



**2025**

# Sustainability Report





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Pamplona

# Introduction

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# MESSAGE FROM THE CHAIRMAN OF THE BOARD

**GRI 2-22**

The year 2025 reaffirmed the strength and consistency of Pamplona’s long-term strategy. In a challenging macroeconomic environment marked by volatility, inflationary pressures, and rising raw material costs, the company maintained financial discipline and robust cash management while continuing to advance its sustainable growth agenda. The consolidation of our presence in key markets—both in

Brazil and internationally—combined with geographic diversification, contributed to risk mitigation and supported operational stability.

During the period, Pamplona continued a significant cycle of structural investments focused on modernizing operations and strengthening the supply chain. These initiatives expand production capacity and incorporate

advances in operational efficiency, innovation, and sustainability, positioning the company to address the challenges of the coming decade.

The ESG (environmental, social, and governance) agenda remains fully integrated into the business strategy, with progress in climate management, environmental risk monitoring, and the promotion of best practices across the value chain. This approach enhances competitiveness in increasingly demanding markets, while reinforcing our commitment to transparency and corporate responsibility.

We recognize that challenges remain. Accordingly, we reaffirm our commitment to active stakeholder engagement, the continuous improvement of our processes and sustainability practices, and the conduct of our activities with responsibility, ethics, and transparency, in alignment

with sound governance principles and leading market practices.

With 77 years of history, Pamplona continues to balance its family-owned heritage with an increasingly structured and professional management model. This combination—together with adaptability and a clear strategic vision—remains essential to sustaining growth and generating long-term value.

I would like to thank the members of the Board of Directors, the Executive Board, our employees, contractors, suppliers, and customers for their dedication, professionalism, and trust in Pamplona. Together, we continue to build a resilient and sustainable business aligned with society’s expectations.

We hope you enjoy the report!

**VALDECIR PAMPLONA**

Chairman of the Board of Directors



# MESSAGE FROM THE CEO

We are pleased to present Pamplona's 2025 Sustainability Report, which reflects our commitment to responsible, transparent management focused on creating sustainable long-term value.

Pamplona was founded on the hard work and determination of Lauro and Ana Pamplona, whose journey was guided by dedication, respect for people, and a commitment to quality. In 2025, we continue to honor this legacy by leading the company with responsibility and looking to the future with confidence.

The year was marked by disciplined execution and tangible progress. We advanced the implementation of our strategy, expanded our presence in domestic and international markets, and continued to enhance our production processes. Beyond growth, we remain focused on operational

excellence, consistency, and attention to detail in our day-to-day activities.

Pamplona's routine is sustained by the dedication of thousands of people—across farms, industrial units, logistics, and all interfaces with service providers, suppliers, and customers. In 2025, this collective effort was essential to navigating a challenging environment, particularly cost pressures, while maintaining product quality and the trust of our partners. We extend our sincere thanks to everyone involved for their commitment, professionalism, and the results achieved throughout the year.

We continue to invest in the modernization of our operations, the continuous improvement of processes, and the development of higher value-added products. These initiatives strengthen our adaptability and position the company to meet the evolving demands of an increasingly competitive market.



Sustainability remains an integral part of our business model. Throughout the year, we advanced in environmental management, resource efficiency, people care, and animal welfare, always adopting an integrated view of the production chain. We recognize that progress in this agenda is ongoing and requires discipline, active listening, and consistent action. To this end, we have strengthened our relationships with integrated farmers, suppliers, and partners, grounded in the belief that the best outcomes are achieved through collaboration and shared responsibility.

We move forward with consistency, responsibility, and confidence in the work we carry out every day. Our commitment is to preserve the values that have guided us thus far, while continuing to evolve, innovate, and prepare Pamplona for the future.

I invite you to explore this report and join us on our journey toward a more sustainable future.

**IRANI PAMPLONA PETERS**  
CEO of Pamplona

# 2025 HIGHLIGHTS

## SUSTAINABLE

### MANAGEMENT

Seal

## TOP MANAGEMENT COMPANIES

by Deloitte/Exame

Implementation of

## SOC (SECURITY OPERATIONS CENTER)

24/7 and zero data breaches (LGPD)

Launch of the

## B2B E-COMMERCE

and digitization of Butcher Shops

## BRL 2.53B

in gross operating revenue  
(+5.05% vs. 2024)

Announcement of

## BRL 144M

in investments for the  
three-year cycle

Approval of

## BRL 64M

in funding through a  
partnership with the  
Brazilian Innovation  
Agency (FINEP) to support  
genetic and technological  
innovation initiatives

## ANIMAL

### WELL-BEING

## 97%

of the breeding herd already adapted  
to the collective gestation system  
(target: 100% by 2026)

Herd of pigs

## 100% ADEQUATE

for slaughter

Rio do Sul (SC) Facility

## CERTIFIED

in the NAMI (North American Meat  
Institute) animal welfare protocol in  
December 2025

## ENVIRONMENTAL

### COMPLETE MODERNIZATION

of the **Water Treatment Plants (WTP) and Wastewater Treatment Plants (WWTP)** in Rio do Sul (SC), improving safety and quality

### EXPANSION OF THE INVENTORY OF

emissions (Scopes 1 and 2) and a commitment to **publication in the GHG Protocol**

### 2<sup>nd</sup> PLACE

in the Environmental category of the **Santa Catarina Improvement Award**, with initiatives aimed at reducing water consumption in operations

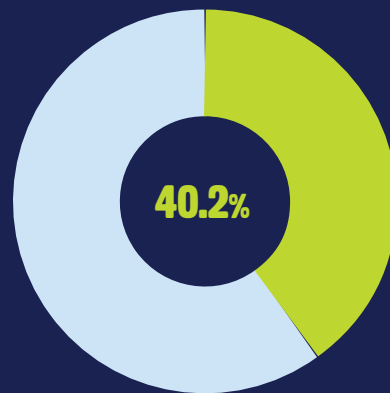
## SOCIAL



Women account for

# 40.2%

of the workforce, with **an increase in female leadership**



Consolidation of **UNIPAMPLONA** and **official launch** of the **CAREER PLAN**

The **HEALTHY PREGNANCY** program was awarded by ABRH-SC (3<sup>rd</sup> place) and certification secured for **MAINTENANCE TECHNICIAN TRAINEE PROGRAM**

Launch of the **RAÍZES DO AMANHÃ**, environmental education project for public school students

# ABOUT THE REPORT

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

In this Sustainability Report, Pamplona presents its performance for the period from January 1 to December 31, 2025, reaffirming its commitment to transparency and the continuous advancement of its ESG agenda. By maintaining the guidelines adopted in the previous reporting cycle, the company ensures the consistency and comparability of the information, strengthening the integration of sustainability into business management. The scope of this report covers exclusively Pamplona Alimentos S.A., consistent with the entity included in the financial statements.

The governance of the preparation and disclosure process is embedded within the company's strategic bodies, and the content has been reviewed and approved by senior management. The report has been prepared in accordance

with the GRI Standards, including GRI Sector Standard 13 (Agriculture, Aquaculture, and Fisheries), and incorporates SASB indicators for the Meat, Poultry & Dairy sector.

The publication is issued annually, in line with the company's financial reporting cycle. During the reporting period, no previously disclosed information was restated, and the report has not undergone independent external assurance.

For further information, questions, or suggestions regarding this report or Pamplona's sustainability strategy, please contact us at [pamplona@pamplona.com.br](mailto:pamplona@pamplona.com.br)





## Materiality

GRI 3-1 and 3-2

Pamplona's material topics are defined through a structured process that considers not only the company's direct operations but also upstream and downstream activities across the value chain, ensuring a comprehensive assessment of impacts, as well as associated sustainability risks and opportunities.

Completed in 2022, the process adopted a double materiality approach, evaluating both the organization's impacts on the economy, the environment, and people, and the potential financial implications of social and environmental issues for business performance. As there have been no significant changes in the company's business structure or strategic direction, the list of material topics remains unchanged from the previous reporting cycle.

Material topic	Definition	Report page	Related Sustainable Development Goals	
	<p><b>Innovation</b></p>	<p>A strategic driver of competitiveness, with a focus on Research and Development to optimize resources, improve processes, and enhance food quality and safety.</p>	<p><u>20</u></p>	
	<p><b>Product quality and safety</b></p>	<p>Operational priorities, with strict process control, regulatory compliance, and the strengthening of consumer confidence through standardization and technological innovation.</p>	<p><u>21</u></p>	
	<p><b>Animal welfare</b></p>	<p>Strategic commitment across the production chain that combines regulatory compliance with responsible herd management, promoting animal health, humane practices, and production efficiency in line with food-safety standards.</p>	<p><u>32</u></p>	
	<p><b>Water</b></p>	<p>A critical supply-chain resource managed for efficiency and regulatory compliance, focusing on reduced withdrawal and consumption, responsible discharge, and overall water stewardship</p>	<p><u>38</u></p>	
	<p><b>Waste and the circular economy</b></p>	<p>Reduction, reuse, and recovery of byproducts to boost efficiency and create value, alongside responsible disposal and circular solutions throughout operations.</p>	<p><u>41</u></p>	
	<p><b>Climate change</b></p>	<p>Emissions monitoring, managing of regulatory and operational climate risks, and adoption of technologies and practices to decarbonize the supply chain and lower greenhouse-gas impacts.</p>	<p><u>43</u></p>	

Material topic	Definition	Report page	Related Sustainable Development Goals
<p><b>People development</b></p>	Valuing, developing, and retaining talent while fostering a safe, inclusive work environment that aligns with the organization's strategic guidelines.	<a href="#">53</a>	
<p><b>Health and safety</b></p>	Health and safety are key operational priorities, focusing on risk prevention, legal compliance, and the promotion of a safe and healthy work environment throughout the entire supply chain.	<a href="#">57</a>	
<p><b>Diversity</b></p>	A key element in building an inclusive workplace, promoting equal opportunities, respect for diversity, and strengthening the organizational culture.	<a href="#">59</a>	
<p><b>Sustainable value chain</b></p>	Social, environmental, and governance criteria are considered in the selection and monitoring of suppliers, with a focus on traceability, regulatory compliance, and the promotion of responsible practices across the supply chain.	<a href="#">63</a>	
<p><b>Ethics and Integrity</b></p>	These topics guide strategic decision-making, ensure regulatory compliance, and strengthen relationships grounded in transparency and accountability.	<a href="#">71</a>	

# Pamplona

- ▶ ABOUT US
- ▶ HOW WE OPERATE
- ▶ OPERATIONAL EXCELLENCE AND INNOVATION
- ▶ ECONOMIC AND FINANCIAL PERFORMANCE
- ▶ ESG STRATEGY



Pamplona

# ABOUT US

GRI 2-1, 2-6, and SASB FB-MP-000.A

With 77 years of experience, Pamplona Alimentos, a privately held company headquartered in Rio do Sul (SC), has built a solid presence in the processed pork products sector by combining tradition, operational efficiency, and a strong commitment to quality and food safety. Over time, it has developed an integrated operation guided by responsibility across its entire value chain.

Its portfolio includes fresh pork (chilled and frozen), seasoned cuts, lard, smoked and cured products, sausages, sliced meats, and hams, as well as retail items such as polenta, cheeses, pizzas, and beef cuts. In 2025, gross operating revenue totaled BRL 2.53 billion, with net revenue of BRL 2.22 billion

Pamplona's products are distributed across 24 Brazilian states and exported to 22 countries. In the international market, pork exports reached nearly 85 million kilograms, generating revenue of \$226 million (BRL 1.26 billion).

The company maintains ongoing relationships with distributors, retailers, international clients, and end consumers, while also engaging closely with regulatory agencies, industry associations, certification bodies, trading companies, and farmers. During the reporting period, there were no significant changes in the organization's activities or in the structure of its value chain.



# 85M

**kilograms of pork**  
exported to 22 countries

## Our history

The history of Pamplona Alimentos began in 1948, when Lauro and Ana Pamplona founded a small business in Agronômica, Santa Catarina, focused on slaughtering and selling meat. Over the next decades the company broadened its activities, consolidating both its organizational structure and its presence in the market. An important milestone occurred in 1974, when the Rio do Sul (SC) facility came under Federal Inspection Service (SIF) oversight, reinforcing its adherence to national health regulations.

In 2013, reflecting continued growth and diversification, the firm previously known as Frigorífico Riosulense S.A. adopted the name Pamplona Alimentos S.A., strengthening its brand and market standing. Since then Pamplona Alimentos has pursued further expansion, invested in innovation, and reinforced its commitment to quality, sustainability, and operational excellence.



# HOW WE OPERATE

## Where we are

GRI 2-1, 2-6, and SASB FB-MP-000.A

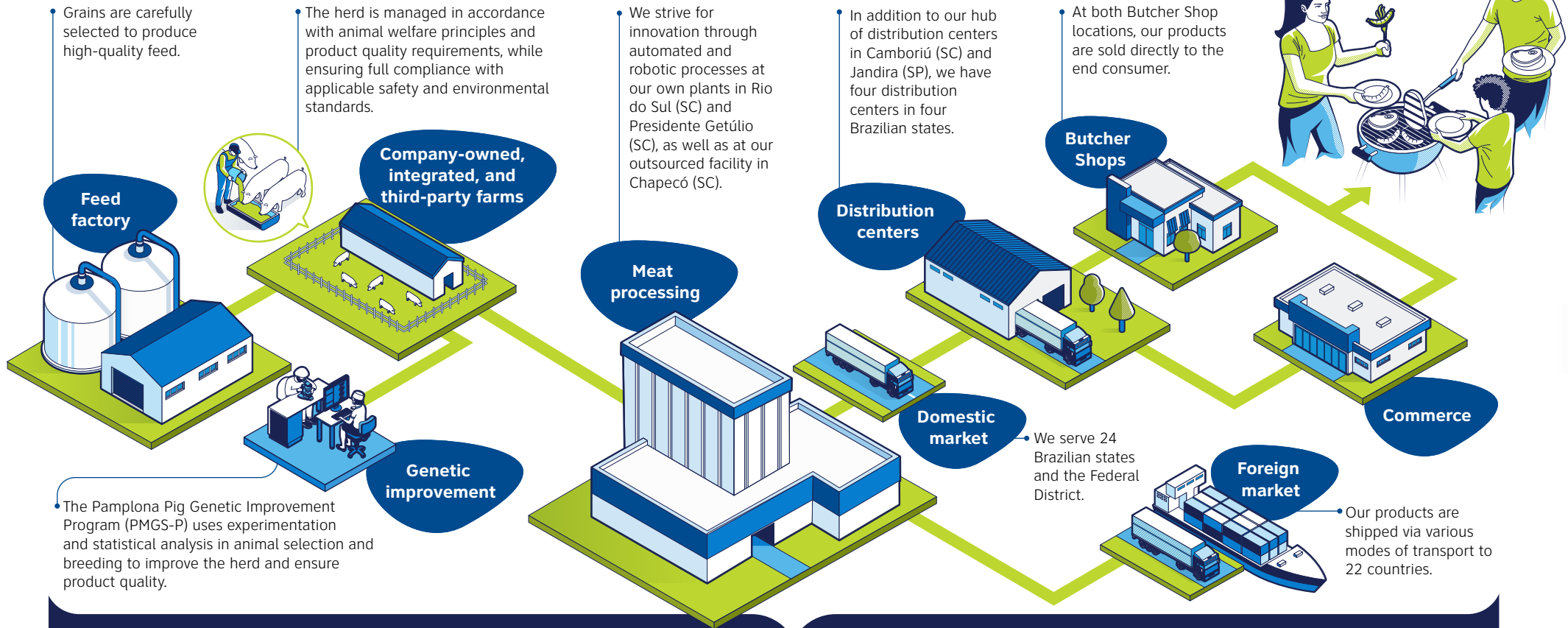


- 2 processing facilities
- 1 animal feed factory
- 8 company-owned farms
- 2 butcher shops
- 1 outsourced factory

- 📍 1 administrative center
- 📍 2 concentrator distribution center
- 📍 4 distribution centers



# THE JOURNEY OF PAMPLONA PRODUCTS



## ENVIRONMENT

Environmental best practices across the operation, monitored by the company's Management System and Environmental Performance Index (IDA).

