

# SUSTAINABILITY **2024** REPORT



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# INTRODUCTION



# About this report

▷ GRI 2-2, 2-3

This is the Sustainability Report of Blau Farmacêutica S.A., an annual publication in which we disclose the data and results achieved on the Environmental, Social and Governance (ESG) fronts between January 1 and December 31, 2024.

In this report we present the main projects, indicators, results and material topics for our stakeholders. We have prepared the report in accordance with the standards and norms of the Global Reporting Initiative (GRI), version 2021.

By this, we strive to contribute to the 2030 Agenda of the United Nations (UN) and the Sustainable Development Goals (SDGs). The report also includes financial information about our units in Brazil, and the financial statements are published with data from the controlling entity.



If you have any questions or require more information about the contents of this report, please send an email to: [ri@blau.com](mailto:ri@blau.com)

## Reading tools

▷ GRI 2-3, 2-14

GRI  
indicators



Indication  
of interactivity



External link



For a better view, access  
this report in Acrobat  
Reader



# Materiality

▷ GRI 3-1, 3-2

The commitments that connect our purpose and brands to our stakeholders – employees, local community, society, government, press and investors – were condensed into a Materiality report prepared in 2021. In this report, we use the revised version approved in 2023 (see the details of this process in the [2023 Sustainability Report](#)), which covers 15 material topics and one relevant topic:



<sup>1</sup>Relevant topic

# Message from the CEO

▷ GRI 2-22

2024 was a milestone year for us when we completed 37 years of history and posted record net revenue of BRL 1.75 billion, an increase of 28% from 2023. This significant growth underscores our commitment to innovation, sustainability and, above all, expanding access to healthcare.

We strengthened our operations in the three business units, with the focus on developing highly complex medicines for the hospital segment, besides expanding our presence in the retail / pharmaceutical segment and in solutions for aesthetic procedures. This diversification enabled us to further reach out to our customers and rapidly respond to market needs.

We consolidated our leadership in the onco-hematology segment in Brazil (IQVIA, Dec/24), underlining our competitive edge and large-scale local production that combines lower costs with high quality, which places us in a strategic position in the sector.

Innovation remains one of our main pillars. In 2024, we ramped up investments in Research, Development and Innovation (RD&I) by 14%, notably on Inventta, our innovation hub. We submitted to Anvisa, the Brazilian health surveillance agency, new drug projects with the potential to reach an addressable market of BRL 2.1 billion.

We pioneered the development of monoclonal antibodies and innovative molecules in Brazil, and I am convinced that we have a true biotechnology startup here at Blau – such is our capacity for innovation.



**Marcelo Hahn**  
Founder and CEO

In the field of sustainability, we are evolving in a responsible manner. Our projects are born with ESG practices already incorporated into them. In 2024, we modernized our packaging and reduced paper consumption. Moreover, our new buildings were designed with solar energy, water reuse mechanisms and sustainable materials, as is the case of the new administrative headquarters in Cotia, São Paulo, which already operates with 100% renewable energy.

Despite a challenging macroeconomic scenario, we minimized the impacts of exchange rate volatility, high interest rates and a complex tax regime through the diversification of suppliers and constant investments in innovation.

**Thanks to a solid portfolio, cutting-edge equipment and a strong organizational culture, I believe we are ready to take further steps towards sustainable growth and global leadership.**

Our social role gained further impetus. In 2024, we allocated around BRL 1 million through incentive laws to social, cultural and sports projects. We supported institutions such as APAE Cotia and Hospital de Barretos, reaffirming our commitment to the well-being of the communities where we operate.

We remain optimistic about the future. The keyword that guides us is improvement – of processes, products, impact and global presence. Over the next three years, we plan to launch medicines with a potential addressable market of BRL 2.1 billion. Thanks to a solid portfolio, cutting-edge equipment and a strong organizational culture, I believe we are ready to take further steps towards sustainable growth and global leadership.

I thank all our employees, partners, suppliers and customers, who were fundamental for yet another year of tremendous achievements.

**I invite you to join us on this journey. Happy reading!**



# Highlights of 2024



## Awards and recognition

**1<sup>st</sup>** in the Innovative Project Category in the IEL São Paulo Talents Award

**1<sup>st</sup>** in the National Innovative Project Category in the IEL National Talents Award

See other recognitions on page 19.

**28%**  
increase in net revenue compared to 2023

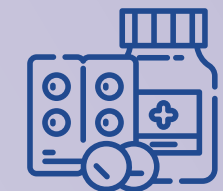
Record net revenue of  
**BRL 1.75 bi**

**BRL 220 mi**  
Net income

**23%**  
growth in net profit compared to the previous year

**BRL 1.03 mi**  
allocated to social, cultural, and sports projects through Incentive Laws

**10%**  
of net revenue earmarked for RD&I investments



**309**  
customer count per month, in 2024.

**23**  
new customers per month.



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BLAU  
FARMACÊUTICA S.A.

# Who we are

▷ GRI 2-1, 2-2

We are Blau Farmacêutica S.A., a leading multinational in the institutional pharmaceutical segment and a pioneer in biotechnology. We produce medicines for highly complex treatments. We launched our IPO in 2021 to finance our expansion across Latin America. As such, we are a publicly-held company listed on the *Novo Mercado* segment of the Brazilian stock exchange (B3), which includes companies committed to standards beyond those required by law. Our ticker symbol is BLAU3.



We are a leading multinational company in the institutional pharmaceutical segment and a pioneer in biotechnology. We produce medicines for highly complex treatments.

We have been included in some of the most important indexes that bring together leading companies with the best trading practices in Brazil, such as:

- ▷ Special Corporate Governance Stock Index (ICGX, in Portuguese);
- ▷ *Novo Mercado* Corporate Governance Equity Index (IGMN, in Portuguese);
- ▷ Corporate Governance Trade Index (IGCT, in Portuguese);
- ▷ Special Tag-Along Stock Index (Itag, in Portuguese);
- ▷ Brazil Broad-Based Index (Ibra, in Portuguese);
- ▷ Consumer Stock Index (Icon, in Portuguese);
- ▷ Small Cap Index (SMLL, in Portuguese);
- ▷ Diversity Index (Idiversa, in Portuguese).

We are one of Latin America’s leading pharmaceutical companies, with an extensive portfolio of our own medicine brands. We offer products in immunology, hematology, oncology, nephrology, infectious diseases and anesthesiology, among others.

We supply a wide range of medicines that are essential for hospitals, clinics and Health Maintenance Organizations (HMO) highlighting a diversified line of medicines. We produce highly complex medicines, consisting of proprietary products focused on the two main therapeutic classes in both the domestic and global markets: oncology and immunology.

In Brazil, we are one of the few companies with the capability to develop the entire chain of a biotechnological drug – from the development and production of active pharmaceutical ingredients (API) to the finished product. Our operations are predominantly focused on the institutional segment, which includes private hospitals and clinics, such as chemotherapy and hemodialysis centers, as well as municipal, state and federal public health institutions.

Sales by companies operating in this segment are concentrated on hospital networks, outpatient clinics and medical clinics, indirectly contributing to distribution and sales to end consumers. We have 2,043 permanent employees and 76 temporary employees.

We currently have subsidiaries in diverse countries, such as Uruguay, Colombia, Ecuador, Argentina, Chile, Peru,

Mexico, and the United States. In the United States, we have been present since 2021 through Plex Plasmas Experts, which operates in the plasma collection segment. In Brazil, our headquarters are located in São Paulo (SP).

We enter into joint ventures, consortia, or mergers and acquisitions only after prior analysis that validates the good standing and legal compliance of the potential partner.



# Products

▷ GRI 2-6

We operate on two fronts: the institutional market and other specialties segments. The first – our core business – involves sales to hospitals, private clinics, as well as federal, state, and municipal public health institutions, including chemotherapy and hemodialysis centers. Products are distributed both through our own logistics department and through contractors. Blau has a significant presence in the hospital distribution business and its products are sold in almost all healthcare institutions across Brazil.

Other specialties segments: These are divided into three main markets:

I. Retail and OTC, which serves pharmacies all over Brazil, supplying prescription medicines, Over-the-Counter medicines (OTCs), and Preserv line of condoms to the country’s largest pharmacy chains and partner pharmacies;

II. Aesthetics, which serves aesthetic clinics, franchises, dermatologists, dentists, and biomedical professionals, selling injectable products such as botulinum toxin; and

III. Plasma collection, which serves the U.S. market through the Hemarus operation.



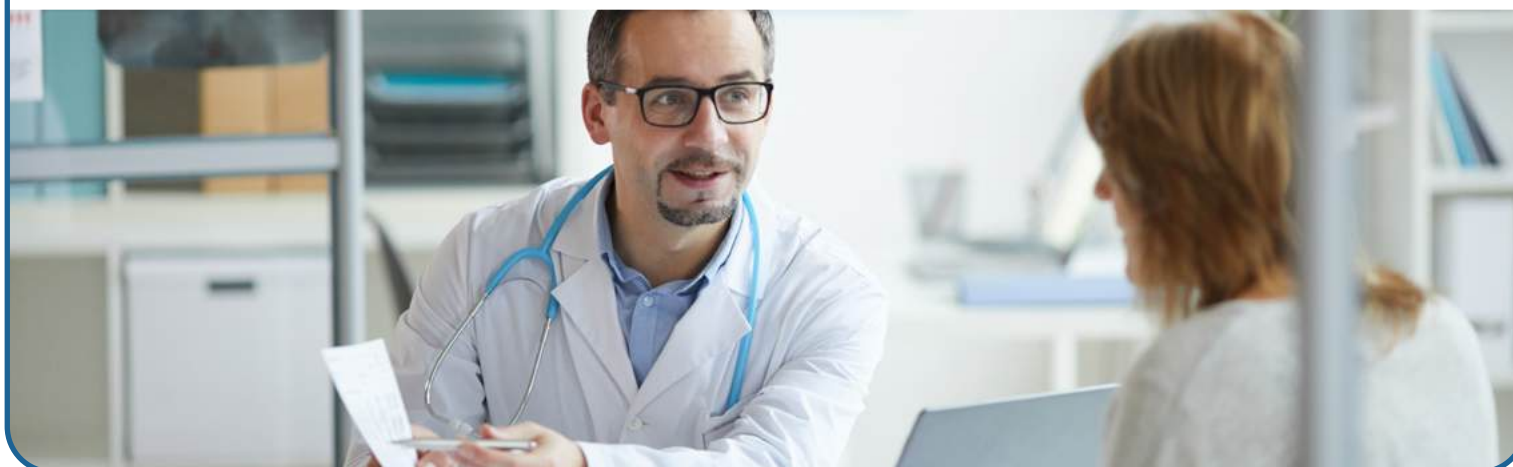
# Business branches

▷ GRI 2-6

**We have three business units:**

## Onco-hematology & Specialties

This unit offers the country's largest portfolio of products for treating solid hematological tumors, as well as medicines to minimize the side effects of cancer treatment, such as antiemetics and stimulants for the production of white blood cells. The Specialties segment includes products used in different departments of hospitals, such as emergency care, hospitalization, intensive care units and operating rooms. Diverse types of medicines are used, such as antibiotics, antivirals, anticoagulants, blood products, muscle relaxants, analgesics and anesthetics, among others.



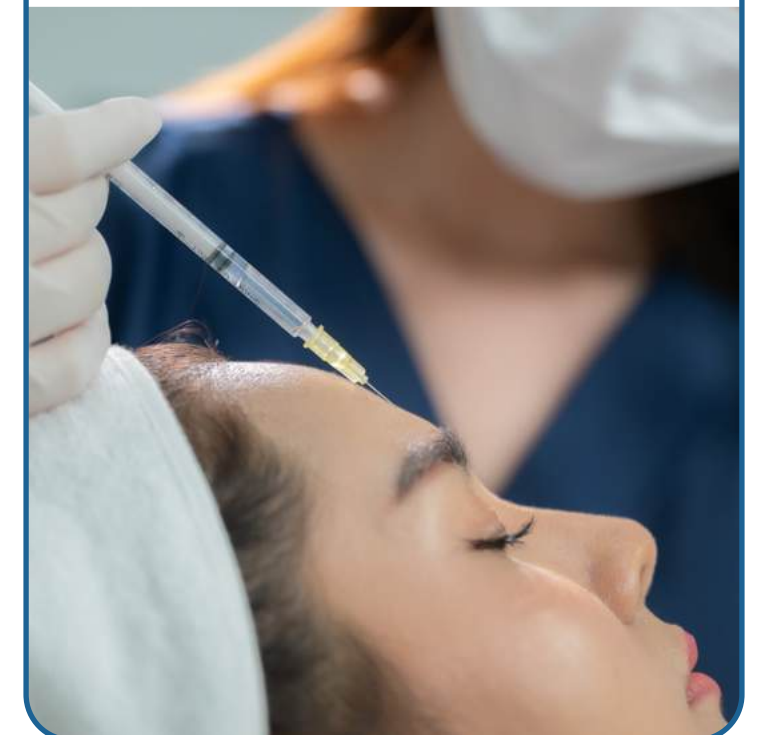
## Pharmacy/Retail

Offers medicines and products for chronic diseases, such as rheumatoid arthritis and anemia. It also includes gynecological medicines, antiemetics and products sold in retail stores, including those that may or may not require a prescription, and a complete line of male condoms.



## Aesthetics

It has a portfolio focused on aesthetic procedures, with a potential focus on bringing innovative solutions in dermo-cosmetics.



# Map of operations

▷ GRI 2-2

Our pharmaceutical complex in Brazil has five production plants: Cotia, Caucaia do Alto, São Paulo and Taboão da Serra, all in the state of São Paulo, and Anápolis in Goiás. One plant is under construction in the state of Pernambuco.



## Blaū Cotia

The Cotia unit houses the Company’s headquarters, which includes the Quality Assurance and Quality Control departments, laboratories, offices, as well as the occupational safety, environmental, and warehousing divisions. The P400 building is also located within the complex. The unit, which produces biotechnological active pharmaceutical ingredients, has a total production area of around 3,000 m<sup>2</sup> spanning two floors. The P400 building also houses our Research, Development and Innovation (RD&I) Center, the pharmaceutical and biotechnological ingredients production unit, and the injectables plant that manufactures biotechnological and synthetic medicines. The packaging of imported blood products and dermo-cosmetics is also done at the complex.





**Blaū | Bergamo Caucaia**

The production facility in Caucaia do Alto is also located in the city of Cotia, São Paulo state. This site manufactures cytotoxic/oncology oral solid medications (including uncoated tablets, coated tablets, and capsules) as well as small-volume injectable drugs in solution and lyophilized powder forms. Two separate, dedicated areas are allocated for the production of each drug type.



**Blaū São Paulo**

Located in São Paulo (SP), the plant focuses on the specialty segment and produces injectable semi-solids medicines in liquid form in ampoules and as sterile powder fractionated in vials. It has areas dedicated to penicillins, cephalosporins, as well as injectable medicines in the form of sterile powders and solutions. It also packages our Preserv line of condoms.



**Blaū | Bergamo Taboão**

Located in Taboão da Serra (SP), the acquisition of the Bergamo laboratory in 2022 consolidated our presence in the oncology and nasal sprays market. It also houses quality control laboratories, offices and process support areas (Utilities, Logistics and Warehouses, Occupational Safety, Maintenance, Treatment of Waste and Effluents).



### Blaū Goiás

Situated in Anápolis (GO), this unit has two production areas for the fractionation of sterile powders of the cephalosporin, and carbapenem classes in vials.



### Blaū Pernambuco

The industrial complex, still under construction, will increase our production capacity to supply effective medicines and products designed to promote access to healthcare.



### Foreign Market

Blaū has a continental presence, currently operating in 7 Latin American countries – Brazil, Argentina, Colombia, Chile, Ecuador, Peru, and Uruguay. Additionally, we have a presence in the United States through Hemarus (plasma collection centers).



# Our guidelines



## PURPOSE

Develop and provide cutting-edge products and solutions for a healthier and more sustainable world.



## VISION

To be the leading Brazilian company in sales in the institutional market in Latin America.

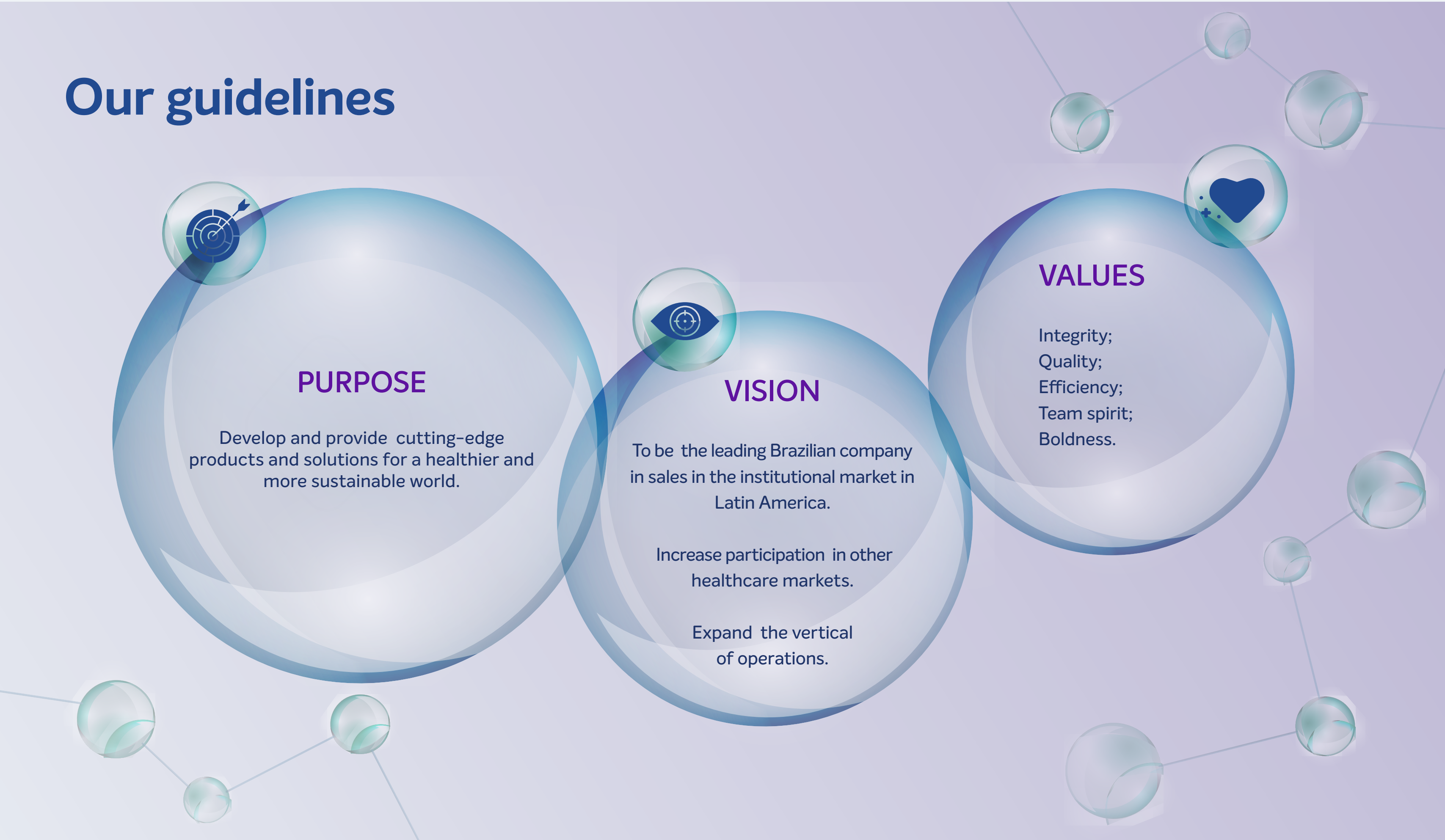
Increase participation in other healthcare markets.

Expand the vertical of operations.

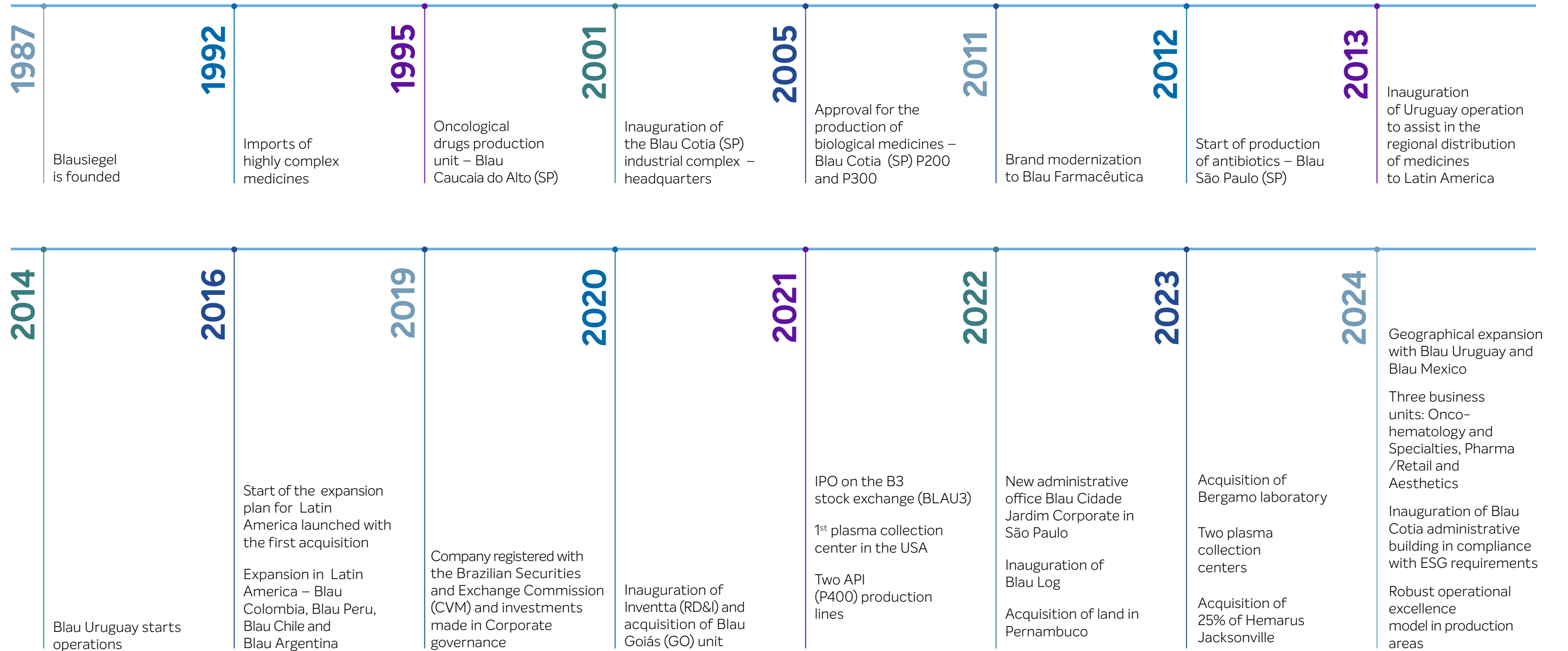


## VALUES

Integrity;  
Quality;  
Efficiency;  
Team spirit;  
Boldness.



