2025/2026 Sustainability Report



EXPERIENCE EVOLUTION

biolab & co.

2025 database

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biolab & CO.

1 PRESENTATION

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Interactive summary





Fabio Amorosino
Biolab & Co.'s CEO and Interim Chair of the Advisory Board

Message from Management

GRI 2-22

Integration was Biolab & Co.'s watchword in 2025. During the year, the Company completed its brand consolidation process, bringing its different business segments together under a shared vision for sustainable growth. The convergence of objectives represented by the new brand, however, extended far beyond corporate identity. It quickly became embedded throughout the Company.

As governance and leadership evolved, teams worked more collaboratively, fostering a culture of delegation, empowerment, and active listening to strengthen decision-making processes. The collective strength of a team far exceeds the sum of individual efforts.

The result could not have been better: a stronger sense of pride in belonging to this team, which is reflected in the Company's delivery of consistent results.

We are guided by a long-term vision of becoming one of Brazil's two leading pharmaceutical groups. We aspire for Biolab & Co. to become as a benchmark for quality, respect for people and the environment, and meaningful participation in national and international healthcare discussions. To achieve this, we align our financial performance and growth strategies with initiatives that support the Company's perpetuity and long-term sustainability.

From a financial perspective, we aim to achieve R$ 1 billion in EBITDA by 2027. Supported by the investments we have made and the engagement of our employees, we are well positioned not only to increase production volumes but also to improve our financial performance.

As a healthcare company, our mission is to reach as many people as possible. To build this future, we invest in expanding and renewing our portfolio through a strategic focus on innovation, supported by Research, Development & Innovation (RD&I), shareholderships, and strategic acquisitions.

The new Pouso Alegre facility represents our vision for the future. It embodies modernity and efficiency. Through this unit, we will triple our manufacturing capacity, positioning us to meet growing demand and expand our presence in both domestic and international markets. Our Canadian operations also play a strategic role in supporting the Company's international expansion.

Biolab & Co. is managed in accordance with best corporate governance practices. The Company has adopted policies and procedures aligned with market best practices and recognizes its responsibilities toward its stakeholders. In this Report, we present our Environmental, Social, and Governance (ESG) strategy and initiatives, highlighting, among other topics, innovation, new products, industrial planning, social responsibility, and talent attraction and retention.

We are pursuing the ambitious goal of setting up individual development plans for each of our more than 4,000 employees. In 2026, we launched the Biolab Academy, providing employees at all hierarchical levels with opportunities to develop their skills and capabilities through courses and training programs. We want our workforce to grow alongside the Company. At the same time, we support them and their families through the comprehensive benefits and wellness program we offer.

Today, we are a stronger, more united Biolab. Together, as Biolab & Co., strengthen our position in the Brazilian market and expand our presence around the world.

Fabio Amorosino
Biolab & Co.'s CEO and Interim Chair of the Advisory Board

Message from the shareholders

In 2025, the Company underwent a transformation of its own human capital structure. At the same time, a new generation of executives joined Biolab & Co., bringing a corporate mindset and the energy to sustain our longstanding strategic vision of keeping the Company at the forefront of science and technology.

The strong results achieved during the year demonstrate the success of these changes. The Company benefits from an agile, integrated, and hands-on management team with a long-term perspective and a keen understanding of market dynamics — an essential capability for sustained success in the healthcare industry. Over the past three decades, we have transformed our business into a company that not only keeps pace with change but anticipates emerging trends. Our new leaders understand that our legacy provides our foundation, but also that the future belongs to those with the agility to lead in an increasingly dynamic global environment.

Managing shareholders



Cleiton de Castro Marques



Dr. Dante Alario Jr.



Paulo de Castro Marques

Our strength is built on the dedication of our employees and our operational excellence. We have developed a manufacturing infrastructure in which every process reflects our unwavering commitment to quality. The maturation of our international shareholderships and the strengthening of our RD&I ecosystem demonstrate that we have chosen the right path.

Seeing the organization we have built operate with precision while continuing to advance gives us confidence that the Company's sustainable growth is already a reality. Our legacy remains alive and is now strengthened by a new generation that knows how to bring out the best in both our people and our operations, taking Biolab & Co. to the next level.

Message from the new generation

For nearly three decades, Biolab has been dedicated to developing therapeutic solutions that improve people's lives and well-being. As the new generation of the family of the Company's managing shareholders, we have assumed the responsibility of carrying this legacy forward.

In 2026, the Company officially introduced the Biolab & Co. brand, representing the consolidation of a family-owned group that has grown, diversified its operations, and now brings together different areas of human and animal healthcare. More than a brand evolution, this milestone reflects the Company's natural transformation as it has matured, expanded its presence, and strengthened its ability to operate in an integrated manner.

As the new generation, we are committed to preserving the values that have always defined Biolab: scientific rigor, commitment to quality, and care for people. We work strategically to ensure the Company's long-term sustainability and sustainable growth while preparing it for new cycles of transformation and expansion, with a long-term perspective.

Today, each of us holds an executive role within the Company, closely involved in its day-to-day development while continuously strengthening our expertise to prepare for the future.

We have enhanced our capacity for collaboration, efficiency, and innovation by strengthening integration across our different areas and business units. This journey has also led us to revisit our mission, vision, and values. Our culture honors the journey that has brought us to this point while preparing us for the next chapters of our history, guided by ethics and responsibility toward society.

We are excited about what lies ahead and confident in our ability to lead Biolab & Co. toward a promising future: one in which health is within everyone's reach.



Paulo Wickbold Marques
Operations Director



Tatiana Marques
Communications and Impact Director



Manuela Marques
Supply Chain Director



Fabiana Marques Borrelli
Trainee Manager

About this Report

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

Biolab & Co. publishes its Annual Sustainability Report for the third consecutive year. The Report presents the Company's quantitative results for the period from January to December 2025 and encompasses the Environmental, Social, and Governance (ESG) initiatives developed through June 2026.

The Report covers Biolab & Co.'s operations and has been prepared in accordance with the Global Reporting Initiative (GRI) Universal Standards, an international framework for sustainability reporting, using GRI 1: Foundation 2021.

The information presented herein was approved by the Company's managing shareholders and the Chief Executive Officer following a process that includes Executive Board engagement in mapping and advancing Environmental, Social, and Governance initiatives, as well as the Advisory Board's review and discussion of the information compiled.

The Annual Sustainability Report follows a reporting timeline different from that of the Company's financial reporting, which was finalized in February and audited in April 2026.

For questions about this Report or the information presented here, please contact: **sustentabilidade@biolabfarma.com.br**.

This Report covers the operations of Biolab & Co. and complies with the Global Reporting Initiative (GRI) Universal Standards, the international standard for sustainability reporting, and uses GRI 1: Foundation 2021.

Reading tools available in the Report:

GRI 2-3

GRI indicators



Interactivity Guide for the digital version



External link



For a better viewing experience, open this Report in Acrobat Reader

Materiality

In 2026, Biolab & Co. updated its materiality matrix based on the methodology applied during the previous reporting cycle, in accordance with the GRI Standards 2021. The goal was to identify the ESG topics most relevant to the business and its stakeholders.



Materiality matrix
In 2026, the Company updated its materiality matrix to identify the ESG issues most relevant to the business and its stakeholders, in accordance with the 2021 GRI Standards.

The update followed the same technical approach adopted in 2024 and included:

A sector benchmark study covering Brazilian and international pharmaceutical companies to identify ESG trends, emerging risks, and market practices.

A review of internal documents, corporate policies, strategic guidelines, and studies addressing impacts, risks, and opportunities.

An analysis of ESG ratings and indices, as well as the monitoring of specialized media, to identify topics of greater regulatory and reputational relevance.

Interviews with key stakeholders, focusing on validating the preliminary list of topics and gathering their perceptions of the Company's main impacts, including those to which it is exposed, as well as its management strengths and opportunities for further development relative to the market.

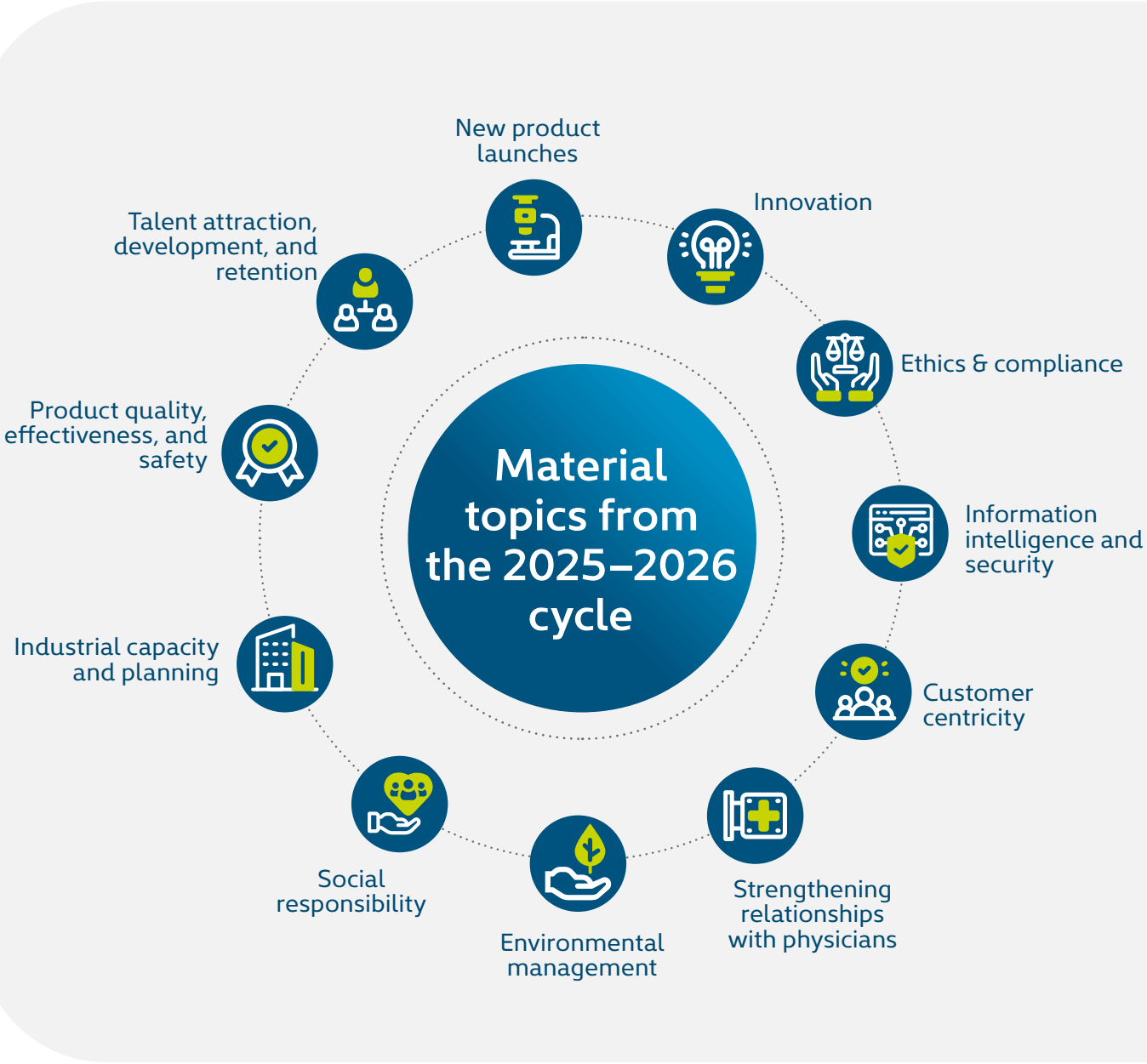
An assessment of the identified topics to determine the main impacts generated by the Company and those to which it is exposed.

