



Pamplona
75 years

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Message from the Chairman



Valdecir Pamplona
Chairman of the
Board of Directors

This report is being launched in 2023, when Pamplona completes 75 years of history. I was born a year after Pamplona was founded and, together with my four brothers, I closely followed the first steps and efforts of my parents, Lauro and Ana, to build the foundations of what we are today. I learned early on – I started helping my parents when I was 8 years old – and I pass on to the new generations who are currently at the helm of Pamplona, and to our employees, that we can only grow sustainably if we work with passion, will and perseverance.

This is a story of many struggles and challenges, but also of many achievements and contributions to the development of society. The company that started slaughtering an ox a week became a pioneer and leader in seasoned pork meat, and exported to 23 countries in 2022. We employ 3,703 collaborators and have a network of 300 integrated producer families, who support us in animal care.

I am very proud of this journey, but I am convinced that we need, at this moment, to look into the future, already aiming at 100 years. The perpetuity of the brand depends on economic growth here in Brazil and in other countries. Therefore, we are directing our strategy, preparing the Company so that Pamplona products reach more places. The brand is loved and is related to quality by those who already had the opportunity to consume the food we sell. Our challenge is to bring more people into contact with our products, to expand this positive perception.

We are preparing the Presidente Getúlio (SC) unit to become a model in Brazil, a reference in the food industry. It will certainly be among the best hog slaughter plants when it goes into full operation. The first investment, one of the largest in our history, is in storage and shipping, fully automated. The new space is part of a set of investments that will allow to increase the plant's slaughtering capacity by 2028. This ultramodern

complex will serve the most demanding markets with excellence.

For Pamplona, growing consistently today, more than ever, means focusing on sustainability. ESG (environmental, social and governance) concepts need to permeate the organization, in the leadership group, in the way we produce, in how we relate and in the final product. This certainly enables Pamplona to be better placed within the industry. We have some priorities in the coming years, such as maintaining the integrated farmers' engagement with sustainability, the development of a circular economy and a constant search for respecting diversity among employees. In terms of business, we will continue to seek ways to produce more with less and with excellent quality, democratizing consumer access to our products.

I congratulate our employees and other stakeholders, who did their best to ensure that Pamplona remained strong in such a complex year.

Message from the CEO



Irani Pamplona Peters
Chief Executive Officer

This was a year of learning, in which we made progress amid the adversities of the macroeconomic context. The high costs of raw materials and logistics, high interest rates, the reduction in consumer purchasing power, the war in Ukraine, the consequences of the pandemic, lower prices abroad, all this impacted the operations, but also boosted an agile and attentive movement to the opportunities that emerged from this scenario.

Pamplona started to produce more portioned products, at affordable prices, which allows customers to continue consuming even with the reduction in purchasing power. We have also bet on practical products, aimed at a consumer who has less time to cook, not forgetting the taste. We expanded the production capacity of fresh and seasoned sausages and a new line of seasoned sausages is in the construction phase. The Company's logistics became more efficient, with changes in processing and improvement in management, and with the inauguration of a new distribution center in Jandira (SP), to sustain growth in the state of São Paulo. We earmarked resources to develop a digital platform, which will expand the sales channels, and we included a vice-presidency in our structure, which is now occupied by an executive with extensive experience in agribusiness.

We have the strategic objective of continuing to grow and conquer new markets, in Brazil and abroad. We have a very important competitive differential, the high quality of our product, a feature recognized by customers in Brazil and different parts of the world. In the innovation area, we seek to expand our activity based on Industry 4.0 concepts. We have built an automated warehouse in Presidente Getúlio (SC), quintupling our capacity, with robots that palletize the items, taking them and storing them in the refrigerated chamber, fully mapped and integrated by technological tools, which will be inaugurated in May 2023, when we celebrate our 75th anniversary.

Conducting the business over these seven decades has been based on solid foundations, and follows an important value – respect. This premise is present in the way we relate to our employees, customers, outgrowers, suppliers, financial institutions, the environment, the surrounding community and how we care for our animals. Even before talking about sustainability, those practices have always been present in our path since my parents, and now with the new generation that leads the Company. As the discussions progressed, we began to be guided by the Sustainable Development Goals (SDGs) proposed by the United Nations, which

guide our actions and served as the basis for defining the material sustainability issues raised in 2022.

Faced with this challenging scenario, I can only thank everyone who supported the operation in 2022: the employees, who were instrumental in maintaining the business with quality and responsibility; the outgrowers, who shared with us the commitment to produce safe and tasty food, using the best management practices and animal welfare and with the least environmental impact; to suppliers and transporters, who delivered raw materials and services at a level that allows for excellence in the final product; to our customers and consumers, who trusted the food we put on their plates; to the financial institutions which believed in our business project, as well as public entities and class associations, which are important for us to continue growing. I would like to express my special thanks to the Board of Directors and the Executive Board, for the strategic direction and conduction of our business model with a keen eye on the world's changes and challenges.

Highlights 2022

Economic



One of the **10 best companies** in the food and beverage industry in Brazil (Época Negócios)

Gross Operating Revenue: **BRL 2.2 billion**

148,000 tons of products sold to consumers in 23 Brazilian states, the Federal District and 23 countries

International expansion: **5.5% higher exports, with increased sales**

Investments in Rio do Sul (SC) and Presidente Getúlio (SC), in areas and structures that expand storage capacity, product fractionation and manufacturing of foods with higher added value

Growth of 12.6% in revenue from processed foods in Brazil

Inauguration of the new Distribution Center in Jandira (SP) **triples the storage capacity** and prepares the Company for the expansion plan in the Southeast

Governance



New materiality matrix organizes strategic sustainability themes in line with Pamplona's advances

Risk matrix, structured in 2022, classified the priority risks, counts on several mitigation actions already implemented, being most of those risks controlled and new actions are proposed continuously in order to reduce exposure and align risk appetite to the strategies

Implementation of **Swine Farming 4.0,** state-of-the-art technology used to monitoring indicators and raising animals

Environmental



Participation of industrial solid waste destined for recycling/reuse **grew 31.8% in Rio do Sul (SC) and 12.2% in Presidente Getúlio (SC)**

Greenhouse gases own emissions (Scope 1) **decreased by 6.5%**

Social



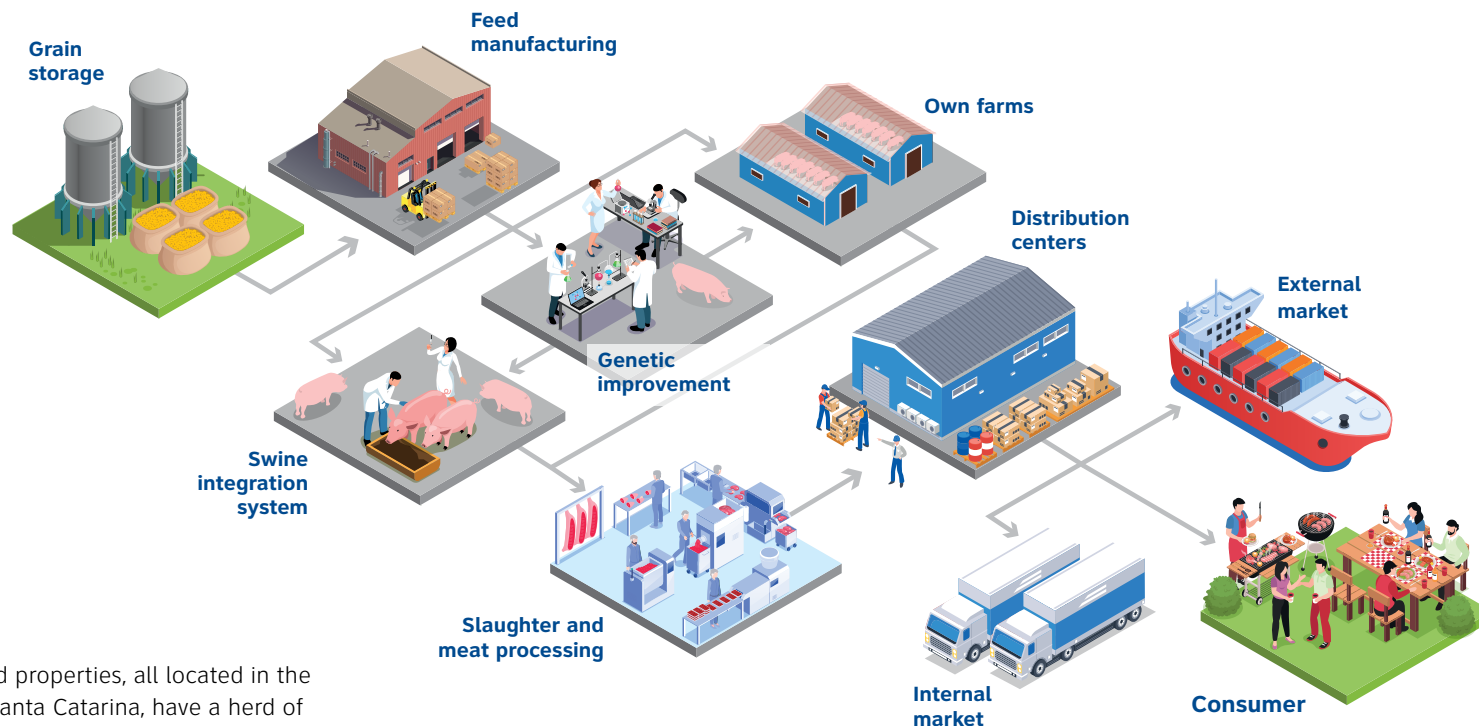
Diverse company: women represent 39.7% of employees and foreign immigrants, 21.6% of the team

Contribution to local development: more than 300 integrated producers from Santa Catarina rural area support Pamplona's production, and local suppliers accounted for 53.6%



Pamplona





Pamplona Alimentos S.A., called Pamplona, a family business founded by the couple Lauro and Ana Pamplona in the municipality of Agronômica, in the state of Santa Catarina (SC), has grown and today employs 3,703 employees and sells more than 148,000 tons of food per year. Its products reach consumers in almost all Brazilian states and 23 countries. The privately held corporation has its headquarters in Rio do Sul (SC).

There is a story behind the quality of Pamplona products. **In 2023, Pamplona will be 75 years old.** This story began with a family that with hard work, cooperation and respect for the entire community, always seeking its customers' satisfaction, has built the values and care that remain until today and are transmitted from generation to generation.

It has three industrial plants in Rio do Sul (SC), Presidente Getúlio (SC) and Caçador (SC), in addition to an outsourced plant, in Chapecó (SC), a feed factory in Laurentino (SC), 11 distribution centers, being a Concentrator Distribution Center, two Meat Stores and a promotion unit. In addition, it has eight farms of its own, which added to more than 300

integrated properties, all located in the state of Santa Catarina, have a herd of 537,000 pigs. These properties, together with some partner producers, ensured the supply of 1.071 million pigs to the industrial units in 2022.

It is present in the market with the brands Pamplona and Rio Sul, which sell fresh meat and sausages, seasoned, salted, cured and smoked food, as well as dairy products, which follow the strictest quality and safety standards. The Company also stands out as a national reference in the farming industry in terms of animal welfare, with practices that go beyond legal requirements.

SASB FB-MP-000.B

Total production (tons) of animal protein, by category and percentage (%)	2022	2021
Total animal protein production - pork	145,316	144,283
Total animal protein production - beef	6,052	6,248
Total animal protein production	151,368	150,531
Percentage of outsourced animal protein production - pork	6.50%	4.58%
Percentage of outsourced animal protein production - beef	10.40%	44.30%
Percentage of total animal protein production outsourced	6.66%	6.23%

Source: Controlling Department

Product Line



CHILLED SEASONED PORK
meat cuts



FROZEN SEASONED PORK
meat cuts



COPA
ham, salami, bacon, cold meats,
cheese, among others



PARTY LINE
ham, tenderloin, pork fillet



FLAVORS LINE
kits for preparing dishes, curd
cheese and cuts prepared for
roasting and eating



NOBLE BEEF LINE
special cuts



SEASONED BEEF
special cuts



SMOKED SAUSAGES



FRESH SAUSAGES



HAM AND DERIVATIVES
hams, alami and Canadian loin



CURED PRODUCTS
salami and mortadella



FOOD SERVICE
a variety of items designed
for this market



SMOKED PRODUCTS
bacon and ribs



SALTED PRODUCTS
salted meat cuts

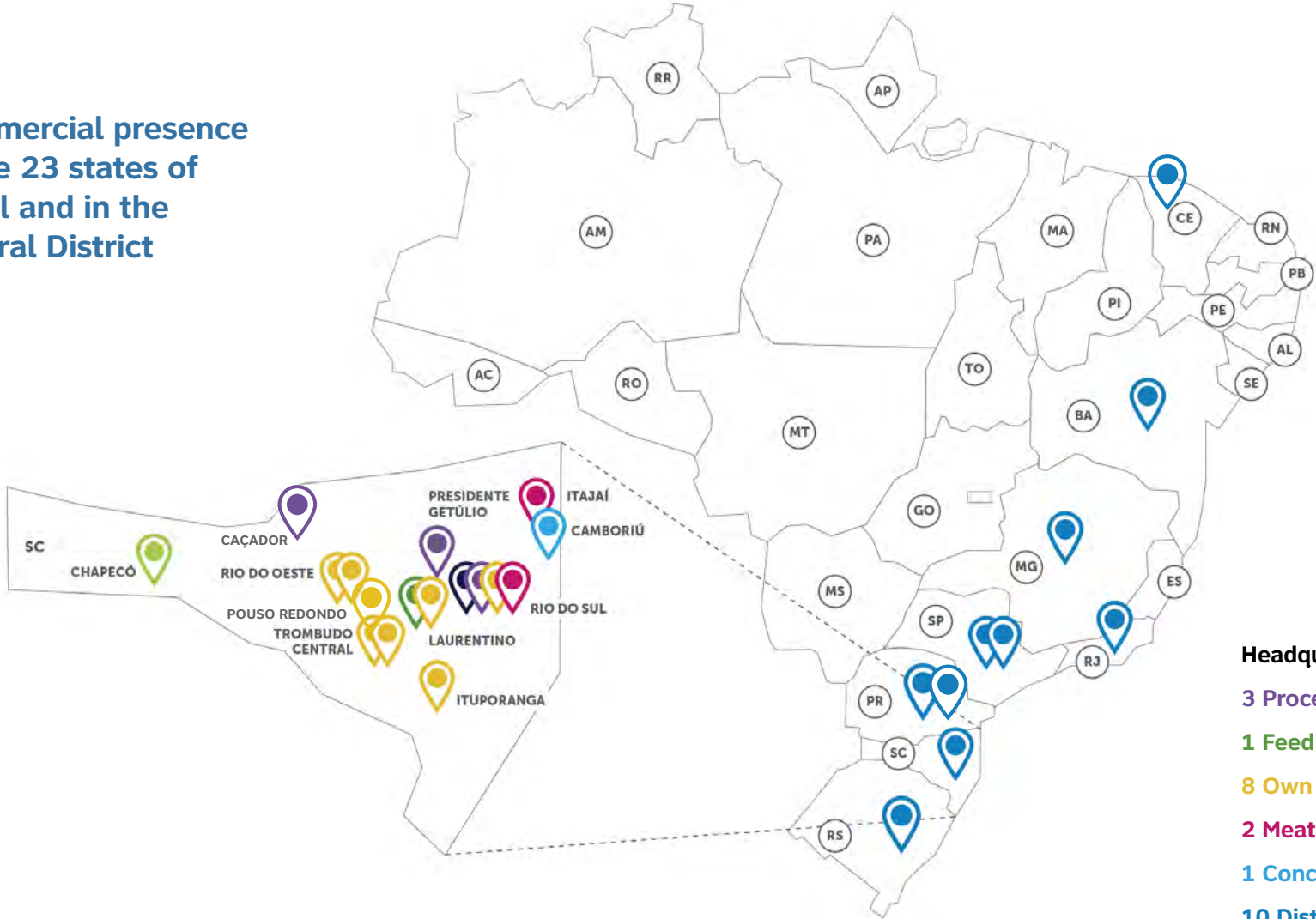


**IN NATURA
FROZEN PORK**



LARD

Commercial presence in the 23 states of Brazil and in the Federal District



- Headquarters**
- 3 Processing Plants**
- 1 Feed Factory**
- 8 Own Farms**
- 2 Meat Houses**
- 1 Concentrator Distribution Center**
- 10 Distribution Centers**
- 1 Outsourced Factory**

Timeline

The couple Lauro and Ana Pamplona establish a beef slaughtering and marketing company in the municipality of Agronômica (state of Santa Catarina -SC).