# Timeline



# Awards and recognition



**IEL São Paulo Talents Award**  
1<sup>st</sup> in the National Innovative Project category



**Design for a Better World Award (DFBW) 2024**  
Smart packaging case in the Products, Services and Packaging Design category



**Latampack Awards (International Packaging Awards Covering Latin America)**  
Best Packaging of Pharmaceutical Products



**Viva Chile Packaging Award**  
2<sup>nd</sup> place in the Pharmaceutical Personal Care category



**IEL São Paulo Talents Award**  
1<sup>st</sup> in the Innovative Project category  
3<sup>rd</sup> in the Innovative Article category



**31<sup>st</sup> Embanews Awards**  
Standout in the Design, Marketing, Technology and Quality, and Innovation categories

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# CORPORATE GOVERNANCE



# Governance structure

▷ GRI 2-12, 2-13

We are listed in the Novo Mercado segment of B3, which is currently the transparency and governance standard demanded by investors for publicly-held companies and for listing shares. This segment is destined for trading shares of companies that voluntarily adopt corporate governance best practices in addition to those required by Brazilian law. Our listing in this special segment implies the adoption of corporate rules that expand shareholders' rights in addition to the disclosure of policies and implementation of oversight and control structures.

All this attests to the quality of our corporate governance, which also follows the Code of Best Practices of the Brazilian Institute of Corporate Governance (IBGC) and meets the highest legal standards. To this end, our governance structure consists of the Shareholders Meeting, Board of Directors, Advisory Committees, Executive Board and Fiscal Council (non-permanent body).

The top management bodies are responsible for deciding our strategic objectives and how we should achieve them. In 2024, ESG-related topics remained on the Board's agenda, including through its specific committee.

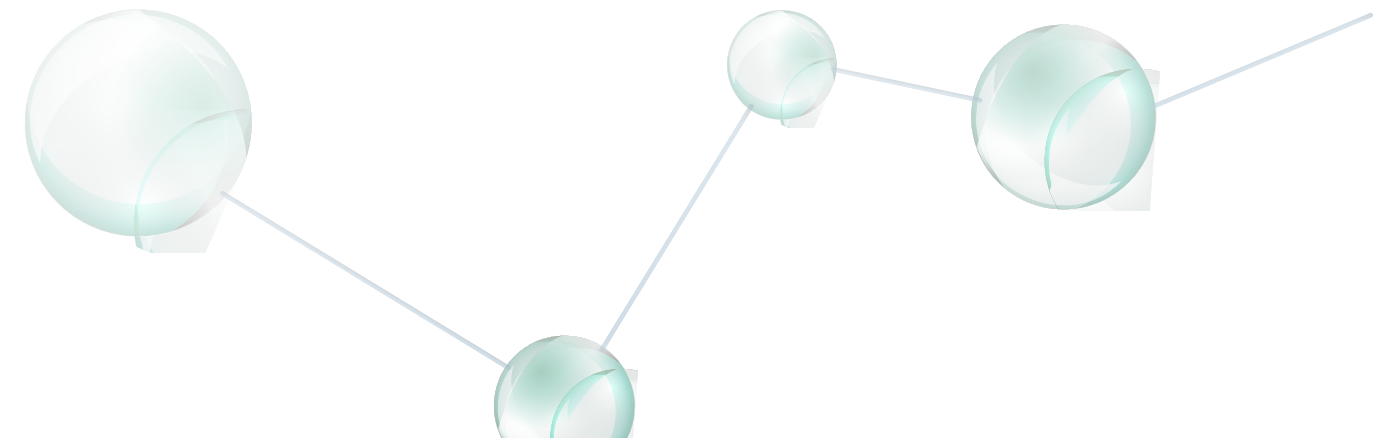
The governance structure is designed to require full compliance – in all our operations and decisions – with principles such as transparency, fairness, accountability and corporate responsibility, in addition to unrestricted respect for our shareholders.

Besides complying with legal requirements, this structure has resulted in our inclusion in some of the most important indexes on the Brazilian stock exchange, such as the BM&FBOVESPA Brazil Broad-Based Index (Ibra), Consumer Stock Index (Icon), Diversity Index (IDVR), Corporate Governance Trade Index (IGCT), Special Corporate Governance Stock Index (IGCX), *Novo Mercado* Corporate Governance Equity Index (IGNM), Special Tag-Along Stock Index (ITAG) and Small Cap Index (SMLL).

All committee members were elected in 2023 for a unified two-year term. As of December 31, 2024, the composition of the Company's Board and Committees was as follows:



**The top management bodies are responsible for deciding our strategic objectives and how we should achieve them.**



## Permanent Board members

## Independent Board members



Rodolfo Alfredo Gerardo Hahn

Chairman



Marcelo Rodolfo Hahn

Vice chairman



Roberto Carlos de Campos Morais

Board member



Dr. José Antônio Miguel Neto

Independent member



Dr. Antônio Carlos Buzaid

Independent member



Andrea Destri  
Independent member



Simone Agra  
Independent member

# Board and committees

▷ GRI 2-9, 2-10, 2-14, 2-17

## Board of Directors

The Board of Directors is responsible for analyzing the goals defined to align the purpose, vision and potential risks, which must be implemented by everyone, from management to employees. The chairman is exclusively dedicated to exercising this function.

The topic of sustainability is on the agenda of all meetings of our highest governance body, which is why there exists a formal process of communication and informing the directors on issues related to ESG, as well as continuous training of our teams through workshops to disseminate the topic in the daily business operations.

In 2024, our Board of Directors had four advisory committees to assist it on specific topics: Strategy and M&A, Audit and Ethics, Human Resources and Compensation, and ESG. The ESG Committee provides support and guidance to directors on the management of social and environmental impacts, as well as governance.

## Strategy and M&A Committee

The Strategy and M&A Committee assists the Board of Directors in supervising and reviewing our main activities in mergers and acquisitions, divestments, incorporations and spin-offs, as well as in our strategic planning and its implementation.

The Committee has at least three and at most seven members, chosen by a simple majority of its members. At least one representative of the Committee must have knowledge and experience in strategic planning, marketing strategy and positioning, business valuation and negotiations in mergers and acquisitions in large corporate entities.

In 2024, the Committee had four members, including one director and three independent members:




-  **Marcelo Rodolfo Hahn** (coordinator)
-  **Dr. Antônio Carlos Buzaid** (independent member)
-  **José Antônio Miguel Neto** (independent member)
-  **Simone Agra** (independent member)

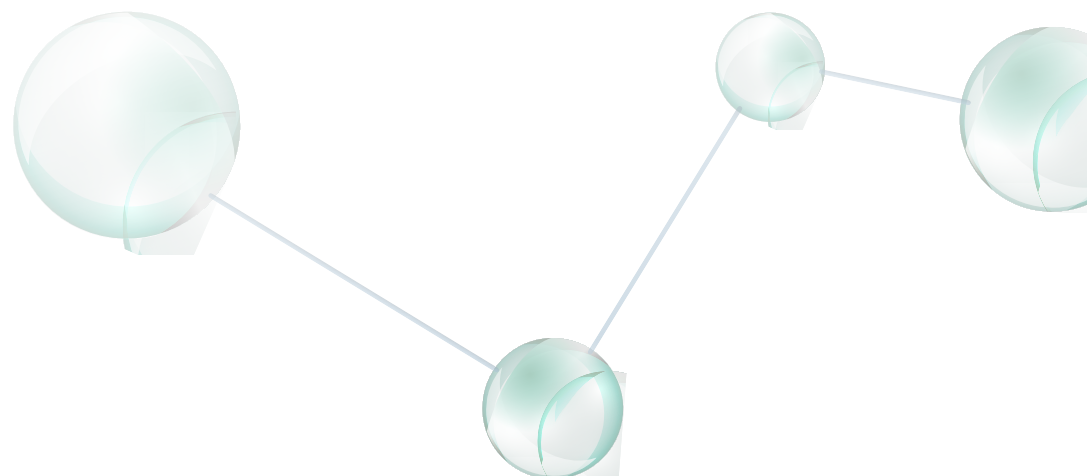
## Audit and Ethics Committee

It is a non-statutory advisory body to the Board, to which it reports. Its responsibilities include monitoring risks and strategic compliance of processes, as well as managing the impacts of the business on people, the economy or the environment.

It has at least three and at most seven members, chosen by a simple majority of the members of the Board. At least one member must have recognized experience in corporate accounting matters, in accordance with CVM regulations.

In 2024, the Committee had the following members:

-  **José Antônio Miguel Neto** (coordinator)
-  **Renato Akaishi** (external expert)
-  **Luiz Barbosa** (external expert)



## ESG Committee

It is an advisory body tasked with proposing guidelines and actions to address our environmental, social and governance issues. It has at least three and at most seven members, chosen by a simple majority of Board members. At least one member must have recognized experience in topics such as the environment, stakeholders and related audiences or governance.

In December 2024, it had the following members:

-  **Andrea Destri Gonçalves dos Santos**  
(coordinator)
-  **Simone Agra**  
(independent member)
-  **Carlos Nomoto**  
(external expert)

## Human Resources and Compensation Committee

Its function is to propose the administrative development program and oversee its implementation. It assists the Board in selecting, and in setting the appointment criteria for, senior management, besides supervising and advising the CEO on the appointment and removal of executive officers and other managers.

It periodically reviews our overall compensation policy and advises the Board on short- and long-term incentives plans. It is responsible for keeping the Board updated on situations involving human resources that may cause damage or losses to our image and/or assets. It also defines policy proposals to be approved by the Board of Directors to regulate such situations or, if possible, avoid them.

It has at least three and at most seven members, experts on the subject. At least one member of the Committee must have experience and practical knowledge in human resources in large business entities.

In December 2024, the committee had the following members:

-  **José Antônio Miguel Neto**  
(coordinator)
-  **Andrea Destri Gonçalves dos Santos**  
(independent member)
-  **Renato Akaishi**  
(external expert)
-  **Marcos Morales**  
(external expert)














## Executive Board

The Executive Board is the first line of defense in our risk management, whose responsibilities include identifying, assessing and dealing with risks inherent to the processes under its responsibility, and establishing control mechanisms to prevent their occurrence.

It currently has 13 members, five of whom were elected in 2023 (statutory) and eight with non-statutory duties appointed by the CEO.

In 2024, our Executive Board was as follows:

-  **Marcelo Rodolfo Hahn** (CEO)
-  **Douglas Rodrigues** (chief administrative, financial and Investor Relations officer)
-  **Eliza Yukie Saito** (chief quality officer)

-  **Roberto Carlos Campos de Moraes** (chief M&A officer, and head of US and Europe Operations)
-  **Roberto Altieri** (chief legal officer)
-  **Milton Zanetti Rizo** (director of Industrial Operations)\*
-  **Vanderlei Jose Schiavo** (IT director)\*
-  **Amaro Souza Júnior** (Sales and Marketing director)\*
-  **Erica Maluf** (director of Regulatory Affairs)\*
-  **Ana Ivanov** (director of People, Management and ESG)\*
-  **Dra. Eliana Sueco Tibana Samano** (Medical director)\*
-  **Roque Ocantos** (New Business director)\*
-  **Uilberson Silva** (director of Research, Development and Innovation)\*

(\*Directors who do not hold statutory positions, were not elected by the Board, but were appointed by the CEO).

## Performance Appraisal of Governance

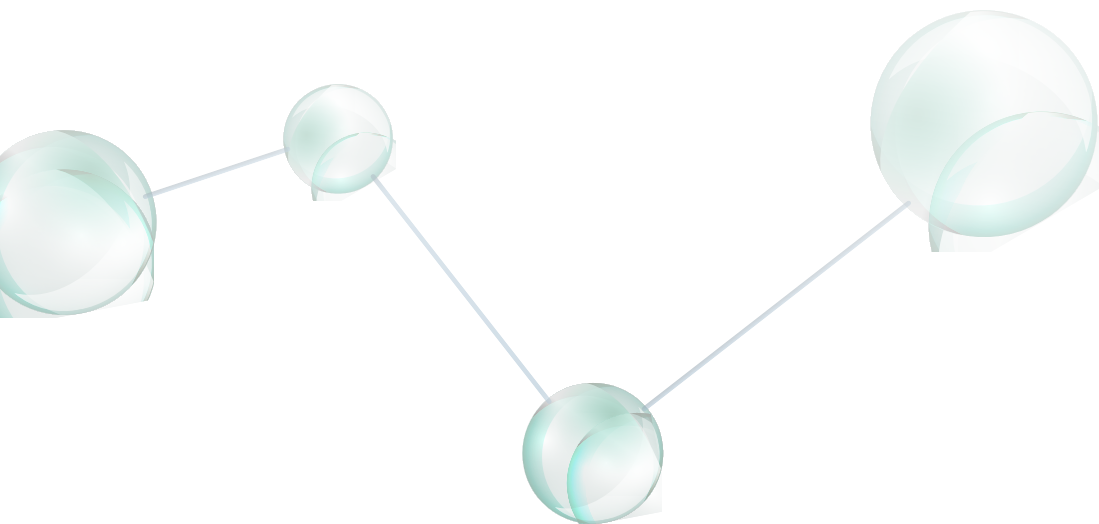
▷ GRI 2-18

Performance appraisal is conducted annually and the results are disclosed to all board members. This is the starting point for proposing actions designed to improve collective performance. Also, processes, methods and practices are finetuned for the group as a whole. The initiatives rolled out are the outcome of reflections brought by the appraisal process.

In the case of executive officers, the chairman of the Board of Directors is responsible for conducting and coordinating the appraisal process. We may occasionally hire external consultants to execute this task and the results are published for everyone to learn about their performance. To streamline processes and correct any flaws, the Board works with the People & Management area to suggest initiatives for addressing the issues raised.



**Performance appraisal is conducted annually and the results are disclosed to all board members. This is the starting point for proposing actions.**



## Compensation and benefits

▷ GRI 2-19, 2-20, 2-21

The total compensation of the Board of Directors consists of a fixed monthly amount, regardless of the number of meetings, based on the expertise and contribution that each member can offer.

With regard to administrators, leaders and other professionals, we understand that it is not enough to simply



recruit good talent. In a highly competitive corporate environment, it is necessary to keep up the motivation, commitment and engagement of employees through a fair compensation policy and a comprehensive benefits package. In addition to base salary, we offer bonuses, long term incentive plans, profit sharing and opportunities for salary increase based on individual performance and contribution. We also have health and dental plans, wellness programs, flexible hours, as well as extended maternity and paternity leave.

The proportion of total annual compensation of our highest-paid employee compared to the average annual total remuneration of all employees, fell from 29.0 in 2023 to 28.8 in 2024. The proportion between the percentage increase in total annual compensation of the highest-paid employee and that of all employees (excluding the highest-paid employee) grew from 0.35 to 1.24 on the same comparison basis.

There are independent members of the highest governance body or an independent compensation committee that oversees the process of fixing compensation.

## Conflicts of interest

▷ GRI 2-15

We have specific rules to identify and manage conflicts of interest in the ambit of Shareholders Meetings. We follow the guidelines established by the Brazilian Corporations Law, Novo Mercado Regulations, the Internal Charter and our Policy on Related Party Transactions.

According to the charter of the Audit Committee, the Committee is responsible, *inter alia*, for resolving conflicts not covered by the Code of Ethics and Conduct and compliance policies, examining material transactions in which executive officers, directors or other related parties have an interest or involve the parties, and submitting its recommendations to the Board of Directors.

# Ethics and compliance

▷ GRI 3-3 for the material topic Ethics and combating corruption, 2-16, 2-23

We apply best practices in our business dealings with customers in both the public and private domains. Our relations with business partners, contractors, suppliers of goods and services and their employees, are guided by transparency, equity, trust and quality.

The primary goal of the Compliance area is to work together with other departments to support them in complying with internal

policies and current legislation, as well as in upholding the ethical values of the organization.

Important concerns are reported to the Board of Directors at monthly meetings through specific agenda submissions from the Audit and Ethics Committee.



**We apply best practices in our business dealings with customers in both the public and private domains.**

## Integrity Program

The Compliance area has implemented an Integrity Program to strengthen our commitment to ethics and integrity in our business and activities, as well as to minimize our exposure to sanctions and infractions imposed by law.

The actions rolled out by the Compliance team in synergy with the Internal Controls and Risks area have enabled us to ensure an adequate control environment.

All areas and managers are engaged in monitoring the actions established by Compliance to prevent, identify and monitor any deviations in conduct.

The Integrity Program consists of the following pillars:

- Commitment of top management
- Code of Ethics and Conduct/ Policies and Procedures
- Training and communication
- Reporting Channel
- Integrity Due Diligence
- Monitoring to mitigate risks, collaborating in the prevention, detection and remediation of illegal actions, frauds and irregularities
- Management of Compliance Risks

# Code of Ethics and Conduct

▷ GRI 2-23, 2-24, 2-26

Our Code of Ethics and Conduct reflects our mission, vision, values and principles. It was specially prepared to guide directors, executive officers, employees and third parties on the behavior expected in diverse situations faced by them in the daily business routine. It also establishes the guidelines and limits to protect us and all our employees.

The Compliance area plays a key role in this regard. Its main goal is to work on these issues together with all the other areas, assist them in complying with internal policies and current legislation, as well as uphold the ethical values of the organization. Training is provided annually on the contents of the Code for active employees, while new employees receive guidance at the time of onboarding.

**Our Code of Ethics and Conduct is widely disseminated on our official channels (website, intranet, posters and banners) and is also distributed in the form of booklet to all employees on their first day at work.**

Regardless of their time at the company, all employees undergo in-person or online training, for which they receive access to the individual development platform.

Actions or suspicions regarding the guidelines established in our Code of Ethics and Conduct and the respective compliance policies will be handled with complete professionalism and confidentiality by Compliance and by the Audit and Ethics Committee. If the offender is linked to Blaū, they will be subject to sanctions and disciplinary measures pursuant to applicable labor laws, without prejudice to civil and criminal proceedings.

The Code is widely disseminated on our official channels (website, intranet, posters and banners) and is also distributed in the form of booklet to all employees on their first day at work.





## Ethics Line

▷ GRI 2-23, 2-25

The Ethics Line is an independent channel for receiving reports of irregularities, deviations and violations of the Code of Ethics and Conduct, company policies and other laws and internal rules. It operates on a 24/7 basis and can be accessed through the channels available on our website, or by calling 0800 810 8079 or on the official page.

Reports are kept confidential and the identity of whistleblowers is protected, which allows information to be sent anonymously. All the reports are investigated by Compliance with support from the Audit and Ethics Committee. Actions and deliberations do not involve any interaction with our administrative and operational areas, which guarantees due independence and avoids conflicts of interest.

We encourage all managers, employees and business partners (customers, suppliers, distributors and service providers) to report any concerns so that the corporate environment is preserved with ethics, integrity, transparency and productivity.

Pursuant to the Whistleblower Policy, we do not allow any discrimination, punishment or retaliation against a good-faith whistleblower.

Application of disciplinary measures is prohibited even if the complaint is proven to be unfounded.

# Anti-corruption policies



▷ GRI 2-23, 2-26, 205-3

Our Anti-Corruption Policy is committed to combating corruption, fraud and money laundering. In addition to the guidelines established by Law 12,846/2013 (Brazilian Anti-Corruption Law), which describes the harmful acts against public administration, this Policy establishes that, besides prohibiting such practices, we do not tolerate any corrupt actions involving private legal entities or individuals.

Training on the Anti-Corruption Policy is provided annually for the finance, regulatory, commercial, bidding and supply areas, and every two years for other employees.

In case of breach of the Policy guidelines, managers and employees who commit illegal actions for their own benefit, for the benefit of third parties or for Blau as a whole will be subject to strict liability in the administrative and civil spheres. This does not exclude the possibility of being held individually liable, whether they are participants or co-participants in the illegal action. Failure to comply with the Anti-Corruption Law by management and business partners will also result in contractual rescission, without prejudice to applicable contractual sanctions and legal proceedings for compensation, when applicable.

In addition to the Anti-Corruption Policy, the following practices are included in the Integrity Program:

-  Whistleblower Policy
-  Strategic Risk Management Policy
-  Personal Data Protection and Privacy Policy
-  Policy on Relations with Public Officials

-  Policy on Sponsorships and Donations
-  Competition Policy
-  Referral Policy
-  Policy on Related Party Transactions
-  Policy on the Disclosure of Material Facts or Events

In 2024, there were no proven cases of corruption.



## Integrity Due Diligence

The process of hiring business partners includes an evaluation stage, since we expect them to be committed and aligned with our standards of good practices and ethical conduct.