Technical consolidation of the results and a comparison between the current and previous materiality assessments to identify areas of continuity, developments, and new strategic drivers.

GRI 3-1, 3-2

The comparison demonstrated the natural evolution of Biolab & Co.'s ESG agenda and reflected greater maturity in strategic topics, expanded the scope of the assessment, and refined the conceptual definition of material topics. The main changes included:

- A deeper focus on innovation;
- The evolution of data intelligence into information intelligence and security;
- An expanded focus on customer centricity;
- A more structured approach to talent attraction, development, and retention.



Highlights – 2025–2026 reporting cycle

Consolidation of the group under the Biolab & Co. brand.

Joining the UN Global Compact and the Brazil Pact (CGU).

Launch of the Biolab & Co. Academy.

Publication of the Company's first Greenhouse Gas Emissions Inventory in 2025, covering 2024 emissions, and completion of its second edition in 2026, covering 2025 emissions.

Renaming of the Communications department to Communications and Impact, reflecting a stronger focus on reputation, culture, and positive transformation.

100%
of the electricity consumed
by the Company's operations in Brazil comes from renewable sources.

Greater logistics
and customs efficiency through the Authorized Economic Operator (AEO) Program, integrated with the Brazilian Federal Revenue Service and the Brazilian Health Surveillance Agency (Anvisa, in Portuguese).

Start of operations
at the manufacturing complex in Pouso Alegre (MG).

Launch of 50
new products.

More than 900
products for human and animal health.



Awards and recognition

Cybersecurity Innovation Recognition

The project "Biolab strengthens resilience and ensures business continuity through a Disaster Recovery project" was recognized as one of the six best cybersecurity case studies at the 4CSO event, which brought together industry executives to discuss innovation in information security.

Recognition for Ethical Innovation in Animal-Assisted Interventions

Biolab & Co. was recognized by Patae Academy for Avert's innovative approach to team training and the ethical implementation of animal-assisted interventions in healthcare (read more in Connected Program, on page 103). The initiative reinforces the Company's commitment to humanized care and to recognizing animals as sentient beings capable of fostering connection, comfort, and positive transformation.

Occupational Safety and Health Management (OSHM) Excellence Award — Health Projects — Dorcas Program (3rd Place)

Organized by the Pharmaceutical Products Industry Association (Sindusfarma, in Portuguese), the award recognizes outstanding initiatives in the prevention of work-related illnesses and accidents, as well as sustainability and environmental preservation programs.

OSHM Excellence Award — Occupational Safety Projects — Effective CIPA (2nd Place)

Also at the 2025 OSHM, Biolab & Co.'s Effective CIPA initiative, led by the Company's Internal Committee for Accident Prevention (CIPA, in Portuguese), received second place in the Occupational Safety Projects category.

Training & Development and Recruitment & Selection (Bumerangue Award) — Corporate Training and Development — Mentoring for Youth Apprentices (2nd Place)

The Bumerangue Award, presented by Sindusfarma, recognizes outstanding people management programs across the pharmaceutical value chain. Biolab & Co.'s Mentoring for Youth Apprentices was recognized.

Healthcare & Pharmaceutical Awards

Exzell Pharma, Biolab & Co.'s Canadian business unit, received the Best Pharmaceutical Product Development Company award at the Healthcare & Pharmaceutical Awards 2025, presented by Global Health & Pharma (GHP), in the United Kingdom. The award recognizes companies demonstrating impact, innovation, and excellence in the healthcare and pharmaceutical sectors.

Pague Menos' New Achievements Award

Biolab & Co. received the Silver Award in the RX category at the New Achievements Award, which recognizes key shareholders that contribute to the growth and success of the Pague Menos drugstore chain. The award reinforces the Company's commitment to excellence, innovation, and long-term shareholderships.

20th Encontro Carioca

Biolab Genéricos received second place in the Generics category at the Drogaria Venancio awards. The recognition was presented during the 20th Encontro Carioca event, which brought together more than 1,500 professionals from the pharmaceutical industry.

IIA May Brasil 2026 Award — A Global Initiative of The Institute of Internal Auditors

Biolab was recognized as the winner of the IIA May Brasil 2026 Award, a global initiative of The Institute of Internal Auditors, and was the only pharmaceutical company among the award recipients. The recognition highlights the Company's commitment to internal audit best practices and reflects the engagement of its teams and the continued support from its leadership.

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Interactive summary



Biolab & Co.

GRI 2-2, 2-6

Biolab & Co. develops, manufactures, distributes, and markets pharmaceuticals for human and animal health.

It is a privately-held limited liability company, with operations and RD&I centers in Brazil and Canada. The Group's activities combine science, innovation, and therapeutic solutions for human and animal health.

In almost 30 years of operations, Biolab & Co. has built its leading position in several categories, including cardiology, and holds a strong share in long-term therapies for chronic diseases. The Company is responsible for the introduction of important therapeutic concepts in the country and for the relevance of brands such as Aradois®, Vonau Flash® and Pantogar®.



It is currently one of the ten largest pharmaceutical companies in Brazil based on 2025 revenue figures, according to the according to a ranking by Close-Up International, a company that provides content and services to the pharmaceutical industry. The Company is therefore among those that have grown above the industry average, amid a broader trend of market consolidation.

New brand positioning

GRI 2-1, 2-2, 2-6

In 2026, Biolab *Farmacêutica* launched the brand Biolab & Co., which became the overarching brand representing the Biolab Group as a whole. The new positioning c creates a unified direction for growth for all of the Company's operational branches, optimizing and strengthening its businesses and operations. Moreover, it strengthens its institutional presence in Brazil and abroad.

With the new brand, Biolab & Co. seeks sustainable growth. Guided by a common strategic direction, the Company strengthens the foundation for consistent expansion across all business fronts, without losing sight of the specific features of each one. Now, they are part of a business ecosystem that operates in a complementary manner.

Brands:

biolab FARMACÊUTICA

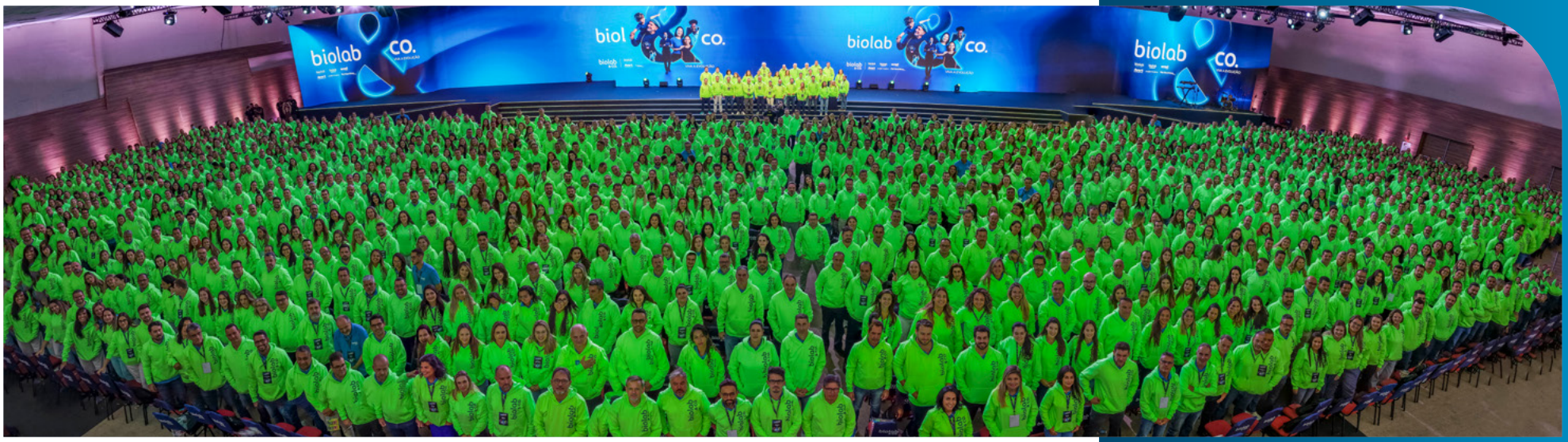
biolab GENÉRICOS

Avert BIOLAB SAÚDE ANIMAL

AVERT FARMA

exzell PHARMA

Pet Nutrition



Mission, Vision, and Values

In 2025, the Company reviewed its mission, vision, and values.

Mission

With integrity and reliability, we develop, manufacture, and deliver therapeutic solutions, building valuable relationships with our consumers, employees, medical community, and shareholders.

Vision

To be a leading Brazilian pharmaceutical group in our markets, transforming innovation into greater access to health and well-being.

Values

PARES

People, Attitude, Responsibility, Evolution, and Simplicity are the values that guide Biolab & Co.'s initiatives on a daily basis.

- **P** People: care for, encourage, challenge, and recognize our team.
- **A** Attitude: make a difference and generate real impact.
- **R** Responsibility: commitment to transparency, ethics, and integrity in results.
- **E** Evolution: living evolution is a daily necessity.
- **S** Simplicity: focus on the essential with excellence.

History



1997

- 1st factory in Taboão da Serra (SP).
- Beginning of production.



1999

- Inauguration of RD&I centers in Itapecerica da Serra (SP).



2008

- Acquisition of the non-hormonal oral solids unit in Jandira (SP).



2010

- Joint venture with the German company Merz, creating Merz-Biolab.
- Beginning of exports.



2011

- Acquisition of Zurita laboratory.



2013

- Acquisition of a factory in Bragança Paulista (SP).
- New liquid and semi-solid products, and food supplements.



2014

- Creation of Avert® Biolab *Saúde Animal*, focused on pets.



2017

- 1st Brazilian pharmaceutical company to have a research center abroad (Canada).



2018

- Acquisition of Actavis *Farmacêutica*.
- Entry into the generics sector (Biolab *Genéricos*).



2020

- Start of operations at the manufacturing complex in Pouso Alegre (MG).



2022

- Acquisition of Canadian company Exzell Pharma.
- Update of the visual identity.



2023

- Implementation of corporate governance practices.
- Acquisition of the Pet Nutrition® line.



2024

- Certification as Authorized Economic Operator (AEO).



2025

- Beginning of operation of the manufacturing complex in Pouso Alegre (MG).
- Adoption of industrial specialization per plant.