1948

Transfer of the company to the municipality of Rio do Sul (SC), with new, modern facilities for the period.



1969

Establishment of the Federal Inspection Service (SIF) in Rio do Sul (SC).



1974

1963

Start of pork commercialization.



1973

Pamplona is transformed into a public limited company (PLC).



1989

Acquisition of an industrial unit in Presidente Getúlio (SC), enabling the company's expansion in the market.



1996

Start of sales abroad, with exports to Hong Kong and Uruguay.



2002

Pamplona acquires the status of certified farm by Cidasc and Mapa authorities.



2006

Launch of seasoned meats and construction of administrative headquarters in Rio do Sul (SC).



2013

Change of corporate name, from Frigorífico Riosulense S.A. to Pamplona Alimentos S.A.

2015

Inauguration of the processing plant with the operational remodeling of the Plant in Rio do Sul (SC). Ractopamine laboratory accreditation (ISO 17025/2005).



2016

First company in Brazil entitled to use the Brazilian Pork seal.



2017

Inauguration of the meat house in Itajaí (SC). Extension of accreditation for the microbiology laboratory and accreditation of the ractopamine laboratory (ISO 17025/2017).



Inauguration of the Distribution Center in Portão (RS). Entry into the dairy segment and expansion of cured, matured and smoked products.



Start of expansion in Presidente Getúlio (SC) and expansion in Rio do Sul (SC). Beginning of cattle slaughter at the Caçador (SC) plant.



Inauguration of the automated storage area in Presidente Getúlio and expansion of the seasoned meats line in Rio do Sul. Celebration of the 75th anniversary of Pamplona foundation.

2019

2021

2023

2018

Launch of the first Sustainability Report. Enlargement of the sliced meats line.



2020

Inauguration of the Concentrator Distribution Center in Camboriú, optimizing the manufacturing logistics. Launch of products in smaller fractions to meet the changing profile of the domestic market. Elaboration of the first inventory of greenhouse gas (GHG) emissions.



2022

Inauguration of the Distribution Center in Jandira (SP). Duplication of the fresh sausage line in Rio do Sul (SC).



Business Strategy



Pamplona will continue to seek in the coming years to increase the share of products with greater added value in its portfolio and to promote adjustments to meet the most demanding markets. It also bets on the use of technology to make the food it produces reach more customers. And permeating this action is the incorporation of ESG aspects across the strategy in all areas.

In 2022, important investments were made to support the strategy of adding value to the portfolio, with more practical foods for consumers. Pamplona has doubled its fresh sausage production capacity, reaching 35

COMMITMENT

Pamplona wants to take higher flights and for such it will invest more than R\$ 1.1 billion (about US\$ 200 million) until 2028 in machines designed to increase and modernize slaughter and deboning, doubling the capacity at the Presidente Getúlio (SC) unit. It will also increase its capacity by 19,000 tons per year in manufacturing and packaging of processed products.

STATUS IN PROGRESS

RESULT

In 2022, the expansion of the fresh sausage line was completed at the Rio do Sul unit. For 2023, the modernization of storage at the Presidente Getúlio plant and the expansion of the seasoning line in Rio do Sul will be completed.

tons per day, as a way to meet the growth in domestic and foreign demand for this type of product. With that, it also began delivering more variety, such as fine ham sausage and Tuscan sausage with a new formulation. A new seasoning area was inaugurated, which centralizes the processing of this ingredient in Rio do Sul (SC). Previously, this activity took place in two units, and now the new process improves traceability, stock control and quality as a whole. The Presidente Getúlio (SC) plant received resources for the production of fractionated products, with the modification of the area's layout and with the purchase of new equipment that allows the assembly of smaller portions. In 2023, 10 new products will be launched to turn the consumer's life easier, in daily meals or on weekends.

As a part of the strategy of offering products with higher added value, in 2022 important launches were also made, such as three pork seasoned cuts in new formats: belly fillet, fillet mignon and sirloin steak, all with new flavors. Pamplona also added 100-gram sliced pepperoni salami to its portfolio.

To sustain and scale its business strategy, Pamplona, with financing by BNDES (National Development Bank) and commercial banks, invested R\$ 38 million (about US\$ 8 million) in the year. The main highlight was the resource allocated to the processed product line and to the condiment area in Rio do Sul (SC), as previously detailed.

In the innovation area, seeking to expand its activity based on the concepts of industry 4.0, it has built an automated storage facility in Presidente Getúlio (SC), quintupling its capacity, with robots that palletize the items, storing them in the refrigerated chamber, fully mapped and integrated by technological tools. This plant also received investment for the production of fractionated products to allow the offering of smaller portions.

Another significant issue were the investments in cybersecurity, which help to mitigate risks and maintain information security.

The Company inaugurated a new Distribution Center (DC) in Jandira (state of São Paulo), which will contribute to sustaining the growth strategy for the coming years, in the regions of Greater São Paulo, São Paulo Coast, Vale do Paraíba, Alto Tietê and São Paulo Inland. The DC replaces the space managed by an outsourced service provider, tripling the storage capacity and improving the management and quality of services to its customers.

This year, it started to operate with the delivery monitoring system, in order to obtain a better quality of service, favoring the reduction of delivery time and costs. In 2022, to increase its brand recognition, Pamplona took part in four fairs/events, including Exosuper (SC), Apas (SP), Agas (RS) and Fipan (SP).

Partnerships with restaurants and supermarkets were also expanded, with tasting and promotion actions, and other branding activities, such as support for the Cowboy Festival in Americana and the Pamplona Christmas Cup promotion, whose participants, the final consumers, competed for TV sets and gold bars.

Service to the foreign market was strengthened by expanding the volume of meat cuts for South Korea, Japan and Canada, the most demanding markets, and by participating in the international fairs Gulfood (Dubai), Sial Canada and Sial Paris.

Pamplona's focus will remain on pork, but the Company is also investing to complement its portfolio. In 2022, the Caçador (SC) unit doubled its monthly cattle slaughter capacity, with the expansion of the carcass cooling chamber.

A proprietary B2B e-commerce platform is under development, which will contribute to the expansion of sales to retail and the food service segment, two important markets in 2022. Currently, Pamplona sells its products online, also B2B, only through third-party tools, managed by partner retail chains in some Brazilian states.

In terms of sustainability, Pamplona revised its materiality matrix in the period and is preparing a new ESG plan ([see more information at ESG Performance](#)).

Market and Economic Performance



The Market

For the pork sector, responsible for 93% of Pamplona’s gross operating revenue (GOR) in 2022, it was a tough year, marked by rising costs, especially for grains. On the domestic market, pork price fell 5.2%, but consumption rose 8%, to 18 kilos per inhabitant (according to ABPA), reflecting the combination of the reduction in the purchasing power of families, as a result of inflation and the high level of indebtedness, with the maintenance of purchases after the injection of resources into the economy, especially with the Auxílio Brasil state help program.

On the foreign market, China, the main consumer, reduced its purchases from Brazil by 13.8% and its prices by 2.8%. On the other hand, the State of Santa Catarina, which is free of foot-and-mouth disease, without vaccination, received the green light to export to Canada and Mexico, two important consumer countries. In addition, Brazil has grown in sales volume to Japan and South Korea.

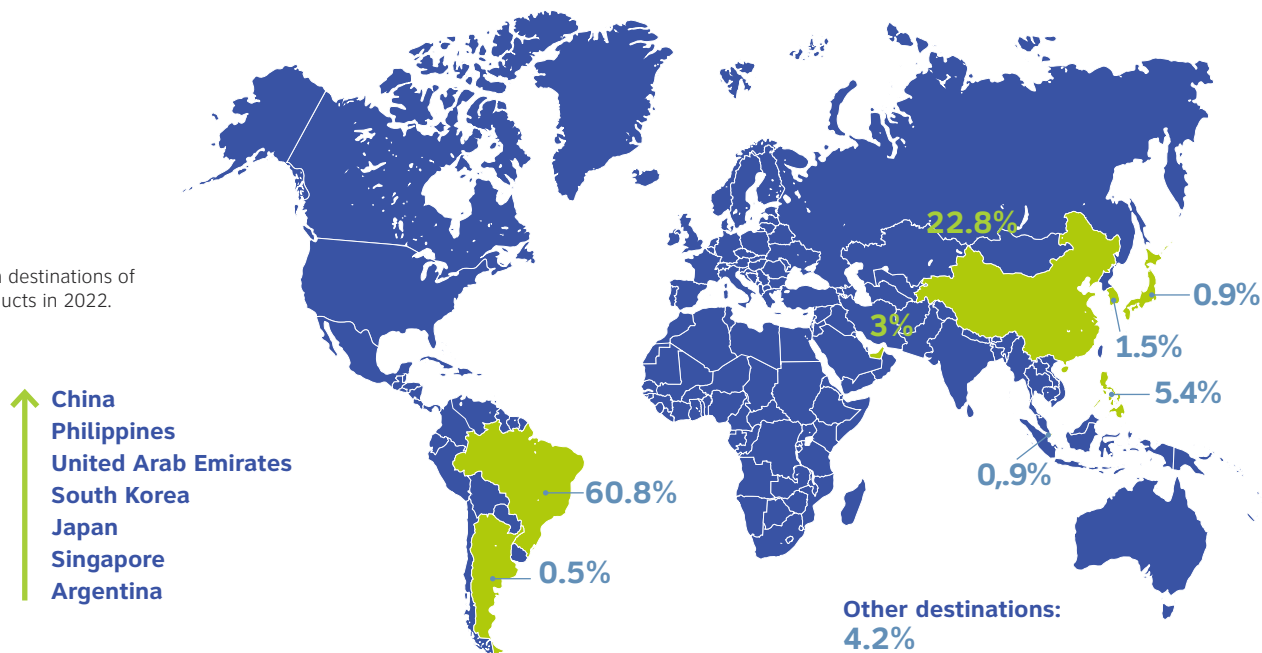
Pamplona Results

Faced with this complex environment, in which costs increased significantly and prices remained somewhat unstable, Pamplona ended 2022 with gross operating revenue of R\$ 2.2 billion (+1.2%). Considering the challenges faced, the financial risks planning and management have become even more relevant in the search for improved performance. In this management, the “Participation of third-party capital on Total Assets” index stands out, at 55% (46.6% in 2021).

In volume, 148,000 tons were sold in 2022, an increase of 4.4%, with 81,000 tons in the domestic market, compared to 78,000 tons in 2021 (+3.5%), and 67,000 tons in the foreign market, compared to 63,000 tons in 2021 (+5.5%).

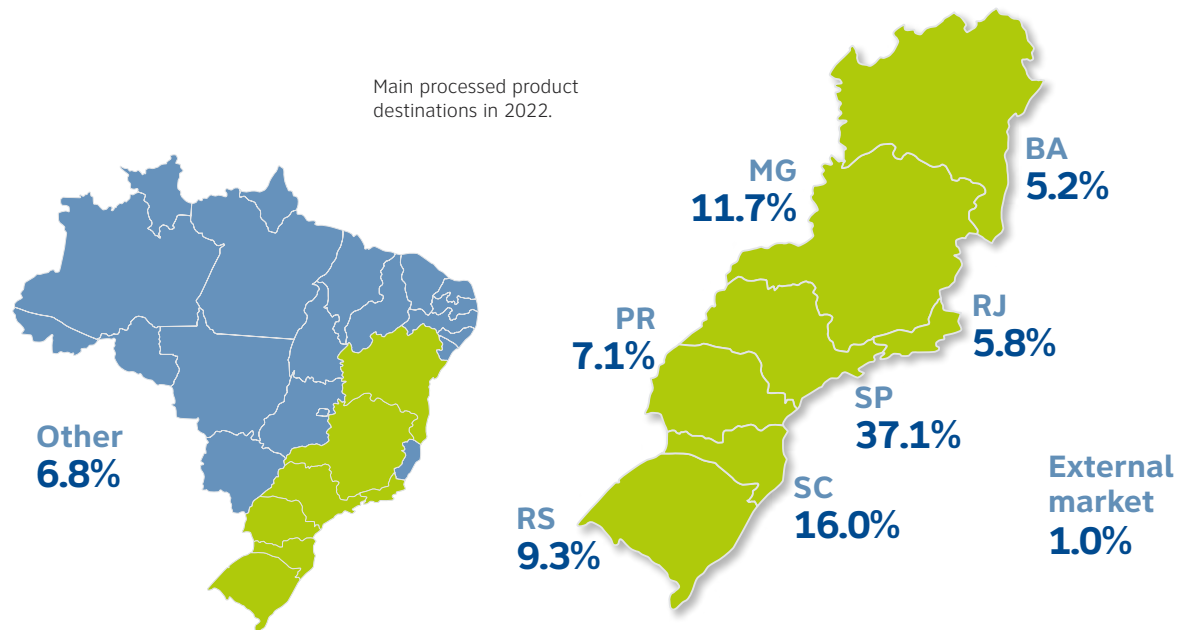
Despite the rising costs, especially for commodities such as corn, which rose 5.9%, and soybean meal, which rose 12.2%, floating the feed cost by 9.4%, the cost of products sold abroad, in dollars, fell 9%, in view of the lower consumption and prices in China. The Company followed its diversification strategy, operating with more emphasis in countries that offered better margins, such as Japan, South Korea, Philippines and Chile. It also expanded the number of destinations for its products and exported to 23 countries in the period.

Main destinations of products in 2022.



- China
- Philippines
- United Arab Emirates
- South Korea
- Japan
- Singapore
- Argentina

In the domestic market, due to the strategy of expanding processed product sales, with greater added value, Pamplona was able to obtain better prices, even with the fall in the price of pork in Brazil. In the processed foods segment, revenue grew (12.4% in the year), with the GOR proportion of this line going from 41.4% in 2021 to 46% in 2022 – on total GOR. The Company launched portioned products and intensified its focus on food service and retail.



With the reduction of consumer purchasing power and with changes in the Brazilian lifestyle – families with fewer members and people who live alone – Pamplona decided to launch smaller portions, at more accessible costs. It also intensified its focus on food service and retail, which grew by 22.46% and 3.46%, respectively. In the country, total sales grew 3.5% in volume and 8.7% in GOR.

In the foreign market, with the reduction of consumption and prices in China, Pamplona followed the diversification strategy, operating with more emphasis in countries that offered better margins, such as Japan, South Korea, Philippines and Chile. It also expanded the number of destinations for its products and entered Canada – exports to Mexico, authorized at the end of

2022, will begin in 2023. Thus, it exported in the period to 23 countries, against 18 in 2021. As a result of these measures, the volume shipped abroad increased by 5.5%, but revenue in dollars decreased by 4.74% – partially offsetting the expansion in costs and the drop in sales to China.