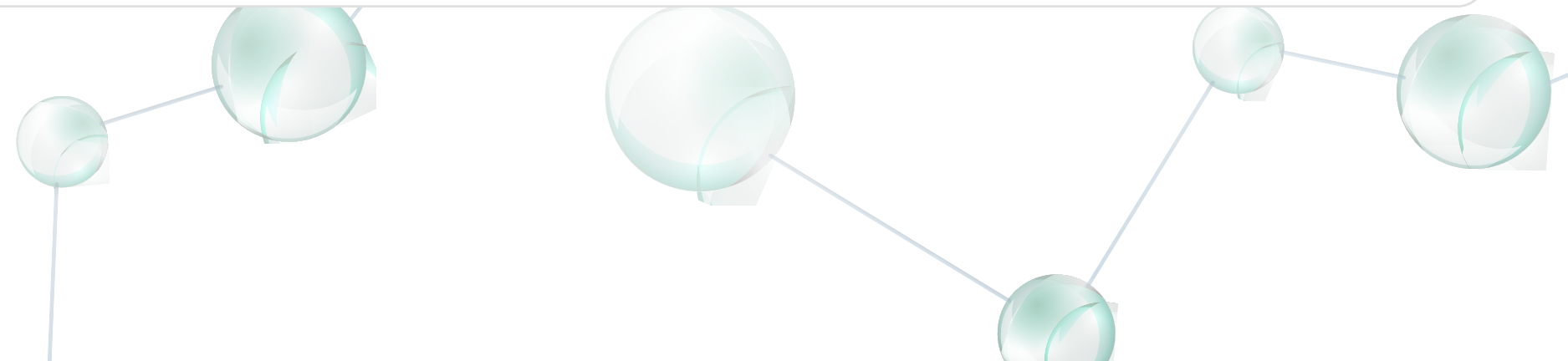
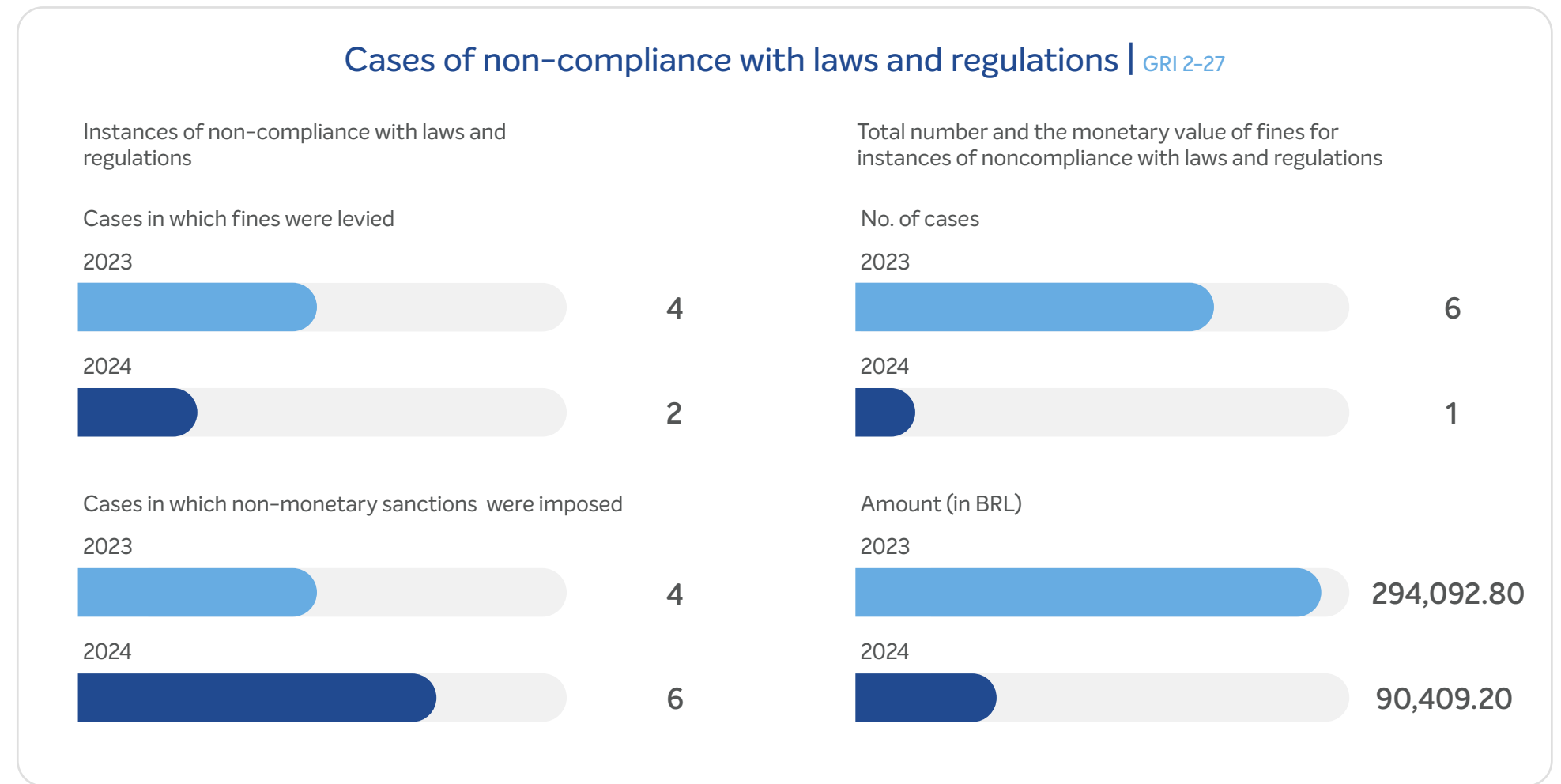
This evaluation is carried out by Compliance, which analyzes criteria such as reputation, money laundering, corruption and fraud, as well as crimes against human rights and the environment.

Compliance is also responsible for conducting integrity assessments on social projects implemented by the ESG Committee, which is responsible for maintaining close relations with the beneficiary institutions and ensuring that they are committed to good social and environmental practices.

Compliance takes into account applicable laws and regulations. Especially in the pharmaceutical sector, it involves an extensive and complex legal framework, which allows for different interpretations.

## Compliance with laws and regulations

Attention to compliance takes into account applicable laws and regulations. In the pharmaceutical sector, especially, this involves an extensive and complex legal framework that allows for different interpretations. During the reporting period, we were fined on two occasions for failing to comply with the economic regulations applicable to the sector.



# Risk management

▷ GRI 3-3 for the material topic Risk Management

In 2024, we reviewed our Strategic Risk matrices and updated the internal methodology in line with market best practices, the ISO 31000 standard and the Coso ERM frameworks developed by the Committee of Sponsoring Organizations of the Treadway Commission (Coso).

Meticulous risk management is extremely important since we are exposed to a variety of risks on account of our activities. Hence, our strategic risk management function has clear processes for defining the goals aligned with the methodology in order to manage them effectively.

Note that the Strategic Risk Management Policy published in 2018 details the concepts, guidelines and responsibilities of the management process. The goal is to disseminate knowledge and raise awareness on the most appropriate processes, besides clarifying the phases of identification, categorization, assessment, treatment and monitoring of risks arising from the business conducted by us and our subsidiaries.



**The Strategic Risk Management Policy published in 2018 details the concepts, guidelines and responsibilities of the management process.**

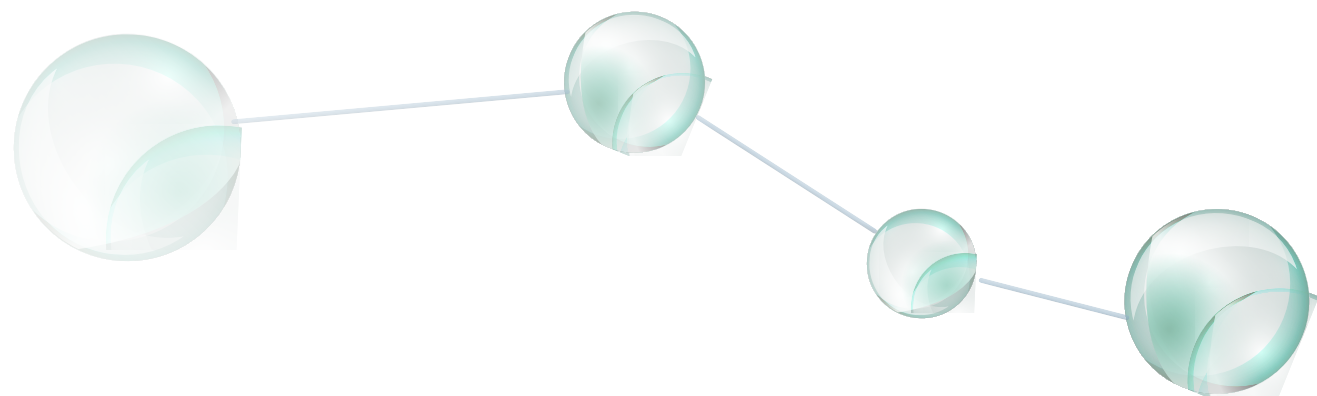
## Key risks and mitigation measures

Based on the Coso ERM methodology, which provides a structured approach to identify, assess, manage and monitor risks in an organization, we have designed a new risk map. The action plans resulting from this initiative to mitigate risks will be discussed in due course by the Audit committee and the Board of Directors.

By identifying, categorizing and assessing the risks, we can prevent those we consider the most important from causing financial losses, fluctuations in future revenues, and impact on our image, among other consequences that negatively affect the achievement of our goals.

We reinforced the Risks and Internal Controls area, hiring in senior leaders from the market to continue our initiatives and actions, and proposed a chain of processes based on the mapping of risks, which is still in the preliminary stage. Consequently, our General Risk Assessment (GRA) started including the operations of the holding company and Bergamo.

To prevent the risks possibly arising from normal business activities, our management structure closely monitors strategic risks, ensuring that our management is aware of all the processes and goals, and is fully aligned with the amount of risk that we are willing to be exposed to. In this regard, our Strategic Risk Management Policy covers the phases of risks arising from our operations and their controls.



# Data privacy and security

▷ GRI 3-3 material topic Data Privacy, 418-1

All our departments are obliged to protect the personal information of any individual, in accordance with the General Data Protection Law (LGPD). We respect and diligently protect the personal information of our employees to which we have access.

We collect or use personal information only when we have a legitimate purpose for its use related to the management of the jobs. We archive all personal data relating to our business relations and our operations, which are used exclusively for specific purposes, in accordance with the legal bases established in LGPD 13,709/18.

We have completely restructured our Data Security area, which includes the creation of new strategic positions. We have also hired highly

specialized professionals – the Security team has been reinforced to monitor all of our processes.

Our care goes beyond our products. We strive to ensure that all our processes meet the highest standards of quality and integrity. We place data security and privacy at the heart of our operations, always seeking to innovate and protect those who trust our products.

The Technology, Transformation and Innovation director is responsible for strengthening the Data Security area together with the leaders of other areas. This qualified team monitors the processes and ensures the integrity of employees, suppliers and customers.

**In 2024, there were no substantiated complaints regarding privacy violations.**



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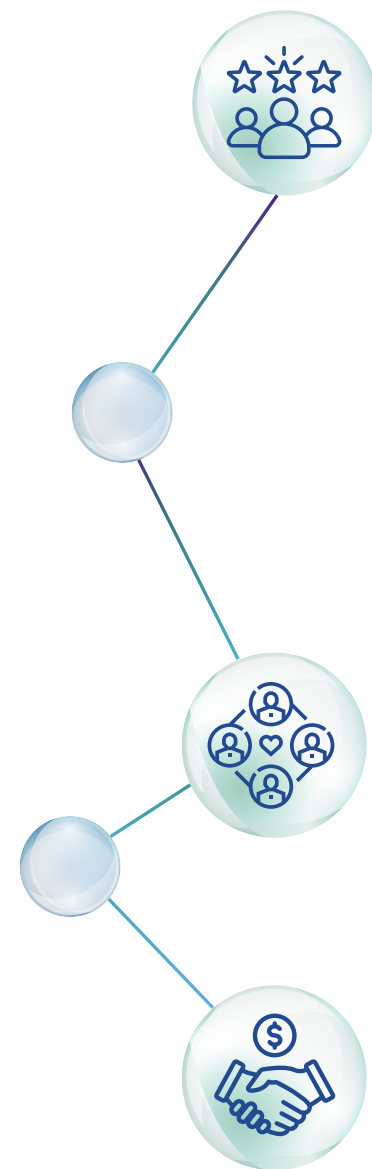
***STAKEHOLDER  
ENGAGEMENT***



# Stakeholder engagement

▷ GRI 2-29

In March 2024, we held a workshop to understand the Company’s material topics. Thirteen participants attended the workshop, during which we identified Blau’s main stakeholder groups and the diverse engagement channels:



**Customers:** through on-site meetings, telephone, email and in-person meetings, we contact healthcare professionals, hospitals, clinics, patients, distributors, health insurance companies and pharmacy chains.

**Associations and unions:** through the same channels, we exchange information with: suppliers of products and services, such as pharmaceutical assets, packaging, laboratory supplies and suppliers of finished products.

**Employees:** for the administrative and sales areas, and the plant, as well as for contractors (such as cleaning, security, restaurant), communication was made via the intranet, emails, bulletin boards, corporate TV and meetings.

**Local community:** newsletters through social projects, at events or with organizers.

**Government and Regulatory Agency:** communications through contacts with interlocutors at the Municipal Government of Cotia (SP), state health departments, Brazil’s Ministry of Health and Anvisa.

**Investors:** investment funds were contacted through meetings, conferences, plant visits, video calls and website.

## Membership of associations

▷ GRI 2-28

- Brazilian Pharmaceutical Inputs Industry Association (Abiquifi)
- Brazilian Fine Chemical Industries Association (Abifina)
- Association of Credit and Collections Professionals in the Pharmaceutical and Related Industries (Credinfar)
- National Association of Research and Development in Innovative Companies (Anpei)
- Brazilian Federation of Associative and Independent Pharmacy Networks (Febrifar)
- Parenteral Drug Association (PDA)
- Pharmaceutical Products Industry Union (Sindusfarma, all acronyms in Portuguese)

# We are Blauers

▷ GRI 2-7, 2-8

Our people-focused governance framework features dedicated leadership for Human Capital, Organizational Development, and Sustainability. This structure is supported by the People, Remuneration & ESG Committee, which guides decision-making and principles aligned with our commitment to healthcare innovation and a more sustainable future.

At Blau Farmacêutica, all professionals work under full-time employment contracts with guaranteed working hours. This ensures an environment conducive to high-quality, efficient performance of their responsibilities.

At the end of 2024, we had 2,043 permanent and 76 temporary employees, for a total of 2,119, as against 1,740 at the end of the previous year. The employees included 914 men and 1,205 women - a proportion that shows respect for gender diversity.



### Employee information by type of employment agreement and gender | GRI 2-7

	2022			2023			2024		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent employees	707	914	1,621	722	980	1,702	894	1,149	2,043
Temporary employees	3	8	11	11	27	38	20	56	76
<b>Total</b>	<b>710</b>	<b>922</b>	<b>1,632</b>	<b>733</b>	<b>1,007</b>	<b>1,740</b>	<b>914</b>	<b>1,205</b>	<b>2,119</b>

Most of the employees – both permanent and temporary – are deployed in the southeast region of Brazil.

### Employee information by type of employment agreement and region | GRI 2-7

	Região	2022	2023	2024
		Permanent employees	North	0
	Northeast	12	5	14
	Midwest	109	122	160
	South	15	11	19
	Southeast	1,485	1,563	1,846
	<b>Total</b>	<b>1,621</b>	<b>1,702</b>	<b>2,043</b>
Temporary employees <sup>1</sup>	Midwest	1	11	8
	Southeast	10	27	68
	<b>Total</b>	<b>11</b>	<b>38</b>	<b>76</b>
<b>Total</b>	<b>North</b>	<b>0</b>	<b>1</b>	<b>4</b>
	<b>Northeast</b>	<b>12</b>	<b>5</b>	<b>14</b>
	<b>Midwest</b>	<b>110</b>	<b>133</b>	<b>168</b>
	<b>South</b>	<b>15</b>	<b>11</b>	<b>19</b>
	<b>Southeast</b>	<b>1,495</b>	<b>1,590</b>	<b>1,914</b>
	<b>Total</b>	<b>1,632</b>	<b>1,740</b>	<b>2,119</b>

<sup>1</sup>There were no temporary employees in the Northeast, North and South regions.



Blau Farmacêutica employs a strategic approach focused on both talent acquisition and retention, combined with structured professional development programs. We maintain a corporate environment fundamentally based on mutual respect, integration, and people-centric values.

### Information on workers who are not employees | GRI 2-8<sup>1,2</sup>

Type of workers	2023	2024	Δ 2024/2023
Interns	0	24	-
Apprentices	18	56	211.1%
<b>Total</b>	<b>18</b>	<b>80</b>	<b>344.4%</b>

<sup>1</sup>Data obtained from reports extracted from the payroll system and from internal controls reports.

<sup>2</sup>The internship program started in 2024

# Attraction, retention and development of talent

▷ GRI 3-3 for the material topic Attraction, retention and professional development

We have a competitive compensation policy that aim to attract the best talent in the market, but also keeps them committed to the Company in the long term. We value our employees and recognize their work, which is not limited to their base salary, but includes bonuses, profit sharing, long term incentive plans, and opportunities for salary increase based on individual performance and contribution.

Our benefits policy includes health and dental plans, wellness programs, flexible hours, as well as extended maternity and paternity leave, among others. By creating an organizational culture that values and invests in employees, we aim to cultivate an environment in which our talents feel valued, engaged and motivated to contribute to our collective success.

- Performance appraisals based on the expected skills and behaviors, with the focus on continuous feedback, development dialogues and self-driven career growth.
- Individual Development Plans (IDP) for leaders, created based on assessments, with concrete actions aimed at the technical and behavioral improvement of professionals.

In 2024, the Human and Organizational Development (HOD) area consolidated its position as the driving force behind organizational performance. Its focus was on developing leaders who are prepared to deliver sustainable results and promote engagement.

Recognizing the central role of leaders in building a results-oriented culture, we run a leadership development program designed to improve diverse skills such as the ability to motivate, engage and inspire people in a positive manner.

We implemented and honed our Performance Management Cycle, including clear and transparent stages that are connected to our strategy. The process included:

We made significant progress in our goal of developing our sales force, launching diverse initiatives to train our employees. We implemented customized learning paths for each business unit, respecting the unique characteristics of each portfolio, customer profile and market. The paths were packed with technical and behavioral content adapted to the realities of each business model.

- Defining and monitoring the annual Targets Cycle cascaded by area, in alignment with strategic business goals.



The training initiatives helped improve our sales performance, strengthen our consultative approach towards healthcare professionals and increase the engagement of our field team with our values and strategic goals.

In 2024, we also developed learning paths and specific programs aimed at the technical and behavioral development of employees. Highlights included learning paths for each position, as well as onboarding and self-development incentive actions using digital resources, external training and mentoring.

We perceived the real impact of these actions through greater employee engagement, higher productivity and the generation of value for the business. The initiatives strengthened the connection between human development and organizational performance.

### New hires by age group | GRI 401-1

	2022		2023		2024		Δ 2024/2023
Below 30	154	28.8%	149	26.4%	220	31.6%	47.7%
30 to 50	344	64.4%	375	66.5%	434	62.4%	15.7%
Over 50	36	6.8%	40	7.1%	42	6.0%	5.0%
<b>Total</b>	<b>534</b>	<b>100%</b>	<b>564</b>	<b>100%</b>	<b>696</b>	<b>100%</b>	<b>23.4%</b>

### New hires by gender | GRI 401-1

	2022		2023		2024		Δ 2024/2023
Women	294	55.1%	316	56%	333	47.8%	5.4%
Men	240	44.9%	248	44%	363	52.2%	46.4%
<b>Total</b>	<b>534</b>	<b>100%</b>	<b>564</b>	<b>100%</b>	<b>696</b>	<b>100%</b>	<b>23.4%</b>

### New hires by region | GRI 401-1

	2022		2023		2024		Δ 2024/2023
Northeast	3	0.6%	1	0.2%	6	0.9%	500%
Midwest	60	11.2%	53	9.4%	105	15.1%	98.1%
Southeast	470	88%	509	90.2%	569	81.8%	11.8%
North	1	0.2%	1	0.2%	4	0.6%	300%
South	-	-	-	-	12	1.6%	-
<b>Total</b>	<b>534</b>	<b>100%</b>	<b>564</b>	<b>100%</b>	<b>696</b>	<b>100%</b>	<b>23.4%</b>

### Turnover by age group | GRI 401-1

	2022		2023		2024		Δ 2024/2023
Below 30	97	7.7%	118	7.8%	101	5.1%	-14.4%
30 to 50	219	17.4%	329	20.7%	360	18.3%	9.4%
Over 50	33	2.1%	35	2.2%	41	2.1%	17.1%
<b>Total</b>	<b>349</b>	<b>27.2%</b>	<b>482</b>	<b>30.7%</b>	<b>502</b>	<b>25.5%</b>	<b>4.1%</b>

### Turnover by gender | GRI 401-1

	2022		2023		2024		Δ 2024/2023
Female	176	14.5%	252	16.7%	242	12.3%	-4.0%
Male	181	13.0%	176	14.0%	260	13.2%	47.7%
<b>Total</b>	<b>357</b>	<b>27.5%</b>	<b>428</b>	<b>30.7%</b>	<b>502</b>	<b>25.5%</b>	<b>17.3%</b>

### Turnover by region <sup>1</sup> | GRI 401-1

	2022	2023	2024
Northeast	0.06%	0.2%	0.1%
Midwest	2.8%	2.7%	3.2%
Southeast	24.6%	27.7%	21.9%
South	0%	0%	0.4%
<b>Total</b>	<b>27.5%</b>	<b>30.7%</b>	<b>25.5%</b>

<sup>1</sup> No turnover was registered in the North region.

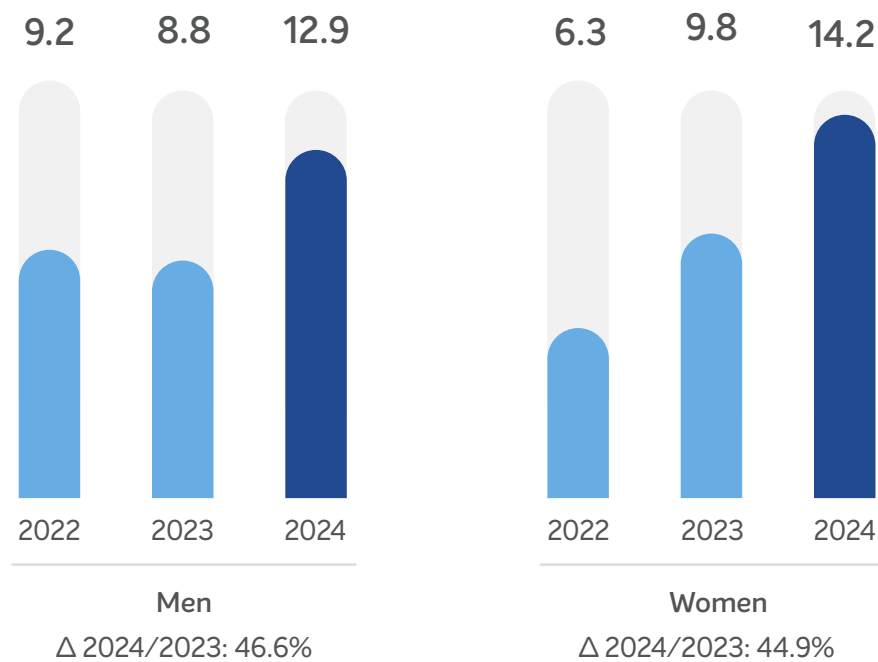
## Maternity/paternity leave | GRI 401-3

	2022		2023		2024	
	Men	Women	Men	Women	Men	Women
Employees entitled to take maternity/paternity leave	914	707	722	980	894	1,149
Employees who took maternity/paternity leave	29	25	32	35	34	33
Employees who returned to work after taking maternity/paternity leave	29	34	32	35	34	33
Employees who returned to work after maternity/paternity leave and remained employed 12 months after returning to work	21	16	32	35	31	26
Rate of return	100%	100%	100%	100%	100%	100%
Retention rate	80.8%	76.2%	100%	100%	91.0%	79.0%



Underscoring our commitment to valuing our teams and to their professional growth, we recorded more than 33,000 hours of training during 2024, which reflects our continuous investment in technical training, strengthening the organizational culture and promoting a safer, more collaborative and innovative work environment.