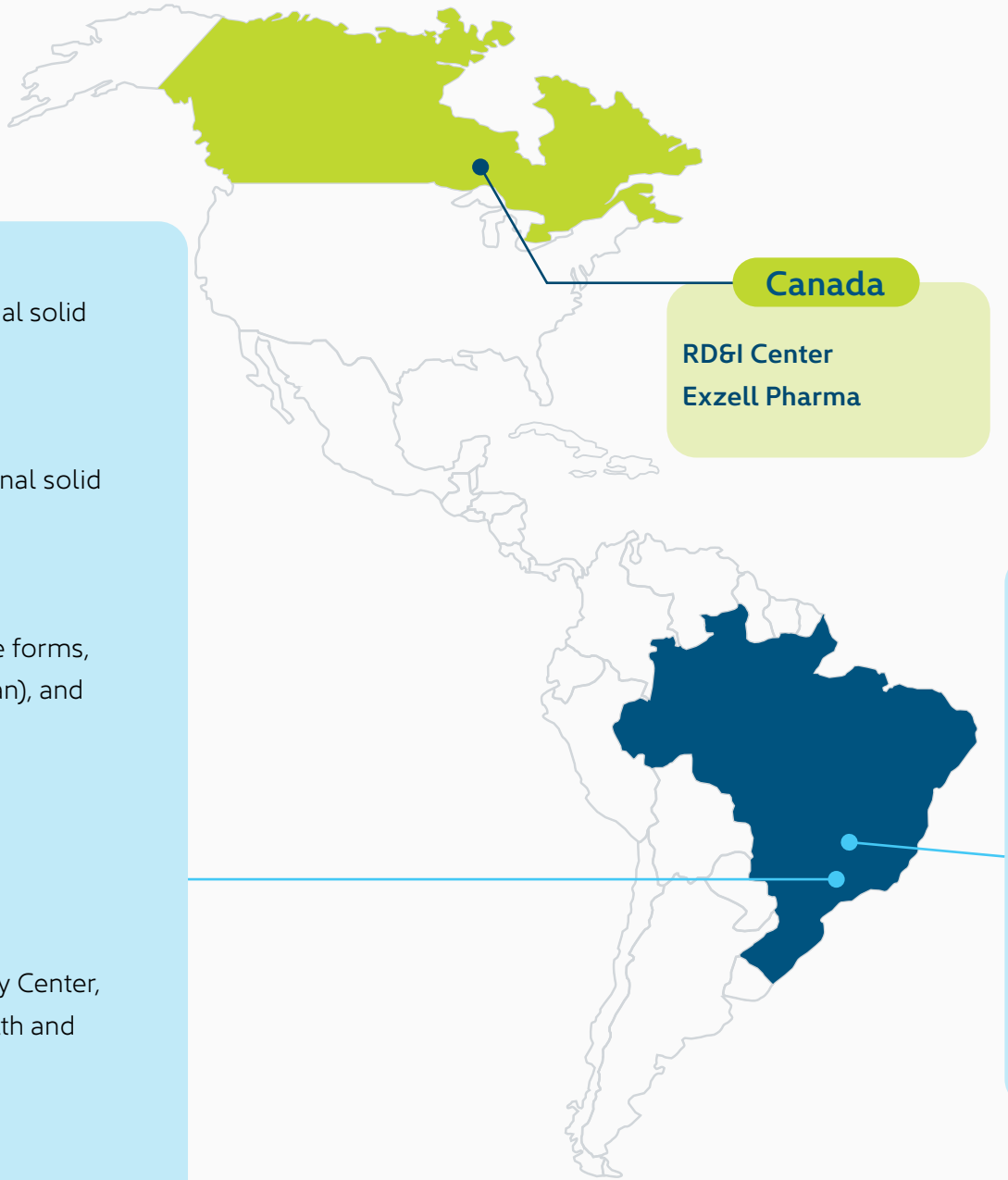


2026

- Consolidation of the Biolab & Co. brand.
- Launch of the Biolab & Co. Academy.
- Joining the UN Global Compact and the Brazil Pact (CGU).
- Integrated AEO - Federal Revenue Service and Anvisa.

Units

Biolab & Co. has facilities in Brazil and Canada.



São Paulo

Taboão da Serra
Manufacturing of hormonal and non-hormonal solid dosage forms, and injectable products.

Jandira
Manufacturing and packaging of non-hormonal solid dosage forms and softgel capsules.

Bragança Paulista
Manufacturing of non-hormonal solid dosage forms, liquids, semi-solids, occlusive products (human), and probiotics (veterinary).

Itapecerica da Serra and Jandira
RD&I Centers.

São Paulo
Administrative Center, Information Technology Center, Customer Service, Avert® Biolab Animal Health and Engineering Center.

Pirassununga
Production of the Pet Nutrition® product line (pet treats).

Canada

RD&I Center
Exzell Pharma

Minas Gerais

Pouso Alegre
Industrial Complex (manufacturing of non-hormonal solids and sachets), Pharmaceutical Equivalence Center (EQFAR, in Portuguese), warehouse, weighing, flexography, and quality control.

Territories of operation

GRI 2-6

Biolab & Co. has repositioned itself in the market, accelerated its pace of product launches, and expanded its production capacity through its modern manufacturing facility in Pouso Alegre, which gradually began operations in 2024.

To support its growth, the Company implemented simultaneous structural adjustments to its production capacity, process governance, and performance management in 2025. These initiatives are detailed throughout this Report.

With regard to its production capacity, Biolab & Co. redesigned its manufacturing footprint and adopted a model of industrial specialization by manufacturing facility. A significant portion of production will be centralized in Pouso Alegre. This redesign represents a leap in efficiency by optimizing resources and logistics, reducing costs, and strengthening the corporate culture. The increase in production capacity and efficiency is an essential step in enhancing the Company's competitiveness, expanding its product portfolio, and increasing its share in key markets.

The Company's strong expansion is also supported by a strategy focused on integrating management and processes, strengthening innovation, and advancing in-house technology. These initiatives modernize regulatory processes and maintain the high quality standards that have defined Biolab & Co.'s trajectory. They also aim to increase profitability to preserve investment capacity and expand its market share by increasing the product portfolio and pursuing opportunities for strategic shareholderships and acquisitions.

Currently, Biolab & Co. operates in all regions of Brazil, and its products are available at a large share of the country's approximately 94,000 pharmaceutical retail outlets, according to the Brazilian Association of Pharmacy and Drugstore Chains (Abrafarma, in Portuguese).

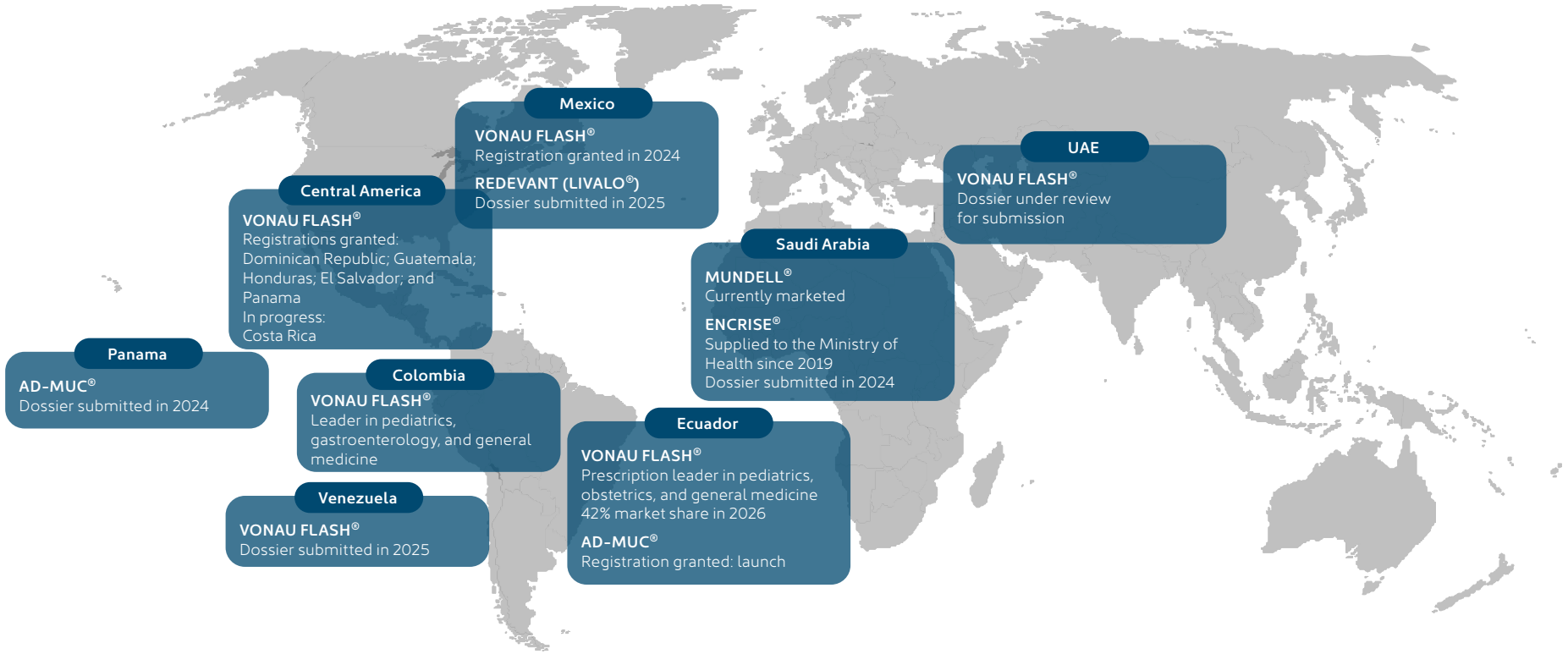


Canada

In Canada, Biolab & Co. operates through Exzell Pharma, a pharmaceutical company. Focused on the medium term, the Canadian operation is the initial step in the Company's international expansion strategy. The Company also has an RD&I center, making it a pioneer among Brazilian pharmaceutical companies and opening opportunities in terms of research capacity, know-how, and access to raw materials.

These are strategic investments aimed at gaining closer insight into international markets, optimizing production from Brazil, and developing products that comply with the requirements of the U.S. Food and Drug Administration (FDA) and the U.S. FDA, the EMA, and Health Canada.

Status of product and medicine exports by country



Portfolio

GRI 2-6

Biolab & Co. has a portfolio of more than 900 products for human and animal health. This diverse range reflects the Company's commitment to innovation and high quality standards.

Human health

The division specializes in developing, manufacturing, and marketing medications for various therapeutic areas. Organized into four product lines, the Human Health division, the Human Health line offers a wide range of solutions that address different medical and therapeutic needs.

The commitment to innovation and quality in its Human Health product lines reflects Biolab & Co.'s purpose of contributing to the health and well-being of the population, consolidating its position as a leading company in the Brazilian pharmaceutical market.

biolab
FARMACÊUTICA

For nearly 30 years, Biolab *Farmacêutica* has developed innovative, effective, and safe products for people, with a strong a strong presence within the medical community. Its portfolio of medicines, supplements, and dermocosmetics strengthens the Company's position as a leader in cardiovascular medication prescriptions.

The product line also excels in various specialties, such as dermatology; women's health; gastroenterology; the central nervous system; Over-The-Counter (OTC) medications; and urology.

384
products



biolab GENÉRICOS

With this product line, Biolab & Co. is transforming the health of millions of Brazilians by offering affordable generic medicines manufactured in the same facilities as its branded products. With a continuously expanding portfolio, the product line broadens the therapeutic options available to meet the needs of patients and healthcare professionals.

104
products





biolab FARMA GENÉRICOS

Built on advanced softgel capsule technology for the manufacture of vitamins, as well as tablets and liquid supplements, its quality is ensured by the exclusive Maximum Quality Grade seal (MGQ, from the Portuguese acronym) seal, which guarantees rigorous standards at every stage of the process, from development to final packaging.

24
products



AVERT FARMA

The Avert® Biolab *Saúde Humana* brand offers products in Brazil's Similar Medicines category. This product line provides medicines across a wide range of therapeutic areas, especially gastroenterology and vitamin supplementation. Its robust portfolio provides high-quality alternatives to branded and generic medicines while maintaining high quality standards and comprehensive product information.