Pamplona brand closer to the consumer

Pamplona strengthened its brand in the market and on social networks, reinforcing its essence: an animal protein producer, specializing in pork. This happened through a series of initiatives, such as campaigns on television, radio and social media, in addition to actions at points of sale, in order to increase customer identification with the brand. The Company changed the packaging layout, which now uses the same visual identity, with a different shade of blue: lighter for regular lines and darker for premium categories. In addition, it began to make smaller packages available, aimed at individual consumers and small families, generating more practicality. The packaging changes are in progress and will be completed in 2023.

The Report

Composting process.

This sustainability report brings consolidated information on Pamplona's units and operations, referring to the year 2022. It has an annual disclosure cycle and, in 2023, it was published in May.

Prepared according to the Global Reporting Initiative (GRI) standards, it includes indicators from the Agriculture, Aquaculture and Fishing Sectors 2022. It also reports information from the Meat, Poultry and Dairy section of the Sustainability Accounting Standards Board (SASB).

The publication is based on the new materiality matrix produced in 2022. Its preparation involved the entire Executive Board, in interviews for the production of texts, in the collection of indicators and in approvals. It has not been submitted to external verification.


Questions and suggestions about the Sustainability Report can be sent to pamplona@pamplona.com.br



ESG Performance



Pamplona has aimed over the last few years to include sustainability practices in its operations. The Environmental, Social and Governance (ESG) criteria are increasingly part of the routine in different areas and are being incorporated into activities, procedures and strategies. **Thus, the Company established some commitments, which cover the different areas of the organization and are illustrated in this**



ESG Strategy

Pamplona develops its management strategy centered on the sector's ESG trends, focused on its material issues




Transparent Management

It has 9 management committees that provide efficient controls, transparency and guide the decision-making



Compliance

A compliance manual that includes conduct, management and risk mitigation policies



Trust

Pamplona follows the best anti-corruption practices and has anonymous reporting channels

document in tables throughout the corresponding chapters. Actions are carried out by the sectors responsible for the themes, which periodically report progress to senior management. The next step, which is in progress, will be the construction of an ESG Plan, with defined goals, linked to material matters.

In 2022, to give more emphasis and direction to the initiatives carried out, Pamplona decided to review its materiality matrix. The definition of materiality included a context analysis, ESG indicators and sectoral benchmarking. It also included interviews with 8 Company executives and



Training

Employees receive training on the Code of Ethics



Security

Implementation of the general law of personal data protection (LGPD)



Transparency

Focus on and constant commitment to transparency at all levels of relationship with stakeholders

10 external stakeholders (suppliers, customers, international distributors and representatives of academia, public authorities, employee unions, financial institutions and outgrowers), who pointed out the main impacts of Pamplona; 199 employees were also heard, by means of an online questionnaire. These steps led to the production of a compilation of impacts, which gave rise to a new matrix to replace the previous one, prepared in 2018. The themes are aligned with the Sustainable Development Goals (SDGs), sustainability goals defined in the movement led by the United Nations to be fulfilled by various sectors of world society by 2030.

It is also noteworthy that for the twelfth consecutive year, the Legislative Assembly of the State of Santa Catarina (Alesc) recognized Pamplona for its socio-environmental practices and awarded it the Social Responsibility Certification.

Pamplona operates in the Sustainability Nucleus – ESG, of the Business Association of Rio do Sul (ACIRS), dealing mainly with matters related to corporate sustainability and ESG actions, with the aim of improving sustainable practices and contributing to the improvement of environmental quality.



Francisco José Prim, financial manager, and Élviz Justen, accountant, represent Pamplona in a homage by the chamber of representatives (SC).

Material issues

UNTIL 2021 2022

Economic performance and governance	Innovation Ethics and integrity
Product quality	Product quality and safety Animal welfare
Supplier management and promotion	Sustainable value chain
Environmental management	Climate change Water Waste and circular economy
People management	People management Health and safety Diversity
Presence in the community	Regional economic development

ENVIRONMENTAL

Climate Change:



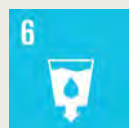
constant monitoring and actions to reduce the Company's impacts on the environment.

Waste and circular economy:



composting, recycling and reuse of waste from Pamplona, which is mainly divided into animal waste and packaging discarded after consumption.

Water:



essential input, used in production, animal raising and in growing grains consumed as feed.

SOCIAL

Health and safety:

management of employees' health and safety, as well as outsourced workers and third parties working in Pamplona's own operations.



People management:

structured training programs for employees, outgrowers, suppliers and people from the communities, in addition to internal practices that provide dignified conditions and guarantee employees' well-being.



Diversity:

policies and practices that encourage diversity and respect within operations, as well as combating any type of harassment or discrimination.



Regional economic development:

generation of employment and income for the locations where it operates, besides offering initiatives that contribute to the development of communities.



Sustainable value chain:

encouragement and support for outgrowers and suppliers to adopt ESG practices in their daily activities and to develop their business solidly and consistently.





GOVERNANCE

Animal welfare:

adoption of practices that ensure animal welfare, from birth to slaughter, and constant improvement of these initiatives, anticipating market demands.



Ethics and integrity:

existence of codes, policies, training and governance structure that encourage ethics, ESG practices, respect and the fight against corruption in the company's environment.



Product quality and safety:

production of safe food in an increasingly sustainable way from a social and environmental point of view. Constant search for procedures that reduce the chances of contamination.



Innovation:

investment in research and innovation that indicates new ways of producing, packaging and delivering, as well as contributing to portfolio diversification.



Throughout this report, it will be possible to identify the actions carried out with Pamplona's main stakeholders, with a significant impact on the business: employees, customers, suppliers, outgrowers (farmers responsible for raising animals) and communities.

Environmental

This chapter provides Pamplona information, actions and indicators on three important environmental fronts, where the most significant impacts occur: Climate Change, Waste and Circular Economy and Water.

Climate change

A topic of great importance for Pamplona's operations, given that discussions on the control and reduction of greenhouse gas (GHG) emissions are increasingly present in society and guide market and consumption decisions.

100% of the pigs come from properties with environmental licensing and meet the criteria provided by law.

GRI 305-1 and 13.1.2; GRI 305-2 and 13.1.3

Total direct GHG emissions (Scope 1) in metric tons of CO₂ equivalent

2022		2021	
Rio do Sul (SC) Factory	Presidente Getúlio (SC) Factory	Rio do Sul (SC) Factory	Presidente Getúlio (SC) Factory
6,471	1,818	6,404	2,051

Biogenic emissions (Scope 1) of CO₂ in metric tons of CO₂ equivalent

2022		2021	
Rio do Sul (SC) Factory	Presidente Getúlio (SC) Factory	Rio do Sul (SC) Factory	Presidente Getúlio (SC) Factory
28,007	15,947	30,943	16,502

Total indirect GHG emissions (Scope 2) from energy procurement in metric tons of CO₂ equivalent calculated based on location

2022		2021	
Rio do Sul (SC) Factory	Presidente Getúlio (SC) Factory	Rio do Sul (SC) Factory	Presidente Getúlio (SC) Factory
3,796	1,929	1,749	973

Source: Department of the Environment

The following gases were included in the calculation: CO₂, CH₄, N₂O, HFC, HFC-32, HFC-125. The consolidation approach is control-operational and follows the GHG Protocol methodology. The variation in Scope 2 emissions was not due to increased consumption of energy, but by a change in the average emission factor, made available by the Ministry of Science, Technology, Innovation and Communication (MCTIC).

Therefore, the management of this theme becomes extremely relevant and goes beyond environmental responsibility, presenting itself as an item of the business strategy.

In this context, considering the potential effects of climate change, Pamplona has initiatives that must be strengthened in the business plan in the coming years, considering the Sustainable Development Goals (SDGs).

Pamplona produced its inventory of greenhouse gas (GHG) emissions in scopes 1 (own emissions) and 2 (emissions resulting from the generation of consumed energy), covering the industrial parks of the units in Rio do Sul (SC) and Presidente Getúlio (SC). Seeking to improve the management of GHG risks and the identification of opportunities for reduction, in the last year Pamplona recalculated from 2020 (base year) its GHG emissions from the treatment of liquid effluents, starting to use the emission factor that better characterizes its processes. The survey was performed in accordance with the GHG Protocol, the main global standard for measuring GHG.

GRI 305-4 and 13.1.5

Intensity of greenhouse gas emissions (Scopes 1 and 2)

	2022	2021
GHG emissions intensity index for the organization SCOPE 1	0.06	0.059
GHG emissions intensity index for the organization SCOPE 2	0.042	0.019

Source: department of the environment
It does not consider biogenic emissions.

COMMITMENT	STATUS	RESULT
For 2022, the plan is for Scopes 1 and 2 to be replicated to other Pamplona units, going beyond industries and having a greater representation of the production cycle.	IN PROGRESS	The expansion of the scope of application to other units is under analysis, as well as the definition of indicators. Today, the focus is on improving the database to better base the industrial inventory and later define the reduction strategy.

In search of innovative and efficient solutions to reduce its emissions, Pamplona continued the program to include nutritional enzymes (phytases, proteases and carbohydrases) in animal feed, which result in lower GHG emissions in the production process.

Another initiative that collaborates in the reduction of atmospheric emissions is the use of the composting process to treat organic agro-industrial waste, previously sent to sanitary landfills and which now produces an organic compound of high agronomic value, which serves as an alternative for use in main regional crops. This project had technical and scientific support from the Agricultural Research and Rural Extension Company of Santa Catarina (Epagri), generating an efficient system for reusing nutrients that, besides being marketed to farmers, is intended to

foster partnerships in social projects ([see more information in Waste and Circular Economy](#)). According to a study by the Brazilian Agricultural Research Company (Embrapa), the disposal of organic waste in landfills generates 90% more CO₂ emissions than composting.

Logistic operations involve land transport for the distribution of inputs and products, generating the burning of fossil fuels. For this reason, Pamplona actively participates in the Depollute Program, in order to monitor and encourage drivers to adopt practices that can help reduce greenhouse gas emissions. The Depollute Program is an initiative by the National Transport Confederation (CNT), in partnership with the Social Service of Transport (SEST) and the National Transport Training Service



(SENAT), with the aim of improving air quality, protect workers' health and encourage the rational use of fuels.

A project to readjust the logistics network is in progress, with several actions aimed at optimizing activities. By improving the logistical process, Pamplona reduces the circulation of vehicles and, consequently, the emissions.

Environmental preservation

All the proprietary and integrated farms have environmental licensing to operate and are regularly inspected by official agencies. Pamplona does not condone practices that could degrade the environment and, therefore, does not produce in deforested areas.

Its own operating units do not operate in permanent preservation areas or in zones with any type of restriction. Its facilities are in accordance with municipal master plans, have environmental licensing and do not have a relevant impact to potentially compromise biodiversity.

Pamplona manages the main suppliers, especially the supply chain, assigning socio-environmental criteria in signed contracts – declaring compliance with legal requirements related to environmental, labor, human rights and social responsibility aspects. Environmental management also has a defined system for the approval of critical suppliers, with an established routine for document monitoring, audits and general performance evaluation.



Swine terminator integrated farm.

GRI 13.4.2

	2022	2021
	Percentage of volume from source defined as free of deforestation or conversion	Percentage of volume from source defined as free of deforestation or conversion
Pork	100%	100%
Beef	100%	100%
Feed	100%	100%

Source: Department of the Environment

Energy

The Company is also seeking to make its energy matrix more sustainable, using primarily electricity from renewable sources (hydraulics, biomass and wind).

GRI 302-3

Energy intensity:

0.3516536067

Based on electricity consumed and tons produced

The plant in Caçador (SC) has a solar energy generation system, which generated 407,932.50 joules/s during the period. Projects are being evaluated for the use of solar panels and of biodigestors as alternatives for generating energy on the company's farms. In all units, energy consumption is monitored monthly in its different forms (electricity, fuels from renewable and non-renewable sources). Through monitoring, it is possible to identify the energy efficiency intensity index and link it to the goals and improvement programs defined by the Environmental Management System.

In 2022, new monitoring indicators were integrated into the environmental panels of the company farms, with the purpose of identifying the productive performance in view of electric energy consumption.

GRI 302-1 and SASB FB-MP-130a.1

Total energy consumption within the organization (GJ)

	2022	2021
Total consumption	701,612.07	672,259.90

Source: Department of Maintenance and Environment

1 kcal = 4,184 KJ; 1 kwh = 0.0036 GL; 1 m³ carvão vegetal = 833 kg; 1 m³ Gás GLP = 2.5 kg

Total consumption of fuels within the organization from renewable sources (GJ)

	2022	2021
Wood shavings		
Presidente Getúlio (SC) Factory	2,645.12	2,443.45
Rio do Sul (SC) Factory	3,528.20	3,986.69
Wood chips		
Presidente Getúlio (SC) Factory	143,087.78	149,536.16
Rio do Sul (SC) Factory	287,150.56	284,026.66
Firewood		
Caçador (SC) Factory	18,626.93	4,090.82
Own farms	44,129.82	30,077.46
Vegetal Coal		
Presidente Getúlio (SC) Factory	3,606.74	1,770.95
Total	502,775.15	475,932.19

Source: Department of Maintenance and Environment

Total consumption of fuels within the organization from non-renewable sources (GJ)

	2022	2021
Liquefied petroleum gas – LPG		
Presidente Getúlio (SC) Factory	8,937.40	10,666.43
Natural Gas – NG		
Rio do Sul (SC) Factory	8,438.91	9,675.44
Diesel		
Presidente Getúlio (SC) Factory	106.71	51.87
Rio do Sul (SC) Factory	426.3	106.26
Caçador Factory	82.58	51.68
Total	17,991.90	20,551.68

Source: Department of Maintenance and Environment

Generated Energy (KWh)

	2022	2021
Generated Electricity*	89.155	55.805

Source: Department of Maintenance and Environment

*This energy is generated by the Caçador (SC) unit, which has solar panels.

Electricity Consumption (GJ)

	2022	2021
Presidente Getúlio (SC) Factory	54,678.24	58,011.00
Rio do Sul (SC) Factory	108,106.24	100,546.11
Caçador (SC) Factory	1,468.55	863.64
Feed Factory (SC)	13,368.27	13,120.59
Own farms	3,223.72	2,149.92
Total	180,845.02	174,691.26

Source: Department of Maintenance and Environment

Waste and circular economy

Pamplona has important waste management initiatives aimed at optimizing processes, generating revenue, reducing costs and, consequently, continuously improving the indicators that make up its Environmental Management System.

The destination for recycling of solid waste from industrialization processes, such as plastics, films, tapes, mixed packaging, paper and cardboard, has grown year after year. In 2022, this index reached 72% in Rio do Sul (SC) and 69% in Presidente Getúlio (SC). When considering the recovery of organic waste via composting and the reuse of metallic scrap, the Company reaches a level close to 90% in both units.

The management of this issue, with the constant search for increased recycling, is part of Pamplona's strategy. This indicator integrates the performance panel and represents one of the main ones in the environmental area.

Hazardous materials from the production system in the field, such as medicine packaging, needles, syringes, among others, are collected by a specialized company. During the year, 100% of this waste generated by the company's own farms and integrated producers received a safe and adequate destination. The material produced was subjected to technological treatment, in accordance with the National Solid Waste Policy (PNRS) guidelines.

COMMITMENT

Construction of a new Waste Center at the Rio do Sul (SC) unit, scheduled to start in 2022, which will include the restructuring of the operational part with the definition of new processes, internal logistics and storage structure. This project will enable better controls in the waste management process, meeting the objectives established by the Environmental Management System (SGA), increasing the recycled volumes.