### Average training hours per employee, by gender | GRI 404-1



### Average training hours per employee, by job category | GRI 404-1

	2022	2023 <sup>1</sup>	2024	Δ 2024/2023
Executive Board	6.8	8.1	8.9	9.9%
Managers	9.6	15.7	17.8	13.4%
Leaders / coordinators	13.6	7.8	18.9	142.3%
Technical / supervisors	3.3	5.4	15.9	194.4%
Administrative	8.6	6.4	18.9	195.3%
Operations	6.3	12	9.9	-17.5 <sup>1</sup> %

<sup>1</sup> Data for 2023 underwent review and a revised methodology to align the calculation criteria with the latest standards of analysis and to ensure greater accuracy, consistency and comparability of indicators over time | GRI 2-4

# Diversity and inclusion

▷ GRI 3-3 for the material topic Diversity and inclusion

The Diversity Census carried out in 2023 helped us identify the least represented groups in the Company. It laid the groundwork for us to establish clear and measurable targets to improve diversity at all levels, from recruitment and selection to talent development and promotions.

In 2024, a second Census was conducted to help us better understand the evolution of management of this topic and draw up action plans for the challenges in 2025. By sharing the findings of the Diversity Census with employees and other stakeholders, we demonstrate our commitment to transparency and accountability, which helps us build trust and credibility among employees, customers, investors and the communities where we operate. It is worth remembering that we are part of the B3 Diversity Index (Idiversa).

Actions aimed at making diversity a concrete element in our Company include the implementation of recruitment

and selection policies that encourage diversity. We ensure that all job opportunities are widely publicized and that selection processes are fair and impartial.

We offer training programs on unconscious bias and diversity in order to raise awareness and improve comprehension of related issues. We have also established partnerships with community organizations and non-profits that assist underrepresented groups in order to create job opportunities and promote inclusion in local communities. With support from specialized consulting firms, we provide training for all our leaders.

In recent years, our commitment to diversity and inclusion has been yielding real positive results, increasing the share of underrepresented groups in our workforce. We strive for a wider range of ethnic, cultural, social and economic backgrounds, improving awareness among employees and bringing in a more welcoming leadership.



## Women at Blau



**+56%**

of the workforce

To continue finetuning our practices and policies for an increasingly diverse and inclusive workplace, we have focused on a few actions, such as strengthening partnerships with external organizations to expand our talent recruitment and development efforts. We also raised awareness among leaders to drive employee awareness and engagement on the subject by encouraging open and collaborative dialogue.

The results of these initiatives are tangible. Between 2023 and 2024, our workforce grew 84%. The percentage of women in our

Company was over 56%, with 33% holding leadership positions (managers and coordinators).

Diversity and gender equality have been guiding human resources policies across all sectors and levels, including the Executive Board and Council. On the other hand, we have identified real negative impacts, such as low diversity in senior management positions. We recognize a few aspects that still represent important challenges to be addressed while building and working on the topic. Among them is the possibility of damage to reputation in the event of discrimination.

**33%** of them  
hold leadership  
positions  
(management and coordination)

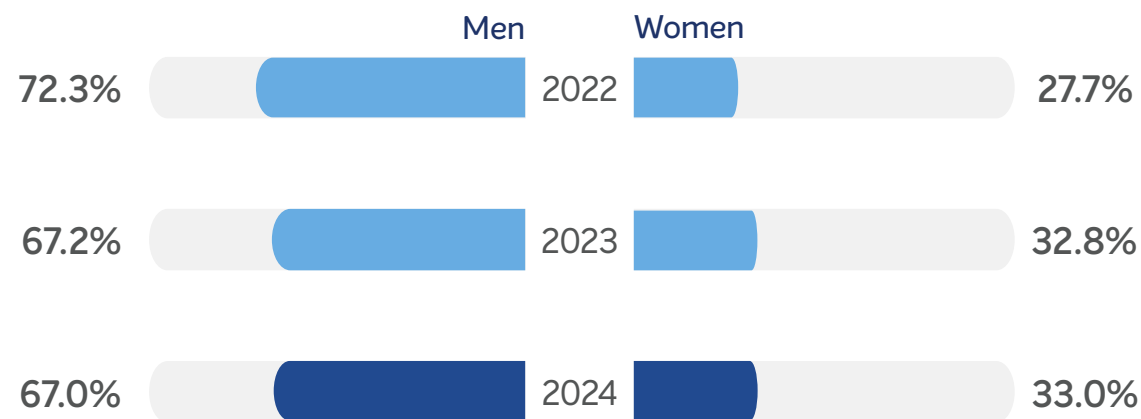


Ratio between base salary and compensation of men and women | GRI 405-2

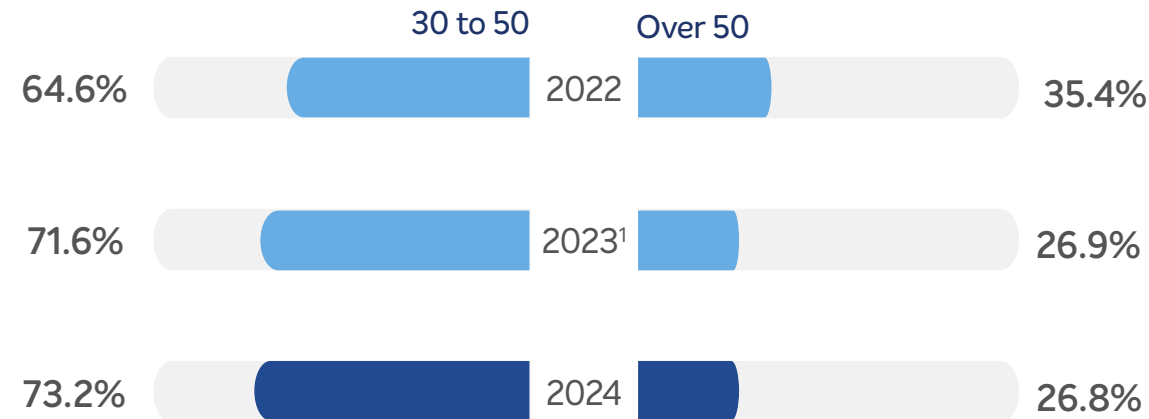
Operational unit	Job category	2022		2023		2024 <sup>1</sup>	
		Ratio of base salary	Ration of compensation	Ratio of base salary	Ration of compensation	Ratio of base salary	Ration of compensation
Considering the units in Brazil: Cotia, Caucaia, São Paulo, Bergamo, Goiás and Pernambuco (under construction)	Executive Board	0.8	0.8	0.7	0.9	1.7	1.8
	Managers	1.0	1.0	0.9	0.9	1.1	1.1
	Leaders/coordinators	1.0	1.0	1.0	1.1	1.0	1.0
	Technical/supervisors	1.2	1.2	1.1	0.9	1.0	1.2
	Administrative	1.0	1.0	1.0	1.0	1.1	1.1
	Operations	0.9	0.9	0.9	0.1	1.1	1.2

<sup>1</sup> In 2024, to calculate the compensation, we considered the base salary and additional payments: overtime, bonuses, rewards, gratuities and extra events.

Percentage of individuals in governance bodies by gender (considering Management and Board positions) | GRI 405-1 (in %)

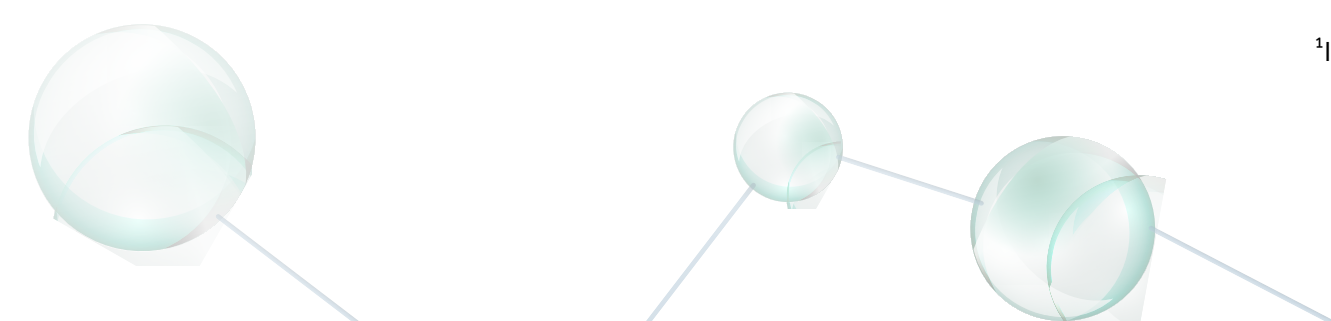


Percentage of individuals who are members of governance bodies by age group (considering Management and Board positions) | GRI 405-1 (in %)



<sup>1</sup>In 2023, we had 1.5% of people under 30.

Percentage of individuals who are part of governance bodies, and are people with disabilities (considering Management and Board positions) | GRI 405-1 (in %)



Percentage of employees by job category, by gender | GRI 405-1

		2022	2023	2024
Executive Board	Men	77.0%	77.0%	66.7%
	Women	23.0%	23.0%	33.3%
Managers	Men	71.0%	29.0%	67.1%
	Women	29.0%	71.0%	32.9%
Leaders/coordinators	Men	43.0%	38.0%	53.3%
	Women	57.0%	62.0%	46.7%
Technical/supervisors	Men	72.0%	80.0%	75.1%
	Women	28.0%	20.0%	24.9%
Administrative	Men	38.0%	37.0%	39.4%
	Women	62.0%	64.0%	60.6%
Operations	Men	40.0%	43.0%	37.6%
	Women	60.0%	57.0%	62.4%
<b>Total</b>	<b>Men</b>	<b>42.0%</b>	<b>44.0%</b>	<b>43.8%</b>
	<b>Women</b>	<b>58.0%</b>	<b>56.0%</b>	<b>56.2%</b>

Percentage of employees by job category<sup>1</sup>, by PwDs | GRI 405-1

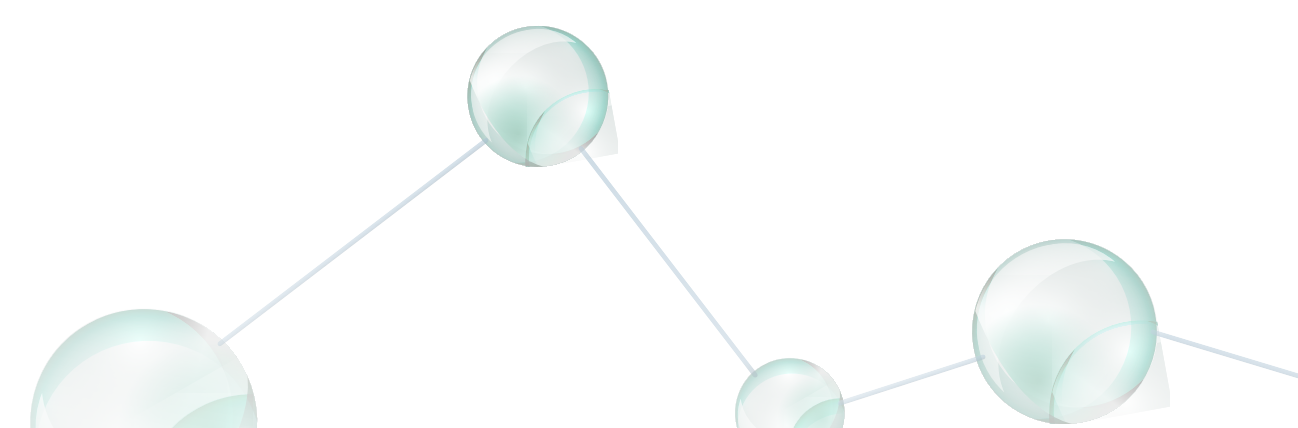
	2022	2023	2024
Managers	1.0%	0.0%	3.5%
Leaders	0.0%	0.9%	1.0%
Technical	0.0%	0.0%	3.5%
Administrative	4.0%	1.6%	2.8%
Operations	4.0%	2.0%	3.0%
<b>Total</b>	<b>3.0%</b>	<b>1.6%</b>	<b>2.9%</b>

<sup>1</sup> No people with disabilities held management positions.

Percentage of employees by job category, by age group | GRI 405-1

		2022	2023	2024
Executive Board <sup>1</sup>	30 to 50	30.8%	100.0%	41.7%
	Over 50	69.2%	0.0%	58.3%
Managers	Below 30	1.5%	7.0%	0.0%
	30 to 50	78.3%	80.0%	77.6%
Leaders	Over 50	20.3%	13.0%	22.4%
	Below 30	4.5%	6.0%	8.1%
Technical	30 to 50	90.9%	76.0%	80.7%
	Over 50	4.5%	18.0%	11.1%
Administrative	Below 30	12.2%	18.0%	21.9%
	30 to 50	75.5%	71.0%	66.3%
Operations	Over 50	12.2%	11.0%	11.8%
	Below 30	28.6%	28.0%	23.6%
Administrative	30 to 50	65.9%	66.0%	69.7%
	Over 50	5.5%	6.0%	6.7%
Operations	Below 30	18.2%	29.0%	17.4%
	30 to 50	73.2%	65.0%	69.0%
Total	Over 50	8.6%	6.0%	13.6%
	<b>Below 30</b>	<b>21.2%</b>	<b>26.0%</b>	<b>18.4%</b>
Total	<b>30 to 50</b>	<b>70.6%</b>	<b>66.0%</b>	<b>70.0%</b>
	<b>Over 50</b>	<b>8.2%</b>	<b>7.0%</b>	<b>11.6%</b>

<sup>1</sup> No individuals below 30 held management positions.



# Occupational health and safety

▷ GRI 3-3 for the material topic Occupational health and safety, 403-3, 403-4, 403-8

All pre- and post-employment medicals, periodic checks, return-to-work exams and exams for leave paid by social security (INSS) are conducted internally. All the activities and services conducted on our premises are covered by the Occupational Safety and Environment (STMA) program, which includes employees, service providers and third parties. Risks, accidents, illnesses and diagnoses are analyzed by the Health team together with the Occupational Safety team. The real negative impact observed on this topic was the occurrence of workplace accidents ([see more on page 51](#)).

Worker safety is also guaranteed by the Internal Accident Prevention Committee (CIPA+A), which consists of elected and appointed employees, and is also tasked with preventing and combating sexual harassment. The committee provides support to prevention campaigns and actively participates in investigating incidents.

In 2023, we established the goal of implementing the Structured Health, Safety and Well-Being Program for all employees in order to ensure a safe work environment, both physically and psychologically. During 2024, we intensified efforts on our

annual work plan for the Occupational Health Medical Control Program (PCMSO) and the Risk Management Program (PGR) by frequently conducting internal audits to identify and correct flaws in the processes, thereby ensuring compliance with safety standards.






We also invest in the constant training of our employees so that everyone stays abreast of the latest occupational safety practices and regulations.

All procedures are rigorously evaluated to ensure compliance with rules and minimize risks. We held monthly inspections in all areas, which included surveys and identification of risks and opportunities. We also hold thematic dialogues on safety, besides monitoring performance indicators. Our key monitoring metric in the industrial areas is the Safety Culture Index (ICS).



Our goal for 2024 was to achieve 80% ICS across all our industrial operations. We exceeded this goal, reaching 82%.

This achievement was only possible thanks to the evolution of existing tools and the strengthening of our safety culture, notably through the following actions:

-  Improved Weekly Safety Dialogues (DSS), with themes increasingly focused on the development of a preventive culture;
-  Improvement in the presentation of management committees, which enabled greater clarity in identifying opportunities and more precise corrective actions;
-  Training on risk perception across all operations;
-  Intensification of emergency brigade and CIPA meetings to identify practical improvements in operational areas;
-  Implementation of the new Dynamic DSS tool, which introduces the topics in an interactive and fun manner, promoting greater engagement and assimilation by the teams involved.

The results reflect the collective commitment to a safer and more collaborative work environment that is aligned with our values of prevention and care for people.

### Employees covered by the occupational health and safety management system | GRI 403-8

	2022	2023	2024
Number of workers covered by the system	1.621	1.928 <sup>1</sup>	2.067
Percentage of workers covered by the system	100%	100%	100%
Number of workers covered by the system with internal audit	1.621	1.928	2.067
Percentage of workers covered by the system with internal audit	100%	100%	100%

### Non-employee workers covered by the occupational health and safety management system | GRI 403-8

	2022	2023	2024
Number of workers covered by the system	301	350	350
Percentage of workers covered by the system	100%	100%	100%
Number of workers covered by the system with internal audit	301	350	350
Percentage of workers covered by the system with internal audit	100%	100%	100%

<sup>1</sup>Data includes permanent, temporary and outsourced employees.

To further bolster our commitment to the health and safety of our employees, we have set an integrated safety target for 2025, focusing on three strategic indicators:

• **Frequency Rate (FR) = 2.80**

Indicates the number of lost-time accidents per million man-hours worked. The target reflects our ongoing efforts to prevent and control operational risks.

• **Severity Rate (SR) = 10.84**

Measures the severity of accidents based on days lost. Lowering this rate means protecting the health of employees and minimizing the impacts on operations.

• **Safe Behavior Index (SBI) = 85%**

Measures adherence to safe practices in the daily routine. A high index reveals a mature, participatory and conscious safety culture.

To achieve these goals, we have rolled out coordinated actions, such as:

- △ Continuous training of teams on safety and prevention;
- △ Regular audits and inspections to identify and correct risks;
- △ Awareness campaigns to reinforce safe behaviors;
- △ Systematic monitoring of indicators and constant communication of results;
- △ Dedicated STMA team for operations;
- △ Dynamic monthly meetings involving operations.

By consolidating these three indicators into a single target, we reinforce an integrated approach to prevention, seeking not only to reduce accidents, but to build a safer, more productive and sustainable work environment for all, in alignment with the Sustainable Development Goals (SDG), especially SDG 3 – Good Health and Well-Being, by promoting safer and healthier work environments, and SDG 8 – Decent Work and Economic Growth, by ensuring decent and safe conditions for all employees.



We reinforce an integrated approach to prevention, seeking to reduce accidents and build a safe, productive, and sustainable work environment.

# Well-being and quality of life

▷ GRI 403-6, 403-7

Through the Caring Well Program, dedicated to pregnant employees and pregnant wives of employees, we monitor and provide care to those enrolled in the program. Every month, we send out newsletters about health and pregnancy, offering guidance and support during this phase. Also, after birth, mothers who wish receive a visit from the nursing coordinator to receive guidance on care



during the baby's first three months and on breastfeeding. We also gift the family a special kit containing two personalized mugs.

We are also dedicated to women's health - we provide exam forms throughout the year for routine gynecological, blood and imaging exams to employees at all of our outpatient clinics. In 2024, 926 exam forms were handed out. We also organize prevention campaigns, such as Pink October (breast cancer awareness month), featuring online lectures. We work in partnership with the NGO Amor em Mechas, which distributes donations such as scarves, jewelry and hair tresses, collected by us at our outpatient clinics to patients undergoing cancer treatment.

For men's health, we organized actions related to Blue November, conducting PSA tests for the recommended age group. In partnership with the São Paulo State Cancer Institute (ICESP), we collected from our employees donations of kits containing hygiene products and slippers, which were delivered by ICESP to the hospitalized patients.

## Caring Well Program

Extension of maternity leave to

 **180** days

Extension of paternity leave to

 **20** days

 **36** enrolled

 **24** pregnant employees assisted

 **12** employees with pregnant wives assisted

During Red December (HIV/AIDS awareness month), condoms are distributed at all our units.

The Health Week offers relaxation and massage sessions, as well as guidance on health insurance, high blood pressure, diabetes and sexually transmitted diseases.

With regard to mental health, we held the White January campaign at all the units, with a psychologist guiding managers on getting a clearer perspective on the subject. We also held in-person and virtual discussion groups on the topic of Mental Health with all registered employees.

As part of the Chronic Disease Monitoring Program, we monitor on a quarterly basis, employees who are diagnosed with high blood pressure, diabetes and other chronic diseases, or are in the post-bariatric surgery phase. We also provide nutritional snacks to ensure the well-being of pregnant women and employees with chronic diseases.

The program's multidisciplinary team provides guidance on the use of medication, proper nutrition and physical activity. In 2024, we also started offering consultations with the occupational physician as part of the Anti-smoking Program.



Every year, we organize the flu vaccination campaign, which provides the tetravalent vaccine to all employees.

**667**  
employees assisted in the  
Chronic Disease  
Monitoring Program

# Occupational accidents and diseases

▷ GRI 403-1, 403-2, 403-5

The occupational health and safety management systems were designed to evaluate and monitor the results presented every month. The comprehensive standards for the management system are NR1, NR4, NR5, NR6, NR7, NR9, NR10, NR11, NR12, NR17, NR18, NR33 and NR35.

These systems are composed of tools such as weekly safety dialogues (DSS), safety inspections via compliance checklist, control of employee participation in training,

management of non-compliance and accident control. All operational areas make use of these tools.

The process is monitored through constant occupational assessments in the areas, which include both qualitative and quantitative analyses, presentation of documents and an action plan. These assessments are made by qualified individuals from an in-house technical team or by specialized firms.

## Information for employees | GRI 403-9<sup>1</sup>

	2022	2023	2024
Number of work accidents with serious consequences (except deaths)	11	15	5
Rate of occupational accidents with serious consequences (except deaths)	4.8	5.5	1.7
Number of work accidents requiring mandatory reporting	11	15	5
Rate of work accidents requiring mandatory reporting	4.8	5.5	1.7
<b>Total hours worked</b>	<b>2,297,333.7</b>	<b>2,705,484.0</b>	<b>2,895,326.7</b>

<sup>1</sup> We consider serious all accidents with lost time. These are monitored by the medical department. In 2024, there were no fatal accidents.

