

2024 *Sustainability* *Report*



Pamplona

Summary



03 Introduction

- 04 Message from the Chairman of the Board
- 05 Message from the President
- 06 About the Report
- 08 Highlights 2024

10 Pamplona

- 11 About us
- 14 Our products
- 17 How we work
- 19 Operating excellence
- 32 Economic-financial performance

34 Environmental Management

- 35 Comprehensive and responsible policy
- 36 Water use efficiency
- 39 Waste management improvements
- 42 Attentive to climate change
- 47 Educating to preserve

49 Appreciation of people

- 50 Our employees
- 63 Our integrated producers
- 63 Our suppliers
- 64 Support for local development

67 Governance

- 68 Structure
- 70 Integrity, ethic and compliance
- 73 Risk management

74 GRI and SASB content summary

92 Credits

Introduction

- Message from the Chairman of the Board
- Message from the President
- About the report
- Highlights 2024



Message from the Chairman of the Board

I look back with pride and satisfaction at Pamplona's progress in 2024—a year marked by significant achievements and sustainable growth that further established the Company as a leading name in the food sector in Brazil and abroad. The good results reflect the efficiency of our management and the dedication of a qualified team. We are prepared to face challenges and take advantage of opportunities, with in-depth knowledge of our products and markets.

Although the sector continues to face constant challenges, such as fluctuating production costs, regulatory changes and macroeconomic uncertainties, Pamplona is well positioned to navigate these obstacles by staying agile and solutions-driven. Our rigorous risk management process includes the constant monitoring of factors such as exchange rate variations, grain markets, weather conditions and tax issues. We are present at national and international fairs, anticipating trends and strengthening strategic partnerships.

Our commitments to sustainability and digital transformation reinforce the Company's long-term vision. We invest in the automation of production processes, energy efficiency and training, ensuring a more modern and safe workplace environment. The investments made in 2024 in the factories in Rio do Sul (SC) and Presidente Getúlio (SC) increased our slaughtering and industrialization capacity by 200 pigs per day, in addition to improving operating efficiency. Infrastructure was enhanced—including upgrades to Water Treatment Plants (WTP) and Effluent Treatment Plants (ETP)—alongside investments in information security to ensure greater protection and agility.

In addition, we sought, through continuous initiatives in genetic enhancement, food safety and animal welfare, to maintain and expand the quality and safety of our products. The factories in Rio do Sul (SC), Presidente Getúlio (SC) and the breeding unit are regularly supervised by the Ministry of Agriculture and Livestock (Mapa), ensuring strict inspections and monitoring of the entire production process.

Our traceability control ensures the origin and history of each animal, from breeding to slaughter. This process enables access to high-demand international markets requiring specific certifications—such as Japan and South Korea—where the company aims to further expand its presence.

With 77 years of history, Pamplona continues to blend tradition and innovation to deliver high-quality products while fostering regional growth and industry-wide progress, creating value for employees, customers, shareholders and society at large. We are highly confident that 2025 will mark another year of growth and consolidation, driven by disciplined strategic planning and a steadfast commitment to excellence, one of the company's defining attributes.

Valdecir Pamplona
Chairman of the Board
of Directors



Message from the President

We closed 2024 with plenty of reasons to celebrate. The period was marked by robust growth, the overcoming of challenges and advances on multiple strategic fronts. These included gains in operational efficiency, investments in innovation and sustainability and an expanded presence in international markets. The reduction of grain costs, expansion of the product portfolio and the permanent improvement of production processes also contributed to the superior results chalked up.

Combined with the strengthening of the value of the foreign currency, the expansion of Pamplona's international presence boosted revenues in the foreign market by almost 26%. The highlights were the growth in the Asian market and the entry of North America among the main destinations. Geographic diversification has strengthened competitiveness and expanded business opportunities.

In the domestic market, the Company implemented a strategy of repositioning prices and improving the product portfolio that, combined with investments in technology, innovation and sustainable practices, aim to meet the growing demand for convenience and quality.

As a reflection of these strategies, we posted net profit of R\$ 86 million in 2024, significantly higher than in 2023. In addition, operating cash generation reached R\$ 120 million, up 93% compared to the previous year, buttressing the Company's financial strength. EBITDA grew 352.38%, reaching R\$ 187 million, with the EBITDA margin rising from 2.14% to 8.84%.

However, the year also introduced challenges. The high interest rate led to the postponement of some projects, and the difficulty of hiring labor remains an obstacle. We have been operating in a region of full employment for years, which means that vacancies are constantly opening up. Even so, our results demonstrate the Company's resilience in the face of this scenario.

In terms of sustainability, we advanced the expansion of our inventory of gas emissions while reinforcing the circular economy. The latter takes advantage of waste generated in our operations in processes such as composting. Animal welfare remains a key pillar, with investments in logistics, internal training and better management practices.

In the social field, in addition to frequent community support campaigns, we also invested in the creation of UniPamplona, a milestone in employee training. It offers continuous courses to boost professional development and operating efficiencies.



For 2025, our goal is to grow on all fronts: expand our own pig production, strengthen our presence in the international and domestic markets, invest in automation and digital transformation and maintain sustainability as one of our main commitments. We will continue to respect Pamplona's legacy and build a solid and sustainable future.

Irani Pamplona Peters
President/CEO

About the report

GRI 2-2, GRI 2-3 and GRI 2-14

In this Sustainability Report, we present the main social, environmental and governance efforts and the challenges Pamplona Alimentos S.A. faced in 2024. The Company is the only entity contemplated in both this and the organization's financial report, following the same disclosure standard adopted in the 2023 Sustainability Report. The document, published annually, covers the period from January 1 to December 31, 2024.

We follow internationally recognized methodologies for the preparation of this report, including the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) indicators.

Pamplona's Board of Directors is responsible for reviewing and approving the information presented in the organization's reports. In addition, it evaluates and approves the material topics, ensuring that the review process includes a step dedicated to approval and comments.



Material topics GRI 3-1 and GRI 3-2

Pamplona recognizes the importance of continuously evaluating the material topics that impact its business and its stakeholders. Since conducting a comprehensive materiality study in 2022 — which identified the main impacts, challenges and opportunities in the environmental, social and governance aspects —the Company has been monitoring these issues. As there have been no significant changes to the strategy or structure of the business since then, we have not yet carried out a materiality review.

The following are considered material topics:



ENVIRONMENTAL

Climate change: Pamplona monitors its greenhouse gas (GHG) emissions in scopes 1 and 2 in industrial units and its own farms.

Waste and circular economy: waste from operations includes post-consumer packaging, organic agro-industrial waste and industrial solid waste.

Water: an essential resource for the entire production chain, from the creation of animals in the field to the industrialization processes of products in industrial parks.



SOCIAL

Health and safety: management of the health and safety of employees, integrated and third parties in Pamplona's operations.

People development: structured training programs for employees, integrated, suppliers and communities.

Diversity: policies and practices to promote diversity, respect and combat harassment and discrimination.

Sustainable value chain: support for integrated producers to adopt ESG (environmental, social and governance) practices



GOVERNANCE

Animal welfare: practices to ensure the welfare of animals at all stages, with continuous improvement.

Quality and safety of products: production of safe, sustainable food free of harmful substances, with strict procedures to avoid contamination.

Ethics and integrity: codes, policies and training that promote ethics, respect and the fight against corruption in the Company.



BUSINESSES

Innovation: investment in research for new forms of production, packaging and distribution, in addition to portfolio diversification.

Highlights 2024

Awards and recognition

Human Being Prize 2024

The Company was one of the winners in the People Management – Development category, for the case history about the Pamplona Leadership School, which has already provided more than 2,600 hours of training to employees. The award, organized by the Santa Catarina section of the Brazilian Association of Human Resources (ABRH-SC), is one of the most prestigious in the sector.

Sustainability Recognition

Awarded by DSM-Firmenich, a leading global company in health, nutrition and bioscience, for Pamplona's contribution to reducing greenhouse gas (GHG) emissions by more than 119,000 tons, through the inclusion of nutritional enzymes in pork feed.

RA1000 Seal

Through continuous dedication to the satisfaction of our consumers, Pamplona won the RA1000 Seal, the highest distinction of the Reclame Aqui website, a reference in consumer relations. This recognition reflects the impressive resolution rates of 95.7% and the average score of 9.5, results that highlight the Company's commitment to exceeding consumer expectations. In addition, Pamplona was nominated as a finalist in the Reclame Aqui 2024 Award, in the Food – Perishable and Frozen category, being among the five best companies in Brazil.

Commercial Partner of the Year

Title offered by the American hamburger chain Johnny Rockets to Pamplona for product quality and delivery efficiency.

Economic

R\$ 120 million of operating cash generation, an increase of **93%** compared to 2023.

EBITDA **352.38%** higher than the previous year, reaching **R\$ 187 million**.

EBITDA margin of **8.84%**.

Net income of **R\$ 86 million**.

Growth of **25.80%** in gross revenue from the foreign market.

157 thousand tons traded (4.83% above the total in 2023).

Annual payments estimated at **R\$ 1.7 billion** for the network of about **3,700 suppliers**.

Environmental



- Continuity of the plan for the collection and disposal of Class I / Group A solid waste (drug packaging and related) throughout the network of own and integrated farms, carried out by a duly qualified company.
- Consolidation of a technological route for the use of non-recyclable waste previously sent to landfills, through energy recovery processes.
- Continuity of work at the Lauro Pamplona Composting Unit, where waste is transformed into fertilizers, promoting circular economy and supporting social actions.
- Expansion in Water Treatment Plants (WTP) and Effluent Treatment Plants (ETP), to increase capacity.

Social



- Launch of the UniPamplona Corporate University, expanding training in line with the Company's values and strategic goals.
- The Bem Gestar (Good Pregnancy) Program, present in all units, with 72 ultrasound exams performed, 190 kits delivered and return to work rate above the national average.
- The Mãos em Ação (Hands in Action) volunteer program, with about 40 members, mobilized employees in 2024 in initiatives to support cancer patients, the elderly and children in vulnerable situations.
- Attention to the health of employees and their families with medical and dental assistance, outpatient care, preventive actions and well-being initiatives at work.
- R\$ 34 thousand invested in support and assistance actions to those affected by the floods in Rio Grande do Sul.

Governance



- Advances in innovation through industrial automation, process optimization, reinforcing information security and gains in efficiency and sustainability.
- Governance structure composed of a non-executive board of directors, autonomous executive board and thematic committees that support the Company's strategic management, in addition to internal and external audits.
- Performance guided by the Code of Ethics, with its own committee and active reporting channel, and policies aligned with international reference companies regarding human rights and corporate integrity.

Animal welfare



- Maintenance of its strong commitment to animal welfare in 2024, training over 2,000 individuals and ensuring 100% of production units underwent external audits.
- Advances in animal welfare with integrated farm-to-industry practices, fleet renewal and use of technology for real-time monitoring.
- Permanent committee and an animal welfare policy applied at all stages of production, focusing on training, comfort, health and behavior of the swine herd.
- 94% of the integration herd in the collective gestation system.



Pamplona

- About us
- Our products
- How we work
- Operating excellence
- Economic-financial performance

Pamplona

About us

GRI 2-1 and GRI 2-6

Pamplona Alimentos S.A., known as Pamplona, is a privately held corporation, headquartered in the city of Rio do Sul, Santa Catarina, Brazil. Over its 77 years, it has consolidated its position in the national and international pork and pork products market, with presence in most Brazilian states and exports to more than 20 countries. Recognized for the quality of its products, the Company combines tradition and technological innovation to offer practical, healthy and safe foods.

In 2024, Pamplona sold more than 157,000 tons of fresh pork meats and derivatives, with emphasis on sales of processed products, which totaled 61,290 tons. The Company has more than 3,500 employees. Its structure includes the administrative center in Rio do Sul (SC), next to one of two own industrial plants — the other is in Presidente Getúlio (SC). It also operates an outsourced unit in Chapecó (SC).

In the domestic market, its comprehensive portfolio includes seasoned or in natura cuts, sausages, sausages, smoked and sliced, as well products and savory, cheeses, polenta and lard. Furthermore, Pamplona has developed products aimed at the *food service* segment and recently launched a line of handmade *gourmet* pizzas. In the foreign market, it serves customers in Asia, North America and Latin America.

The Company operates in accordance with international intergovernmental commitments, including Guiding Principles on Business and Human Rights; standards of the International Labor Organization (ILO); the Sustainable Development Goals (SDGs) of the United Nations (UN); and guidelines of the International Financial Reporting Standards Foundation (IFRS). These commitments, approved by Management, apply to all of Pamplona's activities and business relationships.

The Board of Directors plays a central role in defining and updating sustainability strategies. It is responsible for establishing strategies, approving policies and goals and overseeing their implementation. Among the concrete actions that underpin this commitment, the following are particularly notable:

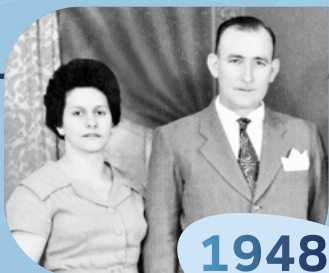
- **Sustainable Management of Natural Resources:** investments in technologies to reduce water and energy consumption;
- **Circular Economy:** implementation of an organic waste composting program;
- **Animal Welfare:** adoption of practices aligned with the highest standards of animal welfare;
- **Carbon Emissions Reduction:** monitoring and expansion of the GHG emissions inventory, seeking alternatives to mitigate the environmental impact of operations;
- **Social and Community Engagement:** development of training projects for employees and integrated producers, strengthening the local economy and promoting sustainable agricultural practices.



157 thousand

tons of fresh meat and pork products marketed in 2024

Our journey



1948

Lauro and Ana Pamplona found a small beef slaughtering and sales business in Agronômica (SC).



1963

The company is now called Açougue Riosulense Ltda. and starts selling pork meats.



1969

The butcher shop adopts the name Frigorífico Riosulense and transfers its headquarters to Rio do Sul (SC).



1973

The company becomes a corporation, Frigorífico Riosulense S.A.



1974

The factory in Rio do Sul (SC) begins to be inspected by the Federal Inspection Service (SIF).



1989

Expansion of operations, with the acquisition of a slaughterhouse in Presidente Getúlio (SC).



1996

Beginning of exports, with shipments to Uruguay and Hong Kong.



2002

Obtaining the status of Certified Farm by the Integrated Agricultural Development Company of Santa Catarina (Cidasc) and the Ministry of Agriculture and Livestock (Mapa).



2006

Beginning of production and sale of seasoned meats.



2013

Frigorífico Riosulense S.A. diversifies its activities and becomes Pamplona Alimentos S.A.



2015

Inauguration of the processing plant in Rio do Sul (SC) and certification of its own laboratory by Inmetro's General Accreditation Bureau (CGCRE).



2016

Pamplona is the first Brazilian company to be awarded the Brazilian Pork seal of approval, a certificate of origin that attests to the quality and safety of the country's pork products.



2017

Opening of the meat store in Itajaí (SC) and extension of the laboratory's accreditation for microbiology.



2018

Launch of Pamplona's first Sustainability Report and expansion of the sliced meat line of products.



2019

Inauguration of the distribution center in Portão (RS), expansion of the cured, matured and smoked lines, and beginning of the sale of dairy products.



2020

Preparation of the first inventory of greenhouse gas (GHG) emissions and start of operations of the Camboriú (SC) concentrator distribution center.



2021

Beginning of the expansion of the unit in Presidente Getúlio (SC) and the expansion of the headquarters in Rio do Sul (SC).



2022

Inauguration of the distribution center in Jandira (SP) and duplication of the line of fresh sausages in Rio do Sul (SC).



2023

Pamplona celebrates 75 years with the inauguration of the automated storage area in Presidente Getúlio (SC) and the expansion of the seasoned product line in Rio do Sul (SC).



2024

Improvement in the operational efficiency of Pamplona's value chain.

Our products

Pamplona has a diversified portfolio, aimed at both the final consumer and food service market, which includes restaurants and snack bars. With a focus on innovation, practicality and quality, the Company offers everything from fresh pork cuts to processed products with high added value, consolidating itself as a brand that combines tradition and modernity.

The options are distributed among the following lines:



SEASONED CHILLED AND FROZEN PORK

Meats that already come seasoned in *single* portions or for the whole family. Just take it out of the package and take it to the stove, oven or barbecue grill.



SLICED

Made to facilitate the consumer's life in the preparation of everyday meals and leisure hours.



SMOKED

Made from natural smoking and cooking processes that guarantee special flavors and aromas, ready for consumption.



SMOKED SAUSAGES

Naturally smoked products, ready for consumption.



FRESH SAUSAGES

Made with selected meats, ideal for appetizers, snacks and barbecues.



HAM PRODUCTS

Hams and hammers produced with quality raw material and Spanish technology equipment.



CURED

Salamis and pantries with Italian inspiration and Pamplona's recognized quality.



SWINE LARD

In several volumes and packages.



FOOD SERVICE

Products made for food companies, seeking performance, speed and standardization.



PARTY LINE

Traditional recipes, prepared with selected cuts especially for the holiday season.



FLAVORS

Kits and side dishes for convenience in day-to-day meals and weekends.



SNACKS

Cuts for feijoada and other recipes.



IN NATURA FROZEN LINE

Main unseasoned pork cuts.

Product Introductions 2024

In 2024, Pamplona launched several products that strengthened its portfolio in domestic and foreign markets, meeting market demands for quality and practicality:

2024 COMMITMENTS

Expansion of the portfolio, enlarging the participation of processed products, with investment in high value-added lines (sliced, sausages and portioned) and promotion of adaptations to meet the most demanding markets.

STATUS



Accomplished

RESULT

Launch of 12 new items, aligned with the guidelines of products with greater added value, practicality and convenience and expansion of exports to premium markets, such as Japan, Canada and Mexico.



CHILLED SEASONED PORK ENTRECOT

Practical because it is already seasoned and ideal for everyday life, serving both individuals and smaller families.



FROZEN PORK LOIN 3 PIECES

Like pork filet mignon, it comes in a smaller portion, which requires less disbursement. It has low calories per serving.



FROZEN PORK FILET MIGNON UNIT

Ideal for everyday life, it comes with one unit in the package, a lower cost for the consumer. It can be prepared in each customer's preferred manner because it is prime meat in natura.



BACON IN CHILLED CUBE CUTS

Selected prime *bacon* naturally smoked for immediate use, comes chilled.



