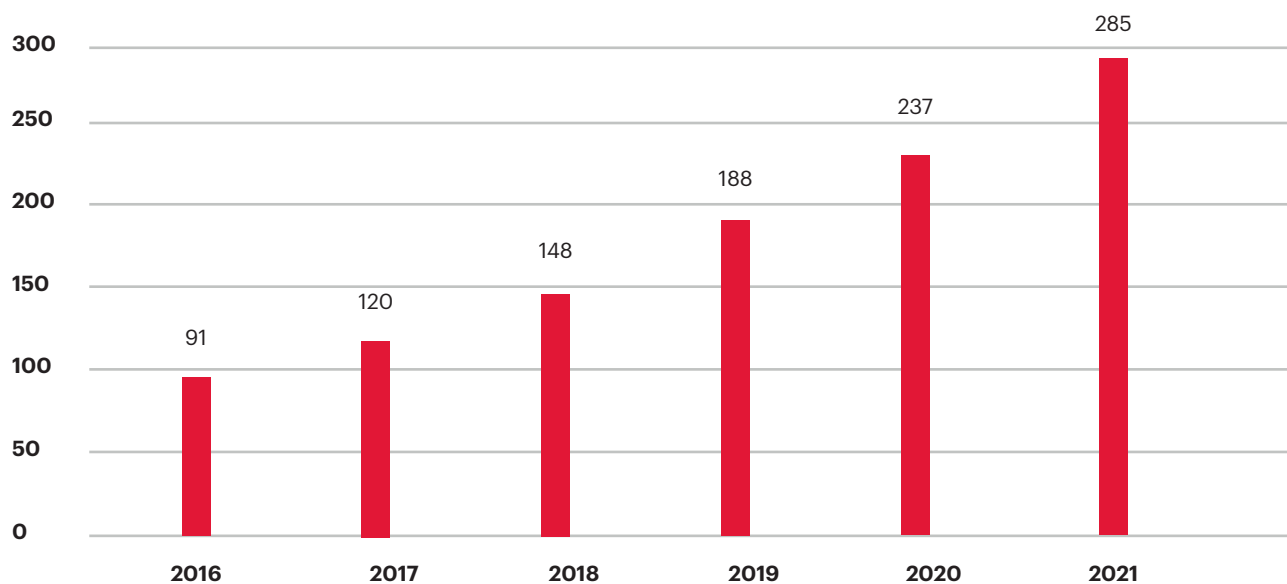
The evolution and structure of revenues

REGINA MARIA - The Private Healthcare Network recorded an annual increase in revenues amid rising demand for private health services and actions to strengthen the network.

The REGINA MARIA Group recorded a sustained increase in revenues during 2016-2021, with an average annual increase of over 25%. This dynamic is the effect of both organic growth and investment and procurement policy in recent years, through which the REGINA MARIA has strengthened its presence at national level.

The most important component in revenues was represented by direct payments from patients, with approximately 65% of the total revenues in 2021. Another important segment is represented by corporate sales (medical subscriptions), of approx. 24% of the total revenues in 2021 and only 11% of revenues were settlements from the National Health Insurance House.

Revenues evolution (EUR million)



REGINA MARIA - The Private Healthcare Network has gradually increased its national footprint, covering more than half of the 41 counties in Romania through its own network of locations, while offering services across all counties through a network of over 330 partner clinics. As a result, the degree of income concentration in Bucharest has gradually decreased in recent years.

REGINA MARIA has carried out an intense activity of investments and acquisitions of medical units in the important cities of the country.

There is a downward trend in the concentration of income in Bucharest, as new areas of the country have begun to be included in REGINA MARIA - The Private Healthcare

Network. Thus, the share of revenues related to units opened in the country has increased from 34% in 2020 to 37% in 2021.