## PRODUCT QUALITY

Promotion of product quality and safety through rigorous controls, continuous monitoring, and laboratory testing.

## ANIMAL WELFARE

The Animal Welfare Policy and the commitments outlined therein guide the production process and ensure the best possible conditions for the animals.

## LOGISTICS AND TRANSPORTATION

Optimized and compliant transportation to ensure animal welfare and product quality, while also working to reduce GHG emissions.

## PEOPLE

Relationships based on trust and respect, with fair and lasting partnerships, fostering positive experiences for all stakeholders.



Gross operating revenue in the domestic market reached **BRL 1.27 billion, up 2.89%** compared to the previous year, accounting for 50.3% of the company's total revenue.

## MARKETS SERVED

### DOMESTIC MARKET

In 2025, Pamplona concentrated its domestic efforts on maximizing profitability and deepening strategic partnerships, with particular emphasis on the South and Southeast regions. This approach was supported by robust data-analytics capabilities that enabled real-time monitoring of market share and nimble, targeted adjustments to distribution.

The company advanced its digital transformation by launching a B2B e-commerce platform in October, broadening access for mid-sized retailers and providing a faster, self-service purchasing channel. A regional B2C e-commerce platform for the Pamplona Butcher Shops is also in development and slated for a 2026 launch, which will strengthen the company's direct relationship with end consumers.

Within its product portfolio, Pamplona sustained its leadership in the seasoned pork category—the company's largest segment by market share and volume—while prioritizing growth in higher-margin

lines such as sliced hams and further consolidating its fresh sausage offerings. Innovation was focused on convenience and new consumption occasions ([see page 17](#)). In the food-service segment, Pamplona reinforced its value proposition with cost-efficient 800-gram packs of sliced products, engineered to deliver higher yield and a lower cost per kilogram for operators.

Pamplona's diversified portfolio serves both end consumers and food-service clients—restaurants, snack bars, caterers, and other operators—offering tailored solutions for each channel. Guided by innovation, convenience, and quality, Pamplona's range spans fresh pork cuts to premium processed items, positioning the brand at the intersection of tradition and modern food service needs. The product lines include seasoned pork (chilled and frozen), sliced pork, smoked pork, smoked and fresh sausages, ham products, cured meats, lard, food service, flavors, party line, savory snacks, and fresh frozen pork.

## New launches in 2025



### PORK SHOULDER BACON

#### IN CUBES

(500 g)

A naturally smoked product developed for use in toppings and culinary applications, suitable for storage at room temperature at the point of sale.



### KIT

#### “CARRETEIRO” PORK

(600 g)

A first-of-its-kind product in the category, serving four to six people, designed for everyday convenience.



### PARTY LINE:

#### PARTY LOIN

#### WITH A SPECIAL SAUCE

Product accompanied by an “easy-roast” bag and a sachet of special sauce, developed to simplify preparation for year-end celebrations.



### FROZEN

#### SIRLOIN

Part of the ready-to-cook pork product line for everyday use, this convenient single-serving option offers a more affordable solution, ideal for singles, couples, and smaller households. Available in a frozen version.



### FOREIGN MARKET

Pamplona’s internationalization strategy in 2025 focused on diversifying export destinations and consolidating higher value-added markets, with an emphasis on profitability and long-term partnerships, particularly in Asia, the Americas, and the Middle East. Exports totaled nearly 85,000 tons of pork in the year, generating revenue of \$226 million (over BRL 1.2 billion), representing a 7.33% increase compared to 2024.

The company operates in virtually all markets open to Brazilian exporters, and destinations such as North America—recently opened to Brazilian meat—are already among the leading markets for Pamplona products. The expansion of the customer base in Asia contributed to reducing reliance on more traditional

markets in the region, strengthening geographic diversification.

To support this growth, the company invested in modernizing production lines and adapting processes to meet specific sanitary requirements—particularly in Asian markets—as well as market-specific demands for cuts and product lines. Commercial efforts were further intensified through participation in major international industry trade shows, strengthening relationships with customers and strategic partners.

Based in Santa Catarina—a region internationally recognized as free from foot-and-mouth disease without vaccination—Pamplona benefits from a significant competitive advantage in animal health. The company also maintains the Brazilian Pork label and operates under certifications that ensure quality, safety, and traceability across the entire production chain.

### PARTICIPATION IN NATIONAL AND INTERNATIONAL TRADE SHOWS

In 2025, Pamplona maintained an active presence at key food industry trade shows. Internationally, the company participated in five major events, including Expocarnes (Mexico), Foodex (Japan), SIAL (China), and Anuga (Germany), as well as the APAS Show, which also attracts global buyers.

In the domestic market, Pamplona played a prominent role at events such as ExpoAgas, held in Porto Alegre, where it showcased innovative, convenience-focused products and hosted tasting sessions, strengthening its presence in the supermarket retail segment. In addition, the company participated in the Southern Brazil Swine Farming Symposium, in Chapecó, contributing to technical discussions on animal welfare and sustainability.

Gross operating revenue from international markets reached **BRL 1.26 billion, an increase of 7.33%** compared to the previous year and accounting for 49.7% of the company’s total revenue.

# OPERATIONAL EXCELLENCE AND INNOVATION

In 2025, Pamplona maintained solid operational performance despite a challenging environment. Total pork production reached 159,452 tons, reflecting the strength of its production structure and the integration between in-house operations and strategic partnerships. Of this total, 8,036 tons were produced by third parties, representing 5.04% of total output during the period. [SASB FB-MP-000.B](#)



# 159,500

**tons**  
of pork protein  
produced in 2025

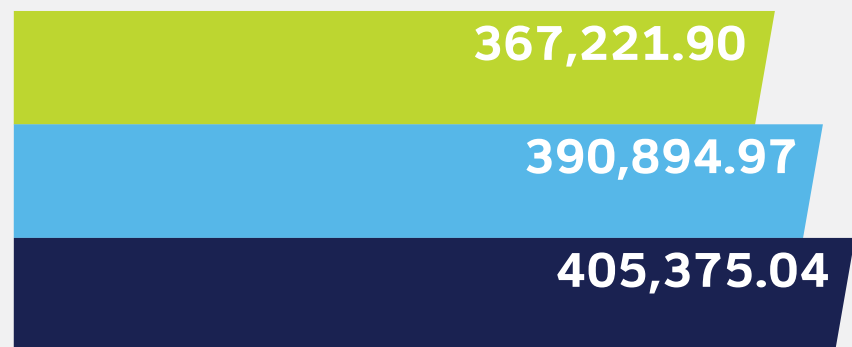
Efficiency remained a central management priority. In-house pork processing volumes increased by 5.4% compared to 2024, reflecting growth supported by greater operational control and standardized production.

The company invested BRL 52.1 million in its industrial facilities, including BRL 9 million allocated to the acquisition of land for future logistics and industrial developments. Improvements at the two plants included equipment upgrades, energy efficiency initiatives, expanded production capacity, and adjustments to meet the requirements of higher value-added markets. These enhancements also strengthened health and safety standards and supported the achievement of international certification under NAMI's animal welfare protocol, obtained in December 2025.

These investments form part of a broader BRL 144 million investment plan for the 2025–2027 period, focused on modernizing industrial

facilities, expanding the feed mill in Laurentino (SC), and upgrading the company's own farms.

## Production at the feed factory (t)



2023 2024 2025

## Logistics

The logistics network was restructured throughout 2025 to enhance operational agility and efficiency. The new model is centered around two distribution hubs: Jandira (São Paulo), expanded to serve the states of São Paulo, Minas Gerais, and Bahia, as well as the North and Northeast regions; and Camboriú (Santa Catarina), responsible for servicing the South region and Rio de Janeiro. At the same time, progress was made in the cross-docking model, with branches transitioning from maintaining physical inventory to operating with immediate distribution from distribution centers, thereby optimizing costs and reducing intermediate steps.

Transportation management also evolved over this period. A pilot project was implemented at the Portão (RS) branch, with operations transferred to a cooperative, thereby enhancing service professionalism and reliability.

In the transport of pigs, progress has been made in bringing the fleet into compliance with the standards established by the company, a topic discussed in detail in the chapter on animal welfare ([see page 32](#)). The consolidation of performance indicators and the implementation of monitoring systems have contributed to improved operational control, route optimization, and a reduction in mileage. The entry into the B2B e-commerce channel was integrated into the existing structure without any significant logistical impacts.

## Innovation and Technology GRI 3-3

Innovation is one of Pamplona's strategic priorities and is directly linked to competitiveness, operational efficiency, and business sustainability. In the industrial scope, one of the major projects implemented in 2025 was the sprinkler system installed in the cold storage rooms at the facilities in Rio do Sul (SC) and Presidente Getúlio (SC). The technology provides more precise control of humidity during carcass cooling, reducing natural weight loss during the process and increasing industrial yield. In addition to the economic benefits, the system helps standardize the product and make more efficient use of raw materials,

thereby improving productivity across the supply chain.

Pamplona has remained focused on research and development as one of the cornerstones of its position in the pork market. Working closely with the production, laboratory, and quality control departments, the department led initiatives in 2025 focused on new product development, formulation improvements, and shelf-life studies, which determine the safe and appropriate period for marketing the product, ensuring quality throughout the distribution process.



## Product quality and safety

GRI 3-3, 416-1, GRI Sectoral 13.10.4, 13.10.5, SASB FB-MP-250a.1, FB-MP-250a.2, and FB-MP-260a.1

Pamplona’s Quality Management team uses a set of tools designed to ensure that 100% of production stages are evaluated, thereby guaranteeing process standardization and food safety.

Among these tools, the Quality Route stands out; it is designed to ensure operational standardization and compliance with the technical specifications agreed upon with customers, establishing criteria and limits for each stage of production.

In addition, HACCP (Hazard Analysis and Critical Control Points) plans ensure compliance with prerequisites through the systematic assessment of risks, taking into account their severity and likelihood, to identify the Critical Control Points (CCPs) necessary to ensure product safety.

In our relationships with suppliers, our management practices include a risk matrix and a structured qualification process. Currently, approximately 42% of supplier facilities hold certification recognized by the Global Food Safety Initiative (GFSI), and the contracts signed include clauses related to food safety, traceability, and ESG criteria.

Also monitored is consumer perception. In 2025, the Customer Service Department (SAC) reported a 20% decrease in the number of complaints compared to the previous year. Pamplona retains its RA1000 Seal from Reclame Aqui, reflecting high rates of resolution and customer satisfaction.



### FOOD SAFETY

Pamplona’s in-house laboratory maintains ISO 17025 accreditation for ractopamine testing and microbiological analysis, ensuring the technical reliability of the results. In addition, in December 2025, the Rio do Sul facility (SC) earned certification under the North American Meat Institute’s international animal welfare protocol (NAMI) ([see page 34](#)).

Concerning the use of antimicrobials, 100% of the pigs are raised without

the use of antibiotics as growth promoters. Therapeutic use is conducted under professional supervision and in accordance with the World Health Organization’s list of important antimicrobials.

The company maintains a formal recall procedure, with annual simulations that test the effectiveness of the traceability system. In 2025, there were no reported product recalls.



**42%**  
of supplier  
facilities  
certified

## Genetics and production efficiency

At Pamplona, genetic enhancement is carried out as part of the company's strategy for competitiveness and quality. Through its own program, based on technical data and ongoing monitoring, the company selects breeding lines to maximize production efficiency, reproductive performance, product quality, and herd health.

The planned combination of complementary maternal and paternal lines makes it possible to produce animals that are better adapted and more productive over successive generations. This work, carried out in accordance with technical standards and best management practices, helps optimize the use of inputs, standardize products, and ensure the ability to serve different markets safely and consistently.

### INTEGRATED STRUCTURE

The system is organized in a pyramid structure, which ensures consistent control and dissemination of the desired characteristics.

#### CORE BREEDING FARMS

These farms house animals with the highest genetic merit and serve as the foundation of the program.

#### MULTIPLIER FARMS

Multiplier farms produce hybrid (F1) breeding stock with high reproductive performance.

#### COMMERCIAL FARMS

Offspring from these farms are used for slaughter, ensuring genetic standardization and greater production predictability.

This structure supports scalable growth under technical oversight, ensuring the systematic integration of genetic advances across the production system.

### TECHNOLOGY AND BIOSAFETY

The porcine semen collection and processing center is one of the cornerstones of the program, enabling the safe dissemination of the best breeds. Strict health controls throughout the entire genetic chain protect the herd and ensure compliance with the requirements of domestic and international markets.

### PROGRESS IN 2025

In 2025, Pamplona secured approval from the Brazilian Innovation Agency (FINEP) for a BRL 64 million project, currently in the early stages of implementation. The initiative focuses on advancing swine genetics through the incorporation of high-performance genetic material, international technical training, and the adoption of structured practices across both company-owned and integrated farms. The project aims to further enhance key performance indicators such as feed efficiency, meat quality, and reproductive performance, strengthening the organization's production base and supporting its long-term competitiveness.

# ECONOMIC AND FINANCIAL PERFORMANCE

In fiscal year 2025, gross operating revenue reached BRL 2.53 billion, representing a 5.05% increase compared to the previous year. This performance was driven by growth in both the domestic market, which expanded by 2.89%, and the international market, which grew by 7.33%, reinforcing the company's strategy of geographic and commercial diversification. Total net operating revenue amounted to BRL 2.22 billion, up 5.36%.

Gross profit totaled BRL 399.6 million, remaining broadly in line with the previous fiscal year, in a context of heightened exchange rate volatility throughout the period. EBITDA reached BRL 164.7 million, with a margin of 7.41%, compared to 8.84% in 2024, reflecting margin compression in both

domestic and international markets, primarily due to higher raw material costs throughout 2025. Net income totaled BRL 56.3 million, impacted by lower operating profitability and a tighter financial environment during the year.

Despite the challenging scenario, the company maintained discipline in capital management. Net debt declined by 2.35% at year-end, while leverage, measured by the net debt-to-EBITDA ratio, stood at 2.0x, a level considered balanced for the sector. Net equity reached BRL 731 million, an increase of 6.46%, and the net debt-to-equity ratio decreased to 45.10%, reflecting a strengthened capital structure.