ARTISANAL GOURMET PIZZAS

Made with selected ingredients such as Italian tomato sauce and natural long fermentation dough. Available in *Bacon* with Catupiry, Calabrese and Pepperoni flavors.

How we work

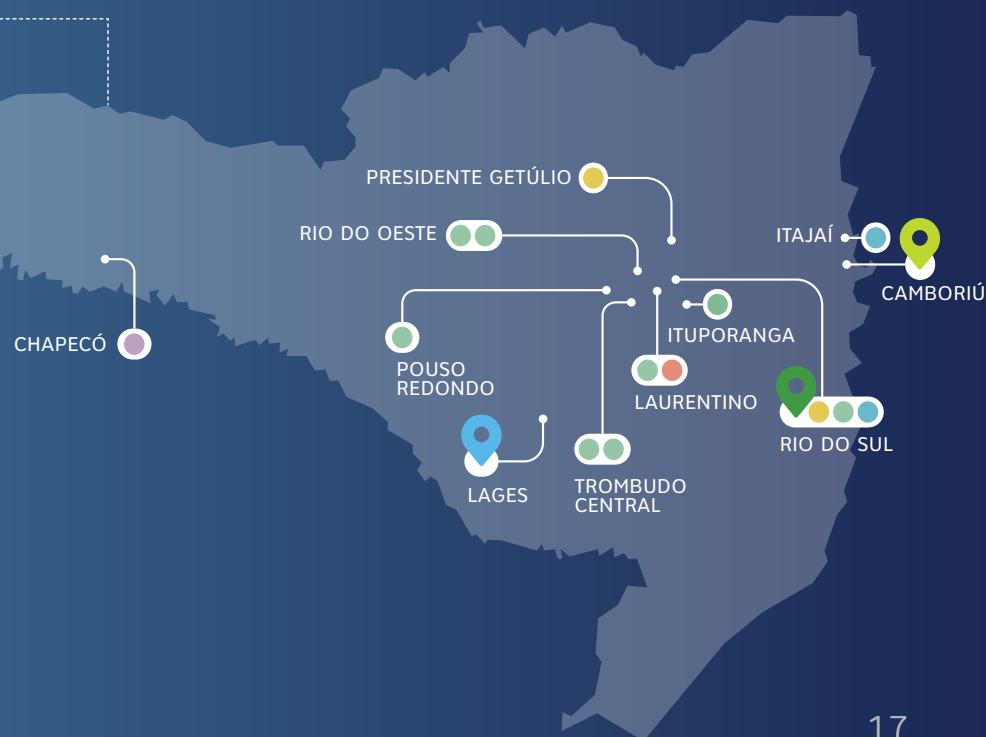
Where we are GRI 2-1 and GRI 2-6

Pamplona's production structure is concentrated in Santa Catarina, where the two industrial pork processing plants are located – in Presidente Getúlio (SC) and Rio do Sul (SC) – as well as the administrative center, also in Rio do Sul (SC). The Company also operates an outsourced unit in Chapecó (SC). The structure is complemented by a feed factory in Laurentino (SC), which produces balanced feed for pigs, and eight own pig farms, responsible for ensuring the quality and biosecurity of the herd.

In addition to the production units, Pamplona maintains a concentrator distribution center in Camboriú (SC) and has six distribution centers responsible for the shipping of products throughout Brazil. Export products go straight from our factories to more than 20 countries.



- 1 administrative center
- 1 concentrator distribution center
- 6 distribution centers
- 2 processing plants
- 1 animal feed factory
- 8 own farms
- 2 butcher shops
- 1 outsourced factory



Transforming the field, industry and society



1

Sustainability in the field

- **Animal welfare:** certified practices, suitable environments, constant monitoring.
- **Feed:** balanced feed free from growth promoters.
- **Organic waste management:** proper treatment and controlled disposal.
- **Partnership with integrated producers:** technical support and encouragement of good production practices.

2

Efficiency in slaughter and industrial processing

- **Efficient use of natural resources:** optimization of water and energy consumption.
- **Waste reduction:** waste control practices and circular economy.
- **Carbon emissions:** monitoring and adoption of clean technologies.
- **Sustainable packaging:** biodegradable and recyclable.

3

Sustainable logistics and transportation

- **Fleet:** more efficient vehicles and higher productivity.
- **Intelligent routing:** efficient routes with lower mileage and reduced fuel consumption and emissions.

4

Social and community impact

- **Employment:** more than 3,500 direct employees and thousands of indirect employees throughout Brazil.
- **Community development:** social projects that encourage volunteering and support education.
- **Family succession in the field:** support for small producers and encouragement of sustainable practices.

5

Sustainability and transparency goals

- **Reduction of environmental impacts:** commitments and improvement data.
- **Certifications and training:** animal welfare and food safety.
- **Reporting and accountability:** transparency with stakeholders.

Operating excellence GRI 2-6

Pamplona's results in 2024 were driven by expanding exports, cost savings and investments in innovation. These factors, reinforced by the expansion of the portfolio and technological improvements, leveraged the Company's performance in the domestic and foreign markets.

EBITDA rose to R\$ 187 million, an increase of 352.38% over the previous year. The increase directly reflected the profit margin, which went from 2.14% to 8.84%. The drop in commodity prices and the improvement of integrated farms made it possible to reduce own-pigs production costs, further reinforcing the Company's competitiveness.

In addition to these factors, the results also reflect the strategic positioning of Management, now focusing on the optimization of industrial processes and valuing the participation of people in the production process. The Profit-Sharing Program (PPR) encouraged the engagement of teams, contributing to higher operating efficiencies. The robust monitoring of production indicators, combined with initiatives

**352.38% growth
in EBITDA in 2024,
compared to 2023**

for the efficient conversion of inputs, better use of raw materials and waste management, resulted in significant gains. These actions were decisive for the expansion of the profit margin and the consolidation of the Company's market competitiveness.

In the foreign market, Pamplona increased revenue (ROB) by 25.80%, expanding its international presence. The highlight was the expansion of the buyer base in the Asian market compared to the previous year. In addition, the U.S., which recently opened its market for Brazilian pork, has become one of the

main destinations. The geographic diversification strategy expanded business opportunities, bolstering the Company's global presence and boosting its competitiveness in the international market.

China remained a major buyer, with strong demand for fresh cuts and pork offal. On the other hand, Chile has consolidated itself as a customer of higher value-added products, evidencing Pamplona's ability to meet different consumer profiles and comply with regulatory requirements.



Pork sales reached 94,760 tons, 12.29% higher than the total in 2023. In the domestic market, Pamplona implemented a pricing repositioning strategy while improving its product mix. The launch of premium items such as gourmet artisanal pizzas and new versions of fresh and smoked sausages has met growing consumer demand for convenience and quality.

To further improve its operations, the Company continues to invest in logistics solutions. The expansion of storage with the new structure of the distribution center in Jandira (SP) delivered greater efficiencies in the shipment of goods, reducing deadlines and operating costs. Technologies such as palletizing, robotic storage and digital systems were incorporated, resulting in gains in process control, in addition to refining organizational processes and speeding shipments.



Another highlight was the investment in operational efficiency in the Rio do Sul (SC) and Presidente Getúlio (SC) units. The technology augmented the production process, raising product quality and safety standards. The Company also reduced waste sent to landfills while also introducing monitoring and energy efficiency tools. These innovations have contributed to making its operations more sustainable and aligned with ESG guidelines.



94,760

tons of pork meats sold
in the foreign market

Domestic market

Pamplona's performance in the domestic market was strengthened by actions aimed at maximizing profitability and strengthening the brand in distribution channels. In retail, the strategy prioritized maintaining market share, with an emphasis on higher value-added products and consolidation within strategic categories. Products launched in 2023 to mark the Company's 75th anniversary — such as pork “a passarinho,” seasoned coppa loin, and salami — were added to the permanent portfolio, expanding the offering and strengthening brand positioning.

In food service, the arrival of new chains of snack bars and restaurants to the customer portfolio raised sales by 17%. Although it represents 7% of turnover, the segment is one of the most promising for the future.

The growth strategy is based on diversifying the portfolio, investing in marketing while optimizing production capacity, as well as enhancing higher value-added products. The pursuit of new markets and the consolidation of existing ones underpins the Company's competitiveness.

In 2024, Pamplona recorded significant growth in sales of processed products: 61.29 thousand tons sold. This performance was the result of a strategy that the Company had been applying for some time, focusing on operational innovations to allow the expansion and diversification of products. Currently, the mix includes seasoned cuts, sausages, fresh sausages and smoked and sliced meats, meeting consumption demands for greater practicality, more flavors and higher quality. Among the launches that boosted this result, the new fresh and seasoned pork cuts, — such as lombo, filé mignon and seasoned pork entrecot — stand out, in line with the demand for portioned and healthy proteins.

2024 COMMITMENTS

Development of its own B2B e-commerce platform, which will contribute to the expansion of sales to retail and the *food services* segment.

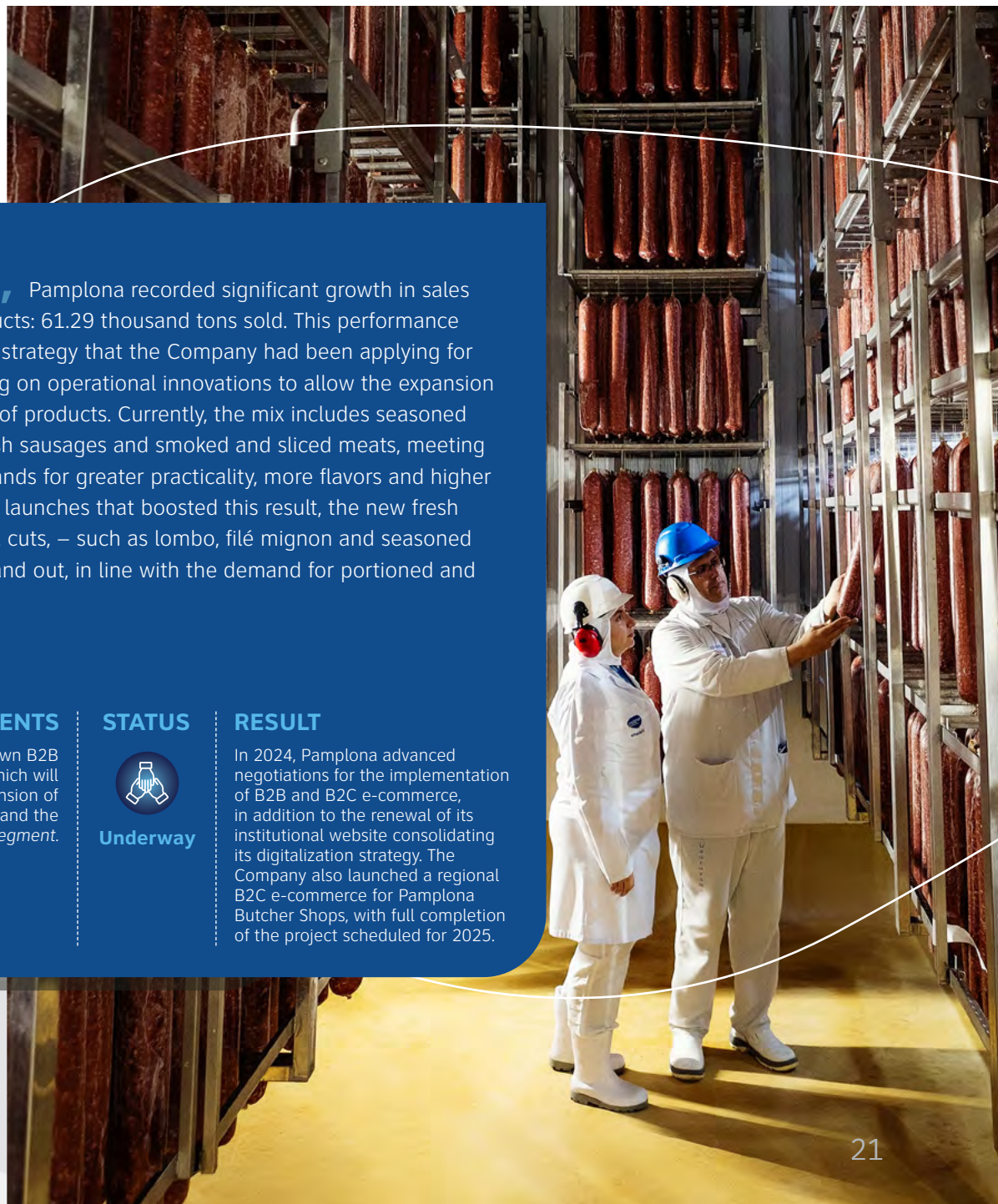
STATUS



Underway

RESULT

In 2024, Pamplona advanced negotiations for the implementation of B2B and B2C e-commerce, in addition to the renewal of its institutional website consolidating its digitalization strategy. The Company also launched a regional B2C e-commerce for Pamplona Butcher Shops, with full completion of the project scheduled for 2025.



Foreign market

Pamplona expanded its exports in 2024 through a strategy aimed at diversifying customers and regions and adapting products according to the requirements of each market. This made it possible to consolidate partnerships and increase its international presence. Gross Operating Revenue in the foreign market grew 25.80% compared to the previous year, from R\$ 933 million to R\$ 1.174 billion. Among the highlights of the period are the expansion of the buyer base in the demanding and promising Asian market and the inclusion of North America among the main destinations, driven by the recent opening of this market to Brazilian pork.

Located in Santa Catarina – the only Brazilian state internationally certified as a foot-and-mouth disease-free zone without vaccination – Pamplona confirms its competitive advantage by operating in a territory qualified for the export of pork. The Company was the first in the sector to win the Brazilian Pork seal of approval, which certifies Brazilian companies to operate in the international pork market, ensuring quality, safety and traceability.

Pamplona's performance in foreign trade involves key activities along the entire value chain, such as sales, marketing, customer service along with the development of strategic partnerships. Its distribution network includes distributors, logistics partners and suppliers, ensuring efficient delivery from Research and Development to the end customer. Key partners include governments, certifiers, ports, shipping companies, distributors, trading companies and international wholesale and retail networks. Sustainable expansion, coupled with innovation, ensures that Pamplona's products meet the highest standards of quality and food safety on the global stage.



Innovation to optimize processes

GRI 3-3 [Innovation]

Pamplona has been integrating innovative solutions to optimize its operations. At the Presidente Getúlio (SC) unit, the use of technologies based on the concept of Industry 4.0 was consolidated with the automation of the storage area; robots are used for the handling and storage of goods. Among the benefits are the reduction of employees' physical effort, energy savings and greater operational efficiency.

Innovation in the development of new products occurs through the use of new technologies and ingredients that enable the extension of shelf life and food safety. In addition, innovation makes it possible to reduce packaging consumption, promoting a positive environmental impact by optimizing materials, thereby reducing waste generated.

Also as part of its digital transformation project, Pamplona advanced in 2024 with initiatives aimed at modernizing information technology and strengthening digital security. A new information security policy was implemented, accompanied by specific training to protect sensitive data while promoting the integrity of digital operations. The adoption of the Disaster Recovery (DR) system ensured operational continuity even in situations of failure or disaster.

In the field of technological infrastructure, the Company started implementing the Security Operations Center (SOC1), aimed at continuous monitoring and real-time response to cyber incidents. This structure is complemented by Network Access Control (NAC¹). It includes the update of operating systems to Windows Server 2022, strengthening the reliability of Pamplona's systems.

1. Acronyms derived from the English name

Advances in digitalization and e-commerce

In 2024, Pamplona took important steps in its digital transformation strategy. It highlighted the structuring of the B2B and B2C e-commerce project at the same time it updated the institutional website. During the period of completion of the contractual negotiations of the main project, a regional B2C e-commerce was launched for Pamplona's butcher shops, expanding the brand's retail digital presence, validating features for the end consumer.

The complete delivery of the new e-commerce site is scheduled for 2025 and represents a significant advance in the modernization of the Company's commercial operations. The initiative reinforces the commitment to innovation, promoting greater proximity to different audiences and expanding access to Pamplona products in new markets.

Research and development

The Research & Development (R&D) sector is one of the pillars that support Pamplona's position as a reference in the pork market. With operations integrated with other areas of the Company, such as production, laboratory and quality, the department stands out for the pursuit for innovation and continuous improvement of products and processes. Among the main R&D actions are:

- **Product development:** creation of new items and improvements applied to existing products.
- **Performance in foreign markets:** expansion of the portfolio with items adapted to international requirements.
- **Shelf-life studies:** Assessments performed to ensure quality during storage and transportation.
- **Regulatory Records:** Updates of formulations, packaging to meet legal requirements.
- **Productive efficiency:** operational improvement projects.
- **Technical training:** in-house workshops for employees.
- **Professional update:** team participation in industry technical events and congresses.



Quality at all stages

**GRI 3-3 [Product quality and safety]
and Sectorial GRI 13.23.4**

Quality control is crucial for food safety and product excellence at all stages of Pamplona's production chain. The system is structured in a model that combines technology, training and rigorous certifications. See below its main components:

Modern laboratories and recognized accreditation

The ABNT NBR ISO/IEC 17025:2017 standard has accredited Pamplona's own laboratory since 2015, initially for the ractopamine test (a substance that stimulates the growth of muscle mass instead of fat); from 2018, it was extended to microbiological tests. The certification, granted by Inmetro's

General Accreditation Coordination (CGCRE), guarantees the laboratory's technical competence and the reliability of the results.

Hazard Analysis and Critical Control Points (HACCP) System

Methodology adopted to promote food safety by monitoring strategic points throughout the production process. At Pamplona, its application ranges from the reception of raw materials to the shipment of products. The focus is on aspects such as storage temperature and microbiological control, ensuring food quality and integrity.

Internal and external audits

Suppliers are rigorously evaluated through a risk matrix and undergo regular audits to ensure their products meet the quality criteria required by Pamplona. In addition, independent certifiers carry out periodic audits in the Company guided by recognized standards such as International Featured Standards (IFS) Food, a reference in food safety and quality.



2024 COMMITMENTS

Adopt the standards of the North American Meat Institute (Nami) in the plants in Rio do Sul (SC) and Presidente Getúlio (SC).

STATUS



Underway

RESULT

To ensure compliance with the standard and support future certification, all control parameters have already been defined. Operational measures are in place and fully under control. Only structural adjustments remain in the slaughtering and pigsty areas. The improvements in the Rio do Sul (SC) slaughtering unit were completed at the beginning of the year, while those in the Presidente Getúlio (SC) unit are under evaluation or in a project stage.

