



Pamplona

2023

**Sustainability
Report**



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Message from the Chairman of the Board

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With the end of the year in which Pamplona celebrated its 75th anniversary, we are convinced that we have preserved the Company's ideals and are advancing toward our centennial with high energy and great resiliency. We had challenging times in the past, and they undoubtedly affected us in 2023. Nevertheless, despite many obstacles, we managed to use these learning experiences to recognize and seize many chances for development and expansion.

Pamplona's journey began in 1948 based on the vision of Ana and Lauro Pamplona. Despite the hurdles they faced, the Company achieved significant milestones that made it a strong and mature organization capable of responding strategically and adaptively to the economic and financial complexities of our times. In 2023, we initiated a series of measures that have helped us begin to recover from a challenging period with a positive outlook for the future.

On the occasion of the organization's 75th anniversary, we initiated the initial phase of the Presidente Getúlio (SC) unit's expansion project. This development includes a newly installed

robotic storage and palletizing area, marking Pamplona's entry into a new era of technological advancement.

We have diversified the markets to which we export our products, adding more countries than just China. Hence, we mitigate the risks of dependence on a single market. We began selling more to the Philippines and were able to export to Mexico as soon as Brazilian pork was cleared by the Mexican government. This demonstrates that our products are ready to compete internationally with the same care and product quality that we already had been practicing. Another proof of Pamplona's competitiveness was the significant surge in sales to South Korea, Canada and Japan.

In December, we successfully concluded the Company's entry into the capital markets, issuing an Agribusiness Receivables Certificate (CRA). The operation extended the debt and raised the level of Pamplona's governance maturity.

Among the main challenges we faced in 2023, the devastating storms that pummeled Santa Catarina in October and November 2023 made us realize

how critical it is to protect the environment and the people who live in regions where we are present.

While we experienced a few days of disruption in manufacturing operations, our primary focus was on the social impact of the floods.

We know that Pamplona's continuity depends on a combination of factors, including caring for the environment and people, and how we manage our businesses. The participation of all stakeholders and constant attention to the Company's surroundings will continue to be an important part of all the strategies outlined. These practices will make us more robust and competitive, strengthening our legacy as a company committed to ESG practices and focused on producing practical, healthy and safe food.



Valdecir Pamplona
Chairman of the Board



Message from the President GRI 2-22

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Seventy-five years ago, my parents Ana and Lauro Pamplona established the foundation for what is now the Pamplona organization. Over time, the Company has become a global benchmark for quality, winning markets across the globe. When, in 1963, they decided to add pork to the portfolio of what was then Açougue Riosulense, they were in fact setting out on a path of adapting and understanding the demands that are the hallmarks of what we are today.

The relentless pursuit of the optimal method for manufacturing and distributing our products has been the symbol of the Company since its inception. This commitment to excellence has been made possible by the full dedication of our entire team, from our employees and our reliable transportation partners to our Integration System suppliers and manufacturers. We know the importance of each individual in his process, and we always strive to treat everyone with respect and recognition.

The unfavorable exchange rate and high interest rates continued to impact Pamplona's economic performance in 2023, resulting in significant financial costs and investment restrictions. However, the Company's full commitment to executing strategic initiatives and relentless pursuit of operational efficiencies enabled us to mitigate the impact and end the year with more favorable results than in 2022.

Pamplona used the resilience and adaptability that have always been our characteristics to identify opportunities such as repositioning price points and enhancing the product mix in the domestic market. In addition, we sought to reduce fixed costs and improve processes, generating greater operational efficiencies. At the same time, we focused on deconcentrating exports and pursuing new markets. This made it possible to recover the EBITDA margin and control net debt.

In 2023, we demonstrated the significance of innovation and technological advancement for Pamplona through initiatives and investments. A particular focus was placed on the inauguration of a new robotic palletizing storage area in Presidente Getúlio (SC) in May.

So, even though we did not meet our sales targets, we are confident that we will be even better prepared to face the coming year. We are optimistic, believing in positive and consistent results in 2024. We have maintained our commitment to sustainability. That means we invest in the entire chain of production — our own and that of our suppliers. This ensures that we reduce our impact on the environment by reducing water and energy consumption and treating waste while also maximizing positive impacts, especially social ones, through job creation and local development.

Hard work, commitment and ethics are the greatest legacies of this family. We seek to pass these concepts along to the next



generations and to the Company's family of employees. These are our pillars. They have kept Pamplona strong right through to today and will continue to do so in the future.

We would like to thank everyone who has been a part of our 75-year history, especially our employees, partners, customers and suppliers, and we invite you to continue helping us build this story.

Irani Pamplona Peters
President

In the face of another challenging year, every employee and every team played an essential role in helping the organization navigate the complexities of 2023.



2023 Highlights

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Awards

Commercial Partner of the Year, granted by the American hamburger company Johnny Rockets, considering assiduity in the delivery of orders, quality of products and service, promotion actions, fair price and continuous development of new products.

Regional Leaders Santa Catarina – LIDE SC, in the Agribusiness category. The award recognizes the companies that most impact the region and the country.



Economic

Pamplona celebrated its 75th anniversary, **present with its products in 23 Brazilian states and the Federal District**, and in more than 30 countries.

Increase of 2.05% in Gross Operating Revenue.

Sales of more than **150,000 tons of products** from the Company's 274-item portfolio.

The first stage of the expansion project at the Presidente Getúlio (SC) unit was inaugurated, **an 8,500m² addition to the original unit** with a total investment of R\$ 77 million.

Investments in the Rio do Sul (SC) unit of some R\$ 8.6 million to expand the line of products with high added value.

Diversification of markets and expansion of sales to the various continents.



Environmental

Industrial solid waste management program at the Presidente Getúlio (SC) unit.

Inclusion of our own farms, the Lauro Pamplona Composting Plant and the Animal Feed Factory in the Company's greenhouse gas (GHG) emissions inventory.



Governance

Pamplona's first Agribusiness Receivables Certificate (CRA) issue, for a total of R\$ 60 million, marking the company's entry into the capital markets.

Launch of Pamplona's Information Security Policy, with intense training of the Company's employees on the subject.

Pamplona continues to be **at the forefront of animal welfare**, reaching 92% of the herd in the collective gestation system.



Social

Investment in employee training through lectures, courses and internal and external training.

Coordination of a joint effort with the Pamplona Employees' Association, partner financial entities, clients, suppliers and employees, to carry out various post-flood recovery actions, helping to rebuild and mitigate the effects of the losses.

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Overview

Profile [\[GRI 2-1\]](#)

Pamplona Alimentos S.A. is a family-owned, privately-held company based in Santa Catarina, whose products are sold in almost every Brazilian state and exported to more than 30 countries.

In addition to generating foreign currency for Brazil with its exports, Pamplona contributes to the economy of the country and the region where it is located. It does this by stimulating regional development with its Swine Integration System. The system includes farmers known as integrated producers, who are responsible for raising part of the Company's herd on farms located in the state of Santa Catarina. The integrated producers are regularly trained and qualified to meet the highest health and quality standards and to constantly improve the management of their enterprises.

Pamplona employs 3,450 people in its operations, which in the state of Santa Catarina has two industrial plants of its own – in Rio do Sul and Presidente Getúlio – as well as an outsourced plant

in Chapecó, a feed factory in Laurentino, two meat shops, a development unit and a concentrator distribution center, from where the products are distributed to the other nine distribution centers in Santa Catarina and other states. It has eight own farms, which, together with more than 300 integrated properties, gather a herd of more than 555,000 pigs.

In 2023, Pamplona sold more than 150,000 tons (t) of the various products it offers, from *fresh* meat to sausages, seasoned, salted, cured and smoked foods, all produced in accordance with strict quality and safety standards that guarantee the company a prominent position as a national benchmark in promoting animal welfare and product quality.

Pamplona's commitment to excellence in product quality, respect for employees, suppliers, and customers, and the transparency and seriousness of its operations have led the organization to its 75th anniversary in 2023 as one of the country's largest companies in the animal protein segment.



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75 years paving the way for the future

Pamplona's story began in the 1940s, when Lauro and his wife Ana Pamplona used the knowledge they had learned from their daily dealings in farming and animal husbandry to see how they could boost the family's income by slaughtering a steer every week and selling the meat in neighboring communities and towns. In 1948, the activity was consolidated and the couple founded the beef slaughtering and marketing company in the municipality of Agronômica (SC).

In 1963, it was renamed Açougue Riosulense Ltda. and began to dedicate itself to the slaughter and sale of pork, in addition to beef. Six years later, in 1969, the construction of a new headquarters got underway, in the same location where it is today: Rio do Sul (SC). It was no longer a butcher's shop. Now, it was Frigorífico Riosulense.

Following the death of Lauro Pamplona on April 15, 1991, Ana Pamplona assumed the role of president. The Company was experiencing significant growth and consolidation, having acquired another meatpacking plant in the municipality of Presidente Getúlio (SC). This expansion contributed to increased production and storage capacity.

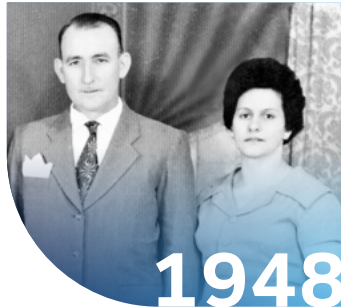
During Ana's tenure as president from 1991 to 2009, Frigorífico Riosulense saw significant growth and expansion under her leadership. She spearheaded the company's international sales, beginning in 1996 with shipments to Hong Kong and Uruguay. Additionally, she introduced the market to seasoned meats in 2006. In the same year, the administrative headquarters was built in Rio do Sul (SC).

Three years later, in 2009, Ana and Lauro's daughter, Irani Pamplona Peters, assumed the presidency of the Company and a Board of Directors was formed, which would be chaired by her brother, Valdecir Pamplona. The second generation assumed leadership, maintaining the values and teachings of their parents: hard work, respect, honesty, recognition of the importance of employees, integration, and commitment to quality and safety. The transition was natural, since the children had always worked for the company. In 2013, the corporate name is changed from Frigorífico Riosulense S.A. to Pamplona Alimentos S.A.

In the following years, the Company expanded its operations and progressed its governance, management and sustainability practices, ensuring competitiveness. In 2015, the processed food plant was inaugurated with the refurbishment of the Rio do Sul (SC) plant. Furthermore, in 2023, another great leap was taken with the inauguration of the automated storage area in Presidente Getúlio (SC), a symbol of the company's commitment to innovation.



Timeline



1948

Foundation, by Lauro and Ana Pamplona, of the company for the slaughter and sale of beef, in the municipality of Agronômica (SC).



1963

Beginning of the sale of pork by Açougue Riosulense Ltda.



1969

Change of name to Frigorífico Riosulense Ltda. and headquarters, from Agronômica (SC) to Rio do Sul (SC).



1973

Change to a joint-stock company, renamed Frigorífico Riosulense S.A.



1974

Implementation of the Federal Inspection Service (SIF) at the plant in Rio do Sul (SC).



1989

Acquisition of another slaughterhouse in the city of Presidente Getúlio (SC).



1996

First exports to Hong Kong and Uruguay.



2002

Status of Certified Farm from Companhia Integrada de Desenvolvimento Agrícola de Santa Catarina (Cidasc) and the Ministry of Agriculture and Livestock (Mapa).



2006

Construction of the administrative headquarters in Rio do Sul (SC), and the start of production and sale of seasoned meats.



2013

Change of name to Pamplona Alimentos S.A.



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2015

Inauguration of the new processing plant in Rio do Sul (SC), and laboratory accreditation.



2016

Pamplona becomes the first Brazilian company to use the *Brazilian Pork* seal of approval.



2017

Inauguration of the Itajaí Meat House (SC) and extension of accreditation to the microbiology laboratory.



2018

Expansion of the sliced line and launch of the first Sustainability Report.



2019

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



2020

Inauguration of the concentrator distribution center in Camboriú (SC), launch of products in smaller fractions and preparation of the first inventory of greenhouse gas (GHG) emissions.



2021

Start of expansion in Presidente Getúlio (SC) and expansion in Rio do Sul (SC).



2022

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



2023

Celebration of Pamplona's 75th anniversary, with the inauguration of the automated storage area in Presidente Getúlio (SC), and expansion of the seasoned production line in Rio do Sul (SC).



Product lines

Pamplona's product portfolio is divided between the Pamplona and Rio Sul brands. The guiding strategies for managing the portfolio are to increase the share of products with greater added value, and meet new consumer needs via innovations focused on taste, practicality and healthiness.

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Pamplona offers consumers 274 product options distributed in the following lines:



Seasoned chilled and frozen pork cuts: seasoned cuts, ready for preparation.



Sliced: prepared with noble and practical ingredients for consumption.



Smoked: products ready for consumption, naturally smoked.



Smoked sausages: products based on natural smoking, ready for consumption.



Fresh sausages: made from selected meats, for appetizers, snacks and especially barbecuing.



Hams: prepared with quality raw materials equipped with modern Spanish technology.



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Cured: salamis and pantry with Italian inspiration and technology.



Pork lard: in different volumes and packaging.



Food Service: products aimed at companies that prepare meals, designed with income, time savings and standardization in mind.



Party line: cuts prepared especially for year-end holidays.



Flavors: kits and accompaniments for barbecues or meals, such as cheeses and polenta.



Salted: salted pork parts and directed to the preparation of typical Brazilian feijoadas and other tasty dishes.



Frozen in natura line: main unseasoned pork cuts.

Check out the full product catalogue

Domestic market:

Foreign market:



For the foreign market, Pamplona sells chilled and frozen fresh cuts of pigs and processed products.



2023 Launches

A 75th anniversary commemorative line, called "Family Recipe," with products developed from reinterpretations of the preparations produced by Ana Pamplona, the company's founder, which have differentiated packaging and the "Pamplona 75 years" seal:



Pork Rib seasoned with lemon and herbs



Copa Lombo seasoned with chimichurri



Sausage with exclusive formulation



Seasoned pork bits



Bevel-cut Italian salami



New portions of fresh sausages (Frozen pork sausage 2.5 kg, Chilled Tuscan sausage 4 kg, Frozen ham sausage 880 g)



Classic pork blanket 180 g



Cheddar pork mantle and 180 g bacon



Bacon palette tablet



Curdled cheese 4 sticks



Frozen polenta stick packs of 400 g and 2 kg

2023 COMMITMENTS

In 2023, 10 new products will be launched to facilitate consumers' daily lives, for daily meals or on weekends.

STATUS



Achieved

RESULT

14 products launched

The packaging swap process was concluded in 2023.



Achieved

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Structure and presence of Pamplona GRI 2-1, 2-6

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Pamplona's production structure extends throughout the state of Santa Catarina, with two processing plants, a feed factory, two meat stores, an outsourced factory, and eight own farms, in addition to a distribution center in Lages (SC) and the concentrator distribution center in Camboriú (SC).

Pamplona's products are shipped to more than 30 countries and to nine distribution centers in eight Brazilian states, covering almost the entire length of the country so that the company's brands are present in all sales channels in 23 states and the Federal District. In 2022, the Company opened a new distribution center in Jandira, SP, as part of its expansion strategy in São Paulo and created 30 job opportunities in the region.

- 9 distribution centers**
- Headquarters**
- 2 processing plants**
- 1 feed plant**
- 8 own farms**
- 2 meat stores**
- 1 concentrator distribution center**
- 1 outsourced factory**



The path of Pamplona's products

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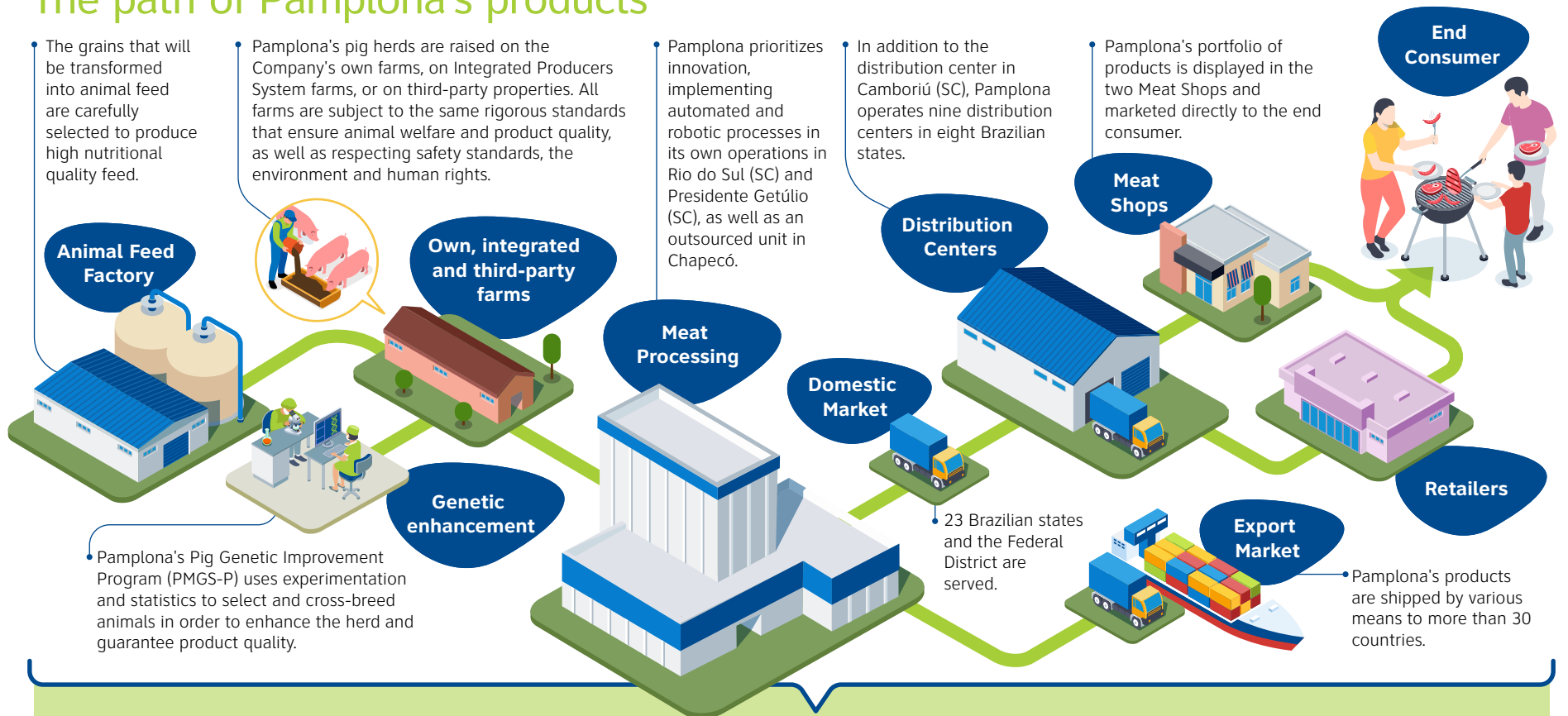
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ENVIRONMENT

Pamplona's environmental focus ranges from supplier selection to research into the creation of recyclable packaging, including water, energy, waste management and emission monitoring. Everything is tracked by the Company's Environmental Management System and Environmental Performance Index (IDA).