Throughout its existence, REGINA MARIA has built a stable customer portfolio, with a very high degree of customer retention. REGINA MARIA's portfolio includes

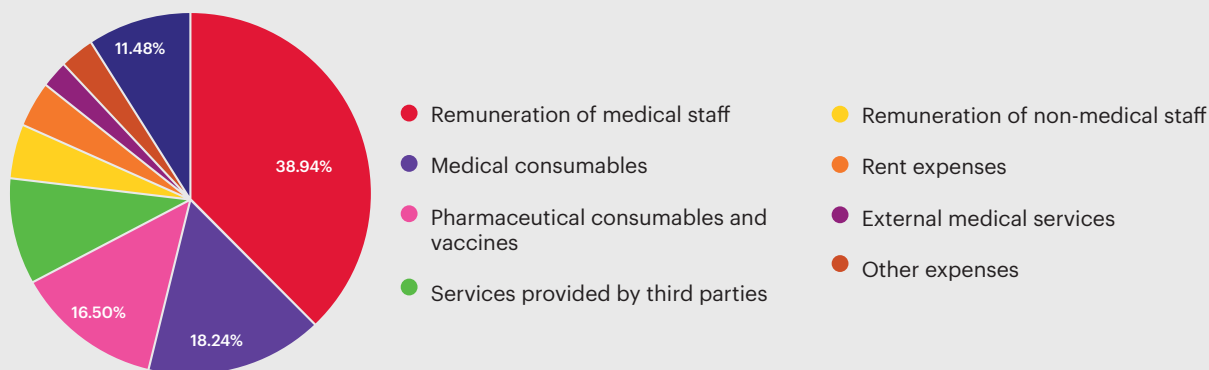
over 7,600 companies, from industries such as: IT & Telecom, automotive, finance, insurance, retail and FMCG, transportation, technical and administrative services or manufacturing. 40% of the top 1,000 companies in Romania are REGINA MARIA customers, on the subscription segment.

Expenditure structure

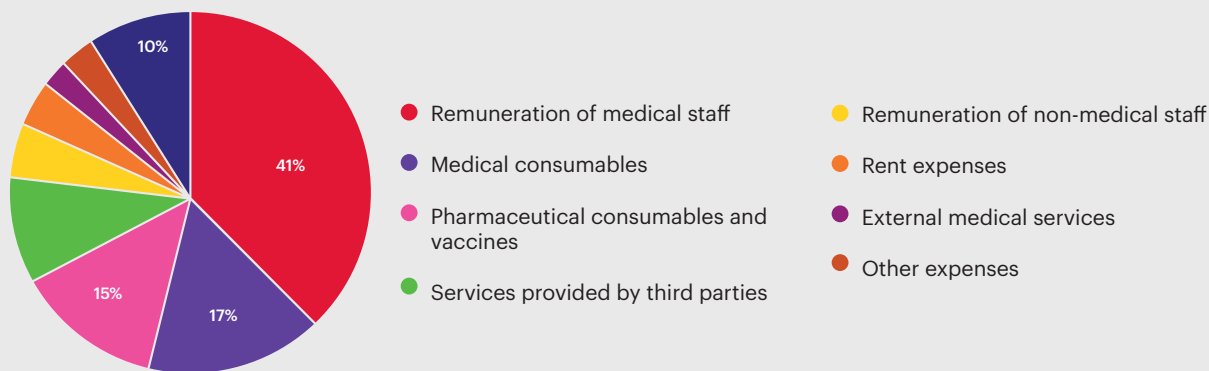
The largest shares in the expenditure structure are represented by staff costs and expenditure on medical supplies and consumables. Staff costs (medical and non-medical) represent the largest share of total operational expenditure in 2021 – amounting to 59%. The second

largest category of expenditures is represented by medical consumables, with a percentage of 15% of total expenditures in 2021, while rent expenses represent about 5% of total operating expenses. Most of the spaces in which REGINA MARIA operates are rented from third parties.

2020



2021



Within REGINA MARIA, procurements are made based on clearly established procedures aimed at ensuring the quality standards required of suppliers. REGINA MARIA has a procurement procedure that includes a series of performance criteria acceptable to its suppliers and which is followed in the products or services procurement process.

The procurement procedure covers all three phases of the process:

- identification of needs

- selection and ordering
- reception and payment

For strategic suppliers, REGINA MARIA has set up a system of annual evaluation of suppliers' performance. The evaluation system has an integrated vision, being based on the input of all departments involved (Procurement, Quality and Patient Safety and the beneficiary department).