Continuation of the traceability implementation project in the industrialized line through the Wayv platform



Underway


Online monitoring via the Wayv platform was implemented in the slaughtering and deboning sectors and is in the final stages of implementation in the industrialized products sector, including traceability.



● **Digitalization of controls and traceability**
In 2024, Pamplona took a big step by digitalizing its self-controls, with records made directly on smartphones and other mobile devices. The innovation eliminated the use of paper, improved the accuracy of records and made monitoring operations more efficient. The traceability system allows monitoring the complete history of each batch, from the supply of inputs to the final delivery, with transparency and production control.

● **Control of products, inputs and ingredients**
The physical-chemical composition of Pamplona's products is verified by FoodScan during the production stages. The tool allows precise adjustments, such as in the proportion of fat or protein, ensuring standardization and product quality. The inputs used are also analyzed to check if they are in accordance with the technical specifications defined by the Company.

● **Supplier qualification and customer audits**
Pamplona has implemented a supplier qualification matrix that determines strict criteria for evaluation. In addition, the audits carried out by customers such as large retail chains reaffirm the Company's responsibility for excellence. In all of them, the company has achieved scores of over 95%, demonstrating its competence and compliance with exacting standards.

2024 COMMITMENTS	STATUS	RESULT
Increasingly improve pork production processes. This involves investment in good animal welfare practices, genetics, slaughter and improvements in product delivery and partnerships with startups, research institutions and with integrated producers and suppliers.	 Underway	In 2024, a total of 119 animal welfare training sessions were conducted, involving 2,093 participants.
Expansion and modernization of slaughtering and deboning capacity.	 Accomplished	Completion of the sprinkler project in Rio do Sul (SC) and Presidente Getúlio (SC).
Continuity of the Logistics Unit of Excellence (PULE) Program, alongside audits at Distribution Centers aimed at standardizing processes and enhancing compliance with Operating Standards, ensuring greater operational security.	 Underway	PULE is temporarily suspended, awaiting the completion of preparatory steps, currently in progress. Meanwhile, the audits continue to be carried out according to schedule.

Quality control combines technology, processes and monitoring to ensure food safety throughout the production chain

Food safety

FB-MP-250a.1, FB-MP-250a.2 e GRI Setorial 13.10.4

Pamplona underscores its commitment to the continuous improvement of products and processes, ensuring compliance with the highest food safety standards demanded by its customers.

The production units have been advancing in a structured manner in the implementation of the IFS Food international standard. Furthermore, the Company has achieved high levels of compliance in external audits based on the standard. Most of the requirements have already been implemented, and the goal is to achieve full certification by the second half of 2026. As part of this process, objectives and goals were established to strengthen food security management, in line with international standards.

In the relationship with suppliers, Pamplona maintains a Qualification Program that maps and evaluates all critical suppliers of inputs and services. It verifies the certification recognized by the Global Food Safety Initiative (GFSI), which contributes significantly to quality assurance throughout the supply chain.

For 2025, the Company expects to improve this system through the adoption of a risk matrix to

guide required on-site audits per the IFS protocol. The Supplier Qualification Index (IQF) will also be implemented, considering indicators such as quality, compliance in receipt and delivery punctuality.



Use of antibiotics in animal production

FB-MP-260a.1

Pamplona does not use antibiotics as growth promoters, evidencing its performance in accordance with good production practices. The Company constantly seeks alternatives to the use of antimicrobials, such as:

- Probiotics, prebiotics, organic acids and essential oils to strengthen the immunity of animals;
- Experimental evaluation of replacement of antibiotics to control respiratory diseases with phytogenic products;
- Use of organic acids in the prevention and treatment of enteric diseases in the nursery, growth and termination phases.

In 2024, 100% of the pigs produced by Pamplona received, at some stage of life, antibiotics considered important from a medical point of view, according to the List of Important Antimicrobials of the World Health Organization (WHO, 2024).

How we ensure animal welfare

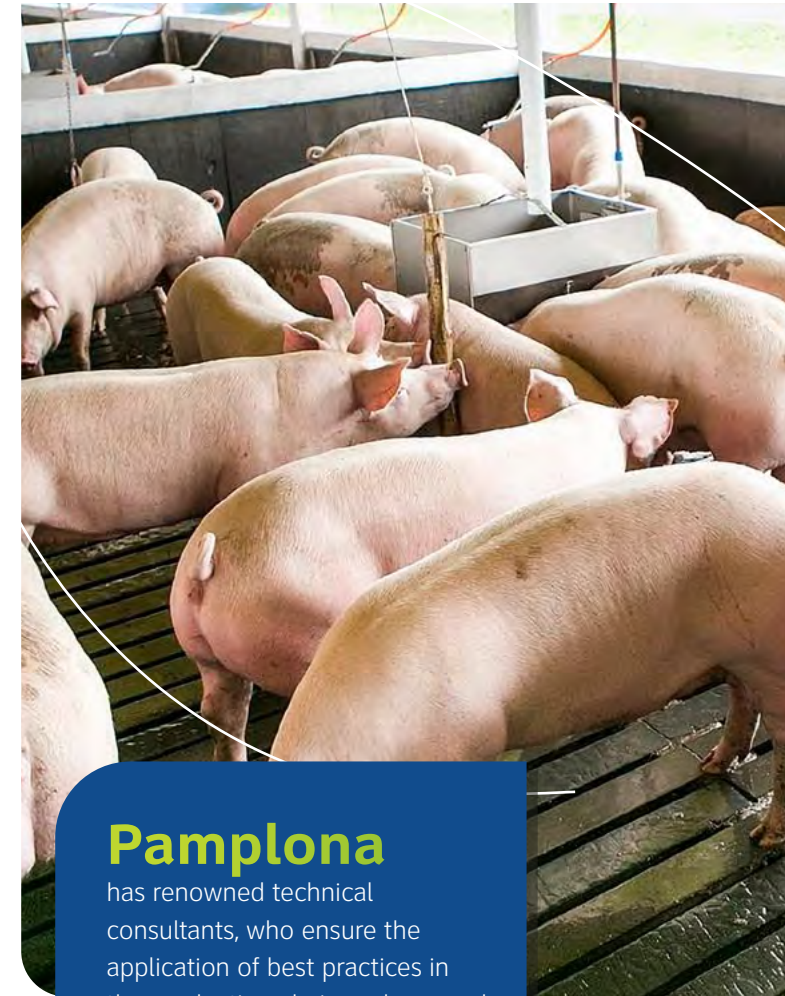
**GRI 3-3 [Animal Welfare],
FB-MP-410a.1 and FB-MP-410a.2**

Animal welfare is a central pillar of Pamplona's sustainability strategy, present at all stages of the production process. The Company adopts a consistent animal welfare policy with public pacts, supported by a permanent committee, responsible for integrating the different areas: pig farms, animal transport and industry. This integrated approach promotes the adoption of good production practices, drives progress and ensures the full implementation of the animal welfare policy.

To this end, Pamplona continuously invests in regular training and qualification, based on the concept of well-being, and on the positive interaction between humans and animals. The actions range from farm management to transportation and activities in the industry. In 2024, training was carried out on topics such as good practices in all stages of production, human-animal relationship, sentience, transport, behavior and conduction of pigs, as well as legislation. These initiatives trained more than 2,000 people throughout the year.

On farms, animals receive high quality food, suitable for each phase of their productive life, ensuring compliance with the nutrition domain. Ensuring water quality, in addition to strict standards of cleaning and disinfection of the facilities, in addition, animals have access to vaccination programs and regular veterinary assistance, which contribute directly to the health domain by preventing diseases and promoting physical well-being. Constant monitoring of environmental conditions, such as temperature, humidity and ventilation, maintains thermal comfort, aligning with the domain of environmental conditions. Gentle handling of the animals at all stages promotes positive interactions between humans and pigs, fulfilling the behavioral domain. In addition, the provision of environmental enrichment, both on farms and in the industry's waiting pens, is essential to encourage pigs' natural exploration behavior, promoting positive mental states and reducing stress.

In transport, the renewal of the fleet for slaughter includes modern vehicles equipped with isothermal ceilings and drinking fountains, for greater thermal comfort and access to hydration during the journey, fundamental aspects to the welfare of animals. Regular checklists are carried out on vehicles so that they are always in optimal operating and hygiene conditions. Pamplona also uses an advanced satellite tracking system, which monitors transport conditions such as routes and travel time in real time, providing greater control and safety.



Pamplona

has renowned technical consultants, who ensure the application of best practices in the production chain and respond to customer questionnaires on the subject, demonstrating attention to the highest standards of animal welfare.

Sectorial GRI 13.11.2

Management reports based on these data allow detailed monitoring of animal welfare indicators, in accordance with internal and regulatory standards.

In the industry, employees participate in regular training, including MAPA accredited training, held in 2024, with an emphasis on pre-slaughter management and humanitarian slaughter. The adoption of more humanized systems is accompanied by continuous monitoring and specific training for employees, attesting to the responsible transition and proper management in this new model.

Pamplona follows the concept of unique well-being, which seeks to harmonize people, the environment and animals for sustainable growth. The development, logistics and industry teams are formed by specialized professionals who implement and maintain procedures to ensure best practices.

The Company invests in technologies that meet these needs, partnering with research institutions, universities and professionals in the sector to find innovative solutions in areas such as ambience, environmental enrichment, reducing the use of antimicrobials and genetic improvement.

Our commitments to animal welfare

Pamplona voluntarily makes the following Animal Welfare Commitments:

- Continue the migration to the collective gestation system until 2026. All new units and expansions of own farms and integration will be structured in the mating and release system; currently, 60% of the integration already is carried out through this system.
- Continue with immuno-castration in 100% of male pigs; the Company has been a pioneer in the implementation of this technology since its introduction in Brazil.
- Do not file piglets' teeth except when the welfare of the sow and/or litter is compromised and based on veterinary advice.
- Eliminate ear notching by 2026.
- Continue tail management by the third day of life, according to Normative Instruction 113.
- The pig transport vehicles that will be incorporated into the fleet will meet new concepts in the use of materials and accessories that benefit the health and welfare of the animals and practicality in the operation; every vehicle in the fleet for transportation of pigs to slaughter is equipped with a satellite tracker.
- Continue non-use of growth-promoting antibiotics at any stage of the production system; the Company seeks the rational use of antibiotics and promotes the use of herbal medicines, essential oils, acidifiers, enzymes and eubiotics.
- NAMI certification of the Rio do Sul (SC) unit in 2026.

Animal welfare during pig transport

In line with the requirements of animal welfare legislation, Pamplona has been actively working with its carriers to raise awareness of the importance of keeping truck bodies in proper condition. In 2023, a commitment was made to renew 40% of the bodies used to transport pigs, with the remaining 60% scheduled for 2024. The goal is to reach 100% of the adapted fleet by June 2025. At the same time, regular check-ups are carried out on vehicles in operation, ensuring that any irregularities are corrected within established deadlines.

To date, 30 of the 36 bodies have already met the new standard, reflecting directly on the improvement of transport conditions and animal welfare. A positive example was observed in a vehicle dedicated to transporting piglets, where the updated body design—built to the new standard—helped reduce mortality rates. With the total renovation of the structures, an even greater drop in the rates of stress, injuries and losses during transport is expected, even if the current mortality rate is already considered low.

2024 ANIMAL WELFARE

Migrate 100% of the process to the collective gestation system by 2026, with all new units and expansions — both in own farms and in integration — structured with spaces that allow greater freedom of movement for pregnant sows.

STATUS



Underway

RESULT

By 2024, 94% of the herd was already adapted to the collective gestation system.

Eliminate the practice of notching for animal identification by 2026, replacing it with more modern and less invasive methods that ensure animal comfort care and management.



Underway

By 2024, 26% of animals were already identified without the use of a notch, advancing the commitment to animal welfare.

Validate environmental enrichment models throughout Pamplona's production system, promoting a diverse environment that allows the expression of pigs' natural behavior and the reduction of stressful stimuli.



Accomplished

Pamplona has completed the validation of environmental enrichment models throughout its production system, promoting diversified environments that use appropriate materials and procedures to allow the expression of pigs' natural behavior and the reduction of stressors.

Fleet readjustment by 2026, with the adoption of the new bodywork standard that prioritizes animal welfare and operational efficiency, including tilting isothermal roof, water drinking sources and structure suitable for pig transport.



Underway

In 2024, Pamplona achieved 78% adequacy of the fleet to the new standard, aimed at animal welfare. The expectation is that 100% of the fleet will be readapted by the end of 2025.

The integration of live pig transportation, initiated in 2022, focuses on increasing supply chain visibility, optimizing costs, improving vehicle utilization and enhancing logistical planning.



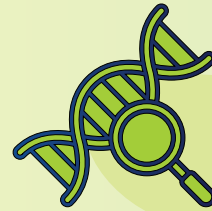
Underway

In November 2024, the integration of pig transport was completed. The initiative brought standardization, greater control of travel, cost reductions and better traceability. Small adjustments remain pending for piglets and breeders, in addition to the development of the wean-to-finish (WTF) model.

Genetic improvement at the service of competitiveness

As a distinguishing factor among leading swine producers in Brazil and worldwide, Pamplona leverages genetics to enhance its competitiveness in the highly demanding pork market, where meat quality is paramount. The Company's Pig Genetic Improvement Program (PMGS-P) uses science and technology in the testing of individuals and, through a statistical model, selects the best crosses, transmitting desirable characteristics such as meat quality and feed efficiency to subsequent generations.

The process results in high-quality pork and allows the company to respond quickly to specific market demands. Learn more about the main stages of the PMGS-P:



Genetic enhancement

Pamplona carries out the careful selection of animals based on zootechnical criteria such as reproductive performance, feed efficiency, meat quality and healthy development. The crossing between complementary maternal and paternal lines allows the formation of more adapted and productive hybrid animals, taking advantage of the benefits of heterosis in an ethical way and guided by good management practices.



Improvement pyramid structure

The animals of high genetic merit that generate the base of the pyramid are housed in the Core Breeding Farms. Multiplier Farms produce the female mothers (F-1), which are hybrids and have excellent reproductive performance. On Commercial Farms, these F-1 matrices are inseminated with semen from breeders selected to produce the slaughter pigs.



Use of technology and sanitary control

Pamplona uses a Porcine Semen Collection and Processing Center for the dissemination of the best genes. Strict sanitary standards are maintained to ensure the health of the herd and meet the requirements of national and international markets.

2024 COMMITMENTS

Continuous improvement in the operating efficiency of the factories and technical results in the field, especially through the Genetic Improvement Program.

STATUS



Underway

RESULT

Genetic Improvement Project filed with the federal Financier of Studies and Projects (FINEP), pending the release of funds.

Economic-financial performance

GRI 201-1 and GRI 203-1

Pamplona adopts the accrual basis for calculating the Direct Economic Value Generated and Distributed (EVG&D). The analysis is nationwide, considering that the Company's operations are distributed in different regions of Brazil. It encompasses production units, job creation, sales revenues and tax collection.

Economic value distributed (R\$ thousand)

	2023	2024
Operating costs	1,670,067	1,700,769
Employee salaries and benefits	195,453	210,095
Payments to capital providers	89,916	99,525
Payments to government (by country)	176,425	221,127
Investments in the community	628	605
TOTAL	2,132,489	2,232,121

Direct economic value generated, in R\$ thousand

	2023 ¹	2024
PRODUCT AND MERCHANDISE SALES	2,138,396	2,318,268

Note: 1. As a result of the adjustment in revenue 2023, the 2023 economic value withheld was also revised.

Economic value withheld, in R\$ thousand¹

	2023 ²	2024
TOTAL	5,907	86,147

Notes: 1. Based on the GRI Standard, the economic value withheld is: "direct economic value generated" minus "distributed economic value." 2. As a result of the adjustment in revenue 2023, the 2023 economic value withheld was also revised.

Tax strategy GRI 207-1

Pamplona adopts a tax strategy structured in full compliance with current regulations and reviewed annually by the Board of Directors. Although not publicly disclosed, this strategy is in line with the Company's Code of Ethics and Code of Conduct. In its formulation, financial aspects and socioeconomic impacts are considered.

Pamplona's tax approach is integrated into its business and sustainable development strategies, involving the alignment of objectives, analysis of financial impacts, risk assessment, opportunities and transparent financial reporting. The Company also invests in internal communication and continuous review of its tax practices. For this, it counts on the active participation of senior management and the support of specialized consultancies.

The Tax Committee and periodic audits ensure compliance and strict tax control

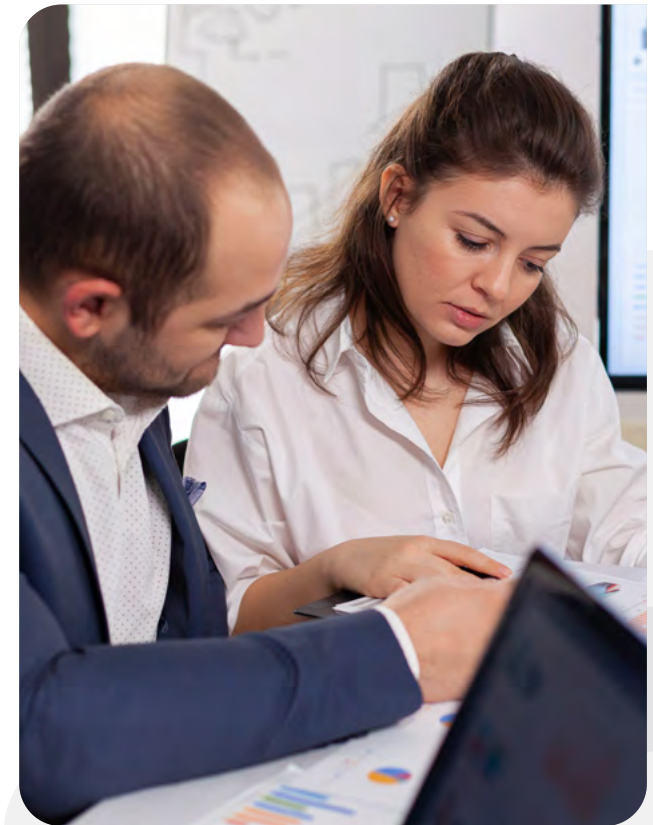
Governance and control of risk management GRI 207-2

Pamplona's governance, control and management of tax risk are conducted by the Tax Committee, with the support of the Board of Directors. Compliance with the tax strategy is integrated into corporate processes through specific policies, training actions, risk assessment and practices that ensure transparency in operations.