PRODUCT QUALITY

The pursuit of quality and safety in Pamplona's products influences every level of the manufacturing process with stringent processes and controls. Monitoring takes place at the microbiological and physical-chemical analysis laboratories, and products are evaluated using the Hazard Analysis and Critical Control Points (HACCP) methodology.

ANIMAL WELFARE

The Animal Welfare Policy and the commitments established by Pamplona guide the entire production process and guarantee the best conditions for the animals. The management of indicators is computerized, with data collected in real time.

LOGISTICS AND TRANSPORTATION

The transportation of both animals and products is in full compliance with legal and consumer requirements. The Company's management of its own routes leads to faster travel times for the refrigerated trucks, thus contributing to delivery to customers of a product in perfect conditions of quality and safety.

PEOPLE

Pamplona prioritizes relationships based on trust and respect. The company seeks fair and lasting partnerships, promoting positive experiences for all stakeholders while fostering the personal and professional development of its employees.





Innovation

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The expansion of the Presidente Getúlio unit (SC)

The growth of the global population and the consequent increase in food consumption present companies in the food sector with the challenge of growing sustainably. Pamplona believes that innovation is key to meeting this challenge and is working on different fronts to modernize and grow the brand. The aim is to guarantee an increase in production and the quality standards of its products, as well as seek the development of the cities where it operates to guarantee the sustainability of its operations.

In May 2023, on the day of Pamplona's 75th anniversary, the first stage of the expansion project at the Presidente Getúlio (SC) plant was inaugurated, reflecting the company's innovation strategy based on Industry 4.0 concepts, featuring the installation of five robots responsible for the palletizing process.

The expansion comprises the addition of 8,500 m² to the original unit and involved an investment of R\$ 77 million. The internal chamber's height is equivalent to a 10-storey building and it has space

for storing 3,200 positions/pallets that can hold up to 4,480 tons. There is also a chamber for storing chilled products with a capacity of 1,080 positions/pallets.

Storage is a crucial aspect of ensuring the quality, safety, and health of products in the meat sector. It is a key factor in the Company's ability to compete in the national and international markets. The use of process automation and robots represents a significant advantage for the storage area, ensuring the highest standards of quality and reliability.

Automated storage is operated by robots that palletize the items, take them to stacker cranes (a structure that automatically moves and stores palletized goods) and store them in the refrigerated chamber, which is fully mapped and integrated through technological tools. The use of robots in Presidente Getúlio (SC) speeds up the production process, especially for shipping, reduces the physical effort of employees and saves energy, as well as being the first step towards future expansions.



2023 COMMITMENTS

For 2023, the modernization project for storage underway at the Presidente Getúlio factory (SC) and the expansion of the seasoned meat line at Rio do Sul (SC) will be completed.

STATUS



Achieved

RESULT

In mid-2023, Pamplona inaugurated a new storage facility in Presidente Getúlio (SC) and completed expansion of the seasoning line in Rio do Sul (SC).





Expansion of processed line in Rio do Sul (SC)

As part of Pamplona's strategic planning, the company increased the share of processed products in its total sales volume in 2023 through three strategies that yielded significant results by the end of the period.

The introduction of a third shift for packaging cooked smoked products boosted operational efficiency, resulting in an 11% increase in the production of these products from 2022 to 2023, a difference of almost 1.8 tons.

In the fresh sausage line, there was an increase in the workforce on the second shift to produce the thermoformed and chilled line. As a result, about 2.7 tons more were produced, an increase of 57% compared to the previous year.

The operational improvement in the bacon and smoked line also resulted in production growth of approximately 13% from 2022 to 2023.

In total, the industrialized segment saw an increase of 2,900 tons in the last year, compared to the previous period.



Pig genetic improvement program

The Brazilian pork industry, like the main ones around the world, implements pig genetic improvement programs to guarantee the competitiveness of the companies and the quality of the products. Pamplona's Pig Genetic Improvement Program (PMGS-P) employs a combination of genetics and statistics to select the animals that will become matrices. These animals will be the parents of the next generation, transmitting the desirable characteristics in their genes.

To achieve genetic improvement in the herd, two tools are combined: selection and crossbreeding. Selection consists of choosing, year after year, the best animals, males and females, to be parents of the next generation. Crossbreeding consists of mating animals of different breeds or strains, combining in the crossbred animals – or hybrids – the best that each breed or

strain can offer and also benefiting from the genetic effects of heterosis, the name given to the improvement of a trait in a crossbred animal in relation to the average performance of its parents in relation to that trait.

The Pamplona Pig Genetic Improvement Program (PMGS-P) is comprised of its own high-health-level farms, known as Nucleus Farms, which house animals of the Landrace and Large White breeds from Maternal Lines and the Pietrain, Duroc, and HP Genetic Line breeds from Paternal Lines. These genotypes are characterized by being able to produce large numbers of piglets, featuring meat of excellent quality.

In the Genetic Nuclei, animals are evaluated in Farm Tests. Males and females of greater genetic merit are selected to be part of the breeding

stock. In the evaluation and selection of the animals, their growth rate, their efficiency in transforming the food consumed into live weight and meat, and their reproductive and anatomical characteristics are considered. Selected males and females, called Great-Grandfathers and Great-Grandmothers, respectively, remain in the Core Farms replacing animals of the previous generation, generating continuous genetic gains, year after year.

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PMGS-P sustainability is based on three pillars:

- **market independence**, with its own breeders to meet the production of pigs for slaughter;
- **selection**, focusing on the development of genotypes to meet the demand for products of its customers; and
- the health or safety of their livestock and animals for slaughter.

The Genetic Core Farms are the pillars that genetically support the production of Pamplona's slaughter animals.

The use of great-grandfather males is intensified through the pig semen collection and processing center (CCPSS), which multiplies the genetic gains generated in the genetic core farms by disseminating the semen of the males with the best genetic merit.

Females from Maternal Lines selected as Grandmothers are sent to Multiplier Farms, owned by Integrated Breeders, where they will produce crossbred or

hybrid breeding females, known as F-1 Females. After undergoing another selection process, these females are sent to Commercial Farms owned by Integrated Breeders. At the Commercial Farms, F-1 Females are fertilized with semen from males of the Paternal Lines housed in the CCPSS to produce the piglets that will be raised for slaughter.

The PMGS-P allows Pamplona to precisely meet the needs of the consumer market, developing specific or differentiated products for distinct markets or niche markets, as well as ensuring the necessary sanitary conditions.

Having its own program is essential so that the service to the Company's customers is carried out speedily, especially in case of changes in demands, volumes or sanitary requirements in certain markets.

PAMPLONA'S PIG BREEDING PYRAMID

CORE FARMS



animals of high genetic merit (great-grandfathers and great-grandmothers)

MULTIPLIER FARMS



responsible for multiplying animals of high genetic merit (grandparents)

COMMERCIAL FARMS



crossbreeding of F-1 females and finisher males for production of animals for slaughter

note: At the top of Pamplona's genetic improvement pyramid are the core (or nucleus) farms, with animals of high genetic merit. Below them are the multiplier farms, responsible for multiplying the animals of high genetic merit and, in the last stratum, are the commercial farms, which produce the animals for slaughter.



Digital transformation

At Pamplona, innovation is oriented towards the business objectives and challenges of the sector, covering its entire production chain. The Company develops new processes and tools internally and/or in partnership with technical bodies that contribute to traceability, technical excellence and the development of production processes and products.

In the production of pigs, in addition to the genetic improvement program for the animals, Pamplona implements actions with the integrated companies that are responsible for the farms that are part of the pig integration system, where the animals that make up the Company's herd are raised.

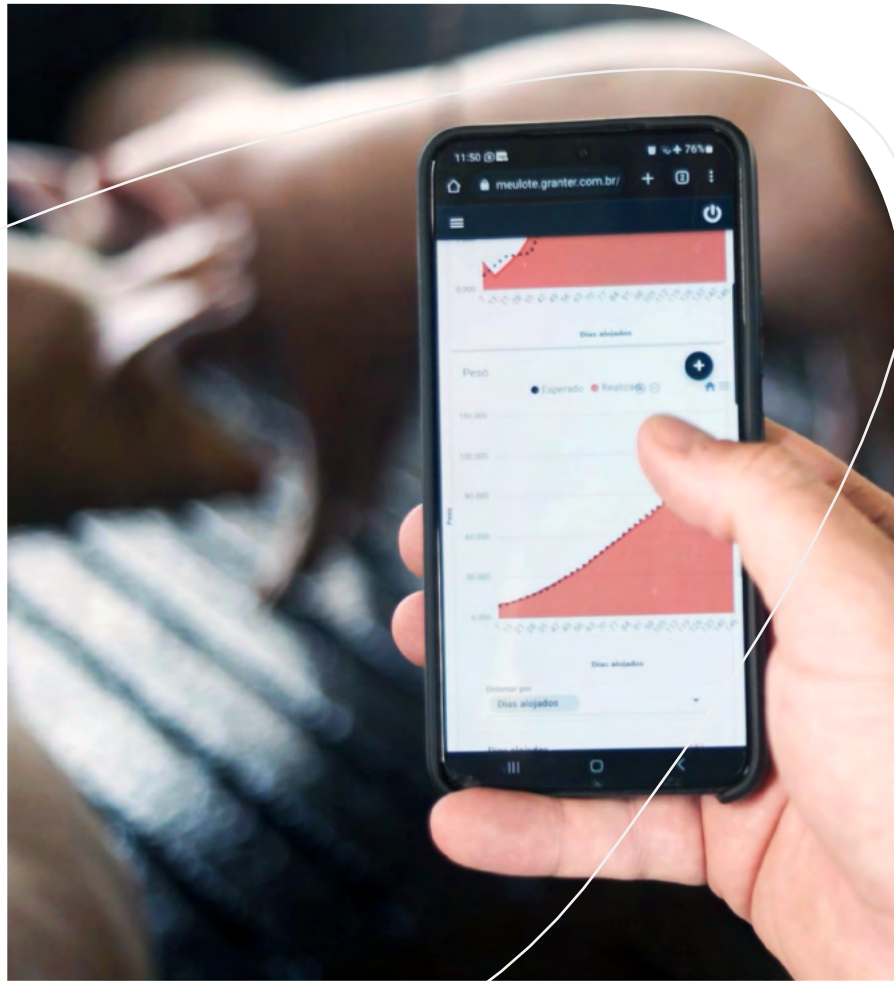
Pamplona offers them management applications that make it possible

to visualize in real-time the main zootechnical and environmental indicators of their lot. This technology allows technicians to perform virtual monitoring for quicker and more confident decision making. An app makes it possible to request and monitor feed orders, communicate the entry and exit of animals and send relevant notifications between the Company and the integrated members.

With regard to its operations, Pamplona expanded its conversion to Industry 4.0 concepts in 2023 with the implementation of automated storage operated by robots and stacker cranes at the new Presidente Getúlio (SC) plant.

The implementation of digitalization in 2023 for monitoring by Pamplona's Quality Control personnel increased the agility and reliability of the process, ensuring that the Company's products meet the highest standards of excellence. Logistics is also fully digitized, with real-time tracking of shipments, their transportation and deliveries.

On the commercial side, the project to implement a sales support platform is underway. The first stage is focused on serving the domestic market. Plans call for its completion and implementation in 2024.



2023 COMMITMENTS

Currently under development is our own B2B e-commerce platform, an initiative that will help expand sales to retailers and the food service segment.

STATUS



In progress

RESULT

E-commerce project designed and in the approval phase with the Board of Directors.

Completion forecast for 2024.

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Data protection systems

With Pamplona's digital transformation, which is making the storage of data and processes of the company and its customers, employees and suppliers increasingly technological, the operation is also more agile and efficient. And the more a company advances in the use of technology, the more it needs to prepare for such events, becoming capable of maintaining its operations and protecting its stakeholders.

Two strategies are implemented by Pamplona for this protection: the Company and its operations are safeguarded by the Disaster Recovery Program, and the data of clients, suppliers, integrated companies and employees by the Information Security Policy, formalized in 2023.

Disaster Recovery allows the continuity of Pamplona's operations, even in the event of unexpected interruptions, due to natural disasters, such as earthquakes, fires, floods, or cyber threats, *hardware* failures and other events that may affect the Company's Information Technology (IT) systems.

Preventing production downtime by controlling unexpected interruptions also reduces waste.

Pamplona's Information Security Policy, disclosed by email to all employees who have access to the Company's systems, is another strategy to mitigate the risks inherent in the digital transformation process. It brings together the policies, standards, and/or procedures needed to ensure the confidentiality, integrity, and availability of internal information and to prevent security incidents that could jeopardize the company's reputation and that of its customers, while complying with legal privacy requirements.

All employees with access to Pamplona's systems received information security training between March and April in 2023.

In accordance with our company policy, as of March 2023, all new employees are required to attend a presentation on basic information security policies as part of the Company's onboarding process.

In addition, internal auditors were trained in information security to audit the various areas of Pamplona. This ensured that the security controls and practices adopted were in line with standards, regulations and best practices.



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Economic-financial performance GRI 201-1

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The market

Despite improvements compared to the 2022 scenario, the Brazilian market still faced challenges in 2023 due to unfavorable exchange rate fluctuations and high global and Brazilian inflation. These factors negatively impacted exports and the purchasing power of consumers. Gradually, this scenario improved and, at the end of the first semester, according to data released by the Brazilian Association of Supermarkets (Abrás), consumption in Brazilian households had already risen by 2.47%.

In addition to the increase in consumption, the fall in the price of inputs, especially corn and soy, which account for between 70% and 80% of pork production costs, has allowed for growth and competitive prices compared to other animal protein products.

Despite the slightly more favorable scenario throughout the year, 2023 required companies in the sector to demonstrate resilience and agility — characteristics of Pamplona — in order to identify new opportunities. In line with the market, the Company has implemented measures such

as launching new products and improving processes, achieving greater operational efficiency, and deconcentrating exports, seeking new markets and different customers within the markets already served.

Following the market trend of gradual improvement, Pamplona presented positive figures in 2023, compared to 2022: a 2.05% increase in Gross Operating Revenue and 0.35% in Net Operating Revenue, 79.87% in gross profit and a net profit of around R\$ 1 million, compared to a loss of around R\$ 47 million in the previous period. Adjusted EBITDA went from a negative R\$ 62.38 million in 2022 to R\$ 42.23 million in 2023.

In December 2023, Pamplona announced its first issue of an Agribusiness Receivables Certificate (CRA), a fixed-income bond used to raise funds in the capital market for companies in the agricultural sector. The operation, in the total amount of R\$ 60 million, marks the Company's entry into this market, reinforcing its governance standards and its financial strength.

Pamplona's production presented very similar numbers between 2022 and 2023, with the slaughter of 1,616,000 pigs and 24,000 cattle in 2022; and 1,610,000 pigs and 16,000 cattle in 2023. A slight reduction in sales of *fresh meat* in the domestic market was offset by increased sales in the foreign market and higher sales of processed meat. As a result, Pamplona closed 2023 with more than 150,000 tons sold, 2,800 tons higher than in 2022.

According to ABPA's projections for 2024, pork production in Brazil is expected to grow next year, but at a slower pace, of about 1%. With the recovery of world stocks of the main inputs for feed production, it is expected that 2024 will present lower costs for pig production.



150 thousand

tons of pork meat sold



2.05%

increase in Gross Operating Revenue



Brand closest to customers and consumers

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Pamplona develops specific relationship strategies with end consumers, to whom marketing campaigns and social media and point-of-sale communications are directed, and with buyers, who will offer the products in supermarkets, cafeterias and restaurants to the end consumer.

The Company operates in various distribution channels, serving regional chains, end consumers, wholesale distributors, *food services*, industries, national chains, regional chains with more than 10 stores and retail outlets. Its activities in the international market are focused on B2B sales, always seeking to satisfy local customers, whether importers, distributors, processors or retailers.

Pamplona prioritizes direct contact with its customers to build relationships based on transparency and trust in search of mutually beneficial results. They are regularly invited to visit the Company, where they receive the sustainability reports along with the product catalog. In 2023, there were more than 360 customer visits to Pamplona's facilities. Furthermore, upon request, the Company is pleased to provide transparent disclosure of information about itself, the production process, and its products.

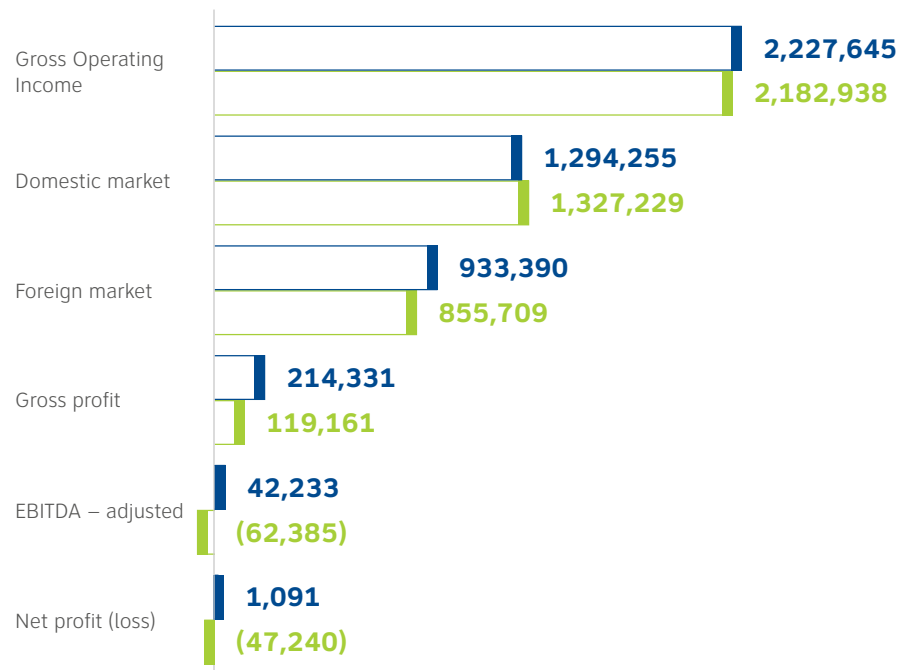
Another strategy for moving closer to clients is to have a presence in trade fairs in Brazil and around the world. These events have changed from sales spaces to relationship spaces, where new and potential clients are met and relations are strengthened, understanding their needs and demands and thus identifying changes in their strategies.