**BRL 56.3M**  
of net profit  
in 2025

## Direct economic value generated<sup>1</sup> (BRL thousand)

GRI 201-1

2024

2,318,268

2025

2,436,552

## Economic value retained<sup>1</sup> (BRL thousand)

GRI 201-1

2024

86,147

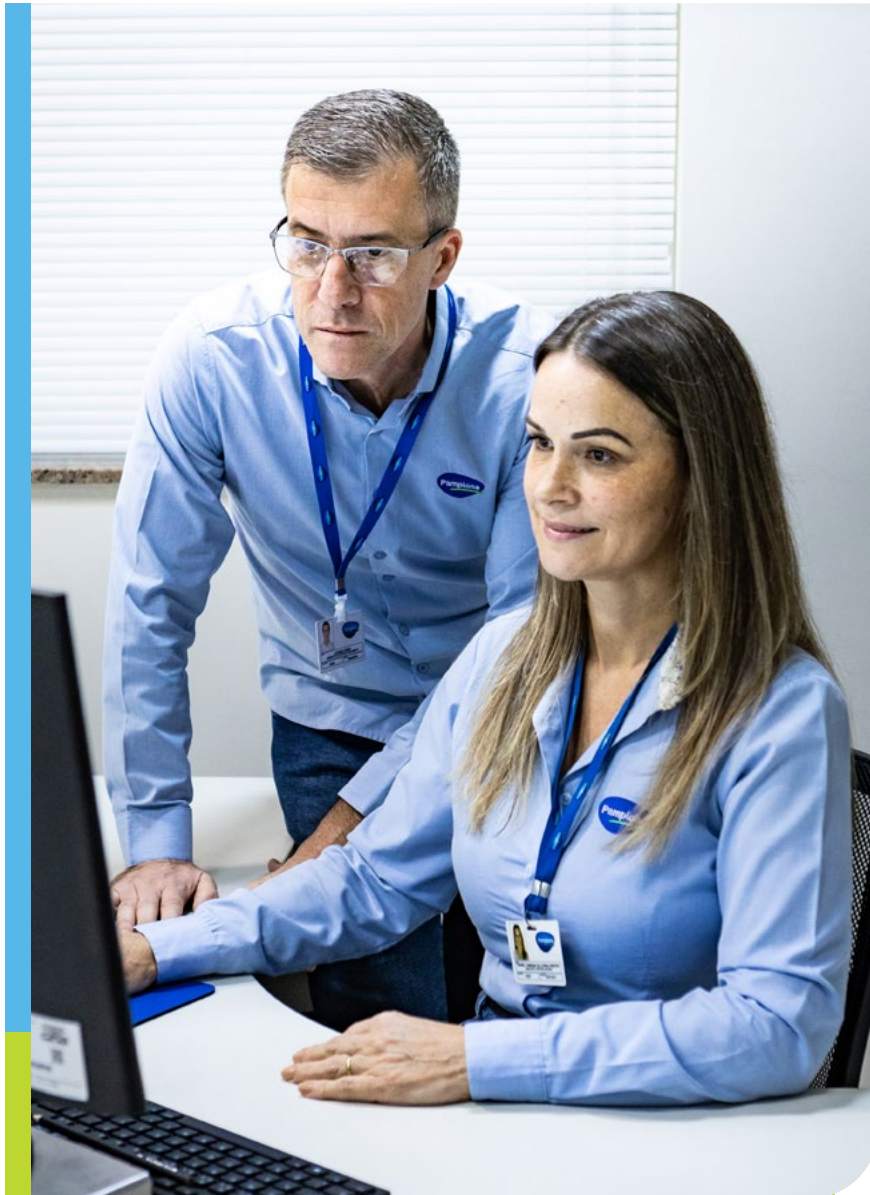
2025

62,931

## Economic value distributed<sup>1</sup> GRI 201-1

	2024		2025	
	Amount (BRL thousand)	Percentage (%)	Amount (BRL thousand)	Percentage (%)
Operational costs	1,700,769	73.36	1,800,765	73.91
Employee salaries and benefits	210,095	9.06	224,035	9.19
Payments to capital providers	99,525	4.29	98,853	4.06
Payments to government (by country)	221,127	9.54	249,289	10.23
Investments in the community	605	0.03	679	0.03
<b>TOTAL</b>	<b>2,232,121</b>	<b>96.28</b>	<b>2,373,621</b>	<b>97.42</b>

1. Pamplona calculates the Direct Economic Value Generated and Distributed (EVG&D) on an accrual basis, considering its nationwide operations, which include production facilities, job creation, sales revenue, and tax payments distributed across different regions of Brazil.



## Tax strategy GRI 207-1 and 207-2

Pamplona has a formal tax strategy that is reviewed and approved annually by the Board of Directors, the company's highest governing body responsible for ensuring compliance with corporate guidelines. Although not publicly disclosed, the strategy is embedded in the Code of Ethics and Code of Conduct, reinforcing the company's commitment to regulatory compliance, integrity, and transparency. The tax approach is aligned with business and sustainable development strategies, taking into account financial, socioeconomic, and regulatory impacts, as well as considerations related to job creation, contributions to public services, and environmental responsibility.

Tax risk management is structured through compliance policies, clearly defined roles and responsibilities, integration into business processes, and continuous monitoring. Risk identification and assessment consider changes in legislation, organizational structure, domestic and international operations, transactions, and strategic partnerships. To ensure full compliance with tax obligations, the company conducts internal and external audits, implements monitoring systems, engages specialized consultants, and maintains ongoing dialogue with tax authorities. It also maintains formal channels for reporting misconduct, strengthening its culture of integrity and tax governance controls.

Tax strategy **aligned with the business**, with governance and ongoing risk management.

## Awards and recognitions



### Best Companies in Management Award (Deloitte/Exame)

This is an award presented by Deloitte to organizations that stand out for their excellence in management practices in governance, innovation, and organizational culture.



### SC Humanitarian Award (ABRH-SC) – 3rd Place

Award in the Organizational Excellence category for the case **Healthy Pregnancy Program**, which provides support and care to pregnant employees.



### ABRH-SC Certification – Development Category

Recognition of the case **Maintenance Technician Training Program**, an in-house initiative aimed to train technical professionals in mechanical and electrical maintenance.



### ABRH-SC Certification – ESG Category

Recognition of the case **“Mãos em Ação” Volunteers**, which mobilizes employees to participate in social activities and support surrounding communities.



### Tribute to a Friendly Company (New Paths Program)

Title awarded for our partnership in promoting employability and the integration into the labor market of adolescents sheltered in group homes.



### Recognition of Social and Environmental Responsibility (ALESC)

This is an award presented by the Legislative Assembly of Santa Catarina recognizing the company's social and environmental practices.



### NAMI (North American Meat Institute) Certification

The Rio do Sul (SC) industrial facility has secured international animal welfare certification, following an audit conducted in December 2025.



### 2nd place in the environmental category at the 27th State Congress for Improvement Teams

The award was presented during the event, which brings together approximately 30 companies from Santa Catarina to share continuous improvement initiatives. Pamplona presented a project to automate the water supply in centrifuges, using sensors to reduce waste and enhance resource efficiency.

# ESG STRATEGY

Pamplona's ESG strategy is closely integrated with its business model and plays a central role in value creation, operational efficiency, and access to more demanding markets. By incorporating environmental, social, and governance criteria into strategic planning and the investment cycle—supported by active governance—the company aligns economic performance with social and environmental responsibility.

The ESG approach is structured around three complementary pillars: strengthening governance and risk management, valuing people as a source of competitive advantage, and continuously advancing environmental efficiency across the value chain. This strategy includes the adoption of international standards, the enhancement of compliance and information security systems, investments in talent attraction and retention, and progress on commitments related to climate, animal welfare, and supplier qualification. As a result, sustainability is embedded as a driver of Pamplona's long-term viability, reputation, and competitiveness.

Pamplona **incorporates ESG criteria into its strategy** to create value in a socially and environmentally responsible manner.



# SUSTAINABILITY AT PAMPLONA

An integrated strategy to generate environmental, social, and economic

## PEOPLE

A culture of safety and respect

- Health and safety
- Ongoing training
- Diversity
- Social services

## GOVERNANCE AND INNOVATION

Ethics and transparency as a foundation

- Code of Ethics and Reporting Channel
- ESG indicators
- Materiality matrix
- GRI Report
- Innovation in processes and portfolio
- Combating harassment

## SUSTAINABLE CHAIN

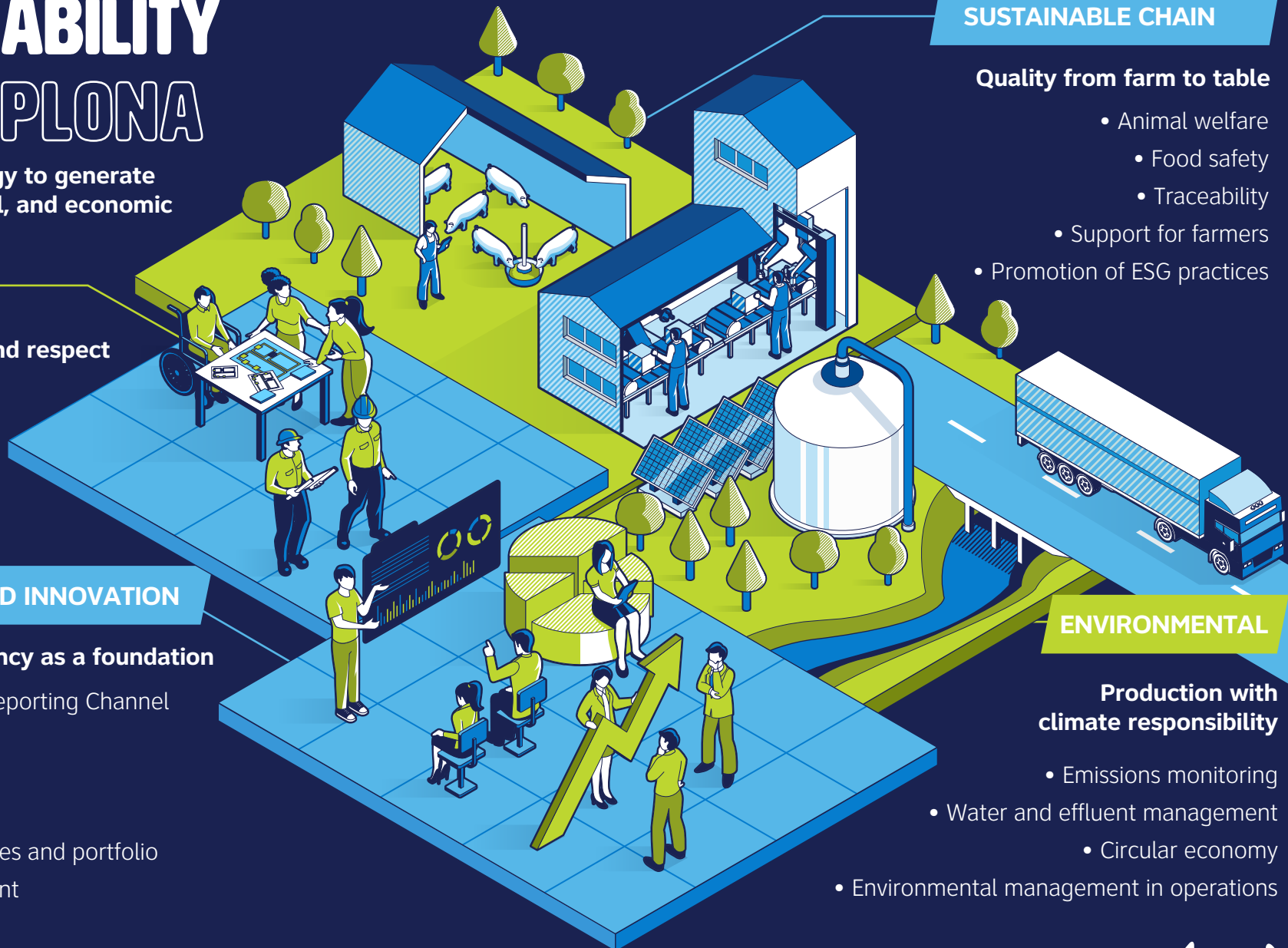
Quality from farm to table

- Animal welfare
- Food safety
- Traceability
- Support for farmers
- Promotion of ESG practices






## ENVIRONMENTAL

Production with climate responsibility

- Emissions monitoring
- Water and effluent management
- Circular economy
- Environmental management in operations



## Progress on commitments

Axis	Topic	Commitment	Status	Results
BUSINESS STRATEGY	Strategy	Development of a proprietary B2B e-commerce platform, which will contribute to the expansion of sales to the retail and food service sectors.	 <b>Completed B2B</b>	In 2025, Pamplona launched its B2B e-commerce platform, marking a strategic milestone in the digitization of its sales channels and the strengthening of its relationships with retail and food service customers. During the same period, the company developed a regional B2C e-commerce platform for Pamplona Butcher Shops, scheduled to launch in 2026, thereby expanding its digital presence and strengthening its connection with end consumers.
			 <b>In progress B2C</b>	
ECONOMIC PERFORMANCE AND GOVERNANCE	Anti-corruption	Publication of the Compliance Manual and completion of the risk assessment, including the definition of mitigation strategies.	 <b>In progress</b>	The risk map has been completed, and the priority risks have been identified. The publication of the Compliance Manual has been postponed.
ANIMAL WELFARE	Animal welfare	Migrate 100% of the process to the group housing system by 2026, with all new facilities and expansions—both on company-owned farms and through integration—designed with spaces that allow pregnant sows greater freedom of movement.	 <b>In progress</b>	By 2025, 97% of the integrated herd had already been adapted to the collective gestation system. 100% of the animals will be treated by the end of 2026.
		Phase out identification by ear notching by 2026, replacing it with more modern, less invasive methods that enhance animal welfare during handling.	 <b>In progress</b>	In 2025, most animals were already identified without the use of ear notching, and the plan is to phase out the practice by 2026.



Axis	Topic	Commitment	Status	Results
<b>ANIMAL WELFARE</b>	<b>Animal welfare</b>	Refrain from using growth-promoting antibiotics at any stage of the production process.	 <b>Completed</b>	The company promotes the prudent use of antibiotics and encourages the adoption of alternatives such as herbal medicines, essential oils, acidifiers, enzymes, and eubiotics.
		New pig transport vehicles to be incorporated into the fleet will feature updated designs, including materials and accessories that support animal health and welfare while improving operational efficiency. These enhancements include insulated tilting roofs, integrated water fountains, and structures specifically designed for pig transport. In addition, the entire slaughter pig fleet is equipped with satellite tracking systems.	 <b>Completed</b>	In 2025, all vehicles in the pig transport and breeder delivery fleet affiliated with Pamplona met the new bodywork standard, which prioritizes animal welfare.
			 <b>In progress</b>	Regarding piglet transport vehicles, the retrofitting process is underway, and by the end of 2026, approximately 100% of the fleet is expected to be fully upgraded.
			 <b>In progress</b>	The Rio do Sul (SC) facility was certified in December 2025.
			 <b>In progress</b>	In 2025, training was provided to new employees, including a structured onboarding program delivered in partnership with consultants specializing in animal welfare in the livestock sector. The company also imported high-genetic-index porcine semen for its breeding herds and advanced partnership negotiations for 2026 with Embrapa and Unidavi/Fapesc.



Axis	Topic	Commitment	Status	Results
<b>PRODUCT QUALITY AND SAFETY</b>	<b>Safety</b>	Adoption of a risk matrix to guide the need for on-site audits, in accordance with the IFS protocol.	 <b>Completed</b>	Already implemented.
		Implementation of the Supplier Qualification Index (SQI), considering indicators such as quality, compliance upon receipt, and on-time delivery.	 <b>Completed</b>	Already implemented.
		Continuation of the project to implement traceability in the processed foods line using the Wayv platform.	 <b>Completed</b>	Online monitoring via the Wayv platform has been implemented across all departments for inspections conducted by the Quality Department.
<b>DIGITAL TRANSFORMATION</b>	<b>Innovation/Digital Transformation</b>	Centralization of live swine transportation, initiated in 2022, aimed at increasing supply-chain visibility, optimizing costs, improving vehicle utilization, and enhancing logistics planning.	 <b>Completed</b>	The project successfully met its objectives, establishing a more efficient, controlled, and cost-effective transportation system across the entire supply chain.

Pamplona



# Animal welfare

► HOW WE ENSURE ANIMAL WELFARE

# HOW WE ENSURE ANIMAL WELFARE

GRI 3-3, GRI Sectoral 13.11.2, SASB FB-MP-410a.1 and FB-MP-410a.3

For Pamplona, animal welfare is both a non-negotiable value and a core guiding principle of its operations, as well as a formal commitment embedded in its sustainability strategy, given its direct link to animal health and food safety. Animals raised under appropriate conditions experience lower stress levels, exhibit natural behaviors, and enable safer handling, reducing the risk of accidents and operational losses. In addition, the adoption of best practices contributes to improved feed efficiency, more efficient water use, and reduced waste generation, with positive impacts on productivity and the overall economics of the supply chain.

## MANAGEMENT AND GOVERNANCE

Pamplona maintains an Animal Welfare Policy aligned with the international standards of the World Organization for Animal Health (WOAH), which guides practices across the entire production chain. Governance of this agenda is overseen by a Standing Animal Welfare Committee, which brings together representatives from the farming, logistics, and industrial areas, as well as other departments. The Committee is responsible for monitoring key performance indicators, proposing improvements,

and ensuring compliance with the company's public commitments.

Pamplona operates in compliance with applicable regulations—including IN 113 and Ordinance 365—and, although it does not hold a single third-party certification covering all in-house production, it engages specialized technical consultants and undergoes regular external audits, particularly those conducted by clients. These practices reinforce transparency and alignment with nationally and internationally recognized standards.



At Pamplona, **animal welfare is treated as a strategic principle** to ensure quality, safety, and efficiency in production.

## NAMI Certification – An international benchmark in animal welfare

In December 2025, Pamplona’s Rio do Sul (SC) industrial plant achieved certification under the North American Meat Institute’s (NAMI) international animal welfare protocol. The certification followed an independent third-party audit performed by auditors accredited through the Professional Animal Auditor Certification Organization (PACO), using internationally recognized criteria for humane handling and slaughter.