Pamplona identifies tax risks through the analysis of the organizational structure, compliance with laws and the review of transactions and partnerships through a process reinforced by internal audits. Possible impacts are mitigated by strict tax compliance guidelines, continuous monitoring, direct communication with authorities, expert advice and regular audits.

The alignment between governance and fiscal control is achieved through well-defined responsibilities, external evaluations and information disclosure information. The Company also has complaint mechanisms, such as an ethics hotline, independent audits and a compliance committee, where concerns about conduct and fiscal integrity can be reported.

Tax reports are checked through internal and external audits, constant reviews and analysis of documentation. Specific software is also used to measure accuracy and compliance in the reported data.





Pamplona

Environmental Management

- Comprehensive and responsible policy
- Water use efficiency
- Waste management improvements
- Attentive to climate change
- Educating to preserve

Comprehensive and responsible policy

Pamplona has an environmental policy that guides responsible actions at all stages of its operations.

It consists of five pillars:

1

Management and continuous improvement

The constant improvement of practices focused on the environment is one of the Company's core principles. Pamplona periodically reviews its initiatives to identify opportunities for innovation and greater efficiency.

2

Sustainable goals and objectives

The Company sets goals such as reducing solid waste, reusing materials and saving natural resources, monitoring its progress to ensure consistent progress.

3

Legal compliance

All of Pamplona's operations are carried out in compliance with applicable law. This pillar ensures that the Company operates within regulatory parameters, protecting the environment and minimizing risks.

4

Protection of the environment and prevention of pollution

Preservation of the environment is essential to the Company's strategy. Practices to avoid pollution and minimize environmental impacts are part of all operations.

5

Use of resources and reuse of waste

Pamplona invests in technologies to reuse waste and integrate circular economy practices, reducing waste and contributing to a more efficient management of materials.

All the initiatives related to the environment are multi-sectoral, demonstrating the commitment of all production stages at Pamplona. Its organization and monitoring are the responsibility of the Environmental Management System (EMS) - which is based on ISO 14001, conferring internationally recognized standards on the Company's operations. The EMS includes specific policies and procedures for topics such as natural resource consumption, waste control and effluent treatment.

Regular reviews verify the effectiveness of the system to ensure the adoption of practices that minimize environmental impacts. The EMS also establishes training routines for employees, promoting the engagement of the entire team in environmental goals. The system is reviewed periodically to incorporate new technologies and sustainable practices, ensuring continuous improvements and the ability to respond to emerging environmental challenges.

**Pamplona's
environmental
management is
monitored by a system
based on ISO 14001**

Water use efficiency

GRI 303-1, GRI 3-3 [Water], FB-MP-140a.1 and FB-MP-140a.2

An integrated approach is adopted for water management, considering its strategic importance for both pig farming and industrial operations. The Company recognizes and maps the potential environmental impacts of its activities related to water consumption and associated greenhouse gas (GHG) emissions. To monitor these impacts, it uses the evaluation focused on the analysis of water consumption in its operations.

Monitoring is carried out continuously, through environmental performance indicators and the Environmental Aspects and Impacts Survey (Laia) methodology, integrated into the Environmental Management System (EMS). Water management also involves the establishment of consumption reduction targets, monitoring of quality indicators and participation in initiatives aimed at the management of water resources.

Pamplona's farms feature reservoirs that guarantee a continuous supply of the process — desiccation of the animals and cleaning of the facilities. In addition, the Company supports government programs aimed at capturing and storing



rainwater, preserving and conserving springs and using more efficient technologies, encouraging good environmental practices. In the industrial sector, water risk management is carried out by the Environment and Maintenance areas, which monitor water consumption and quality, ensuring compliance with regulatory standards.

Funding GRI 303-3

Water is collected from sources such as tube wells, public supply networks and, mainly, from surface water bodies. This process is managed in an integrated manner, with constant monitoring to ensure sustainable consumption of the resource. The systems are designed to meet the needs of manufacturing plants and farms, always with environmental standards in mind.

In 2024, water abstraction in industrial units totaled 836.78 megaliters, deriving exclusively from surface water sources. On own farms, the abstraction was 187.66 megaliters, distributed among surface water, groundwater and third parties. Consumption is monitored by water meters and recorded daily, ensuring efficient control.

The adjustable drinking fountain systems on the farms ensure the ideal flow for each production phase, reducing waste and promoting animal welfare. The Company also has implemented the Environmental Route, a *checklist* for integrated producers, identifying opportunities for improvement in water use.

Total water abstraction, by source (ML) GRI 303-3

	2023	2024
Sources	Fresh water (megaliters)	Fresh water (megaliters)
Surface water	1,053.18	1,007.92
Underground water	19.29	15.76
Water from third parties	2.00	1.93
Total	1,074.47	1,025.61

Note: Pamplona does not use seawater or produced water sources.

Total water consumption (ML) GRI 303-5

	2023	2024
	Total areas	Total areas
Total water collection	1,074.47	1,025.61
Total water disposal	1,034.00	1,186.23
Total water consumption (ML)	40.47	-160.62

Note: The higher volume of wastewater discharged in relation to collection is due to the monitoring at the outlet of the treated effluents, which includes the representative addition of rainwater captured by the treatment system, as well as small sources of water not accounted for, such as that used to wash patios.

Pamplona participates in regional associations, such as the Itajaí River Basin Management Committee and the Technical Advisory Chamber. It promotes responsible catchment practices and contributing to the preservation of water resources in the region through them.

Treatment and disposal

Pamplona disposes of water and treated effluents in a controlled manner, strictly following the applicable environmental standards. Industrial disposal occurs in natural water bodies, respecting CONAMA Resolution No. 430/2011 and other federal and state laws. In 2024, 1,066.13 megaliters of fresh water were discarded in industrial operations. The monitoring of the quality of discarded water is carried out by independent companies, ensuring compliance and transparency.

In pig farming, effluents are treated in anaerobic ponds and reused as biofertilizers in agricultural areas. In 2024, 120.1 megaliters were destined from the farms for fertilization. This use promotes the reduction of the need for chemical fertilizers by farmers and consequent reduction of fertilization costs in crops, strengthening Pamplona's production chain, and promoting an increasingly sustainable agriculture.

Pamplona also promotes water conservation initiatives, such as the Environmental Blitz in the Alto Vale do Itajaí, distributing educational booklets and native tree seedlings to raise awareness about protecting water resources. With these actions, Pamplona reinforces its commitment to efficient water management and sustainability in its production chain.

Total water discharge¹ (ML) GRI 303-2 and GRI 303-4

	Fresh water (megaliters)	Other types of water (megaliters) ²	Total
2023	908.20	125.80	1,034.00
2024	1,066.13	120.10	1,186.23

Note: 1. Disposed of only in surface water. 2. The column for "other types of water" includes the volume of liquid biofertilizer from pigs, produced on the company's own farms.

2024 COMMITMENTS

The restructuring project for the effluent treatment system at the Presidente Getúlio (SC) facility was reviewed and validated, including the possibility of reuse in non-critical applications.

STATUS



Underway

RESULT

Under approval.

Analysis of viable measurement alternatives and remote management of water consumption data on own farms.



Accomplished

The feasibility analysis for remote monitoring identified technical and operational challenges, which will be reassessed in the future. For now, monitoring continues to be carried out through analog control, a practice already consolidated and essential to the management of the subject.

Waste management improvements

GRI 3-3 [Waste and Circular Economy], GRI 306-1, GRI 306-2, GRI 306-3, GRI 306-4, GRI 306-5, FB-MP-160a.1 and FB-MP-160a.2

Pamplona makes progress every year in improving waste management in its industrial and agricultural operations. One of the highlights continues to be the Lauro Pamplona Composting Unit, in Trombudo Central (SC), where organic agro-industrial waste and materials from our own farms are converted into compost for agriculture. The process has been in operation since 2017. It reduces dependence on landfills, mitigates environmental impacts and recycles nutrients within the production system (see box on page 41).

The mapping of impacts related to waste management and the circular economy is carried out through methodologies integrated with the Environmental Management System (EMS). The Environmental Aspects and Impacts Survey (LAIA) allows the Environment sector to diagnose production processes, identifying potential environmental impacts, assessing their relevance and establishing control measures for those considered most significant.

In addition, Pamplona monitors performance indicators for waste management, accompanying the evolution of reuse and recycling rates along with the volumes generated in relation to production.

Among the main initiatives that have been consolidated in recent years, we highlight the reuse and recycling of waste such as sludge from the Effluent Treatment Plant (ETE), boiler ash and metal materials, through composting, co-processing and by-product recovery processes.

Pamplona makes significant contributions to reducing environmental impacts in relation to waste. Committed to the National Solid Waste Policy (PNRS), the Company has improved how it sorts solid waste in its industrial plants. At the Presidente Getúlio (SC) unit, the installation of equipment for baling recyclable materials made the processes more efficient, reducing the volume and weight of waste sent for recycling.



When it comes to managing hazardous waste – medication packaging from both integrated companies and its own farms – Pamplona follows correct disposal practices through partnerships with specialized companies in compliance with current environmental regulations. This waste collection program covers 100% of the farms in its production chain.

On Pamplona's own farms, waste is treated following the criteria pre-established in the environmental licensing process, per the normative instruction of the state of Santa Catarina (IN 11 - Environment Institute).

Conventional pond systems are used for anaerobic biological treatment, where the mineralization of nutrients present in the manure occurs. After treatment, liquid pig biofertilizer is obtained, used for soil fertilization, and applied on a variety agricultural crops and pasturelands.

In 2024, Pamplona generated on its own farms the equivalent of 120,100 m³ of liquid pigmanure, with 100% managed according to a nutrient management plan and the conditions of environmental licensing, ensuring that its use is sustainable. This biofertilizer represents an important input for agricultural production in the integration of Pamplona, thus contributing to the sustainability of the production chain.

For our farms, liquid biofertilizer is used both on own land and made available to transferors through fertigation and a truck distribution service. In this way, they also benefit from having a complete fertilizer package for their agricultural crops.

Pamplona also ensures strict compliance with environmental legislation, implementing reverse logistics programs and guaranteeing the proper final disposal of materials, always in compliance with applicable legal and regulatory requirements. The constant monitoring of the generation, segregation and disposal of waste is accomplished through control systems that allow fast and effective decision-making in mitigating environmental impacts.

In 2024, members of 50 properties participated in the subsidy programs in partnership with the Agricultural Research and Rural Extension Company of Santa Catarina (Epagri). In addition to operational actions, Pamplona invests in the environmental awareness of its employees, encouraging the adoption of reduction, reuse and recycling practices in the workplace. Training is also offered for integrated farmers and their employees, including topics such as environmental management, biofertilizer management technologies, electricity generation (photovoltaics and biodigesters), as well as government subsidy programs for investments in properties.

This engagement extends to external initiatives. The Company actively participates in sector groups and forums on the circular economy, post-consumer packaging recycling and reverse logistics. In collaboration with cooperatives, it recycles a sizable portion of the waste generated, fostering the circular economy and mitigating environmental impacts.



100%

of waste from own farms managed
according to environmental licensing,
in 2024

Lauro Pamplona Composting Plant

The Lauro Pamplona Composting Plant plays a key role in Pamplona's waste management. Opened in 2017, the unit transforms organic waste from industrial and agricultural operations into high-quality fertilizers, contributing to the circular economy and environmental preservation.

The process takes place in a covered shed, in an area specially prepared to meet health and environmental requirements. The residues are mixed with structuring agents such as sawdust and straw to cause aeration and facilitate organic degradation. When in operation, the temperature is monitored regularly to achieve sanitary and efficiency parameters.

Composting takes around 120 days to complete, depending on weather conditions and the volume of waste processed. During this period, the beds are turned to maintain the necessary oxygen and even out decomposition.

After maturation, the compound is analyzed to ensure that it is within the standards established by the Ministry of Agriculture and Livestock (Mapa).

The unit processes around 200 tons of organic waste per month, including materials from the Rio do Sul (SC) and Presidente Getúlio (SC) plants, feed factories and pig farms. In other words, a material that would be discarded in landfills becomes a

compound of high agronomic value for agriculture. The compound is applied in local agricultural practices, closing the cycle of nutrient reuse.

In addition to its productive function, the unit has been an example in the form of waste management. Pamplona routinely makes donations of compost to different entities, supporting social actions in parallel, generating environmental awareness.

2024 COMMITMENTS

Approval of the project to build a new Waste Center at the Rio do Sul (SC) unit, which includes restructuring the operational side, defining new processes, internal logistics and storage structure, with the aim of improving waste management control and increasing the volumes recycled.

STATUS



Underway

RESULT

Under approval.

Implementation of actions and projects to reduce impressions and optimize energy consumption, promoting sustainability and operational efficiency.



Underway

In 2024, Pamplona made progress in reducing the use of paper and printouts, with actions such as authentication on printers, centralization of equipment, implementation of the Paperless project and educational campaigns.

Attentive to climate change

GRI 3-3 [Climate change] and FB-MP-440a.3

Attentive to climate change, Pamplona continues with initiatives to monitor and control the emissions generated by its activities. These actions show their commitment to the mitigation of climate risks and the sustainability of the production chain.

The Company prioritizes renewable energy sources to supply its operations, with clean energy supply contracts, such as hydraulics, biomass and wind, and planning for the installation of solar panels in some operating units.

In addition, it invests in the use of alternative products, such as nutritional enzymes (phytases, proteases and carbohydrates), which improve the digestibility of the nutrients present in the ingredients of the feed. This approach boosts the feed efficiency of animals by reducing the excretion of phosphorus and nitrogen, which contributes to the reduction of greenhouse gas (GHG) emissions and minimizes environmental impacts.

Reduction of Printouts and Energy Consumption

In 2024, Pamplona made progress on initiatives to reduce paper use and energy consumption, promoting a more efficient and sustainable organizational culture. Among the main actions were the installation of an authentication system for printers and the centralization of equipment at strategic points, which reduced unnecessary printing and generated energy and maintenance savings.

The Paperless project was also essential in this process, by continuously monitoring paper use indicators and encouraging the automation of

processes that previously depended on printing. This change contributed to both sustainability and faster operations.

In addition to the technical measures, Pamplona carried out awareness campaigns with its employees, reinforcing the reducing of printouts on a daily basis. As a result, the Company obtained concrete results in reducing paper consumption and bolstered its commitment to more responsible practices in line with its environmental objectives.



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

In 2024, Pamplona maintained its commitment to energy efficiency and responsible use of resources. Although absolute energy consumption rose compared to 2023, the analysis proportional to production (tons produced) revealed a slight reduction, indicating an important advance in operational efficiency.

Numerous actions were employed throughout the year to optimize energy consumption and reduce waste. Among them, we highlight the replacement of fluorescent lights with LED models, more efficient and durable, and the preventive maintenance of compressors, pumps and motors, maximizing operations. Whenever possible, new engines of up to 5 hp were purchased in place of the rewinding practice, ensuring greater energy efficiency and lower risk of technical failures.

Structural improvements were also made, such as the insulation of steam and chilled water piping networks, which contributes to thermal conservation; and reduction of the energy consumption required to maintain operating temperatures. In addition, automation processes and the adoption

of intelligent systems, especially in the cold generation sectors, were fundamental for the more rational use of electricity. Daily consumption monitoring allows continuous analysis and quick decisions for corrections or adjustments.

Total energy consumed within the organization

	2023	2024
Type of energy	Quantity	Quantity
Non-renewable fuels consumed	17,276.55	17,936.36
Renewable fuels consumed	450,070.05	444,454.66
Electricity, heating, cooling and steam purchased for consumption	194,784.27	206,241.51
Sale of surplus electricity, heating, cooling or self-generated steam	(271.99)	-
Total	661,858.88	668,632.53

In 2024, Pamplona reduced energy consumption per ton produced, even with increased production

Fossil fuels used and their total energy (GJ)

	2023	2024
	Energy quantity	Energy quantity
Natural gas – Rio do Sul (SC)	8,525.92	9,355.24
LPG Gas – Presidente Getúlio	7,712.32	8,036.59
Diesel oil – Rio do Sul (SC)	908.29 ¹	132.92
Diesel oil – Presidente Getúlio	75.92	35.33
Diesel oil – Caçador (SC) ²	54.10	-
Diesel oil – Own Farms	326.65	275.62
Diesel Oil – Feed Factory	100.36	100.66
Total	17,703.56	17,936.36

Notes: 1. The equivalent of 432.79 GJ of diesel oil was used at the Rio do Sul (SC) unit during the flood period to supply the generator. 2. Unit was decommissioned in 2023.

Renewable fuels used and their total energy (GJ)

	2023	2024
	Energy quantity	Energy quantity
Wood chips – Rio do Sul (SC)	289,981.62	281,539.51
Wood chips - Presidente Getúlio (SC)	123,351.29	136,419.06
Firewood – Caçador (SC) ¹	11,260.45	-
Firewood - Own Farms	20,571.30	19,495.22
Wood shavings - Rio do Sul	3,489.58	3,341.35
Wood shavings - Presidente Getúlio	2,401.70	3,559.49
Charcoal - Presidente Getúlio	101.99	100.03
Total	451,157.93	444,454.66

Note: 1. Unit was decommissioned in 2023.

Consumption by energy source (GJ)

	2023	2024
Consumption type	Quantity	Quantity
Electricity	194,784.27	206,241.51
Total	194,784.27	206,241.51

2024 COMMITMENTS

Make the Company's energy matrix more sustainable, prioritizing the use of electricity from renewable sources, such as hydraulics, biomass and wind.

STATUS



Underway

RESULT

In 2024, 100% of the energy acquired by the Company came from renewable sources.

Emissions

Total emissions from Pamplona's own farms totaled 23,608.50 tons of CO₂ equivalent (tCO₂ eq), and total emissions from industrial operations totaled 55,095.67 tons of CO₂ equivalent (tCO₂ eq).

The methodology applied for the measurement of emissions follows the GHG Protocol standard, based on the references of the Intergovernmental Panel on Climate Change (IPCC) and the United Nations Framework Convention on Climate Change (UNFCCC). The approach used to consolidate the data was operational control, ensuring that all sources of emissions under the Company's management were considered.