Also with foreign customers, the Company seeks to strengthen relationships, to better understand the market, its needs and requirements.

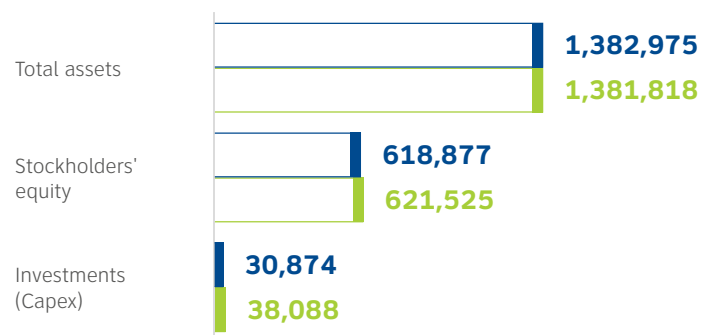
In 2023, Pamplona took part in the main trade fairs abroad, such as Gulfood in Dubai in February; the Sial Canada Fair in Toronto in May; and the Anuga Fair in Cologne, Germany in October; as well as the Pamplona Vision Seminar in Seoul, South Korea and visits to customers in Japan in November.

Main financial indicators [GRI 201-1](#)

OPERATING PERFORMANCE (in R\$ thousand)



FINANCIAL PERFORMANCE (in R\$ thousand)



● 2023 ● 2022





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Tax strategy [\[GRI 207-1\]](#)

Pamplona's tax strategy is reviewed annually by the Board of Directors and is linked to the company's business and sustainable development strategies, taking into account the socio-economic impacts of its tax approach. These impacts include their effect on the community, reducing inequality, contributing to public services, employability and training, human rights, and environmental impact.

Pamplona's tax strategy is integrated into the company's business and processes through training, tax transparency, tax compliance policy, involvement of senior management and tax risk assessment.

Pamplona has a Tax Committee, which reinforces tax compliance measures and promotes the discussion of new tax ideas. The Company is attentive and keeps up to date on the progress of the new tax reforms in order to anticipate strategic decisions. Its goals include strengthening internal actions aimed at compliance and mitigating tax risks.



Tax risk control and management [\[GRI 207-2\]](#)

At Pamplona, tax risks are identified by assessing the organizational structure, tax laws and regulations, audits, international implications and evaluating transactions and partnerships. They are managed and monitored through compliance processes, training, a monitoring system, communication with tax authorities, professional consulting, and evaluation of tax strategies and monitoring.

The Company has established a number of mechanisms for reporting concerns about business conduct and fiscal integrity. These include the Ethics and Compliance Hotline, independent reviews and audits, the Ethics and Compliance Committee, open communication channels, corporate responsibility reports, regulatory bodies and public complaints.

Reports are verified through an external tax audit, internal audit, regular reviews, comparison with tax regulations, analysis of supporting documentation and tax advice.



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Business strategy

Pamplona's business strategy is guided by the permanent evolution of the product portfolio. The primary directives are the expansion of items with enhanced value, adjustments and innovations resulting from shifts in consumer expectations and needs, and the intensifying rigor in the quality and safety of products, which also qualifies the Company to serve all markets.

Pamplona has the management and decision-making capabilities to enable rapid market penetration and customer service. Two factors that enhance the Company's flexibility and adaptability to various scenarios are the production units' geographical proximity and the management of its production chain.

Pamplona's approach of meeting consumer demand with differentiated products, taking into consideration aspects such as portion control, seasonings, and innovation, is particularly notable within the domestic market.

The Company has adopted a strategy of diversifying the countries to which it exports its products on the international market. Due to health issues that affected domestic pork production in China from 2019 to 2021, the Asian country had been importing a high volume of pork and, due to the high demand, the Company had a large part of its exports concentrated in that country. With the resumption of Chinese production and the consequent reduction in imports, Pamplona has changed course, increasing exports to the Philippines, starting to sell to Mexico and expanding its share of the customer portfolio to other markets.

Some of the factors that have impacted domestic pork production in the Philippines have contributed to the increase in exports over the past two years. The exports of the two units in Pamplona and the rest of Santa Catarina were bolstered as a consequence of the increased demand for imported pork caused by the reduction in import tariffs by the government of that nation.

An additional development in 2023 was the commencement of pork exports to Mexico, a nation with which Brazil had previously expressed interest in forging an agreement permitting Mexican firms to purchase pork from Brazilian firms. Exports of Brazilian pork products to Mexico were authorized by the end of 2022, in part due to increased discussions sparked, among other things, by high inflation in Mexico. In March 2023, Pamplona initiated the first shipment to that country, which evolved throughout the year to become a significant customer of the company.

2023 COMMITMENTS

In the foreseeable future, Pamplona will persist in its efforts to increase the proportion of high-value products in its portfolio and to facilitate adaptations to cater to emerging markets.

STATUS



In progress

RESULT

In 2023, Pamplona began its exports to newly qualified countries, in addition to expanding export volumes.



Production and distribution capacity

Pamplona operates an animal feed factory, eight own farms and more than 300 integrated properties, two own and one outsourced industrial plants, a concentrator distribution center, nine distribution centers, two meat stores and a development unit.

This production complex is responsible for slaughtering 1.608 million pigs a year and processing 152,351 tons of pork meat, which is transformed into the products that make up Pamplona's product lines.



The implementation of novel technologies for product storage and distribution, as well as the establishment of additional distribution centers, have resulted from the application of business strategies to distribution in recent years.

The distribution center (DC) in Jandira (SP), installed in 2022, has met the objective of sustaining the growth strategy in the regions of Greater São Paulo, Litoral Paulista, Vale do Paraíba, Alto Tietê and the interior of São Paulo. It has tripled storage capacity in the region and generated more business opportunities.

However, the most significant investment, primarily as a result of the opportunities it created, was the installation of an automated palletizing storage chamber in Presidente Getúlio (SC) (see page 17 for details).

Capital allocation

As part of its strategy to allocate capital to initiatives that drive growth, Pamplona invested R\$ 30.88 million in 2023. The main projects completed and that went into operation in the year were the expansion of the product line with high added-value and the expansion of the factory in Presidente Getúlio (SC).

Automated storage, in Presidente Getúlio (SC), gradually came on line, quintupling its capacity. Over the past few years, the Company has invested R\$ 77 million for the expansion and modernization of the unit.

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Where Pamplona wants to go

Pamplona's objectives for the coming years are aimed at the continuous improvement of operating efficiencies in its plants and technical performance in the field, especially through the Genetic Improvement Program.

In the domestic and international markets, the aim is to broaden the portfolio, increase the share of processed products and invest in high value-added lines (sliced, cured and portioned) in order to increasingly become a company that identifies, understands and adapts to new market needs. This will allow it to offer differentiated services and products

with quality in the broadest sense, from the raw material to the customer.

The critical issues for the future of the business are closely linked to the Company's Materiality matrix, which identified the following topics, as detailed on page 33 of this report: climate change, waste, circular economy, water, health and safety, people development, diversity, sustainable value chain, animal welfare, product quality and safety, ethics and integrity, and innovation.

ESG policies and practices will serve as benchmarks for the company's activities. To maintain continuity, it will be necessary to seek not only good economic and financial results, but also a series of factors related to the environment, our personnel and management.



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Commitments to the ESG guidelines

- Management and planning
- Sustainability Report





Commitments to the ESG guidelines

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Pamplona is aligned with international commitments, such as the United Nations Guiding Principles on Business and Human Rights (UNGPs), the International Labor Organization's (ILO) Labor Standards and the Sustainable Development Goals (SDGs), in addition to following international accounting standards such as the International Financial Reporting Standards (IFRS). These commitments have been approved by the Company's highest governance body and the Executive Board and apply to all its activities and business relationships with suppliers, distributors, outsourced companies and outsourced activities. [\[GRI 2-23\]](#)

These commitments and standards guide Pamplona's internal documents and policies, such as the Code of Ethics. They are communicated in-house and externally through social networks, on the Company's website, at events and conferences as well as contained in the Sustainability Report and the publication of the annual audited Financial Statements.

Commitments are integrated into organizational strategies, policies and operations. These include setting targets in line with them, incorporating them into internal policies, developing specific



operating procedures, training and awareness-raising, impact assessment, due diligence, clear responsibilities, internal communication, continuous monitoring and review, employee feedback and involvement, and transparent reporting. [\[GRI 2-24\]](#)

Pamplona complies with due diligence to ensure that its partners are aligned with the commitments and standards to which it is aligned. It also applies the precautionary principle, which requires the Company to ensure that it is not involved in actions that could damage the environment or ecosystems.

The implementation of commitments in business relationships is carried out through the selection and periodic assessment of business partners, the inclusion of contractual clauses, audits and monitoring, the disclosure of sustainability reports, training and capacity building, transparent communication, problem solving and the search for continuous improvements.



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The Board of Directors evaluates results, identifies opportunities for improvement, and is responsible for strategic decision-making, conducting monthly analyses of the effectiveness of the Company's processes. [\[GRI 2-12\]](#)

Management and planning

Pamplona's Board of Directors is responsible for establishing the guidelines related to sustainable development, supervising and approving the policies and goals related to them, as well as exercising strategic leadership.

The participation of senior executives in supervising the processes of identifying and managing the impacts of the Company's activities on the economy, the environment and people has an influence on various processes. This includes risk assessment, cost-benefit analysis, monitoring of economic indicators, environmental impact assessment, carbon footprint, monitoring of natural resources, waste management and employee skills and well-being.

The responsibilities of the Chief Executive Officer in managing impacts, by delegation of the Board of Directors, involve developing and implementing sustainability strategies, evaluating and monitoring sustainable performance, ensuring compliance with regulations and standards and integrating sustainability into Pamplona's processes and operations.

[\[GRI 2-13\]](#)

Engagement with the Company's stakeholders to identify and manage impacts occurs through public consultations and disclosure of information. The results of these processes are presented in reports and meetings and considered in the Company's decisions.

Regarding personnel management, issues related to sustainability are addressed through social actions and programs aimed at individual development and are disclosed to employees and senior management in newsletters through our in-house communication channels. Both the members of the Company's executive board as well as employees are invited to participate in all actions and events.

[\[GRI 2-17\]](#)



Strategic planning

Every five years, Pamplona's strategic plan is reviewed based on meetings of the Executive Board and all operating areas. This allows for the definition of priority goals and projects for the upcoming period, which are then assessed and approved by the Board of Directors.

Preparations for the new planning cycle initiated in 2023 will be completed in 2024. It is expected that ESG (environmental, social and governance) issues will become even more important.

The current plan envisions as strategic objectives the growth in processed products and the expansion of the participation in retail and *food service*. In the field, it foresees the participation of 70% of its own pigs in the total of the Company's overall herd. The Company completed two important stages of the current strategic plan in 2023 with the inauguration of the expansion of the Presidente Getúlio plant (SC) and the enlargement of the processing plant in Rio do Sul (SC).

The strategic plan is reviewed annually through a budget planning process, which is then submitted to the Company's Board of Directors for approval. Based on the approved goals, deliverables contracts are created and monthly meetings are held to evaluate performance involving:



Officers and their managers (sectoral);



President and directors (Executive Board) and



Board of Directors and Executive Board (Board Meeting).



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Sustainability Report

Published annually, this Report refers to Pamplona Alimentos S.A., the only company listed on the financial statement. It follows the same reporting standards as in the 2022 Sustainability Report and covers the period from January 1 to December 31, 2023. [\[GRI 2-2 and 2-3\]](#)

The highest governance body is responsible for analyzing and approving the information reported in Pamplona's reports and participates in the analysis and approval of the material topics.

[\[GRI 2-14\]](#)

Process of defining main themes

Pamplona's materiality study in 2022 was based on interviews with stakeholders, the assessment of scenarios, including competition, and the market's most practiced sustainability indicators. [\[GRI 3-1\]](#)

Interviews were conducted with Pamplona executives and external stakeholders, including suppliers, customers, international distributors, academia, public authorities, employees' unions, financial and integrated institutions. A questionnaire was answered by 199 employees.

The same set of material topics identified in 2022 has been adopted for this report.

2023 COMMITMENTS

Pamplona is preparing a new ESG plan with defined goals, linked to the material topics.

STATUS



In progress

RESULT





Pamplona's material topics [GRI 3-2]



Environmental

- **Climate change:** Pamplona monitors greenhouse gas (GHG) emissions from its operations by conducting an inventory of Scopes 1 (own emissions) and 2 (emissions from the generation of energy consumed) in its industrial units and own farms.
- **Waste and circular economy:** waste arising from Pamplona's operations comprises three major groups: post-consumer packaging, agro-industrial organic waste and solid waste deriving from manufacturing processes.
- **Water:** an essential natural resource for the production cycle, from the husbandry of animals in the field to the industrialization of products in Pamplona's manufacturing parks.



Governance

- **Animal welfare:** adoption of practices that promote animal welfare, from birth to slaughter, and constant improvement of these initiatives.
- **Product quality and safety:** production of safe food, free of substances with negative impacts, and increasingly sustainable from the social and environmental points of view. Constant pursuit for procedures that reduce the chances of contamination.
- **Ethics and integrity:** the existence of codes, policies, training and governance structures that encourage ethics, respect and the fight against corruption within the Company's own domain.



Businesses

- **Innovation:** investing in research and innovation to identify new ways to manufacture, package and deliver products, and to help diversify the portfolio.



Social

- **Health and safety:** management of the health and safety processes for own employees, integrated staff and outsourced labor who work in Pamplona's own operations.
- **Development of people:** structured training programs for employees, integrated staff, suppliers and people in the communities.
- **Diversity:** Policies and practices that encourage diversity within the operations, respect and combat against any type of harassment and discrimination.
- **Sustainable value chain:** stimulus and support for integrated staff and suppliers to adopt ESG practices.

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Governance

- Governance structure
- Compliance, ethics and integrity
- Risk management



Governance structure

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Pamplona's governance structure is composed of the Board of Directors, its advisory committees and the Executive Board, formed by a president, a vice president and six executive departments. [\[GRI 2-9\]](#)

The Board of Directors consists of seven members, all non-executives. Three of them are independent members. The chairman of the highest governance body does not hold an executive position in the Company itself. The Board today is composed of six men and one woman. [\[GRI 2-9 and 2-11\]](#)



The selection and appointment of the members of the Board of Directors and its committees follows a process that encompasses stakeholder engagement, the assessment of candidates' skills and experience, and the involvement of senior management. [\[GRI 2-10\]](#)

The process for the development of compensation policies is supervised by the Positions and Salaries Committee, considering market analysis, performance evaluations and compliance and alignment with the Company's objectives. The Committee meets when new positions are created to assess the level of complexity and define the salary range. Salary adjustments can be made during the year in line with

the employee's performance and are requested by the immediate manager, subject to evaluation by the human resources department and approval by the director in charge. In order for the salaries practiced to be in accordance with the market, the human resources area constantly conducts research and, annually, on the base date, all salary tables are updated. [\[GRI 2-20\]](#)

Board of Directors



Valdecir Pamplona
(Chairman)



Osmar Peters



Edina Pamplona



Guilherme de Borba Pamplona



Elvio de Oliveira Flores



Marcelo Lima Tonini



Wagner Augusto Ilich Bauer

Executive Board



Chief Executive Officer:
Irani Pamplona Peters



Vice President:
Ronaldo Kobarg Müller



Chief Financial-Administrative Officer:
Sérgio Luiz de Souza



Industrial Officer:
Adilor Ascari Bussolo



Expansion and New Business Officer:
Valdecir Pamplona Júnior



Supplies and Development Officer:
Edival Justen



Sales Director - Internal Market:
Cleiton Pamplona Peters



Logistics Director:
Maria Daurete Pamplona Rizzi

Advisory Committees and Internal Committees:

- Credit Committee
- Tax Committee
- Processes, Systems and Technology Committee
- Ethics Committee
- Innovation and New Business Committee
- PCP Committee
- R&D Committee
- Personnel Management Committee
- Positions and Salaries Committee
- Animal Welfare Committee



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Compliance, ethics and integrity GRI 2-25 and 2-26

Although Pamplona already has a high level of compliance, with no relevant reports of environmental or relationship issues that pose a risk to the company, Pamplona has nevertheless improved its Compliance Policy through implementation of tools to raise the level of maturity in this regard in recent years.

AmbLegis software is used to assure compliance with legislation that regulates the Company's activities. In addition to the general regulations of business activities, Pamplona meets labor and tax conditions of the Ministry of Agriculture, Livestock and Supply (Mapa), the Santa Catarina Institute of the Environment (IMA), the Brazilian Institute of the Environment and Renewable Natural Resources (Ibama) and other specific laws and standards. [\[GRI 3-3\]](#)

Pamplona's Information Security Policy (see page 21) was published internally in 2023, which buttresses the internal guidelines for processing suppliers and service providers personal data, among others. The adjustments to the rules of the General Data Protection Act (LGPD) were completed in 2021.

The Ethics Committee is composed of five full members and four alternates, representing board members and executive officers and Internal Audit, Human Resources, Financial and Legal areas. It meets regularly to deal with complaints received, investigating and recommending necessary actions in proven cases of Code of Ethics non-compliance.

Complaints, grievances and denunciations arrive mainly via the Ethics Channel, also created in 2018, simultaneously with the publication of the Code of Ethics. The channel can be used by employees and other stakeholders. A proficient professional receives the complaint, a group of three Company employees – managers in the HR and Administrative areas and the Legal Counsel – evaluates the content and introduces it to the bimonthly meeting of the Ethics Committee. In more serious and/or urgent cases, an extraordinary meeting is called.

Since 2018, Pamplona has had in place an Ethics Committee, a Code of Ethics and a complaint channel. The Company's Code of Ethics is available for public consultation [online](#).



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In 2023, 18 complaints were received. Most were related to operational matters that were not considered ethical violations. Complaints related to the themes of moral and sexual harassment and one complaint related to an environmental issue were investigated and dealt with. Corrective actions were imposed, ranging from training to disciplinary measures, depending on the specifics of each case and perceived severity.

The Code of Ethics prohibits any type of discrimination in the workplace and emphasizes non-tolerance of any sort of violence, including threats and intimidation. The Code condemns corruption and the offering of undue advantages.

In it, Pamplona declares that it does not practice, accept or collude with the exploitation of adult or child labor in its own or third party operations. The document, which applies to employees and suppliers, specifies the expected conduct in each of these situations. These topics are also present in the contracts signed with the main suppliers, especially grains and meat.

The Code of Ethics also emphasizes that the Company respects free, fair and equitable competition, considered a prerequisite for the development of a healthy competitive environment. It does not accept attitudes that may violate this conduct, such as the use of false, misleading or illegal information.