STATUS POSTPONED

RESULTS

The project was structured/ prepared in 2022 and is being detailed for execution.

The circular economy is an important front for Pamplona. There is not an exclusive program for collecting packaging that goes to the consumer, but the Company is included in the sectorial agreement and complies with the provisions of the National Solid Waste Policy (PNRS), through partnerships with companies/cooperatives that recycle the equivalent of 22.5% of the volume generated in packages.



GRI 306-3 and 13.8.4, GRI 306-4 and 13.8.5, GRI 306-5 and 13.8.6

Types of Waste (tons)	Rio do Sul (SC) Factory		President Getulio (SC) Factory		Feed (SC) Factory		Farms		Total	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Class 1 waste (hazardous)										
Composting	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Incineration/Landfill	0.00	0.00	0.00	0.00	0.32	0.86	15.42	15.59	15.74	16.45
Recycling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Reuse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Autoclave/Landfill	0.16	0.22	0.34	0.00	0.00	0.00	0.02	0.00	0.52	0.22
Total Class 1 Waste	0.16	0.22	0.34	0.00	0.32	0.86	15.44	15.59	16.26	16.67

Source: Environment Department

In Presidente Getúlio, 780 units of lamps were destined for decontamination and in Rio do Sul, 1,688 units. All hazardous waste was sent to a specialized company. There was no reuse of that material or disposal for final destination. The amount of Class I waste includes residues from the whole integration system.

Types of Waste (ton)	Rio do Sul (SC) Factory		President Getulio (SC) Factory		Feed (SC) Factory		Caçador (SC) Factory		Total	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Class 2 waste (non-hazardous)										
Composting	1,119.58	903.00	482.26	407.00	40.38	123.00	0.00	0.00	1,642.22	1,433.00
Incineration/Landfill	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Recycling	966.76	729.00	226.52	196.00	23.28	15.00	8.59	1.47	1,225.15	941.47
Reuse	135.75	73.00	26.17	32.00	1.04	3.00	0.00	0.00	162.96	108.00
Autoclave/Landfill	355.00	573.00	101.72	122.00	0.00	0.00	0.00	0.00	456.72	695.00
Total Waste Class 2	2,577.09	2,278.00	836.67	757.00	64.70	141.00	8.59	1.47	3,487.05	3,177.47

Source: Environment Department

The organization's highlight in terms of circular economy has been the agro-industrial waste composting project. Pamplona, through its Lauro Pamplona composting unit, has been reusing 100% of the agro-industrial organic waste from the Rio do Sul (SC) and Presidente Getúlio (SC) units in recent years. In 2022, 1,642.22 tons of waste were reused. The system maintains an average monthly production of approximately 100 tons of organic compost, serving as an alternative fertilizer for producers of different regional crops in the State.

Recently, the partnership with Epagri resulted in the publication of the Meatpacking Industry Waste Composting Booklet, available to rural producers and other related public, demonstrating the efficiency of this process. The booklet provides a compost agronomic recommendation table for the main regional crops and also aims to encourage the practice of sustainable actions in the agro-industrial production chain.

Water

Water is a natural resource, essential for meeting the basic needs of life. Within the scope of Pamplona's operations, it is essential for agricultural activities and for industrial processes, being used in all stages of production. Rational use and due treatment are routines included in the day-to-day business, considered strategic for the development of Pamplona, with a view to preserving the resource.

On its own farms and integrated ones, water use follows the guidelines required by environmental licensing, which estimate average water consumption and average production of manure in specialized swine systems in the State of Santa Catarina, as established by the competent agency. In addition, the technical team advises producers in the field, constantly

addressing the issue during technical visits, with the investigation of management practices, such as regulating the flow of drinking fountains and the volume of waste generated, which are directly related to water consumption.

Water intended for industrial consumption must meet the potability standard established by Ordinance GM/MS No. 888, of May 4, 2021, a guarantee that it does not pose risks to human health. Pamplona obtains the input through surface collection, from the public sanitation network and from a well. The Company monitors the consumption indicators on the farms and manufacturing units on a monthly basis – collected by water meters –, which allows for the management of use, with the establishment of goals within

the Environmental Management System, and the carrying out of engagement actions with employees and integrated workers. In 2022, there was an increase in production, as a result of the expansion of some areas and the start of a new own farm, Granja Vassouras. Even so, with improved management, uptake and consumption were 1.2% lower compared to 2021, reaching 948.2 megaliters.

Pamplona's operations are not located in water-stressed areas. However, the Company actively participates in the Management Committee of the Itajaí River Watershed and Contiguous Basins. The group promotes important discussions on fundamental strategic themes for the use and distribution of the resource in the region's various productive sectors.



Drawing contest, on World Water Day, involving the employees' children.



GRI 303-3 and 13.7.4; GRI 303-5 and 13.7.6; SASB FB-MP-140a.1

Total water capturing and consumption in all areas without water stress (in megaliters)

Fresh water	2022	2021
Surface water	887.4	924.6
Groundwater	58.2	32.6
Sea water	0.0	0.0
Produced water	0.0	0.0
Third-party water (water supply)	2.6	3.0
TOTAL	948.2	960.2

Source: Environment Department

Total volume of water captured by type of source (ML)

SOURCE TYPES	2022	2021
Surface waters, including wetlands, rivers, lakes and oceans		
Feed factory (SC)	0.0	0.0
Pres. Getúlio Factory (SC)	278.0	296.0
Rio do Sul Factory (SC)	453.4	472.6
Caçador Factory (SC)	0.0	0.0
Own Farms	156.0	156.0
Total	887.4	924.6
Groundwater		
Feed factory (SC)	0.0	0.0
Pres. Getúlio Factory (SC)	0.0	0.0
Rio do Sul Factory (SC)	0.0	0.0
Caçador Factory (SC)	41.0	18.1
Own Farms	17.2	14.5
Total	58.2	32.6
Municipal water supply or other water supply companies		
Feed factory (SC)	1.1	1.6
Pres. Getúlio Factory (SC)	0.0	0.0
Rio do Sul Factory (SC)	0.0	0.0
Caçador Factory (SC)	0.0	0.0
Own Farms	1.5	1.4
Total	2.6	3.0
TOTAL	948.2	960.2

Source: Environment Department

Liquid effluents

The liquid effluents generated at the Rio do Sul (SC) and Presidente Getúlio (SC) industrial units are treated through the primary system with physical and chemical processes, and the secondary system, in lagoons, and after these steps return to the water basin. Levels of quality and efficiency are constantly monitored through analyzes carried out by a specialized third-party laboratory and the results make up the framework of performance indicators, as determined by the Environmental Management System.

The Caçador unit has the biostabilization of effluents, which allows the use of the material as a biofertilizer, through agronomic planning defined together with the unit's environmental licensing.

The water intended for the process of raising animals, in the field, is used to water the pigs and clean the pavilions. Most of the effluent from this process is converted into biofertilizer and used in crops, after undergoing biological stabilization in treatment lagoons.

In 2022, 854.5 megaliters of water were discarded, a volume 1.59% below the one accounted for in 2021. Organic load removal levels follow the standards required by the competent agencies. This data is monitored monthly by a certified third-party laboratory and presented to senior management.

Animal waste generated in the integrated rural properties, after stabilized, is used as biofertilizer in the areas foreseen for application, according to the agricultural planning, being able to be an own area or assignor – neighboring rural areas, which incorporate to the land, in a natural way, nutrients as nitrogen, phosphorus and potassium. This management is based on storage and treatment, following the environmental licensing guidelines, as a way to avoid possible contamination and respect the level of soil absorption, calculated in the process and approved by the competent agency.



Lauro Pamplona composting unit.

GRI 303-4 and 13.7.5

Total discharge of liquid effluents in all areas (in megaliters)

	2022		2021	
	Fresh water	Other types of water*	Fresh water	Other types of water*
Surface water**	734.6	119.9	748.4	119.9

Source: Environment Department

* Waste from own farms after biological fermentation.

** There is no disposal in water-stressed areas.

Total disposal of liquid effluents, distributed by quality and destination (ML)

UNITS	TYPE OF EFFLUENT DISPOSAL	WATER QUALITY AND TREATMENT METHOD	WATER IS REUSED	2022	2021
Feed factory (Laurentino, SC)	Surface Waters	Septic tank and disinfection box	No	1.0	1.5
Presidente Getúlio (SC) Factory	Surface Waters	Physical, chemical and biological and Composting	No	264.0	281.3
Rio do Sul (SC) Factory	Surface Waters	Physical and Biological and Composting	No	430.7	448.4
Caçador (SC) Factory	Surface Waters	Septic tank, filter and drain	No	38.9	17.2
Own Farms	Surface water, incorporation in compost and distribution in soil as biofertilizer	Stabilization, physical and compost ponds	Yes	119.9	119.9
TOTAL				854.5	868.3

Source: Environment Department

COMMITMENT

Launch of an explanatory folder containing technical recommendations for the use of organic compost in different crops. This is an initiative conducted in partnership with the Agricultural Research and Rural Extension Company of Santa Catarina (Epagri).

STATUS DONE

RESULT Booklet produced, mentioned in the text.

COMMITMENT

Identification of partner companies with technologies capable of integrating into the water metering system and transmitting information remotely to ensure quick access to information, which should further enhance decision-making to improve resource management.

STATUS DONE

RESULT Completion of budget survey to automate the process of reading/monitoring consumption data. However, even with unfeasible costs in the current scenario, Pamplona makes alternative use of the Primus System for information management.

COMMITMENT

Expansion and development of the biological treatment project (activated sludge), including a compact tanks system which reduces the required area and increases treatment efficiency.

STATUS IN PROGRESS

RESULT The restructuring project for the effluent treatment system in Presidente Getúlio (SC) was reviewed and updated in 2022, including the possibility of reusing the treated effluent for non-noble uses. The proposal is in the validation phase and will undergo a review by specialized consultancy.

Social

Pamplona’s development is possible thanks to the involvement and collaboration of various stakeholders, who together work tirelessly to build a Company that gets better every day. In this chapter, the relationships with employees, outgrowers, suppliers and the community are detailed.

People management

Pamplona is guided by the purpose of acting responsibly and encouraging the growth of employees who participate directly or indirectly in its operations. For these professionals, it offers training, social and psychological support in emergency situations and involves family members in initiatives throughout the year. The Company ended the period with 3,703 employees.

GRI 2-7

Full-time employees and breakdown by gender and region

REGION	2022			2021		
	Men	Women	Total	Men	Women	Total
North region	0	0	0	0	0	0
Northeast region	3	2	5	2	0	2
Midwest region	1	4	5	1	4	5
Southeast region	44	12	56	24	9	33
South region	2,184	1,453	3,637	2,231	1,428	3,659
Total	2,232	1,471	3,703	2,258	1,441	3,699

Source: People Management Department

Pamplona does not have employees without a guaranteed workload and working part-time. All employees are permanent and work full time. Data from 12/31/2022. Definition of regions by allocation of employees and not by origin.



Benefits offered

- Group and family life insurance;
- Medical service in Pamplona for occupational illnesses (Rio do Sul, Presidente Getúlio, Farms and Feed Factory, in Santa Catarina);
- Medical and dental care (Rio do Sul, Farms, Presidente Getúlio and Feed Factory, in Santa Catarina) in partnership with Pamplona Cultural and Sports Association (Arcep);
- Canteen at the units in SC and meal or food card at the Distribution Centers;
- Transportation vouchers;
- Collective transport;
- Agreements with drugstores and supermarkets;
- Agreements with universities for discounts on graduation and post-graduation;
- Profit Sharing (PLR) for all employees with more than 90 days with the company, linked to the achievement of financial performance in the year and contracted indicators.

GRI 401-1

Total number and rate of turnover during the reporting period, broken down by age group, gender and region

REGION	Under 30 years old				Between 30 and 50 y.o.				Over 50 y.o.			
	2022		2021		2022		2021		2022		2021	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
North region	0	0	0	0	0	0	0	0	0	0	0	0
Northeast region	0	0	0	0	1	2	0	0	0	0	0	0
Midwest region	0	0	0	0	0	0	0	0	0	0	0	0
Southeast region	12	1	0	0	15	4	8	7	1	0	0	0
South region	645	404	859	408	326	248	455	223	22	13	24	10
Total by gender	657	405	859	408	342	254	463	230	23	13	24	10
TOTAL	1,062		1,267		596		693		36		34	

Source: People Management Department
Definition of regions by allocation of employees and not by origin

Total number and rate of turnover during the reporting period, broken down by age group, gender and region

REGION	Under 30 years old				Between 30 and 50 y.o.				Over 50 y.o.			
	2022		2021		2022		2021		2022		2021	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
North region	0	0	0	0	0	0	0	0	0	0	0	0
Northeast region	0	0	0	0	0	0	0	0	0	0	0	0
Midwest region	0	0	0	0	0	0	0	0	0	0	0	0
Southeast region	1	0	1	0	4	3	5	1	3	0	2	0
South region	585	377	649	313	420	262	433	201	41	10	26	11
Total by gender	586	377	650	313	424	265	438	202	44	10	26	11
TOTAL	963		963		689		640		54		39	

Source: People Management Department
Definition of regions by allocation of employees and not by origin.



Training

In 2022, Pamplona promoted in average more than seven hours of training per employee. An important initiative was the Leadership School, which aims to develop technical and behavioral skills in the Company’s leaders. During the year, two groups underwent face-to-face theoretical classes, one of which, with 22 participants, completed the course in 2022, with graduation scheduled for April 2023. The other group, with 25 students, will complete the training in August 2023.

For professionals in the industrial area, a highlight is the Machine Operator Training Program, which improves the techniques in use and professional performance. It has theoretical training, in partnership with the National Industrial Learning Service (SENAI), which covers modules on maintenance, electrical, electronics, pneumatics, mathematics, leadership and time management, in addition to the practical part, taught by supervisors in Pamplona’s maintenance area. During this period, 19 students graduated in the first semester and 32 in the second.

COMMITMENT

Two groups of the Machine Operator Training Program for employees at the Rio do Sul and Presidente Getúlio units, in Santa Catarina.

STATUS DONE

RESULT Program done.

In addition, facing the challenge of having people prepared to perform certain functions, Pamplona created the Maintainer in Training, a two-year program in partnership with Senai. Those interested participate in an internal selection process and, if approved, are enrolled in the course and transferred to the company’s maintenance area, where they learn in practice with experienced professionals in the activity. At the end of the course, those who perform well and acquire the required theoretical and practical knowledge are recognized as electromechanics. In 2022, seven employees benefited – they will conclude their participation in the program in 2024.

Upon joining the Company, the new employee participates in the integration program, which includes training on quality, good production practices, diversity, code of ethics, General Law for Personal Data Protection (LGPD), benefits, rules, remuneration, employee safety work, ergonomics, medicine, animal welfare, 5S methodology and industrial management.

There is also a training program for adaptation facilitators, the professionals who receive and monitor new employees. As part of this initiative, regular training is provided on quality and safety at work, institutional standards, motivation and other operational topics. For employees at units Rio do Sul, Presidente Getúlio, \$\$ Factoring, Feed Factory and Farms, all in Santa Catarina, there is the More Knowledge Moment, consisting of monthly, face-to-face talks, which especially address sustainability, health and life-quality issues.



School of Leadership.

GRI 404-1

Average hours of training, by function, in the year

	2022	
	Men	Women
Management	1h17	0h15
Coordination/supervision	8h55	27h43
Technical/Support	12h31	21h08
Administrative	6h50	5h51
Operational	7h16	7h33
Trainee	6h00	4h48
TOTAL (Average)	7h15	7h56

Source: People Management Department

Performance

The annual performance assessment includes two types of analyses, an operational one, aimed at the team in general, which results in feedback indicating strengths and opportunities for improvement, and a strategic one, focused on leaders. Strategic monitoring observes technical, operational and management skills, in the 90o model, that is, the manager gives feedback to the evaluated person, who prepares an Individual Development Plan (PDI). This evaluation takes place once a year and, based on it, a performance ranking is formed, in which the best placed employees are recognized. The score achieved by delivering the defined goals, plus the results achieved in the industry management tournament, help to compose this ranking.