This accreditation formalizes the company’s public commitment to animal welfare and aligns its operations with leading global standards. It also provides clear technical assurance for B2B customers and the most demanding export markets, strengthening market access and trust in Pamplona’s supply chain practices.

Advances in management, transport, and monitoring **enhance animal welfare and production efficiency.**

### ADVANCES IN THE FIELD: MANAGEMENT, GENETICS, AND RESPONSIBLE PRACTICES

In 2025 Pamplona advanced its housing and management systems: 97% of breeding stock had already been converted to group gestation—a major milestone toward the company’s public commitment and its target of 100% by 2026.

The company also continued replacing traditional procedures with alternative, less invasive methods; by year-end, 26% of animals had been transitioned away from ear-tagging through the adoption of alternative identification systems, with full elimination planned for 2026. In addition, immunocastration is now applied to 100% of male pigs, eliminating the need for surgical castration.

These improvements are supported by continuous technical oversight and targeted training for integrated farmers, ensuring structural and procedural changes are implemented safely, responsibly, and in line with the Animal Welfare Policy.

### TRANSPORTATION AND MONITORING

Pamplona completed a 100% upgrade of its transport fleet for animals bound for processing, adding features such as insulated roofs, water troughs, enhanced ventilation, and upgraded flooring to improve thermal comfort and stability during transit. For the transport of piglets between farms and units within the production system, Pamplona is starting a new phase of fleet renewal, aiming for the same excellence in meeting animal welfare transport standards, with a target of achieving 100% compliance by 2026.

Operational control has also improved with the implementation of transportation monitoring systems, which track travel time, mileage, average speed, and any incidents.

 **97%**  
**of the breeding stock** in a collective gestation system

### INDUSTRIAL UNITS

The facilities in Rio do Sul (SC) and Presidente Getúlio (SC) operate in full compliance with national animal health and welfare standards, featuring handling systems that promote natural movement and minimize unnecessary interventions.

Our commitment to animal welfare is supported by ongoing staff training, including courses accredited by the Ministry of Agriculture (MAPA) and specialized training on humane handling and animal sentience—a concept that acknowledges that animals experience pain and stress. In 2025, more than 1,700 employees and integrated farmers participated in training focused on humane handling, human-animal relationships, sentience, transportation, legislation, and best practices across the production process.

 **100%**  
**compliance**  
of the industrial facilities  
with national standards

### OUR COMMITMENT TO ANIMAL WELFARE

Pamplona voluntarily undertakes the following Animal Welfare Commitments:

- Continue the transition to the collective gestation system through 2026. Ensure that all new facilities and expansions of company-owned and integrated farms are designed based on free-range systems; currently, 60% of integrated operations already adopt this model.
- Maintain a policy of not using growth-promoting antibiotics at any stage of the production process, while promoting the rational use of antibiotics and encouraging alternatives such as herbal medicines, essential oils, acidifiers, enzymes, and eubiotics.
- Continue tail docking up to the third day of life, in accordance with Normative Instruction 113.
- Incorporate new concepts in materials and equipment in pig transport vehicles added to the fleet, aimed at promoting animal health and welfare as well as operational efficiency; the entire slaughter pig fleet is equipped with satellite tracking devices.
- Continue performing immunocastration on 100% of male pigs, reinforcing the company's pioneering role in adopting this technology in Brazil.
- Eliminate identification by ear notching by 2026.
- Refrain from grinding piglets' teeth, except in cases where the well-being of the sow and/or litter is at risk, and only under veterinary guidance.
- NAMI certification for the Rio do Sul (SC) facility in 2025.





- ▶ NATURAL RESOURCE MANAGEMENT
- ▶ ENVIRONMENTAL EDUCATION

# Environment

# NATURAL RESOURCE MANAGEMENT

Pamplona's Environmental Management Policy guides the company's activities at every stage of its operations, employing a preventive approach and clear guidelines to reduce environmental impacts, promote the efficient use of natural resources, and encourage practices aligned with the circular economy. Our commitment to periodically reviewing processes and goals reinforces our ongoing pursuit of innovation and improved environmental performance.

The policy is based on five pillars:

- 1. Management and continuous improvement**
- 2. Sustainable goals and targets**
- 3. Legal compliance**
- 4. Environmental protection and pollution prevention**
- 5. Resource utilization and waste recycling**

Environmental management is structured through an Environmental Management System (EMS) aligned with ISO 14001 guidelines, which governs procedures related to resource consumption, waste management, and effluent treatment. The Environmental Aspects and Impacts Assessment (LAIA) is used to identify risks, evaluate the significance of impacts, and define control measures, serving as the foundation for water and waste management. In 2025, the company strengthened its monitoring practices through the implementation of a new environmental inspection route procedure, in addition to using the GreenLegis system to track applicable legislation.

# Water efficiency

GRI 3-3, 303-1, 303-2, 303-3, 303-4, 303-5, SASB FB-MP-140a.1, FB-MP-140a.1, and FB-MP-140a.2

Pamplona recognizes that responsible water use is essential to minimizing environmental impacts and ensuring the availability of this resource for all stakeholders. In 2025, progress was achieved across both industrial and agricultural operations. At industrial facilities, the modernization of treatment

systems enhanced automation and process control, ensuring greater efficiency and regulatory compliance. In Pig Husbandry Department, water quality monitoring on farms, the use of water meters, and investments in water infrastructure strengthened responsible water management practices.

## WATER WITHDRAWAL

Pamplona sources water from multiple origins, including the public supply network, tubular wells, rainwater harvesting systems, and surface water bodies, always in compliance with applicable permits and authorizations. Water is used for livestock supply, cleaning and maintenance of facilities, industrial cooling and processing, as well as for supporting laboratories, cafeterias, and security systems.

On company-owned farms, water metering enables the identification of deviations and improvement opportunities, while in integrated operations, monitoring is conducted through environmental inspections and technical checklists. Targets are established annually, considering water allocation limits, local conditions, and sector benchmarks. The company does not operate in areas classified as water-stressed.

## Total water withdrawal from all areas by source<sup>1</sup> (ML)

GRI 303-3

	2023	2024	2025
Source	Fresh water	Fresh water	Fresh water
Surface water	1,053.18	1,007.92	1,148.55
Groundwater	19.29	15.76	19.77
Third-party water	2.00	1.93	2.16
<b>TOTAL</b>	<b>1,074.47</b>	<b>1,025.61</b>	<b>1,170.48</b>

1. Consolidated figures for the Pig Husbandry Department and Industrial Operations. The company does not source water from water-scarce areas.



### WATER DISCHARGE

Wastewater discharge is managed at Pamplona to ensure that all effluents are released into the environment in compliance with environmental permits and applicable regulations.

At the Pig Husbandry Department, the liquid waste generated on the farms—which consists of nutrients such as nitrogen, phosphorus, potassium, and micronutrients—is treated in lined anaerobic ponds, where the organic matter undergoes stabilization and mineralization. The treated effluent is transformed into

biofertilizer and applied to licensed agricultural areas in accordance with agronomic recommendations and the limits established by IMA/SC Normative Instruction No. 11.

At industrial facilities, wastewater undergoes treatment prior to discharge into receiving water bodies. Monitoring is conducted through a structured plan integrated into the Environmental Management System (EMS), which establishes the frequency of analyses and the preparation of technical

reports. The parameters assessed include biochemical oxygen demand (BOD), solids, pH, and temperature, in accordance with CONAMA Resolutions No. 430/2011 and No. 357/2005, as well as applicable state regulations. Physical and chemical analyses are performed by independent accredited laboratories, ensuring impartiality. Any differences between the volume of water withdrawn and the volume discharged are primarily associated with the inflow of stormwater and unmetered flows entering the treatment system.

**Responsible water management** involves operational efficiency, usage control, and proper wastewater treatment.

### Total volume of water discharged across all areas, by source<sup>1, 2</sup> (ML) GRI 303-4

Source	2023			2024			2025		
	Fresh water	Other types of water <sup>3</sup>	Subtotal	Fresh water	Other types of water <sup>3</sup>	Subtotal	Fresh water	Other types of water <sup>3</sup>	Subtotal
Surface water	908.20	125.80	1,034.00	1,066.13	120.10	1,186.23	1,072.92	120.47	1,193.39
<b>TOTAL</b>	<b>908.20</b>	<b>125.80</b>	<b>1,034.00</b>	<b>1,066.13</b>	<b>120.10</b>	<b>1,186.23</b>	<b>1,072.92</b>	<b>120.47</b>	<b>1,193.39</b>

1. Discharge takes place only in surface water; consolidated figures for the Pig Husbandry Department and Industrial Operations.

2. The company does not discharge water in water-stressed areas.

3. The "Other Types of Water" column includes volumes of liquid biofertilizer produced from swine at the company's farms.

### WATER CONSUMPTION

Pamplona manages water consumption by prioritizing efficiency, regulatory compliance, and the continuous monitoring of operational performance indicators. On farms, consumption is monitored individually by production unit, enabling the identification of deviations and the analysis of water use in relation to production metrics, in accordance with the criteria established by IMA/SC Normative Instruction No. 11.

In 2025, additional investments were made in water acidification systems, contributing to improved livestock performance and greater efficiency in

water use. After use and treatment, the water is transformed into biofertilizer and reused in licensed agricultural areas, reinforcing circular economy practices within the agricultural operation. At industrial facilities and the feed mill, water consumption is monitored through the Environmental Management System (EMS), which integrates the Quality, Utilities, and Industrial departments. Storage is conducted in controlled, low-impact facilities, and all materials handled comply with applicable legal and health requirements, ensuring responsible management appropriate to each operational process.



### Total water consumption<sup>1,2</sup> (ML)

GRI 303-5 and SASB FB-MP-140a.1

	2023	2024 <sup>3</sup>	2025
	Total areas	Total areas	Total areas
Total water withdrawal	1,074.47	1,025.61	1,170.48
Total water discharge	1,034.00	1,186.23	1,193.39
Water consumption	40.47	-160.62	-22.91

1. The company does not source water from water-scarce areas.
2. Consolidated figures for the Pig Husbandry Department and Industrial Operations.
3. The fact that the volume of effluent discharged exceeds the volume of water withdrawn is due to the monitoring conducted at the treated effluent outlet, which accounts for the significant amount of rainwater collected by the treatment system, as well as small, unaccounted-for water sources, such as water used for washing yards.

## Waste management and the circular economy

GRI 3-3, 306-1, 306-2, 306-3, 306-4 and 306-5



Using its internal LAIA tool, the company identifies critical waste streams, implements controls, and monitors indicators that correlate waste generation with production volumes, thereby driving continuous improvement in reuse and recycling rates. Source segregation, tracking via the Waste Transportation Manifest (MTR), and final disposal in compliance with applicable law ensure traceability, transparency, and safety across the entire waste chain.

In industrial operations, the strategy emphasizes recovering byproducts and minimizing waste sent to landfills. Organic waste, sludge from wastewater treatment plants, and boiler ash

are sent for controlled composting to produce organic fertilizer, while recyclable materials are forwarded to specialized recyclers. These recycling and co-processing routes reinforce circular-economy principles and promote more efficient resource use across the production process.

The approach delivered notable results in 2025: waste sent to landfills fell by approximately 32% versus the previous year. This reduction was largely driven by a shift toward energy recovery as the final disposal method, diverting more than 550 tonnes to co-processing.

Management also revised performance metrics to include all waste types generated at industrial facilities within the recycling target, achieving an overall recycling rate approaching 90%. In 2025 the company launched a project to classify industrial waste by commercial value, organizing streams according to marketability to optimize revenue from recyclable sales and harmonize management practices

between the Presidente Getúlio (SC) and Rio do Sul (SC) facilities.

Within the Pig Husbandry Department, organic waste is managed under a formal nutrient management plan: 100% of sewage and other organic waste are handled in accordance with the plan. These materials are converted into liquid biofertilizer or organic compost.

The company maintains a proactive posture toward regulatory change and sector expectations. In 2025 it began actively monitoring the new reverse-logistics decree for plastic packaging (Decree No. 12,688/2025) and participating in study groups coordinated by the Brazilian Animal Protein Association (ABPA) to anticipate required adjustments, assess operational impacts, and strengthen its medium- and long-term circularity strategy.

Pamplona **invests in circular economy solutions** to reduce waste and increase reuse.

## COMPOSTING UNIT

The Lauro Pamplona Composting Unit, located in Trombudo Central (SC) and commissioned in 2017, is a cornerstone of the company's circular-economy strategy. Designed to convert organic waste from industrial and agricultural sources into fertilizers with high agronomic value, the facility reduces dependence on landfills, lessens environmental impacts, and returns nutrients to the production cycle.

In 2025 the unit achieved its highest processing volume to date—a strategic milestone that allowed it to absorb the additional sludge generated by the modernization and expansion of the Wastewater Treatment Plant (WWTP) at the Rio do Sul (SC) factory, supporting sustainable growth during operational scaling.

Beyond its environmental role, the facility performs educational and social functions by hosting technical visits and donating compost to local institutions such as public schools. These activities bolster community engagement, promote sustainable organic-waste management, and encourage the adoption of best practices.

The Lauro Pamplona Composting Unit **has been turning waste into resources and strengthening the company's circular economy since 2017.**



## Climate and Emissions

GRI 3-3, 201-2, 305-3, 305-4, and SASB FB-MP-110a.1

Pamplona treats climate change as a strategic priority for the long-term resilience of its business and the sustainability of its supply chain. Climate governance is overseen by the Environment department, which monitors operational indicators, maintains and updates the greenhouse-gas (GHG) inventory, and participates in sectoral working groups and industry initiatives to advance climate action.

The company uses its GHG inventory as the primary management tool to identify emission sources, prioritize mitigation measures, and steer improvement efforts. For future reporting cycles, Pamplona plans to develop a comprehensive climate plan that integrates a full assessment of climate-related risks and opportunities across the supply chain.

Progress in 2025 included an expansion of the inventory to cover the Pig Husbandry Department (company-owned farms) in addition to industrial operations. Total Scope 1 emissions for the year were

84,460.84 tCO<sub>2</sub>e, of which 65,686.03 tCO<sub>2</sub>e (77.7%) were biogenic emissions. Emissions at the company's farms continue to reflect production trends and a larger on-farm animal population. Scope 2 electricity consumption at the farms rose by 13% due to infrastructure investments, though Scope 2 emissions from farms still represent less than 1% of the farms' total emissions. Pamplona has not yet included Scope 3 emissions in its inventory.

Scope 1 calculations and reported emission reductions include carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O) and hydrofluorocarbons (HFCs); Scope 2 includes carbon dioxide (CO<sub>2</sub>). Emission estimates and methodology follow the GHG Protocol - Intergovernmental Panel on Climate Change (IPCC) guidance, and United Nations Framework Convention on Climate Change (UNFCCC) recommendations. Data consolidation was performed under operational control, combining figures from the Pig Husbandry Department and Industrial Operations.



On the ground, monitoring indicators that address air-emission sources provide a technical basis for strategic decision-making. Extension teams have increased use of checklists to identify and promote low-carbon interventions—for example, biogas digesters for methane mitigation and installation of photovoltaic systems.

The company has also stepped up its institutional engagement, participating in the Decarbonization Hub of the Santa Catarina Industry Federation (FIESC) and undertaking training with Embrapa Swine and Poultry.

## Consolidated direct (Scope 1) GHG emissions GRI 305-1

	2023	2024	2025
Scope 1 emissions, in tCO <sub>2</sub> e	11,202.19	13,794.91	18,774.81
Biogenic Scope 1 emissions, in tons	54,829.28	62,705.00	65,686.03
<b>TOTAL</b>	<b>66,031.47</b>	<b>76,499.91</b>	<b>84,460.84</b>

## Indirect (Scope 2) GHG emissions GRI 305-2

	2023	2024	2025
Pig Husbandry [tCO <sub>2</sub> eq]	37.89	37.92	53.60 <sup>1</sup>
Industrial [tCO <sub>2</sub> eq]	2,253.33	2,166.19	2,592.10
<b>TOTAL</b>	<b>2,291.12</b>	<b>2,204.11</b>	<b>2,645.70</b>

**1.** The company has increased its institutional engagement, joining the Decarbonization Hub of the Santa Catarina Industry Federation (FIESC) and participating in training programs with Embrapa Swine and Poultry.