Employees are informed about and must commit to the guidelines presented in the Code of Ethics as of their onboarding. In 2023, a total of 1,296 employees were trained. [\[GRI 205-2\]](#)

To prevent and mitigate conflicts of interest, Pamplona employs several processes, such as promoting transparency through clear records of all decisions, regular review of policies and procedures, building an organizational culture focused on integrity, obeying legal *compliance*, implementing clear policies and procedures, and external monitoring. In 2023, the Ethics Committee did not have to act in the field of conflict of interest because there were no cases to analyze. [\[GRI 2-15\]](#)





Risk management

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Pamplona continues to deepen and enhance the quality of its risk management on an ongoing basis.

To design a risk management model, Pamplona sought to follow best market practices. It adopted procedures for identifying, analyzing and managing risks, including categorization, description, identification of responsible parties, review of controls, classification, forms and risk-mitigation actions.

The risk matrix was completed at the beginning of 2023 with the designation of specific risks for each department and the identification of priority risks, which receive special attention. Special mitigation actions also were prepared.

Pamplona is directly exposed to different types of risks, such as macroeconomic, political, relational, natural events, regulatory, business, commercial, environmental, financial, corporate, ethical, security of both people and information, health and image.

Most business risks are already mitigated by the controls and measures developed by the responsible departments.

Such risks are monitored and discussed by the Executive Board and, when relevant, are taken to the Board of Directors. It is noteworthy that the transaction data are presented to the Board each month and, in addition, cyber risks, tax risks and macroeconomic risks, among others, are dealt with in a timely manner.

Risk mitigation processes are submitted to the Board Members, who evaluate the results and suggest, when necessary, new guidelines and strategic actions.

Every six months, a complete environmental audit is carried out on the production units in Pamplona. The aim is to demonstrate compliance with the requirements of the National Bank for Economic and Social Development (BNDES). In addition, annually, the Company is audited by one of the global Big Four accounting auditing companies. Both opinions were approved with no reservations.

Pamplona abides by a risk assessment process related to corruption, which includes a number of stages: the assessment of business processes, identification of high-risk areas, third-party assessment, specific risk analysis, analysis of internal policies and procedures, training and awareness of employees,

establishment of communication and reporting channels, continuous review and evaluation, in addition to constant monitoring and performance reporting. [\[GRI 205-1\]](#)

The risks mapped cover bribery and kickbacks, gifts and hospitality, suspicious political donations, money laundering, high-risk suppliers and intermediary agents, conflicts of interest, corruption in hiring and bidding, extortion and blackmail, fraudulent accounting practices, lack of transparency in charitable donations, and bribery in licensing and regulations.

In 2023, no cases of corruption were identified. [GRI 205-3](#)

Pamplona is aware that the controls necessary to mitigate risks make the Company more efficient. For example, cyber risks, which help to maintain the security of the technological environment and strengthen the protection of information, and generate efficiency in the processes. The risk of shortage of inputs leads to the development of alternative sources, generating greater efficiency and competitiveness, which impact acquisition strategies and forge new opportunities.





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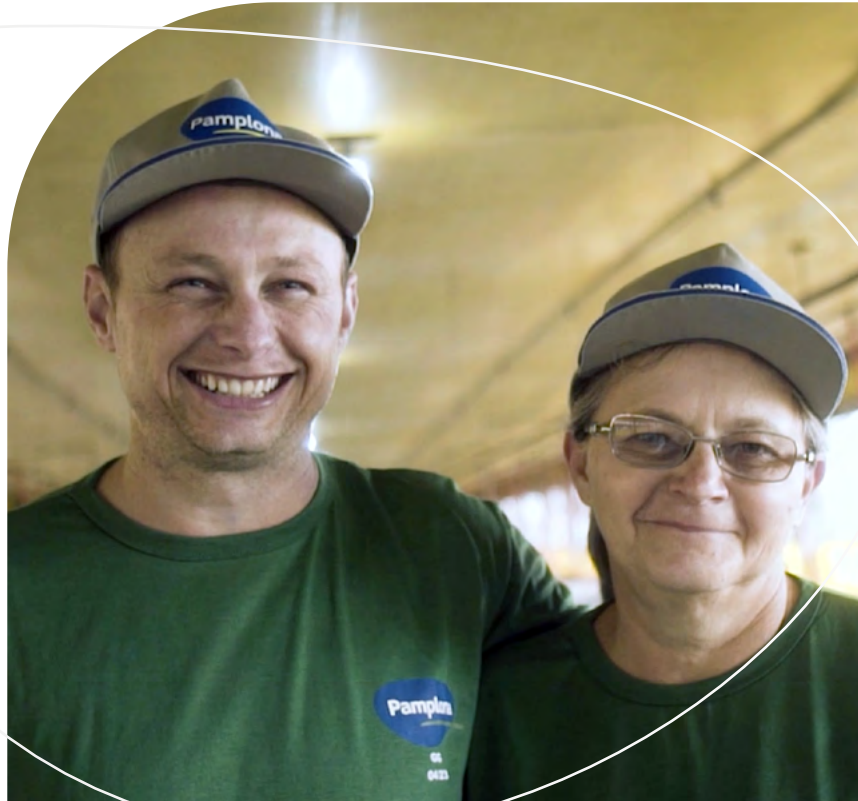
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Overview

At Pamplona, we value our people first and foremost. That is why we work hard to recruit and keep top talent, provide a safe and healthy workplace for our employees and customers, and support local communities in the areas where we have operations.

By putting people first, Pamplona believes it is on a path to sustainable growth that also enables the development and prosperity of those directly related to the company.

Personnel management

Pamplona focuses significant efforts on attracting and retaining talent, one of the main focuses of its actions in the field of people management. Pamplona is aware that its development depends essentially on its people, and in order to allow everyone to reach their potential, Pamplona offers benefit programs and professional growth opportunities for its team.

Due to its importance and scope within the Company, the management of people is the responsibility of the Presidency and is premised on full compliance with the relevant legislation.



Selection and hiring

Pamplona acts ethically and responsibly in the selection and hiring of employees. In addition to offering salaries and benefits comparable to the sector in the region, the Company is developing a referral program that will reward the employee who makes an effective referral.

Although hiring local labor is a premise for the Company, vacancies have been offered to foreigners seeking Brazil as an opportunity, mainly Haitians and Venezuelans. There are no differences in terms of employment contract and approach to remuneration based on nationality or migrant status .

The Internal Talents Program prioritizes Pamplona's employees, offering them job opportunities and creating prospects for their careers. In 2023, 330 employees were promoted and 1,428 new employees were hired.

Pamplona made some strategic adjustments in 2023 to adapt the operation to the needs of the business. The actions generated a decrease in the total number of employees from 3,703 at the end of 2022 to 3,450 at the end of 2023.

Total number of employees hired, dismissed and turnover rate, by region:

Região	2023			
	Total employees	Contractings	Terminations	Turnover rate or turnover
Northeast	5	1	1	20.00
Southeast	64	18	15	25.78
South	3,381	1,409	1,651	45.25
Total	3,450	1,428	1,667	44.86

Note: regionalization is based on the Company's location and not on the geographical origin of the employees.

New hires and employee turnover

[\[GRI 401-1\]](#)

Total number of employees hired, dismissed and turnover rate, by age group

Age group	2023			
	Total employees	Contractings	Terminations	Turnover rate or turnover
Under 30 years	1,527	862	853	56.16
Between 30 and 50 years	1,620	524	739	38.98
Over 50 years	303	42	75	19.31
Total	3,450	1,428	1,667	44.86

Total number of employees hired, dismissed and turnover rate, by region:

Gender	2023			
	Total employees	Contractings	Terminations	Turnover rate or turnover
Men	2,096	904	1,029	46.11
Women	1,354	524	638	42.91
Total	3,450	1,428	1,667	44.86

Note: Pamplona does not monitor the gender ratio for non-binary individuals.

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Employee profile

Number of employees, by gender and region [\[GRI 2-7\]](#)

	2022			2023		
	Men	Women	Total	Men	Women	Total
Northeast	3	2	5	3	2	5
Southeast	45	16	61	50	14	64
South	2,184	1,453	3,637	2,043	1,338	3,381
Total	2,232	1,471	3,703	2,096	1,352	3,450

Note: stratification by region is based on the employee's workplace and not by origin.



Compensation and benefits

Pamplona's remuneration policy is expressed in the Job and Salary Plan, which establishes salary ranges according to responsibilities, hierarchical job positions and length of service. The values are updated annually as of the reporting date, based on market research and an assessment of the macroeconomic environment. Subsequently, the adjustment is approved by the Board of Directors. [\[GRI 2-19\]](#)

In these updates, the contracts signed in a collective agreement are considered, which cover 100% of the staff. In 2023, Pamplona anticipated the base date and increased the value of its meal ticket by 20%, seeking to boost the degree of employee satisfaction and labor retention.

Ratio of total annual compensation of the highest paid individual in the company to the average total annual compensation of all employees (excluding the highest paid):

	2022	2023
Result	13.80	14.42

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

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

	2022	2023
Proportion of the increase in the highest remuneration paid divided by the percentage increase in the average total remuneration	0.67	-0.54

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

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Pamplona provides its employees with a set of benefits, which includes:

- Group and family life insurance;
- Medical service in Pamplona for occupational diseases (Rio do Sul [SC], Presidente Getúlio [SC], farms and Feed Factory, in Santa Catarina);
- Medical and dental care in Rio do Sul (SC) and Presidente Getúlio (SC), in partnership with Associação Recreativa Cultural e Esportiva Pamplona (Arcep);
- Cafeteria in the units in Santa Catarina and mealor food tickets in the Distribution Centers;
- Collective transportation;
- Agreements with pharmacies and supermarkets;
- Agreements with universities for discounts on undergraduate and graduate studies;
- Profit sharing (PLR) for all employees with more than 90 days of service, linked to the achievement of financial performance for the year and established indicators; and
- School supplies for children, in partnership with the Recreational, Cultural and Sports Association Pamplona (Arcep).





Performance evaluation

The annual performance evaluation in Pamplona includes the operational and the executive staff in different ways. The operational evaluation for the entire team generates feedback indicating the strong points and opportunities for improvement. In the strategic evaluation, with a focus on leadership, the technical, operational and management skills are observed using the 90° model: that is, the manager gives feedback to those who are evaluated, who in turn prepare Individual Development Plans (IDP).

In July 2023, the Company updated its performance evaluation policy to include strategic, management, administrative and support professionals. It also changed the evaluation cycle to an annual basis as of the employee's date of hire. This update is still maturing in the mentioned categories. For the operational level, the performance evaluation follows the same methodology. In 2023, 727 of the 1,856 male employees and 508 of the 1,160 female employees were evaluated.



Percentage of employees who regularly receive performance and career development reviews [\[GRI 404-3\]](#)

	Men	Women	Total
Managers	3.85%	2.61%	3.23%
Technical/supervision	12.79%	15.58%	14.11%
Administrative	23.61%	10.56%	16.70%
Total	15.76%	7.02%	7.79%

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Health and safety

Pamplona has installed an Occupational Health and Safety Management System that complies with labor laws, sectoral regulations and inspection requirements. Based on the regulatory standards of the Ministry of Labor and Employment (MTE), the system covers all employees, activities and workplaces, ensuring the protection and well-being of all those involved in the Company's operations.

[\[GRI 3-3 and 403-1\]](#)

To support occupational health and safety management, techniques and tools such as OSH management software and forms and checklists are used. They assist in the organization and effective analysis of information related to workplace health and safety.

Pamplona aims to zero out the number of accidents in the forthcoming year.

To achieve this objective, the Pamplona Zero Accident (PAZ) program developed by the Company will be the key component, which establishes a number of tools and procedures that cover, in addition to its staff, the outsourced employees. The objectives of the program are to prevent and mitigate risks, engage managers and teams in promoting health and safety, and reduce the incidence of occupational accidents.

In addition to PAZ, the following health and safety programs are prepared by Pamplona: Risk Management Program (PGR); Occupational Health Medical Control Program (PCMSO); Hearing Control Program (PCA); Internal Commission for the Prevention of Accidents and Harassment (Cipaa); and prevention and health care campaigns for employees. The Company also emphasizes the importance of weekly safety dialogues (DSS), a leadership diary, the blocking of dangerous energies and specific training for machines and functions.

In 2023, Pamplona did not record any deaths or cases of mandatory communication related to occupational diseases among its own employees or outsourced workers. Despite the absence of reported cases in 2023, the Company adopted several preventive measures: the use of PPE; exposure monitoring; regular inspections; education; training; and worker involvement. [\[GRI 403-10\]](#) [\[SASB FB-MP-320a.1\]](#)





Risk assessment and identification [\[GRI 403-2\]](#) [\[SASB FB-MP-320A.2\]](#)

Pamplona adopts a number of processes to identify and assess hazards in workplaces. Routine processes include safety inspections, ergonomic risk assessment, accident and incident analysis, chemical, physical and task-specific risk assessment, and emergency drills. Non-routine processes include evaluation of projects and changes, risks in construction projects, risks in cases of non-compliance, and impacts of organizational changes.

Periodically, the Occupational Safety team analyzes the accidents and unsafe behavior identified over the period through the Safe Practices Index (IPS) and Administrative Safety Deviation Standard (Pads) tools. After mapping unsafe behaviors, the area manager creates an action plan for each deviation found.

The Occupational Health and Safety Committee also handles the evaluation of these cases and facilitates improvement negotiations. It is formed by the Industrial Director and the Vice-President, along with supervisors and managers of the industrial, maintenance and people management areas, as well as the occupational safety team. The frequency of group meetings is monthly.

For risk control, the Risk Management Program (PGR) is applied. It is methodology that uses a probability and severity matrix for analysis of all of the operation's activities .

Pamplona also conducts a comprehensive mapping of the hazards and risks that employees face in activities that occur in places not directly controlled by the Company, such as field work, external environments and customer facilities. This mapping process encompasses both own and third-party employees. [\[GRI 403-7\]](#)

Identified risks include: falls; musculoskeletal injuries; vehicle accidents; falling objects; exposure to chemicals; biological agents; burns; equipment accidents; electric shocks; trauma injuries; accidents at height; fire; explosions; vibration and noise injuries; and radiation exposure.

To mitigate these risks, the Company employs a series of preventive and safety measures: the use of personal and collective protective equipment; training and qualification; installation of safety signs, implementation of safety

programs at work; risk analysis; control of hazardous substances; development of emergency and evacuation plans; occupational health monitoring; and promotion of active communication and involvement of employees.



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Information and engagement [GRI 403-4]

Upon joining Pamplona, employees undergo training in occupational safety, with general guidelines on both the general subject matter and specific ones, pursuant to the functions they will perform in the Company. Weekly safety dialogues are held in the teams to discuss issues related to accidents that occurred in the previous period, the use of Personal Protective Equipment (PPE) and the necessary care in routines.

Employees participate through representatives in the Internal Commission for the Prevention of Accidents and Harassment (CIPAA), which holds monthly meetings to identify risks and discuss corrections. There are also health

and safety committees, such as the Safety Committee and the Ergonomics Committee, which meet monthly to discuss safety and workplace improvements.

Likewise on a monthly basis, the deviations identified in the measurement of the Safe Practices Index (IPS) are presented to the teams. Situations considered dangerous also are presented each month at the regular meetings, to the 26 members of the Internal Commission for the Prevention of Accidents and Harassment (CIPAA) who represent all of the Company's areas. These professionals identify, with their co-workers, the risks and, with the leaders, discuss possible corrections.

Pamplona consults its employees at various stages of the process. This includes hazard identification, risk assessment and incident investigation, and opens communication channels for employees to report threatening and dangerous situations.



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Prevention initiatives [\[GRI 403-5\]](#)

In addition to the guidance to employees passed along in frequent training sessions, Pamplona has introduced some measures that help prevent industrial accidents and promote the well-being of the teams. Employees who participate directly in the production process have the right to 60 minutes of break per day, distributed in three 20-minute pauses. Between breaks, activities are rotated, benefiting the workers and complying with Regulatory Standard 36.

To ensure that all activities are carried out safely, the Company advises that employees in the engineering, production and maintenance areas only perform non-routine services and tasks

with the express authorization of the leaders, observing the Safe Work Permit (SWP) guidelines.

To mitigate risks in the handling of chemicals, including ammonia and sodium hypochlorite, Pamplona invests in training and runs emergency drills for employees and third parties.

In 2023, hazardous energy control was implemented. It consists of a mechanism that isolates and locks the energizing of machines and equipment; only the employee responsible for each activity can unlock it, thus avoiding accidental activation during cleaning and maintenance activities.

One of the groups of outsourced personnel that receive special attention from Pamplona in terms of safety are the truck drivers. The Company actively takes measures to ensure the safety of those who work at its farms, the Animal Feed Factory, its industrial operations and the distribution centers. With the help of an outsourced company, it has set up a risk management program that monitors truck drivers' trips and enforces rest periods, stops and speed limits along their designated routes. In 2023, there were two accidents requiring driver or third-party removal.



Health [GRI 403-6]

The Pamplona team is backed by a diverse group of medical specialists. The company supports employees in meeting their individual health needs, such as counseling in the event of covid-19 contamination, or collective needs, such as facilitating vaccination campaigns.

The Occupational Medicine team conducts periodic examinations and assists employees with general screenings. It also helps in monitoring the care that has been prescribed. Employees of Distribution Centers in other locations receive the support of a third-party occupational medicine organization.

Medical consultations are accessed by employees through the Associação Recreativa Cultural Esportiva Pamplona (Arcep). Additionally, dental services are available to employees and their dependents. In 2023, 2,733 medical consultations and 3,037 dental consultations were carried out.

In 2023, there was a reduction in the number of cases of covid-19 compared to previous years, leading to the gradual removal of the obligation to wear protective masks. However, care was maintained through actions such as hand hygiene, respiratory etiquette and

frequent guidance about the disease. Symptomatic employees were tested, positive cases continued to be isolated and removed from their activities as recommended by the Ministry of Health, and negative cases were provided with PFF2 masks.

During the year, Pamplona created a partnership with the city of Rio do Sul (SC) to run an Occupational Health campaign. It also collaborated with the city of Presidente Getúlio (SC) in a project to regularize the vaccination of employees, involving the application of covid, tetanus, hepatitis B, yellow fever and triple viral vaccines. As happens every year, in 2023 a quadrivalent influenza vaccine was offered at Pamplona's units. A total of 1,001 doses were applied.

In September, an Internal Week for the Prevention of Occupational Accidents (Sipat) was run to raise awareness about occupational accidents. This also featured such exams as screening for bioimpedance and a visual acuity test.

In addition, Pink October events offered screening and mammography exams, and Blue November offered PSA testing, which is important for the early detection of prostate cancer.



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People development [GRI 3-3]

Pamplona encourages the continuous development and professional growth of its employees through internal development programs, technical and behavioral training, evaluations and frequent feedback .