GRI 404-3

Percentage of employees who received performance and career development evaluations

	2022	
	Men	Women
Management	25.00%	50.00%
Coordination/supervision	34.25%	54.55%
Technical/Support	66.22%	65.71%
Administrative	10.69%	17.61%
Operational	37.54%	38.83%
Total	36.38%	36.98%

Source: People Management Department

Compensation

Pamplona’s compensation policy includes a job and salary program, with salary ranges distributed according to the positions’ grading. This information is updated annually on the database, according to market research and assessment of the macroeconomic context, with adjustments approved by the board of directors. Moreover, this policy considers agreements signed in collective covenants, which cover 100% of the team.

GRI 202-1 and 13.21.3

Proportion between the lowest wage and the local minimum wage (in Santa Catarina), broken down by gender

	2022		2021	
	Women	Men	Women	Men
Rio do Sul (SC)	105%	105%	103%	103%
Presidente Getúlio (SC)	105%	105%	103%	103%
Caçador (SC)	100%	100%	100%	100%
Feed Factory (Laurentino, SC)	144%	105%	185%	103%
Farms	113%	113%	112%	112%

Source: People Management Department

GRI 13.21.2

Percentage of employees and non-employee workers whose jobs are covered by collective agreements that have clauses related to salary levels and frequency of payments, at locations of significant operations

	2022	2021
% of collaborators*	100%	100%

Source: People Management Department

*The data considers only employees. Pamplona does not have third parties working permanently on the premises.

GRI 2-21

Proportion of the highest paid employee’s total compensation in relation to the average compensation of the others:

13.80

Proportion of the percentage increase in compensation of the highest paid employee in relation to the increase in compensation of other employees:

0.67

Engagement actions with employees

To engage and motivate employees, the Company carries out a series of initiatives, which begin in the welcoming, with the distribution of kits and monitoring for 90 days of employees in the industrial area, and continues during their stay at Pamplona. There are recognitions based on length of service and dates such as birthdays, professional days, holidays and celebratory dates. Communication takes place through people management dialogues, which occur monthly to disseminate topics related to the area, through bulletin boards located in the units and through corporate e-mail.

Another team motivation tool is the Internal Talents program, which prioritizes employees when offering job opportunities, encouraging the creation of career prospects.

Diversity

In the social spectrum of ESG, diversity is a relevant feature in Pamplona's activities. In the year, immigrants accounted for 21.7% of the workforce. In addition, 42.5% of employees are from other regions of Brazil. These people go through a reception process with a

series of support initiatives. In partnership with the Pamplona Cultural, Sports and Recreational Association (ARCEP), all employees receive medical and dental assistance and school supplies for their children.

Regarding gender diversity, women represent 39.72% of the total staff. In leadership positions, the highlight is the CEO position, held by a woman.

GRI 405-1

Diversity among employees

BY AGE GROUP

Faixa etária	2022	2021
Under 30 years old	1,654	1,664
30 - 50 y.o.	1,761	1,770
Over 50 y.o	288	265
Total	3,703	3,699

Source: People Management Department

BY FUNCTIONAL CATEGORY

	2022		2021	
	Men	Women	Men	Women
Board	75%	25%	75%	25%
Management	87%	13%	88%	12%
Leadership/coordination	77%	23%	77%	23%
Technique/supervision	68%	32%	77%	23%
Administrative	43%	57%	41%	59%
Operational	61%	39%	60%	40%
Trainee	44%	56%	-	-

Source: People Management Department



GRI 405-2 and 13.15.3

Ratio between women's and men's salaries

Unit	Gender	Year	Board of Directors	Executive Board	Management	Coordination/supervision	Technical/Support	Administrative	Operational	Trainee
Rio do Sul (SC)	Men	2022	122.16%	85.44%	147.17%	87.86%	91.60%	122.46%	109.65%	91.66%
	Women		81.86%	117.04%	67.95%	113.82%	109.17%	81.66%	91.20%	109.10%
	Men	2021	122.22%	91.75%	137.34%	92.70%	93.62%	127.03%	107.49%	-
	Women		81.82%	109.00%	72.81%	107.87%	106.81%	78.72%	93.03%	-
Presidente Getúlio (SC)	Men	2022	-	-	100.00%	131.04%	108.21%	111.11%	111.57%	-
	Women		-	-	-	76.31%	92.41%	90.00%	89.63%	100.00%
	Men	2021	-	-	100.00%	131.65%	114.45%	111.92%	110.56%	-
	Women		-	-	-	75.96%	87.37%	89.35%	90.45%	-
Caçador (SC)	Men	2022	-	-	100.00%	-	-	122.16%	109.48%	-
	Women		-	-	-	-	-	81.86%	91.34%	-
	Men	2021	-	-	100.00%	64.00%	100.00%	96.00%	107.00%	-
	Women		-	-	-	156.00%	-	105.00%	93.00%	-
Feed Factory (Laurentino, SC)	Men	2022	-	-	100.00%	100.00%	100.00%	87.00%	102.00%	-
	Women		-	-	-	-	-	115.00%	98.00%	-
	Men	2021	-	-	100.00%	100.00%	100.00%	79.57%	89.50%	-
	Women		-	-	-	-	-	125.68%	111.74%	-
Farms	Men	2022	-	-	-	95.00%	72.00%	73.00%	100.00%	-
	Women		-	-	-	105.00%	140.00%	137.00%	100.00%	-
	Men	2021	-	-	-	100.00%	100.00%	72.00%	107.00%	-
	Women		-	-	-	-	112.00%	140.00%	93.00%	-

Source: People Management Department



Another way of valuing women in Pamplona is through the Bem Gestar (Good Pregnancy) program, which supports pregnant employees so they have a healthy and safe gestation. The initiative includes orientation lectures about maternity during office hours, medical follow-up and payment for ultrasound exams. After the birth, the mother receives two maternity kits, one provided by the life insurance negotiated by the Company, containing food and utensils for the child and the family, benefiting even employees' wives, and the other exclusively for female employees, with a bag with several items for use in the child's first days of life.



Bem Gestar Program, in the units of President Getúlio and Rio do Sul (Santa Catarina), respectively.

GRI 401-3

Total number of employees who took maternity/paternity leave, by gender

	2022			2021		
	Men	Women	Total	Men	Women	Total
Took leave	105	122	227	95	117	212
Returned after leave	98	121	219	94	104	198
Remained in the company 12 months after returning	49	47	96	61	38	99

Source: People Management Department

Return to work and retention rates of employees who took maternity/paternity leave, by gender

Region	2022		2021	
	Men	Women	Men	Women
Return rate	93%	99%	99%	89%

Source: People Management Department

All employees are entitled to take maternity/paternity leave, in accordance with the law.

Health and safety

To guarantee the safety of its employees, Pamplona has, since 2017, the Pamplona Zero Accident Program, composed of several tools that span the entire team. This program, involving production and administrative employees, reduces risks, expands commitment of leaders and teams and, consequently, mitigates the occurrence of accidents.

GRI 403-9 and 13.19.10; SASB FB-MP-320a.1

Accidents at Work

Region	2022		2021	
	Número	Índice	Número	Índice
Number and rate of deaths resulting from accidents at work	0	0	0	0
Number and rate of accidents at work with serious consequences (except deaths)	34	7.1	31	6.6
Number and rate of accidents at work of mandatory reporting	112	23.4	123	26.4
Number of hours worked	4,771,477		4,656,345	

Source: Department of Specialized Services in Occupational Safety and Medicine (SESMT)
Calculation is based on 1 million hours worked; accidents mainly caused cuts and bruises.

The technical team analyzes the identified deviations in the period through the tools Secure Practices Index (IPS) and Administrative Standard of Safety Deviation (PADS), which attribute to the measurement a score that must be greater than 85 to signal compliance. After the mapping of unsafe behaviors, the area manager creates an action plan to each one of them. The evaluation of these cases and the improvements are also conducted by the Occupational Health and Safety Committee, formed by the supervisors and managers of the Industrial, Maintenance and People Management areas, in addition to the Occupational Safety team. The frequency of group meetings is monthly.

Pamplona also has a methodology for analyzing the causes of all accidents that may occur. The supervisor of the employee involved in an accident and the Occupational Safety team make the necessary adjustments and monitor the improvements implemented to prevent further accidents.

To control risks, there is the Risk Management Program (PGR), a methodology that uses a probability and severity matrix to analyze all the operation's activities.

Situations considered hazardous are also presented at monthly meetings by the 26 "Cipeiros," members of the Internal Commission of Accident Prevention (CIPA), which represent all areas of the Company. These professionals identify the risks with their co-workers and discuss corrections with the leaders. As a way of ensuring that employees perform activities safely and duly

authorized by the leaders, Pamplona implemented the Work Permit Insurance (PTS), which covers non-routine services and tasks. It applies to employees in the areas of engineering, production and maintenance.



Internal Occupational Accident Prevention Week (Sipat), which takes place annually, promoted in 2022 games focused on risk perception, an exhibition on necessary caution, labor exercises and a raffle of gifts.

For staff awareness, a weekly Dialogue of Security, addressing four issues per month, usually discusses themes related to accidents occurred in the previous period, to Personal Protective Equipment (PPE) and necessary caution. Monthly deviations identified in the IPS measurement are presented to the team.

In 2022, it was partially implemented (90%) the hazardous energies control, a mechanism that locks the energization of machinery and equipment and can only be unlocked by the employee responsible for the activity, avoiding accidental activation during cleaning and maintenance.

Upon joining Pamplona, employees go through the work safety integration, and the machine operators receive training in Work Safety with Machinery and Equipment (NR 12), in addition to training on the machine they will operate. According to their duties, employees are trained in the Standards Regulations for Working at Heights (NR 35), in Confined Space (NR 33), Safety and Health at Work in Slaughter and Meat and Derivatives Processing Companies (NR 36), Safety in Facilities and Electricity Services (NR 10) and Transport, Handling, Storage, Material Handling (NR 11). In 2022, 93 employees were trained in the modules NR 10, NR 11 and NR 35.

Other daily practices contribute to avoid the risk of accidents in the industrial area and to promote the employees' well-being:

20-minute breaks, totaling 60 minutes a day, and function rotation three times a day to achieve alternation of postures, in accordance with legislation.

COMMITMENT

Investment in initiatives to strengthen health management and job security, such as hazardous energy control in all units and the management of chemical hazard risks.

STATUS ACCOMPLISHED

RESULT

Control of dangerous energies implemented and training for chemical handlers realized.

Pamplona makes available to employees a social assistance service, which attends the professionals according to their individual needs. Due to the Covid-19 pandemic, it followed in 2022 with the provision of tests for employees with possible contamination. The infected ones received remote assistance. In partnership with the epidemiological surveillance of the municipality, the Company promoted internal and external vaccination campaigns against Covid-19. In April and May, it made freely available tetravalent flu vaccine for collaborators. With the support of the Rio

GRI 403-10 and 13.19.11

Professional diseases

	2022	2021
Number of deaths resulting from occupational diseases	0	0
Number of cases of mandatory reporting occupational diseases*	4	2
Total	4	2

Source: Department of SESMT

*Bursitis, trigger finger, dermatosis and shoulder tendinopathy; ergonomic issues represent the main risk of occupational diseases, managed with CPEs, PPEs and adjustments in work furniture.

do Sul Municipality, it collected 934 basic health tests and 166 prevention exams for cervix cancer to female collaborators, and of prostate cancer for men over 50 years old.

There was also an important mobilization focused on people's health, the October Rose, which involved all the Company units. Campaigns were carried out of awareness on the importance of early treatment, as well as on habits that can prevent breast cancer. The company promoted a Women's Prevention and Health talk at Rio do Sul and Presidente Getúlio units, in Santa Catarina, which had 74 participants, and made available with the support of ARCEP mammograms for women aged over 35.

The area of operational medicine performs periodic occupational examinations, but also supports employees with general exams,

not only about work-related illnesses, contributing to the monitoring and assisting to treatments. As a way to protect teams from Covid-19, pregnant women continued working from home in 2022 and elderly people who are part of risk groups only returned to presential work after taking the second dose of vaccine. Collaborators who are in Distribution Centers in other locations receive support from a third-party medical company. Dental services and medical appointments are accessed by employees and dependents through Pamplona Recreational Cultural and Sports Association (ARCEP). In the year, 3,933 medical and dental attendances were performed, compared to 1,238 dental care accounted for in 2021.

Regarding third parties, Pamplona develops actions to guarantee the safety of the

drivers who serve the farms, the feed factory, factories and distribution centers. With the support of an outsourced company, Pamplona has a risk management program, which controls the drivers' journeys, ensuring rest hours, stops, the speed and the entire course. In 2022 there were no accidents causing leaves of drivers or third-party collaborators



Actions aimed at the employees' health and well-being.



Sustainable Value Chain

Integrated Farmers



Training of integrated producers.

The more than 300 integrated producers involved with Pamplona in animal raising are located in the state of Santa Catarina. They have support from the Company, which provides technical and veterinary assistance, training, access to digital management platforms, technological innovations, medicine and feed for the animals.

The pig production system at Pamplona is divided into the following stages: weaned piglet units, responsible for the phase of breeding, birth and weaning, when the animals reach an approximate weight of 7 kg / 15,56 lb; nurseries, which receive the weaned piglet and carry it up to 22 kg/ 48,89

lb; "wean to finish", which receive the animal at the weaning phase and accompany it until reaching slaughter weight; and termination, which receive the animal from the nursery phase and accompany its growth until reaching the weight of slaughter, about 130 kg/ 288,89 lb.

Technical inspections are made frequently, following the established internal schedule, taking into account the needs of each production phase. On these occasions, the mainly health conditions, animal welfare and zotechnical performance are assessed. In addition, Pamplona's environmental team makes sporadic visits to properties and

assists environmental projects developed by farmers. The Environmental Military Police, through an agreement signed with Pamplona, carries out the monitoring and guides producers in the properties.

Pamplona provides management applications to its integrated workers, who allow real-time visualization of the main zootechnical indicators and ambience of their batches. These technologies allow technicians a virtual monitoring of batches and more agile and assertive decisions. Besides the features mentioned above, the “Meu Lote” (My Batch) application includes a communication tool between Pamplona and integrated workers, enabling feed requests and follow-up, communication of entrance and exit of animals and sending of relevant notifications/messages to the integration.

For integrated piglet producers, it provides zootechnical and reproductive management software, in which integrated workers make the release of main events, since the entry of breeders until the weaned piglets leave. The platform allows technicians the integrated management of all the housed lots, providing the predictability of weaned piglets production.

The Pamplona training and capacitation program carried out several trainings to the integrated members, which also benefited employees, carriers and

suppliers. The training addressed animal well-being, health, compliance with environmental legislation, environmental management, waste management, vectors and rodents management, among other themes.

All rural properties, producers of pigs integrated to Pamplona have environmental licensing and follow the various requirements of the Normative Instruction N. 11, especially regarding waste management and protection of soil and water ([see more in chapter Environmental](#)).

The Commission for Monitoring, Development and Reconciliation of Integration (Cadec), formed by eight representatives from integrated members and eight from Pamplona, holds frequent meetings and on those occasions the demands of the integrator and the integrated ones are presented. This is a space of communication and mediation of the integration system, between integrated producers and the Company. In 2022, the main highlight was the implementation of contracts in the modalities of Integrated Piglet breeders and Integrated Multiplier Creators.