## Information for contractors | GRI 403-9<sup>1,2</sup>

	2023	2024
Number of work accidents with serious consequences (except deaths)	6	2
Rate of occupational accidents with serious consequences (except deaths)	64.8	20.0
Number of work accidents requiring mandatory reporting	6	2
Rate of work accidents requiring mandatory reporting	64.8	20.0
<b>Total hours worked</b>	<b>92,660.0</b>	<b>498,960.0</b>

<sup>1</sup>No data available for contractors in 2022.

<sup>2</sup>In 2024, there were no fatal accidents.

In 2024, we spent more than 14,000 hours on the Social Determinants of Health (SDH) in our operations, holding discussions on work-related risks, safe procedures, correct use of equipment and responsible attitudes. SDH is more than a legal obligation or routine practice – it is a strategic moment of listening and exchange of ideas between leaders and teams, which reinforces safe behaviors and gives employees a voice in actual daily situations.

# Our customers

We have an efficient business model that covers the whole of Brazil. Our sales team specializes in their respective segments, operating in both the public and private markets. We are also present across Latin America through our subsidiaries in Argentina, Colombia, Chile, Ecuador, Mexico, Peru and Uruguay, and globally, exporting to diverse countries.

The sales team is tasked with generating leads and meeting the demand for our medicines, which includes visiting the main customers such as hospitals, public and private clinics, and pharmacy chains. We have thus established a routine of interaction with the multidisciplinary teams involved in standardization, demand and supply. This process includes the clinical staff of the specialties visited, such as pharmacists, nurses and health professionals.

The leads generated by the sales team are captured directly through distributors and entered electronically into the Sales Force system. Customer service is provided by hospital logistics and distribution companies, which have the capabilities and infrastructure to meet the demands

quickly over vast areas. We have a strong presence in the hospital distribution channel, which enables us to follow an efficient model that meets the market's needs at low operating costs and reduced credit risk.

Apart from the demand generated by visits to professionals in hospitals and clinics, we participate in healthcare conferences and scientific events in Brazil and abroad, where we showcase our products and prospect for business. We are also members of leading medical societies and patient associations.

Note that our strategies are backed by marketing structures and market intelligence, which provide management information to the sales force to drive more strategic actions.

We also have a lean team focused on bidding processes, which meets all the demands of the public market. Professionals involved in this task have deep knowledge of electronic bidding systems and relevant legislation.



We have an efficient business model that covers the whole of Brazil.

# Access to medicines

GRI 3-3 for the material topic Access to medicines

Our pioneering role in RD&I and our expertise in biotechnology and product development give us competitive advantages. We have a robust portfolio to meet market demand and expand access to medicines for underserved medical needs.

Our purpose is to develop and provide cutting-edge products and solutions for a healthier and more sustainable world. We are committed to humanizing healthcare and reducing the side effects of cancer treatment. We offer individualized solutions for patients and strive to expand access to highly complex medicines.

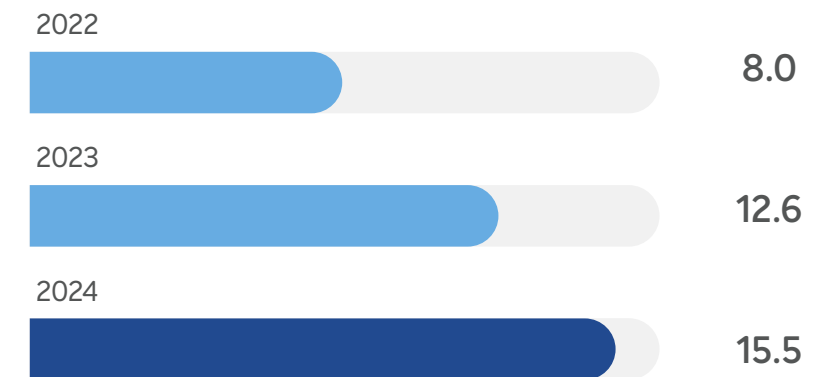
Our goal is to offer medicines at affordable prices, thereby contributing significantly to improving the health, well-being and quality of life of people. We believe that strategies to facilitate access to medicines can create opportunities for growth, innovation and partnerships.

In 2024, more than 15,4 millions of patients benefited from our main therapeutic solutions, distributed through 9,463 hospitals across Brazil. This is our commitment to public health and universal access to necessary care.



## Data on access to medicines

Number of patients benefited (in millions)



Healthcare institutions we serve<sup>1</sup>



<sup>1</sup> The premise for reporting the indicator was reformulated and hence we changed the number for 2023 (from 806 to 9,911), in which we considered the number of institutions that used our medicines | GRI 2-4.

# Suppliers

▷ GRI 2-6, GRI 3-3 on the topic Ethics and combating corruption

As a pharmaceutical company with a highly diversified product mix, we constantly invest in the supply chain to drive operational efficiency and streamline the processes for ensuring just-in-time service for each order.

The entire process requires negotiating with suppliers with large supply capacity and logistical agility, given that some of the medicines we sell are imported from two Asian suppliers, in finished form, for different therapeutic indications. Moreover, our medicines are produced using inputs from suppliers registered with Anvisa, the main regulatory body for the pharmaceutical market in Brazil.

Our contracts are always preceded by an assessment of the integrity of potential suppliers. The Compliance area is tasked with analyzing these potential partners based on technical, professional and ethical criteria to measure the degree of transparency of their competitive practices. In addition, the Quality area carries out supplier qualification, as well as periodic monitoring of the inputs and services provided, according to the risks previously identified,



ensuring that the standards required by the organization are maintained.

The Code of Ethics and Conduct is applicable in all situations to suppliers of both goods and services. We also follow the best practices of fairness, trust and quality in our contracts. We are currently improving our supplier evaluation and development process to consider ESG issues in approving and managing contractors.

**Our contracts are preceded by an assessment of the integrity of potential suppliers, in which the Compliance area aims to measure the degree of transparency of their competitive practices.**



# Social investment

## Supported projects

We support social, sports and cultural projects in order to expand the reach and effectiveness of our effort as an agent of social transformation in the lives of people and society around our plants.

We donate funds to institutions that provide recognized social activities. We do this through monthly contributions, via incentive laws, to social institutions operating in four pillars: health, inclusion, culture and sports. In addition, our employees conduct their own volunteering actions.

All these actions must be aligned with our Values and Purpose and, whenever possible, benefit the communities where we operate. Our goal is to offer education, culture and inclusion, bringing lasting results to communities and promoting the engagement of our employees in actions that create a positive impact. Analyzing these real positive impacts, we observe greater proximity to the surrounding population and a better quality of life of these people.



## Area of activity: Municipal Fund for the Rights of Children and Adolescents (Fumcad)

- Early Stimulation and Habilitation Program:** the Association of Parents and Friends of Exceptional People (Apae, in Portuguese) of Cotia (SP) is a charity dedicated to bringing people with disabilities a dignified place in society. The Apae Early Stimulation and Habilitation Program aims to provide early intervention in the care of children aged zero to six, who have been diagnosed with intellectual disability and/or delayed neuropsychomotor development. Our support for the project was approved by the Municipal Council for the Rights of Children and Adolescents.
- Pequeno Príncipe Complex – “For Another 100 Years” Project:** for over 100 years, the *Pequeno Príncipe Complex*, the largest pediatric hospital in Brazil, has been a reference in medium and high complexity procedures that benefit children from all over the country. The hospital is maintained by the Dr. Raul Carneiro Hospital Association for the Protection of Children, a non-profit dedicated to health services, education and research. We have been its partners for many years through the Municipal Council for the Rights of Children and Adolescents of Curitiba (PR).



## Area of activity: Sports Law

- **Racing Project:** opens up opportunities for promising race drivers seeking success at the national level by participating in the Brazilian Stock Car Championship – the country’s flagship motorsport competition.

## Sports Incentives

- **Blau Motorsport: Accelerating also in solidarity in 2024.** In 2024, Blau Motorsport showed that its speed goes beyond the race track by actively engaging in social initiatives that positively impacted diverse communities. Race drivers Allam Khodair and Felipe Fraga played a key role in these initiatives that combined sport, solidarity, and hope.

One of the most memorable events took place at the Santo Antônio Hospital, one of the Santa Casa charity hospitals in Porto Alegre, where our driver Allam Khodair interacted with children and staff, bringing joy and sharing his love of the sport.

“Their energy is spectacular; it gives that extra boost for the weekend. It was one of the most memorable visits I’ve made with Blau in recent years,” commented Khodair.

During the floods in Rio Grande do Sul, the Santa Casa faced difficulties in treating patients and Blau came to its support by donating medicines, food baskets, water, and blankets.

Moreover, in partnership with Play For a Cause, Blau Motorsport auctioned off fast laps to benefit the Ingo Hoffmann Institute, raising nearly BRL 100,000.00 during the season.

Another gesture of solidarity was the auction organized by Blau Motorsport of the racing

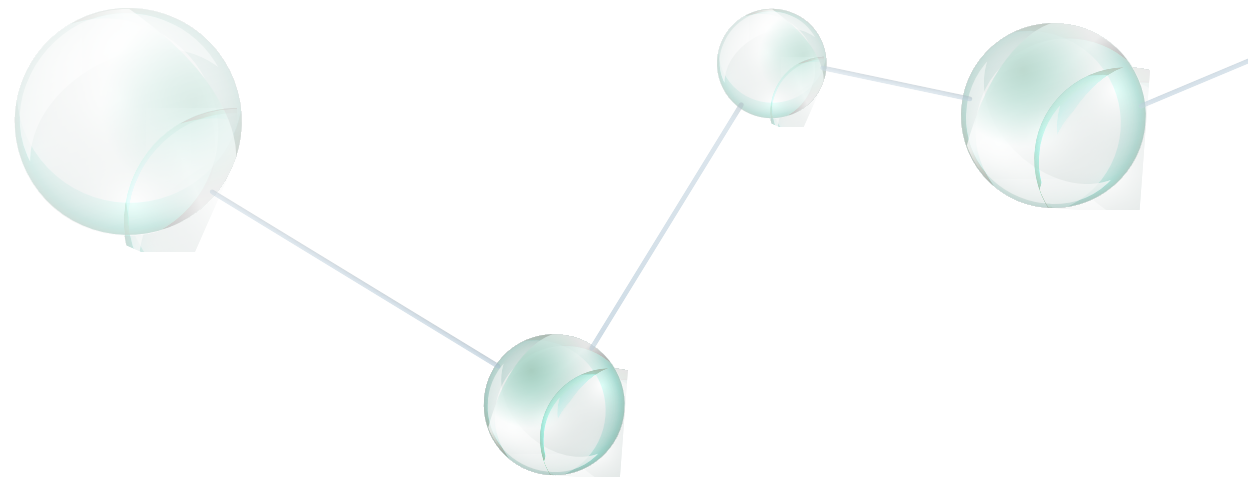
suits used by Marcelo Hahn and Allam Khodair. The proceeds went to support flood victims in Rio Grande do Sul, reinforcing the role of motorsport as an agent of social transformation.

Through these initiatives, Blau Motorsport reaffirms its commitment to social responsibility by demonstrating that when it comes to helping others, the team also leads the grid.



## Area of activity: Law of the Elderly

- **Lar Escola Francisco Cândido Xavier:** is a non-profit located in Caucaia do Alto, which runs projects aimed at restoring the dignity of people aged over 60. The place is maintained with the characteristics of a home so that the elderly feel welcomed in a completely family-like environment. It also promotes the integration of senior citizens with the community.
- **Hospital de Amor:** the Support to the Elderly project provides multidisciplinary care to thousands of patients aged over 60 each year at *Hospital São Judas Tadeu*, one of the units of *Hospital de Amor* in Barretos. The donations, derived from tax incentives established by the Law of the Elderly, are intended to cover the costs incurred by the unit on palliative care and overall care for the elderly.



## Area of activity: Rouanet Law

- **Rumo ao Riso:** the social project *Rumo ao Riso*, launched by actress and model Gabi Roncatti, takes therapeutic clowning to hospitals, benefiting not only patients of all ages but also their companions and health professionals. Inspired by the work of American physician Patch Adams, the project focuses on alleviating stress in the hospital environment and transforming it into a lighter and more welcoming space.
- **Locomotiva Orchestra:** this initiative benefits around 2,000 children and teens between seven and 17 in socially vulnerable regions in the cities of São Paulo, Santo André and Mauá in São Paulo. It offers free group music lessons, in which participants put into practice diverse skills that are fundamental for personal and social development.

In 2024, the total amount invested was

**BRL 13,797,404.12**

of which **BRL 12,763,404.12** came from own funds and

**BRL 1,034,000.00**  
from the Federal Tax Incentive Law.



5

**OPERATIONAL  
AND FINANCIAL  
PERFORMANCE**

# Quality and safety of medicines

▷ GRI 3-3 for the material topic Quality and safety of medicines

We are committed to the highest standards of quality, safety and efficacy of medicines, for which we constantly invest in continuous process improvement. Our Quality System ensures strict control of all processes involved in the cycle of development, production, storage, shipping and distribution of medicines.

We are advancing in the digitalisation of our processes, promoting a structured transformation that combines technology for compliance and operational efficiency with high technical rigour. The implementation of electronic systems such as EBR (Electronic Batch Record), LIMS (Laboratory Information Management System) and SoftExpert has enabled the automation of production records and the intelligent management of laboratory data, ensuring the consolidation of a data-driven quality system with a high degree of traceability, standardisation and accuracy in real time. In addition, we continue to make progress in implementing drug serialisation and traceability systems, which will allow each unit to be monitored from manufacturing to the end consumer, which reinforces the integrity of the chain and combats fraud and counterfeiting. This initiative will contribute directly to reducing waste, increasing patient safety and compliance with national and international health standards.

We are closely aligned with the regulatory standards of the countries where our products are marketed. We follow the guidelines by these health authorities: U.S. Food and Drug Administration (FDA), the European Medicines Agency (EMA), the World Health Organization (WHO), the National Institute for Food and Drug Surveillance of Colombia (Invima), the General Directorate of Medicines, Supplies and Drugs of Peru (Digemid) and Brazil's National Health Surveillance Agency (Anvisa).

Each of our production units holds its own Good Manufacturing Practices Certificate (CBPF) issued by the respective regulatory agencies, attesting to the excellence and compliance of our production processes. In 2024, 2,010 adverse events were reported, which corresponds to 0.0116% of total product sales. There were no cases of recalls or health violations received from regulatory agencies related to product labeling. During the entire year, there was a voluntary recall of only one medicine lot.

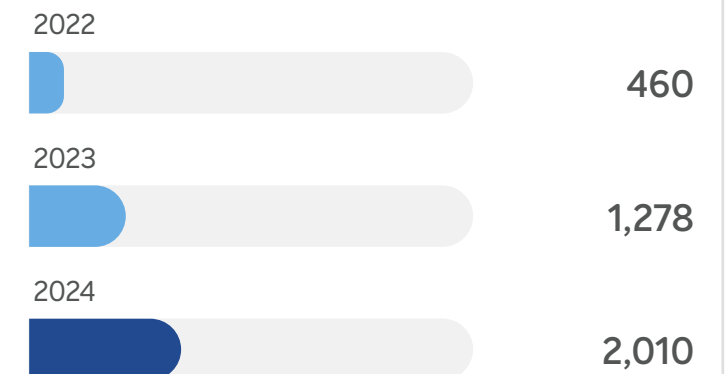
## Data on drug safety and quality<sup>1</sup>

| GRI 417-2, 417-3

Cases of non-compliance regarding information and labeling of products and services



Adverse events resulting from the use of product/medicine and products recalled due to non-compliance



<sup>1</sup>There were no cases of non-compliance regarding the health and safety impacts caused by products and services, and cases of non-compliance regarding marketing communication.

# Innovation and technology

▷ GRI 38-3 for the material topic Innovation and technology/research & development

## Vertical integration of inputs

One of our main goals is to be at the forefront of biotechnology and be a more innovative and digital company that is focused on the vertical integration of inputs. In late 2020, we constructed at the Cotia (SP) industrial complex, a plant with two high-capacity, completely independent production lines of biotechnological active pharmaceutical ingredients (APIs) according to the guidelines of the EMA and the FDA.

The goal was to achieve vertical integration and mitigate the risks of potential shortages of strategic inputs while also expanding our geographic coverage and business profitability.

In February 2021, our Cotia (SP) plant received the Good Manufacturing Practices (GMP) certificate from Anvisa. This plant is our biotechnology industrial platform and will supply the production inputs for biosimilars needed to produce medicines. These inputs are already

undergoing clinical comparability studies in human beings conducted by European research institutes.

We expect our autonomy in obtaining these inputs to help us launch our medicines globally and position us as an important player in this segment, which will bring us diverse benefits, such as the autonomy to produce strategic products, the ability to sell APIs to third parties, the ability to export finished products to third parties at highly competitive terms and higher profits but with lower exposure to exchange rate variations.

Since June 2021, Blaū has operated in plasma collection under the Hemarus banner, establishing a network of centers in the United States. Plasma collection and commercialization occur in modern facilities, in compliance with standards set by the US Food and Drug Administration (FDA), ensuring safety and quality.



# Research and development

▷ GRI 3-3 for the material topic Innovation and technology/research & development

## RD&I Center

We have a Research, Development and Innovation (RD&I) center for synthetic and biological drugs, active pharmaceutical ingredients and biotechnological drugs. It combines scientific knowledge and modern technological infrastructure, which includes laboratories dedicated to highly complex formulations, such as sensitizing and non-sensitizing solid products, lyophilized drugs, solutions and suspensions for injections, semi-solids, and other pharmaceutical forms.



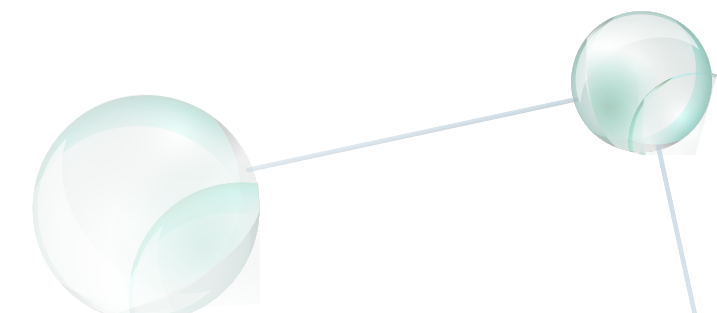
The center has a highly qualified team of scientists and health professionals working in the following areas:

- Innovation and Patents;
- Pre-formulation;
- Drug Master File;
- Proteomics – the large-scale study of all proteins in organisms, cells and tissues;
- Microbiological Development, including potency tests in cellular models;
- Development of Biotechnological Processes for APIs;
- Development of Packaging Materials;
- Technical Documentation;

- Synthetic and Biotechnological Pharmacotechnical Development;
- Synthetic and Biotechnological Analytical Development;
- Product Stability;

Our RD&I team has 180 researchers, including around 30 with masters and/or doctorate degrees in diverse specialties.

Over the past three years, we launched 27 new highly complex molecules in the Brazilian market, representing 39 concentrations, including generic, biosimilars and branded drugs. In the same period, we launched 25 products, corresponding to 31 concentrations. We have a consistent plan to launch new products developed at the Blaū RD&I center annually in Brazil and Latin America, showing the continuous expansion and dynamism of our innovation centre.



## Advances in RD&I

In 2024, we launched medicines for diverse types of cancer, such as brain, head and neck, with a potential market of almost BRL 1 billion.

We have also applied for new registrations from health authorities. Currently, 100 projects in different phases are being conducted by the RD&I unit. In 2024, important advances were made in our monoclonal antibody projects, which represent cutting-edge treatment options. This is important because many patents will expire at the end of this decade and we could become one of the early players in the market .

We are one of the few manufacturers in the country with the capability to execute the complete development of a drug, from active pharmaceutical ingredients (APIs) to the management of preclinical and clinical studies, meeting mandatory requirements for both national and international regulatory submissions

## Rational use of laboratory supplies

We periodically monitor our stocks to check the expiry dates of laboratory standards and reagents. To reduce losses and, consequently, costs, RD&I shares the data collected with other areas, such as Quality Control, so that stocks are used before their expiry dates, with the objective of:



**Avoiding waste** – by reducing losses due to expiration, improper use, or excessive consumption.



**Ensuring quality results** – by using appropriate inputs, within their shelf life, and under correct storage and usage conditions.



**Reducing operational costs** – without compromising the reliability and safety of analytical tests.



**Meeting regulatory requirements** – ensuring traceability, good practices, and compliance with standards such as ISO 17025, GMP, among others.



**Minimizing environmental impacts** – by reducing unnecessary use of chemical substances and generating fewer hazardous wastes

## Reduction of plastic and paper in packaging

We are studying several initiatives to reduce the use of plastic in packaging replacing the plastic in the ampoules with FSC-certified paper derived from a renewable, biodegradable and recyclable source.

Through these actions, we avoided consuming 3.5 tons of plastic.

Developed using lean manufacturing concepts, the new packaging increased productivity by 20%, while eliminating several production stages and reducing costs and energy consumption.

Initiatives like this demonstrate the seriousness with which we respect the ESG pillars, which do not preclude innovation and environmental responsibility. This packaging model will be used in all products that use plastic to make more modern and sustainable wrappers.

To reduce paper consumption, we are continuing with the technology we developed, which enables access to digital leaflets through a Datamatrix code, in each dose of our oral medicines, which signifies safety, autonomy and inclusion for cancer patients.

The innovative packaging for oral oncology drugs includes the individualized Datamatrix code on each blister, which enables patients and healthcare professionals to access the complete digital leaflet – with information on dosage and instructions for use, as well as batch and expiry date — by scanning it with their smartphone camera. This feature is an important advance in accessibility and safety, especially for visually impaired people, who now have access to a bigger font size and easier navigation on the interface platform between the packaging and package insert.

Apart from the technological and innovative aspects, the unitarization of each dose of the medicine using perforations also facilitates treatment as it enables patients to take with them only the doses required for the day, preventing the remainder from exposure to adverse conditions, besides facilitating the separation of each dose and optimizing space. This enables traceability of the medicine and greater autonomy in taking care of one's own health. The digital platform linked to Datamatrix can help prevent the consumption of counterfeit products and adulteration of medicines.

We were pioneers in combining these technologies for the oncology product line, reinforcing its safety and efficacy and, above all, reducing the risk of drug poisoning – important issues in a sector in which the safety and reliability of drugs are crucial.

Our innovation has already been recognized both in Brazil and abroad, winning awards such as Great Packaging Cases in 2022, the Roberto Hiraishi Trophy, Design for a Better World, and Latampack Award in for our innovation, quality and applied technology.