46 products



exzell PHARMA

Committed to health and well-being, Exzell Pharma offers innovative solutions and effective treatments in various areas of healthcare. The company, headquartered in Canada, was acquired in 2022.

Biolab & Co.'s acquisition of Exzell Pharma represents a significant growth opportunity for the Group by establishing an international export platform based in Canada.

Among the product lines marketed by the brand, highlights include Myoflex®, a line of topical creams for muscle and joint pain relief, and EsopH®, an innovative product for treating the symptoms of Gastroesophageal Reflux Disease (GERD).

Exzell Pharma also has a dedicated animal health division (read more in Exzell Pharma Animal Health, on page 27).

58 products



Animal Health

Biolab & Co. offers a comprehensive portfolio of solutions that promote the health and well-being of dogs and cats through Avert® Biolab *Saúde Animal*, Exzell Animal Health and Pet Nutrition®. These brands are strategic shareholders for pet owners and veterinarians. This business reinforces the Company's commitment to health in its broadest sense by extending its care to companion animals.

Avert®
BIOLAB SAÚDE ANIMAL

Through Avert® Biolab *Saúde Animal*, the Company offers dietary supplements, dermocosmetics, and medicines developed to ensure ease of administration and high palatability, providing comprehensive care throughout every stage of pets' lives.

190
products



exzell PHARMA
ANIMAL HEALTH DIVISION

Exzell Pharma offers the Canadian market advanced therapeutic solutions through Exzell Animal Health, its dedicated animal health division. Focused on the veterinary pharmaceutical, nutraceutical, and dermocosmetic segments, the division aims to provide the best solutions for the health and well-being of dogs and cats, contributing to their quality of life and longevity.

11
products





Pet Nutrition®

Pet Nutrition® was established in the pet treats, natural snacks, and wet pet food market. Acquired by Biolab & Co. in 2023, the brand now offers products recognized for their outstanding nutritional composition, broad product range, and irresistible taste, all manufactured in accordance with the Company's rigorous production and quality standards.

96
products



3 CORPORATE GOVERNANCE

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Interactive summary

Governance structure

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-15, 2-19, 2-20, 2-21, 3-3 Material topic: Ethics & compliance

Biolab & Co.'s corporate governance framework aims to ensure transparency, integrity, and efficiency in decision-making. The Company's management structure is designed to balance innovation, financial discipline, and accountability.

Historically, the Company has adopted a lean organizational structure with few hierarchical levels to enable swift decision-making. It consists of the managing shareholders, the Advisory Board, the Governance Officer, the Advisory Committees, and the Executive Leadership team. Corporate governance is composed of:

- Three managing shareholders;
- CEO;
- Four independent directors;
- Governance Officer;
- Executive leaders.

The CEO makes decisions on strategic matters with the support of the managing shareholders, and the executive leadership team implements those decisions.

As part of the evolution of its Corporate Governance, Biolab & Co. has flattened its organizational structure so that the entire executive leadership team now reports directly to the CEO, thereby improving the flow of communication and the speed of decision-making. It has also reassigned employees to better match their profiles to their roles, particularly across the business functions. The focus has been on professionalizing governance without losing the Company's essence, which is based on close relationships and trust between senior management and employees.

Organizational chart



Advisory Board

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

The Advisory Board is the Company's highest governance body. It comprises eight members, four of whom are Company executives (the CEO and three managing shareholders) and four independent members.

In 2026, Biolab & Co. completed the renewal of its independent board members with the appointment of Adriano Treve (former CEO of Roche in Brazil and more than 30 countries) ,Cássio Casseb (former CEO of Banco do Brasil and Grupo Pão de Açúcar) and Paulo Gandolfi (former CEO of 3M) have served on the Advisory Board since 2025, and João Bezerra Leite (former CTO of Itaú) has served since late 2024. They are professionals with complementary experience and perspectives that extend beyond the pharmaceutical industry.

The board members provide strategic advice and guidance to management. They have contributed expertise in governance, emerging technologies, operational efficiency, results-oriented management, RD&I, and the development of business opportunities and innovation shareholderships in Europe and the Middle East. Together, they bring diversity of knowledge and perspectives. They also broaden the Company's perspective on the future. The independent board members have become familiar with the Company through meetings, site visits, and institutional events, such as the Sales Force Convention and InovaBio.



Independent directors, managing shareholders, and the CEO.

Biolab & Co. completed the renewal of its board of independent directors in 2026, broadening the diversity of expertise and strengthening its strategic vision with professionals whose perspectives extend beyond the pharmaceutical industry.

Since January 2025, Biolab & Co.'s CEO has also served as Chair of the Advisory Board. This decision took into account Fabio Amorosino's extensive professional experience and the fact that he served as an independent board member before assuming the role of CEO in 2024. As an independent board member, Amorosino oversaw the initial implementation of the Company's corporate governance framework, and his continued service on the Advisory Board has been crucial to ensuring continuity in the Company's governance while driving further progress.

Shareholders Cleiton de Castro Marques, Paulo de Castro Marques, and Dante Alario Junior have served as managing shareholders and Advisory Board members since 2024, after having held the executive positions of CEO, COO, and CSO, respectively, for many years.

Advisory Board members and members of the advisory committees are selected based on their areas of expertise. They are professionals with extensive experience across a wide range of industries and complementary areas of expertise.

Highest governance body

Name	Gender	Executive or non-executive member	Independence	Tenure	Number of other positions and commitments held by the member and the nature of these commitments
 **Fabio Alberto Amorosino**	Male	Executive	✗	Not applicable	CEO and Interim Chair of the Advisory Board.
 **Adriano Antonio Treve**	Male	Non-executive member	✓	Not applicable	Independent member, member of the Advisory Board and all advisory committees.
 **Cássio Casseb Lima**	Male	Non-executive member	✓	Not applicable	Independent member, member of the Advisory Board and all advisory committees.
 **João Antônio Dantas Bezerra Leite**	Male	Non-executive member	✓	Not applicable	Independent member, member of the Advisory Board and all advisory committees.
 **Paulo Roberto Gandolfi**	Male	Non-executive member	✓	Not applicable	Independent member, member of the Advisory Board and all advisory committees.
 **Cleiton de Castro Marques**	Male	Non-executive member	✗	Partner	Managing partner, member of the Advisory Board and all advisory committees.
 **Dante Alario Jr.**	Male	Non-executive member	✗	Partner	Managing partner, member of the Advisory Board and all advisory committees.
 **Paulo de Castro Marques**	Male	Non-executive member	✗	Partner	Managing partner, member of the Advisory Board and all advisory committees.

The Advisory Board recommends actions that create positive outcomes for the Company. For example, it has been actively engaged in the Company's due diligence and governance processes, overseeing the overseeing initiatives that assess information and indicators related to the impacts of its activities on the economy, the environment, and people. In the area of sustainable development, it plays a key role in identifying initiatives and advancing an even more robust ESG agenda.

At the same time, the Advisory Board's internal members meet periodically with the Governance Officer to support the continued development and evolution of the Company's governance bodies.

The managing shareholders and the CEO share responsibility with the executive leadership for managing the impacts on the economy, the environment, and people. Although there is no formal process or defined frequency for reporting such impacts, the Advisory Board and the Integrity Committee periodically discuss measures to manage and mitigate them. The executive leadership responsible for the area concerned is involved whenever appropriate, and the Governance Officer supports the process and facilitates the necessary coordination.

The Governance Officer maintains ongoing communication with Advisory Board members, the CEO, the managing shareholders, and the executive leadership, serving as the liaison between the Company's governance bodies and the Chair of the Advisory Board in prioritizing strategic matters.

The Advisory Board plays a key role in identifying actions and advancing the ESG agenda.



CEO and members of Biolab & Co.'s Advisory Board.

Committees

Four committees assist the Advisory Board, namely:

- People and Culture Committee;
- Strategy Committee;
- Innovation and Technology Committee; and
- Corporate Integrity Committee.

The shareholders, the CEO, and the independent Advisory Board members participate in all committees.

Corporate Integrity; Strategy; Innovation and Technology; and People and Culture Committees

FABIO ALBERTO AMOROSINO

Executive member

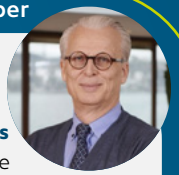


Independence ✕

Positions and commitments
CEO and Interim Chair of the Advisory Board.

ADRIANO ANTONIO TREVE

Non-executive member



Independence ✓

Positions and commitments
Independent member of the Advisory Board and all Advisory Committees. He has more than 40 years of experience in the pharmaceutical industry, having held leadership positions in Latin America, Europe, the United States, the United Arab Emirates, India, and Central Asia. He served as CEO of Roche's operations across 30 countries and currently serves on the Board of Directors of Radiant Pharmaceuticals.

CÁSSIO CASSEB LIMA

Non-executive member



Independence ✓

Positions and commitments
Independent member of the Advisory Board and all Advisory Committees. He served as CEO of Banco do Brasil, Grupo Pão de Açúcar, and Grupo Dreyfus. He has also served on the boards of companies such as Visa, Marisa, and Localiza. He currently serves as a member of the Board of Directors of BBCE and Honorary Chair of the Board of Instituto Reciclar.

JOÃO ANTÔNIO DANTAS BEZERRA LEITE

Non-executive member



Independence ✓

Positions and commitments
Independent member of the Advisory Board and all Advisory Committees. Mr. Bezerra has 36 years of experience in the technology sector, including serving as CTO of Itaú, and has extensive expertise in technology and fintech. He serves on the boards of Banco Carrefour, Nuvini, and TQI. He is recognized for strategically leveraging technology to drive business growth.

PAULO ROBERTO GANDOLFI

Non-executive member



Independence ✓

Positions and commitments
Independent member of the Advisory Board and all Advisory Committees. Former CEO of 3M Brazil, with 28 years at the Company and extensive experience in Research, Development, and Innovation (RD&I). He has led operations in Brazil and internationally, adopting a multidisciplinary approach aligned with business strategies.

Corporate Integrity; Strategy; Innovation and Technology; and People and Culture Committees

ADRIANO FABIO TAVARES CALDAS

Executive member



Independence ×

Positions and commitments
Member of the People and Culture Committee and Pharma Demand Director.

ALEX MALAVAZI DOS SANTOS NETO

Executive member



Independence ×

Positions and commitments
Member of the Corporate Integrity Committee and Superintendent of Corporate Integrity.

CAMILA CAMARGO CLEMES

Executive member



Independence ×

Positions and commitments
Member of the People and Culture Committee and People & Management Executive Officer.

CLAUDIA ALVES CATALAN

Executive member



Independence ×

Positions and commitments
Member of the Innovation and Technology Committee and RD&I Executive Officer.

ELOI DONIZETI NETTO

Executive member



Independence ×

Positions and commitments
Member of the Corporate Integrity Committee and Quality Executive Officer.

FERNANDO AUGUSTO VIEIRA

Executive member



Independence ×

Positions and commitments
Member of the Innovation and Technology Committee and Corporate Intelligence Executive Officer.

FILIPE JOSE B. G. B. PELISSARI

Executive member



Independence ×

Positions and commitments
Member of the Corporate Integrity, Strategy, and Innovation and Technology Committees, and Chief Financial and Administrative Officer.