Agricultural Innovation - Pig farming 4.0 - Experimental Units

The continuous technical assistance provided to integrated producers and Pamplona’s own farms is based on innovation research carried out in three integrated experimental units. Through a partnership with the Sta. Catarina Federal Institute (IFC) and Embrapa Pigs and Birds, it develops experiments of nutritional investment optimization and return. In 2022, there were 15 experiments in the areas of nutrition, animal health, genetics, management and welfare. In nutrition, the

practice follows the recommendations of the World Organization for Animal Health (OIE) to replace antibiotic treatments for alternative substances. Antibiotics are not used at Pamplona as growth promoters – only in therapeutic way. Ractopamine is not used in animals of its own production, since some markets have restrictions on this product ([see more information at Product Quality and Safety](#)).



Partnership with Embrapa and Finep for new Swine Genetic Lines

Team of geneticists with more than 10 years of experience

Halothane gene-free animals

Certifications by Mapa and Cidasc

Animal imports from the best world gene banks

Weight and respiratory health of pigs controlled with high precision sensors

Suppliers

Pamplona is founded on the commitment to purchase products and services only from suppliers that comply with current legislation. Those who supply the Company with grain (to feed the animals) and meat agree by contract to properly follow environmental and social practices, with statements about food security and non-existence of deforestation, slave and children labor, land grabbing, corruption, among other relevant issues within the ESG scope. Suppliers, as well as collaborators, must act in compliance with the Code of Ethics, a document that reinforces the aspects highlighted in the contract.

As part of the supply policy, Pamplona, before hiring, consults the list of companies involved with slave labor from the Ministry of Work. Each year, suppliers of packaging, ingredients and raw material must respond to an evaluation questionnaire, with emphasis in food safety, informing quality procedures and traceability.

The Company has 4,000 suppliers, distributed as follows:

GRI 2-6

Composition of the supply chain (%)

	2022	2021
Swine	32	36
Cereals	32	30
Cattle	7	7
Agricultural inputs	8	7
Packaging	5	5
Chilled ingredients	3	2
Others	13	13

Source: Procurement Department

All swine suppliers have environmental license to operate, which means that its operations comply with legislation on waste management and impacts on water and soil.

In addition, some supplier companies are accompanied by an on-site audit. In this category are suppliers of feed, vitamins, minerals, medicines and raw material. When any anomaly is identified by the technical teams of the Development and Feed Factory units, immediate notification occurs through a Non-Compliance Report (RNC), requesting explanation and an action plan to fix the problem.

Training is also available for refrigeration and service companies. In 2022, the training program involved 23 pork suppliers, who participated in courses on animal welfare. Pamplona prioritizes purchases from local suppliers, following the order: region of Alto Vale do Itajaí, State of Santa Catarina, South Region, shopping in Brazil and international purchases. The location definition is based at the Company's headquarters, which concentrates most of the operations.

GRI 204-1

Proportion of expenses with suppliers locations (Santa Catarina)

53.63%



Regional Economic Development

The economies of municipalities in the region of Alto Vale do Itajaí, in Santa Catarina, are heavily impacted by Pamplona operations, which employ 3,703 workers in their production units, branches and distribution centers, and more than 300 families of integrated producers.

In addition to generating income for employees and collaborators and wealth for the entire productive chain, the Company contributed with taxes in the order of R\$ 155 million (R\$ 177 million in 2021), enabling the development of the country and of communities where it is inserted.

The demand for technology and new services and products encourages the professionalization of the region's population and the development of educational institutions.

In this context, Pamplona supports the BrHaiti Commission, made up of representatives from social institutions, such as Obra Kolping,

of the City Hall of Rio do Sul (SC) and immigrants – including collaborators. That group facilitates the assistance to migrants, as well as acculturation in the region and the engagement of the population.

Aiming to contribute for the community development, Pamplona maintained the Bakery School program, focusing on the inclusion of disabled people. From a partnership with the City Hall of Rio do Sul (SC), Apae and Obra Kolping, students from Apae participate in a baking and confectionery course. In 2022, 10 students joined the initiative. Throughout the year, other support actions were carried out, such as a partnership with the Temporary Socio-Educational Service Center in Rio do Sul (SC) for the manufacture, by teenagers, of June's festival flags, and the pastry in celebration of the Children's Day, organized by BrHaiti, with the opening of a playground at the community school, located in the neighborhood of Barragem, in Rio do Sul (SC).

Volunteer work during the year took place in two main actions: Solidary Christmas and the Call to Volunteering. The Christmas campaign benefited 327 children from the Early Childhood Educational Center Adelina Clara Hess de Souza, in Presidente Getúlio (SC), which received gifts according to letters they wrote to Santa Claus. The Call to Volunteering Action raised 24 basic baskets for patients chronic kidney disease on hemodialysis treatment at Associação Renal Vida, in Rio do

Projects supported with icms tax incentives with covenants in the states of Santa Catarina, Rio Grande do Sul and São Paulo (value in thousands BRL)

	2022	2021
Cultural projects	91	97
Sports projects	91	0
State Fund to Fight Poverty, Social Fund and Higher Education Support Fund	2,172	763
Total	2,354	860

Source: Tax Department

Sul (SC), and who are in a social vulnerability situation.

Pamplona also seeks to raise the community awareness for environmental sustainability issues, through the development of engagement initiatives such as the ESG, Industry and Sustainability event. This action involved eight companies in the refrigeration, environmental and textiles segments from the Middle and Upper Itajaí Valley (SC), which learned ways to include sustainability in their business strategies.

For the children, in addition to the actions already mentioned in the [Environmental chapter](#) of this report, Pamplona staged a play and workshop on venomous animals,



Delivery of the Christmas Solidarity campaign donations.

which were attended by young people and adults, about 100 people from Rio do Sul (SC). The workshop was conducted by a biologist, who dealt with the proper management and necessary care so that accidents do not occur with this type of animals, and the importance of species preservation and how the extinction of some groups causes imbalance in ecosystems. Then there was the presentation of the play "The Old Sea Wolf", also on the subject. The workshop was also taken to 250 students from 1st to 9th grades at the School of Basic Education Frederico Navarro Lins, in Rio do Sul (SC), who also participated in games and activities.

GRI 202-2

Percentage of board members at major operating units hired from the local community (municipality and neighboring towns)

	2022	2021
Headquarters*	63%	75%

Source: People Management Department

*The Board members are all located in Rio do Sul (SC).

Governance

Governance practices, whether to ensure ethics and integrity in day-to-day operations or in the management of internal processes, such as quality and safety of products and animal welfare, are part of Pamplona's routine.

Governance structure

BOARD OF DIRECTORS

Formed by seven members, being three independent, one woman and six men

RESPONSIBILITIES:

I. set the general guidelines for the company's business and of any companies under its control;

II. elect and dismiss the company's directors and determine their attributions;

III. supervise the management of directors, examine, at any time, the company's books and papers, request information on contracts signed or about to be, and any other acts;

IV. call the general meeting when it deems convenient, or in the case of art. 132 of Law 6404/76;

V. give an opinion on the management report and the Board of Directors' accounts;

VI. choose and dismiss the independent auditors;

VII. establish and change the level of authority of the Executive Board for the operations and transactions that require it, specified in the Statutes;

VIII. Approve: a) the Company's annual budgets and their respective amendments; b) any operation that exceeds the authority of the Executive Board or that fails to comply with approved policies, rules and budgets; c) the issuance of shares and/or subscription warrants; d) the disposal of current and non-current assets and the constitution of liens

on them when the operation exceeds the limit value; f) the encumbrance of immovable property, whose value – determined in a contemporary appraisal – or the operation's value exceeds that of the competence; g) the provision of guarantees for obligations of third parties;

IX. Deliberate in advance and approve proposals to be submitted to the General Meeting, related to: a) amendment of the Social Statute; b) modification of the Share Capital; c) spin-off, merger, incorporation, dissolution or liquidation or any other corporate reorganization operation; d) creation of other statutory reserves; e) distribution of dividends on account of profits determined in the annual and interim balance sheets; f) payment or crediting of interest to shareholders as remuneration on own capital, pursuant to art. 36, paragraph 7, of the Statute;

X. Authorize the Directors to: a) waive the Company's rights that exceed – individually, per operation – the limit of the amount set by the Board of Directors; b) acquire and dispose of shares or quotas and create liens on them; and, c) assign the use, alienate, transfer or license any type of intellectual or industrial property of the Company, as well as the exploitation of the Company's trademarks, except in the case of their use

in relation to products that, although manufactured by third parties, are destined for the exclusive commercialization of the Company.

XI. Call, at any time, the examination of specific matters or corporate business, and on them to issue general norms or instructions to be observed by the Executive Board. They are appointed, elected and dismissed at any time by the General Assembly, made up of shareholders, the body that can resolve all business and take any resolutions. It serves a two-year term, reelection being permitted. The members do not hold other positions in the organization and are chosen for their technical knowledge, about the company and the sector, as well as for their conduct. They are appointed, elected and removed at any time by the General Assembly, made up of shareholders, a body that can decide on all business related to the company's purpose and take the resolutions it deems convenient for its defense and development.

EXECUTIVE BOARD

Formed by eight members, two women and six men

ATTRIBUTIONS:

I. comply with and ensure compliance with the Statute and the resolutions of the Board of Directors and the General Assembly;

II. submit, annually, for appreciation by the Board of Directors, the Management Report and the Board of Directors' accounts, accompanied by the report of the independent auditors, as well as the proposal for the application of profits obtained in the previous year;

III. submit the Company's annual budget to the Board of Directors;

IV. submit to the approval of the Board of Directors proposals for the payment or crediting of interest to shareholders as remuneration on own capital, which must be endorsed by the General Assembly;

V. present to the Board of Directors the detailed economic-financial and equity balance sheet of the Company and its subsidiaries;

VI. issue and approve instructions and internal regulations that it deems useful or necessary;

VII. the management of the business, with full powers to perform all acts, however special they may be, required for the realization of the corporate purpose, including acts of acquisition, disposal,

mortgage, encumbrance, pledge or provision of guarantee in favor of third parties and lease of assets of the Company, collateral for securities and credit rights, in compliance with the provisions of articles 18 and 23 of the Statute;

VIII. appoint and constitute proxies and attorneys-in-fact with special powers, revoking them when necessary;

IX. carry out all acts required for financial transactions with credit institutions and public authorities, subject to the provisions of art. 18 of the Statute;

X. hire and fire technicians or employees of any category;

XI. perform all other acts necessary for the development of the company's business, which, by virtue of the law and the Statutes, do not depend on prior authorization from the General Assembly or the Board of Directors. They are elected by the Board of Directors for a two-year term, reelection being permitted.

GENERAL ASSEMBLY

BOARD OF DIRECTORS



Valdecir Pamplona
Chairman



Elvio de Oliveira Flores
Vice-President (independent)



Edina Pamplona
Councilor



Osmar Peters
Councilor



Guilherme de Borba Pamplona
Councilor



Marcelo Lima Tonini
Councilor (independent)



Wagner Augusto Illitch Bauer
Councilor (independent)



Irani Pamplona Peters
Chief Executive Officer

EXECUTIVE BOARD



Ronaldo Kobarg Müller
Director Vice-President



Sergio Luiz de Souza
Chief Financial Officer



Adilor Ascari Bussolo
Industrial Director



Valdecir Pamplona Júnior
Expansion and New Business Director



Edival Justen
Supplies and Development Director



Cleiton Pamplona Peters
Commercial Director Internal Market



Maria Daurete Pamplona Rizzi
Logistics Director

Senior management is involved in all matters of impact, first through the Executive Board and then through the Board of Directors. Thus, planning, strategies, investments, risks, ESG policies, the sustainability report and goals rely on the gaze and direction of the highest levels in the governance structure. The Board of Directors participates in managing the impacts of the Company and the sector with suggestions for actions.



Committees

The Committees and practices adopted by Pamplona help decision-making, mitigate risks and improve the corporate governance structure, bringing transparency to management.

Credit Committee



Participants:

Administrative, Financial and Commercial Board.

Frequency:

Weekly.

Approaches: Analyze and grant credit to customers and new customers, always focusing on Pamplona's financial health.

Processes, Systems and Technology Committee



Participants: IT, Commercial, Logistics, People Management, Accounting, Production, Development and Supplies.

Frequency:

Monthly.

Approaches: Formalize the management of Business Processes, Information Systems and IT, in an integrated manner with customer expectations.

People Management Committee



Participants: People Management, Administrative, Marketing, SESMT and Industrial.

Frequency:

Monthly.

Approaches: Aims to retain talent through incentives and benefits.

Tax Committee



Participants: Legal, Tax, Fiscal, Accounting and Finance.

Frequency: Quarterly and extraordinary meetings, if necessary.

Approaches: Discuss any and all tax matters, seeking new applicable tax theses.

PCP Committee



Participants: Commercial, Industrial, Supplies and PCP.

Frequency:

Weekly.

Approaches: Adjust variations in the monthly production plan, including marketing needs, animal weight, purchase of raw materials and changes or difficulties in the production process.

Sustainability Committee



Participants: Sustainability Committee.

Frequency:

Quarterly.

Approaches: Environmental management and sustainability of operations, foreseeing potential risks in the production cycle and proposing investments on improvements that impact sustainable, operational and financial efficiency.

Innovation and New Business Committee



Participants:

Financial Administrative Board and Information Technology.

Frequency:

Monthly.

Approaches: Responsible for defining strategies, evaluating and promoting digital innovation and new business development actions.

R&D Committee



Participants: Industrial, Commercial, Expansion and New Businesses, Marketing, Quality, PCP and R&D.

Frequency:

As needed.

Approaches: Discuss new products and product or process improvements, on demand from the areas: Commercial, R&D, Marketing, Quality or Production.

Ethics Management Committee



Participants:

5 members and 4 substitutes.

Frequency:

Quarterly and extraordinary meetings.

Approaches: Properly handle complaints/investigate and recommend sanctions or guidelines for non-compliance with the Code of Ethics, through control and compliance mechanisms and LGPD.

Ethics and Integrity

Pamplona believes that the proper management of ethics and integrity is a fundamental point in business, a basic item for the operations' development and perpetuity. Thus, even though the Company is not publicly traded, it follows the highest level of governance standards. It has a Board of Directors, made up of seven directors, an Executive Board, made up of eight directors, and nine committees linked to the main governance body. In 2022, as a way to improve management, it added a vice-presidency to its structure, led by an executive with experience in the main animal protein-producing businesses in the country.

Ethics management

The Ethics Committee is responsible for managing complaints and reports, which arrive mainly via the Ethics Channel. This tool, created in 2018, can be used by employees and other stakeholders. A professional receives the complaint, a group of managers from the People Management and Administrative areas and the Legal Advisor – evaluates the content and takes it to the quarterly meeting of the Ethics Committee. In more serious cases, an extraordinary meeting is called.

In 2022, 19 complaints were received, 3 of which related to moral, sexual and racial harassment issues. The others referred to operational, day-to-day issues. The cases were treated and generated suspension and warning of those involved.

To prevent this type of situation, Pamplona promotes campaigns and training on ethics and sustainability. During the year, 1,615 new employees received training and the Code of Ethics was printed.

The Code of Ethics prohibits discrimination in the workplace, based on ethnicity, religion, culture, age, gender, political conviction, nationality, regional origin,

marital status, sexual orientation, physical or intellectual condition. It also reinforces the non-tolerance of any type of violence, including threats and intimidation, and the exploitation of adult or child labor in its own operations or in third parties working for Pamplona. This code condemns corruption in all its forms, as well as offering undue advantages. The document, which applies to employees and suppliers, also provides the expected conduct in each of these situations. These themes are also present in the contracts signed with the main suppliers, especially those for grains and meat ([further information is available at Sustainable Value Chain](#)).