Integration process

Upon joining Pamplona, the employee will participate in the integration program. It provides training on product quality, good manufacturing practices, diversity, code of ethics, General Law on Personal Data Protection (LGPD), benefits, standards, compensation, occupational safety, ergonomics, medicine, animal welfare, 5S methodology and industrial management.

Onboarding employees are then welcomed by adaptation facilitators, professionals who, after specific training, receive and guide the new staff members. These facilitators themselves receive regular training on topics such as quality and safety in the workplace, institutional standards, and motivation.



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Training and development [\[GRI 404-2\]](#)

During individual careers, a number of training and qualification opportunities are offered, designed to generate access to new functions. An example is the Machine Operator Training Program, aimed at professionals in our industrial facilities. It counts on theoretical curricula in partnership with Senai (National Industrial Apprentice Service) as well as practical training administered by Pamplona maintenance supervisors. In 2023, no students were trained, since the program had to be postponed due to the floods that devastated the region. It was rescheduled to resume in February 2024, with the participation of 30 employees in Rio do Sul (SC) and Presidente Getúlio (SC).

Pamplona, in partnership with Senai, runs a Maintenance in Training program, lasting two years. Interested parties take part in an internal selection process and, if approved, and, if accepted, are enrolled in the course and transferred to the Company's maintenance area, where they learn in practice from experienced professionals in the field. At the end of the course, those who perform well and acquire theoretical and practical knowledge are recognized as electromechanical employees. In 2023, two employees who participated in the program were promoted to Mechanic I, and another three remained in the program.

Another important initiative is the Leadership School, which aims to develop the technical and behavioral skills of the Company's leaders.

For employees of the units of Rio do Sul (SC), Presidente Getúlio (SC), Fomento, Animal Feed Factory and farms, all in Santa Catarina, there is the Greater Knowledge Moment; it is comprised of monthly, face-to-face lectures that particularly address issues of sustainability, health and quality of life.

In 2023, Pamplona facilitated more than 24,000 training hours. Lectures, courses, internal and external training that are funded or encouraged by the Company are considered training hours.

Average training hours per year, per employee [\[GRI 404-1\]](#)

By gender



2023 COMMITMENTS

Two classes of the Leadership School experienced face-to-face theoretical courses. One of them, with 22 participants, completed the course in 2022, with graduation occurring in April 2023. The other group, with 25 students, completed the training in August 2023.

STATUS



Achieved

RESULT

The third class of the Leadership School graduated in December 2023 and, in 2024, a new class will begin, with up to 30 participants.

Pamplona created the Maintainer in Formation program. In 2022, seven employees benefited and will complete participation in the program in 2024.



In progress

Of the seven employees who started the program, two were promoted to mechanic I. Three employees remain in the program, one dropped out and one was dismissed. We are currently recruiting internally for four open positions.

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Diversity [GRI 3-3]

Pamplona's Code of Ethics states: "any form of discrimination, whether of ethnicity, religion, culture, age, sex, political conviction, nationality, regionality, marital status, sexual option, physical and intellectual condition is prohibited." The Company's Interpersonal Relationship Policy, made available in the Quality Management System, recommends that the relationships between employees be based on the principles of dignity, human and professional respect, contributing to a healthy and productive environment.

In addition to the recommendations of the Code of Ethics and the Interpersonal Relationship Policy, Pamplona offers training on diversity and its impacts. Complaints about discrimination can be made through

the Ethics Channel. In 2023, 18 complaints were processed, none of which resulted in a charge of discrimination.

Pamplona adopts non-discrimination in the recruitment and selection process, prioritizing technical skills and competencies, and adjusting, when necessary, the job position to allow the employee to adapt. As a result, the Company offers job opportunities to different candidate profiles, regardless of origin, religion, sex, social status, political opinion and culture.

Women represent 39% of the total workforce. In 2023, the promotion of four women to leadership positions was a highlight in Rio do Sul (SC). In total, 115 women were promoted in various areas and functions.

The Company offers the **Bem Gestar pregnancy program** so that expectant employees have a healthy and safe gestation. The initiative includes guidance lectures on motherhood during office hours, medical follow-ups and payment for ultrasound exams. After the birth of the baby, the mothers receive two maternity kits: the first, available for the wives of employees, is provided by the life insurance negotiated by Pamplona and contains food and utensils for the child and the family; the second, exclusive for employees, contains a bag for the baby, with several items for use in the first days of the child's life.

Diversity among employees

[GRI 405-1 SECTORIAL 13.15.2]

Percentage of employees, by functional category and gender, in 2023

	Men	Women
Executive Board	75.00%	25.00%
Managers	83.87%	16.13%
Leadership/Coordination	70.89%	29.11%
Technician/Supervision	52.76%	47.24%
Administrative	44.72%	55.28%
Operational	61.54%	38.46%
Total	60.72%	39.28%

Note: Members of the Board of Directors are not part of Pamplona's staff, as they work under the statutory regime (non-employee).

Percentage of employees, by functional category and age group, in 2023

	Under 30	Between 30 and 50	Over 50 years
Executive Board	0	28.57%	71.43%
Managers	0	45.16%	54.84%
Leadership/Coordination	11.39%	73.42%	15.19%
Technician/Supervision	29.45%	64.42%	6.13%
Administrative	46.58%	49.07%	4.35%
Operational	46.25%	45.23%	8.52%
Total	44.17%	46.92%	8.91%

Note: Members of the Board of Directors are not part of Pamplona's staff, as they work under the statutory regime (non-employee).

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Sustainable value chain [GRI 3-3]

Integrated

Pamplona has more than 300 integrated farmers involved in the breeding of animals, all of them in the state of Santa Catarina. Together, they represent 65% of the live pigs owned by the Company's industries.

The integration policy is based on a specific integration law that governs the integrated/integrator relationship, determining the obligations and duties of both parties.

The integration contract for the Integrated Piglet Breeder and Integrated Multiplier Piglet Breeder modalities was approved in 2022 and implemented and consolidated with those integrated in 2023. This contract outlines the responsibilities of the integrator, including the supply of production inputs from breeding matrices to the feeding of pigs in the growth and termination phases. It also ensures technical assistance and guides the entire animal breeding process. Training and technologies are also part of Pamplona's duties. Investments in buildings/farms and animal care are the main attributions of the members.

The integrated farmers obtain their results according to data collected in the lots, which take into account meritocracy, a set of criteria, compiled in a bonus *checklist*.

The criteria range from the achievement of goals and quality to aspects related to the environment and animal welfare. To implement this system, we conducted practical and theoretical training, an awareness campaign, and mobilization.

Technical visits to the integrated farmers are conducted on a regular basis in accordance with a pre-established schedule and taking into account the specific needs of each production phase. In these instances, the health, animal welfare and zootechnical performance of the animals are the primary focus.

Annually, there is an award for the best producers in each of the pig-raising stages in Pamplona's pork production system, as follows:

- Units producing weaned piglets, responsible for the breeding phase, birth until weaning, when the animals reach an approximate weight of 7 kg;
- Day care centers, which receive the weaned piglets and take them up to 22 kg;
- *Wean to finish*, which receive the animal from the weaning phase and accompany it until the slaughter weight is reached; and



- Finishing, which receive the animal from the daycare phase and accompany it in growth until the slaughter weight is reached, about 130 kg.

Pamplona offers integrated management applications that allow real-time visualization of the main zootechnical and environmental indicators of lots (see *page 20*).

All rural properties integrated with Pamplona are subject to environmental licensing and adhere to the various requirements of Normative Instruction No. 11, particularly with regard to waste management and soil and water protection.

The Commission for Monitoring, Development and Reconciliation of Integration (Cadec) is comprised of eight representatives from the member organizations and eight from Pamplona. This space is designed to facilitate communication and mediation of the integration system, uniting integrated producers and the Company. It facilitates regular meetings between the integrator and the integrated farmer to discuss the requirements of each party.

During the period of the floods in the last quarter of 2023, a great effort was made to guarantee the delivery of inputs and feed to the integrated producers through alternative paths.

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Suppliers

Pamplona's supply chain involves different types of suppliers, including pork, cereals, agricultural inputs, packaging, ingredients and others, totaling 4,008 suppliers and an estimated payment value of R\$ 1.7 billion. These suppliers are located in different regions and include local, national, and international suppliers of various sizes and activities related to products, services and inputs. [\[GRI 2-6\]](#)

In 2023, we faced several challenges, including adapting suppliers to some packaging reengineering projects and developing a price realignment process that focused on cost management to ensure Pamplona's competitiveness.

This realignment was necessary due to the significant increase in input and equipment prices between 2020 and 2021. It was in part due to the impact of the Covid-19 pandemic, but these prices persisted throughout 2022. The Company sought to negotiate values with its suppliers in 2023 that reflected the current historical moment and the evolving market conditions.



SELECTION OF SUPPLIERS AND REQUIREMENTS

Pamplona's objective is to stimulate economic and social growth through regional expansion. In purchasing inputs and contracting services, the Company gives preference to local suppliers.

For the larger and more extensive groups of suppliers in the Company's supply chain, such as pigs and grain, the contracting process involves procedures and contract clauses that address social and environmental issues such as statements and/or contracts on food safety, animal welfare, absence of deforestation, slavery, child labor, land grabbing and corruption, among other relevant ESG issues. Suppliers are classified according to their degree of criticality, with the most critical suppliers being closely monitored, with field visits and audits.

Pamplona's purchasing policy, based on national and international legislation, requires the consultation of the list of companies responsible for slave labor-like issues provided by the Ministry of Labor and the application of anti-corruption, social, and environmental clauses for the signing of a contract. Suppliers are also evaluated through the administration of annual questionnaires addressing product quality, quality programs, traceability, and other criteria related to food safety. Once the questionnaire has been completed, a score is generated for the supplier, which indicates their suitability for supply.

The Company offers training to pig suppliers on animal welfare, as well as on hiring third parties to provide services that comply with labor legislation and occupational safety. Upon receipt of materials, if an anomaly is identified, the product is not received, or, if it is received with restrictions, a non-conformity report (RNC), must be generated and filed with the supplier, requesting information about the measures to be taken.

Environmental criteria are also analyzed and incorporated into the contracts, which set forth that the supplier must protect and preserve the environment. Pamplona does not purchase products from deforested areas in the Amazon, or from cultivation in areas where indigenous reserves are located.

We carry out assessments to identify environmental impacts caused by our suppliers, adopting specific methods to monitor and control the most relevant aspects. The main impacts identified in the supply chain include deforestation, impacts on biodiversity, water pollution, non-renewable energy consumption, inadequate generation and disposal of waste, effluents and greenhouse gas emissions. [\[GRI 308-2\]](#)

In addition to making clear in the contracts the obligations and responsibilities of the supplier, the Company believes in the competence of the supervisory bodies and in their performance with awareness and responsibility, vetoing the acquisition of goods or services from suppliers that are not following the determinations of these bodies.

Pigs are traceable from birth to destination through the farm traceability system and the Animal Transport Delivery Slip (GTA). As for packaging, ingredients and medicines, traceability control takes place internally at Pamplona and in collaboration with suppliers. Every company that wishes to be a supplier of the Animal Feed Factory must present the product documentation (records) and the manufacturing unit (production and environmental licenses). [\[13.23.2 - Sectorial 13 - Supply chain traceability report\]](#)

Transportation Companies

Pamplona maintains frequent contact with transporters, the Company's most important partners, to ensure the quality of the transport and distribution service, in addition to product safety and animal welfare. They participate in the schedule of pickups and deliveries and contribute to meeting the indicators of air quality improvement and rational use of fuels called for in the Depollution program (see page 70). Drivers are also advised by Pamplona on issues related to child labor, discrimination and sexual exploitation.

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Supporting local development

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Pamplona is one of the largest companies in the region. It stands out not only for its 3,450 direct employees, but also for its commitment to organizational and professional development. It operates in compliance with legislation and offers market-compatible wages, which positively impact the cities where it is present.

With regard to positive indirect economic impacts, Pamplona considers the creation of indirect jobs, the development of local suppliers, technological innovation, infrastructure development, increased municipal revenues and increased human development indices to be significant.

However, this prominent position also introduces challenges, such as the need to effectively manage a large team and ensure strict compliance with labor obligations. In addition, it is important to consider environmental and social impacts, requiring responsible management to mitigate any negative effects.

The Company's impact mapping process involves the identification of activities, categorization of impacts, reporting and disclosure, corrective action and monitoring and review.

Volunteers in Action

Pamplona's volunteer program, "Volunteers Hands-on Action," encourages workers to participate in community institutions to offer emotional and social support. The group of volunteers, formed in 2023, has 37 participants. The actions include resuming the project of receiving the "Being and Living" group, composed of people undergoing cancer treatment, holding meetings every two months, with activities such as dynamics, lectures and interactions. It also involves events with children from the Lar das Meninas shelter, visits to Cidade do Idoso and support in collecting donations for those affected by the floods of October and November 2023. As a goal for 2024, it is expected to reach 50 volunteer employees.





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Environmental Dimension

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- Material topics n the environmental dimension



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Overview

Pamplona has an Environmental Management System (EMS), designed to implement the commitments and principles of its Environmental Policy:

- Maintain a Management System that allows the continuous improvement of its environmental performance;
- Propose objectives and goals compatible with its environmental aspects;
- Comply with applicable legislation and requirements as a basis for environmental action;
- Acting with commitment to environmental protection, including pollution prevention;
- Sustainable use of natural resources, enabling technologies that promote the reuse of waste.

The Company has aligned its Environmental Management System with the criteria of the ISO 14001 standard and is making progress each year, including greater adherence to this tool. For this, the training carried out in 2023 was important, such as the auditor training course and interpretation of the standard, aimed at the environmental management team.

Another significant development in 2023 was the implementation of the Company's Environmental Development Index (EDI), prepared with the support of specialized consulting firm, which monitors a series of environmental indicators in the operations of the Industrial and Supply and Development departments. The index is divided into six pillars: compliance with legal requirements, waste, water consumption, effluent generation, emissions, and energy.

Each pillar presents a set of indicators with different hierarchical weights, defined based on a specific methodology (HPA - Hierarchical Process Analysis). These weights are determined through the input of a matrix of experts, who assess the relevance of each pillar based on its impact on the business and the environment.

The monthly calculation of the EDI enables the identification of potential opportunities, weaknesses, and gaps, as well as the risk of non-compliance with the most relevant objectives in each pillar. This risk may be related to possible negative impacts, and action plans for mitigation or a definitive solution are prepared and implemented.



Material topics

of the environmental dimension

Water [\[GRI 3-3\]](#)

Water is an important resource for Pamplona's activities at all stages of production. The volume used is constantly managed by the Company through the monitoring of consumption indicators, both on its own farms and in its manufacturing facilities. The consumption information collected and recorded is used to monitor environmental performance indicators in the different industrial processes and in pig husbandry. In 2023, total water abstraction was 1,074.47 megaliters, 18.43% higher than 2022, to adapt production processes.

Pamplona employs methodologies based on ISO 14001 for environmental impact assessment and management, determination of control measures, and legal compliance. The system includes water-related aspects such as monitoring of supply networks to identify potential excessive consumption. [\[GRI 303-1\]](#)

In the surveys to obtain environmental permits for Pamplona's units, own farms, integrated producer network and factories, the average water consumption in specialized pig systems in the state of Santa Catarina, established by the competent environmental agency, is estimated. The technical teams monitor and monitor the use of the resource in the field and advise the producers in the field to make possible adjustments regarding water management practices.

Although the areas where its production processes take place are not under water stress, Pamplona actively participates in associations that monitor, protect and promote actions to encourage the responsible use of the region's waters, such as the Itajaí River Basin Management Committee and Contiguous Basins, technical chambers and working groups developed by important entities in the sector.



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Water intake

[GRI 303-3] [SASB FB-MP-140a.1]

Pamplona captures water from various sources, including public supply, wells, rain recovery and natural water bodies, and uses it for a variety of purposes, such as drinking, consumption in industrial processes and on its own farms. Discharged water is treated properly before being released into water bodies.

Consumption information is based on monthly monitoring of volumes consumed in industrial units and own farms, excluding distribution centers, integrated farms and administrative units. Consumption data is aligned with consumption management indicators.

The Company does not collect water in areas of water stress.

Water use

[GRI 303-5] [SASB FB-MP-140a.2]

In addition to monitoring the volume consumed and the safety of water disposal in its operation, the Company recognizes the strategic value of monitoring the quality of the water used in its production processes. Consequently, it adheres to the stipulations set forth in Ordinance GM/MS No. 888, dated May 4, 2021, which establishes the standards for the potability of water intended for industrial consumption. This ensures the absence of risks to human health in the consumption of food produced.



Total water abstraction in all areas by source of abstraction

Source	2022	2023
	Fresh water (megaliters)	Fresh water (megaliters)
Surface water	887.40	1,053.18
Groundwater	58.20	19.29
Sea water	0	0
Produced water	0	0
Water from third parties	2.60	2.00
Total	948.20	1,074.47

Note: Pamplona only uses fresh water for water abstraction.

Total water consumption (all areas)



Note: The volumes of water recorded as "captured" by Pamplona correspond to the volumes consumed. There is no specific record of the total amount of water abstracted. However, these numbers are very close to those consumed, as water intake closely follows the pace of consumption.

Water discharge [GRI 303-2 and 303-4]

Total disposal

	2022			2023		
	fresh water (megaliters)	Other types of water (megaliters)	Total	Fresh water (megaliters)	Other types of water (megaliters)	Total
surface water	734.60	119.90	854.50	908.20	125.80	1,034.00
groundwater	0	0	0	0	0	0
sea water	0	0	0	0	0	0
water from third parties	0	0	0	0	0	0
Total	734.60	119.90	854.50	908.20	125.80	1,034.00

Note: in the column referring to "other types of water," the volumes of liquid biofertilizer from pigs from the production on the Company's own farms were included.

Pamplona does not dispose of water in areas of water stress. No harmful substances have been detected in water disposal that could cause irreversible damage to the environment or human health. The definition of the substances of concern follows the applicable legislation. The disposal limits of these substances are established based on environmental regulations.

In 2023, the Company did not record cases of non-compliance with water discharge quality limits. Pamplona's environmental indicators include data on disposal, which is rigorously compiled through periodic qualitative monitoring by technicians and specialized companies. This data is reviewed monthly and forms an integral part of the company's environmental indicators.

Pamplona ensures that 100% of the water used is returned to the environment with a quality standard that meets legal guidelines.

2023 COMMITMENTS

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

STATUS



In progress

RESULT

Suiting the project.



Waste and circular economy [GRI 3-3]

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Aware of the relevance of the topic and its importance for the efficiency of its production processes, Pamplona adopts preventive and corrective measures in the management of solid waste and its impacts.