## Reduction of GHG emissions GRI 305-5

	Scope 1	Scope 2
2023	66,031.47	2,291.12
2024 (base year)	76,499.91	2,204.11
2025 (reporting year)	84,460.84	2,645.70
Reduction (or increase) in emissions compared to the base year	(7,960.93)	(912.79)




## Energy


In 2025, Pamplona’s energy mix was sourced entirely from renewables, with electricity purchases coming mainly from wind power. In rural areas, about 69.6% of integrated farmers had installed photovoltaic systems—a trend encouraged by the company’s bonus incentives. On farms, firewood use for heating is limited to reforested areas. On farms, firewood use for heating is limited to reforested areas.

Despite higher production volumes, the strategy continued to focus on reducing energy consumption per tonne processed. Plans were developed in 2025 for two new 138 kV substations to improve supply reliability, reduce voltage fluctuations and outages, and increase

system capacity. This 138 kV operation increases the system’s capacity to meet demand, minimizes technical losses (I<sup>2</sup>R), and improves voltage stability and power quality—factors that are essential for sensitive industrial processes, such as those in the food industry. By strengthening energy security and operational efficiency, the project supports sustainable, productive growth.

Responsibility for this agenda is coordinated between the Environment and Maintenance departments, with daily monitoring of key performance indicators.

 **100%**  
of Pamplona's energy mix is sourced from renewable resources

 **69.6%**  
of the integrated farmers use solar energy

## ENERGY CONSUMPTION WITHIN THE ORGANIZATION

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

### Fossil fuels used and their total energy (GJ)

	2023	2024	2025
Natural Gas	8,525.92	9,355.24	9,835.90
LPG	7,712.32	8,036.59	8,763.51
Diesel fuel	1,465.32 <sup>1</sup>	544.53	600.62
<b>TOTAL</b>	<b>17,703.56</b>	<b>17,936.36</b>	<b>19,200.03</b>

1. The equivalent of 432.79 GJ of diesel fuel was used at the Rio do Sul (SC) facility during the flood period to power the generator.

### Consumption by energy source<sup>1</sup> (GJ)

	2023	2024	2025
Electricity	194,784.27	206,241.51	206,452.66
<b>TOTAL</b>	<b>194,784.27</b>	<b>206,241.51</b>	<b>206,452.66</b>

1. 100% of the electricity used is sourced from the power grid.

### Renewable fuels used and their total energy(GJ)

	2023	2024	2025
Wood chips	413,332.91	417,958.57	426,522.76
Firewood	31,831.75	19,495.22	31,151.61
Wood shavings	5,891.28	6,900.84	6,695.20
Charcoal	101.99	100.03	105.91
<b>TOTAL</b>	<b>451,157.93</b>	<b>444,454.66</b>	<b>464,475.48</b>

### Total energy consumed within the organization (GJ)

	2023	2024	2025
Non-renewable fuels consumed	17,276.55	17,936.36	19,200.03
Renewable fuels consumed	450,070.05	444,454.66	464,475.48
Electricity, heating, cooling and steam purchased for consumption	194,784.27	206,241.51	206,452.66
Sale of surplus self-generated electricity, heat, cooling, or steam	-271.99	-	-
<b>TOTAL</b>	<b>661,858.88</b>	<b>668,632.53</b>	<b>690,128.17</b>



# ENVIRONMENTAL EDUCATION

For Pamplona, environmental education is an important driver of social transformation and of strengthening a culture focused on sustainability. In 2025, the main highlight was the launch of the *Raízes do Amanhã* (Roots of Tomorrow) program, designed for sixth-grade students, a stage at which exposure to science and environmental topics becomes more significant. The project was developed in partnership with the Frederico Navarro Lins and Ceplas schools, located near the company's facilities in Rio do Sul, and included monthly activities such as

lectures on fauna, flora, recycling, and composting; visits to the company's facilities; the distribution of educational materials and native tree seedlings; and initiatives carried out in collaboration with the Environmental Military Police. The program is aligned with the United Nations Sustainable Development Goals (SDGs), combining quality education with environmental awareness and community engagement.

The *Raízes do Amanhã* program contributes to the development of socially conscientious youth and reinforces environmental education within the communities where the company operates.

# Social

- ▶ OUR EMPLOYEES
- ▶ OUR INTEGRATED FARMERS
- ▶ OUR SUPPLIERS
- ▶ COMMUNITIES AND SOCIAL IMPACT



Pamplona

# OUR EMPLOYEES

GRI 3-3

Caring for people has always been part of Pamplona's identity, and in 2025 this commitment became even more structured, comprehensive, and recognized, consolidating people management as one of the company's strategic pillars. With approximately 3,500 employees, the organization strengthened initiatives focused on professional development, safety, well-being, and a sense of belonging, maintaining a people-centered approach alongside operational efficiency and sustainability. This achievement has been recognized externally with the Best Companies in Management Award ([see page 26](#)), granted by Deloitte, as well as awards from the Brazilian Human Resources Association of Santa Catarina (ABRH-SC), reinforcing the consistency and maturity of the management practices adopted.

Throughout 2025, Pamplona experienced fluctuations in its workforce, driven by a continuous flow of new hires that, although resulting in a net increase of 48 employees compared to the previous year, was still insufficient to fully meet the planned headcount. This scenario was mainly influenced by labor shortages in the local market and high turnover, which reached a monthly average of 3.42%. In response to this challenging environment, the company intensified its talent attraction, engagement, and retention strategies by implementing more robust initiatives focused on professional development.



# Employee profile

## Employees by region and gender<sup>1, 2, 3</sup> GRI 2-7

Region	2023			2024			2025		
	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
South	2,043	1,338	3,381	2,052	1,394	3,446	2,074	1,420	3,494
Southeast	50	14	64	52	18	70	53	17	70
Northeast	3	2	5	2	3	5	3	2	5
<b>TOTAL</b>	<b>2,096</b>	<b>1,354</b>	<b>3,450</b>	<b>2,106</b>	<b>1,415</b>	<b>3,521</b>	<b>2,130</b>	<b>1,439</b>	<b>3,569</b>

**1.** The stratification by region is based on the employee's workplace, not on their place of origin.

**2.** Pamplona does not have employees without guaranteed working hours who work part-time. They are all permanent employees and work full-time.

**3.** Pamplona has three interns who are not formally employed, while apprentices are considered employees for the purposes of this report. Directors and board members are appointed in accordance with the bylaws and are not part of the company's staff. GRI 2-8

## Number of employees and new hires, by age group GRI 401-1

Age group	2023					2024					2025				
	Total number of employees	Hires	Rate of new hires	Terminations	Turnover rate	Total number of employees	Hires	Rate of new hires	Terminations	Turnover rate	Total number of employees	Hires	Rate of new hires	Terminations	Turnover rate
Under 30 years old	1,527	862	56.45	853	56.16	1,515	930	61.30	830	58.09	1,477	888	60.12	798	57.08
30 to 50 years old	1,620	524	32.35	739	38.98	1,668	567	33.99	584	34.50	1,723	574	33.31	604	34.18
Over 50 years old	303	42	13.86	75	19.31	338	43	12.70	55	14.50	369	49	13.28	61	14.91
<b>TOTAL</b>	<b>3,450</b>	<b>1,428</b>	<b>41.39</b>	<b>1,667</b>	<b>44.86</b>	<b>3,521</b>	<b>1,540</b>	<b>43.74</b>	<b>1,469</b>	<b>42.73</b>	<b>3,569</b>	<b>1,511</b>	<b>42.34</b>	<b>1,463</b>	<b>41.66</b>

## Number of employees and new hires, by gender GRI 401-1

Age group	2023					2024					2025				
	Total number of employees	Hires	Rate of new hires	Terminations	Turnover rate	Total number of employees	Hires	Rate of new hires	Terminations	Turnover rate	Total number of employees	Hires	Rate of new hires	Terminations	Turnover rate
Men	2,096	904	43.13	1,029	46.11	2,106	963	45.73	954	45.51	2,130	875	41.08	847	40.42
Women	1,354	524	38.70	638	42.91	1,415	577	40.78	515	38.59	1,439	636	44.20	616	43.50
<b>TOTAL</b>	<b>3,450</b>	<b>1,428</b>	<b>41.39</b>	<b>1,667</b>	<b>44.86</b>	<b>3,521</b>	<b>1,540</b>	<b>43.74</b>	<b>1,469</b>	<b>42.73</b>	<b>3,569</b>	<b>1,511</b>	<b>42.34</b>	<b>1,463</b>	<b>41.66</b>

## Number of employees and new hires, by region GRI 401-1

Age group	2023					2024					2025				
	Total number of employees	Hires	Rate of new hires	Terminations	Turnover rate	Total number of employees	Hires	Rate of new hires	Terminations	Turnover rate	Total number of employees	Hires	Rate of new hires	Terminations	Turnover rate
South	3,381	1,409	41.67	1,651	45.25	3,446	1,519	44.08	1,453	43.12	3,494	1,492	42.70	1,445	42.03
Southeast	64	18	28.13	15	25.78	70	20	28.57	15	25.00	70	14	20.00	13	19.29
Northeast	5	1	20.00	1	20.00	5	1	20.00	1	20.00	5	5	100.00	5	100.00
<b>TOTAL</b>	<b>3,450</b>	<b>1,428</b>	<b>41.39</b>	<b>1,667</b>	<b>44.86</b>	<b>3,521</b>	<b>1,540</b>	<b>43.74</b>	<b>1,469</b>	<b>42.73</b>	<b>3,569</b>	<b>1,511</b>	<b>42.34</b>	<b>1,463</b>	<b>41.66</b>

## Respect for human rights

GRI 2-30, 407-1, and 408-1

Pamplona conducts its operations with full respect for the human rights of its workforce, ensuring compliance with labor legislation, freedom of association, and the right to collective bargaining. All employees are covered by collective bargaining agreements and represented by legally recognized unions, which safeguard rights related to wages, benefits, and legal support, contributing to transparent, respectful, and secure labor relations.

Throughout its value chain, the company adopts preventive measures to mitigate labor and human rights risks by requiring regular documentation from service providers and including contractual clauses that expressly prohibit practices such as child labor, forced labor, and labor analogous to slavery. The company has no operations or suppliers that pose a significant risk in these areas and provides training and technical visits to partners to raise awareness and ensure compliance with applicable regulations.



# Training and development

GRI 404-1 and 404-2

In 2025, Pamplona strengthened its Training and Development strategy through the consolidation of UniPamplona, the corporate university created to centralize, organize, and democratize access to knowledge. Throughout the year, more than 29,000 training hours were recorded, with over 10,000 participations across different levels of the organization. The platform brought together online training sessions on strategic topics such as leadership, people management, the General Data Protection Law (LGPD), information security, productivity, mental health, sustainability, and the Code of Ethics, in addition to technical and mandatory training aimed at ensuring legal compliance and risk prevention.

The company also maintained and expanded structured initiatives such as the Leadership School, the Managers Program, the Development Program developed in partnership with SENAI, and the mentor initiative, which supports the onboarding of new

employees. Another highlight was the Maintenance Technician Training case, recognized with the 2025 Ser Humano SC Award from the Brazilian Human Resources Association of Santa Catarina (ABRH-SC), which contributed to reducing the shortage of professionals in the industrial maintenance area. The development cycle was also integrated with the new Career Plan through workshops and training designed to support leaders in conducting performance evaluations.

The training agenda also addressed digital transformation and business needs through initiatives such as a workshop on artificial intelligence, gamified information security campaigns, and an international technical exchange in the field of swine genetics. Although the company does not have a formal career transition policy, its initiatives demonstrate a management approach focused on continuous learning, internal talent development, and the long-term sustainability of the workforce.

## Average hours of training, by gender GRI 404-1

	2023	2024	2025
Men	7.32	9.50	8.19
Women	6.81	9.84	8.40
<b>TOTAL</b>	<b>7.12</b>	<b>9.63</b>	<b>8.27</b>

## Average hours of training, by employee category<sup>1</sup>

GRI 404-1

	2023	2024	2025
Management	3.52	5.36	14.88
Management/Coordination	16.54	16.63	22.31
Technical/Supervision	8.47	12.75	11.74
Administrative	5.48	11.93	15.55
Operational	6.92	9.21	7.12
<b>TOTAL</b>	<b>7.12</b>	<b>9.63</b>	<b>8.27</b>

1. Directors were not included in the training figures, as they are not classified as employees.



Pamplona **bases its remuneration on performance**, market conditions, and governance, ensuring balance while recognizing employee value.

## Remuneration and benefits

GRI 2-19, 2-20, 2-21, GRI Sector 13.21.2 and 13.21.3

Pamplona's remuneration policy is guided by market practices, performance criteria, and governance principles. For the Board of Directors, the CEO, and the Executive Board, remuneration includes fixed and variable components, such as an annual bonus, as approved at Board meetings. For all other employees, the rules governing profit-sharing are established through collective bargaining agreements.

Remuneration is defined based on the company's job and salary policy, market analyses, and performance evaluations,

under the supervision of the Executive Board and the Board of Directors. In 2025, the ratio between the remuneration of the highest-paid employee and the average remuneration of the other employees was 13.72%. The pay increase for the highest-paid position was 2.93%, while the average increase for other employees was 7.44%, reflecting a proportionally higher adjustment across the broader workforce. Pamplona monitors its salary structure to ensure that remuneration remains above the national minimum wage in effect in 2025 (BRL 1,518.00), which is used as a reference for a living wage.

### BENEFITS GRI 401-2

Pamplona provides benefits to employees in accordance with its internal policies and the Collective Bargaining Agreements (CBAs) applicable to each facility, ensuring equal treatment between full-time and temporary employees in essential areas. The main benefits offered include life insurance—provided as a standard benefit in all employment contracts—maternity and paternity leave, and dental care through ARCEP. Currently, the company does not generally offer benefits such as health insurance, private pension plans, or stock purchase programs. Its indirect compensation practices remain aligned with current internal guidelines and applicable collective agreements.

## Parental leave GRI 401-3

		2024	2025
Total number of employees that were entitled to parental leave	Men	2,106	2,130
	Women	1,415	1,439
Total number of employees that took parental leave in the reporting period	Men	78	87
	Women	89	88
Total number of employees that returned to work after parental leave ended	Men	74	72
	Women	82	59
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	Men	65	55
	Women	57	62
Employees who returned to work after the end of the leave in the previous year	Men	3	16
	Women	4	30
Rate of return <sup>1</sup>	Men	96%	82%
	Women	96%	66%
Rate of retention <sup>2</sup>	Men	61%	71%
	Women	53%	66%

**1.** The return-to-work rate is calculated as the ratio of the total number of employees who returned to work after leave to the total number of employees expected to return after leave.

**2.** The retention rate is calculated by dividing the total number of employees who remained with the company after 12 months of employment by the total number of employees who returned from leave in the previous year.



## Performance evaluation

In 2025, performance evaluation was a major advance in Pamplona’s human resources management, marking the formal structuring and professionalization of the process. The first cycle covered all employees with more than six months’ tenure. A total of 2,542 evaluations were completed, reaching 94% of the target population.

The evaluation was implemented as an integral component of the new Career Plan, launched in August 2025, and now underpins decisions on employee development and internal transfers. Digitization via the career

module of the Sênior platform replaced manual procedures and captures each employee’s full record—from onboarding through the Individual Development Plan (IDP)—improving transparency and traceability.

The company adopted a 360-degree feedback methodology: immediate

supervisors evaluate employees using objective criteria such as productivity, work quality, collaboration, and alignment with company values. Specialized consultants supported the rollout, and leaders received PDI training and participated in workshops to deliver structured, strategic feedback. The cycle ran from September to

October 2025; beginning in 2026 it will be moved to March to April to align with the organization’s annual calendar. At present, the process does not include a formal evaluation of the Board of Directors.