Pamplona respects free, loyal and fair competition and believes that this type of action is a premise for the development of a competitive environment. Thus, it emphasizes in its Code of Ethics that it does not accept attitudes that may go against this conduct, such as the use of false, misleading or illegal information and manipulations that may generate economic and financial imbalance. The preparation of this document was conducted and approved by the Board of Directors and the Executive Board.

Combating corruption

Pamplona is explicit in advising employees, at all levels, including the highest ones, not to give in to corruption, which can occur to guarantee undue advantages, for their own benefit or that of the Company. It also reinforces that employees should not directly or indirectly promise, offer or give benefits to public agents or people related to them. Pamplona does not finance, fund or sponsor the practice of illicit acts. During this period, these determinations were communicated to everyone, through training upon admission, which involved 1,615 employees, and through the Code of Ethics.

Values

- Customer satisfaction
- Ensuring compliance with food safety standards
- Acting with social responsibility and respect for the environment
- Providing employees with safety in the work environment
- Encouraging professional growth
- Commitment to the results contracted with stakeholders
- Sustainable partnerships with suppliers
- Providing satisfactory results for shareholders

Mission

Providing practical, healthy and safe food

Vision

To be a globalized food company

Risk Management

Activities in general, including those involving integrity and anti-corruption issues, are evaluated by the internal audit, considering the rules and procedures of each area. The management of impacts is carried out by the Directories, based on actions monitored by the Board of Directors. Risks and critical situations are presented to the Board of Directors in ordinary monthly meetings, in extraordinary meetings and/or by means of reports.

In 2022, the Company mapped its risks in an extensive work that involved all areas. These risks were identified, assessed, addressed and started to be proactively monitored. With several mitigation actions already implemented, most of these risks are under control, a fundamental issue for delivering results in a safe and sustainable manner. In addition, new actions are continually proposed in order to reduce exposure and align risk appetite with strategies.

Taxes

Pamplona has a Tax Management that ensures monitoring and compliance with current legislation at the federal, state and municipal levels. At the same time, there is a Tax Studies Group, made up of a tax manager, an accounting manager, a representative of the legal area and an independent external consultant. This group meets monthly to assess tax burden opportunities, special regimes, legislation and potential risks. A Tax Committee, formed by members of the Tax Studies Group, the Financial Administrative Director and an external tax lawyer, validates the actions in quarterly meetings. This constant monitoring is needed due to changes that may occur throughout the year in the legislation and the analysis of relevant and critical situations, with the potential to positively or negatively impact Pamplona's results.

GRI 201-4

Total monetary value of financial support received by the organization from governments during the period covered by the report (in BRL thousands)

	2022	2021
	Brazil	Brazil
Benefits and tax credits	91,944	66,672

Source: Tax Department

Information Protection

Pamplona has been in line with the rules of the General Law for Protection of Personal Data (LGPD) since 2021, as a result of a process that had the collaboration of a consultancy specialized in the subject. As part of this initiative, it published its [Privacy Policy](#), which reinforces the internal guidelines for the handling of personal data from suppliers, service providers and organizations which deal with the Company. In 2022, there were no data leaks, breaches of customer privacy or any related complaints.

Participation in Industry Discussions and Agenda

Pamplona is part of some organizations that defend the interests of the industry in which it operates. In this way, it is on the board of the Brazilian Association of Animal Protein (ABPA) and chairs the Association of Meat and Derivatives Industry in the State of Santa Catarina (AINCADESC) and the Business Association of Rio do Sul (ACIRS).



Animal Welfare

Pamplona follows animal welfare standards that comply with existing legislation on the subject. The Company, in addition to acting in accordance with Normative Instruction 113 and Ordinance 365 of the Ministry of Agriculture and Livestock, assumed voluntary commitments and launched the [Animal Welfare Policy](#). This document includes the guidelines to procedures and conducts involving the entire production chain, that is, the proprietary farms, integrated rural producers, transport and slaughter.

The policy highlights the creation of the Swine Welfare Program, which has indicators based on scientific research and adapted to Pamplona's context. The monitoring of these protocols allows the practices measurement. Actions developed are led by the Permanent Animal Welfare Committee, which has the participation of representatives from different areas of the Company. This group meets monthly to evaluate the results of the implemented programs, the necessary adjustments and the initiatives that will take place.

Regarding public commitments to animal welfare, there have been advances in migration to the collective gestation system. In the year, 89% of the herd followed this production model – the highest percentage

among companies that publicly disclose this information.

In addition, Pamplona has consolidated as one of the leaders in the field of Animal Welfare (BEA), by using immunocastration in 100% of male pigs, having been a pioneer in the implementation of this technology in Brazil, which eliminated the practice of castration surgery for the animals. The Company also stands out for not using growth-promoting antibiotics at any stage of its production system, allowing consumers to enjoy healthier food.

In 2022, Pamplona advanced in the application of thermal comfort concepts in the production units, with the farm ambience system. With this, it is possible to obtain greater control of the process with information related to curtain adjustments, comfort temperature (maximum and minimum), wind speed, CO₂, ammonia, water consumption and non-compliance alerts, available in real time, promoting greater transparency of the process and, thus, monitoring the animals' comfort status.



For Pamplona, welfare is when an animal is healthy, comfortable, fed, safe, in conditions to express its innate forms of behavior, without feeling pain, fear or anguish.

COMMITMENT

Migrate 100% of the process to the collective gestation system by 2026. All new units and expansions of own farms and integration will be structured on the mate and release system.

STATUS IN PROGRESS

RESULT 89% of the squad.

COMMITMENT

Maintain the non-use of growth promoting antibiotics in any phase of its production system.

STATUS DONE

RESULT Banned practice.

COMMITMENT

Do not wear down the piglets' teeth (exceptionally when the sow's welfare is compromised).

STATUS DONE

RESULT Banned practice, used only in cases of technical recommendation.

COMMITMENT

Eliminate dented identification by 2026.

STATUS IN PROGRESS

RESULT Will be banned until 2026.

COMMITMENT

Remain with tail handling until the third day of life, according to Normative Instruction 113.

STATUS DONE

RESULT Already acts accordingly.

COMMITMENT

Validate the models of environmental enrichment in its production system – with the promotion of a diversified environment, with the use of adequate materials and procedures, which allow the pig to demonstrate the typical behavior of its species, and the minimization of stressful events around it.

STATUS IN PROGRESS

RESULT In the nursery, growth and termination phases, the system is validated.

COMMITMENT

The pork carrier vehicles that will be incorporated into the fleet will meet new concepts of materials and accessories that benefit the health and well-being of the animals and promote practicality in the operation.

STATUS IN PROGRESS

RESULT

Work to raise awareness with carriers about the need for transport cages in perfect conditions and in animal welfare standards. The fleet must be 100% adequate by 2026.

COMMITMENT

Adopt the standards of the North American Meat Institute (NAMI) in the industries of Rio do Sul and Presidente Getúlio, in Santa Catarina, by December 2024.

STATUS IN PROGRESS

RESULT

Adjustments in progress until the end of 2024.



During the year, Pamplona improved its animal welfare indicator management system, starting to collect data in real time, which now allows it to process information and issue management reports with integrated management panels. This tool contributes to the assertiveness of decisions and to the identification of opportunities for improvement. In total, 14 protocols and 148 indicators are evaluated, which consider the animals' physical, mental and emotional aspects. Data is being measured and the results have not been consolidated.

It also has trained the staff to act appropriately with animal welfare: in 2022, there were 54 training sessions with more than 1,200 people, including employees, carriers, integrated rural producers and suppliers. The Company does not tolerate acts of abuse or practices that characterize mistreatment – a principle highlighted in the Policy.

In 2022, Pamplona completed the installation of a monitoring system in all vehicles that transport live animals, to increase safety, in addition to evaluating 100% of the fleet that performs this type of transport, with the aim of identifying any problems and indicating the necessary corrections to carriers. It also has implemented a contingency and emergency plan for accidents with live animals. Periodically, it holds meetings with drivers and carrier owners, monitoring procedures related to loading hours, number of animals, distribution in trailers, handling, fleet situation, among others. By 2026, the entire fleet will be readapted to the new standard for trucks, which provides for the use of materials and accessories that benefit the health and welfare of the animals and practicality in operation, such as a tilting isothermal roof, drinking fountains and trucks in the appropriate standard for pig transportation.

Product Quality and Safety

The safety of food produced and marketed is the basis of Pamplona’s business. The concern with this aspect drives all the Company’s actions, from animal raising on farms to production, distribution and sales.

Pamplona has a microbiological analysis laboratory, which daily verifies the quality and safety of manufactured products and ractopamine quantification. For these activities, the laboratory is accredited by Standard ISO/IEC 17025:2017, which streamlines the daily assessment of the food produced, helping the Company to prove that it complies with the legislation and requirements of the domestic and foreign markets. In the year 2022, 9,264 samples were analyzed for microbiological tests and 1,731 samples for ractopamine.

Through technical assistance, with periodic visits to rural properties, Pamplona monitors the production of integrated producers. To ensure food safety, outgrowers follow protocols, such as the minimum use of medication and strict control of antibiotics in accordance with the animal welfare policy.

SASB FB-MP-260a.1

Percentage of animal production that received antibiotics

	Antibiotics – medically important	Antibiotics – not medically important
Breeding Sow	100%	0%
Breeding Male	100%	0%
Nursed Piglet	100%	0%
Growing/ Termination Swine	100%	0%

Source: Department of Development

The active principles of drugs important to human health were considered, following the classification of the World Health Organization. At some stage of life the animals received antibiotics in order to preserve the health and welfare of the herd. Antibiotics or hormones intended to promote growth or weight gain are not used.

COMMITMENT

Increasingly improve its pork production processes, investing in good animal welfare practices, genetics, slaughtering and improvements in product delivery and partnerships with startups, research institutions and integrated producers and suppliers.

STATUS IN PROGRESS

RESULT There were 54 training sessions for more than 1,200 employees; ambience management application implemented; and use of equipment for environmental enrichment.



Products are assessed for health and safety using the Hazard Analysis and Critical Control Points (HACCP) tool. This platform identifies, based on a risk matrix that covers the entire process, physical, chemical and biological hazards, classifying them by probability and severity at each stage. Then, an evaluation takes place in a decision matrix, which may or may not result in a Critical Control Point (CCP) essential to be monitored to ensure food safety.

Controls are carried out through fiscal and health documents – Animal Transit Guide (GTA) issued by the official agency and health bulletin attesting to the health of animals.

Some clients carry out an annual audit, which includes criteria regarding animal health and welfare. During the period, there were five evaluations and the approval level, calculated based on criteria related to food quality and safety, was 100%.

SASB FB-MP-250a.1

Audit by the Global Food Safety Initiative (GFSI) or other similar organizations

	2022	2021
Non-compliance rate*	5.03%	8.75%
Associated corrective action rate**	45	77
Major non-compliance	0	1
Minor non-compliance	45	76

Source: Quality Department

Three audits carried out by the WQS certifier in Rio do Sul (SC) and two in Presidente Getúlio (SC), three of which followed the IFS Global Markets Food protocol.

*Difference between the compliance rate, 94.97%, and 100%, which means full compliance.

**Sum of nonconformities – all generated an action plan.

GRI 416-1 and 13.10.2

Percentage of significant categories of products and services for which health and safety impacts are assessed for improvement

	2022	2021
% of categories	100	100

Source: Quality Department

Traceability

Traceability starts at the property where the animals come from and extends to the entire production period. This guarantees a broad set of information on all phases, enabling the audit of official agencies, such as the Integrated Agricultural Development Company of Santa Catarina (CIDASC) and the Ministry of Agriculture and Livestock (MAPA). Thus, it ensures the total origin in relation to the identification, collection, control and processing of data, from the birth of the animal until slaughter.

This meticulous process, monitored through the R-Sui system, compiles information collected by the different platforms used by the Company and allows identifying any deviation, including in relation to production techniques, medications administered, the origin of animals, the type of food received, among other information.

The consumer has access to all the necessary information on the packages, such as the list of ingredients that are part of the feed, existence of transgenic grains, presence of allergenic items, nutritional table, date of manufacture, expiration date and batch, method of preparation of raw products and Pamplona's contacts. There is no information about the final disposition of the product.

GRI 13.10.4

Percentage of production volume coming from facilities certified by internationally recognized food safety standards

	2022	2021
Audits performed on the IFS protocol	100%	100%

Source: Quality Department

SASB FB-MP-250a.2

Food Safety

	2022	2021
Meat suppliers with Federal Inspection Service (SIF)	100%	100%
Number of recalls issued	0	0
Total weight of collected products	0	0

Source: Quality Department

GRI 417-1 and GRI 417-2

Percentage of product categories covered by the organization's procedures and assessed for compliance with information and labeling requirements

	2022	2021
% of categories	100	100

Source: Quality Department

There were no cases of non-compliance with product information and labeling.



Product Loss

Pamplona has been investing in the expansion of its storage capacity, with the installation of new distribution centers, such as the one inaugurated in 2022 in the city of Jandira (SP). The space improves the quality of products delivered, since it is owned and managed by the Company, ensuring a more accurate management, and only stores Pamplona products, that is, it is not shared with third parties.

It also has a Product Return Committee, made up of a multidisciplinary team. The group evaluates the rates of returns and works so that the process is always standardized in order to reduce losses.

GRI 13.9.2

Total weight of food loss in metric tons and percentage of food loss, by main products or product category*

	2022		2021	
	Total loss (ton)	%	Total loss (kg)	%
Product loss	332.77	0.22%	257.97	0.18%
Total sales in tons	148,010		141,803	

Source: Quality Department

*Returns that generated losses and disposal of products in the year.

Genetic Improvement

Pamplona has its own genetic improvement program, which develops specific genetic lines to serve meatpacking industries with better quality products, with more flavor, color and marbling, in a sanitary and financially viable way. The work is developed in partnership with institutions such as the Financier of Studies and Projects (Finep) and the Brazilian Agricultural Research Company (Embrapa). The farms are certified by the Ministry of Agriculture, Livestock and Supply (MAPA) and by the Integrated Agricultural Development Company of Santa Catarina (CIDASC) in half-yearly audits.

In 2022, the Company became self-sufficient in the production of pig breeding stock, which ensures its high health status and food security.

Innovation

Pamplona has a Research and Development (R&D) area, which studies ways to improve the food produced, as well as packaging.

The surveys carried out in the period continued to focus on the search for healthier and more enjoyable products for consumers.

There was also training on ingredients for the Industrial Directorate team. The initiative involved 155 employees, from the most diverse areas, such as warehouse, quality control, spices, leaders and production operators.

With regard to packaging, in some lines there was a change in the structure, to improve resistance to perforations and conservation of products throughout their life. Pamplona also changed the layout of packaging for 100% of processed products and beef cuts, increasing consumer identification with the brand ([see more information in Market and Economic Performance](#)).

During the year, the Innovation Day was held, an event that involved around 20 employees from different areas, during two days. New types of preservatives and ingredients were presented, as well as suggestions for innovations in seasoned, breaded and flavored sausage cuts. New packaging structures were also verified, which improve conservation and can be used during cooking, which brings more practicality to the consumer.