Corporate Integrity; Strategy; Innovation and Technology; and People and Culture Committees

GUSTAVO KASPRZAK

Executive member



Independence ×

Positions and commitments
Member of the Innovation and Technology Committee and IT Executive Officer.

LEANDRO HENRIQUE PAVÃO

Executive member



Independence ×

Positions and commitments
Member of the Innovation and Technology, and People and Culture Committees and Industrial Executive Officer.

LUCAS MARQUETO PASSOS

Executive member



Independence ×

Positions and commitments
Member of the Innovation and Technology Committee and Director of New Business.

MANUELA MARQUES

Executive member



Independence ×

Positions and commitments
Member of the Innovation and Technology Committee and Supply Chain Executive Officer.

MERLIN DE CASTRO

Executive member



Independence ×

Positions and commitments
Member of the People and Culture Committee and Head of the Animal Health Unit.

REGIS ARTHUR TEIXEIRA

Executive member



Independence ×

Positions and commitments
Member of the Innovation and Technology Committee and Director of Marketing.

TATIANA MARQUES

Executive member



Independence ×

Positions and commitments
Member of the People and Culture Committee and Communication and Impact Executive Officer.

WILLIAM AUGUSTO MARANDOLA

Executive member



Independence ×

Positions and commitments
Member of the Innovation and Technology Committee and Director of Innovation.

PAULA STAVROPOULU BARCHA

Executive member



Independence ×

Positions and commitments
Governance Officer.

People and Culture Committee

The People and Culture Committee supports the Advisory Board in analyzing and monitoring matters related to people management and strengthening the Company's organizational culture. Its discussions include:

- Guidelines and strategies to recognize and value employees;
- Practices that foster engagement and well-being;
- Initiatives focused on diversity, inclusion, and equity in the workplace;
- Health, safety, and professional development programs, ensuring alignment with leading market practices;
- Talent management policies and processes, including talent attraction, retention, and succession planning; and
- Initiatives that strengthen Biolab & Co.'s organizational values and cultural identity, while supporting alignment between people management practices and the Company's strategic goals.

The Committee is composed of leaders from the People & Management, Communication and Impact, Animal Health, Industrial, and Demand areas.

Innovation and Technology Committee

The Innovation and Technology Committee discusses initiatives to promote and foster a culture of innovation, as well as matters related to technology and digital transformation. It monitors the competitive landscape and provides analyses that identify relevant opportunities and threats, particularly those related to business, processes, shareholderships, and products. The Committee recommends initiatives to enhance processes, products, and services and ensures the clear and effective communication of innovation initiatives to stakeholders, in line with the Company's corporate guidelines.

The Committee comprises leaders from the IT, Intelligence, Supply Chain, RD&I, Industrial, Marketing, New Business, and Innovation departments.



Corporate Integrity Committee

The Corporate Integrity Committee analyzes and monitors matters related to internal audit, risk management, and compliance. Its discussions include:

- The implementation and maintenance of corporate governance practices that ensure transparency and integrity in organizational processes;
- The monitoring of the effectiveness of internal controls and risk management processes;
- The assessment of regulatory compliance and adherence to internal and external policies;
- Improvements to policies, standards, and processes to mitigate risks and strengthen the compliance framework;
- The monitoring of internal and external audits to ensure the implementation of action plans and the resolution of identified nonconformities; and
- Strategic recommendations that promote corporate integrity.

The Committee is composed of executive leaders from the Finance and Administration, Quality, Corporate Integrity, and Supply Chain areas.

Strategy Committee

The Strategy Committee supports senior leadership in defining, assessing, and monitoring strategic direction. To this end, it considers the discussions and deliberations of the Advisory Board and the other committees, while assessing internal and external scenarios, identifying risks, opportunities, market trends, and innovation, and putting forward recommendations that contribute to the Company's sustainable growth and long-term competitive positioning.

The Committee is composed of executive leaders from the Finance and Administration area.

Sustainability

The Sustainability area is responsible not only for the governance of ESG topics, particularly social initiatives, but also for raising the internal and external visibility of initiatives that have been effectively planned and implemented, in shareholdership with other areas.

The Sustainability area was established in 2025. During this period, the Company approved its strategic plan, establishing goals, targets, and priority projects that, in future reporting cycles, are expected to demonstrate the progress of its initiatives more systematically and measure their impacts.

In addition, a Sustainability Policy is scheduled to be completed in the second half of 2026, further strengthening the Company's management framework, which already includes the Corporate Governance, Biodiversity, and Environmental Policies.

Joining the UN Global Compact

In February 2026, Biolab & Co. strengthened its ESG agenda by joining the UN Global Compact, one of the world's leading corporate sustainability initiatives. Through this commitment, the Company seeks to integrate innovation, operational efficiency, and environmental responsibility throughout its value chain.

Upon joining the initiative, Biolab & Co. appointed employees to serve on the UN Global Compact's Action Platforms for Climate; Water, Oceans and Waste; Communicate and Engage; Human Rights and Labor; and Anti-Corruption.

Alignment of the SDGs with the ESG Pillars

The Company is committed to all Sustainable Development Goals (SDGs) established under the UN 2030 Agenda. Accordingly, the SDGs are not addressed in isolation, but rather as guiding principles that collectively strengthen Biolab & Co.'s commitments and reinforce the creation of shared value.

The SDGs listed below illustrate areas where our initiatives have a direct impact, while keeping our commitment aligned with the 17 Sustainable Development Goals, which guide our actions and decisions in a comprehensive and integrated manner.



Environmental (E) Pillar

Affordable and Clean Energy

It relates to Biolab & Co.'s commitment to energy efficiency, reducing greenhouse gas emissions, and adopting more sustainable energy sources across its operations.

Responsible Consumption and Production

It relates to initiatives focused on waste management, the circular economy, the responsible use of natural resources, and the promotion of sustainable practices throughout the value chain.

Climate Action

It reflects the Company's efforts to mitigate environmental impacts, reduce its carbon footprint, and strengthen initiatives aimed at climate change adaptation and mitigation.

Social (S) Pillar

Good Health and Well-Being

It represents the essence of the Company's purpose as a pharmaceutical company: to develop solutions that promote quality of life, access to healthcare, and well-being for patients, employees, and communities.

Quality Education

It relates to investments in training, professional development, continuing education, and initiatives designed to strengthen internal and external capabilities.

Reduced Inequalities

It is aligned with initiatives focused on diversity, equity, and inclusion, as well as social initiatives that expand opportunities and promote human development.

Governance (G) Pillar

Decent Work and Economic Growth

It reflects the Company's commitment to ethical, safe, and inclusive labor practices, as well as to creating sustainable value for employees, shareholders, and society.

Peace, Justice and Strong Institutions

It relates to corporate governance, ethics, integrity, compliance, transparency, and responsible business practices.

Based on its commitment to and progress toward the global SDGs, Biolab & Co. aligns its governance, business, and operations with a long-term vision focused on preventing negative impacts, using natural resources efficiently, and encouraging the development of more sustainable technologies.

Ethics and compliance

GRI 3-3 Material topic: Ethics & compliance | 2-15, 2-16, 2-23, 2-24, 2-25, 2-26, 2-27

In 2025, Biolab & Co. established the Corporate Integrity Office. The new structure brings together the Compliance, Internal Audit, Internal Controls, Risk Management, and Data Privacy areas.

This integration strengthens coordinated action by providing a more comprehensive and strategic view of risks, controls, and ethical conduct. It also enables the Company to identify risks proactively, strengthen controls, and ensure an integrated approach to preventing, addressing, and responding to potential misconduct.

The new Corporate Integrity Office reports directly to the CEO and the Corporate Integrity Committee, a structure that enhances the visibility of integrity-related matters in decision-making and helps embed ethics more deeply into the Company's day-to-day operations. This represents an important step forward in strengthening governance and fostering Biolab & Co.'s culture of integrity, underpinned by transparency, accountability, and ethical conduct.

The Company's corporate policies, goals, and targets relating to integrity are guided by the highest ethical standards, Brazilian legislation, and internationally recognized intergovernmental instruments, including the principles of the United Nations (UN) and the International Labour Organization (ILO).

The engagement of senior management and employees contributes to the continuous enhancement of the measures adopted. Dialogue takes place through a range of mechanisms, including the Whistleblowing Channel, training programs, internal communications, and interactions with the business areas. These exchanges enable the Company to identify perceptions, risks, and opportunities for improvement, such as enhancements to policies, procedures, and awareness initiatives.

The Company monitors the effectiveness of the measures implemented through internal indicators, including training completion rates, the collection and analysis of feedback, and benchmarking against market practices. These mechanisms enable the Company to track progress toward its established goals and identify opportunities for improvement.

In parallel, the Company maintains a formal structure for escalating critical concerns related to business conduct and the impacts of its activities to the highest level of governance. The Corporate Integrity Committee is responsible for reviewing strategic matters related to risk, integrity, and corporate governance.

It reports to the Advisory Board and presents the key issues identified. Meetings are held regularly to oversee these matters or convened immediately whenever the nature of an issue requires priority attention.

Among the key matters reported are cases raised through the Whistleblowing Channel or sensitive issues related to professional conduct, such as allegations of harassment and discrimination.

Senior leadership also holds regular meetings to review the Corporate Integrity Superintendency Office's key activities and align short-, medium-, and long-term actions.

Over the coming years, the Company's priority is to further strengthen the integration of the integrity agenda with its business strategy.

Brazil Pact

In early 2026, Biolab & Co. joined the Brazil Pact (*Pacto* Brasil), an initiative led by the Office of the Comptroller General (CGU, in Portuguese), publicly reaffirming its commitment to business integrity. By joining the initiative, the Company strengthens its ability to attract customers, employees, suppliers, and business shareholders that share the same commitment to integrity.

Clean Company Seal

In 2026, Biolab & Co. was awarded the Clean Company Seal. The certification is granted to signatories of the Business Pact for Integrity and Against Corruption, coordinated by the Ethos Institute, which are committed to internal integrity and anti-corruption practices, as well as transparency.

Training and communications

The Company conducts training programs and communication initiatives to strengthen its culture of integrity, ensuring that it is perceived as a value embedded in the organizational culture rather than merely as a formal guideline.

Digital training courses are offered through the Biolab & Co. Academy, expanding their reach and facilitating access to content. In-person training sessions are provided primarily at the manufacturing sites.

The Company also maintains an ongoing communication plan focused on integrity-related topics, with regular content reinforcing ethical guidelines in a simple and practical manner. The goal is to make integrity an increasingly integral part of employees' daily routines while encouraging reflection on and the application of these principles in their day-to-day activities.

Code of Ethical Conduct

The Code of Ethical Conduct is the foundational document that guides Biolab & Co.'s operations and the relationships and conduct of its employees, shareholders, and business shareholders. It serves as a tool for preventing, mitigating, and addressing ethical, integrity, and anti-corruption matters, as well as for remediating potential adverse impacts.

The Code establishes principles and rules covering:

- Respect for life, the environment, safety, and the opinions of others;
- Ethical, honest, and respectful conduct;
- Equal treatment, without discrimination based on gender, race, age, or any other characteristic;
- Conflicts of interest;
- Anti-corruption;
- Social and environmental responsibility;
- Sustainable growth;
- Confidential information;
- Personal data protection; and
- Ombudsman channel.



All new employees receive training on the Code of Ethical Conduct and the Compliance Program.