To mitigate potential negative impacts, we have implemented measures such as the preparation of an Emergency Plan in the Environmental Management System (EMS), the approval of suppliers using criteria related to waste management and a monitoring plan. Measures to manage actual and potential positive impacts include risk analysis, action plans, audits and a monitoring plan.

The effectiveness of the implemented measures is monitored through a series of processes, including: monitoring indicators, a management assessment competition, environmental performance index and the EMS itself. The objectives, targets and indicators used to assess progress include the generation of waste in relation to production, the percentage of reuse and recycling, the technologies adopted, and compliance with the class 1 waste collection and disposal plan for own and integrated farms.

Pamplona has established a collaborative relationship with approved third parties for the treatment and final disposal of waste. These third parties are subject

to rigorous audit, documentation collection, and traceability requirements, ensuring the highest waste management standards. Management practices include the weighing and classification of waste, as well as ongoing environmental education and training. All these measures are part of the Company's Environmental Management System and are essential to achieve the established environmental objectives and goals, reflected in Pamplona's Environmental Performance Index. [\[GRI 306-2\]](#)

Our management of production waste emphasizes proper disposal and treatment. In agricultural production (pig husbandry), the Company addresses issues such as environmental licensing, sustainable use of natural resources, solid waste management and the quality of water abstracted. In addition, finished products and their packaging generate waste that is managed through a reverse logistics plan. [\[GRI 306-1\]](#)

All waste produced by Pamplona is stored and conditioned in accordance with an organized process in its own facilities until the moment of collection. Subsequently, these wastes are sent for proper treatment and final disposal. The Company ensures that there is no waste accumulated or stored outside the established waste flow and management regime. [\[GRI 306-4\]](#)





Lauro Pamplona Composting Plant

A joint project between the Agricultural Research and Rural Extension Company of Santa Catarina (Epagri) and the municipality of Trombudo Central (SC) has resulted in the development of a new method for composting waste and producing organic compost.

Since the project's inception in 2017, all agro-industrial organic waste from the slaughterhouses of the Pamplona plants in Rio do Sul (SC) and Presidente Getúlio (SC), as well as the Animal Feed Factory, and a portion of the materials used to raise pigs on own farms, have been directed towards composting. This has prevented their disposal in special landfills and facilitated the recycling of nutrients within the production chain. Although these landfills are prepared to receive waste with greater environmental impact, such as that from slaughterhouses, their use and the transportation of waste involve environmental costs and risks that can be avoided or minimized with composting. The Lauro Pamplona Composting Unit is duly licensed by the Environmental Institute of Santa Catarina (IMA).

In 2023, 1,473.52 t of waste were treated via the composting system – this represents 40% of all Class II waste generated and 100% of agro-industrial organic waste, which is transformed into



organic compost, to be reintegrated into the production system. The composting unit plays an important role in stimulating the local economy. It provides employment opportunities for workers involved in the production and marketing of the compost.

The destination for recycling solid waste from industrialization processes, such as plastics, films, tapes, mixed packaging, paper and cardboard, reached a rate of 75.01% in Rio do Sul (SC) in 2023, exceeding 2022's results by 72%. In Presidente Getúlio (SC), the rate was 61.42%. But it is not possible to compare it to the previous numbers due to the

changes resulting from the restructuring of the industrial waste sorting process at the unit, which began at the end of 2022. The installation of the pressing and baling equipment within this project has resulted in a reduction of approximately 20% in the weight of recyclable waste, which is always pressed before being destined for processing. Non-recyclable waste, on the other hand, cannot always be compressed, depending on the characteristics of the materials, which increases its representativeness in percentage terms.

In the field, waste classified as hazardous, such as drug packaging,

needles and syringes, generated on own farms and from integrated producers, was disposed of appropriately after undergoing the necessary treatment, following the guidelines of the National Solid Waste Policy (PNRS). This task is carried out by an accredited company that accounts for 100% of the hazardous waste created by Pamplona's pig production chain.

The Company participates in the sector agreement on post-consumer packaging and complies with the PNR standards through collaborations with enterprises and cooperatives that recycle 22.5% of the generated volume.

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Restructuring of waste sorting

In 2023, the Presidente Getúlio (SC) unit began redesigning industrial waste management processes by redefining trash sorting procedures in productive sectors. The goal is to segregate materials with higher added value and more potential for reuse/recycling.

To achieve this, various awareness and technical training sessions were conducted with project managers and directly involved staff. With the recent installation of compaction equipment, garbage is accepted and baled at the unit's Garbage Collection Center, making it easier to collect and transport while also significantly reducing the weight and final volume of the materials.

For this task, Pamplona depends on the cooperation of competent and specialized businesses to collect trash and dispose of it in an appropriate manner. These partners are actively involved in the process of identifying opportunities by conducting a combined search for best practices in the sector, procedures, and technology that are most suited to the Company's operations.

The project will continue in 2024 and, as soon as it is fully implemented at the Presidente Getúlio (SC) unit, and also will be carried out at the Rio do Sul (SC) facility.

2023 COMMITMENTS

Construction of the new Waste Center at the Rio do Sul (SC) unit scheduled for 2022, to comprise a reorganization of the operational component, including the development of new processes, internal logistics, and storage structure. This project will provide enhanced control over the waste management process, enabling us to meet the objectives set by the Environmental Management System (EMS) and expand the volumes recycled. The project was structured/prepared in 2022 and is being detailed for execution.

STATUS



Postponed

RESULT

Project being re-evaluated

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Climate change

[GRI 3-3]

The Company has taken various steps to gain a deeper understanding of the effects of its operations on climate change and how these changes can impact its business, whether positively or negatively. The present phase comprises steps to determine the effects on internal operations and collect data that, based on historical sequence, can direct future efforts. The main example of these actions is the Atmospheric Inventory (scopes 1 and 2 GHG Protocol).



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Energy

One of Pamplona's key objectives is to identify and implement clean, renewable energy sources for the majority of its operations. To this end, the Company enters into electricity purchase agreements with suppliers that offer energy from renewable sources.

ENERGY CONSUMPTION WITHIN THE COMPANY [GRI 302-1]

Fossil fuels used by the Company, and the total energy from them, in gigajoules

Amount of energy (GJ)	2022	2023
Natural Gas - Rio do Sul	8,438.91	8,525.92
LPG Gas – Presidente Getúlio	8,937.40	7,712.32
Diesel oil - Rio do Sul	426.30	908.29*
Diesel oil – Presidente Getúlio	106.71	75.92
Diesel Oil – Caçador	82.58	54.10
Total	17,991.90	17,276.55

Note: *The equivalent of 432.79 GJ of diesel oil was used at the Rio do Sul (SC) unit during the flood period to supply the generator.

Fossil fuels used by the Company, and the total energy from them, in gigajoules

Amount of energy (GJ)	2022	2023
Wood chips - Rio do Sul	287,150.56	289,981.62
Wood chips - Presidente Getúlio	143,087.78	123,351.29
Firewood - Caçador	18,626.93	11,260.45
Wood shavings - Rio do Sul	3,528.20	3,489.58
Wood shavings - Presidente Getúlio	2,645.12	2,401.70
Firewood - Own Farms	44,129.82	20,571.30
Charcoal - Presidente Getúlio	86.59	101.99
Total	502,775.15	450,070.05

Energy consumption by source

	2023	
Consumption type	Quantity (kwh)	Quantity (gigajoule)
Electricity	54,106,740.34	194,784.27
Total	54,106,740.34	194,784.27

Resource sold

	2023	
Type of resource sold	Quantity (kWh)	Quantity (gigajoule)
Electricity	75,553.00	271.99
Total	75,553.00	271.99

Total energy consumed within the Company, in gigajoules

	2023
Type of Energy	Quantity (GJ)
Non-renewable fuels consumed	17,276.55
Renewable fuels consumed	450,070.05
Electricity, heating, cooling and steam purchased for consumption	194,784.27
Sale of surplus electricity, heating, cooling or self-generated steam	271.99
Total	662,946.76

Note: *Pamplona calculates energy consumption, specifically fuels, in gigajoules, and sells surplus electricity, heating, cooling and self-generated steam. Calculations and conversion sources follow the GRI 302-3 standards.

2023 COMMITMENTS

The Company is working to make its energy matrix more sustainable by relying primarily on renewable energy sources (hydropower, biomass and wind).

STATUS



In progress

RESULT

For 2023, the long-term energy contract is 100% Energy I50, that is, from proven renewable sources.

Projects are being evaluated for the use of solar panels and biodigesters as alternatives for energy generation on own farms.



Achieved

Project evaluation carried out as without feasibility for the scope in question.





Extreme events in Southern Brazil

In the second half of 2023, the Santa Catarina region experienced a period of extreme weather that proved to be one of Pamplona's biggest operational problems of the year.

The city of Rio do Sul (SC) faced seven floods in 2023. At the peak, on November 18, the Itajaí-Açu River reached 13.04 meters, the second-highest record in its history. According to estimates by the local municipality, in the period from October to November, about 7,000 properties were affected and almost 20,000 people were displaced. A survey of the municipality showed that the losses of citizens and companies totaled R\$ 157 million.

Pamplona experienced five days in operational shutdown at the Presidente Getúlio unit (SC) and 10 days at the Rio do Sul unit (SC). An aggravating factor in Rio do Sul (SC) is that the return to normality after heavy rains tends to be gradual, since about 30% of employees live in regions affected by flooding causing the interruption of public transportation services. Meanwhile, many streets continue flooded and, thus, prolong the periods of interruption of our operations. In Presidente Getúlio (SC), the majority of employees rides bicycles as their primary mode of transportation. Following a heavy rainfall, they are typically able to resume their duties the following day.

In both units, the Company supported the affected residents. It also requested governmental action to prepare the region for adverse weather events to avoid such severe damage to the city's infrastructure in the event of future storms.

Pamplona has been preparing for situations like those faced in October and November 2023 for a long time, involving the construction of all facilities in higher areas protected from flooding. It also has an active emergency response plan.

Pamplona's Flood Contingency Plan, revised in October 2023, lists the general procedures required in

advance of flooding, during flooding, with specific actions to be taken according to river level measurement, and after flooding. The document outlines the essential measures that must be implemented by the teams at the manufacturing units of Rio do Sul (SC) and Presidente Getúlio (SC), the Animal Feed Factory, and the Development Area. The farms are classified according to criticality in case of flooding, and the most critical ones are monitored carefully when the rivers near them begin to rise.

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Employees affected by the flood of 11/2023 receiving the basic food baskets distributed in the company, in partnership with the municipality of Rio do Sul (SC).



Delivery of gas cylinders donated by Arcep to employees affected by the flood of 11/2023.



Donation of refrigerators acquired in partnership with the financial institution Sicredi to Pamplona employees in need, after the flood of 11/2023.





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Emissions

Pamplona conducted its greenhouse gas (GHG) inventory again in 2023, this time in scopes 1 (own emissions) and 2 (emissions from the generation of consumed energy). The units of Rio do Sul (SC), Presidente Getúlio (SC) and own farms, the Lauro Pamplona composting unit and the Animal Feed Factory were considered. Thus, all operating units controlled by the Company are included in the inventory and may indicate the best opportunities for establishing future strategies related to the management of the topic.

The base year chosen for the emissions analysis was 2022. The choice is due to the fact that Pamplona does not have a specific emission reduction target, using the year for comparison purposes only. There were no significant changes in emissions that required recalculations for the base year.

The total scope 1 emissions during the base year-(2022) was 8,289 [tCO₂e].

The references used for emission factors and global warming potentials include the GHG Protocol and the IPCC (Intergovernmental Panel on Climate Change), in addition to the National Interconnected System (SIN). The emission factors for own farms were also mentioned.

For the calculation of emissions, the consolidation approach adopted was operational control, pursuant to the standards, methodologies and tools of the GHG Protocol.

In 2023, Pamplona recorded total scope 2 emissions of 2,290.9 tons of CO₂ equivalent, using a method that considers locally generated energy to calculate environmental impact. The total scope 2 emissions of the base year (2022) was 5,725 [tCO₂e]. [\[GRI 305-2\]](#)

Consolidated scope 1 emissions [\[GRI 305-1\]](#)

	2023
	Scope 1
Total scope 1 emissions, in tCO ₂ e	8,289.00
Total biogenic emissions of scope 1, in tons	11,202.19

Note: the gases considered in the calculations were (1) Carbon dioxide (CO₂); (2) Methane (CH₄); (3) Nitrous Oxide (N₂O)



Reduction of greenhouse gas (GHG) emissions, in tCO₂e

[GRI 305-5]

	2023	
	Scope 1	Scope 2
Emissions in the base year (2022)	8,289.00	5,725.00
Emissions in the reporting year (2023)	11,202.19	2,291.13
Difference in emissions in relation to the base year	-2,913.20 (increase)	3,433.80 (reduction)

Seeking to reduce GGE emissions in the production process, Pamplona continued, in 2023, the program to include nutritional enzymes (phytase, proteases and carbohydrates) in animal feed. These enzymes improve the digestibility of feed by reducing pig emissions of phosphorus, nitrogen and greenhouse gases.

Logistics operations, which involve land transportation for the distribution of inputs and products, are another factor that generates emissions due to the burning of fossil fuels. In 2023, a project to readjust the logistics network began, with several actions aimed at optimizing activities. Management tools were developed and the project was implemented in some areas. The expectation is that by 2024 it will be possible to reach the entire network.

[SASB FB-MP-110a.2]

Pamplona also participates in the Despoluir Program, a depollution initiative developed by the National Transport Confederation (CNT) in partnership with the Social Transport Service (Sest) and the National Transport Learning Service (Senat). The aim is to improve air quality, care for employee

health and stimulate the rational use of fuels. This involves encouraging drivers to adopt practices that contribute to the reduction of GHGs.

The assessment is based on the standards of the National Council for the Environment (Conama), which establish the criteria and procedures for measuring the opacity of exhaust gases for the different categories of domestic and imported motor vehicles. The vehicle that complies with the pollutant emission standards receives the Despoluir Seal, valid for six months throughout Brazil.

In 2023, the effort was focused on addressing the primary opportunities generated by carrying out this task. In previous years, the initiative was based on the proposal of monitoring work, environmental education, and guidance on good practices and care for drivers for the purpose of improving performance and reducing emissions. Over the past year, the reduction in vehicle rates following full acceptance of the program's evaluation criteria has led to discussions with drivers about developing new controls and routines to help Pamplona return to high rates.

2023 COMMITMENTS

The expansion of the scope of the inventory to other units is under analysis, as well as the creation of indicators. Today, the focus is on improving the database for a better basis for industrial inventory and subsequent definition of the reduction strategy.

Develop a strategic study to build indicators and the Company's emissions targets.

STATUS



Achieved



In progress

RESULT

The scope was expanded to the Own Farms and Animal Feed Factory units.

The Company is improving the database to better support the industrial inventory and subsequent definition of the reduction strategy.

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Environmental education

In the last year, environmental education actions have been strengthened with direct initiatives aimed at employees, the local community, integrated producers and official bodies/entities.

During Environment Week, the Environment team conducted a series of activities as part of the Company's operational process visits program.

- Technical visits to the compost heap: employees of Pamplona's manufacturing units had the opportunity to visit the Lauro Pamplona Composting Unit and get to know in practice how the treatment process that recovers hundreds of tons of organic waste from its own factories and farms is carried out.

- Environmental blitz and *workshops*: in partnership with the Environmental Military Police (PMA), Pamplona carried out an environmental blitz designed to strengthen socio-environmental actions with integrated producers. The initiative was carried out in Serra dos Índios municipality of Presidente Getúlio (SC). The technical team of the environmental promotion and management area, together with the PMA, approached vehicles that circulated on the local road to deliver gifts, native tree seedlings, and

environmental education materials. The target audience consisted mainly of family members from the network of integrated producers, who had the opportunity to increase their knowledge of the PMA's performance in the community and the company's vision of environmental protection. Subsequently, they were invited to participate in conservation activities by planting native seedlings.

Also conducted by the Environmental Military Police, *workshops* were held in the units of Rio do Sul (SC) and Presidente Getúlio (SC) on the projects carried out by the PMA in the cities, their forms of operation and the main environmental legislation applicable to the Company's activities.

- Pamplona and the local community: in partnership with the Department of Environment of Rio do Sul (SC), Pamplona once again supported the environmental education project for students in the municipal network. Based on the theme "Poisonous Animals," the project, which had already been run in 2022, was expanded. This facilitated the dissemination of crucial information to a broader audience and reinforced the Company's commitment to the community.



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Environmental care on Pamplona's farms

All Pamplona pig farms are duly licensed, according to the legislation of the state of Santa Catarina (IN 11 of the IMA). Organic waste is treated according to the licensing criteria and used as a biofertilizer in pastures and on agricultural crops.

This use is carried out through management techniques that include fertigation and composting. These techniques promote the reduction of the need for chemical fertilizers by farmers, which in turn reduces fertilization costs in crops. They also strengthen Pamplona's production chain and promote a more sustainable agriculture.

Investments are constantly made to improve waste management systems on the Company's own farms. In one of them, a fertigation network project made it possible to introduce the biofertilizer into seven other neighboring properties.

Pamplona offers a range of training and dissemination programs for its members and farm employees. Topics include environmental management, with the dissemination of technologies for biofertilizer management and electricity generation (photovoltaics and biodigesters), as well as government subsidy programs for investments in the properties.

Care related to atmospheric emissions on farms has evolved in recent years and, in 2023, for the first time, emissions from own farms were measured. With the data, it was possible to identify the proportion of these emissions in the total volume of the Company. The firewood consumed on the farms comes from reforestation areas, a renewable energy source and, therefore, more sustainable than the alternatives, that is natural gas and other fuels.



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Material topics of the sector

- Product quality and safety
- Animal welfare



Quality and Safety of products [GRI 3-3]

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Pamplona's pursuit of product quality and safety is evident throughout the Company's production process. From the genetic selection of the finest raw materials to the meticulous handling during production, packaging, transportation, and distribution, every step is carefully monitored to ensure the highest standards are met. The Company aims to fulfill its objectives in this sector by well-defined processes, innovation, including the formulation and continuous monitoring of indicators.

The state of Santa Catarina is recognized by the Organization of Animal Health (OIE) as free of foot-and-mouth disease without vaccination. Hence, it can export to countries such as Canada, South Korea, Japan and Mexico. [\[GRI 2-6\]](#)

In addition to genetic improvement and the production of animal feed, the protocols on the minimum use of medicines and the strict control of antibiotics pursuant to animal welfare policies guarantee the quality of meat processed in our industrial units. These protocols are in place in both its own farms and those of integrated producers.

To monitor the quality and safety of its products, Pamplona runs a physical-chemical microbiology laboratory accredited under ISO/IEC 17025:2017. It permits control and guarantees compliance with the legislation and the requirements for both the domestic and international markets.