The emissions reported for the agricultural development sector refer exclusively to Pamplona's own farms, whose measurement has been carried out in the last two years. In 2024, there was an increase of 6.8% compared to 2023, due to the greater number of animals housed in some farms, an operational variation considered normal.

Approximately 99% of the total emissions from registered proprietary farms come from biogenic emissions. Pamplona strategically analyzes its emissions and understands that GHG reduction may be associated with increased production efficiency, as well as the adoption of economically viable technologies.

Among the actions taken to promote sustainability and reduce emissions, the following stand out:

- Exclusive use of firewood sourced from reforested areas, a renewable and sustainable source when compared to fossil fuels.
- Inclusion of nutritional enzymes (phytases, proteases and carbohydrates) in animal feed, improving feed efficiency and reducing emissions associated with the production process.

Scope 1 emissions GRI 305-1

Total emissions ¹	2023	2024 ²
Scope 1, in tCO ₂ eq	11,202.19	13,794.91
Total Scope 1 biogenic emissions, in tons	54,829.28	62,705.00
Total	66,031.47	76,499.91

Notes: 1. The gases considered in the calculation include carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O).

Scope 2 emissions GRI 305-2

	2023	2024
Development [tCO ₂ eq]	37.89	37.92
Industrial [tCO ₂ eq]	2,253.23	2,166.19
Total	2,291.12	2,204.11

Greenhouse gas emissions (GHG) intensity GRI 305-4 and GRI 305-5

In 2024, the intensity of greenhouse gas (GHG) emissions from Pamplona's industrial operations was 0.34 tCO₂ eq per unit of product. The calculation was performed considering Scopes 1 and 2, based on a total industrial production volume of 161,376 product units and total emissions of 55,095.67 tCO₂ eq.

In Scope 1, there was an increase in the volume of effluents generated and in the consumption of biomass (biogenic source) to run the boiler, driven by the increase in industrial activities. In Scope 2, emissions followed the energy demand curve, remaining aligned with the relationship between consumption and industrial production.

The calculation of emissions considers only carbon dioxide (CO₂), and the base year chosen was 2023, which served as a reference for comparisons. The methodology adopted follows the GHG Protocol.

GHG emissions reductions of tCO₂ eq¹ GRI 305-5

	Scope 1	Scope 1	Scope 2
	Non-biogenic	Biogenic	
Emissions in the base year (2023)	11,202.19	54,829.28	2,291.12
Emissions in the reporting year (2024)	13,723.43	62,705.10	2,204.11
Reduction (or increase) in emissions compared to the base year	(2,521.24)	(7,875.82)	87.01

Note: Consolidated results for Industrial and Development.

The gases considered in the calculation were carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O), using 2023 as the base year, since the Company does not have formal emission reduction targets and uses the period only for comparisons.

The increase in GHG emissions in 2024 is related to the growth in production volume, but Pamplona remains committed to the continued search for solutions that reduce the intensity of emissions, even in expansion scenarios. **FB-MP-110a.2**

2024 COMMITMENTS

Develop a strategic study to define indicators and targets related to greenhouse gas emissions (GHG), including an assessment of the potential expansion of the inventory's scope of application.

STATUS



Partially
achieved

RESULTS

The Company has implemented a series of measures to better understand the actual or potential, positive or negative impacts of its operations on climate change and the impact of such changes on its business. The main one was the expansion of the emissions inventory to include other operating units (proprietary farms), covering the GHG Protocol Scopes 1 and 2.

Educating to preserve

During Environment Week in June, employees from several Pamplona units participated in technical visits to the Lauro Pamplona Composting Unit in Trombudo Central (SC). On site, they received practical lessons on the transformation of organic waste into agricultural compost, highlighting the importance of sustainable management in dealing with the waste generated during the production process. The activity was part of the series of actions the Company promoted in 2024 to disseminate environmental education at all organizational levels and in the communities where it operates.

As in 2023, in 2024, the Company organized an Environmental Blitz in partnership with the Environmental Military Police, with the distribution of native tree seedlings and educational materials. The initiative was aimed at the general population, and it encouraged the planting of trees and the adoption of sustainable practices. In 2024, we also held six environmental training events, which included more than 200 people from Pamplona's technical team and other collaborators.



The Company also participated in field days, lectures, and training sessions organized in cooperation with the State of Santa Catarina Agricultural Research and Rural Extension Enterprise (Epagri) and the Brazilian Agricultural Research Institute (Embrapa). In addition to technical visits and joint practical activities aligned with other entities that promote environmental initiatives in relation to the Company's operations.

Pamplona has been strengthening collaborations with local institutions. In Rio do Sul (SC), it supported environmental education programs for the municipality's students. In the Venomous Animals project, for example, children learned about conservation and the benefits of sustainable practices, reinforcing the importance of the role of new generations in protecting natural flora and fauna.



More than 200
people participated in environmental
education activities that Pamplona
promoted in 2024

Over the years, it has encouraged integrated producers to use alternative energy sources, such as photovoltaic panels and biodigesters. Through the application of a bonus *checklist*, producers containing these alternative energy sources receive an incentive in their compensation. Thus, to date, 42% of all integrators have photovoltaic panels in their facilities, which contribute to amore sustainable use of electricity.



Farms

Environmental protection efforts on Pamplona's farms are guided by strict sustainability standards and applicable legislation, with actions aimed at the efficient use of resources, reducing impacts and encouraging the use of new technologies. All swine farms in the Company's production chain are licensed according to State of Santa Catarina legislation (the Environment Institute's – IMA –Normative Instruction 11, which addresses swine farming).

In the treatment of manure, conventional pond systems are used for anaerobic biological treatment, in which the mineralization of the nutrients present in the manure occurs. As a byproduct of this process, liquid pig biofertilizer is obtained, which is utilized on proprietary pasture areas and by contracted integrator properties (duly registered with environmental licensing). This biofertilizer is applied on several agricultural crops and pastures.

Pamplona continues to invest in innovative waste management systems to optimize the use of resources and enhance operational efficiency. Training and professional capacitation are offered to employees and integrated producers, with topics including electricity generation with biodigesters, biofertilizer management technologies and water quality management.

Concerning atmospheric emissions, the Company measures the quantities emitted by its proprietary farms and compares them with the Company's total in order to lay the groundwork for mitigation strategies. In addition, the firewood used in the heating systems of the farms comes from reforestation areas, thus providing a more sustainable source of energy compared to gas and other fossil fuels.



Pamplona

Appreciation of people

- Our employees
- Our integrated producers
- Our suppliers
- Support for local development

Our employees

GRI 2-7 and GRI 3-3 [People development]

People are at the heart of Pamplona's organizational strategy. With careful attention to professional and personal development, the Company is dedicated to creating an environment where each of its 3,500 employees can grow, feel valued, and work with safety and well-being. Believing in diversity and transparency, the Company seeks to strengthen an engaged team that shares values based on respect, ethics and innovation.

Building ethical, trusting, and respectful relationships depends on transparent and fair processes. From hiring to training and recognition, each step is planned to ensure equal opportunities and a professional environment that promotes growth for employees. Pamplona values team engagement, encourages individual development and strengthens a corporate culture based on integration, innovation and efficiency.

In addition to seeking working conditions that balance physical and emotional health, Pamplona encourages an open dialogue among employees and leaders. The exchange of ideas and the participation of teams in bringing improvements are essential to a work environment in which each person recognizes himself or herself as an essential part of the team.



Employee profiles^{1, 2, 3} (by region and gender) GRI 2-7

	2023			2024		
	Men	Women	Subtotal	Men	Women	Subtotal
South	2,043	1,338	3,381	2,052	1,394	3,446
Northeast	3	2	5	2	3	5
Southeast	50	14	64	52	18	70
Total	2,096	1,354	3,450	2,106	1,415	3,521

Notes: 1. The stratification by region is based on the employee's workplace and not by origin. 2. Pamplona does not have employees without a guaranteed workload and that work part-time. All employees are permanent and work full-time. 3. The data presented was extracted from the Sênior's personnel management system on December 31, 2024.

Recruitment and hiring

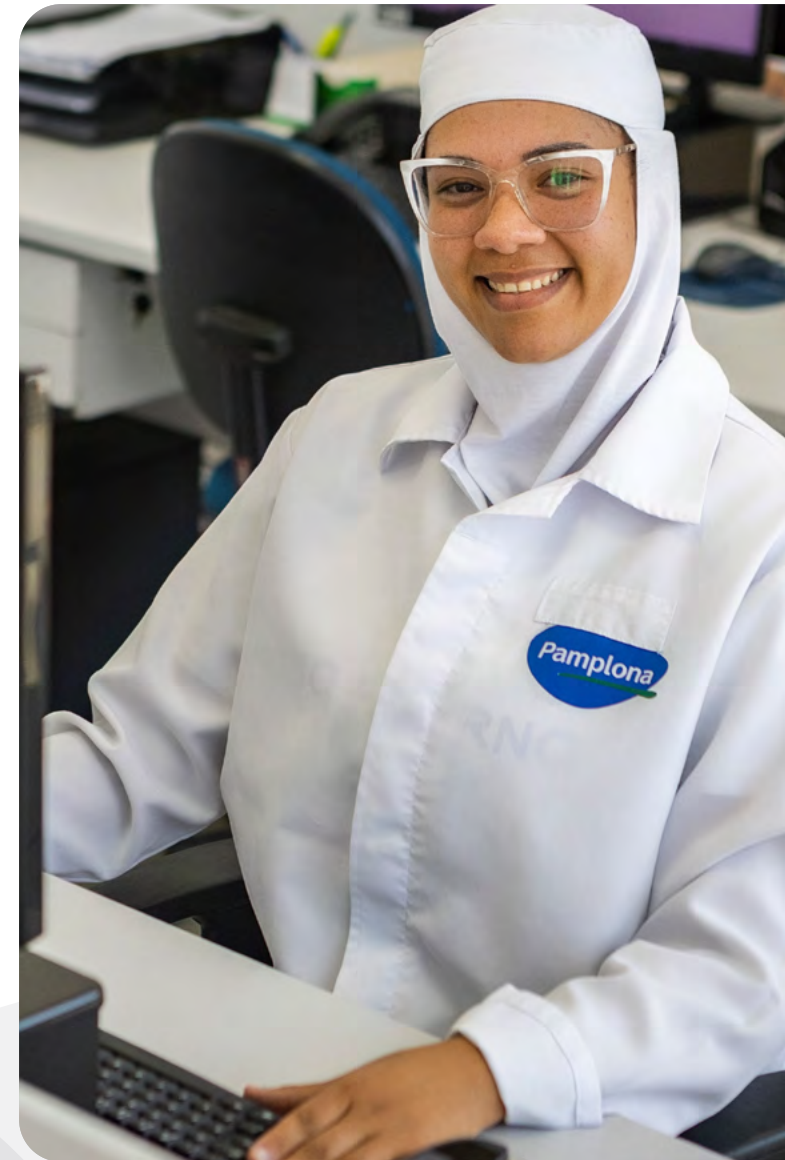
Pamplona's recruitment and selection processes are conducted with agility and with a focus on cultural alignment. The Company attempts to attract talent that shares its values, and we place an emphasis on diversity and professional qualifications.

With the support of technology, local campaigns, and internal incentives, Pamplona sought to make the recruitment processes faster and more efficient. The recruitment management system centralizes available job openings and contributes to a selection process that is more aligned with the organization's needs.

One of the highlights was the continuity of the Referral Program, which encourages employees to recommend friends or family for open positions. Those employees whose referrals were hired and approved in the probationary period received financial rewards.

To ensure a good integration experience, the Company has Adaptation Facilitators, professionals responsible for accompanying new hires in adjusting to the Company's routines, standards and culture. In 2024, more than 80 production unit facilitators were trained on topics such as safety, inclusion, harassment and institutional conduct. The objective is to welcome new employees and encourage a sense of belonging from the time they start working at Pamplona.

**Streamlined recruitment
processes that align with
the organizational culture
help strengthen
talent attraction**



Number of employees and new hires GRI 401-1

	2023					2024				
	Total employees	Hirings	New hiring rate	Terminations	Turnover rate	Total employees	Hirings	New hiring rate	Terminations	Turnover rate
AGE GROUP										
Under 30	1,527	862	56.45	853	56.16	1,515	930	61.30	830	58.09
Between 30 and 50	1,620	524	32.35	739	38.98	1,668	567	33.99	584	34.50
Over 50	303	42	13.86	75	19.31	338	43	12.70	55	14.50
Total	3,450	1,428	41.39	1,667	44.86	3,521	1,540	43.74	1,469	42.73
GENDER										
Men	2,096	904	43.13	1,029	46.11	2,106	963	45.73	954	45.51
Women	1,354	524	38.70	638	42.91	1,415	577	40.78	515	38.59
Total	3,450	1,428	41.39	1,667	44.86	3,521	1,540	43.74	1,469	42.73
REGION										
South	3,381	1,409	41.67	1,651	45.25	3,446	1,519	44.08	1,453	43.12
Northeast	5	1	20.00	1	20.00	5	1	20.00	1	20.00
Southeast	64	18	28.13	15	25.78	70	20	28.57	15	25.00
Total	3,450	1,428	41.39	1,667	44.86	3,521	1,540	43.74	1,469	42.73

Compensation and benefits

GRI 2-19, GRI 2-20, GRI 2-21 and GRI 401-2

Pamplona's remuneration and benefits policies follow the current position and salary plan, in which all positions are rated according to the responsibility and qualification requirements for each activity, thus being remunerated in accordance with the degree of complexity. Each year, based on the established reference date, the salary structure is revised to ensure it stays competitive with market practices.

The conditions for the distribution of the Profit-sharing bonus supplement (PLR) value are determined in an agreement signed with the employees' union.

Among the main benefits offered are extended life insurance for spouses, daycare, Company medical and dental care, counseling programs in physical and mental health, and a meal voucher card. There is also participation in the earnings, linked to collective performance.

Maternity/paternity leave¹ GRI 401-3

	2024	
	Men	Women
Took leave	78	89
Returned after leave ²	74	82
Did not return after the end of leave	3	4
Remained at Pamplona 12 months after returning	65	57
Return rate ³	96%	96%
Retention rate ⁴	61%	53%

Notes: 1. Maternity/paternity leave is an historical Pamplona practice. Based on the continuous GRI (Global Reporting Initiative) improvement applied in the indicator calculation method, the 2024 exercise is unprecedented and will continue as a basis for future historical comparability. 2. There are employees who went on leave in 2024 but who will return in early 2025. These were not considered in the 2024 return or retention calculation. 3. The rate of return was calculated by the ratio between the total number of employees who returned to work after leave and the total number of employees expected to return after leave. 4. The retention rate was calculated by dividing the total number of employees who remained after 12 months of work by the total number of post-leave returns from the previous year.

Ratio of total annual compensation of the highest-paid individual in the Company to the average total annual compensation of all employees (excluding the highest paid) GRI 2-21

2023	2024
14.42%	13.49%

Proportion of the increase in remuneration for the highest-paid individual and the increase in average remuneration for employees

2023	2024
-0.54%	1.22%

Note: To calculate the remuneration indicators, all employee payroll income was taken into account, except for the income of statutory directors, board members, trainees and young apprentices.

Bem Gestar (Healthy Pregnancy) Program

Pamplona developed the Bem Gestar (Healthy Pregnancy) program with a view to the care and well-being of pregnant employees. It was implemented in all the Company's units, and its impact can be measured by the numbers recorded in 2024: 72 morphological ultrasounds and the delivery of 70 maternity bags and 120 maternity kits, not to mention daycare assistance to facilitate the reconciliation between personal and professional demands.

Among the actions promoted by Bem Gestar (Healthy Pregnancy), we highlight the monthly meetings held during working hours, with educational lectures on topics such as nutrition in pregnancy, choking and child drowning, types of delivery, breastfeeding, baby care, financial re-education and safety at work. For pregnant women from distant locations, the lectures are broadcast live, ensuring accessibility and inclusion. The program contributed to increasing the satisfaction of mothers working in the Company and contributed to achieving the 96% return to work rate. This is significantly higher than the national average, in which almost half of mothers leave companies after maternity leave.



**In 2024,
Pamplona launched
UniPamplona and
strengthened its
continuous
employee
training programs**

Training and development GRI 404-2

Training and development initiatives are part of Pamplona's culture, contributing to the strengthening of employees' technical and behavioral competencies. These investments also promote engagement, talent retention and the practical application of knowledge on a daily basis, resulting in greater operational efficiency and alignment with the Company's strategic objectives.

In 2024, we established UniPamplona, a corporate university that consolidated training initiatives under an integrated structure that is aligned with the organization's values. The platform expanded the reach of development actions and strengthened the commitment to continuous training.

Among the ongoing programs is the Escola Pamplona de Liderança (Pamplona Leadership School) that was established in 2019 with a focus on training leaders and enhancing career growth. Since its creation, the school has fostered dozens of internal promotions, employing practical methodologies such as the PLAN-DO-CHECK-ACT (PDCA) cycle, focused on both technical and behavioral competencies.

The School is part of the Jornada da Liderança Pamplona (Pamplona Leadership Journey), which includes different phases of the professional trajectory. The Gestores Pamplona (Pamplona Managers) program, offered to supervisors and coordinators, focuses on social-emotional skills, such as resilience, communication and empathy. It had 50 participants in 2024. The Desenvolve (Development) program, conducted in partnership with the National Industrial Training Service (Senai), prepares employees to assume new responsibilities and served 61 people with modules on leadership and engagement.

In addition to these structured programs, the Company promoted internal workshops and specific technical training. An example was the qualification on Seasoned Products, which brought together more than 50 employees to enhance their knowledge of production processes and product attributes. Training was also conducted that focused on food safety, supplier qualification and implementation of automatic digital controls.

Complementing these actions, Pamplona offers financial support for external technical training and professional development courses, reinforcing its commitment to individual growth and the valorization of internal talents.

The Company plans to implement a new technology to improve the management of its training program. The objective is to facilitate the organization and registration of information, in addition to expanding employee access to training opportunities.

Average training hours, by function GRI 404-1

	2023	2024
Management	3.52	5.36
Management/ coordination	16.54	16.63
Technical/supervision	8.47	12.75
Administrative staff	5.48	11.93
Operational staff	6.92	9.21
Total	7.12	9.63

Note: Directors were not counted in the training totals since they are not classified as employees.