### Percentage of employees receiving regular performance and career development reviews, by employee category (%) GRI 404-3

	2023			2024			2025 <sup>1</sup>		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Management	3.85	2.61	3.23	26.09	20.00	25.00	74.07	66.67	72.73
Technical/ supervision	12.79	15.58	14.11	31.43	37.93	33.33	82.00	73.33	78.75
Administrative	23.61	10.56	16.70	43.48	49.64	47.19	80.67	86.25	83.87
<b>TOTAL</b>	<b>15.76</b>	<b>7.02</b>	<b>7.79</b>	<b>36.76</b>	<b>46.82</b>	<b>41.62</b>	<b>80.10</b>	<b>83.67</b>	<b>81.89</b>

<sup>1</sup>. In 2025, Pamplona implemented a performance management system and conducted the first performance review cycle for 100% of eligible employees, covering all job categories with more than six months of service.



**94%**  
of the eligible employees underwent performance evaluations

# Health, Safety and Well-Being

GRI 3-3, 403-1, 403-2, 403-3, 403-7, 403-8, and 403-10

Occupational health and safety are always a top priority at Pamplona. The Occupational Health and Safety (OHS) Management System is fully compliant with Brazilian labor laws, the Regulatory Standards (NRs) issued by the Ministry of Labor and Employment, ILO conventions, collective bargaining agreements, and guidelines from the Labor Prosecutor’s Office. Its scope is comprehensive, covering all employees—both in-house and third-party—as well as all activities and all locations under the company’s control. Risk management is structured around tools such as LTCAT, PGR, and APR, in addition to the use of Safe Work Permits (SWP) and the LOTO system for critical activities, ensuring strict control over work involving live electrical systems, work at heights, and confined spaces.

In 2025, the strategic focus was on strengthening a culture of prevention. The Pamplona Zero Accident (PAZ) program remained a cornerstone of the initiative, promoting the early identification of risks and the continuous improvement

of safety controls. Particular emphasis was placed on the implementation of “cross-inspection routes,” which broaden the scope of potential critical points, and on strengthening the CIPA, granting it greater autonomy and active participation in decision-making. SIPAT 2025 took a more interactive and educational approach, combining hands-on activities on PPE, ergonomics, and safety with initiatives focused on mental health and well-being. Throughout the year, campaigns such as White January, Green April, Yellow May, Yellow September, Pink October, and Blue November reinforced the integrated approach to physical and emotional health.

Pamplona also conducts hazard and risk assessments related to workers in operations or business partnerships over which it has no direct control. Among the main risks identified are working at heights, confined spaces, operating machinery, and working with electricity. To mitigate these impacts, the company has adopted a Third-Party Manual that sets forth documentation requirements,

as well as legal, operational, and safety requirements that must be met before any service begins.

The company maintains a qualified technical team, including occupational

physicians, engineers, and certified safety technicians, ensuring continuous occupational health and safety oversight and monitoring of indicators such as accident rates and compliance with recommendations.





## EMPLOYEE ENGAGEMENT

GRI 403-4 and 403-5

Pamplona promotes active employee participation in the development and improvement of its Occupational Health and Safety (OHS) system, using a participatory management model that integrates the Rio do Sul (SC) and Presidente Getúlio (SC) sites. Engagement occurs through CIPA, the Emergency Response Team, and cross-functional working groups, covering activities from new-hire onboarding to critical stages such as hazard identification, risk assessment, and incident investigation. Communication is open and structured and is supported by bulletin boards, internal campaigns, corporate e-mail UniPamplona, and the Pamplona Community, all of which reinforce a culture of dialogue and prevention.

Training is a cornerstone of the approach. The curriculum aligns with Regulatory Standards and addresses safe machinery and equipment operation (NR 11 and NR 12), PPE use (NR 06), ergonomics (NR 17), electrical safety (NR 10), confined spaces (NR 33), working at heights (NR 35), refrigerated-environment activities (NR 36), as well as first aid, fire prevention, and lockout/tagout for hazardous energy. Initiatives such as the Safety School, the Weekly Safety Dialogues (DSS), and SIPAT support continuous learning, ensuring that employees are prepared to act responsibly, autonomously, and with a constant emphasis on prevention.

A culture of prevention, combined with rigorous risk management, **enhances health and safety** across all operations.

## Work-related injuries<sup>1,2</sup> GRI 403-9

	2023	2024	2025
Number of hours worked	8,330,957.92	8,327,714.21	8,513,440.71
Base of the number of hours worked (200,000 or 1,000,000)	1,000,000	1,000,000	1,000,000
Number of work-related injuries with serious consequences	78	17	38
Rate of work-related injuries with serious consequences	9.36	3.69	0.04
Number of recordable work-related injuries	208	101	39
Index of work-related injuries of mandatory reporting	6.00	2.09	0.05

1. There is no monitoring for workers who are not employees.  
 2. The data reported in 2024, which previously covered only headquarters operations, was expanded to include all branches in order to enhance organizational transparency. **GRI 2-4**

## COMPREHENSIVE HEALTHCARE

### GRI 403-6

Pamplona promotes the overall health of its employees through programs and initiatives that expand access to medical services and the prevention of non-work-related illnesses, covering its Rio do Sul (SC) and Presidente Getúlio (SC) facilities. Key initiatives include the Healthy Pregnancy Program for expectant mothers, medical services provided in partnership with Arcep (Pamplona Recreational, Cultural and Sports Association), and collaboration with the municipal Worker Health Program. All health data are handled with strict confidentiality in accordance with the professional Code of Ethics.

## Diversity and Inclusion

### GRI 3-3, 406-1, and GRI Sector 13.15.5

Pamplona is committed to equal opportunities regardless of individual characteristics. Recruitment and development are guided by fairness, with selection based on skills and potential and without discrimination. In 2025 the company advanced concrete inclusion measures, including translating its institutional website into Brazilian Sign Language (Libras) and introducing sunflower lanyards on ID badges to signal hidden disabilities, reinforcing a respectful workplace culture. Diversity and inclusion have been formally integrated into UniPamplona and onboarding programs: 151 professionals received diversity training, totaling 284 training hours during the year.

Women represent 40.2% of the workforce and have been increasing in number at a faster rate than men. Also, 118 promotions were recorded in 2025.

While indicators show progress, structural challenges remain: people with disabilities make up about 2% of the workforce, with representation in management during the reporting period. No cases of discrimination were reported during the period, and the company maintains equitable contractual terms and pay for migrants and immigrants.



**118**  
women  
were promoted  
in 2025



## Percentage of individuals within the organization's governance bodies, by gender (%) GRI 405-1

	2023			2024			2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Company Management	80.00	20.00	100.00	78.57	21.43	100.00	78.57	21.43	100.00

## Percentage of employees, by employee category and gender<sup>1</sup> (%) GRI 405-1

	2023		2024		2025	
	Men	Women	Men	Women	Men	Women
Management	83.87	16.13	82.14	17.86	81.82	18.18
Management/Coordination	70.89	29.11	72.29	27.71	76.00	24.00
Technical/Supervision	52.76	47.24	70.71	29.29	62.50	37.50
Administrative	44.72	55.28	39.83	60.17	42.65	57.35
Operational	61.54	38.46	60.42	39.58	60.51	39.49
<b>TOTAL</b>	<b>60.67</b>	<b>39.33</b>	<b>59.81</b>	<b>40.19</b>	<b>60.88</b>	<b>39.17</b>

1. Historical comparability is not shown. Starting in 2024, the seven directors were excluded from the indicator because they hold statutory positions, establishing 2024 as the baseline year for this disclosure. [GRI 2-4](#)

## Percentage of individuals within the organization's governance bodies, by age group<sup>1</sup> (%) GRI 405-1

	2023	2024	2025
30 to 50 years old	26.67	21.43	21.43
Over 50 years old	73.33	78.57	78.57
<b>TOTAL</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>

1. There are no employees under the age of 30 in the company's management.

## Percentage of employees by employee category and age group<sup>1, 2, 3</sup> (%) GRI 405-1

	2023	2024	2025
<b>Management</b>			
30 to 50 years old	45.16	50.00	54.55
Over 50 years old	54.84	50.00	45.55
<b>Management/Coordination</b>			
Under 30 years old	11.39	6.00	8.00
30 to 50 years old	73.42	81.90	74.67
Over 50 years old	15.19	12.00	17.33
<b>Technical/Supervision</b>			
Under 30 years old	29.45	35.35	27.50
30 to 50 years old	64.42	56.57	65.00
Over 50 years old	6.13	8.08	7.50
<b>Administrative</b>			
Under 30 years old	46.58	36.80	43.37
30 to 50 years old	49.07	58.44	52.69
Over 50 years old	4.35	4.76	3.94
<b>Operational</b>			
Under 30 years old	46.25	45.13	42.81
30 to 50 years old	45.23	45.29	46.74
Over 50 years old	8.52	9.58	10.44
<b>TOTAL</b>			
Under 30 years old	44.26	43.03	41.38
30 to 50 years old	46.96	47.37	48.28
Over 50 years old	8.78	9.60	10.34

**1.** The seven directors are not included, as they are statutory.

**2.** In 2024, two were between the ages of 30 and 50, and five were over 50.

**3.** Historical comparability is not shown. Starting in 2024, the seven directors were excluded from the indicator because they hold statutory positions, establishing 2024 as the baseline year for this disclosure. GRI 2-4

## Percentage of employees from minority and/or vulnerable groups by employee category<sup>1, 2, 3</sup> (%) GRI 405-1

	2023	2024	2025
<b>Black</b>			
Management/Coordination	1.27	0.00	0.00
Technical/Supervision	0.61	0.00	1.25
Administrative	3.73	3.03	2.15
Operational	6.93	6.98	8.54
<b>TOTAL</b>	<b>6.28</b>	<b>6.31</b>	<b>7.62</b>
<b>PwDs</b>			
Management	0.00	0.00	3.03
Management/Coordination	2.53	3.61	2.67
Technical/Supervision	1.84	1.01	1.25
Administrative	2.48	2.16	1.43
Operational	1.43	1.75	2.13
<b>TOTAL</b>	<b>1.50</b>	<b>1.79</b>	<b>2.07</b>

**1.** There were no Black individuals or people with disabilities in management for the 2023–2024 reporting period.

**2.** The seven directors are not included, as they are statutory.

**3.** Pamplona values diversity and inclusion in the workplace and promotes equal opportunities for all its employees. However, the company does not currently monitor the LGBTQIA+ community within its ranks. The focus has been on ensuring an inclusive and respectful work environment for everyone, regardless of sexual orientation or gender identity.



# OUR INTEGRATED FARMERS

SASB FB-MP-160a.1 and FB-MP-160a.2

The relationship with more than 280 integrated farmers is a cornerstone of Pamplona's production model, combining economic predictability, specialized technical assistance, and technological innovation in the field. Structured in accordance with Brazil's Integration Law (Law No. 13,288/2016), the system ensures guaranteed purchasing agreements and continuous technical monitoring, contributing to greater profitability for rural properties. By fostering stability and generating income, the model also supports family succession and helps strengthen the permanence of families in rural communities.

The integration agreement includes an incentive checklist that rewards sustainable practices and encourages the energy transition on the properties. Currently, 69.6% of



**100%**  
of integrated farmers  
trained in biosecurity  
by 2025

integrated farms use solar energy, in addition to receiving incentives for the adoption of biodigesters. Furthermore, nearly 100% of them participated in biosecurity training programs in 2025, in compliance with SAP 50, reinforcing public health protection and increasing the resilience of the production chain.

# OUR SUPPLIERS

GRI 3-3, 204-1, 308-2, GRI Sectoral 13.23.2, 13.23.3, 13.23.4, SASB FB-MP-430a.1, FB-MP-430a.2, FB-MP-440a.1, FB-MP-440a.2, and FB-MP-440a.3

Pamplona understands that building a sustainable value chain depends on strong partnerships with its suppliers, fostering regional development, generating shared value, and ensuring supply security. Its procurement strategy prioritizes long-term relationships with A- and B-tier suppliers that adhere to established ESG practices, reinforcing the company's commitment to human rights, integrity, quality, and social and environmental responsibility.

As part of its risk mitigation efforts, particularly in relation to pork and grain sourcing, contracts include specific clauses addressing food safety, animal welfare, the prevention of deforestation, child and forced labor, and anti-corruption practices. The company also maintains a policy of not sourcing raw materials from regions classified as having high or extremely high water stress. Traceability is complete: 100% of the pigs, ingredients, packaging, and medications are monitored

across the supply chain. Suppliers of raw materials are required to hold recognized certifications, such as IFS, FSSC 22000, ISO 9001, GMP, and HACCP, among others. Suppliers of grains, bran, premixes, and animal-based flours are subject to rigorous document verification, inspection upon receipt, and, when applicable, on-site audits and validation against the official MAPA list. The pig production requirements meet the standards demanded by that market.

In 2025, the company advanced the mapping of certifications among its key suppliers, with approximately 42% of facilities holding GFSI-recognized certifications, and implemented a digital delivery scheduling project, improving logistics efficiency. Our commitment to regional development also remains: 49.75% of purchases were made from suppliers located in Santa Catarina, reinforcing operational proximity and generating positive impacts on the local economy.



**49.75%**  
of the purchases  
were made from  
local suppliers



**100%**  
traceability  
of purchases



# COMMUNITIES AND SOCIAL IMPACT

GRI 203-1, 203-2, 413-1, and 413-2

Throughout 2025 Pamplona expanded its efforts to strengthen local social capital, combining corporate volunteering, educational programs, productive inclusion and emergency support. These actions reflect an engaged presence in Rio do Sul (SC), Presidente Getúlio (SC) and nearby communities, creating human development opportunities and building long-term relationships based on trust.

## SUPPORT FOR LOCAL DEVELOPMENT

Pamplona's operations in the Rio do Sul and Presidente Getúlio regions generate important economic benefits, including job creation, stronger local supply chains and higher municipal tax revenues. In 2025 the company created more than 3,650 direct jobs and integrated roughly 280 farming families into its programs. The Profit-Sharing Program (PPR), based on 2024 results and paid in April 2025, distributed BRL 6.14 million to employees, further stimulating the regional economy.

At the same time, Pamplona recognizes that its scale can put pressure on local public services, particularly in smaller municipalities. To mitigate this risk, it maintains medical, dental and psychological care; chartered

transportation; childcare assistance; and vocational training programs, all designed to ease demands on public infrastructure.

Although Pamplona has not yet adopted a formal participatory social-impact assessment methodology, it keeps open communication channels with the community—such as the Ombudsman's Office, Customer Service and the Reporting Channel—to maintain alignment with local needs. These practices support the company's contribution to the Sustainable Development Goals, especially SDG 3 (Good Health and Well-being), SDG 4 (Quality Education) and SDG 8 (Decent Work and Economic Growth), fostering more balanced and sustainable regional development.

Pamplona's presence in the region **creates opportunities, strengthens communities, and promotes long-term sustainable development.**

## SOCIAL PROJECTS AND INVESTMENTS

In 2025, Pamplona directed resources to non-profit initiatives centered on education, productive inclusion and rehabilitation, prioritizing locally identified needs. A highlight was the “Bakery School” program, run in partnership with APAE and the City of Rio do Sul, which trained 13 people with disabilities in baking and pastry skills using ingredients donated by the company. Meanwhile, the partnership with the Rio do Sul Regional Prison (SC), it provided 11 inmates with paid work opportunities, offering them practical training. The estimated investment in the rehabilitation project was approximately BRL 100,000 in 2025.

In the field of education, the *Raízes do Amanhã* program strengthened environmental education for sixth-grade students at schools located near the company’s operations, while the New Pathways program earned the company recognition as a Friendly Company for promoting opportunities for adolescents in foster care. In 2025, Pamplona also spearheaded the renovation of the playground at Frederico Navarro Lins School (Rio do Sul, Santa Catarina), restoring a space that had been

damaged by flooding and directly benefiting children in the community.

### VOLUNTEERING (HANDS IN ACTION)

Pamplona’s social engagement is driven by the active involvement of its employees. By 2025, the Hands in Action Volunteering program, which was launched in 2023, had established

itself as a key initiative for promoting the company’s social impact. The program has received external recognition, having been certified in the ESG category of the Ser Humano SC 2025 Award (ABRH-SC). The volunteer group has between 40 and 50 regular members and can mobilize up to 140 people for specific campaigns, thereby expanding the reach of its community initiatives.