With respect to conflicts of interest, for example, the Code identifies potential situations, establishes mechanisms for managing such risks, and sets out the expected standards of conduct. Officers and employees are required to disclose any potential conflicts of interest that could affect their activities within the Company. The Company assesses potential risks and adopts mitigation measures through a multidisciplinary approach. When necessary, matters are escalated to executive management or senior leadership for deliberation and decision-making, ensuring a transparent process.

AEO Certification

In September 2025, Biolab & Co. obtained certification under Anvisa's Authorized Economic Operator Program (Integrated AEO), aimed at streamlining and integrating import controls for products subject to health surveillance.

The certification represents a competitive advantage and generates positive financial impacts. Under the program, imported materials benefit from an expedited customs clearance process, significantly reducing import lead times. The same applies to product exports, enabling the Company to bring its products to market more quickly.

The Company had previously obtained the Brazilian Federal Revenue Service's AEO Security and AEO Compliance certifications in 2024 after meeting multiple technical and operational requirements.

These certifications demonstrate the security and compliance of the Company's foreign trade processes and reinforce its ongoing efforts to strengthen corporate governance, a fundamental pillar of its ESG strategy. Responsibility for managing the certifications has now been assigned to the Corporate Integrity team.

In 2025, more than 2,300 employees completed online training on the concepts and guidelines of the AEO Program.

A key priority for 2026 is obtaining AEO Compliance Reference (Excellence) certification, which provides automatic green-channel customs clearance and deferred payment of import duties.

Risk identification

To maintain its AEO certification, Biolab & Co. conducted a comprehensive operational risk assessment in 2025, with priority given to foreign trade processes. In line with the Program's certification requirements, the Company identified risks, established mitigating controls, performed effectiveness testing, and assessed residual risks.

The following were identified as critical risks:

- Processes related to foreign trade;
- Processes associated with the logistics chain, including international operations, logistics flows, inventory management, master data controls, receiving procedures, and tax compliance; and
- Procurement and supplier management practices, given their direct impact on customs compliance, logistics chain security, and the integrity of operations.



Ombudsman

The Ombudsman is available to anyone (both employees and external stakeholders) to report allegations, violations of laws or Company policies, complaints, or concerns. Reports may be submitted either anonymously or by identifying themselves with identification and are handled confidentially.

The Ombudsman is operated by an independent third-party provider and managed by Biolab & Co.'s Compliance area. The information provided and the investigation process are treated as confidential. In certain cases, matters may be brought to the attention of the relevant executive office and senior leadership. In general, reports are reviewed by the Compliance area, which conducts investigations and adopts the appropriate measures in accordance with the Company's values, principles, internal policies, and integrity guidelines. The reporting party is informed of the progress and outcome of the case, while the confidentiality of all parties involved is preserved.

The information and trends identified through the reports contribute to assessing the effectiveness of the Ombudsman function and identifying opportunities to improve its processes and case-handling procedures.

Channels
Available 24/7.

Website
contatoseguro.com.br/biolab

Telephone
0800 810 8512

In addition to the Ombudsman, employees may raise concerns with their respective managers or through the People & Management and Compliance areas. The Compliance area also provides a dedicated email address on the Company's intranet for employees to ask questions or raise concerns (integridade@biolabfarma.com.br).

Internal Audit

Each year, the Company establishes an Annual Audit Plan, which is approved by the Corporate Integrity Committee. The Plan prioritizes processes based on risk, materiality, likelihood of occurrence, and the results of previous audits, in line with best practices in corporate governance and enterprise risk management.

In 2025, the Audit Plan was carried out by an independent audit firm and complemented by special engagements conducted by the Company's internal audit team, ensuring an approach aligned with recognized auditing and internal control standards.

Also in 2025, the Company began transitioning the audits included in the Annual Audit Plan to full execution by the internal audit team. This initiative is intended to strengthen collaboration with the business areas, enhance an integrated and continuous view of risks, support the achievement of strategic goals, and increase the agility of the audit cycle and the monitoring of action plans.

In addition, in 2026, the Corporate Integrity and Internal Audit teams will implement the Perinity Platform, an established Governance, Risk, and Compliance (GRC) solution a well-established GRC solution with more than 20 years in the market and broad adoption across industries in Brazil. The platform supports the integrated management of risks, internal controls, and internal audit activities.

The implementation of the platform will strengthen corporate governance by centralizing information, automating notifications, and enhancing collaboration among business areas and managers, contributing to greater efficiency and improved data quality. It will also enable more effective controls, structured monitoring of action plans, prioritization of critical risks, and continuous monitoring of compliance with regulatory requirements, internal policies, and market practices.

Internal controls

In 2025, Biolab & Co. continued to systematically monitor audit findings and outstanding action plans to assess adherence to corporate policies and verify that identified risks were being appropriately addressed.

As part of its operational management and initiatives to strengthen the internal control environment, the Company implemented continuous monitoring routines for action plans in collaboration with the managers responsible.

This approach contributes to stronger governance, the continuous improvement of processes, and the effective mitigation of risks, in line with best practices in internal controls and enterprise risk management.



Biolab Process Management (BPM)

Through its proprietary Biolab Process Management (BPM) methodology, the Company's Process Management department is responsible for streamlining processes, establishing standard operating procedures, defining rules and guidelines, and documenting workflows. Its objective is to enhance operational efficiency and regulatory compliance, ensure greater clarity and consistency across the corporate structure, and maximize results.

Through these initiatives, the area supports managers in aligning their business processes with the Company's strategy and generating evidence of legal and regulatory compliance.

In 2025, its activities focused on projects aligned with the Company's strategic goals to address the following challenges:



12 projects completed in 2025

Key projects in 2025

In 2025, the BPM area completed projects focused on innovation, process improvement, and organizational restructuring. These included:

RD&I mapping: analysis of capacity versus demand. Based on the assessment of various types of data, including demand volume and activity execution times, the Company identified opportunities to optimize team organization for project execution. Team workloads were rebalanced, reducing the need for additional hiring while increasing capacity to execute one additional project per year. The Company intends to replicate this initiative across other areas (read more in Development and innovation, on page 136).

Anvisa Integrated AEO Certification: certification obtained to streamline import controls for products subject to health surveillance by Anvisa for operators already certified under the Brazilian Federal Revenue Service's Authorized Economic Operator Program, with the objective of reducing product import times (read more in AEO Certification, on page 43).

Standardization of job titles: guidelines were approved to align the Company's hierarchical structure and standardize job titles, preferably in Portuguese, with translations provided when necessary. The guidelines were aligned with the Company's business strategy and market practices and will be formalized in a policy.

Biolab & Co. Academy: development of the initial proposal for its structure and operating model (read more in Biolab & Co. Academy, on page 70).

Operational Executive Office's structure: mapping of the organizational structure, scope, and interactions of the Operational Executive Office's areas.

IT architecture: the Company conducted a comprehensive review of all systems used since its founding in 1997. An inventory was prepared covering systems both managed and unmanaged by the Information Technology (IT) area. This initiative was undertaken to identify systems still in operation, assess the level of customization of their functionalities, and strengthen maintenance and backup controls.

Master data cleansing: the Company carried out a carried out a master data cleansing process of production items, such as raw materials and products under development and finished products. The project lasted nearly two years and eliminated items that were no longer useful to the Company's current operations, without affecting operations.

Transportation and warehouse mapping: the Company consolidated its distribution center, warehouse, and transportation activities into a single Integrated Logistics area. The centralization resulted from a diagnostic assessment conducted by BPM. The Company also incorporated key performance indicators (KPIs), monitoring processes, and business intelligence capabilities into this integrated operation. In addition, it implemented a proprietary warehouse management system to ensure the security and traceability of materials. In 2026, BPM's scope will be expanded to include governance and process automation modeling through the initiatives described below. The objective is to increase efficiency, security, and agility while reducing operational risks.

Pipefy: in the second half of 2025, a workflow automation system was acquired to improve the flow of manual processes currently handled by email and supported by a large number of Excel spreadsheets. The project focuses on increasing efficiency and productivity and will facilitate decision-making. Three processes are being modeled in the system as pilots for software validation: CM/RM | Change Control and Change Request for operations that impact Good Manufacturing Practices for medicines; CSV | Computerized Systems Validation; and Marketing Promotional Material Approval.

Codes and policies

The development and enhancement of policies strengthen transparency and governance across internal processes and interactions with third parties.
In 2025, Biolab & Co. published its Human Rights Policy, reinforcing its commitment to conducting business ethically and respecting fundamental human rights in its relationships with employees and business shareholders. The Policy references the Universal Declaration of Human Rights, the UN Global Compact, and the principles of the International Labour Organization (ILO).

Human rights are also embedded in the Company's employee-related policies, which address topics such as personal protective equipment (PPE) and hazardous working conditions.

The Company also maintains the following policies:

- Code of Ethical Conduct;
- Code of Commercial Conduct;
- Compliance Policy;
- Anti-Corruption Policy;
- Supplier and Employee Registration Policy;
- Data Privacy Policy;
- Ombudsman Management Policy;
- Environmental Policy;
- Biodiversity Policy (which references the Nagoya Protocol); and
- Occupational Safety Policy.

These policies define the roles and responsibilities of each area, including those of senior leadership, for implementing the Company's policies and standards. External policies are published on the Company's website, while internal policies are made available through the Company's intranet portal, the official communication channel. They apply to all business areas involved in the processes and activities covered by each policy, as well as to all companies within the Group. Employees and senior management receive mandatory training on policies related to standard operating procedures.

All documents classified as a Policy, Normative Instruction, or Normative Communication are reviewed by the responsible management area, as well as the legal and compliance areas, validated by the executive directors, and approved by senior management. These documents are reviewed every two years, although the responsible manager may initiate an earlier review whenever deemed necessary.

The Code of Ethical Conduct, the Corporate Governance Manual and Policy, and the Normative Documentation Governance Policy provide guidance to the business areas in drafting and reviewing internal policies and standards. In addition, the Biolab Process Management area is responsible for managing and maintaining all of the Company's normative documents.

Compliance of wellness programs

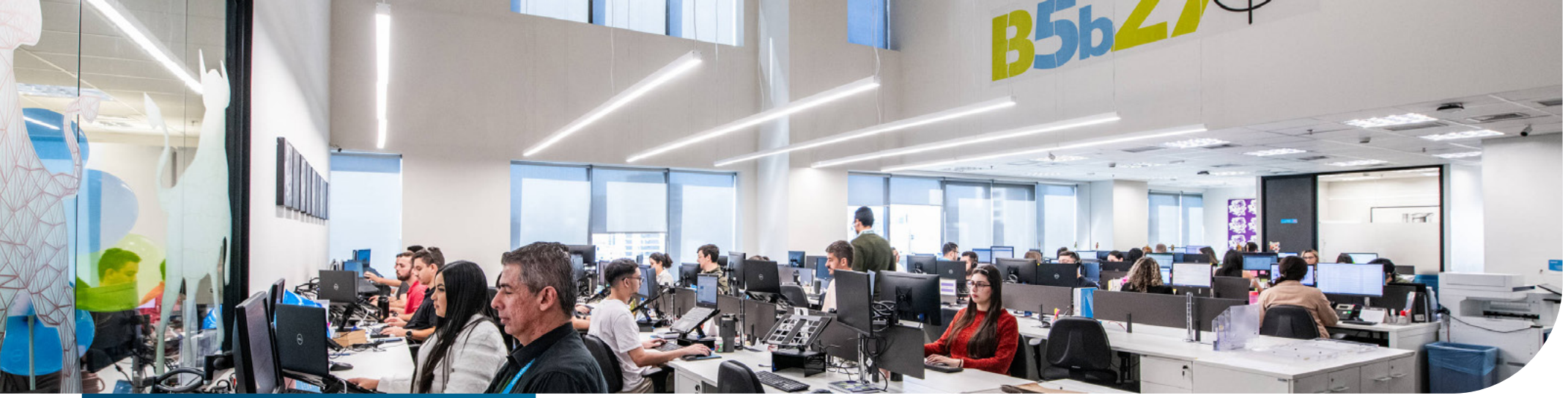
Through BPM, Biolab & Co. mapped, documented, and validated the compliance of the Company's principal initiatives and processes focused on employees' health, safety, and wellness. A total of 46 initiatives covering the physical, mental, and psychosocial dimensions of well-being were documented. The Company also documented 39 policies and processes that establish criteria, define responsibilities, and provide long-term support for these programs.