Through these actions,  
we avoided consuming  
**3.5 tons**  
of plastic



# Financial performance

▷ GRI 3-3 for the material topic Financial Performance, 201-1

The year 2024 was very important for us, with the endeavor to reposition ourselves in the market. Not only did our financial performance improve, but we made significant advance in quality and sustainability. We made the investments required to drive sustainable growth, especially intensifying our RD&I disbursements.

This occurred in tandem with the increase in our production capacity, driven by the expansion of existing plants and the acquisition of the Bergamo Laboratory. We also brought about specific changes in our management, which bolstered the operational, commercial and administrative efficiency.

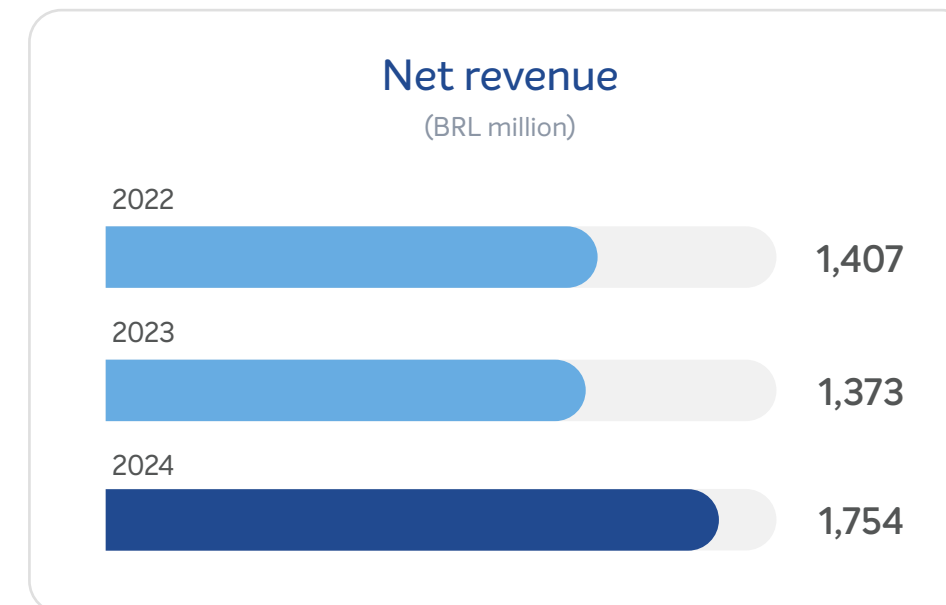
We ramped up production but at a more competitive cost, thanks to improved sourcing of inputs, higher productivity of our plants and the start of capture of synergies with Bergamo. The accelerated pace of sales enabled us to reduce inventories and make a fresh foray into the market to further expand our growing portfolio. This performance was driven by the private market, where we stood out in the sector and consolidated our leadership among domestic companies.

We registered gross margin of 37.5%, up 1.8 percentage points from 2023, and recurring EBITDA margin of 22.3%, up 3.4 percentage points. Investments in RD&I grew 14% from 2023 to approximately BRL 170 million. Our free cash flow was 23 times higher than in the previous period as a result of operational and tax optimization. We distributed gross dividends of BRL 62 million.

## Direct economic value generated and distributed (BRL thousand) | GRI 201-1

	2022	2023	2024
Direct economic value generated	1,510,348.0	1,572,764.0	1,896,589.0
Gross revenue	1,510,348.0	1,572,764.0	1,896,589.0
Economic value distributed	1,504,638.0	1,540,514.0	1,892,746.0
Operating costs	740,661.0	908,041.0	1,084,106.0
Personnel (compensation and benefits)	162,452.0	175,841.0	284,622.0
Payment to the government	238,833.0	208,551.0	223,657.0
Payments to capital providers	360,492.0	247,491.0	299,327.0
Investments in the community	2,200.0	590.0	1,034.0
Economic value retained	5,744.0	-	3,843.0

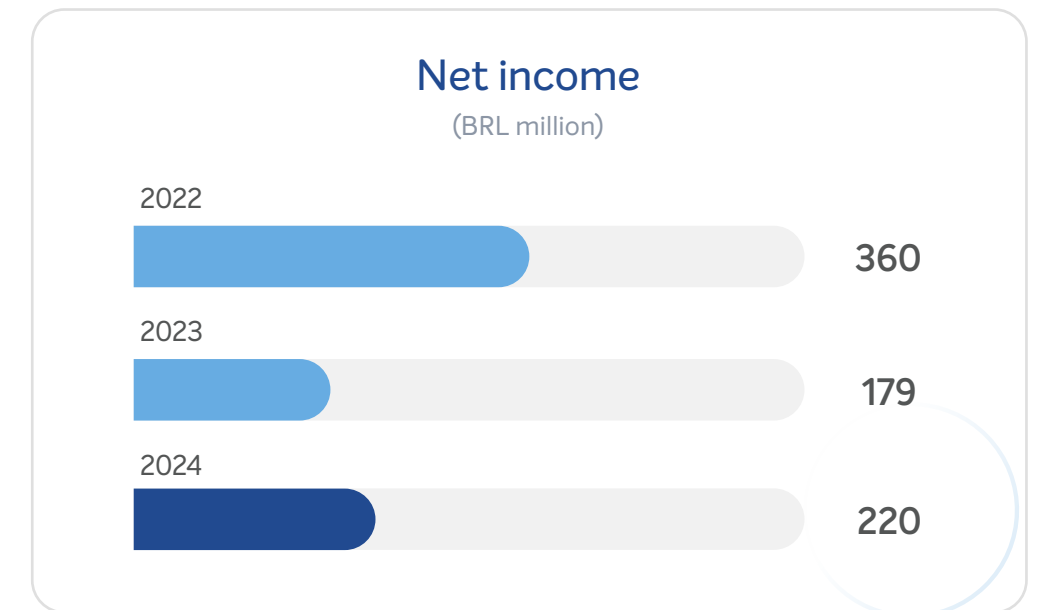
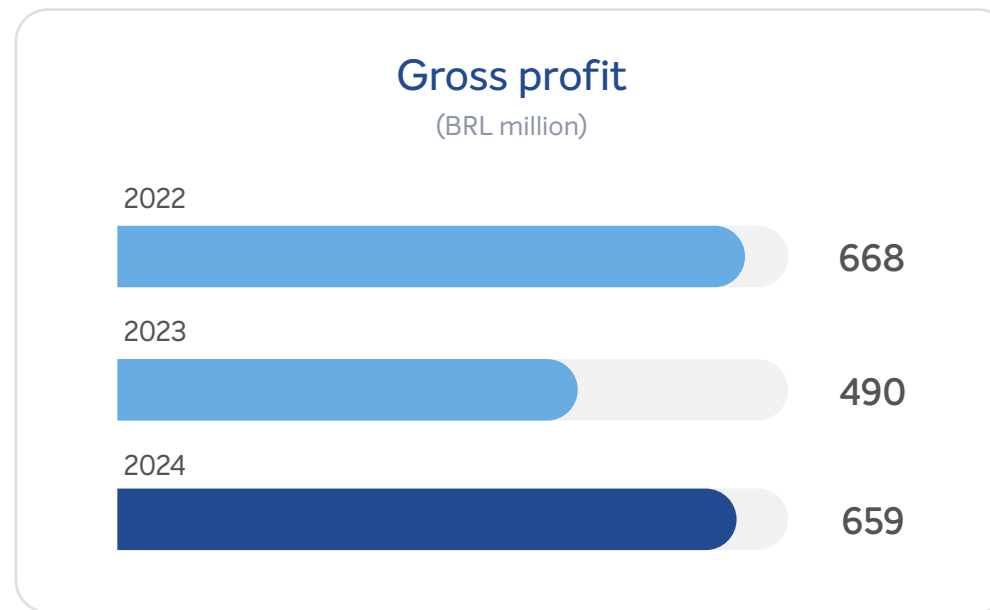
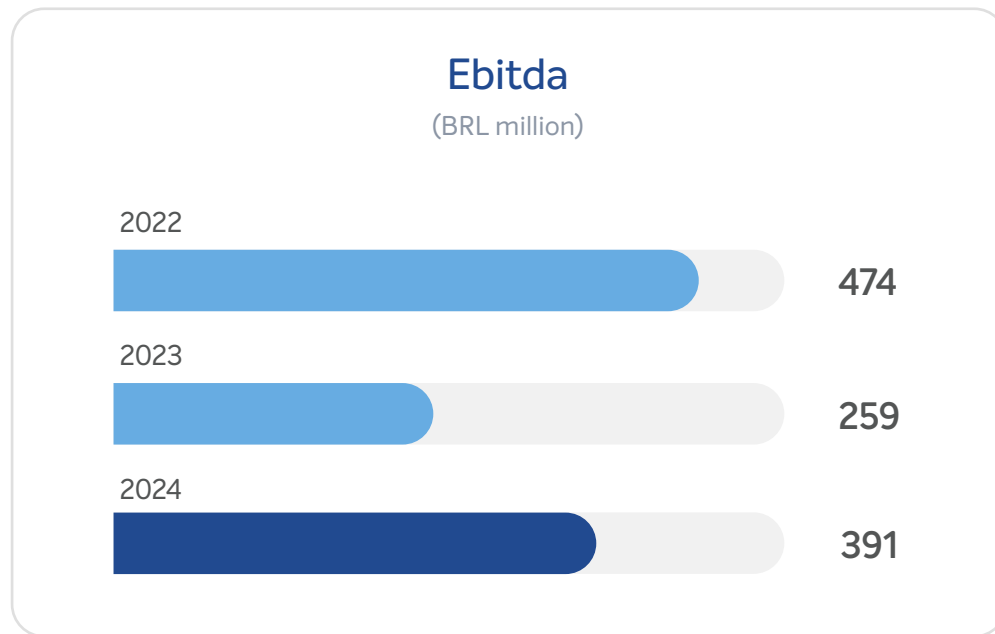
Our net revenue of BRL 1.75 billion in the year was a record, representing an increase of 28% in relation to 2023.



We posted recurring Ebitda of BRL 391 million in the period, as against BRL 259 million in 2023, up 51% year on year.

Raw material and packaging costs corresponded to 48% of revenue in 2024, compared to 51% in 2023. This result more than offset the increase in other manufacturing expenses, as well as depreciation and amortization during the period. The result was gross profit of BRL 659 million, up 34% from the previous year.

Recurring net income increased 23% from 2023, thanks to the operational improvements registered sequentially during 2024, which outweighed the negative impacts on the financial result, especially the exchange rate variation.




We posted recurring Ebitda of BRL 391 million in the period, as against BRL 259 million in 2023, up 51% year on year.

6

# ENVIRONMENTAL MANAGEMENT



# Environmental management

▷ GRI 201-2

Environmental management is one of the paths to make our healthy growth even more efficient. Through it, we connect with our main stakeholders – employees, local community and society in general, government and the press – and convey our purpose and brand through the commitments we have made.

We constantly manage the environmental impacts of our activities. We strive for increasingly efficient management of energy and water resources, as well as the correct disposal of waste and effluents by implementing projects and mechanisms designed to reduce the emission of greenhouse gases (GHG) resulting from our operations into the atmosphere.

As for the potential risks with negative impacts, we have noticed the occurrence of extreme climate events such as droughts and floods, which could damage our infrastructure and logistics, and interrupt the supply of inputs, triggering the risks of paralyzed transport chains, as well as energy and water supply. Climate change also threatens access to water resources, including sanitation, which is essential for preventing diseases. However, greater capital efficiency is a real positive impact.



# Water and effluents

▷ GRI 3-3 for the material topic Water and effluents, 303-1

Water is a fundamental resource for our operations and is present in all our operations. Its use is directly linked to the manufacture of pharmaceutical products, physical, chemical and microbiological analyses at our laboratories, cleaning of production areas and processes, generation of steam in boilers, supply for human consumption and the fire-fighting system.

Some of our units collect water from artesian wells located within their premises, while others receive water from the public water supply and sewage system. We currently have five artesian wells: three in São Paulo and two in Cotia. Our units in Caucaia do Alto and Cotia have water tanks to store the collected water. Moreover, we can supplement the supply through contracts with third parties, who supply water by trucks.

## Water management

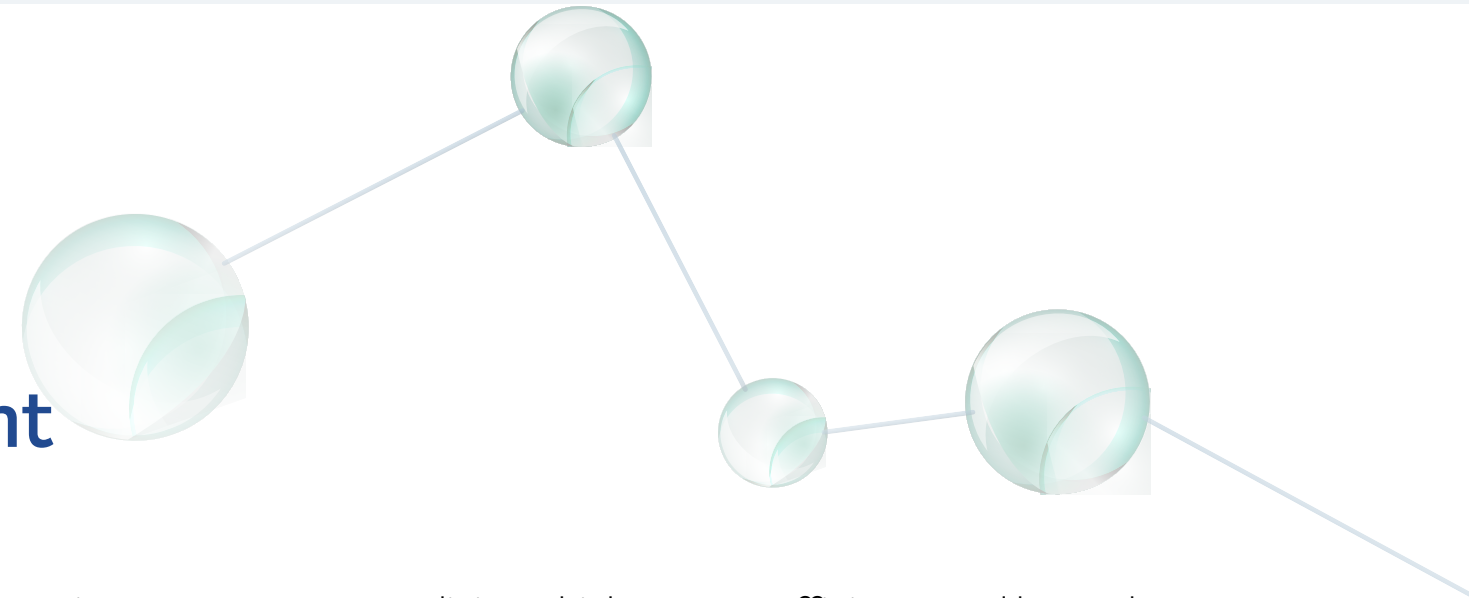
▷ GRI 3-3 for the material topic Water and effluents

To manage water-related impacts, we invest in rigorous control of actions and projects aimed at reducing consumption and increasing water efficiency in production processes and in generation. We have deployed advanced treatment technologies and innovative systems for reusing and reducing water use.

After analyzing the impacts of this material topic, we identified only the potential positive impacts, namely improved quality of water for the production of

medicines, higher water efficiency and lower damage to the environment.

Our employees receive weekly information about water use through presentations, in addition to the weekly safety dialogue.



### Water withdrawal (WC) | GRI 303-3<sup>1 2 3</sup>

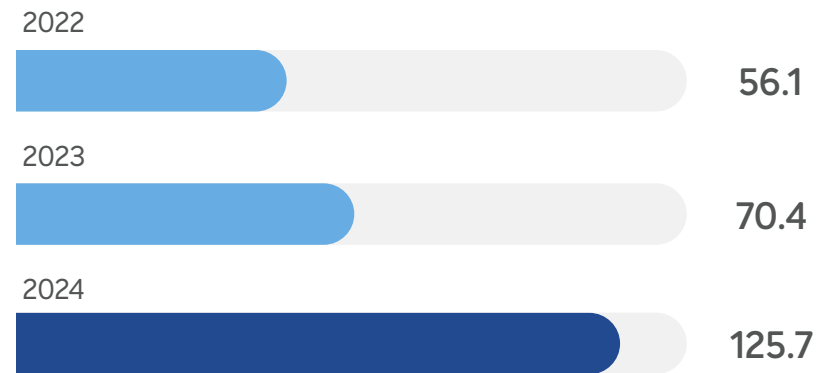
	2022	2023	2024	Δ 2024/2023
<b>Total water withdrawal</b>	<b>120.0</b>	<b>143.4</b>	<b>170.7</b>	<b>+19.0%</b>
Groundwater	87.4	83.6	92.3	+10.4%
Third-party water (public supply)	32.6	59.8	78.4	+31.1%

<sup>1</sup> Surface water is not collected.

<sup>2</sup> No information is available on water withdrawal in areas of water stress.

<sup>3</sup> Data compiled through invoices and manual measurement.

### Water consumption | GRI 303-5<sup>1</sup> (ML)



<sup>1</sup> Since it is not possible to separate consumption by source, we have presented total consumption.

This diagnosis will provide a detailed map of the use of water in our processes, identifying the sources of collection, consumption volume, losses, reuse and critical points. This knowledge base will enable us to devise more effective strategies for conservation, rational use and mitigation of risks related to water scarcity.

In line with these actions, we have set a goal for 2025 - to conduct a comprehensive diagnosis of the water balance for the Cotia unit, the biggest consumer in our operations.

The goal is part of a broader sustainability policy and is aligned with the Sustainable Development Goals (SDG), especially SDG 6 – Clean Water and Sanitation. The main stages in the process include:

- Collection of data on water consumption and availability;
- Analysis of risks and opportunities related to water;
- Engagement of local teams to gather information and disseminate good practices;
- Definition of indicators for continuous monitoring and making decisions based on evidence.

This initiative reaffirms our commitment to the responsible management of natural resources, while bringing environmental, operational and reputational gains. Building a more sustainable future begins with knowledge, and water diagnosis is the first step in this journey.

## Treatment of effluents

▷ GRI 303-2

All effluents are treated adequately before being discharged either into the sewage system or directly into rivers. We strictly follow the guidelines of Cetesb, the São Paulo state environmental agency, and all environmental standards pursuant to articles 18 and 19 of Decree 8,468/1976 and Resolution 357/430 of the National Environmental Council (Conama).

### Water disposal | GRI 303-4<sup>1</sup>

	2022	2023	2024
Surface water	3.6	31.0	58.0
Water sent to third parties	60.3	42.0	65.1

<sup>1</sup>Flow report and control of MTR.

# Waste

▷ GRI 3-3 for the material topic Waste, 306-1

We are members of the Pharmaceutical Industry Union (Sindusfarma) and support the program of reverse logistics for expired or unused household medicines for human use and their packaging. This practice complies with the National Solid Waste Policy, pursuant to Decree 10,388 of July 2020.

We have implemented stricter operational controls to identify and weigh the waste that arrives at the center. This screening is essential to reduce errors and undesirable impacts on the final disposal process. We have also streamlined our agreements with the partners responsible for waste collection and have finetuned the operations at the Waste Center to optimize the organization and cleaning of the site.

The efficiency of operational controls is evident from both the proper segregation of materials at the production area and the screening carried out later at the Waste Center, as reflected in the volume destined for disposal in 2024 – the volume of waste sent for recycling increased 22.6% and for co-processing by 40.37%, while the volume of waste sent for incineration decreased 32.80%. The reduction in waste sent to landfills and the increase in waste sent for recycling are clear real positive impacts of our actions.

However, real negative impacts were identified, such as improper separation of waste, which may occur during the drug production process.

To monitor waste-related data, we use the waste identification form filled out by the generating area, the waste storage record filled out by the Environment team at the Waste Center, the document issued by the Waste Transport Manifest Control System (MTR) via the National Information System on Solid Waste Management (Sinir) and the State Online Solid Waste Management System (Sigor), and the waste matrix filled out by the STMA team.



**We have implemented stricter operational control for the identification and weighing of the waste arriving at the facility.**

## Recycling



### Waste destined for disposal by waste composition and disposal operations (tons)<sup>1</sup> | GRI 306-5

	2022	2023	2024	Δ 2024/2023
<b>Hazardous waste (Class I)</b>	<b>363.0</b>	<b>304.9</b>	<b>392.8</b>	<b>28.8%</b>
Incineration (without energy recovery)	248.0	84.2	77.9	-7.5%
Pyrolysis – Transformation into oil/or coal	0.0	11.3	-	-
Co-processing with energy recovery	115.0	209.4	314.9	50.4%

<sup>1</sup> Disposal outside the Organization. Data compiled using Power BI. No Class I waste was sent for final disposal in 2023 and 2024.