# 140

participants in volunteer activities in 2025



## Pamplona Recreational, Cultural, and Sports Association (Arcep)

The Pamplona Recreational, Cultural, and Sports Association (Arcep) promotes integration and a sense of community among employees and their families through cultural, sports and recreational activities. Housed in a thoughtfully designed communal facility featuring a banquet hall, barbecue areas, a games zone and a restaurant open to the public, Arcep offers an ideal setting for gatherings and celebrations. It also organizes initiatives such as an employee choir that performs at events and local institutions, encouraging participation and strengthening interpersonal ties.

Beyond promoting integration, Arcep supports quality of life by offering health benefits to employees, their spouses and children up to age 16, including dental care (clinical visits and root canal treatment), general medical consultations and psychological counseling. The association further encourages healthy habits through partnerships that provide access to gyms and Pilates classes in collaboration with SESI.

### Key initiatives carried out in 2025:

#### JUNE FESTIVAL

Social gathering featuring recreational activities, music, and free popcorn.

#### DONATION OF SCHOOL SUPPLIES

Delivery of approximately 1,300 complete kits to employees' children.

#### BREAKFAST FOR BIRTHDAY PEOPLE

Monthly social gathering and recognition event.

#### CHRISTMAS

Donation of 3,200 panettone cakes to employees.

#### CHARITY THRIFT STORE

A permanent drop-off point for clothing and other items.

#### MOTHER'S DAY

A celebratory event featuring specialty coffee, live music, a fashion show, interactive activities, and giveaways, bringing together approximately 430 female employees.

#### SER E VIVER (BEING AND LIVING) PROJECT

Bimonthly gatherings featuring breakfast and support lectures for people with cancer in the Rio-Sulense community.

#### COURSES AND WORKSHOPS

Partnership with a language school offering discounts to employees and hosting themed workshops, such as the Christmas Workshop.

#### WINTER CAMPAIGN

Purchase and donation of 50 blankets to employees in need, in partnership with the HR department.

#### SPORTS TOURNAMENTS

Organization of intramural competitions among employees and participation in municipal and SESI tournaments, with teams representing Pamplona.

#### EASTER CHARITY DRIVE

Production and distribution of 3,500 Easter baskets to employees, in partnership with Pamplona and Cidade do Idoso.

#### LABOR DAY

Celebratory event featuring the delivery of a personalized gift, cupcake, and a soft drink.

#### PINK OCTOBER AND BLUE NOVEMBER

Awareness campaigns on women's and men's health.



### SER E VIVER

The Ser e Viver Group is a community project dedicated to welcoming and supporting people undergoing cancer treatment. For about four years Pamplona has supported the initiative in partnership with the municipal government, combining the resources of the Recreational Association (Arcep) with volunteer efforts from the Hands in Action program. Every two months the company opens its facilities to host social afternoons featuring coffee, group activities, bingo, motivational talks and choir performances, creating a safe space for sharing, recreation and emotional support.

The initiative's value is reflected in participants' testimonials, which emphasize the warm welcome, the careful organization of the meetings and the positive effect the activities have had on their treatment experience.

"I'd like to thank the entire Pamplona team for the special afternoon they provided to us. **It was a really nice moment!** People like you help us face cancer treatment with a lighter heart. We are grateful."

Group member

# Governance

- ▶ CORPORATE GOVERNANCE STRUCTURE
- ▶ ETHICS, INTEGRITY AND COMPLIANCE
- ▶ RISK MANAGEMENT
- ▶ STAKEHOLDER ENGAGEMENT



Pamplona

# CORPORATE GOVERNANCE FRAMEWORK

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

Pamplona maintains a governance structure designed to promote responsible decision-making, transparency, and a long-term strategic vision. This framework is composed of the Board of Directors, the Chief Executive Officer (CEO), and the Executive Management Team, with clearly defined roles, responsibilities, and lines of accountability. The Board of Directors, the company's highest governance body, serves a two-year term and operates independently from executive management, with board members not holding concurrent operational positions. The chairman of the Board also does not perform executive functions, reinforcing the separation between strategic oversight and day-to-day management.

The Board is composed of seven members, including one woman and three independent directors,

strengthening the diversity of perspectives and the quality of deliberations. The appointment of board members follows a structured process based on the assessment of competencies, experience, and alignment with the organization's strategic priorities. The Board is responsible for supporting the definition of corporate guidelines and strategic objectives, including the integration of economic,

environmental, and social considerations into business planning. Monthly meetings ensure ongoing oversight of key performance indicators and the effectiveness of impact management and risk monitoring processes.

The Executive Management Team, in turn, is formally delegated responsibility for managing these impacts at the operational level, implementing strategies,

ensuring regulatory compliance, and fostering stakeholder engagement. It is also responsible for assessing risks and opportunities, as well as overseeing the publication of the Sustainability Report. The continuous flow of information between executive management and the Board ensures strategic alignment and strengthens oversight of issues that are critical to the company's long-term resilience and value creation.

## Committees

TAX COMMITTEE

ANIMAL WELFARE COMMITTEE

ETHICS COMMITTEE

COMMODITIES COMMITTEE

**Note:** The Credit, Processes, Systems and Technology, Innovation and New Business, PCP, R&D, and Compensation and Benefits committees, despite their names, are not considered part of the governance structure, as they are not directly linked to senior management.



## 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 MANAGEMENT



**CEO**  
Irani Pamplona Peters



**VICE PRESIDENT**  
Ronaldo Kobarg Müller



**CHIEF FINANCIAL ADMINISTRATIVE OFFICER**  
Daniel Scarmeloti da Fonseca



**INDUSTRIAL DIRECTOR**  
Adilor Ascari Bussolo



**DOMESTIC MARKET SALES DIRECTOR**  
Cleiton Pamplona Peters



**SUPPLIES AND PIG HUSBANDRY DIRECTOR**  
Edival Justen



**LOGISTICS DIRECTOR**  
Maria Daurete Pamplona Rizzi



**EXPANSION AND NEW BUSINESS DIRECTOR**  
Valdecir Pamplona Junior

# ETHICS, INTEGRITY AND COMPLIANCE

GRI 3-3, 2-15, 2-27, 205-1, and 205-2

Acting ethically, fairly, and in compliance with laws and regulations is a non-negotiable principle for Pamplona that is supported by the Code of Ethics, the Ethics Committee, and the Ethics Channel, which were established in 2018 and are continuously being improved. In 2025, the company conducted corruption risk assessments of its operations, with a particular focus on the supply chain and integrated farmers. Controls include specific

contractual provisions, statements of compliance, and public consultations, with a focus on risks such as bribery and potential conflicts of interest. Although these checks are conducted regularly, the organization does not yet track the total number or percentage of transactions that have been reviewed. The prevention and mitigation of conflicts of interest are handled by the Ethics Committee, with full transparency toward stakeholders, including regarding the presence of controlling shareholders within the corporate structure.

The promotion of a culture of integrity is an ongoing process. All employees receive the Code of Ethics during onboarding and undergo formal training at UniPamplona, which is supplemented by in-person training as needed. In 2025, 728 hours and 30

 **1,279**  
participations  
in training  
on ethics and conduct



minutes of training were conducted, with a total of 1,279 participations, covering topics related to ethics, integrity, and organizational conduct, ensuring that all employees and senior management were informed about anti-corruption policies. Suppliers and third parties do not receive formal training, but are formally informed through contractual provisions and access to the Code of Ethics available on the company's website.

Pamplona takes a proactive approach to ensuring that its operations comply with current legislation, using specialized tools such as ECONET, TAX ANALYSER, PRINCE, and Greenlegis. In addition, it relies on external consultants, a Tax Committee, and a Tax Study Group that assist in analyzing complex issues and providing ongoing training for its teams, ensuring integrity, transparency, and compliance in its processes.

## POLICY COMMITMENTS

GRI 2-23 and 2-24

Pamplona’s Code of Ethics, approved by the Board of Directors and the Executive Management Team, is grounded in internationally recognized frameworks, including the International Bill of Human Rights and the UN Guiding Principles on Business and Human Rights. The document reinforces the company’s commitment to respect for human dignity, non-discrimination, and the rule of law, while incorporating the principles of precaution and due diligence into all activities and business relationships. The guidelines and policies are publicly available in the Transparency and Governance sections of its institutional website and are continuously communicated through training initiatives, contractual clauses, and internal awareness materials.

Oversight of the implementation of these commitments is carried out by the Board of Directors, with responsibilities formally delegated to the Executive Management Team and other senior leaders. Pamplona integrates these principles into its strategic objectives, operational procedures, and due diligence processes, supported by ongoing monitoring, audits, and periodic assessments of business partners and suppliers.

**Ethical principles guide decisions and relationships** based on human rights and structured governance.

## Ethics Channel

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

The Ethics Channel remains the official channel for employees and stakeholders to report violations of laws, irregularities, and misconduct. Reports can be submitted by phone, website, or e-mail; anonymity and protection against retaliation are guaranteed. The channel is available 24 hours a day via the website and e-mail, as well as by phone during business hours. Reports are thoroughly investigated and submitted to the Ethics Committee, which determines the necessary disciplinary sanctions or educational measures, ensuring that identified complainants are notified of the outcome.

In 2025, 17 incidents were reported, all of which were addressed and resolved during the reporting period. The reports covered operational issues, working conditions, and interpersonal conduct. Demonstrating the effectiveness of the reporting channel and the zero-tolerance policy toward serious misconduct, two reports of harassment

were investigated; the case of sexual harassment, after substantiated, resulted in the immediate imposition of appropriate disciplinary measures. There were no reports classified as discrimination in the period.

In addition to receiving reports, the company maintains mechanisms to promote responsible conduct through mandatory training, content available on UniPamplona, internal manuals, and, when necessary, with support from external consultants. The effectiveness of these mechanisms is monitored through case analysis and ongoing process reviews, although there is currently no formal user satisfaction survey in place.

Relevant information is reported periodically to senior management and the Board of Directors through reports and formal meetings. In 2025, no concerns classified as critical were recorded or reported to the highest governing body.

## Privacy and Data Protection

By 2025, Pamplona had made significant strides in information security and data privacy, evolving from a predominantly defensive stance to a proactive, structured approach that is fully integrated into business continuity. Key achievements include the implementation of the Security Operations Center (SOC) with 24/7 monitoring, completed in August, and the completion of the Disaster Recovery (DR) project in June, ensuring rapid response and recovery capabilities in the event of critical incidents. The Network Access Control (NAC) project is 90% complete, expanding control over access to the corporate network, in addition to the migration to Office 365 and the upgrade to Windows Server 2022, thereby reducing technological vulnerabilities.

Governance has also evolved to keep pace with emerging risks. In September, the Standard for the Use of AI in the Corporate Environment (P-SEG-5016) was published, establishing ethical guidelines and prohibiting the input of sensitive data into public artificial



**999**

**new employees**  
received training  
on the LGPD

intelligence tools. This topic was reinforced through a dedicated workshop and ongoing awareness initiatives, such as the “Information Security Quiz” and periodic phishing tests. The Security Policy underwent its annual review, and the LGPD was incorporated into onboarding training (999 new employees trained) with an emphasis on leadership. As a result of these efforts, the company recorded zero data breaches in 2025. This performance was achieved under the coordination of a multidisciplinary Information Security Committee, which meets monthly and is supported by a dedicated internal team and specialized external consultants.





# RISK MANAGEMENT

In recent years, Pamplona's corporate risk management approach has evolved into a model that is increasingly integrated with the Company's business strategy. The risk matrix, finalized and periodically updated based on priorities established by the Executive Management Team, guides the identification, assessment, and mitigation of the company's main vulnerabilities. Risk management is decentralized, with each department responsible for monitoring and managing the risks within its scope of activity, while critical or high-impact matters are escalated to the Board of Directors.

In the financial sphere, the company adopted a conservative cash preservation strategy, increasing the use of hedging instruments, such as ACCs, NDFs, and currency caps, under a policy focused on minimizing exposure and avoiding speculative positions, resulting in a virtually neutral foreign exchange impact for the fiscal year. The diversification of export markets and the product portfolio also contributed to mitigating risks associated with commodity price volatility.

Through integrated management and strategic vision, **risks are identified, mitigated, and monitored** on an ongoing basis.

Health and supply chain risks remain among the most critical issues for the business. Santa Catarina's status as a foot-and-mouth disease-free zone without vaccination represents an important competitive advantage, but it also requires continuous vigilance and strict compliance with MAPA regulations and international audit requirements. To mitigate social, environmental, and reputational risks, the company maintains a policy of not sourcing grains from the Amazon biome and prioritizes established suppliers that meet ESG criteria and provide documented traceability throughout the supply chain.

# STAKEHOLDER ENGAGEMENT

GRI 2-29

Pamplona maintains ongoing engagement with its key stakeholders—including business partners, consumers, customers, employees, government authorities, local communities, shareholders, suppliers, and labor unions—through structured communication channels, sustainability reporting, training initiatives, social

programs, and transparent dialogue. This approach seeks to identify actual and potential impacts, prevent and mitigate risks, strengthen relationships built on trust, foster innovation, and support decision-making processes aligned with stakeholder expectations and applicable regulatory requirements.

The organization maintains formal reporting mechanisms, such as the **Ethics Channel, Customer Service, and institutional communication channels**, ensuring that suggestions, inquiries, and concerns are properly recorded, monitored, and addressed in a structured and transparent manner.



## Membership associations

GRI 2-28

Pamplona exercises its business leadership through ongoing dialogue and active participation in industry associations, contributing to institutional strengthening and the development of the supply chain. Entities the company participates in include:

- Rio do Sul Business Association (ACIRS)
- Brazilian Animal Protein Association (ABPA)
- State of Santa Catarina Meat Industry Union (Sindicarne)
- State of Santa Catarina Industry Federation (FIESC)



# GRI CONTENT INDEX

<b>Statement of Use</b>	Pamplona Alimentos S.A. reported the information presented in this GRI Content Index for the period from January 1 to December 31, 2025, with reference to the GRI Standards.
<b>GRI 1 used</b>	GRI 1: Fundamentals 2021
<b>Applicable GRI Sector Standards</b>	GRI 13: Agriculture, Aquaculture and Fishing Sector 2022

GRI Standard/ Other Source	Contents	Location	GRI Sector Standard Reference Number	SDGs
<b>General content</b>				
<b>The organization and its reporting practices</b>				
<b>GRI 2: General disclosures 2021</b>	<b>2-1</b> Organizational details	13, 14		
	<b>2-2</b> Entities included in the organization's sustainability reporting	8		
	<b>2-3</b> Reporting period, frequency and contact point	8		
	<b>2-4</b> Restatements of information	58, 60, 61		
	<b>2-5</b> External assurance	Pamplona Alimentos S.A. does not conduct external assurance.		
<b>Activities and workers</b>				
<b>GRI 2: General disclosures 2021</b>	<b>2-6</b> Activities, value chain and other business relationships	13, 14		
	<b>2-7</b> Employees	50		8, 10
	<b>2-8</b> Workers who are not employees	50		8
<b>Governance</b>				
<b>GRI 2: General disclosures 2021</b>	<b>2-9</b> Governance structure and composition	69		
	<b>2-10</b> Nomination and selection of the highest governance body	69		
	<b>2-11</b> Chair of the highest governance body	69		



GRI Standard/ Other Source	Contents	Location	GRI Sector Standard Reference Number	SDGs
<b>GRI 2: General disclosures 2021</b>	<b>2-12</b> Role of the highest governance body in overseeing the management of impacts	69		
	<b>2-13</b> Delegation of responsibility for managing impacts	69		
	<b>2-14</b> Role of the highest governance body in sustainability reporting	8		
	<b>2-15</b> Conflicts of interest	71		
	<b>2-16</b> Communication of critical concerns	72		
	<b>2-17</b> Collective knowledge of the highest governance body	In 2025, Pamplona Alimentos S.A. did not have a policy for developing the skills of its highest governance body.		
	<b>2-18</b> Evaluation of the performance of the highest governance body	Pamplona Alimentos S.A. does not currently maintain a formal policy for evaluating the performance of its Board of Directors in overseeing economic, environmental, and social impacts.		
	<b>2-19</b> Remuneration policies	54		
	<b>2-20</b> Process to determine remuneration	54		
	<b>2-21</b> Annual total remuneration ratio	54		
<b>Strategy, policies and practices</b>				
<b>GRI 2: General disclosures 2021</b>	<b>2-22</b> Statement on the sustainable development strategy	4		
	<b>2-23</b> Policy commitments	72		16
	<b>2-24</b> Embedding policy commitments	72		
	<b>2-25</b> Processes to remediate negative impacts	72		
	<b>2-26</b> Mechanisms for seeking advice and raising concerns	72		16
	<b>2-27</b> Compliance with laws and regulations	71		
	<b>2-28</b> Membership associations	75		