With the support of Fundação Vanzolini, Biolab & Co. conducted a compliance audit of these programs during the first quarter of 2026. The results indicated a high level of maturity. The Company also consolidated all programs into a single document to further enhance awareness of and access to information about its wellness programs (read more in Wellness programs, on page 78).

46 identified initiatives
that address the physical, mental, and psychosocial dimensions.

39 documented policies
that define criteria and responsibilities and support the programs.





106
Standard Operating Procedures (SOPs).

35
policies.

Management of regulatory documents

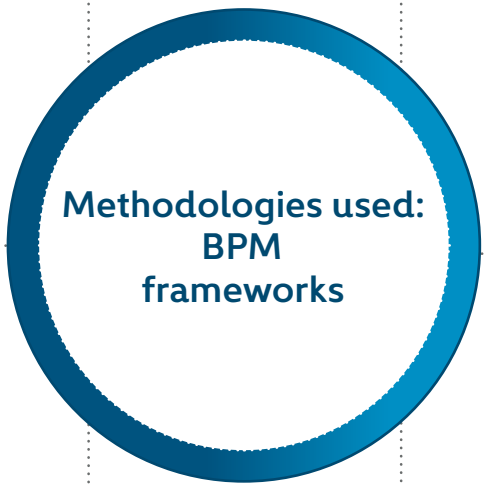
The Company achieved a an almost fully documented set of processes, with the delivery of 141 normative documents, providing the process framework needed to support the Company's growth and strengthen procedural controls.

For 2026, the Company adopted a shared target model aligned with its strategic goals and focused on projects aimed at increasing productivity and efficiency. This change reflects the volume of normative documents already published and the fact that the Company's areas are responsible for requesting the development of normative documents.

Over the past two years, Biolab & Co. has structured a process for developing and publishing policies, which has been formalized through the so-called Policy on Policies (Normative Documentation Governance Policy). The Company has also reduced the time between the start of the review process and the publication of documents. What previously took approximately three years has been reduced to between four and eight months, depending on the complexity of the document. This timeframe is expected to decrease further following the implementation of a digital signature tool and a normative document management process that will incorporate controls for policy and SOP expiration dates.

Methodologies applied

The Company adopts several management tools to create value for its processes. Results are measured through performance indicators that assess the gains achieved while also considering the Organization's ability to absorb the innovations enabled by process changes.



VALUE CHAIN

An analytical model used to identify the Company's macroprocesses that create value for customers.

SIPOC

A practical and intuitive method for obtaining a clear, high-level view of the main stages of a process.

BALANCED SCORECARD (BSC)

A management tool that enables the definition of each area's strategic goals by establishing balanced cause-and-effect relationships among the BSC perspectives (Customers, Financial, Processes, and Human Resources).

PDCA

To support process design and redesign activities, the BPM area applies the concepts of the PDCA methodology. However, the phases and activities of the methodology are adapted according to the scope, timeline, and specific needs of each project.

LEAN OFFICE

The application of lean manufacturing concepts to administrative areas, with the aim of reducing waste associated with internal processes.

SWOT

A tool used to identify strengths, weaknesses, well as opportunities and threats.

4 PEOPLE

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Interactive summary



Employees

GRI 2-7, 2-8, 3-3 Material topic: Talent attraction, development, and retention

Biolab & Co. is committed to building a modern, high-performing workforce. The Company's management approach is centered on the belief that "People Are Our Greatest Asset." Accordingly, it reaffirms its commitment to fostering a work environment that enables each individual to reach their full potential while strengthening its corporate culture.

Its management strategy is built on three pillars: fostering connection, encouraging development, and promoting Comprehensive Well-Being





Meaningful Connection

G&G

Encourages meaningful relationships that promote happiness, engagement, and a sense of belonging, strengthening interpersonal connections.

Personal and Professional Growth

G&G

Takes responsibility for fostering continuous development by providing opportunities aligned with individual interests and motivations.

Life Experience and Holistic Well-Being

G&G

Promotes Comprehensive Well-Being by offering programs that enhance quality of life and provide appropriate benefits, fair compensation, and recognition.

Workforce

3,989 permanent employees

distributed across four different groups



515
administrative units



1,654
manufacturing units



1,602
Sales Force



223
Pouso Alegre – construction

Number of permanent employees by gender

2024	men	women	total
	2,083	1,803	3,886

2025	men	women	total
	2,070	1,919	3,989

Note: there are no temporary employees.

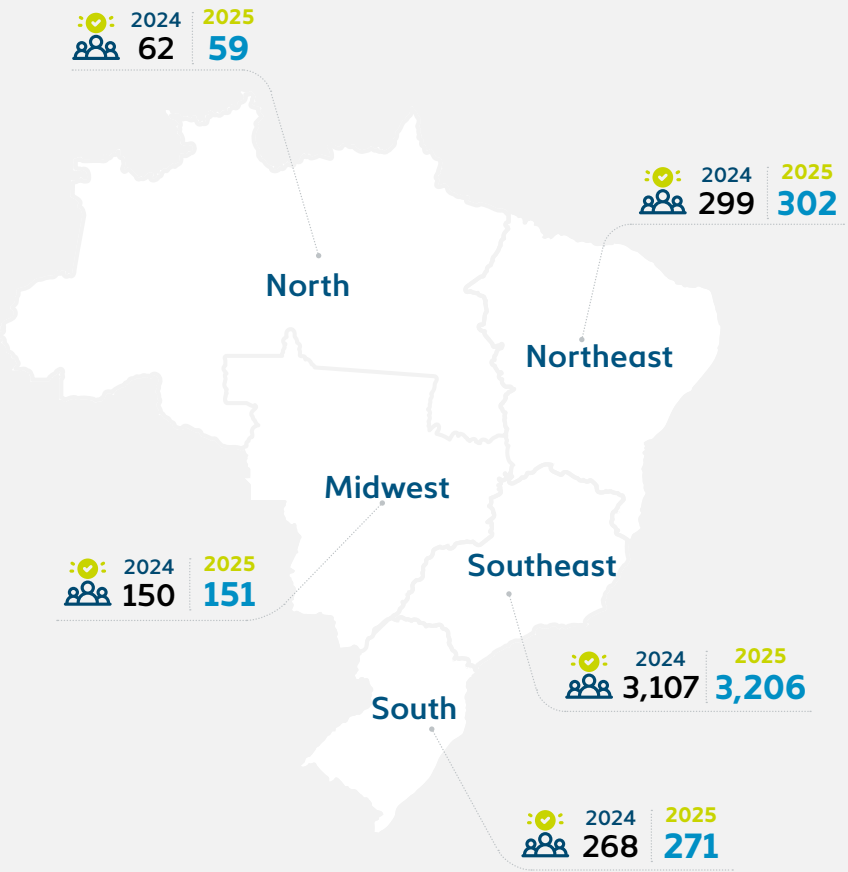
Employees by employment type and gender

2024	Men	Women	Total
Non-guaranteed hours employees*	264	202	466
Full-time employees	1,818	1,598	3,416
Part-time employees	1	3	4
Total	**2,083**	**1,803**	**3,886**

2025	Men	Women	Total
Non-guaranteed hours employees*	289	233	522
Full-time employees	1,780	1,684	3,464
Part-time employees	1	2	3
Total	**2,070**	**1,919**	**3,989**

*Supervisors, coordinators, managers, superintendents, executive officers, and shareholders.

Number of employees by employment contract and region



Total 2024 3,886 | 2025 3,989

Note: there are no temporary employees.

Number of employees by employment contract and region

		2024	2025
Non-guaranteed hours employees	North	6	6
	Northeast	35	41
	Midwest	20	24
	South	37	43
	Southeast	368	408
	Total	**466**	**522**
Full-time employees	North	56	53
	Northeast	264	261
	Midwest	130	127
	South	231	228
	Southeast	2,735	2,795
	Total	**3,416**	**3,464**
Part-time employees	Southeast	4	3
	Total	**4**	**3**
Total	**North**	**62**	**59**
	Northeast	**299**	**302**
	Midwest	**150**	**151**
	South	**268**	**271**
	Southeast	**3,107**	**3,206**
	Total	**3,886**	**3,989**

Note: There are only part-time employees in the Southeast region.

In 2025, the Company had 381 outsourced workers, a figure that remained stable compared with the previous year. These professionals were primarily assigned to logistics, construction, and security activities.



Diversity in Senior Management

Biolab & Co. is committed to increasing female representation in leadership positions. Between 2024 and 2025, the percentage of women in these positions increased from 43.3% to 45.2%, demonstrating the Company's ongoing efforts and progress in advancing diversity in key roles.

498 leaders in 2025

225 women

Diversity

Biolab & Co. recognizes the importance of diversity in building a respectful, people-centered, and more productive work environment, as well as in bringing together different perspectives that are essential for innovation and growth. The Company continuously monitors demographic data across its workforce.

Its recruitment and selection process includes inclusive job postings featuring the message, "our company is for everyone." Flexible working hours are offered for office-based positions, along with a time bank system.

Attention is given to ergonomics to accommodate special needs and ensure an accessible workplace that supports employees with disabilities.

The Biolab & Co. Code of Ethical Conduct expressly prohibits all forms of discrimination or harassment, promoting respect for differences while valuing diversity and fostering an inclusive environment in which every individual can achieve their full potential.

Culture and engagement

GRI 401-3

Through its Communications and Impact Department, Biolab & Co. launched an employee recognition initiative in 2025 to recognize employees and teams that stand out. The initiative aims to highlight and encourage behaviors that drive positive attitudes and contribute to the achievement of goals, deadlines, and results.

Employees who stand out receive a recognition pin to wear on their ID badge. The pins feature bulls—symbols of strength—in three colors: blue, green, and red.

In 2026, the recognition campaign evolved to include pins representing the PARES values (read more in Mission, Vision, and Values, on page 17).

Leaders may nominate teams based on themes or behaviors they believe deserve recognition, with the final selection made by the director. Likewise, employees may nominate an outstanding colleague, and the selection is carefully made by the leaders.

People, Attitude, Responsibility, Evolution, and Simplicity are the values that guide Biolab & Co.'s initiatives on a daily basis.

- **P** — **People:** care for, encourage, challenge, and recognize our team.
- **A** — **Attitude:** make a difference and generate real impact.
- **R** — **Responsibility:** commitment to transparency, ethics, and integrity in results.
- **E** — **Evolution:** living evolution is a daily necessity.
- **S** — **Simplicity:** focus on the essential with excellence.