Average training hours, by gender GRI 404-1

	2023 7.32		2023 6.81	TOTAL 7.12
	2024 9.50		2024 9.84	TOTAL 9.63

2024 COMMITMENTS

Continuity of the Leadership School training program.

STATUS



Underway

RESULTS

Initiated in 2024 with the current class composed of 25 students expected to graduate in March 2025.

Continuity of the Maintenance Trainee program that was established in 2022.



Underway

In 2024, the Maintenance Trainee Program was continued with a total of 13 participants throughout the year. There were two dismissals and a promotion to Mechanic I, resulting in ten employees remaining active in the program.

Performance evaluation

Pamplona's performance evaluation process aims to enhance employee development and strengthen the link between individual and organizational goals. The process involves providing periodic feedback, which gives professionals a clear view of their strengths and shows areas that need improvement. For this purpose, leaders are prepared to lead alignment discussions, encouraging open communication and ensuring well-defined expectations.

The evaluation criteria are guided by equity and include indicators such as productivity, quality of work, team collaboration and alignment with the Company's values and objectives. The metrics are adapted to the different functions and hierarchical levels, which makes the process applicable to all sectors.

At the end of each cycle, the results serve as a basis for identifying training needs, proposing growth opportunities and directing recognition and rewards policies. This approach contributes to the development of talent and the construction of an engaged and excellence-oriented work environment.

Currently, performance evaluation is applied at all levels of the organization, with the exception of the Executive Board and the Board of Directors. According to the current policy, employees with at least one year of employment may participate in the process. The evaluation is conducted by the immediate manager, using the 90-degree methodology and providing structured feedback. Beginning in 2025, with the implementation of the new career plan, the process will occur in annual cycles, covering all employees with more than six months of employment.



Percentage of employees who regularly receive performance and career development reviews^{1, 2, 3} GRI 404-3

	2023			2024		
	Men	Women	Total	Men	Women	Total
Management	3.85	2.61	3.23	26.09	20.00	25.00
Technical/ supervision	12.79	15.58	14.11	31.43	37.93	33.33
Administrative staff	23.61	10.56	16.70	43.48	49.64	47.19
Total	15.76	7.02	7.79	36.76	46.82	41.62

Notes: 1. As of 2024, the seven directors were not considered since they are statutory officers (GRI 2-4). In addition, there is no monitoring of "undeclared" and "other" gender classifications. 2. Until 2024, Pamplona had no structured performance appraisal policy for the Board. 3. In 2024, Pamplona significantly expanded its performance evaluations because the policy was updated, and this item was defined as an indicator in the industry management tournament, placing much greater emphasis on monitoring the implementation of the process.

Diversity and inclusion GRI 3-3 [Diversity]

Pamplona believes that diversity of perspectives and experiences is essential for a more innovative, collaborative and fair corporate environment. Committed to inclusion, the Company reinforces its ethical and transparent stance through its Code of Ethics, which prohibits any form of discrimination, ensuring a space of respect and equality for all.

In 2024, Pamplona advanced on this journey, consolidating initiatives aimed at equity and strengthening a more welcoming organizational culture. Regular training on diversity and inclusion was promoted at different organizational levels, ranging from the integration of 999 new employees into leadership programs and training 151 more professionals -- totaling 284 hours of training. In 2025, Pamplona will expand this commitment by providing training on ethics, harassment and diversity via distance learning (DE), ensuring that knowledge can reach an even larger audience.

Encouraging women's participation in the labor market remains a priority. The number of women in Pamplona increased 4.51% between 2023 and

2024, more than nine times higher than the growth in the number of men in the same period. Currently, women represent 40.2% of the workforce, and 118 professional women were promoted throughout the year, including five to leadership positions.

Diversity in governance bodies and employees GRI 405-1

Number and percentage of individuals in governance bodies, by gender	2023			2024		
	Men	Women	Total	Men	Women	Total
Percentage of members of governance bodies by gender	80.00%	20.00%	100.00%	78.57%	21.43%	100.00%

Number and percentage of individuals on the Board of Directors, by age group	2023		2024	
Between 30 and 50	26.67%		21.43%	
Over 50	73.33%		78.57%	
Total	100.00%		100.00%	

Note: On the Board of Directors, there are no individuals under the age of 30.

Number and percentage of employees, by functional category and gender ^{1, 2, 3}

	2023		2024	
	Men	Women	Men	Women
Management	83.87%	16.13%	82.14%	17.86%
Managerial/Coordinators	70.89%	29.11%	72.29%	27.71%
Technical/Supervisory	52.76%	47.24%	70.71	29.29%
Administrative staff	44.72%	55.28%	39.83%	60.17%
Operational staff	61.54%	38.46%	60.42%	39.58%
Total	60.67%	39.33%	59.81%	40.19%

Note: Historical comparability is not indicated. As of 2024, since they were statutory employees, the seven directors were not included in the indicator, which became the base indicator.
GRI 2-4

Percentage of employees, by functional category and age group ^{1, 2, 3}

	2023			2024		
	Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50
Management	0.00%	45.16%	54.84%	0.00%	50.00%	50.00%
Managerial/Coordinators	11.39%	73.42%	15.19%	6.00%	81.90%	12.00%
Technical/Supervisory	29.45%	64.42%	6.13%	35.35%	56.57%	8.08%
Administrative staff	46.58%	49.07%	4.35%	36.80%	58.44%	4.76%
Operational staff	46.25%	45.23%	8.52%	45.13%	45.29%	9.58%
Total	44.26%	46.96%	8.78%	43.03%	47.37%	9.60%

Notes: 1. The seven directors are not considered since they are statutory. 2. In 2024, there were two between the ages of 30 and 50, and five were over 50 years old. 3. Historical comparability is not indicated. As of 2024, since they were statutory employees, the seven directors were not included in the indicator, which became the base indicator. **GRI 2-4**

Percentage of employees from minority and/or vulnerable groups, by job category ^{1, 2, 3}

	2023		2024	
	Blacks	PWD (Handicapped)	Blacks	PWD (Handicapped)
Managerial/Coordinators	1.27%	2.53%	0.00%	3.61%
Technical/Supervisory	0.61%	1.84%	0.00%	1.01%
Administrative staff	3.73%	2.48%	3.03%	2.16%
Operational staff	6.93%	1.43%	6.98%	1.75%
Total	52.00%	1.50%	6.31%	1.79%

Notes: 1. There were no Black individuals or people with disabilities (handicapped) (PWD) in management during the 2023 and 2024 period. 2. The seven directors are not considered since they are statutory employees. 3. Pamplona values diversity and inclusion in its work environment, promoting equal opportunities for all its employees. However, the Company does not currently monitor the LGBTQIA+ community within its workforce. The focus has been on ensuring an inclusive and respectful work environment for all, regardless of sexual orientation or gender identity.

Pamplona remains committed to improving management practices. We are always looking for new ways to promote a more diverse and welcoming work environment



Safety and health

GRI 403-1, GRI 403-2 and GRI 3-3 [Safety and health]

Pamplona maintains a permanent commitment to promoting health and safety in the workplace, adopting structured practices to ensure the physical and mental well-being of its employees in all areas of activity. The Company invests in integrated actions ranging from training to continuous monitoring of working conditions, seeking constant improvement of operating environments.

Compliance with laws and regulatory standards is ensured through internal audits and frequent inspections, including with the supply chain. Pamplona also maintains active channels of dialogue with employees, such as the Internal Accident Prevention Commission (CIPA) and the Ethics Channel, reaffirming its commitment to listening, transparency and protection against reprisals. Pamplona's health and safety system follows the principles established by the Regulatory Standards (NRs) and conventions of the International Labor Organization (ILO), with full coverage, regardless of the type of employment relationship.

Among the main initiatives is the Pamplona Zero Accident (PAZ) program, which focuses on developing

a culture of prevention. The program involves the identification of points of attention, implementation of control measures and educational actions, such as training, awareness campaigns and analysis of events to improve processes. Goals are set based on performance indicators, and teams are engaged through regular meetings and discussions.

The Safety Engineering and Occupational Medicine Special Service (SESMT) promotes continuous training regarding the proper use of Personal Protective Equipment (PPE), ergonomics, machine safety and accident prevention conduct. The Company also strengthens employee integration through frequent discussions that promote best practices and daily safety care. Ergonomics programs with the support of specialized physiotherapists contribute to the prevention of injuries and improvement of the quality of life at work.

The modernization of processes includes the adoption of an automatic digital control program, which allows monitoring operational compliance in real time, optimizing decisionmaking and the execution of corrective actions. In addition, tools such as the Environmental Working Conditions Technical Report (LTCAT) and the Risk Management Program (PGR) are used and integrated into the Company's environmental and safety management process.

Contracted workers GRI 403-7

Pamplona adopts policies to promote the safety of contracted workers through structured control, training and technical monitoring actions. Management involves the requirement of legal documentation for the provision of services, such as the Occupational Health Certificate (ASO) and the Risk Management Program (PGR), in addition to the adoption of operational manuals and procedures aligned with current standards.

The main risks identified include work performed at heights and in confined spaces, in addition to the operation of machinery and risks of electric shocks. To mitigate these risks, specific assessments are conducted, accompanied by training based on Regulatory Standards (NRs), conducted with the support of the Safety Engineering and Occupational Medicine Specialized Service (SESMT). These actions ensure that all service providers are prepared to act safely and in accordance with the required Company standards.

Employee engagement

GRI 403-4 and GRI 403-5

Pamplona actively involves its employees in the development, implementation and evaluation of the occupational health and safety management system, promoting a safe and healthy environment for all. This participation occurs through internal committees, training, campaigns and communication channels, strengthening the culture of prevention and shared responsibility within the Company.

Actions such as the Internal Work Accident Prevention Week (SIPAT) and the Weekly Safety Dialogues (DSS) encourage continuous awareness. Employees also participate in identifying risks, investigating incidents and proposing improvements. To ensure effective communication, information boards, educational campaigns, *workshops* and periodic meetings with safety committees are used, which bring together professionals from various areas — including safety, health and leadership. These committees have the autonomy to assess risks, propose preventive measures, conduct inspections and, when necessary, recommend the stoppage of machines or work sectors. Decisions that have financial impacts are forwarded to the Board.

Continuous training is another pillar of management, with training on proper PPE usage, ergonomics, first aid and safety in the operation of machines

and boilers. Specific training is also offered that is focused on occupational risks, such as working at low temperatures (NR36) and the safe handling of cutting tools. The training focuses on the prevention of accidents and the well-being of employees.

Occupational accidents and work-related illnesses

GRI 403-9 and GRI 403-10

To prevent accidents at work and work-related illnesses, Pamplona adopts a series of measures, such as reinforcing training, expanding the team of operational instructors, encouraging the rotation of functions, and improving ergonomics in workplaces.

In 2024, these initiatives were reinforced with a focus on the adequacy of machines according to NR12, through inspections and training.

The Company follows regulatory standards and prevention principles, using safety indicators to guide its action plans. Accidents are investigated based on the “5 Whys” methodology, which allows identifying the root causes and implementing effective corrections. As part of its commitment to the health and safety of employees, Pamplona has set a goal of eliminating new cases of work-related illnesses.

Occupational accidents

	2023	2024
Number of hours worked	8,330,957.92	8,332,725.81
Base number of hours worked (200,000 or 1,000,000)	1,000,000.00	1,000,000.00
Number of occupational accidents with serious consequences	78.00	17.00
Rate of accidents at work with serious consequences	9.36	3.69
Number of workplace accidents that must be reported	208.00	101.00
Percentage of occupational accidents required to be reported	6.00	2.09

Note: There is no monitoring for workers who are not employees.

Full support GRI 403-3

Employee health and wellness are top priorities for Pamplona. The Company believes that comprehensive care for its team provides a more motivated, sustainable and, consequently, more productive work environment.

Key well-being and quality of life initiatives implemented in 2024 include:



MEDICAL AND MULTIDISCIPLINARY CARE

Pamplona maintains outpatient clinics composed of a multidisciplinary team, with an occupational physician, examining physician, general practitioner, nurse, nursing technician, physiotherapist, nutritionist and speech therapist in the Rio do Sul (SC) and Presidente Getúlio (SC) units. In 2024, there were more than 23,000 consultations. Services included clinical consultations, occupational examinations, and treatment support. Aiming at prevention, the Company carried out vaccination campaigns free of charge that immunized more than a thousand employees against diseases such as hepatitis B, tetanus, yellow fever and influenza.



HEALTHY EATING

To encourage balanced eating habits, the Company contracted nutritionists to manage our cafeterias. Balanced meals and personalized care supported the specific health needs of employees, promoting healthier nutrition.



AWARENESS-RAISING CAMPAIGNS

During Yellow September, Pamplona offered lectures by mental health experts. The dynamics and discussions addressed topics such as suicide prevention and emotional balance, encouraging attendees to maintain open dialogues and seek support during difficult moments. We also conducted awareness campaigns about breast cancer prevention (Pink October) and prostate cancer prevention (Blue November).



INTEGRATION AND WELL-BEING AT WORK

Events such as My Family at Pamplona provided moments of connection and appreciation by bringing family members closer to the work environment. The sports tournament attracted more than 500 participants, including athletes and fans, encouraging the practice of physical activities and strengthening team spirit – attributes that Pamplona is keen to promote. We also supported choral groups, pilates classes and gym memberships. In addition, the Company holds a monthly breakfast gathering to celebrate employees' birthdays.



EMPLOYEE HEALTH PROMOTION GRI 403-6

Programs focused on the prevention of non-work-related illnesses are also offered. The organization's goal is to maintain the initiatives already implemented and continuously improve the programs.

Our integrated producers

The more than 300 integrated producers that maintain a partnership with Pamplona are a fundamental part of the Company's value chain. Through regular training sessions, these partners are trained in topics such as animal handling, health, welfare, and production efficiency. Specialized Pamplona technical teams closely monitor the routines on farms and offer continuous support in areas such as nutrition, genetics and animal health. This monitoring helps ensure the maintenance of high sanitary and environmental standards. We also continually promote improvements in property management.

The relationships with the partner integrators follow the principles of the Integration Law (Law no. 13.288/2016), which establishes clear and balanced guidelines for the contractual model, with objective criteria for remuneration based on meritocracy. For producers, this represents predictability and security to invest with confidence. By combining fair remuneration with sustainability criteria, Pamplona consolidates a partnership model that values economic efficiency and socio-environmental responsibility.

Our suppliers

GRI 3-3 [Sustainable Value Chain] and GRI 204-1

Pamplona's selection of suppliers of raw materials and inputs follows strict criteria, which cover food safety, animal welfare, environmental compliance, prevention of deforestation and combating violations of labor rights. These requirements are contractually formalized and verified through audits and technical visits.

In 2024, Pamplona stepped up efforts to improve the supply chain through strategic supplier qualification, monitoring and training actions on topics such as good production practices, animal welfare and occupational safety. Awareness campaigns reinforce the importance of sustainable and ethical practices at all stages of the production chain. By prioritizing local partners — which represent 48.7% of the total — the Company contributes to the economic and social development in the regions where it operates, strengthens integration with the communities, and reduces transportation-related environmental impacts.

The Company uses questionnaires to evaluate its suppliers regarding the quality of inputs, traceability of processes and environmental compliance. The answers generate a detailed score, which allows the classification of each one of them and the identification of possible improvements. Any cases of non-conformities are monitored through specific reports and corrective action plans prepared to ensure compliance with the Company's required standards.

Proportion of spending on local suppliers



Note: Suppliers in the state of Santa Catarina are considered to be local suppliers. For the calculation, all operating units were included.



Support for local development

GRI 413-1 and GRI 413-2

Pamplona understands that its presence in the regions where it operates goes beyond job creation and local sourcing. Therefore, it seeks to promote broader positive impacts, contributing to the development of local communities through engagement initiatives and programs focused on well-being and social integration. Among the indirect benefits generated, the following stand out:

- Development of local suppliers: the integration and training of suppliers located near our units promotes local development;
- Technological innovation: the modernization of operations, such as the implementation of additional automated processes, increases efficiency and positions the region as an innovation hub in the food sector;

- Increases in municipal tax collection: the Company's activities increase the tax revenues of the municipalities where it operates, which enables improvements in basic public services;
- Infrastructure improvements: through investments in its units and operations, Pamplona contributes to the structural advancement of the communities where it operates;
- Human development and community engagement: the Company encourages social inclusion and professional training through volunteer programs, educational partnerships and support for community events, promoting employee involvement and strengthening ties with the local community; and



- Sponsorship of Inclusion Programs: support for programs such as the "Padaria Escola" (Baking School), conducted in partnership with the City of Rio do Sul (SC), the Association of Parents and Friends of People with Disabilities (APAE) and Obra Kolping, which offers baking and confectionery courses for people with disabilities. Pamplona contributes to the supply of ingredients and transportation of participants.

Pamplona maintains accessible communication channels with the community, such as the Customer Communication Service (SAC), as well as a complaints channel and a consumer service form available on its website. The company also has structured processes in place for receiving grievances and suggestions.

Pamplona also conducts environmental awareness programs with communities in the regions where it operates. Throughout the year, it promotes initiatives aligned with its environmental schedule, with activities on commemorative dates such as World Water Day, Environmental Week and Arbor Day.

Among the most recent highlights are the actions developed in partnership with the Itajaí River Basin Committee and the collaboration with the Environmental Military Police, which was present during Environmental Week promoting environmental education activities. The Company maintains a strategic partnership with the Environmental Military Police to work cooperatively to foster awareness-raising actions in the communities and develop activities such as educational blitzes and the distribution of seedlings and programs aimed at the preservation of natural resources.

Pamplona also participates in activities promoted by institutions that work directly in the promotion of sustainable practices, such as the Santa Catarina Agricultural Research and Rural Extension Agency (Epagri) and the Brazilian Agricultural Research Company (Embrapa). Pamplona participates in field days, lectures, training and technical visits in collaboration with these entities.

Helping Hands

Started in 2023, the Mãos em Ação (Helping Hands) volunteer program has established itself as a valuable tool for social impact in the communities where Pamplona operates. Comprised of 39 official members and other employees who wished to participate in these activities, the group spread solidarity and social responsibility wherever it went in 2024:



Support for the Ser e Viver (Being and Living) Group – Regular meetings were held with individuals undergoing cancer treatment, including group activities and motivational talks that provided emotional comfort and social support.