GRI Standard/ Other Source	Contents	Location	GRI Sector Standard Reference Number	SDGs	
<b>Stakeholder Engagement</b>					
<b>GRI 2: General disclosures 2021</b>	<b>2-29</b> Approach to stakeholder engagement	75			
	<b>2-30</b> Collective bargaining agreements	52		8	
<b>Material topics</b>					
<b>GRI 3: Material topics 2021</b>	<b>3-1</b> Process to determine material topics	9			
	<b>3-2</b> List of material topics	9			
<b>Climate Change</b>					
<b>GRI 3: Material topics 2021</b>	<b>3-3</b> Management of material topics	43	13.1.1 and 13.2.1		
<b>GRI 201: Economic Performance 2016</b>	<b>201-2</b> Financial implications and other risks and opportunities due to climate change	43	13.2.2	13	
	<b>305-1</b> Direct (Scope 1) GHG emissions	44	13.1.2	3, 12, 13, 14, 15	
	<b>305-2</b> Energy indirect (Scope 2) GHG emissions	44	13.1.3	3, 12, 13, 14, 15	
	<b>305-3</b> Other indirect (Scope 3) GHG emissions	43	13.1.4	3, 12, 13, 14, 15	
	<b>GRI 305: Emissions 2016</b>	<b>305-4</b> GHG emissions intensity	43	13.1.5	13, 14, 15
	<b>305-5</b> Reduction of GHG emissions	44	13.1.6	13, 14, 15	
	<b>305-6</b> Emissions of ozone-depleting substances (ODS)	The organization has not identified any emissions of ozone-depleting gases in its operations.	13.1.7	3, 12	
<b>GRI 302: Energy 2016</b>	<b>302-1</b> Energy consumption within the organization	46		7, 8, 12, 13	
<b>Water</b>					
<b>GRI 3: Material topics 2021</b>	<b>3-3</b> Management of material topics	38	13.7.1		
	<b>303-1</b> Interactions with water as a shared resource	38	13.7.2	6, 12	
	<b>303-2</b> Management of water discharge-related impacts	38	13.7.3	6	
	<b>GRI 303: Water and effluents 2018</b>	<b>303-3</b> Water withdrawal	38	13.7.4	6
	<b>303-4</b> Water discharge	39	13.7.5	6	
	<b>303-5</b> Water consumption	40	13.7.6	6	



GRI Standard/ Other Source	Contents	Location	GRI Sector Standard Reference Number	SDGs
<b>Waste and the circular economy</b>				
<b>GRI 3: Material topics 2021</b>	<b>3-3</b> Management of material topics	41	13.8.1	
	<b>306-1</b> Waste generation and significant waste-related impacts	41	13.8.2	3, 6, 11, 12
	<b>306-2</b> Management of significant waste-related impacts	41	13.8.3	3, 6, 8, 11, 12
<b>GRI 306: Waste 2020</b>	<b>306-3</b> Waste generated	41	13.8.4	3, 6, 11, 12
	<b>306-4</b> Waste diverted from disposal	41	13.8.5	3, 11, 12
	<b>306-5</b> Waste directed to disposal	41	13.8.6	3, 6, 11, 12, 15
<b>Product quality and safety</b>				
<b>GRI 3: Material topics 2021</b>	<b>3-3</b> Management of material topics	21	13.10.1	
	<b>416-1</b> Assessment of the health and safety impacts of product and service categories	21	13.10.2	
<b>GRI 416: Consumer health and safety 2016</b>	<b>416-2</b> Incidents of non-compliance concerning the health and safety impacts of products and services	For strategic reasons, Pamplona Alimentos S.A. will not disclose this information.	13.10.3	16
	<b>13.10.4</b> Report the percentage of production volume from sites certified to internationally recognized food safety standards, and list these standards	21	13.10.4	2, 3
<b>GRI 13: Food Safety</b>	<b>13.10.5</b> Report the number of recalls issued for food safety reasons and the total volume of products recalled	21	13.10.5	2, 3
	<b>Animal welfare</b>			
<b>GRI 3: Material topics 2021</b>	<b>3-3</b> Management of material topics	33	13.11.1	
<b>GRI 13: Animal health and welfare</b>	<b>13.11.2</b> Report the percentage of production volume from sites of the organization certified to third-party animal health and welfare standards, and list these standards	33	13.11.2	
<b>Diversity</b>				
<b>GRI 3: Material topics 2021</b>	<b>3-3</b> Management of material topics	59	13.15.1	
<b>GRI 405: Diversity and equal opportunity 2016</b>	<b>405-1</b> Diversity of governance bodies and employees	60, 61	13.15.2	5, 8



GRI Standard/ Other Source	Contents	Location	GRI Sector Standard Reference Number	SDGs
<b>GRI 406: Non-discrimination 2016</b>	<b>406-1</b> Incidents of discrimination and corrective actions taken	59	13.15.4	5, 8
<b>GRI 13: Non-discrimination and equal opportunities</b>	<b>13.15.5</b> Describe any differences in employment terms and approach to compensation based on workers' nationality or migrant status, by location of operations	59	13.15.5	10, 16
<b>Health and safety</b>				
<b>GRI 3: Material topics 2021</b>	<b>3-3</b> Management of material topics	57	13.19.1	
	<b>403-1</b> Occupational health and safety management system	57	13.19.2	8
	<b>403-2</b> Hazard identification, risk assessment and incident investigation	57	13.19.3	8
	<b>403-3</b> Occupational health services	57	13.19.4	8
	<b>403-4</b> Worker participation, consultation, and communication on occupational health and safety	58	13.19.5	8, 16
<b>GRI 403: Occupational health and safety 2018</b>	<b>403-5</b> Worker training on occupational health and safety	58	13.19.6	9
	<b>403-6</b> Promotion of worker health	59	13.19.7	3
	<b>403-7</b> Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	57	13.19.8	8
	<b>403-8</b> Workers covered by an occupational health and safety management system	57	13.19.9	8
	<b>403-9</b> Work-related injuries	58	13.19.10	3, 8, 16
	<b>403-10</b> Work-related ill health	57	13.19.11	3, 8, 16
<b>People development</b>				
<b>GRI 3: Material topics 2021</b>	<b>3-3</b> Management of material topics	49	13.20.1 and 13.21.1	
<b>GRI 401: Employment 2016</b>	<b>401-1</b> New employee hires and employee turnover	50, 51		4, 5, 8, 10
<b>GRI 401: Employment 2016</b>	<b>401-2</b> Benefits provided to full-time employees that are not provided to temporary or part-time employees	54		3, 5, 8
	<b>401-3</b> Parental leave	55		5, 8



GRI Standard/ Other Source	Contents	Location	GRI Sector Standard Reference Number	SDGs
<b>GRI 404: Training and education 2016</b>	<b>404-1</b> Average hours of training per year per employee	53		4, 5, 8, 10
	<b>404-2</b> Programs for upgrading employee skills and transition assistance programs	53		8
	<b>404-3</b> Percent of employees receiving regular performance and career development reviews	56		5, 8, 10
<b>GRI 13: Income and a living wage</b>	<b>13.21.2</b> Report the percentage of employees and workers who are not employees and whose work is controlled covered by collective bargaining agreements that have terms related to wage levels and frequency of wage payments at significant locations of operation	54	13.21.2	1, 2, 8, 10
	<b>13.21.3</b> Report the percentage of employees and workers who are not employees and whose work is controlled paid above living wage, with a breakdown by gender	54	13.21.3	1, 2, 8, 10
<b>Sustainable value chain</b>				
<b>GRI 3: Material topics 2021</b>	<b>3-3</b> Management of material topics	63	13.22.1 and 13.23.1	
<b>GRI 201: Economic Performance 2016</b>	<b>201-1</b> Direct economic value generated and distributed	24	13.22.2	8, 9
<b>GRI 203: Indirect economic impacts 2016</b>	<b>203-1</b> Infrastructure investments and services supported	64	13.22.3	5, 9, 11
	<b>203-2</b> Significant indirect economic impacts	64	13.22.4	1, 3, 8
<b>GRI 308: Supplier environmental assessment 2016</b>	<b>308-2</b> Negative environmental impacts in the supply chain and actions taken	63		
<b>GRI 407: Freedom of association and collective bargaining 2016</b>	<b>407-1</b> Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	52	13.18.2	8
<b>GRI 408: Child labor 2016</b>	<b>408-1</b> Operations and suppliers at significant risk for incidents of child labor	52	13.16.2	5, 8, 16
<b>GRI 409: Forced or compulsory labor 2016</b>	<b>409-1</b> Operations and suppliers at significant risk for incidents of forced or compulsory labor	52	13.17.2	5, 8
<b>GRI 413: Local communities 2016</b>	<b>413-1</b> Operations with local community engagement, impact assessment and development programs	64	13.12.2	
	<b>413-2</b> Operations with significant actual and potential negative impacts on local communities	64	13.12.3	1, 2



GRI Standard/ Other Source	Contents	Location	GRI Sector Standard Reference Number	SDGs
GRI 13: Traceability of the supply chain	<b>13.23.2</b> Describe the level of traceability in place for each product sourced, for example, whether the product can be traced to the national, regional, or local level, or a specific point of origin (e.g., farms, hatcheries, and feed mill levels)	63	13.23.2	12
	<b>13.23.3</b> Report the percentage of sourced volume certified to internationally recognized standards that trace the path of products through the supply chain, by product and list these standards	63	13.23.3	12
	<b>13.23.4</b> Describe improvement projects to get suppliers certified to internationally recognized standards that trace the path of products through the supply chain to ensure that all sourced volume is certified	63	13.23.4	12
<b>Ethics and integrity</b>				
GRI 3: Material topics 2021	<b>3-3</b> Management of material topics	71	13.25.1 and 13.26.1	
GRI 201: Economic Performance 2016	<b>201-4</b> Financial assistance received from government	During 2025, Pamplona Alimentos S.A. received government financial support exclusively from Brazil. The total amount received was BRL 45.9 million, entirely related to tax incentives and tax credits.		
GRI 205: Anti-corruption 2016	<b>205-1</b> Operations assessed for risks related to corruption	71	13.26.2	16
	<b>205-2</b> Communication and training about anti-corruption policies and procedures	71	13.26.3	16
	<b>205-3</b> Confirmed incidents of corruption and measures taken	During the reporting period, Pamplona Alimentos S.A. did not record any reports or confirmed incidents related to corruption.	13.26.4	16
GRI 206: Anti-competitive Behavior 2016	<b>206-1</b> Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Pamplona Alimentos S.A. had no pending or concluded legal proceedings during the reporting period.		16
GRI 207: Tax 2019	<b>207-1</b> Approach to tax	25		1, 10, 17
	<b>207-2</b> Tax governance, control and risk management	25		1, 10, 17
<b>Innovation</b>				
GRI 3: Material topics 2021	<b>3-3</b> Management of material topics	20	13.25.1 and 13.26.1	



# SASB CONTENT INDEX

Topic	Code	Contents	Location
Activity metrics	FB-MP-000.A	Number of processing and manufacturing facilities	13, 14
	FB-MP-000.B	Animal protein production, by category; percentage outsourced	19
GHG emissions	FB-MP-110a.1	Gross global Scope 1 emissions	43
	FB-MP-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	43
Energy management	FB-MP-130a.1	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	46
	FB-MP-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	38, 40
	FB-MP-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	38
Water management	FB-MP-140a.3	Number of incidents of non-compliance associated with water quality permits, standards and regulations	In 2025, there were no instances of non-compliance with water quality permits, standards or regulations across any of Pamplona Alimentos S.A.'s operations. The company maintains dedicated teams responsible for continuous monitoring of water quality parameters to ensure adherence to all regulatory requirements. If operational deviations occur, Pamplona promptly applies corrective and preventive measures in line with its internal procedures and environmental management policies.
	FB-MP-160a.1	Amount of animal litter and manure generated, percentage managed according to a nutrient management plan	62
Land use and ecological impacts	FB-MP-160a.2	Percentage of pasture and grazing land managed to conservation plan criteria	62
	FB-MP-160a.3	Animal protein production from confined animal feeding operations	Pamplona Alimentos S.A. produced 100 tons of animal protein through concentrated animal feed operations (CAFO).



Topic	Code	Contents	Location
Food safety	FB-MP-250a.1	Global Food Safety Initiative (GFSI) audit (1) non-conformance rates and (2) associated corrective action rates for (a) major and (b) minor non-conformances	21
	FB-MP-250a.2	Percentage of supplier facilities certified to a Global Food Safety Initiative (GFSI) food safety certification programme	21
	FB-MP-250a.3	(1) Number of recalls issued and (2) total weight of products recalled	This information is not authorized for release. Pamplona Alimentos S.A. has a detailed procedure for conducting recalls, and conducts annual drills to verify system effectiveness.
	FB-MP-250a.4	Discussion of markets that ban imports of the entity's products	Pamplona Alimentos S.A. does business with all relevant markets, and there are no restrictions on our products.
Use of antibiotics in animal production	FB-MP-260a.1	Percentage of animal production that received (1) medically important antibiotics and (2) not medically important antibiotics, by animal type	21
Employee Health and Safety	FB-MP-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate	There were no reportable incidents during the reporting period.
	FB-MP-320a.2	Description of efforts to assess, monitor, and mitigate acute and chronic respiratory health conditions	No respiratory issues were identified among the assessed health risks. Nonetheless, the company carries out regular health screenings for employees and mandates the use of N95 masks whenever required.
Animal Care and Welfare	FB-MP-410a.1	Percentage of pork produced without the use of gestation crates	33
	FB-MP-410a.2	Percentage of cage-free shell egg sales	Pamplona Alimentos S.A. does not have eggs in its production chain.
Social and environmental impacts of the supply chain	FB-MP-430a.1	Percentage of livestock from suppliers implementing conservation plan criteria	63
	FB-MP-430a.2	Percentage of supplier and contract production facilities verified to meet animal welfare standards	63
Animal & Feed Sourcing	FB-MP-440a.1	Percentage of animal feed sourced from regions with High or Extremely High Baseline Water Stress	63
	FB-MP-440a.2	Percentage of contracts with producers located in regions with High or Extremely High Baseline Water Stress	63
	FB-MP-440a.3	Discussion of strategy to manage opportunities and risks to feed sourcing and livestock supply presented by climate change	63

# CREDITS

## RESPONSIBLE

Vice President

## VALIDATION

Chief Executive Officer

Vice President

Chief Financial Officer

Industrial Director

Procurement and Pig Husbandry

Director

Domestic Market Commercial Director

Expansion and New Business Director

Logistics Director

## ACCOUNTANT IN CHARGE

Elvis Justen | CRC – SC – 028194/0-3

## AREAS INVOLVED

Internal Audit

Commercial

Accounting

Controllership

Costs and Inventory

Financial

Pig Husbandry Department

Feed Factory

People Management

Industrial Operations

Legal

Laboratory

Logistics

Maintenance

Marketing

Environment

PCP

Research and Development

Quality

Human Resources

SESMT

Supplies

Information Technology

Tax

## SUPPORT

Pamplona Recreational, Cultural, and Sports Association – ARCEP

## MATERIALITY

Grupo Report

## CONSULTING, PROJECT MANAGEMENT, CONTENT, DESIGN, AND WEB DEVELOPMENT

Grupo Report

## INDICATOR COLLECTION

Grupo Report (Central ESG)

## REPORT TEAM

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## TRANSLATION

Grupo Report

## PROOFREADING

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