### Waste generated in metric tons by waste composition (tons) | GRI 306-3<sup>1</sup>

	2022	2023	2024	Δ 2024/2023
Hazardous waste (Class I)	363.0	304.9	392.8	28.9%
Non-hazardous waste (Class II)	396.0	537.4	862.7	60.5%
<b>Total</b>	<b>759.0</b>	<b>842.3</b>	<b>1.255.5</b>	<b>49.0%</b>

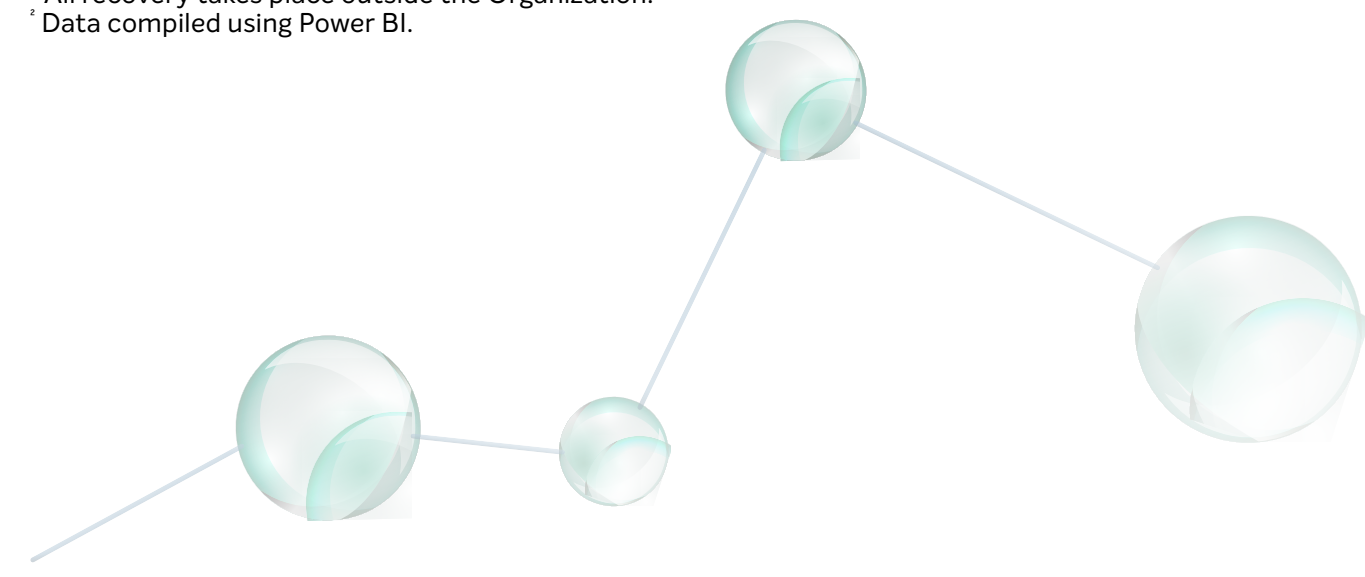
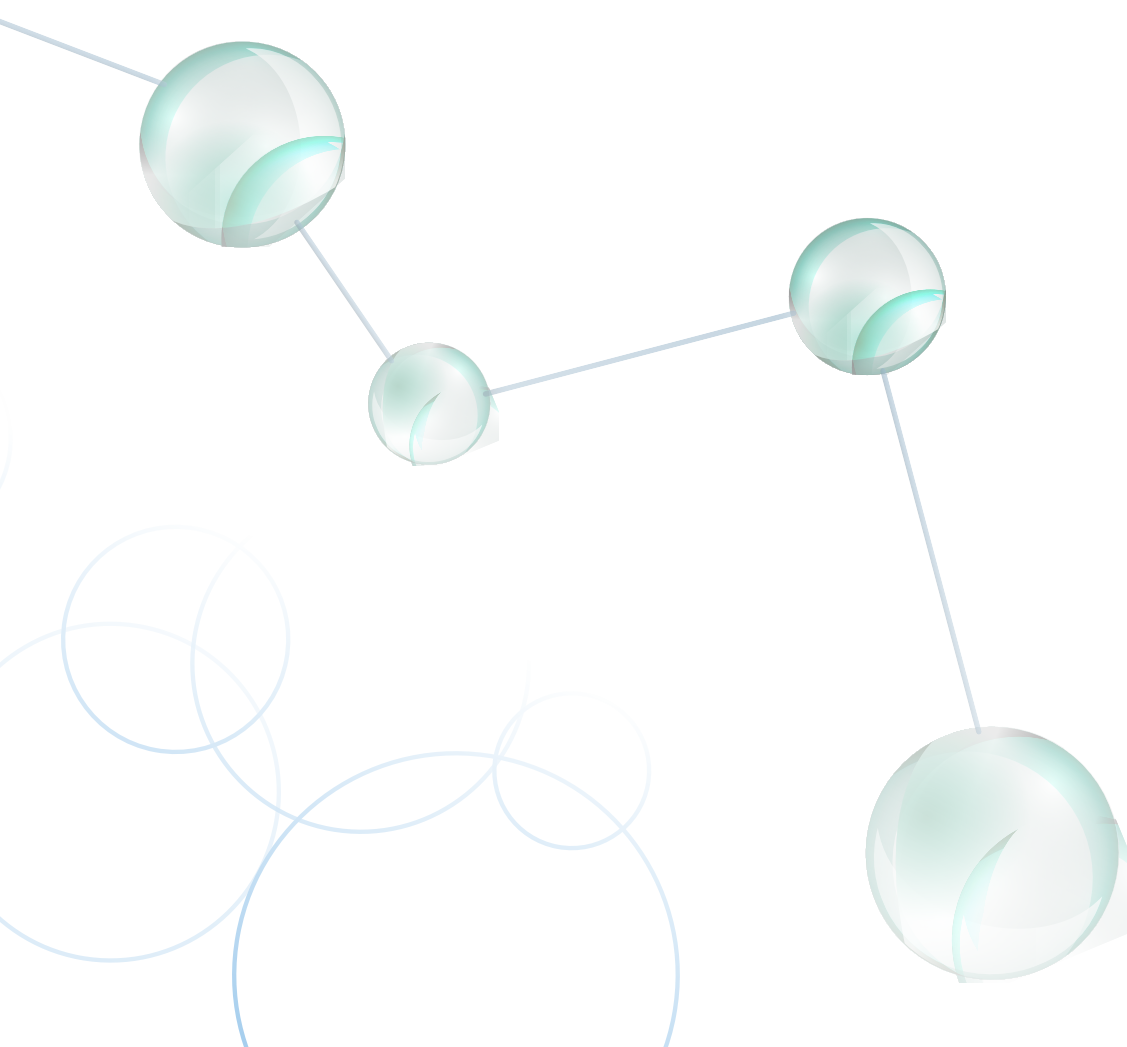
<sup>1</sup>Data compiled using Power BI.

### Waste not intended for disposal by waste composition and recovery operations (tons)<sup>1,2</sup> | GRI 306-4

	2022	2023	2024	Δ 2024/2023
<b>Non-hazardous waste (Class II)</b>	<b>490.0</b>	<b>537.4</b>	<b>862.7</b>	<b>60.5%</b>
Recycling	237.0	271.0	367.8	35.7%
Composting	44.0	57.4	61.8	7.7%
Refuse-Derived Fuel (RDF)	115.0	209.0	433.1	107.2%
<b>Gross total</b>	<b>490.0</b>	<b>537.4</b>	<b>862.7</b>	<b>60.5%</b>

<sup>1</sup> All recovery takes place outside the Organization.

<sup>2</sup> Data compiled using Power BI.



## Programs

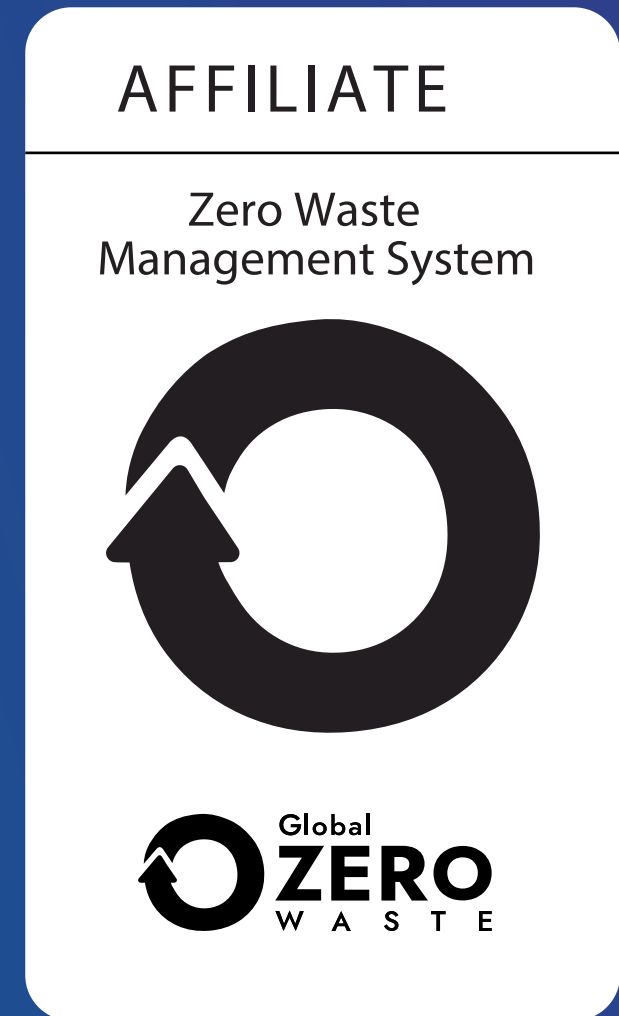
In 2025, we will begin a new stage in our sustainability journey by joining the commitment established by Global Zero Waste, an international organization. As a first step, we are conducting a comprehensive diagnosis of the waste flows in our operations in order to identify opportunities for reduction, reuse, recycling and reappreciation of materials.

This diagnosis will be based on the Global Zero Waste Standard, a set of circular economy methodologies and technical tools applied to integrated solid waste management. The methodology adopts the principles of 3R (Reduce, Reuse and Recycle) and 9R (Refuse, Reduce, Reuse, Repair, Refurbish, Remanufacture, Repurpose, Recycle and Recover energy) strategies to increase the efficiency of material flows and progressively eliminate the dispatch of waste to landfills.

Adhesion to the standard also paves the way for obtaining internationally recognized seals, such as:

- Zero Waste Bronze, Silver, Gold and Excellence, which attest to the Organization’s level of maturity and performance in waste management;
- Certification by Validation and Verification Bodies (VVBs), which guarantee the credibility and traceability of the results. This initiative is directly aligned with the Sustainable Development Goals, especially SDG 12 – Responsible Consumption and Production, by promoting more efficient and circular operational practices, and SDG 13 – Climate Action, by reducing emissions associated with inadequate disposal of waste.

Through the diagnosis report and future certification, we reaffirm our commitment to innovation, environmental responsibility and the construction of a cleaner, more circular and resilient business model.



# Recyclable and safe materials

▷ GRI 306-2

To avoid generating waste and manage the related impacts both in our internal operations and across our value chain, we have adopted integrated measures that promote circularity. These include redesigning processes and products to reduce losses and packaging, as well as adopting on-demand production to avoid surpluses.

The program of reverse logistics for expired or unused medicines, as part of our partnership with Sindusfarma, includes educating consumers on responsible disposal in compliance with the National Solid Waste Policy. In 2024, we also installed collectors at our operational units to dispose of medicines collected by employees, partners and suppliers.

Efficient management of the waste generated by us involves the correct segregation at source, as well as continuous monitoring and tracking. We always prioritize sustainable disposal options, such as recycling and co-processing. Our partners have all the licenses and undergo a qualification process before starting to provide services.

During the Environment Week held in June 2024, we organized ESG initiatives on the environmental pillar at all our units. Employees participated in environmental awareness activities, which included selective collection, Knowledge Pills, activities to raise awareness on preservation and recycling, and the planting of Atlantic Forest species seedlings at the Blau headquarters in Cotia.



During the Environment Week held in June 2024, we organized ESG initiatives on the environmental pillar at all our units. Employees participated in environmental awareness activities.

# Climate change

▷ GRI 3-3 for the material topic Climate change

Environmental management is one of the paths that can make our growth healthier and more efficient. Through it, we connect with key stakeholders – employees, local community and society in general, government and the press – conveying our purpose and our brand.

We continuously manage the environmental impacts of our operations. We strive to promote increasingly efficient management of energy resources (see more on page 78 ) and water resources, as well as the correct disposal of waste and effluents.

The real positive impacts we identified are the improved use of natural resources and the stimulus to renewable energy consumption. On the other hand, the potential negative impacts of climate

change were increased emissions into the atmosphere, damage to infrastructure and logistics, and interruption in the supply of inputs.

In compliance with law and based on the Forestry Code (Law 12,651/2012), we maintain a preserved green area spanning 10,515.04 m<sup>2</sup> of native vegetation at our Cotia unit, combined with the environmental function of conserving the region’s natural resources, geological stability and biodiversity. Activities related to the conservation, maintenance and stability of the area, the native species and seedlings, are managed by a specialized company under a specific agreement.



**10,515.04 m<sup>2</sup>**  
of preserved area with native vegetation

# Emissions

We have rolled out initiatives to monitor and reduce greenhouse gas (GHG) emissions, which include offsetting the carbon footprint of our truck fleet by increasing the use of electric vehicles, initially for delivering medicines in the city of São Paulo.

The use of an electric fleet is important in the strategy of decarbonizing the logistics chain - from the collection of raw materials to transport between units.

As part of our commitment to sustainability and environmental responsibility, we have set the goal of preparing a GHG inventory for our operations, which represents an important step in devising a solid climate strategy based on reliable data and aligned with international best practices.

The GHG inventory will identify, quantify and categorize the direct and indirect emissions of gases that contribute to global warming, such as carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O). This diagnosis will

enable us to define the reduction targets, launch mitigation actions and monitor the evolution of results over time.

This goal is directly linked to the Sustainable Development Goals (SDGs), especially SDG 13 – Climate Action, by promoting the measurement and management of emissions, and SDG 12 – Responsible

Consumption and Production, by encouraging more efficient operational practices with lower environmental impact.

The inventory will be prepared using recognized methodologies, such as the GHG Protocol, and will involve different areas of the Organization, thus promoting a culture of engagement and climate co-responsibility.



**Environmental responsibility target.**  
Preparation of a GHG inventory for our operations.



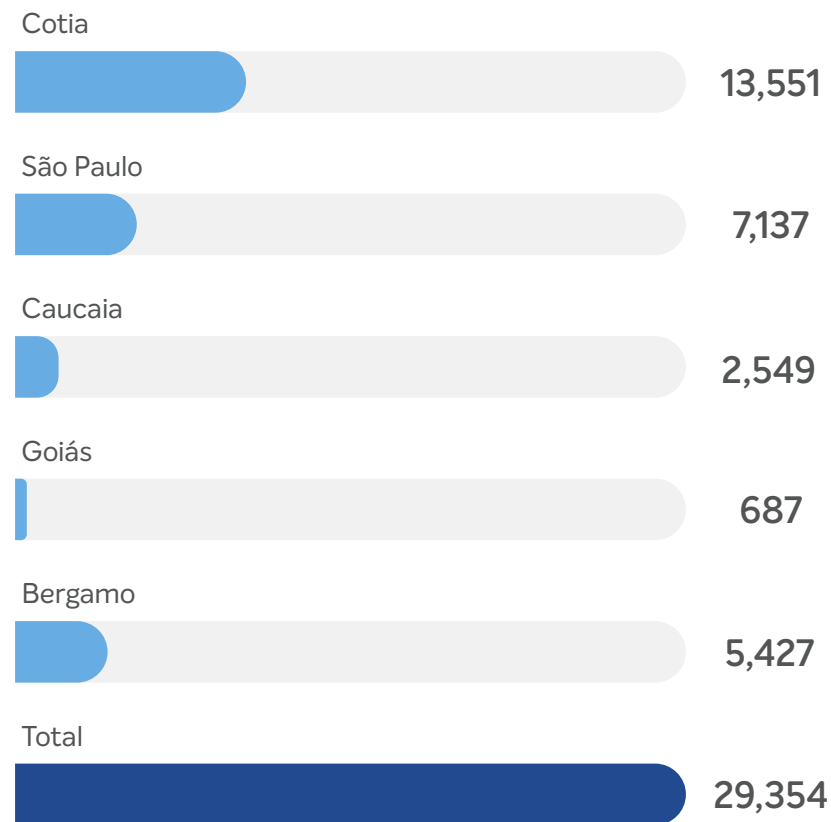
We have rolled out initiatives to monitor and reduce greenhouse gas (GHG) emissions, which include offsetting the carbon footprint of our truck fleet by increasing the use of electric vehicles, initially for delivering medicines in the city of São Paulo.

# Energy

Our artificial lighting program using LED lamps is one of the pillars of the savings generated by us. We also carry out preventive maintenance on equipment at the utilities, which helps reduce energy consumption.

## Energy consumption at the units in 2024

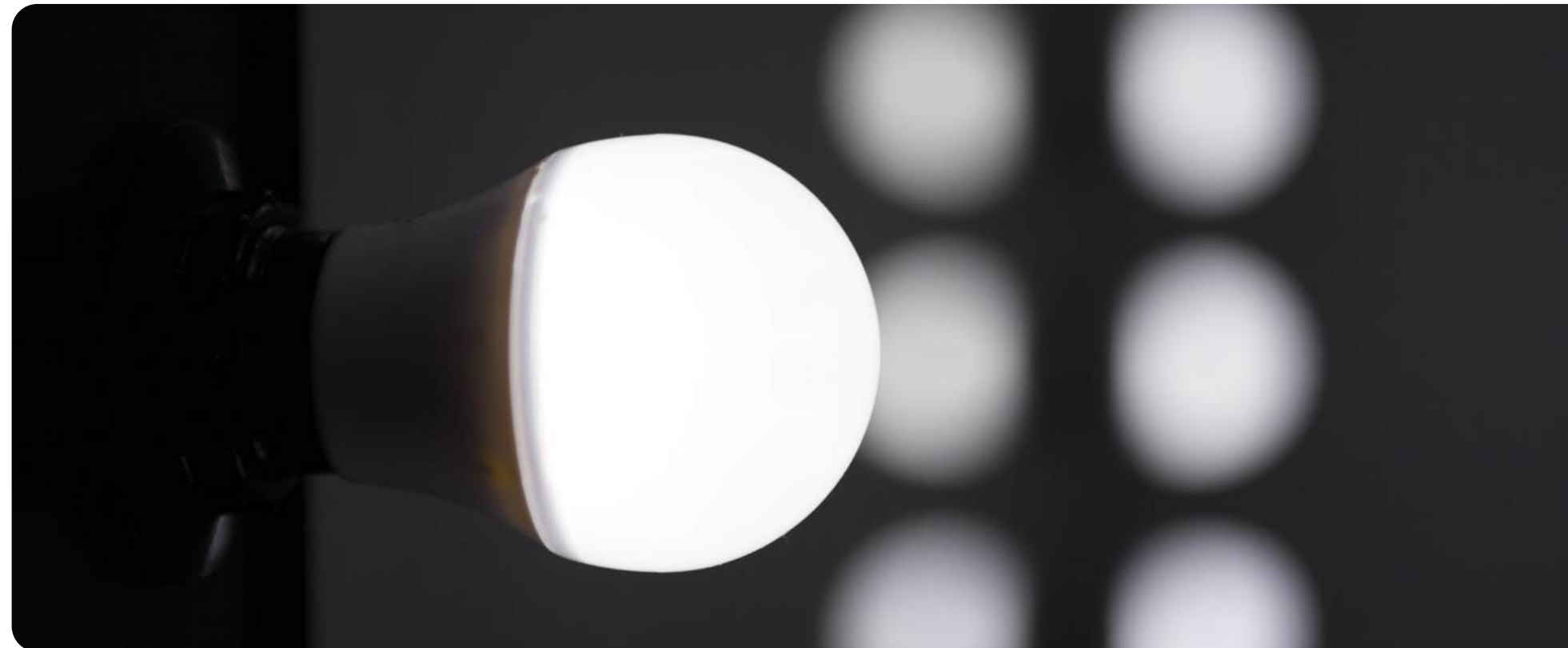
(MWh)



## Energy consumption within the Organization (GJ) | GRI 302-1<sup>1</sup>

	2024
<b>Non-renewable fuels</b>	<b>94,891</b>
Diesel	5,932.1
Wet natural gas	88,959
<b>Electricity consumption</b>	<b>107,359.4</b>
Electricity from concessionaire	105,675.5
Free market (renewable) electricity	1,683.9
<b>Total energy consumption</b>	<b>202,250</b>

<sup>1</sup>There was no consumption of renewable fuels or sale of electricity.



7



# INTEGRATION WITH SDGS

# Innovation and technology - research & development

## Performance in 2024

In the last three years:

We launched **27** new highly complex molecules in the Brazilian market.

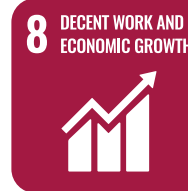
We launched **25** products, corresponding to **31** concentrations.

In 2024:

We launched medicines for treating diverse types of cancer, such as brain, head and neck, with a potential market of almost **BRL 1 billion.**

Production of etomidate in the new packaging format, **avoiding the consumption of 3.5 tons of plastic.**

We invested around **BRL 170 million**, equivalent to 14% of net revenue, to launch new products and expand access to highly complex medicines.



### SDG targets

#### Target 8.2

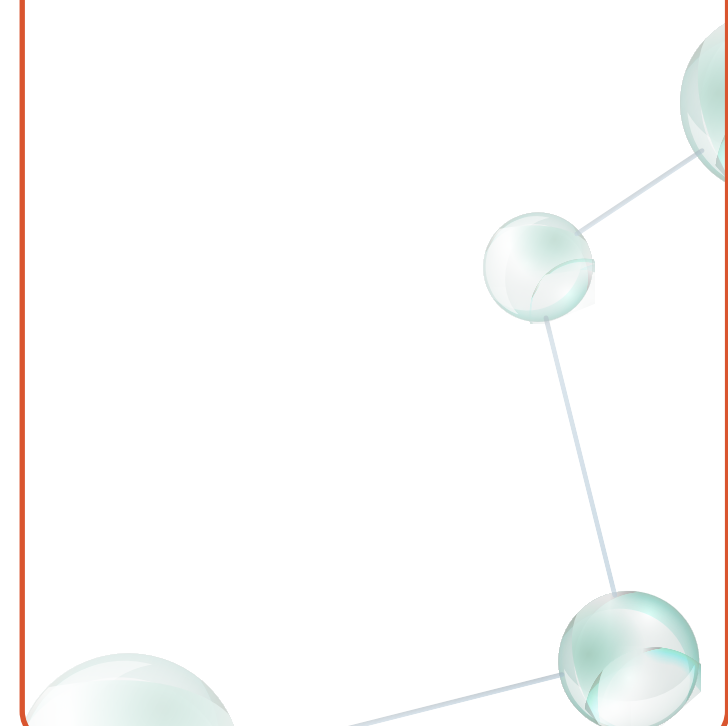
Achieve higher levels of productivity at the units through diversification, technological modernization and innovation, including by focusing on high value-added sectors and labor-intensive sectors.



### SDG targets

#### Target 9.5

Strengthen scientific research, improve the technological capabilities of industrial sectors in all countries, especially developing countries, and encourage innovation and substantially increase the number of research and development workers per million people, as well as public and private spending on research and development by 2030.



## Access to medicines

## Quality and safety of medicines

### Performance in 2024

In 2024, more than

**15.4 thousand**  
patients benefited

from Blau's main therapeutic solutions.

distributed through

**9,463**  
healthcare institutions.



### SDG targets

#### Target 3.4

By 2030, reduce by one-third, premature mortality caused by noncommunicable diseases through prevention and treatment, and promote mental health and well-being.