The economic footprint of REGINA MARIA - The Private Healthcare Network

The economic footprint of REGINA MARIA extends beyond the effects directly perceivable based on the figures reported by the company. Each job created by REGINA MARIA determines the emergence of 2 additional jobs in the national economy

REGINA MARIA supply chain

Downstream industries (REGINA MARIA services represent intermediate consumption especially for households - 32%, but also for sectors such as: real estate activities, food production, textiles, car manufacturing, legal services, marketing, architecture, retail, IT development, licenses and software)



REGINA MARIA
REȚEAUA PRIVATĂ DE SĂNĂTATE

Upstream industries (REGINA MARIA suppliers, the acquisitions from these partners constitute intermediate consumption for the provision of medical services: supply of medicines, consumables, laboratory reagents - trade, food production, medicines, textiles - production, transport and storage services, IT development, licensing and software, etc.)

Direct, indirect and induced effects

Additional income generated in Romania

EUR 1 turnover achieved by REGINA MARIA generates EUR 6.5 turnover throughout the value chain, due to indirect and induced effects.

Gross added value

EUR 1 direct value added by REGINA MARIA generates an additional EUR 2.4 in terms of gross value added in the Romanian economy.

Additional jobs

EUR 1 million in REGINA MARIA's turnover generates 74 jobs in the Romanian economy, including in the medical sector.

Reduced pressure on the public medical system

REGINA MARIA's activity leads to reduced pressure on the public medical system from expenses related to the reimbursable services, but for which no settlements were made from the National Insurance House.

Direct impact of the REGINA MARIA Health Network in the Romanian economy

**RON
5,671**

In 2021, the average salary in REGINA MARIA was RON 5,671/month, higher than the national gross average salary (RON 5,779/month).

**5,228
jobs**

EUR 1 million in REGINA MARIA's turnover generates 74 jobs in the Romanian economy, including in the medical sector.

1 job generates 2 additional jobs

Every job created by REGINA MARIA determines 2 additional jobs to be created in the Romanian economy.

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GRI	308-1	New suppliers that were screened using environmental criteria
GRI 401 - EMPLOYMENT - 2016		
GRI	401-1	New employee hires and employee turnover
GRI	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees
GRI	401-3	Parental leave
GRI 402 - LABOR/MANAGEMENT RELATIONS - 2016		
GRI	402-1	Minimum notice periods regarding operational changes
GRI 403 - OCCUPATIONAL HEALTH AND SAFETY - 2018		
GRI	403-1	Occupational health and safety management system
GRI	403-2	Hazard identification, risk assessment, and incident investigation
GRI	403-3	Occupational health services
GRI	403-4	Worker participation, consultation, and communication on occupational health and safety
GRI	403-5	Worker training on occupational health and safety
GRI	403-6	Promotion of worker health
GRI	403-7	Prevention and mitigation of occupational health and safety

		impacts directly linked by business relationships	
GRI	403-8	Workers covered by an occupational health and safety management system	
GRI	403-9	Work-related injuries	
GRI	403-10	Work-related ill health	
GRI 404 - TRAINING AND EDUCATION - 2016			
GRI	404-1	Average hours of training per year per employee	
GRI	404-2	Programs for upgrading employee skills and transition assistance programs	
GRI	404-3	Percentage of employees receiving regular performance and career development reviews	<p>In accordance with the provisions of the Company's Internal Regulation, all our employees receive annual performance and career evaluations.</p> <p>Despite all the challenges posed by the COVID-19 pandemic and mainly due to the recommendations of the Romanian Government regarding the responsible social conduct in preventing the spread of the coronavirus, all of REGINA MARIA employees went through the stages described in the Promotion Procedure during the scheduled period.</p>
GRI 405 - DIVERSITY AND EQUAL OPPORTUNITY - 2016			
GRI	405-1	Diversity of governance bodies and employees	
GRI	405-2	Ratio of basic salary and remuneration of women to men	
GRI 406 - NON-DISCRIMINATION - 2016			
GRI	406-1	Incidents of discrimination and corrective actions taken	
GRI 407 - FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING - 2016			
GRI	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Not Applicable
GRI 408 - CHILD LABOR - 2016			
GRI	408-1	Operations and suppliers at significant risk for incidents of child labor	Not Applicable
GRI 409 - FORCED OR COMPULSORY LABOR - 2016			
GRI	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Not Applicable
GRI 412 - HUMAN RIGHTS ASSESSMENT - 2016			
GRI	412-1	Operations that have been subject to human rights reviews or impact assessments	The way the activity is organized within REGINA MARIA - The Private Healthcare Network considers the compliance with human rights regardless of the specific situation.
GRI 413 - LOCAL COMMUNITIES - 2016			
GRI	413-1	Operations with local community engagement, impact assessments, and development programs	



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