The products are also evaluated through the Hazard Analysis and Critical Control Points (HACCP) tool, which identifies all physical, chemical, and biological hazards throughout the process and classifies them by probability and severity in a risk matrix. The risk matrix is used to inform the decision matrix. This could result in the identification of a Critical Control Point (CCP) that requires greater control to ensure food safety.

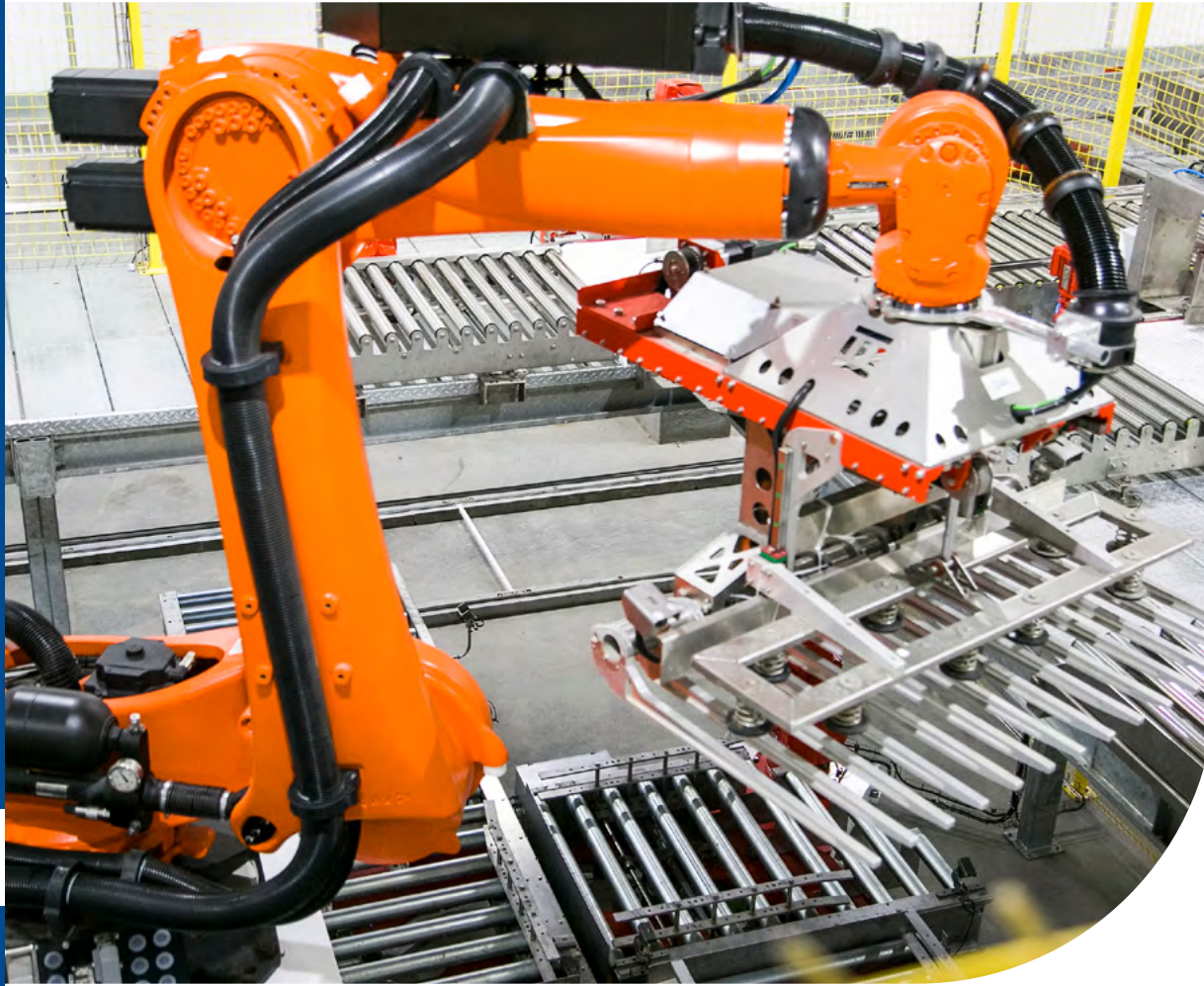
The traceability of the products from the production process to the point of sale produces a broad data setting all phases. In this process, the R-Sui system is used, which consolidates the data from various platforms used by Pamplona and allows us to identify any deviation, including those related to reproduction techniques, the drugs

administered, the origin of the animals and the type of food received, among others. In 2023, the digitization of the quality control monitoring process was initiated, increasing the agility and reliability of the process.

This information base allows both the audit by official bodies, such as Companhia Integrada de Desenvolvimento Agrícola de Santa Catarina (Cidasc) and the Ministry of Agriculture and Livestock (Mapa), as well as some clients who conduct annual audits considering criteria related to animal health and welfare. In 2023, 11 evaluations were made by Pamplona's customers, covering the two production units and the approval level, calculated based on criteria related to food quality and safety, was 97.07% of service, considering that the minimum approval must be above 75%.

Product compliance, quality and safety procedures cover all of Pamplona's sectors and, consequently, all items produced. The Company's two manufacturing units are certified by the Federal Inspection Service (SIF) and

received an audit by the Ministry of Agriculture and Livestock (Mapa) in 2023, posting positive results. Although it is still in the process of obtaining International Feature Standards (IFS Food) certification, Pamplona was approved, in 2023, in all customer audits, based on IFS requirements.



Investments in product quality

Pamplona's logistics network is being redesigned. The idea is to improve service, reduce time and costs along with pollutant emissions. The Company is careful about the selection of good carriers, focusing on proximity and driver training. In addition to ensuring monitoring from birth and animal origin to slaughter, transportation is also monitored and tracked at all stages of shipments/trips. All of these measures contribute to ensuring the delivery of products in excellent safety conditions.

For customers, quality is also represented by the adaptation of the product to their needs. To accommodate this demand, various new product preparation and portioning techniques were introduced.

The Presidente Getúlio (SC) unit, with a fully automated palletizing area, reduces the time and handling of products, allowing them to be palletized more safely.

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Animal welfare [GRI 3-3]

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Animal Welfare Policy and Pamplona's commitments to it, which are communicated internally and to the market, guide the adoption of good management practices and positive interaction between humans and animals at all stages of production. They are based on the One Welfare concept, which states that people, the environment, and animals must all work together to achieve sustainable growth.

Pamplona's actions related to animal welfare have advanced every year, with good results in outside audits that follow the International Featured Standards (IFS Food) that evaluate the conformity of products and processes concerning food safety.

This progress is the result of significant investments in various fields, such as infrastructure, facilities, equipment, team training, information management systems and technologies across the production chain. Pamplona applies a well-defined animal welfare policy, containing nine voluntary commitments. They include migration to the collective gestation system and non-use of growth-promoting antibiotics.

The measures necessary to ensure the best animal welfare conditions require actions to be implemented throughout the production chain, from farm management to transportation to the industrial facilities and pre-slaughter and slaughter activities. Therefore, Pamplona's engagement in the processes related to the topic is important, supporting the actions of the multidisciplinary team trained to work in the area and enhance the processes.

This support comes about mainly through the Standing Committee on Animal Welfare, composed of members drawn from different Company sectors. It also includes an independent member with in-depth technical knowledge of the subject. The Committee acts proactively to implement improvements, monitor progress and ensure full compliance with Pamplona's Animal Welfare Policy, organizing and proposing actions for the teams.

In 2023, 11 meetings of the Standing Committee on Animal Welfare were held, involving 147 participants and totaling 45 hours dedicated exclusively to the topic. Some 117 training sessions were also carried out involving more than 1,700 people

from all the links of the production chain. This was in addition to the production of publicity materials on the subject of animal welfare, with more than 3,600 posters printed and distributed.

Pamplona installed a computerized management system to track animal welfare indicators. It uses real-time

data collection, processes and issues control reports and creates integrated management panels. The availability of this data enables more assertive decisions, the identification of improvement opportunities and immediate proposals of corrective and preventive action plans that guarantee the ongoing development of its processes.





The Company applies the concepts of thermal comfort in its production units through a farm environment system. To this end, it obtains greater control of the process, with information available in real-time related to curtain settings, comfort temperatures (maximum and minimum), wind speed, CO₂, ammonia, water consumption and non-compliance alerts.

One issue in which Pamplona has made great progress is the migration to the communal gestation system. It ensures that pregnant females are housed in groups and not isolated in cages. The objective is to provide these animals with a superior quality of life. The goal is to have the Company's entire live pig herd covered by this gestation regime by 2026. In 2023, the Company reached 92% of its herd in the communal gestation system, demonstrating consistent efforts in prior years and signifying a significant step toward achieving the 100% objective in 2026.

Pamplona implements animal welfare *checklists* at all stages of production by addressing issues such as the environment, temperature, water consumption and other important variables. These *checklists* are monitored through a system via Power BI. Decision-making is carried out by the Standing Committee on Animal Welfare.

Engagement with stakeholders plays a key role in the development of Pamplona's animal welfare policies, consolidating bonus contracts, training, policies and voluntary commitments. In addition, the Company is committed to renewing the fleet of live animal transport trucks, following standards that benefit animal welfare. The handling, accommodation and confinement of the animals are carried out by trained teams, respecting the behavior of each animal.

To deal with issues related to the transportation of live animals, operational training and meetings with transporters are conducted to raise awareness of their importance in this process. Procedures are mapped out and implemented in the event of accidents involving live animal trucks, with a traffic accident contingency and emergency plan overseen by professionals trained to deal with the incident promptly.

At the industrial units, training on animal reception and slaughter is carried out. The slaughter and industrialization process is audited by the Ministry of Agriculture and Livestock (Mapa) and by external clients.



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COMMITMENTS

Have 100% of the herd in a communal gestation system by 2026. All the new units and extensions to our own and integrated farms will be structured using the copulate and released system.

STATUS



In progress

RESULT

92% of the herd in communal gestation in 2023.

Eliminate ear notching by 2026.



In progress

The gradual removal of the use of ear notching is underway.

Validate environmental enrichment models in the production system.



In progress

Environmental enrichment models are already validated throughout the production system.

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



In progress

In 2023, 20% of the fleet was renewed.

Adopt in the Rio do Sul (SC) and Presidente Getúlio (SC) industries the North American MeatInstitute (Nami) standards by December 2024.



In progress

The Company has all control standards in place and operational measures have been implemented.

COMMITMENTS

Continue immunocastration in 100% of male pigs. The Company has been a pioneer in the implementation of this technology since its introduction in Brazil.

STATUS



In progress

Do not file piglets' teeth except when the welfare of the sow and/or litter is compromised and based on veterinary advice.



In progress

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



In progress

Maintain the non-use of growth-promoting antibiotics at any stage of the production system.



In progress



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Summary of the GRI and SASB content

- Summary of the GRI content
- Summary of the SASB content



GRI Content Summary

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Statement of use	Pamplona reported the information cited in this GRI content summary for the reporting period from 01/01/2023 to 12/31/2023 based on the GRI Standards.
GRI 1 used	GRI 1: 2021 Fundamentals
<i>Applicable GRI Sectoral Standard(s)</i>	GRI 13: Aquaculture, Agricultural and Fishing Sectors 2022

GRI Standards	Content	Location	Gri sectoral standard ref. no .	SDG
General contents				
GRI 2: 2021 General Contents	2-1: Organization details	08		
	2-2 Entities included in the organization's sustainability reporting	32		
	2-3 Reporting period, frequency and contact point	32	-	
	2-4 Restatements of information	The 2023 report was based on the GRI standards and included sectoral and SASB indicators.		
	2-5 External assurance	The Sustainability Report was not audited with external verification.		
	2-6 Activities, value chain and other business relationships	16	-	
	2-7 Employees	43 Number of employees hired for an indefinite period and for a fixed term, by gender and region [GRI 2-7 b i and ii]: Pamplona has only one employee, a woman, from the South region, hired for a fixed term, in 2023. All other employees, in 2022 and 2023, totaling 3,703 and 3,449, respectively, are hired for an indefinite period. Number of employees hired for full-time or part-time work, by gender and region [GRI 2-7 b iv and v]: Pamplona has only one employee, a woman, hired for part-time work, in 2023. All other employees, in 2022 and 2023, in total 3,703 and 3,449, respectively, are hired for full-time work.	-	
	2-8 Workers who are not employees	Pamplona has 21 workers who are not employees, six interns, seven board members and eight statutory business officers. All service providers need to comply with the relevant legislation to release the contract.	-	



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GRI Standards	Content	Location	Gri sectoral standard ref. no .	SDG
GRI 2: General Contents 2021	2-9 Governance structure and composition	35	-	
	2-10 Nomination and selection of the highest governance body	35	-	
	2-11 Chair of the highest governance body	35	-	
	2-12 Role of the highest governance body in overseeing the management of impacts	30	-	
	2-13 Delegation of responsibility for managing impacts	30	-	
	2-14 Role of the highest governance body in sustainability reporting	32	-	
	2-15 Conflicts of interest	38	-	
	2-16 Communication of critical concerns	At Pamplona, senior management is also informed, through reports, presentations or meetings, about potential and actual negative impacts, identified through grievance mechanisms and other processes. In 2023, no complaints of crucial concerns were reported.	-	
	2-17 Collective knowledge of the highest governance body	30	-	
2-18 Evaluation of the performance of the highest governance body	Pamplona does not have a policy for evaluating the performance of the highest governance body in relation to overseeing the impacts on the economy, the environment and people.	-		



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GRI Standards	Content	Location	Gri sectoral standard ref. no .	SDG
GRI 2: General Contents 2021	2-19 Remuneration Policies	<p>43 The compensation of Pamplona's Executive Board, Board of Directors and Presidency is composed of two parts: fixed compensation and variable compensation. The remuneration policy is established based on research that analyzes the values practiced by the market. With regard to the variable portion, this is defined at an annual meeting of the Board of Directors, which determines the payment of the Profit Sharing Program (PLR), as well as an annual bonus.</p> <p>The remuneration policy, specifically in relation to the profit sharing, is defined in detail as follows: the occupants of the management, coordination, and supervision positions during the period from January 1, 2023, to December 31, 2023, provided that they are duly registered regarding their work cards, will receive an additional amount as profit sharing, in addition to the participation common to all employees. This concession is subject to compliance with the conditions stipulated in the contract, in addition to the general conditions applicable to other employees, according to the specificities of each position.</p> <p>With regard to the distribution of the additional PLR amount, the minimum condition established is that Pamplona's Net Profit (NPL) for the year, minus the PLR amount. This clause aims to ensure clear criteria for the distribution of this additional benefit, promoting transparency and goals to be achieved by the Company for the year in question.</p>	-	
	2-20 Process to determine remuneration	35	-	
	2-21 Annual total compensation ratio	<p>The ratio of the annual total compensation of the highest paid individual in the organization to the average annual total compensation of all employees (excluding the highest paid) was 14.42 in 2023.</p> <p>The proportion of the increase in the compensation of the highest paid individual and the increase in the average compensation of employees in 2023 was -0.54.</p> <p>For the calculation of 2023, only employees were considered in the base, excluding the governing body/board/trainee/young apprentice. Considers all the proceeds of the payroll to determine the remuneration.</p>	-	
	2-22 Statement on sustainable development strategy	04	-	
	2-23 Policy commitments	29	-	
	2-24 Embedding policy commitments	29	-	
	2-25 Processes to remediate negative impacts	<p>As a commitment to sustainability, the Company maps actual and potential negative impacts related to occurrences of accidental environmental impacts. The commitment related to this impact is the repair or compensation, in case of occurrence.</p>	-	



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GRI Standards	Content	Location	Gri sectoral standard ref. no .	SDG
GRI 2: General Contents 2021	2-26 Mechanisms for seeking advice and raising concerns	<p>The Company provides grievance mechanisms so that stakeholders can register their concerns about the impacts and seek reparations. These mechanisms include a hotline, email, and contact forms. The Company also uses complaint hotlines as external grievance mechanisms.</p> <p>The complaint mechanisms are available in Portuguese, and their opening hours vary, from 7:30 a.m. to 12:00 p.m. and from 1:15 p.m. to 5:30 p.m. for the hotline, available 24 hours, seven days a week, for e-mail(etica@pamplona.com.br) and contact via form.</p> <p>The Company evaluates the effectiveness of these grievance mechanisms and other redress processes through an internal evaluation conducted by the Ethics Committee, without stakeholder participation. To communicate to stakeholders about the resolution of their complaints and requests for redress, the Company uses documents, communications, emails, newsletters and personal communication.</p> <p>In 2023, 100% of grievances were addressed and resolved.</p>	-	
	2-27 Compliance with laws and regulations	Information not available.	-	
	2-28 Membership in associations	<p>Pamplona actively participates in strategic associations and organizations, both national and international, especially the Employees' Union (Sintiavi) and the Employers' Union (Sindicarne).</p> <p>Business leadership is articulated through dialogue with various trade associations, including Associação Comercial e Industrial de Rio do Sul (Acirs), the Conselho Regional de Engenharia e Arquitetura (Crea), the Associação Brasileira de Proteína Animal (ABPA), the Sindicato da Indústria de Carnes do Estado de Santa Catarina (Sindicarne), the Federação das Indústrias do Estado de Santa Catarina (Fiesc), the Companhia Integrada de Desenvolvimento Agrícola de Santa Catarina (Cidasc) and the Empresa de Pesquisa Agropecuária e Extensão Rural de Santa Catarina (Epagri), among others. In addition, the Company actively participates in regional councils, such as those for Chemistry, Veterinary and Administration.</p>	-	



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GRI Standards	Content	Location	Gri sectoral standard ref. no .	SDG
		The stakeholder groups that are part of the Company's engagement strategy are: business partners, civil society organizations, consumers, customers, employees and other workers, governments, local communities, shareholders, investors, suppliers, unions and NGOs. Engagement with these groups is promoted through diverse communication channels, corporate social responsibility, sustainability reporting, training and outreach, as well as ongoing evaluations.		
GRI 2: General Contents 2021	2-29 Approach to stakeholder engagement	The Company engages with these stakeholders for the purposes of: defining prevention and mitigation responses to negative impacts, improving decision-making, managing risks and opportunities, promoting innovation, building reputation and brand image, promoting sustainability and meeting investor demands. These actions contribute to building lasting relationships, To ensure meaningful engagement, the Company adopts a number of strategies, such as publishing sustainability reports, developing long-term relationships, training and raising awareness of those involved, offering incentives for engagement, conducting consultations and collaborations, monitoring and evaluating actions and integrating stakeholders into the business processes.	-	
	2-30 Collective bargaining agreements	100% of the workforce is covered by collective bargaining agreements.	-	
Material topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	32	-	
	3-2 List of material topics	33		
Climate change				
GRI 3: Material Topics 2021	3-3: Management of material topics	66		
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities arising from climate change	Pamplona seeks to expand its knowledge of the topic year-over-year and adapt its approach and actions. While a comprehensive plan that addresses the risks and opportunities associated with climate change has not yet been finalized, the creation of an environmental risk matrix is scheduled for 2024. This matrix will include the ATM Emissions/Climate Change theme as one of its pillars, guiding efforts related to this crucial area.	13.2.2	13