Solidarity Campaigns – A visit to the Recanto Luiz Bertoli nursing home, in the city of Rio do Oeste (SC), and the adoption of Christmas letters, which brought gifts to 200 children at the Moacir Antônio Tonon daycare center in Rio do Sul (SC), helped strengthen community bonds.

2024 COMMITMENTS

We reached 50 participants in the Helping Hands Volunteers program in 2024.

STATUS



Readjusted

RESULTS

In 2024, the Company conducted a strategic reorganization of the volunteer program and expanded its reach to all employees. With this approach, we prioritize offering open opportunities, allowing each person to participate spontaneously and with commitment whenever they feel called to contribute.

Strategic Support for Rio Grande do Sul

In 2024, the state of Rio Grande do Sul faced one of the greatest climate tragedies in its recent history, with floods that affected hundreds of municipalities and left thousands of people homeless. In view of this scenario, Pamplona mobilized to provide support to the impacted communities, especially in the Portão (RS) region, where one of the Company's distribution centers is located.

The Company allocated about R\$ 34,000 in donations for emergency actions, reinforcing its social commitment to vulnerable populations. In addition to the financial contribution, the Company also participated in local humanitarian assistance initiatives, helping to mitigate the effects of the tragedy and promoting care and solidarity for those affected.

Arcep: employee well-being, culture and health

The Pamplona Recreational, Cultural and Sports Association (Arcep) promotes the well-being of Pamplona's employees through actions aimed at health, culture and quality of life. About 700 people – employees, spouses and children up to 14 years old – are assisted monthly with dentistry, general health care, psychological counseling and nutrition services. In addition, Arcep encourages healthy practices through agreements with gyms and pilates courses in partnership with the Brazilian Industrial Social Service(Sesi).

In the cultural and leisure sphere, the association supports a choir composed of employees, which gives presentations at social events and for charitable institutions. The Arcep headquarters also offers a communal space with a party facility, barbecue grills, a game area, and a restaurant open to the public.

Other Arcep actions include:

- **Women's Day:** distribution of a message and toast to all employees in celebration of March 8.
- **Caipira (Country folk) Party:** annual event for employees and their families with typical foods, games and music.
- **Children's Party:** celebration with clowns, snacks and gifts for children and family members of employees.
- **School Supplies:** annual donation of complete school supply kits to about 2,000 employees' children.
- **Pink October:** payment for mammograms for employees over 45 years old and actions to raise awareness about women's health.
- **Ser e Viver**(Being and Living):bimonthly breakfast meetings and lectures to support people with cancer in the Rio-Sulense community.
- **Mother's Day:** special breakfast with games and gifts for about 600 employee mothers.
- **Courses and Workshops:** offering various workshops, such as cooking and manicures, for employees and their families.
- **Internal Sports Championships:** competitions held among employees with family participation and snacks during the day.



Governance

- Structure
- Integrity, ethics and compliance
- Risk management

Pamplona

Structure

GRI 2-9, GRI 2-10, GRI 2-11, GRI 2-12,
GRI 2-13 GRI 2-17, and GRI 2-18

Pamplona's governance is structured to promote an environment of control and transparency, which is essential to strengthen stakeholder trust. It is structured into a General Assembly, composed of the partners, a Board of Directors, an Executive Board, committees, an independent audit, an internal audit, and a president/chief executive officer. The process of appointing and selecting directors and committee members is governed by guidelines and recommendations that are based on the profile of competencies, such as integrity, leadership and strategic thinking. The evaluation criteria adopted cover the involvement of the stakeholders, the skills and experience of candidates, in addition to synergies with the Company's objectives.

Board of Directors

Pamplona's Board of Directors is composed of seven members – six men and one woman – who do not exercise executive functions and each have a two-year term of office. Three of them are independent, and the others are shareholders or family members. The directors do not hold executive positions in Pamplona.

This body is responsible for assisting in defining Pamplona's strategic goals and objectives, always aligned with the principles of sustainability. The board plays an essential role in overseeing the processes of identifying and managing economic, environmental and social impacts. The effectiveness of these initiatives is strategically analyzed through regular meetings to assess performance indicators. Management is delegated to the Executive Board, which reports to the Board of Directors through regularly presented performance reports.

Executive Board

Composed of a president, a vice president and seven directors, six men and one woman. Each director has autonomy to manage their respective areas, ensuring the execution of the established goals.

Primary responsibilities:

- Implement the strategies approved by the Board of Directors
- Manage day-to-day operations and achieve organizational performance goals
- Ensure compliance with regulations and foster sustainable practices in operations

Committees

- Tax Committee
- Ethics Committee
- Personnel Management Committee
- Animal Welfare Committee

Note: The Credit, Processes, Systems and Technology, Innovation and New Business, Production Planning and Control (PCP), R&D and Positions and Salaries, despite the nomenclature, are not considered in the Governance structure, as they are not directly linked to the Board of Directors.

Company Management

Board of Directors



Chairman of the Board
Valdecir Pamplona



Osmar Peters



Edina
Pamplona



Guilherme de
Borba Pamplona



Elvio de
Oliveira Flores



Marcelo
Lima Tonini



Wagner Augusto
Ilich Bauer

Executive Board



Chief Executive Officer
Irani
Pamplona
Peters



Vice President
Ronaldo
Kobarg Müller



Chief Financial Administrative Officer
Adriano Cesar
Passenko



Industrial Director
Adilor Ascari
Bussolo



Internal Market Sales Director
Cleiton
Pamplona Peters



Supplies and Development Director
Edival Justen



Logistics Director
Maria Daurete
Pamplona Rizzi



Expansion and New Business Director
Valdecir Pamplona
Júnior

Integrity, ethics and compliance

GRI 2-15, GRI 2-16, GRI 2-22, GRI 2-23, GRI 2-24, GRI 2-25, GRI 2-26 and GRI 3-3 [Ethics and integrity]

Acting correctly, fairly and in accordance with laws and standards is a Company imperative in order to maintain and expand the solid reputation with which it is recognized by the market. To meet this standard, in 2018, Pamplona established the Ethics Committee, the Code of Ethics, and the Ethics Channel, which have remained in effect since then.

The Ethics Committee is composed of five full members and four alternates, who represent the directors, officers and areas such as Legal, Financial, Internal Audit and Human Resources. This committee evaluates and investigates the reports received through the Ethics Channel. In any case of non-compliance with codes, it decides on corrective actions.

The Code of Ethics establishes clear guidelines concerning relationships in the professional environment, including discrimination, abuse, corruption and labor exploitation. All employees are expected to follow the recommended guidelines for the situations presented, but the Company also encourages its application to all stakeholders with which it is connected: service providers, suppliers, integrated producers, clients, sales representatives, and public officials.

Policies and commitments

The policies adopted by the Company to promote an ethical environment are aligned with internationally recognized intergovernmental instruments, including the United Nations International Charter of Human Rights and the UN Guiding Principles on Business and Human Rights. In addition, they include the performance of due diligence, the application of the precautionary principle, and respect for human rights.

The commitments apply to all the Company's activities and its business relations and are widely communicated to employees, business partners and other interested parties through channels such as the *website*, contracts, *folders*, murals and training. The Company's Management supervises the incorporation of these commitments, assigning responsibilities based on skills and competencies and developing monitoring systems, among other actions.

Pamplona's policies and commitments adhere to international human rights and integrity standards

Ethics Channel

GRI 2-16, GRI 2-25, GRI 2-26 and GRI 406-1

Pamplona employees and people outside the Company may report legal infractions, irregularities and behavioral deviations through the Ethics Channel. Reports are received by telephone during business hours or via the Company's *website* and *email* (at any time), with the guarantee of confidentiality and non-retaliation.

The reports are initially evaluated by a designated professional, who refers them to a group of three members, including legal and human resources managers. Subsequently, the Ethics Committee analyzes each case during quarterly meetings. The committee also may hold extraordinary meetings to address urgent or more serious issues. The resolutions adopted range from simple training to more severe disciplinary measures, depending on the severity.

In 2024, thirteen occurrences were recorded, compared with eighteen in the previous year. Based on the findings, the Company implemented corrective measures, such as specific training and the reinforcement of internal guidelines. The complaint channel did not receive any communications related to discrimination during the reporting period.



Contact us

Website: www.pamplona.com.br/contato.html

E-mail: etica@pamplona.com.br

Telephone: (55) (47) 3531-3055
(or extension 3055, for the internal public)
Or in person at the Company's People Management department

Click here to access the [Code of Ethics](#).

Compliance with laws and regulations GRI 2-27

Pamplona takes a proactive approach to ensure that all its operations are in full compliance with current legislation. In order to do this, the Company uses several specialized tools and resources that assist in the interpretation and application of the standards, ensuring integrity and transparency in its processes.

Among the main instruments used are the ECONET, TAX ANALYSER and PRINCE platforms, which support legislative updating, tax analysis and transfer pricing controls. The Company also has the support of external consultants and the performance of a Tax Committee and a Tax Studies Group, responsible for analyzing complex issues and promoting the continuous updating of the appropriate teams. In the legal field, the Greenlegis tool contributes to the monitoring of legal obligations.

2024 COMMITMENTS

Publication of the Compliance Manual and conclusion of the risk classification with definition of mitigation strategies.

STATUS



Partially
achieved

RESULTS

The risk map has been completed, with the definition of priority risks. The publication of the Compliance Manual was postponed.

Data privacy and protection

Pamplona continued, in 2024, to improve its practices related to the General Personal Data Protection Law (LGPD). In 2021, the Company had already completed the implementation of the necessary modifications to comply with the legislation. Since then, information security policies have been formalized, including the development of guidelines for the secure processing of personal data of employees, suppliers and business partners.

Continuous improvement of digital compliance practices promotes greater protection against security incidents. In 2024, employees participated in specific training to raise awareness of the importance of LGPD and the correct application of internal policies. The Company also employs advanced technological tools for monitoring and control, ensuring the confidentiality and integrity of the data processed.

Highlights of 2024 include the completion and documentation of the Security Operations Center (SOC) project, completed in August, the Disaster Recovery (DR) project, completed in June; and the advancement of the Network Access Control (NAC) project that reached 90% execution. In addition to these structuring projects, Pamplona also promoted the updating of discontinued operating systems on servers and *desktops*, the segmentation of networks, and the review of critical processes.



[Learn about our Privacy Policy](#)

2024 COMMITMENTS

Expansion of Information Security actions.

STATUS



Accomplished

RESULTS

In 2024, advances were made in information security, with 24x7 operation and continuous monitoring via our Network Operations Center (NOC) and Security Operations Center (SOC). The completions of the SOC (August) and DR (June) projects stand out, in addition to the 90% advance of the NAC project. Other actions taken included updating systems, segmenting networks and reviewing processes, and strengthening the protection of the corporate environment.

Risk management

Corporate risk management is one of the foundations for Pamplona's responsible and efficient governance. The current risk matrix, completed in 2023, classifies and prioritizes vulnerabilities in strategic areas. Each board is in charge of situations subject to damage under its jurisdiction in an integrated and proactive approach to mitigation.

In 2024, these management efforts resulted in tangible progress, including the implementation of new information security systems that contributed to the prevention of cyber incidents. The analysis of regulatory risks was also intensified, ensuring that the Company remained in compliance with the sector's new legislation.

In 2024, Pamplona strengthened its information security and expanded its regulatory risk analysis



In addition to the topics previously mentioned, the risks monitored include the financial, operational and environmental areas. Concerns include economic fluctuations, threats to employee safety, and potential impacts on corporate reputation. Ethical risks, related to compliance issues and organizational conduct also receive attention. Pamplona conducts internal audits and regular assessments to identify and classify these vulnerabilities.

The risk mitigation approach is systematic and based on clear procedures. The board analyzes the data collected and identifies critical points that require corrective actions. Assessments of risks that are more complex or that have the potential for significant impact are presented to the Board of Directors, which reviews the strategies and defines new guidelines, if necessary.

As preventive measures, we highlight the automation of operational processes and hedging operations that are utilized to protect revenues against exchange rate volatility, especially in exports. In addition, Pamplona continuously invests in employee training, promoting specific training that strengthens the culture of safety and compliance.

GRI and SASB content summary

Pamplona

Pamplona

GRI content summary

Statement of use	Pamplona Alimentos S.A. reported the information cited in this GRI content summary for the period from January 1, 2024 to December 31, 2024 based on the GRI Standards.
GRI 1 used	GRI 1: 2021 Standards
Applicable GRI Sectoral Standard(s)	GRI 13: Agriculture, Aquaculture & Fishing Sectors 2022

GRI Standard/Other Source	Table of Contents	Location	GRI sectoral standard Ref. No.	SDG
General contents				
The organization and its reporting practices				
GRI 2: 2021 General contents	2-1 Organization details	11.17		
	2-2 Entities included in the organization's sustainability report	6		
	2-3 Reporting period, frequency and contact point	6		
	2-4 Information revisions	56.58		
	2-5 External verification	This report has not undergone external verification.		
Activities and employees				
GRI 2: 2021 General contents	2-6 Activities, value chain and other business relationships	11,17,19		
	2-7 Employees	50		8, 10
	2-8 Workers who are not employees	Pamplona considers apprentices as employees in the report but does not manage contractors; officers, directors and interns (a total of 22 people) are counted as non-employed workers because they are statutory or on an internship basis.		8

GRI Standard/Other Source	Table of Contents	Location	GRI sectoral standard Ref. No.	SDG
Governance				
GRI 2: 2021 General contents	2-9 Governance structure and composition	68		
	2-10 Nomination and selection for the highest governance body	68		
	2-11 Chair of the highest governance body	68		
	2-12 Role of the highest governance body in overseeing the management of impacts	68		
	2-13 Delegation of responsibility for managing impacts	68		
	2-14 Role of the highest governance body in sustainability reporting	6		
	2-15 Conflicts of interest	70 Pamplona clearly and objectively discloses conflicts of interest to <i>stakeholders</i> . Among the situations reported, the existence of controlling shareholders is particularly notable. During 2024, there were no cases of conflicts of interest to be reviewed, nor were any complaints of crucial concerns reported.		
	2-16 Communication of primary concerns	70,71 At Pamplona, senior management is informed of potential and actual negative impacts through reports, presentations and during formal meetings, which include senior management updates, strategic analyses, business plans, financial performance, legal and regulatory reviews, as well as sustainability and corporate social responsibility reports. This data is obtained from grievance mechanisms and other internal monitoring processes. In 2024, complaints were recorded related to issues considered critical.		
	2-17 Collective knowledge of the highest governance body	68		

GRI Standard/Other Source	Table of Contents	Location	GRI sectoral standard Ref. No.	SDG
GRI 2: 2021 General contents	2-18 Performance evaluation of the highest governance body	68 Pamplona has not developed a formal performance evaluation policy for the Board of Directors with regard to the supervision of economic, environmental and social impacts.		
	2-19 Remuneration policies	53 Pamplona's compensation for the members of the Board of Directors, the Presidency and the Board of Executive Officers includes fixed and variable payments that are determined in accordance with market standards. The variable portion, composed of annual bonuses, is approved by the Board of Directors and is linked to the achievement of goals based on the Company's EBITDA. Managers are also entitled to annual bonuses, also linked to the company's performance based on EBITDA and the achievement of contractual targets. Other employees, including supervisors, coordinators and operational and administrative teams, participate in the Profit Sharing Program (PLR), which is paid subject to the calculation of Profit Before Income Tax (LAIR), according to the company's internal rules and union agreement. All salaries are guided by Pamplona's Positions and Salaries Program table, which is reviewed annually based on market research. This helps ensure competitiveness and internal equity.		
	2-20 Remuneration determination process	53		
	2-21 Total annual compensation ratio	53		
	Strategy, policies and practices			
GRI 2: 2021 General contents	2-22 Sustainable development strategy declaration	70		
	2-23 Policy commitments	70		16
	2-24 Incorporation of policy commitments	70		

GRI Standard/Other Source	Table of Contents	Location	GRI sectoral standard Ref. No.	SDG
GRI 2: 2021 General contents	2-25 Negative impacts remediation procedures	70,71 As part of its commitment to sustainability, the Company maps accidental, actual or potential environmental impacts. In cases of occurrences, Pamplona assumes responsibility for the repair or compensation for the damages identified.		
	2-26 Mechanisms for seeking advice and raising concerns	70,71 Pamplona provides grievance mechanisms so that its <i>stakeholders</i> can raise concerns and request remediation related to identified impacts. Among the channels offered are a direct telephone line, <i>email</i> (etica@pamplona.com.br) and contact website forms, with telephone service during business hours and 24-hour availability for digital channels. The Company also has an external reporting line. The effectiveness of these mechanisms is evaluated internally by the Ethics Committee, without direct stakeholder participation. Responses to complaints and requests are communicated through documents, emails, newsletters and direct contact, ensuring transparency in the process.		16
	2-27 Compliance with laws and regulations	71		
	2-28 Association memberships	Pamplona actively participates in sector associations and organizations, both nationally and internationally. Among them, the Employees' Union (Sintiavi) and the Employers' Union (Sindicarne) stand out. The Company also participates in dialogues with various trade associations, such as the Rio do Sul Commercial and Industrial Association (Acirs), the Regional Council of Engineering and Agronomy (Crea), the Brazilian Association of Animal Protein (ABPA), the State of Santa Catarina Industry Federation (Fiesc), the Santa Catarina Integrated Agricultural Development Company (Cidasc), and the Santa Catarina Agricultural Research and Rural Extension Company (Epagri), among others. In addition, Pamplona participates in regional councils linked to the areas of Chemistry, Veterinary Medicine and Administration, reinforcing its commitment to institutional representation and sectoral development.		

