

Letter from the President & CEO

Dear R1 Stakeholders,

In 2020, we shared R1's inaugural environmental, social, and governance (ESG) report, illustrating our steadfast commitment to excellence as a leading provider of technology-driven solutions that transform the patient experience and financial performance of healthcare providers. In 2021, we continued to deliver on that commitment while building on our mission to make healthcare simpler.



At R1, our 22,000 global employees solve for complex issues through innovation and expertise that benefit our customers, and the patients and communities they serve. Where processes create friction, our teams solve and simplify. From patient access solutions powered by easy-to-use technology to industry-leading processes that optimize the revenue cycle, we innovate to better the patient and provider experience.

We measure our success not only by our business performance and innovation but also through what drives these outcomes – our people. Our global workforce brings a diversity of experience and backgrounds, knowing that success as a company and community is built on making the right decisions, for the right reasons, every day. We succeed by building and enhancing a culture where employees feel valued, included, and have the opportunity to grow professionally and personally.

As captured throughout this year's ESG report, we're passionate about making healthcare simpler by working the *R1 Way*. I am particularly proud of several ESG initiatives this year: we improved the healthcare experience through the launch of R1 Entri™, empowering patients to search, book, register, and pay for care in one experience; we enhanced our protection of vital information with robust internal controls as independently verified through SOC1 and SOC2; and, we expanded our training and learning resources to further support our employees. These represent a few of the many highlights you will see presented throughout this report.

I'm so proud of what we accomplished in 2021 and I'm even more excited about what's ahead in 2022. Our mission, to make healthcare simpler, is our passion and our expertise. I look forward to sharing with you more of our continued successes and commitments in the coming years.

Sincerely,

Joseph Flanagan

President & CEO