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GRI Standards	Content	Location	Gri sectoral standard ref. no .	SDG
GRI 302: Energy 2016	302-1 Energy consumption within the organization	66		7, 8, 12, 13
	305-1: Direct (Scope 1) greenhouse gas (GHG) emissions	69	13.1.2	3, 12, 13, 14, 15
GRI 305: Emissions 2016	305-2: Indirect emissions (Scope 2) of greenhouse gases (GHG) from energy purchases	69	13.1.3	3, 12, 13, 14, 15
	305-3: Other indirect (Scope 3) greenhouse gas (GHG) emissions	Inventory carried out does not include scope 3.	13.1.4	3, 12, 13, 14, 15
	305-4 GHG emissions intensity	For the calculation, the defined metric is industrial production, measured in product units.	13.1.5	13, 14, 15
	305-5 Reduction of greenhouse gas (GHG) emissions	70	13.1.6	13, 14, 15
	305-6 Emissions of ozone-depleting substances (SDG)	The Company does not have this data.	13.1.7	13, 14, 15
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Data separated by classes will not be presented in the report.	13.1.8	13, 14, 15
Water				
GRI 3: Material Topics 2021	3-3: Management of material topics	60	13.7.1	
	303-1 Interactions with water as a shared resource	60	13.7.2	6, 12
GRI 303: Water and effluents 2018	303-2 Management of water discharge-related impacts	62	13.7.3	6
	303-3 Water catchment	61	13.7.4	6
	303-4 Water discharge	62	13.7.5	6
	303-5: Water consumption	61	13.7.6	6
Waste and circular economy				
GRI 3: Material Topics 2021	3-3: Management of material topics	63		



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GRI Standards	Content	Location	Gri sectoral standard ref. no .	SDG
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	63	13.8.2	3, 6, 11, 12
	306-2 Management of significant impacts related to waste	63	13.8.3	3, 6, 8, 11, 12
	306-3 Waste generated	Pamplona generated, in 2023, a total of 3,698.97 tons (t) of waste, of which 3,681.63 t of non-hazardous waste and 17.34 t of hazardous waste. Light bulbs (units) were not considered.	13.8.4	3, 6, 11, 12
	306-4 Waste not destined for final disposal	63	13.8.5	3, 11, 12
	306-5 Waste sent for final disposal	The total weight of hazardous waste destined for final disposal was 17.34 tons (t), and the type of recovery was incineration (without energy recovery). The total weight of non-hazardous waste destined for final disposal was 3,681.63 tons (t), with 1,473.52 t sent for composting within the Company, 803.21 t confined in a landfill outside the Company, 1,275.75 t recycled outside the Company and 129.15 t reused, also outside the Company. The data on waste are obtained from exit and destination controls, through the issuance of waste transport manifests. These manifests detail the quantities, class, treatment technology and Ibama code applicable to each type of waste. The annual inventory is compiled individually, based on the valid Waste Transport Manifests (MTRs) issued in the corresponding year.	13.8.6	3, 6, 11, 12, 15
Product quality and safety				
GRI 3: Material Topics 2021	3-3: Management of material topics	74		
GRI 416: Consumer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Pamplona monitors four general categories of products and processes: Slaughter, Deboning, Industrialized, Refrigeration Tunnels and Shipping. The Quality Management System encompasses all areas and products within its purview, and it applies controls to ensure that 100% of the categories are evaluated for health and safety impacts. All controls are designed to guarantee that the process is carried out according to the established standard.	13.10.2	16

GRI Standards	Content	Location	Gri sectoral standard ref. no .	SDG
GRI 13: Aquaculture, Agricultural and Fishing Sectors 2022	13.10.4 Report the percentage of the production volume of operating units certified by recognized food safety standards and list these standards.	We do not yet have standards certification in the units, which are still in the implementation process.	13.10.4	
Animal welfare				
GRI 3: Material Topics 2021	3-3: Management of material topics	76	13.11.2	
GRI 13: Aquaculture, Agricultural and Fishing Sectors 2022	13.11.2 Report the percentage of production volume from sites of the organization certified to third-party animal health and welfare standards, and list these standards	<p>The units in Rio do Sul and Presidente Getúlio are 100% certified in animal health and welfare standards, following common market practices. The Company's animal welfare policy covers all stages from the arrival to the slaughter of the animals, ensuring thermal comfort and the adequacy of the facilities. The use of the electric prod is controlled and restricted, and all employees involved in the reception and bleeding stages are trained in animal welfare practices.</p> <p>Electrical stunning structures are used correctly, and there are no records of intentional abuse against animals. Measures such as sterilizers for instruments and emergency procedures are implemented to ensure the safety and welfare of animals, following animal welfare recommendations and regulations.</p>	13.11.2	
Diversity				
GRI 3: Material Topics 2021	3-3: Management of material topics	53		
GRI 405: Diversity and equal opportunities 2016	405-1 Diversity of governance bodies and employees	<p>Among the 15 members of the Company's governance bodies, 12 (80%) are men and three (20%) are women.</p> <p>Among the 15 members of the Company's governance bodies, four (27%) are between 30 and 50 years old and 11 (73%) are over 50 years old.</p> <p>Note: Eight executive officers and seven board of directors members comprise the governance body.</p>	13.15.2	5, 8
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	The complaint channel did not receive any communications related to discrimination during the reporting period.	13.15.4	5, 8





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GRI Standards	Content	Location	Gri sectoral standard ref. no .	SDG
GRI 13: Aquaculture, Agricultural and Fishing Sectors 2022	13.15.5 Describe any differences in employment terms and approach to compensation based on workers' nationality or migrant status, by location of operations.	Pamplona does not adopt differences in terms of employment contract and approach to compensation based on nationality or the migrant status of workers.	13.15.5	
Sustainable value chain				
GRI 3: Material Topics 2021	3-3: Management of material topics	54		
		In 2023, the direct economic value generated (revenue) by Pamplona was R\$ 1,925,982.63 thousand and the direct economic value distributed (expenses) was R\$ 2,131,860.57 thousand , resulting in a retained economic value of -R\$ 205,877.94 thousand.		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	The economic value distributed can be detailed as follows: Operating costs: R\$ 1,669,095.65 thousand Salaries and employee benefits: R\$ 195,453.45 thousand Payment to capital providers: R\$ 90,873.18 thousand Investments in the community: R\$ 12.39 thousand Payments to the government: R\$ 176,425.90 thousand	13.22.2	8, 9
	203-1 Investments in infrastructure and services offered	There were no investments in infrastructure projects or services for the community.	13.22.3	5, 9, 11
GRI 203: Indirect economic impacts 2016	203-2 Significant indirect economic impacts	Pamplona is one of the largest companies in the region. The impact mapping process involves the identification of activities, categorization of impacts, reporting and disclosure, corrective action and monitoring and review. With regard to positive indirect economic impacts, the Company considers the creation of indirect jobs, the development of local suppliers, technological innovation, infrastructure development, increased municipal revenues and increased human development indices to be significant. On the other hand, Pamplona also identified negative indirect economic impacts, such as the loss of jobs and the economic dependence of the local community.	13.22.4	1, 3, 8



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GRI Standards	Content	Location	Gri sectoral standard ref. no .	SDG
	13.23.2 Describe the level of traceability in place for each product sourced, for example, whether the product can be traced to the national, regional, or local level, or a specific point of origin (e.g., farms, hatcheries, and feed mill levels).	56	13.23.2	
GRI 13: Aquaculture, Agricultural and Fishing Sectors 2022	13.23.3 Report the percentage of sourced volume certified to internationally recognized standards that trace the path of products through the supply chain, by product and list these standards.	It was noteworthy in 2023 that 100% of the total volume of pigs purchased were certified by internationally recognized standards, assuring compliance across the supply chain. The tracking is guided by GTA and Cidasc's "Swine Accommodation Report." Regarding packaging, ingredients and medicines, Pamplona maintains internal traceability controls in collaboration with suppliers without necessarily following international standards. These practices highlight the commitment to quality and transparency in the supply chain.	13.23.3	
	13.23.4 Describe improvement projects to get suppliers certified to internationally recognized standards that trace the path of products through the supply chain to ensure that all sourced volume is certified	Initiatives aimed at improvement projects are implemented in accordance with the legislation of government agencies.	13.23.4	
	GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Pamplona neither has nor ever has had operations that present risks of cases of child labor or young workers exposed to hazardous work. As a measure to reduce these risks in its operations, Pamplona has adopted specific contractual clauses for all suppliers.	13.16.2
GRI 409: Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Pamplona neither has nor ever has had operations that present risks of forced or slave-like labor. To reduce this risk in operations, the Company adopted measures that include contractual clauses prohibiting forced or slave-like labor.	13.17.2	5, 8
GRI 308-2: Environmental Evaluation of Suppliers 2016	308-2 Negative environmental impacts in the supply chain and actions taken	56		



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GRI Standards	Content	Location	Gri sectoral standard ref. no .	SDG
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Pamplona does not have operations with risks of violating the right of employees to exercise freedom of association or collective bargaining. This scenario is due to the Company's commitment to act fully within the legal precepts, ensuring freedom of association and assuring compliance with all workers' rights.		8
GRI 204: Purchasing practices 2016	204-1 Proportion of spending on local suppliers	Suppliers in Santa Catarina state are considered to be local suppliers. For the calculation, all operating units were taken into account. 2022: 53.63 [%] 2023: 51.26 [%]		8
Health and Safety				
GRI 3: Material Topics 2021	3-3: Management of material topics	46		
	403-1 - Occupational health and safety management system	56	13.19.2	8
	403-2 Hazard identification, risk assessment and incident investigation	57	13.19.3	8
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	In 2023, Pamplona offered occupational health services to ensure a safe working environment, covering the protection of workers' health, accident prevention, legal compliance and promotion of a safety culture. The professionals involved are qualified and registered with competent boards and entities, such as CRM and Crea. The services provided include occupational medical examinations, risk assessment, safety training, accident prevention programs, health monitoring, management of certificates and licenses, accident investigation, ergonomics education, health and well-being campaigns, audits, preparation of legal documentation, and PPE management. To disseminate and access these services, the Company uses internal communication channels, workshops, training, awareness campaigns, corporate email and health and safety committees, ensuring that employees are well-informed and protected. For more information, see pages 47 to 50.	13.19.4	8
	403-4 Worker participation, consultation, and communication on occupational health and safety	48	13.19.5	8, 16



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GRI Standards	Content	Location	Gri sectoral standard ref. no .	SDG
	403-5 Worker training on occupational health and safety	49	13.19.6	8
	403-6: Promotion of worker health	50	13.19.7	3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	49	13.19.8	8
	403-8 Workers covered by an occupational health and safety management system	Pamplona Alimentos' occupational health and safety care policy covers 100% of workers, including permanent employees, fixed-term employees and third parties.	13.19.9	8
GRI 403: Occupational Health and Safety 2018		<p>Number of hours worked: 8,330,957.92</p> <p>Basis of number of hours worked: 1,000,000</p> <p>The number of deaths resulting from work accidents;</p> <p>Occupational accident death rate</p> <p>Number of occupational accidents with serious consequences: 78</p> <p>Rate of accidents at work with serious consequences: 9.36</p>		
	403-9 Work-related injuries	<p>Number of workplace accidents that must be reported: 208</p> <p>Number of workplace accidents that must be reported: 24.97</p> <p>Rate of accidents at work with serious consequences = 2.26%</p> <p>Rate of occupational accidents that must be reported = 6.0%</p> <p>Note: Occupational accident data is collected only for full-time and permanent employees. Pamplona follows the regulatory standards of the Ministry of Labor and Employment (MTE) and other risk management methodologies, emphasizing safety as everyone's responsibility.</p>	13.19.10	3, 8, 16
	403-10 Work-related illnesses	46	13.19.11	3, 8
Desenvolvimento de pessoas				
GRI 3: Material Topics 2021	3-3: Management of material topics	51		
GRI 401: Employment 2016	401-1: New employee hires and employee turnover	42		5, 8, 10



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GRI Standards	Content	Location	Gri sectoral standard ref. no .	SDG
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Pamplona offers life insurance and maternity/paternity leave to its full-time employees, with all operating units covered.		3, 5, 8
	401-3 Parental leave	Of the company's total number of employees, 105 women took maternity leave and 103 men took paternity leave.		5,8
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	52		4, 5, 8, 10
	404-2: Programs for upgrading the skills of employees and transition assistance programs	52		8
	404-3 Percentage of employees receiving regular performance and career development reviews	45		5, 8, 10
Ethics and Integrity				
GRI 3: Material Topics 2021	3-3: Management of material topics	37		



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GRI Standards	Content	Location	Gri sectoral standard ref. no .	SDG
	205-1 Operations assessed for risks related to corruption	The Company monitors compliance with the Brazilian Anti-Corruption Law and related rules, through internal and external audits, in addition to keeping its reporting channel open for reports of cases of deviation.	13.26.2	16
GRI 205: Combating corruption 2016	205-2 Communication and training on anti-corruption policies and procedures	<p>Pamplona publishes the code of ethics, available on the Company's website, accessible to all interested parties, demonstrating full transparency about its ethical guidelines. While Pamplona does not provide specific training on the code of ethics for business partners, it ensures that all relevant parties are informed of its ethical policies and procedures at the time of contract closure.</p> <p>All employees went through an onboarding process and were informed about the code of ethics and other internal policies, including the reporting mechanisms available. This training is conducted in person at the units of Rio do Sul (SC), Presidente Getúlio (SC), farms, and the Animal Feed and Development Factory. The Company takes actions to disseminate its ethical policies comprehensively, reaching 100% of all stakeholders involved.</p>	13.26.3	16
	205-3 Confirmed cases of corruption and measures taken	In 2023, no cases of corruption were identified in Pamplona, either through preventive practices or possible complaints.	13.26.4	16
GRI 206: Unfair competition 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	The Company has not been sued for unfair competition, trust or monopoly practices.	13.25.2	16
GRI 207: Taxes 2019	207-1 Tax Approach	24		1, 10, 17
	207-2 Governance, control and management of tax risk	24		1, 10, 17
GRI 201: Economic performance 2016	201-4 Financial support received from the government	Pamplona received R\$ 85,240.00 thousand in benefits and tax credits in Brazil in 2023		
Innovation				
GRI 3: Material Topics 2021	3-3: Management of material topics	17		



SASB Content Summary

Topic	Title	Code	Page
GHG Emissions	Gross global emissions - Scope 1	FB-MP-110a.1	69
	Discussion of the long-term and short-term strategy or plan to manage Scope 1 emissions, emission reduction targets and a performance review regarding these targets	FB-MP-110a.2	70
Water management	(1) total water withdrawn, (2) total water consumed, (3) percentage of each in regions with high or extremely high baseline water stress	FB-MP-140a.1	61
	Description of water management risks and discussion of strategies and practices to mitigate these risks	FB-MP-140a.2	61
	Number of incidents of non-compliance with water quality permits, standards and regulations	FB-MP-140A.3	All event records related to non-conformities to water quality are documented and corrective and preventive actions are defined to address the issue.
Land use and ecological impacts	Amount of animal waste and manure generated and percentage managed according to a nutrient management plan	FB-MP-160A.1	In 2023, 125.77 ml of animal waste and manure were generated, 100% managed according to a nutrient management plan.
	Percentage of pasture and grazing area managed by government conservation rules	FB-MP-160A.2	100% natural and artificial pastures are managed under the conservation plan of the Natural Resources Conservation Service.
	Production of animal protein in concentrated animal feed operation (in the USA, operations with more than 1,000 animal units confined for more than 45 days per year fall into this category)	FB-MP-160A.3	207,768 tons (t)

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Topic	Title	Code	Page
	Audit of Global Food Safety Initiative (GFSI) or other similar organization: (1) non-conformity rate and (2) associated corrective action rate for (a) major and (b) minor non-conformities	FB-MP-250A.1	Average: 93.94% compliance (1) non-conformity rate: 6.06% (2) associated corrective action rate for (a) major and (b) minor nonconformities: 0 15.87%
Food Security	Percentage of supplier facilities certified by a food safety certification program	FB-MP-250A.2	Although certification is not mandatory for our suppliers, 10 of the 63 classified on the ABC curve are certified. The data were collected, in two studies, through a questionnaire and, as of 2024, will be based on face-to-face audits.
	Discussion of markets prohibiting imports of the company's products	FB-MP-250A.4	Pamplona is qualified to export to all countries in which Brazil is qualified to export pork.
Animal care and welfare	Percentage of pork produced without the use of gestation boxes	FB-MP-410A.1	92%
	Percentage of production certified by an external animal welfare standard	FB-MP-410A.3	Pamplona does not yet have certification for animal welfare for its industrial facilities, but seeks to meet all requirements and be prepared for future certification. 100% of suppliers implement the criteria of the Natural Resources Conservation Service (SCRN) conservation plan or equivalent.
Social and environmental impacts of the supply chain	Percentage of livestock from suppliers that have implemented conservation criteria	FB-MP-430a.1	All producers have a pig farming environmental license. This license is subject to other factors, such as registration of legal reserve, rural environmental registration (CAR) and recovery of riparian forests.
	Percentage of suppliers and production facility contracts verified to meet animal welfare standards	FB-MP-430a.2	All suppliers receive training on animal welfare pursuant to IN 113 of December 16, 2020, and Ordinance No. 365 of July 16, 2021.
Employee Health and Safety	(1) Total recordable incident rate (TRIR) (2) fatality rate	FB-MP-320a.1	46
	Description of efforts to assess, monitor and mitigate acute and chronic respiratory health conditions	FB-MP-320A.2	47



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PERSON RESPONSIBLE

Chief Administrative-Financial Officer

VALIDATION

President
Vice-President
Industrial Officer
Chief Supplies and Promotion Officer
Chief Domestic Market Officer
Expansion and New Business Officer
Logistics Officer

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AREAS INVOLVED

Internal audit
Commercial
Accounting
Controllership
Costs and Inventory
Finance
Promotion
Animal Feed Factory
Personnel Management
Industrial
Legal
Laboratory
Logistics
Maintenance
Marketing
Environment
PCP
Research and Development
Quality
SESMT
Supplies
Information Technology
Tax

SUPPORT

Associação Cultural Esportiva e Recreativa Pamplona (Acerp)

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Grupo Report

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