GRI Standard/Other Source	Table of Contents	Location	GRI sectoral standard Ref. No.	SDG
Stakeholder engagement				
GRI 2: 2021 General contents	2-29 Approach to <i>stakeholder engagement</i>	<p>Pamplona's engagement strategy involves diverse stakeholder groups, including business partners, civil society organizations, consumers, customers, employees, governments, local communities, shareholders, investors, suppliers, unions and NGOs. The relationship with these stakeholders is promoted through diversified communication channels, social responsibility actions, sustainability reports, training, awareness campaigns and continuous evaluations.</p> <p>The main objectives of the engagement are the prevention and mitigation of negative impacts, the improvement of decision-making, the management of risks and opportunities, the stimulation of innovation, and the strengthening of reputation and institutional image, in addition to meeting the expectations of investors and fostering sustainability. To ensure the effectiveness of this process, Pamplona adopts practices such as publishing reports, building long-term relationships, training those involved, encouraging participation, conducting consultations and integrating stakeholders into business processes.</p>		
	2-30 Collective bargaining agreements	100% of the workforce is covered by collective bargaining agreements.		8
Material topics				
GRI 3: Material topics 2021	3-1 Process to determine material topics	7		
	3-2 List of material topics	7		

GRI Standard/Other Source	Table of Contents	Location	GRI sectoral standard Ref. No.	SDG
[Climate change]				
GRI 3: Material topics 2021	3-3 Management of material topics	42	13.1.1 and 13.2.1	
GRI 201: Economic performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Although there is not yet a defined executive schedule, Pamplona already monitors the issue routinely through its Environmental Department and plans, in the future, to develop a plan that incorporates risks and opportunities related to climate change into its production chain.	13.2.2	13
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	45	13.1.2	3, 12, 13, 14, 15
	305-2 Indirect (Scope 2) GHG emissions originating from energy procurement	45	13.1.3	3, 12, 13, 14, 15
	305-3: Other indirect (Scope 3) GHG emissions	Pamplona still does not yet consider Scope 3 in its inventory.	13.1.4	3, 12, 13, 14, 15
	305-4 GHG emissions intensity	46	13.1.5	13, 14, 15
	305-5 Reduction of GHG emissions	46	13.1.6	13, 14, 15
	305-6 Emissions of ozone-depleting substances (ODS)	The organization has not identified the emission of ozone-depleting gases in its operations.	13.1.7	3, 12
GRI 302: Energy 2016	302-1 Energy consumption within the organization	43	-	7, 8, 12, 13

GRI Standard/Other Source	Table of Contents	Location	GRI sectoral standard Ref. No.	SDG
[Water]				
GRI 3: Material topics 2021	3-3 Management of material topics	36	13.7.1	
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	36 The Company sets goals and targets by taking into account public policies and the local context, using industry benchmarking as a reference, and respecting the available granted water use limits. Pamplona declares that it does not have operations in areas with water scarcity.	13.7.2	6, 12
	303-2 Managing impacts related to water discharge	38	13.7.3	6
	303-3 Water collection	37	13.7.4	6
	303-4 Water discharge	38 There were no recorded cases of non-compliance with water discharge quality limits.	13.7.5	6
	303-5 Water consumption	37 The storage of water on Pamplona's proprietary farms has not been identified as causing environmental impacts, since our managers comply with all applicable legal standards.	13.7.6	6
[Waste and circular economy]				
GRI 3: Material topics 2021	3-3 Management of material topics	39	13.8.1	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	39	13.8.2	3, 6, 11, 12
	306-2 Management of significant waste-related impacts	39	13.8.3	3, 6, 8, 11, 12
	306-3 Waste generated	39	13.8.4	3, 6, 11, 12
	306-4 Waste not destined for final disposal	39	13.8.5	3, 11, 12
	306-5 Waste destined for final disposal	39	13.8.6	3, 6, 11, 12, 15

GRI Standard/Other Source	Table of Contents	Location	GRI sectoral standard Ref. No.	SDG
[Product quality and safety]				
GRI 3: Material topics 2021	3-3 Management of material topics	25	13.10.1	
GRI 416: Consumer health and safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Pamplona monitors four general categories of products and processes: Slaughter, Deboning, Processing, Refrigeration Tunnels and Shipping. All these steps are included in the Quality Management System, which performs specific controls to ensure compliance with established standards. Thus, 100% of the categories are evaluated for health and safety impacts, ensuring that the processes occur in a safe and standardized manner.	13.10.2	
GRI 13: Food safety	13.10.4 Report the percentage of the production volume of operating units certified by recognized food safety standards and list these standards.	27 Pamplona does not yet have certification standards in its units, but it currently is implementing this certification system.		
	13.10.5 Report the number of recalls made for reasons related to food safety and the total volume of products withdrawn from the market.	For reasons of confidentiality, this information is not present in this report.		

GRI Standard/Other Source	Table of Contents	Location	GRI sectoral standard Ref. No.	SDG
[Animal welfare]				
GRI 3: Material topics 2021	3-3 Management of material topics	28	13.11.1	
GRI 13: Animal health and well-being	13.11.2 Report the percentage of production volume from sites of the organization certified to match third-party animal health and welfare standards, and list these standards.	28 The Rio do Sul (SC) and Presidente Getúlio (SC) units have achieved 100% compliance with animal health and welfare standards, following recognized market practices. Pamplona's policy covers all stages, from arrival to slaughter, with a focus on thermal comfort, adequate facilities and humane procedures. The use of an electric baton is restricted and controlled, and employees receive specific training. The Company also adopts correct stunning structures and complementary measures to ensure the safety and welfare of animals, in accordance with current regulations.		
[Diversity]				
GRI 3: Material topics 2021	3-3 Management of material topics	57	13.15.1	
GRI 405: Diversity and equal opportunities 2016	405-1 Diversity of governance bodies and employees	57	13.15.2	5, 8
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	71	13.15.4	5, 8

GRI Standard/Other Source	Table of Contents	Location	GRI sectoral standard Ref. No.	SDG
GRI 13: Non-discrimination and equal opportunities	13.15.5 Describe any differences in employment terms and approach to compensation based on workers' nationality or migrant status, according to location of operations.	Pamplona ensures equal treatment in relation to employment contracts and remuneration policy, without distinctions based on the nationality or migratory status of employees.		
[Health and safety]				
GRI 3: Material topics 2021	3-3 Management of material topics	60	13.19.1	
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	60	13.19.2	8
	403-2 Hazard identification, risk assessment and incident investigation	60	13.19.3	8
	403-3 Occupational health services	62	13.19.4	8
	403-4 Workers' participation, consultation, and communication regarding occupational health and safety	61	13.19.5	8, 16
	403-5 Occupational health and safety training for employees	61	13.19.6	9
	403-6 Promoting employee health	62	13.19.7	3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	60	13.19.8	8

GRI Standard/Other Source	Table of Contents	Location	GRI sectoral standard Ref. No.	SDG
GRI 403: Occupational health and safety 2018	403-8 Employees covered by an occupational health and safety management system	Pamplona's occupational health and safety policy covers 100% of workers, including permanent, temporary and outsourced employees.	13.19.9	8
	403-9 Occupational accidents	61 The most common occupational accidents at Pamplona involve cuts and fractures, which are monitored through technical reports, routine inspections and operational reports. Key risk factors involve exposure to biological, chemical, physical, and ergonomic hazards, along with environmental fluctuations. In addition, situations such as labor shortages and absenteeism contributed to the cases recorded.	13.19.10	3, 8, 16
	403-10 Occupational illnesses	61	13.19.11	3, 8, 16
[People development]				
GRI 3: Material topics 2021	3-3 Management of material topics	50	13.20.1 and 13.21.1	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	52	-	4, 5, 8, 10
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	53	-	3, 5, 8
	401-3 Maternity/paternity leave	53	-	5, 8
GRI 404: Training and Education 2016	404-1 Average annual hours of training per employee	55	-	4, 5, 8, 10
	404-2 Programs for upgrading employee skills and transition assistance programs	54	-	8
	404-3 Percentage of employees that receive regular performance and career development reviews	56	-	5, 8, 10

GRI Standard/Other Source	Table of Contents	Location	GRI sectoral standard Ref. No.	SDG
GRI 13: Income and living wage	13.21.2 Report the percentage of employees and workers who are not employees and whose work is controlled by the organization who are covered by collective bargaining agreements that include provisions related to wage levels and frequency of wage payments at important operational units.	<p>100% of Pamplona's employees are covered by collective bargaining agreements, which include clauses related to salary levels and frequency of payment in important operations.</p> <p>In the case of workers who are not employees but whose work is controlled by the organization, such as directors, officers and interns, the total number recorded was 22 individuals. However, these professionals are not covered by a collective bargaining agreement. The Company maintains its commitment to transparency and respect for labor regulations, ensuring that all formal employees are integrated into a structured work environment and aligned with the sector's best practices.</p>		
	13.21.3 Reports the percentage of employees and contract workers whose work is controlled by the organization and who earn above a living wage, broken down by gender.	All non-employee workers under the organization's control receive compensation above the living wage, based on the current national minimum wage benchmark that is R\$1,412.00. Among these professionals, 14 are men and eight are women, all classified into categories such as interns, directors and counselors.		
[Sustainable value chain]				
GRI 3: Material topics 2021	3-3 Management of material topics	63	13.22.1 and 13.23.1	
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	32	13.22.2	8, 9
GRI 203: Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	32	13.22.3	5, 9, 11

GRI Standard/Other Source	Table of Contents	Location	GRI sectoral standard Ref. No.	SDG
GRI 308: Environmental assessments of suppliers 2016	308-2 Negative environmental impacts in the supply chain and remedial actions taken	The Company evaluates the environmental impacts associated with the performance of its suppliers, using specific monitoring and control methods. Key aspects identified include deforestation, biodiversity loss, water pollution, use of non-renewable energy, inappropriate waste disposal, and greenhouse gas (GHG) emissions.	-	
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	Pamplona has no operations that have a risk of violation of freedom of association or collective bargaining. This scenario reflects the Company's commitment to act in accordance with current legislation, respecting the free organization of workers and ensuring full compliance with their rights.	13.18.2	8
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Pamplona has no operations or suppliers with risks of child labor or exposure of young workers to dangerous activities. To ensure compliance with international legislation and standards, the Company establishes contractual restrictions that prohibit these practices. In addition, it conducts training to raise awareness of the prohibition of child labor and promotes regular technical visits to properties to monitor working conditions.	13.16.2	5, 8, 16
GRI 409: Forced or compulsory labor 2016	409-1 Operations and suppliers with significant risk of forced or compulsory labor	Pamplona does not have operations or suppliers that present significant instances of forced labor or labor analogous to slavery. To prevent this practice, the Company adopts measures such as the inclusion of contractual clauses that explicitly prohibit forced or labor analogous to slavery in its operations.	13.17.2	5, 8

GRI Standard/Other Source	Table of Contents	Location	GRI sectoral standard Ref. No.	SDG
GRI 13: Supply chain traceability	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 to a specific point of origin (e.g., farms, hatcheries, nurseries and feed mills).	Pamplona maintains a high level of traceability in the supply chain, ensuring that products it purchases can be traced back to specific points of origin. In the case of swines, traceability is maintained throughout the animal's entire lifespan, by batch, ensuring detailed control from the initial rearing phase to the final destination. The ingredients, packaging and medicines used in the production also have full traceability. The Company monitors these inputs batch-by-batch, which allows strict control over the quality and safety of the inputs.		
	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 lists these standards.	100% of the volume of swines, ingredients, packaging and medicines purchased by Pamplona are certified by internationally recognized standards that guarantee traceability along the supply chain. Swine traceability is ensured through the Animal Transit Guide (GTA) and the Swine Lodging Report, issued by the Santa Catarina Integrated Agricultural Development Company (Cidasc). In the case of packaging, ingredients and medicines, Pamplona conducts its internal traceability controls in cooperation with suppliers. Together we endeavor to comply with certifications such as IFS, FSSC 22000, ISO 9001, GMP Certification, and the HACCP Standard, ensuring high standards of quality and safety throughout the entire production chain.		
	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 supplies sourced are certified	25		

GRI Standard/Other Source	Table of Contents	Location	GRI sectoral standard Ref. No.	SDG
[Ethics and Integrity]				
GRI 3: Material topics 2021	3-3 Management of material topics	70 Ethics and integrity: Pamplona monitors the effects related to ethics and integrity, including combating corruption and unfair competition. But, in 2024, the Company did not conduct any formal surveys on the impacts. In addition, Pamplona affirms that it has not been involved in situations of unfair competition, which is why no specific evaluations were conducted on the subject.	13.25.1 and 13.26.1	
GRI 201: Economic performance 2016	201-4 Financial assistance received from the government	The organization received financial support from the Santa Catarina state government, directly related to the operations of the production units, during the period covered by this report.	-	
GRI 205: Anti-corruption practices 2016	205-1 Operations assessed for risks related to corruption	Pamplona assesses corruption risks in its operations, analyzing suppliers and integrators through contractual clauses, declarations of compliance and consultations with public databases. The primary risks involve bribery and conflicts of interest, but there is still no formal system in place to track the procedures. In 2024, 100% of the Company's employees were informed about anti-corruption policies, and all new hires were trained to adhere to the Code of Conduct, but business partners did not participate in any specific training sessions. In the period, there were no corruption reports or complaints.	13.26.2	16
	205-2 Communication and training about anti-corruption policies and procedures		13.26.3	16
	205-3 Confirmed incidents of corruption and actions taken		13.26.4	16
GRI 206: Anti-competitive behavior 2016	206-1 Legal actions for anti-competitive behavior and antitrust and monopolistic practices	Pamplona had no actions related to unfair competition.	-	16
GRI 207: Taxes 2019	207-1 Tax approaches	33	-	1, 10, 17
	207-2 Governance, control and tax risk management	33	-	1, 10, 17
[Innovation]				
GRI 3: Material topics 2021	3-3 Management of material topics	23	13.25.1 and 13.26.1	

SASB content summary

Food and Beverage Sector - Meat, Poultry and Dairy	Table of Contents	Location
FB-MP-000.A	Activity Metrics	Pamplona operates a total of five processing and manufacturing facilities, with four located in units in the State of Santa Catarina: Rio do Sul, Presidente Getúlio, Kalfels (city of Jaraguá do Sul), and Ecofrigo (city of Chapecó); and one facility in the State of Paraná: EAS (city of Verê).
FB-MP-000.B	Activity Metrics	In 2024, Pamplona recorded a total production of 161,376 tons of pork protein, of which 11,510 tons were produced by contractors, representing 7.13% of total production.
FB-MP-110a.1	Greenhouse Gas Emissions (GHG)	In 2024, Pamplona's Gross Global Scope 1 Emissions, considering the development and industrial areas, totaled 76,500.03 tons of CO ₂ equivalent (tCO ₂ eq). This value did not include electricity usage.
FB-MP-110a.2	Greenhouse Gas Emissions (GHG)	46
FB-MP-130a.1	Energy Management	43
FB-MP-140a.1	Water Management	36
FB-MP-140a.2	Water Management	36
FB-MP-140a.3	Water Management	Pamplona did not register incidents of non-compliance related to water quality licenses, standards or regulations during the reporting period.
FB-MP-160a.1	Land Use and Ecological Impacts	39
FB-MP-160a.2	Land Use and Ecological Impacts	39
FB-MP-160a.3	Land Use and Ecological Impacts	In 2024, Pamplona produced 390,894,976 tons of animal protein in its concentrated animal feed operations (OAAC). Feed formulation is strategic and conducted by a specialized team, including nutritionists, to meet the nutritional requirements of swine at each stage of life. The feed mill, certified by official entities, strictly follows good manufacturing practices. The main ingredients include corn, soybeans, vitamins, minerals and amino acids, ensuring balanced nutrition, welfare and health of the animals.

Food and Beverage Sector - Meat, Poultry and Dairy	Table of Contents	Location
FB-MP-250a.1	Food Safety	27
FB-MP-250a.2	Food Safety	27
FB-MP-250a.3	Food Safety	The number of collections issued and the total weight of the products collected are confidential information for Pamplona. The Company has a detailed written recall procedure and performs annual simulations to verify the system's effectiveness.
FB-MP-250a.4	Food Safety	Pamplona maintains commercial relations with all markets of interest, with no restrictions on its products.
FB-MP-260a.1	Antibiotics Usage in Animal Production	27
FB-MP-320a.1	Workforce Health and Safety	There were no incidents recorded in the period.
FB-MP-320a.2	Workforce Health and Safety	Even without incidents recorded, the Company adopts preventive measures, such as the distribution and use of PFF2 masks whenever necessary.
FB-MP-410a.1	Animal Care and Welfare	28
FB-MP-410a.2	Animal Care and Welfare	28
FB-MP-430a.1	Environmental and Social Impacts of the Animal Supply Chain	100% of Pamplona's supplier herds comply with SCRN conservation plan criteria. All producers have an environmental license, which indicates they meet requirements such as registration of legal reserve, CAR and recovery, and maintenance of riparian forest.
FB-MP-430a.2	Animal Supply Chain Environmental and Social Impacts	In 2024, more than 2,000 people, including employees, integrated producers, suppliers and transporters, received training in accordance with current regulations, reinforcing regulatory compliance and best practices in the production chain.
FB-MP-440a.1	Animal Supply and Feed	Pamplona verifies the feed used to ensure it does not originate from regions with high or extreme water stress. The Company adopts a strict procurement policy, ensuring the sustainability and preservation of natural resources in its supply chain.
FB-MP-440a.2	Animal Supply and Feed	Pamplona does not sign contracts with producers in regions of high or extreme water stress. The Company maintains a strict procurement policy, ensuring sustainability and water security in its supply chain.
FB-MP-440a.3	Animal Supply and Feed	42

Credits

Responsible

Vice President and Director

Validation

President

Vice President and Director

Administrative and Financial Director

Industrial Director

Chief Supplies and Promotion Officer

Chief Domestic Market Officer

Expansion and New Business Officer

Logistics Officer

Chief Accountant

Elvis Justen | CRC – SC – 028194/0-3

Pamplona Alimentos S.A.

Rodovia BR-470, km 150, nº 13.891,
Bairro Pamplona, CEP 89.164-900, município
de Rio do Sul, Santa Catarina, Brasil

Areas involved

Internal Audit

Commercial

Accounting

Controllership

Costs and Inventory

Finance

Promotion

Animal Feed Factory

Personnel Management

Industrial

Legal

Laboratory

Logistics

Maintenance

Marketing

Environment

PCP

Research and Development

Quality

SESMT

Supplies

Information Technology

Tax

Support

Associação Recreativa Cultural Esportiva

Pamplona - ARCEP (Pamplona Recreational,
Cultural and Sports Association)

Materiality

Group Report

Consulting, Project Management, Content, Web Design and Development

Group Report

Indicator data collection

Report Group (ESG Center)

Report Team

Camyla Pereira, Daniela Bessa, Giuliana Bellegarde,
Beatriz Miranda, Lígia Feliciano, Emerson Gasperin,
Letícia Miraglia, Tita Berton, Yara Fernandes, Fábio
Nienow, Murilo Botega, Rubem Hojo

Pamplona

A blue oval graphic with a green underline, containing the word Pamplona in white bold text.