### Performance in 2024

In 2024:

**2,010**  
reports of adverse events,  
which corresponds to 0.0116% of  
total products sold.

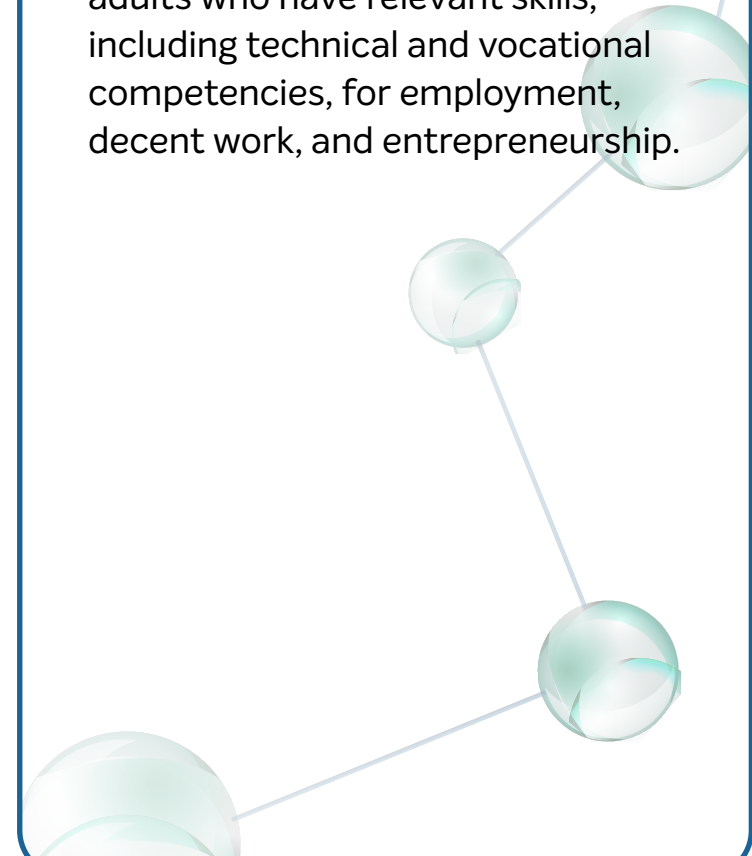
**No cases of recalls or health violations** were received from regulatory bodies related to product labeling.



### SDG targets

#### Target 16.6

By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational competencies, for employment, decent work, and entrepreneurship.



## Data privacy

### Performance in 2024

In 2024:

**No substantiated complaints** regarding privacy violations were received.



16 PEACE, JUSTICE AND STRONG INSTITUTIONS

### SDG targets

#### Target 16.10

Ensure public access to information and protect fundamental freedoms in accordance with Brazilian laws and international accords.

## Attraction, retention and professional development

### Performance in 2024

In 2024:

**We implemented and improved** our Performance Management Cycle.

**We developed learning paths and specific programs** aimed at the technical and behavioral development of employees.

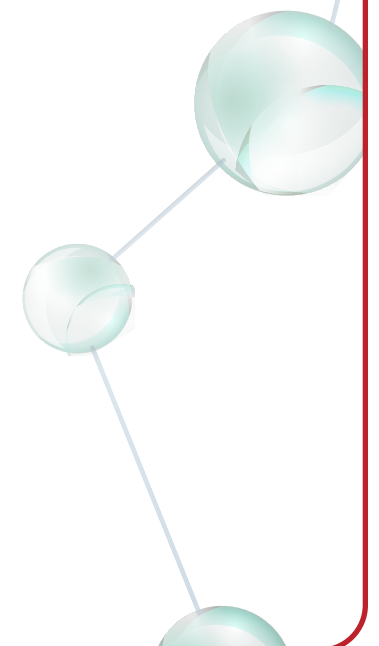


4 QUALITY EDUCATION

### SDG targets

#### Target 4.4

By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and professional skills, for employment, decent work and entrepreneurship.



# Occupational health and safety

## Performance in 2024

In 2024:

We reached **82%** in the **Safety Culture Index (ICS)**, surpassing the target of 80%.

**36** people enrolled in the **Take Good Care Program**, which provided assistance to 24 pregnant employees and **12** employees with pregnant wives.

**926** exam forms were made available for exams dedicated to women's health.

**667** employees benefited from the **Chronic Disease Monitoring Program**, which involves quarterly monitoring combined with the diagnosis of high blood pressure, diabetes, post-bariatric surgery and other chronic diseases.



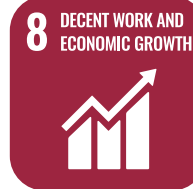
### SDG targets

#### Target 3.1

By 2030, reduce the global maternal mortality ratio to fewer than 70 deaths per 100,000 live births.

#### Target 3.8

Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.



### SDG targets

#### Target 8.8

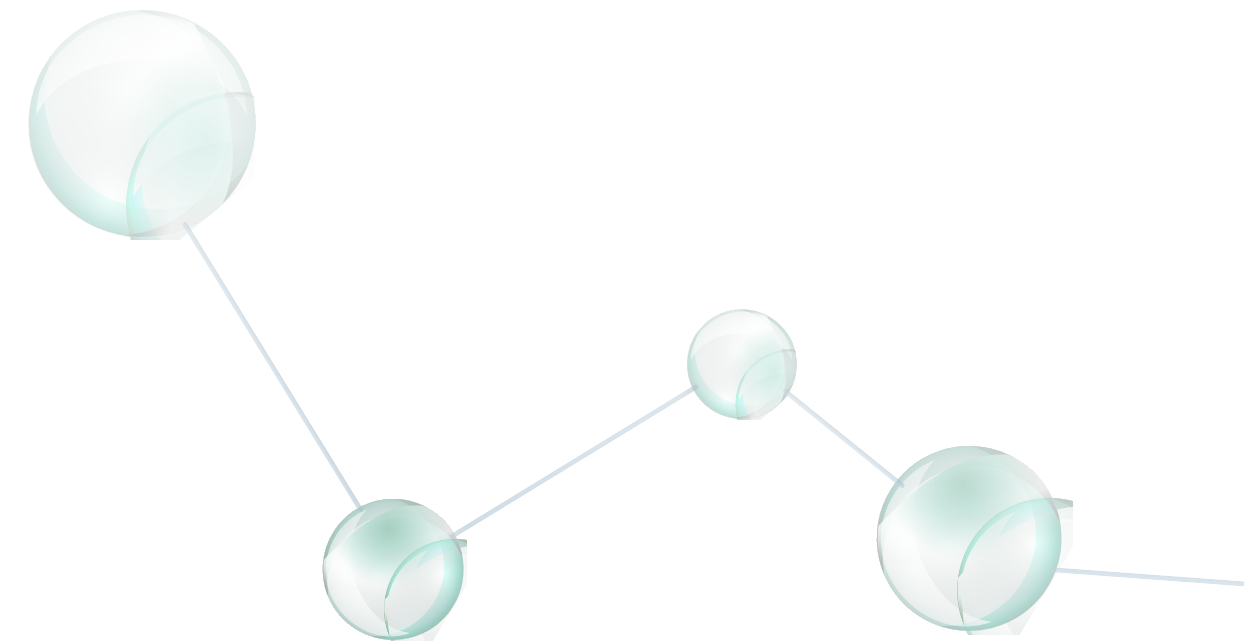
Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, especially migrant women and people in precarious jobs.



### SDG targets

#### Target 5.6

Ensure universal access to sexual and reproductive health and reproductive rights, as agreed in the Programme of Action of the International Conference on Population and Development, the Beijing Platform for Action and the documents published in their review conferences.



## Diversity and inclusion

## Social investment

### Performance in 2024

At the end of 2024:

**914** men and **1,205** women were employed by the Company.

The percentage of women in the company was more than

**56%**, with **41%** holding leadership positions (managers and coordinators).

5 GENDER EQUALITY



### SDG targets

#### Target 5.1

End all forms of discrimination against all women and girls everywhere.

#### Target 5.5

Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

### Performance in 2024

In 2024 we made investment of

**BRL 1,149,000.00** in social, sports and cultural projects, of which:

**BRL 115,000.00** were own funds and

**BRL 1,034,000.00** from the Federal Tax Incentive Law.

10 REDUCED INEQUALITIES



### SDG targets

#### Target 10.2

By 2030, empower and promote social, economic and political inclusion of all, regardless of age, gender, disability, race, ethnicity, origin, religion, economic or other condition.

## Risk management

### Performance in 2024

In 2024:

**We reviewed the strategic risk matrices.**

**We updated the risk management methodology** in alignment with the COSO ERM frameworks and ISO 31000.



### SDG targets

#### Target 16.6

Develop effective, responsible and transparent institutions at all levels.

### Performance in 2024

In 2024:

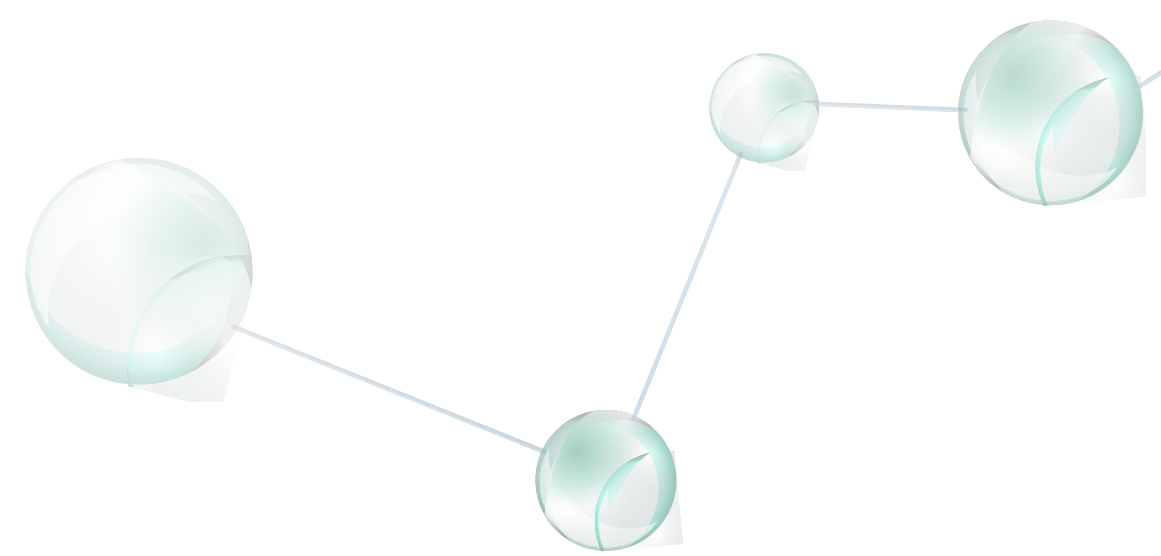
**There were no proven cases of corruption.**



### SDG targets

#### Target 16.5

Substantially reduce corruption and bribery in all their forms.



# Financial performance

## Performance in 2024

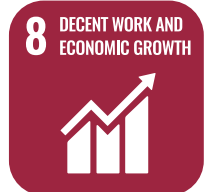
In 2024:

Recurring Ebitda margin was **22.3%**,  
**3.4 percentage points** higher than in the previous year.

Recurring net income totaled **BRL 220 million**,  
**23%** higher than in 2023.

**Intensification of investments** in Research, Development and Innovation (RD&I), directed at:

- Development of new products and partnerships;**
- Launch of new products** and gains in market share;
- Increase in capacity** synchronized with market growth;
- Vertical expansion in strategic products;**
- Global expansion and access to new markets.**



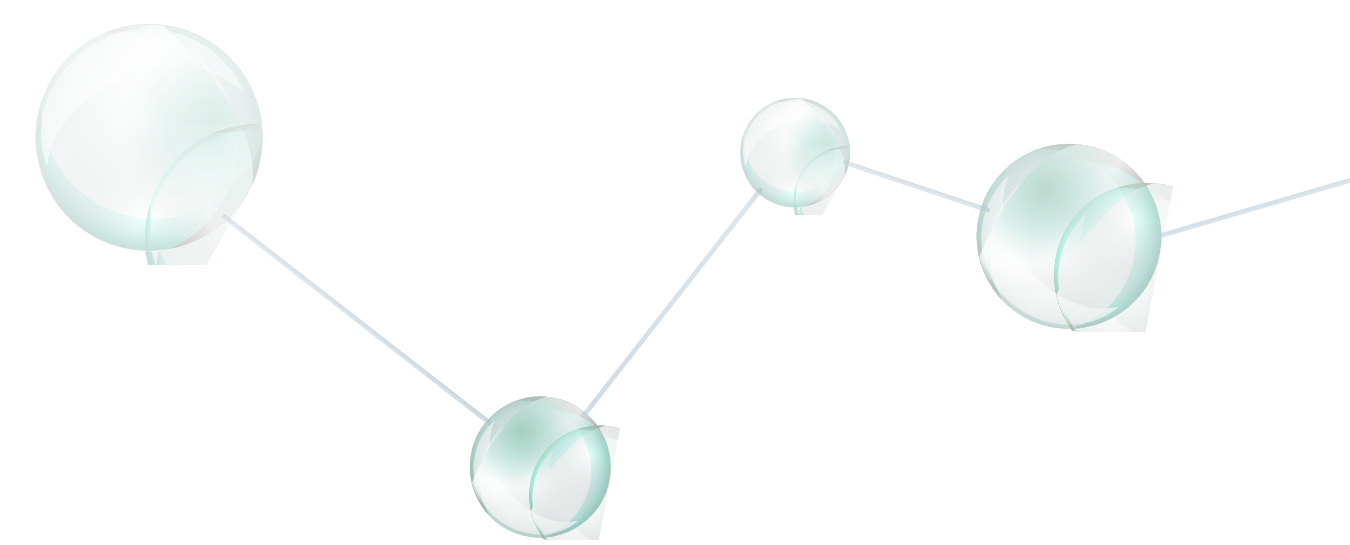
### SDG targets

**Target 8.2**  
 Achieve higher levels of productivity at the units through diversification, technological modernization and innovation, including by focusing on high value-added sectors and labor-intensive sectors.



### SDG targets

**Target 9.2**  
 Promote inclusive and sustainable industrialization and, by 2030, significantly increase the share of industry in employment and gross domestic product (GDP) in accordance with the circumstances in Brazil, and double its share in lesser developed countries.



# Water and effluents

## Performance in 2024

In 2024:

**19.0%** increase in total water withdrawal.



6 CLEAN WATER AND SANITATION

### SDG targets

#### Target 6.4

By 2030, substantially increase efficient use of water in all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity, and substantially reduce the number of people suffering from water scarcity.



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

### SDG targets

#### Target 12.2

By 2030, achieve sustainable management and efficient use of natural resources.

# Waste

## Performance in 2024

In 2024:

Increase of **22.6%** in the quantity of waste sent for recycling and

**+40.4%** for co-processing.

**32.8%** reduction in waste sent for incineration.

Installation of collectors at our operational units for disposal of medicines collected by employees, partners and suppliers.



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

### SDG targets

#### Target 12.5

By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

# Climate change

## Performance in 2024

Use of electric fleet for deliveries in São Paulo city as part of the strategy to decarbonize the logistics chain.



### SDG targets

#### Target 11.6

By 2030, reduce the per capita negative environmental impact of cities, including by paying special attention to air quality, municipal waste management and others.



### SDG targets

#### Target 13.2

Include climate change measures in national policies, strategies and planning.

# Energy and emissions

## Performance in 2024

Energy efficiency: investment in clean technologies and processes with lower energy consumption at the plants.



### SDG targets

#### Meta 9.4

By 2030, modernize infrastructure and rehabilitate industries to make them sustainable, through more efficient use of resources and increased adoption of clean and environmentally correct industrial technologies and processes in all countries according to their respective capabilities.



### SDG targets

#### Target 7.2

By 2030, substantially increase the share of renewable energy in the global energy matrix.

#### Target 7.3

By 2030, double the global rate of improvement in energy efficiency.

8



# ATTACHMENTS

# GRI content index

Statement of use	Blau has reported the information cited in this GRI content index for the period January 1, 2024 to December 31, 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI sector standard(s)	-

Standard	Disclosure	Location/answer	
<b>GENERAL DISCLOSURES</b>			
<b>The organization and its reporting practices</b>			
GRI 2: General disclosures 2021	2-1	Organizational details	10
	2-2	Entities included in the organization's sustainability reporting	4, 10, 14
	2-3	Reporting period, frequency and contact point	4
	2-4	Restatements of information	41, 53
	2-5	External assurance	a) There will be no external assurance.
<b>Activities and workers</b>			
GRI 2: General disclosures 2021	2-6	Activities, value chain and other business relationships	12, 13, 54
	2-7	Employees	37, 38
	2-8	Workers who are not employees	37, 38
<b>Governance</b>			
GRI 2: General disclosures 2021	2-9	Governance structure and composition	22
	2-10	Nomination and selection of the highest governance body	22
			b) The Company's Board of Directors is mandated by the shareholders to elect/select the members of the Executive Board and Committees, with the HR Committee providing input on all such nominations made by the Board.
	2-11	Chair of the highest governance body	b) The Chair of the Board of Directors is fully dedicated to this role and does not simultaneously hold an executive position within the Company.
	2-12	Role of the highest governance body in overseeing the management of impacts	21
c) The Board of Directors, advised by the Audit and Ethics Committee, works on reviewing and ensuring the effectiveness of the Company's control and audit processes, monitoring these activities and proposing improvements together with the Executive Board. In its monthly meetings, relevant topics are addressed and discussed regarding the progress of procedures and programs, such as the Integrity Program.			
2-13	Delegation of responsibility for managing impacts	21 a.ii) The Audit and Ethics Committee is responsible for the Internal Audit, Compliance, and Corporate Governance departments. Its activities include risk monitoring, ensuring strategic compliance with processes, and managing the business's impacts on people, the economy, and the environment.	

Standard	Disclosure	Location/answer	
<b>Governance</b>			
GRI 2: General disclosures 2021	2-14	Role of the highest governance body in sustainability reporting	22
	2-15	Conflicts of interest	
	2-16	Communication of critical concerns	27
	2-17	Collective knowledge of the highest governance body	22
	2-18	Evaluation of the performance of the highest governance body	25
	2-19	Remuneration policies	26
	2-20	Process to determine remuneration	26
	2-21	Annual total compensation ratio	26
<b>Strategy, policies and practices</b>			
GRI 2: General disclosures 2021	2-22	Statement on sustainable development strategy	6
	2-23	Policy commitments	27, 28, 29, 30
	2-24	Embedding policy commitments	28
	2-25	Processes to remediate negative impacts	29
	2-26	Mechanisms for seeking advice and raising concerns	28, 30
	2-27	Compliance with laws and regulations	31
	2-28	Membership associations	36
<b>Stakeholder engagement</b>			
GRI 2: General disclosures 2021	2-29	Approach to stakeholder engagement	36
	2-30	Collective bargaining agreements	a) 99.8% covered by collective bargaining agreements. The remaining employees are statutory employees.
<b>MATERIAL TOPICS</b>			
GRI 3: Material topics 2021	3-1	Process to determine material topics	5
	3-2	List of material topics	5
<b>Financial performance</b>			
GRI 3: Material topics 2021	3-3	Management of material topics	66
GRI 201: Economic performance 2016	201-1	Direct economic value generated and distributed	66

Standard	Disclosure		Location/answer
<b>Climate change</b>			
GRI 3: Material topics 2021	3-3	Management of material topics	76
GRI 201: Economic performance 2016	201-2	Financial implications and other risks and opportunities due to climate change	69
<b>Ethics and combating corruption</b>			
GRI 3: Material topics 2021	3-3	Management of material topics	27, 54
GRI 205: Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken	30
<b>Water and effluents</b>			
GRI 3: Material topics 2021	3-3	Management of material topics	70 e.ii) There are no defined indicators for evaluating progress on this issue.
GRI 303: Water and effluents 2018	303-1	Interactions with water as a shared resource	70
	303-2	Management of impacts related to water discharge	71
	303-3	Water withdrawal	70
	303-4	Water discharge	71
	303-5	Water consumption	71
<b>Waste</b>			
GRI 3: Material topics 2021	3-3	Management of material topics	72
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	72
	306-2	Management of significant waste-related impacts	75
	306-3	Waste generated	73
	306-4	Waste not destined for final disposal	73
	306-5	Waste destined for final disposal	73
<b>Attraction, retention and professional development</b>			
GRI 3: Material topics 2021	3-3	Management of material topics	39
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	40
	401-3	Parental leave	41
GRI 404: Training and education 2016	404-1	Average hours of training per year, per employee	41

Standard	Disclosure	Location/answer	
<b>Occupational health and safety</b>			
GRI 3: Material topics 2021          GRI 403: Occupational health and safety 2018	3-3	Management of material topics	46
	403-1	Occupational health and safety management system	51
	403-2	Hazard identification, risk assessment, and incident investigation	51
	403-3	Occupational health services	46
	403-4	Worker participation, consultation, and communication on occupational health and safety	46
	403-5	Training of workers in occupational health and safety	51
	403-6	Worker health promotion	49
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	49
	403-8	Workers covered by an occupational health and safety management system	46, 47
	403-9	Occupational accidents	51
403-10	Work-related ill health	a) No work-related fatalities or mandatory reportable occupational diseases were recorded among Blau employees or contractors in 2023 and 2024.	
<b>Diversity and inclusion</b>			
GRI 3: Material topics 2021	3-3	Management of material topics	42
GRI 405: Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	44, 45
	405-2	Ratio of basic salary and remuneration of women to men	44
<b>Social investment</b>			
Blau indicators		Social action	55
<b>Quality and safety of medicines</b>			
GRI 3: Material topics 2021	3-3	Management of material topics	61
GRI 417: Marketing and labeling 2016	417-2	Incidents of non-compliance concerning product and service information and labeling	61
	417-3	Substantiated complaints concerning breaches of customer privacy and losses of customer data	61
Blau indicators		Adverse events resulting from the use of the product/medicine and products recalled for non-conformities	61

Standard	Disclosure	Location/answer
<b>Data privacy</b>		
GRI 3: Material topics 2021	3-3	Management of material topics 34
GRI 418: Customer privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data 34
<b>Access to medicines</b>		
GRI 3: Material topics 2021	3-3	Management of material topics 53
Blau indicators		Patients benefited 53
		Health institutions served by Blau 53
<b>Risk management</b>		
GRI 3: Material topics 2021	3-3	Management of material topics 32
<b>Innovation and technology/research &amp; development</b>		
GRI 3: Material topics 2021	3-3	Management of material topics 62, 63
<b>Extra disclosures - indicators not included in the materiality, but which Blau decided to report due to the relevance of the subject</b>		
GRI 302: Energy 2016	302-1	Energy consumption within the organization 78

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