Products launched in 2022



Premium Ham Sausage
0,4 kg/0,88 lb



Ham Sausage
0,88 kg/1,95 lb and
4 kg/8,89 lb



Pork Sausage
2,5 kg/5,55 lb



BBQ Sausage
0, 88 kg/1,95 lb



Chilled Tuscan Sausage
0,56 kg/1,24 lb and
4 kg/8,89 lb



Seasoned Bacon Fillet



Seasoned Pork Sirloin



Seasoned Pork Filet Mignon



Prime Beef Rib (window)



Prime Beef Rib (pieces)



Pamplona Mozzarella cheese (piece)



Pamplona yellow cheese (piece)

GRI and SASB Summary



BEM-VINDO
Pamplona Alimentos S/A



Pamplona
75 anos
OBRIGADO A TODOS
QUE FAZEM PARTE DESSA
história.

GRI content index

Pamplona reported the information included in this summary of contents of Global Reporting Initiative (GRI) for the period 01/01/2022 to 12/31/2022, based on the GRI Standards. It also brings the indicators of the Sustainability Accounting Standards Board (SASB).

GRI 1: Foundation 2021

Applicable GRI Sector Standard: GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022

GRI STANDARD	DISCLOSURE	LOCATION	EXPLANATION
GENERAL DISCLOSURES			
GRI 2: General Disclosures 2021	2-1 Organizational details	7	
	2-2 Entities included in the organization's sustainability reporting		The report considers information from Pamplona Alimentos S.A., which gathers all operations in a single CNPJ.
	2-3 Reporting period, frequency and contact point	19	
	2-4 Restatements of information		None.
	2-5 External assurance	19	
	2-6 Activities, value chain and other business relationships	7, 8, 9, 45	
	2-7 Employees	34	
	2-9 Governance structure and composition	47 a 50	
	2-10 Nomination and selection of the highest governance body	47, 48	
	2-11 Chair of the highest governance body	49	
	2-12 Role of the highest governance body in overseeing the management of impacts	49	
	2-13 Delegation of responsibility for managing impacts	49, 50	
	2-14 Role of the highest governance body in sustainability reporting	19	
	2-19 Remuneration policies		They have fixed remuneration and bonus in case of achievement of pre-established goals. The goals are related to the yearly financial performance.
	2-20 Process to determine remuneration	37	
2-21 Annual total compensation ratio	37		



GRI STANDARD	DISCLOSURE	LOCATION	EXPLANATION
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	3, 4	
	2-23 Policy commitments		There is no formal commitment policy, but some commitments assumed, described throughout the report, and the Code of Ethics.
	2-26 Mechanisms for seeking advice and raising concerns	51	
	2-28 Membership associations	53	
	2-29 Approach to stakeholder engagement	21, 36, 37, 43, 44, 45, 46	
	2-30 Collective bargaining agreements	37	
MATERIAL TOPICS			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	21	
	3-2 List of material topics	22, 23	
	3-3 Management of material topics - 13.1.1 e 13.2.1 (Climate Change); 13.7.1 (Water); 13.8.1 (waste and Circular Economy); 13.10.1 (Product Quality and Safety); 13.11.1 (Animal Welfare); 13.12.1 (Regional Economic Development); 13.15.1 (Diversity); 13.19.1 (Health and Safety); 13.20.1 e 13.21.1 (People Management); 13.22.1 e 13.23.1 (Sustainable Value Chain); 13.25.1 (Ethics and Integrity - anti-competitive behavior); e 13.26.1 (Ethics and Integrity - anti-corruption initiatives)	24 a 61	
GRI 201: Economic Performance 2016	201-4 Financial assistance received from government	52	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	37	
	202-2 Proportion of senior management hired from the local community	46	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported; 13.22.3 (sector)	46	
	203-2 Significant indirect economic impacts; 13.22.4 (sector)	46	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	45	

GRI STANDARD	DISCLOSURE	LOCATION	EXPLANATION
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption		All were evaluated and no risk of corruption was identified.
	205-2 Communication and training about anti-corruption policies and procedures		Communicated to all members of the governance bodies, collaborators and priority suppliers. There were no trainings.
	205-3 Confirmed incidents of corruption and actions taken		None.
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		None.
GRI 207: Tax 2019	207-1 Approach to tax	52	
	207-2 Tax governance, control, and risk management	52	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	27	
	302-3 Energy intensity	27	
	302-4 Reduction of energy consumption		There was no reduction in the year-on-year comparison.
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource; 13.7.2 (sector)	30, 31	
	303-2 Management of water discharge-related impacts; 13.7.3 (sector)	32, 33	
	303-3 Water withdrawal; 13.7.4 (sector)	31	
	303-4 Water discharge 13.7.5 (sector)	33	
	303-5 Water consumption; 13.7.6 (sector)	31	
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas; 13.3.2 (sector)		Operating units are not located in those areas.
	304-2 Significant impacts of activities, products and services on biodiversity; 13.3.3 (sector)	26	
	304-3 Habitats protected or restored; 13.3.4 (sector)		There is no habitat restoration work. Legal reserve areas are preserved.
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations		There are no endangered species diagnosed in the licensing processes and the company has no degraded area.

GRI STANDARD	DISCLOSURE	LOCATION	EXPLANATION
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions; 13.1.2 (sector)	24	
	305-2 Energy indirect (Scope 2) GHG emissions; 13.1.3 (sector)	24	
	305-4 GHG emissions intensity; 13.1.5 (sector)	25	
	305-5 Reduction of GHG emissions; 13.1.6 (sector)	24	
GRI 306: Effluents and Waste 2016	306-1 Waste generation and significant waste-related impacts; 13.8.2 (sector)	28, 29	
	306-2 Management of significant waste-related impacts; 13.8.3 (sector)	28, 29	
	306-3 Waste generated; 13.8.4 (sector)	29	
	306-4 Waste diverted from disposal; 13.8.5 (sector)	29	
	306-5 Waste directed to disposal; 13.8.6 (sector)	29	
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken		None.
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	35	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	34	
	401-3 Parental leave	40	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system; 13.19.2 (sector)	41, 42, 43	There are management tools, but not a complete system.
	403-2 Hazard identification, risk assessment, and incident investigation; 13.19.3 (sector)	41, 42	
	403-3 Occupational health services; 13.19.4 (sector)	42, 43	
	403-4 Worker participation, consultation, and communication on occupational health and safety; 13.19.5 (sector)		Security policies are developed by technical professionals in the field.
	403-5 Worker training on occupational health and safety; 13.19.6 (sector)	42	
	403-6 Promotion of worker health; 13.19.7 (sector)	42, 43	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships; 13.19.8 (sector)	41, 42, 43	
	403-8 Workers covered by an occupational health and safety management system; 13.19.9 (sector)	41	



GRI STANDARD	DISCLOSURE	LOCATION	EXPLANATION
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries; 13.19.10 (sector)	41	
	403-10 Work-related ill health; 13.19.11 (sector)	42	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	36	
	404-2 Programs for upgrading employee skills and transition assistance programs	36	
	404-3 Percentage of employees receiving regular performance and career development reviews	37	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees; 13.15.2 (sector)	38, 47, 48	
	405-2 Ratio of basic salary and remuneration of women to men; 13.15.3 (sector)	39	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken; 13.15.4 (sector)	51	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk; 13.18.2 (sector)		In operations, everyone has the right to free association. Among suppliers, the priority ones sign human rights commitments.
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor; 13.17.2 (sector)		There is a contractual clause for all suppliers. In operations there is no such risk.
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor; 13.16.2 (sector)	45	None.
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs; 13.12.2 (sector)		The units with engagement are Rio do Sul (SC), President Getúlio (SC), Feed Factory (Laurentino, SC) and own farms.
	413-2 Operations with significant actual and potential negative impacts on local communities; 13.12.3 (sector)		No negative impact of operations on the communities.
GRI 415: Public Policy 2016	415-1 Political contributions; 13.24.2 (setorial)		The Company does not make it.
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	58	
	417-2 Incidents of non-compliance concerning product and service information and labeling	58	None.
	417-3 Incidents of non-compliance concerning marketing communications		None.

GRI STANDARD	DISCLOSURE	LOCATION	EXPLANATION
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories; 13.10.2 (sector)	58	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data		None.
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	13.4.2 Report the percentage of production volume from land owned, leased or managed by the organization determined to be deforestation- or conversion-free, by product, and describe the assessment methods used.	26	
	13.4.3 For products sourced by the organization, report the following by product: - the percentage of sourced volume determined to be deforestation- or conversion-free, and describe the assessment methods used; - the percentage of sourced volume for which origins are not known to the point where it can be determined whether it is deforestation or conversion-free, and describe actions taken to improve traceability.	26	
	13.4.4 Report the size in hectares, the location, and the type of natural ecosystems converted since the cutoff date on land owned, leased, or managed by the organization.		None.
	13.6.2 Report the volume and intensity of pesticides used		There is no use of pesticides in the production.
	13.9.2 Report the total weight of food loss in metric tons and the food loss percentage, by the organization's main products or product category, and describe the methodology used for this calculation.	59	
	13.10.4 Report the percentage of production volume from sites certified to internationally recognized food safety standards, and list these standards.	58	
	13.10.5 Report the number of recalls issued for food safety reasons and the total volume of products recalled.		None.
	13.11.2 Report the percentage of production volume from sites of the organization certified to third-party animal health and welfare standards, and list these standards.		It has no external certification, despite adopting practices that exceed local legislation.
13.15.5 Describe any differences in employment terms and approach to compensation based on workers' nationality or migrant status, by location of operations.		There is not such distinction.	

GRI STANDARD	DISCLOSURE	LOCATION	EXPLANATION
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	13.23.2 Describe the level of traceability in place for each product sourced, for example, whether the product can be traced to the national, regional, or local level, or a specific point of origin (e.g., farms, hatcheries, and feed mill levels).	58	
	13.23.3 Report the percentage of sourced volume certified to internationally recognized standards that trace the path of products through the supply chain, by product and list these standards.		100% of slaughters are tracked.
	13.23.4 Describe improvement projects to get suppliers certified to internationally recognized standards that trace the path of products through the supply chain to ensure that all sourced volume is certified.	58	Process involves integrated rural producers.
	13.21.2 Report the percentage of employees and workers who are not employees and whose work is controlled covered by collective bargaining agreements that have terms related to wage levels and frequency of wage payments at significant locations of operation.	37	

SASB | Meat, Poultry and Dairy Products

TOPIC	ACCOUNTING METRIC	CODE	GRI CONNECTION / EXPLANATION	LOCATION
Greenhouse Gas Emissions	Gross global Scope 1 emissions	FB-MP-110a.1	305-1 Direct (Scope 1) GHG emissions; 13.1.2 (sector)	24
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	FB-MP-110a.2	The Company has good practices aimed at reducing, but does not set targets.	24, 25
Energy Management	(1) Total energy consumed	FB-MP-130a.1	302-1 Energy consumption within the organization	27
	(2) Percentage grid electricity		99.99%	
	(3) Percentage renewable			27



TOPIC	ACCOUNTING METRIC	CODE	GRI CONNECTION / EXPLANATION	LOCATION
Water Management	(1) Total water withdrawn	FB-MP-140a.1	303-3 Water withdrawal; 13.7.4 (sector)	31
	(2) Total water consumed		303-5 Water consumption; 13.7.6 (sector)	31
	(3) Percentage of each in regions with High or Extremely High Baseline Water Stress			30
	Description of water management risks and discussion of strategies and practices to mitigate those risks	FB-MP-140a.2		30, 31
	Number of incidents of non-compliance with water quality permits, standards, and regulations	FB-MP-140a.3	There were no incidents of non-compliance.	
Land Use & Ecological Impacts	Amount of animal litter and manure generated	FB-MP-160a.1	119.890 ML in 2021 and 119.933 ML in 2022 (own farms).	
	Percentage managed according to a nutrient management plan		100%	
	Percentage of pasture and grazing land managed to Natural Resources Conservation Service (NRCS) conservation plan criteria	FB-MP-160a.2	100%	
	Animal protein production from concentrated animal feeding operations (CAFOs)	FB-MP-160a.3	100% of own production is in concentrated operation. 100% of pigs acquired from third parties are in confinement. In cattle purchased from third parties there is no such measurement, since some are created in pasture and others in confinement.	
Food Safety	Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	FB-MP-250a.1		58
	Percentage of supplier facilities certified to a Global Food Safety Initiative (GFSI) food safety certification program	FB-MP-250a.2		58
	(1) Number of recalls issued	FB-MP-250a.3	None.	
	(2) Total weight of products recalled		None.	
	Discussion of markets that ban imports of the entity's products	FB-MP-250a.4	No market prohibits the purchase of Pamplona products. The process of enabling exports takes place via the Ministry of Agriculture, Livestock and Supply (MAPA), with analysis of compliance with the countries' sanitary requirements.	
Antibiotic Use in Animal Production	Percentage of animal production that received (1) medically important antibiotics	FB-MP-260a.1		57
	(2) not medically important antibiotics, by animal type			57

TOPIC	ACCOUNTING METRIC	CODE	GRI CONECTION / EXPLANATION	LOCATION
Workforce Health & Safety	(1) Total recordable incident rate (TRIR)	FB-MP-320a.1	The Company does not perform this type of survey.	41
	(2) fatality rate		403-9 Work-related injuries; 13.19.10 (sector)	
	Description of efforts to assess, monitor, and mitigate acute and chronic respiratory health conditions	FB-MP-320a.2	Among the risks of diseases, no problems of respiratory origin were identified. In any case, there is a periodic health monitoring of employees and the use of PFF2 face masks when necessary.	
Animal Care & Welfare	Percentage of pork produced without the use of gestation crates	FB-MP-410a.1	89%	
	Percentage of cage-free shell egg sales	FB-MP-410a.2	Not applicable.	
	Percentage of production certified to a thirdparty animal welfare standard	FB-MP-410a.3	It is not certified by an external standard, but it performs actions that exceed the legislation's requirements.	
Environmental & Social Impacts of Animal Supply Chain	Percentage of livestock from suppliers implementing the Natural Resources Conservation Service (NRCS) conservation plan criteria or the equivalent	FB-MP-430a.1		26
	Percentage of supplier and contract production facilities verified to meet animal welfare standards	FB-MP-430a.2	In its own facilities and in integrated farms, 100%.	
Animal & Feed Sourcing	Percentage of animal feed sourced from regions with High or Extremely High Baseline Water Stress	FB-MP-440a.1	Undisclosed information.	
	Percentage of contracts with producers located in regions with High or Extremely High Baseline Water Stress	FB-MP-440a.2	Producers are not found in areas with this water profile.	
	Discussion of strategy to manage opportunities and risks to feed sourcing and livestock supply presented by climate change	FB-MP-440a.3	It is the Company's practice to evaluate the best alternatives on the subject, but there is no risk and opportunity management strategy related to climate change.	

ACTIVITY METRIC	CODE	GRI CONECTION / EXPLANATION	LOCATION
Number of processing and manufacturing facilities	FB-MP-000.A		7, 10
Animal protein production, by category	FB-MP-000.B		7
Percentage outsourced			7



Coordination

Chief Financial Officer

Validation

Chief Executive Officer

VP Director

Industrial Director

Supplies and Development Director

Domestic Market Commercial Director

Expansion and New Business Director

Logistics Director

Responsible Accountant

Élvis Justen | CRC-SC-028194/O-3

Involved areas

Accounting

Commercial

Controllership

Development

Environment

Feed Factory

Financial

Fiscal

Industrial

Information Technology

Internal Audit

Laboratory

Legal

Logistics

Maintenance

Marketing

PCP

People Management

Quality

Research and Development

SESMT

Supplies

Support

Pamplona Cultural, Sports and

Leisure Association (ARCEP)

Materiality, Technical and Editorial

Coordination, GRI Consulting, Graphic

Design and Layout

Presence Comunicação e

Sustentabilidade

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Pamplona

75 years

THANKS TO ALL WHO
ARE PART OF THIS

story.