The recognition themes are:

RECOGNITION THEMES

- INNOVATION
- RULES
- COLLABORATION
- ATTENTION
- ENGAGEMENT
- ATTENDANCE
- EXCELLENCE
- DEADLINES
- PROTECTION
- GOALS

Behaviors

- **P** PEOPLE
- **A** ATTITUDE
- **R** RESPONSIBILITY
- **E** EVOLUTION
- **S** SIMPLICITY

PARES Values







Sales Force Convention

Biolab & Co. holds its Sales Convention annually, bringing together the entire Sales Force, the Demand and Commercial teams, and the Marketing Department.

The theme for 2026 was "Slay!" (*Arrebenta!* in Portuguese), encouraging the Company to excel in strategy, execution, and results. During the event, leaders communicated the Company's mission, vision, and values to employees through the new Biolab & Co. brand. They also introduced the PARES values, which underpin the Company's culture in this new chapter. The event provided an opportunity to reinforce commitments, strengthen the path toward sustainable growth, and recognize the professionals who stood out during the previous year.

Functional onboarding

Biolab & Co. promotes integration among employees and between employees and senior leadership through the initiatives described below, with the goal of strengthening corporate culture, fostering connection, and broadening understanding of the Company.

Mentor Program

Through its Mentor Program, each newly hired employee is paired with an experienced colleague — a mentor — who is responsible for supporting their integration into the Company and its organizational culture. This practice is part of the Company's onboarding process, accelerating integration and contributing to the development of internal relationship networks that are essential for strong professional performance. New employees participate in a presentation covering the Company's structure, mission, values, and corporate practices. The Company has 226 active mentors distributed across all its operating units.



Coffee with shareholders and lunch with the CEO

Coffee with shareholders brings employees closer to Biolab & Co.'s main executives. Held three times a year, this event provides opportunities for direct dialogue about the Company's culture and future, accompanied by guided visits to the Administrative Center and one of the plants. This format helps employees better understand the business landscape, connect with senior leadership, and grasp their role in shaping the Company's future. 52 people participated in 2025.

Biolab & Co. also introduced the Lunch with the CEO initiative, creating an additional channel for direct communication between executive leaders and employees across all units. During these events, the People & Management Department actively participates to answer questions and gather suggestions. In 2025, the lunches with Fabio were attended by 71 employees.



Biolab, Learn More

Biolab, *Conheça Mais* is an employee recognition and integration program designed to foster connections across departments and operating units. The program provides employees and suppliers with an opportunity to gain a comprehensive understanding of the Company.

In 2025, the Company organized a visit for 60 administrative employees to the Pouso Alegre complex, including the Quality Control area, the Solid Dosage Manufacturing Facility, the Wastewater Treatment Plant (WWTP), and the Distribution Center. The initiative achieved a 90% satisfaction rate, fostering pride and engagement among participants. Additional visits will be conducted in 2026 for employees from all Company units.

Biolab, conheça mais
Programa de visitação



Sindusfarma Games

Biolab & Co. also promotes employee integration through sports activities. One example is the participation in the Sindusfarma Games, a competition among teams composed of employees from pharmaceutical companies.

In 2025, the Company competed in 19 events, including both individual and team sports. It also recorded 193 participant registrations and won 50 medals.



Organizational Climate Survey

In 2025, the Company conducted its biennial Organizational Climate Survey to assess employees' perceptions of the work environment, identify their needs and motivations, and support the development of action plans aimed at improving management practices. The survey achieved an 84% participation rate, with a total of 2,810 respondents, reinforcing the high level of employee engagement with the process.

The engagement rate was 91%, while the overall favorable perception score reached 82%, representing a 1 percentage point increase compared to 2023, based solely on questions that were comparable across the survey cycles. The following aspects remain priority areas for attention, according to employee perceptions:

The Organizational Climate Survey showed positive progress across nearly all dimensions assessed, with particular emphasis on improvements in:

Clarity and communication
+4 p.p.

Development
+3 p.p.

Inclusion and diversity
+3 p.p.

Senior Management
+3 p.p.

3 PILLARS
OF A HEALTHY WORK ENVIRONMENT

1 **Compensation and benefits**

2 **Recognition and performance evaluation**

3 **Clarity and communication**



These areas continue to be monitored and addressed through structured action plans, with a focus on continuously improving the employee experience.

In addition, the survey indicated that 41% of respondents received feedback from their managers more than three times over the past 12 months, highlighting the ongoing practice of dialogue and performance monitoring.

Talent attraction and retention

GRI 3-3 Material topic: Talent attraction, development, and retention, 401-1

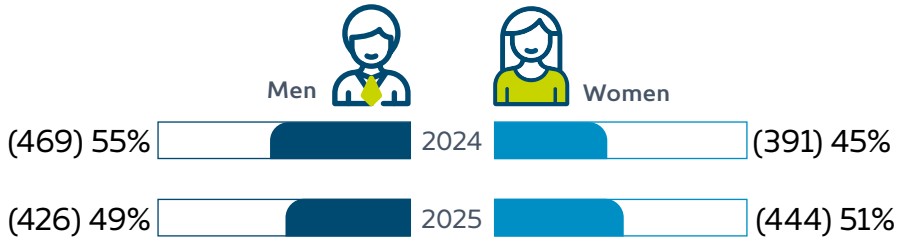
Biolab & Co. made slightly more hires in 2025 compared with the previous year. There were 10 additional hires, representing an increase of 1.16%.

Hiring among younger professionals under the age of 30 and more experienced professionals over the age of 50 increased proportionally from 2024 to 2025. In contrast, the number of hires in the 30–50 age group, from 30 to 50 years old, decreased from 2024 to 2025. This trend has been gradually changing the Company's age profile. In 2024, the Company hired 294 people aged 30 or younger, representing 34% of total hires. In 2025, this group accounted for 37% of all hires, with 326 professionals joining the Company. Meanwhile, the share of new employees aged between 30 and 50 decreased from 61% to 57%.

With respect to gender, the Company hired more women than men, with 18 more female hires than male hires. From a regional perspective, the Southeast region further strengthened its lead in the number of hires, reflecting the Company's organizational focus.

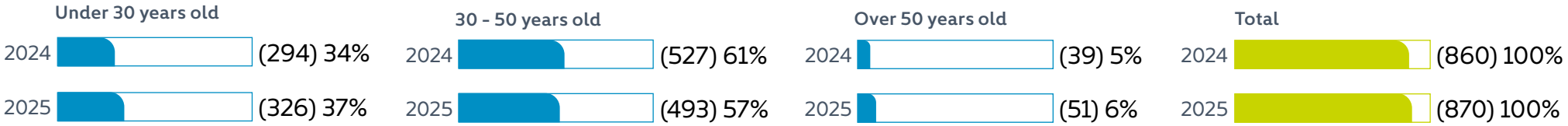
New employee hires by gender

(in percentage)



New employee hires by age group

(in percentage)





New employee hires by region

Region	2024	%	2025	%
Northeast region	75	9%	36	4%
Midwest region	31	4%	21	2%
Southeast region	673	78%	753	87%
North region	17	2%	16	2%
South region	64	7%	44	5%
Total	**860**	**100%**	**870**	**100%**

Note: the total number of employees from January through December was considered for the calculation.
In 2025, the number of new hires was slightly higher than in 2024, with 10 additional hires, representing an increase of 1.16%. The age profile of new hires changed, with a proportional increase in the hiring of professionals under the age of 30 and over the age of 50, while the 30 to 50 age group recorded 34 fewer hires. With respect to gender, the Company hired more women than men, with 18 more female hires than male hires. From a regional perspective, the Southeast region maintained its lead in the number of hires, reflecting the Company's current geographic distribution and organizational focus.

The Company maintains a corporate policy that governs both internal and external employee recruitment. It also has documented procedures covering every stage of the selection process.

In 2025, following the start of operations at the Pouso Alegre facility, Biolab & Co. intensified hiring efforts in the region. The Company also maintains a transfer policy for employees interested in relocating between operating units. The policy provides relocation assistance and other benefits associated with the move.

At the same time, the Company is advancing efforts to establish shareholderships with institutions for technical training programs, which are necessary to meet medium- and long-term workforce needs in Pouso Alegre.



Hiring Practices

The Company participates annually in a salary survey to maintain competitive compensation levels. In addition, it offers a comprehensive benefits package and a range of professional training and development programs.

In 2025, the hiring process was streamlined through the implementation of a digital a digital platform. The Company also automated its recruitment, selection, and people-cycle management processes. A cultural fit assessment tool is currently being implemented to improve the effectiveness of recruiting and selecting professionals whose profiles aligns with the corporate culture. The automation of the people cycle (read more in Employee Development, on page 66) enables Executive Departments to record goals, followed by competency assessments conducted through the performance management platform.

Through this tool, managers can access an employee's profile, career history, performance evaluations from previous cycles, job and compensation history, and career interests within a single environment. This represents a significant advancement by improving the quality of manager-employee interactions, increasing the frequency of feedback, and facilitating the development and management of Individual Development Plans (IDPs).

Employee development

GRI 404-3

Employee development is a core principle at Biolab & Co., aimed at helping employees perform at their best while contributing to higher business performance and the Company's sustainability.

In 2025, the Company implemented a governance framework for the people cycle, establishing clearly defined stages — including competency assessment, feedback, and the development of Individual Development Plans (IDPs) — as well as defined roles, responsibilities, and a corporate calendar. During the year, structured feedback conversations with all employees in operational areas served as the basis for merit salary increases and promotions.

As a result, the process was expanded to integrate all leaders and employee groups within a single cycle. As an additional enhancement, calibration committees were established for each area following competency assessments, improving the consistency and accuracy of decision-making. The model included the alignment of performance ratings across all managers, with the participation of client and cross-functional areas and facilitation by the People & Management department.



In 2026, as a further enhancement of this model, the Company will establish specific criteria to identify employees who stand out not only for their performance but also for behaviors that are critical to the business. This evolution will enable development initiatives to focus on accelerating employee readiness for future challenges.

From this perspective, performance management will continue to mature. The Company designed its Objectives and Key Results (OKR) cycle with goals cascading down to the managerial level and adopted a five-tier scoring model and shared metrics across Executive Offices, creating alignment and accountability to support the execution of its strategy at scale. The Company believes that this model provides the feedback cycle necessary so that efficiency becomes a consistent outcome rather than an isolated one, but rather a consistent result of a well-established management approach.

Performance review per category

Functional category	2024		2025	
	Men	Women	Men	Women
Assistants	51	37	158	69
Consultants (consultant and sales assistant – FV)	685	615	648	639
Executives (officers/superintendents – VP)	17	5	12	5
Managers/coordinators/supervisors/specialists	250	180	245	198
Operational	439	479	336	363
Professionals	204	309	218	334
Total	**1,646**	**1,625**	**1,617**	**1,608**

First-level leadership

In 2025, the Company completed a new development track for the Demand team designed to prepare individual contributors for first-level leadership positions. The track includes formal behavioral and technical training, as well as mentoring from senior leaders. In 2026, a new cohort was launched, and the Program is already being revised to include additional critical skills aligned with the Company's values and business drivers while also expanding its scope to other units.

To increase employee engagement in their own development and career plans, the I Want to Grow (*Quero Crescer* in Portuguese) program was launched on a pilot basis at one of the manufacturing units. The initiative included in-person career sessions, guidance on the development of individual development plans, and presentations on different business areas of interest to participants.

To expand its reach and generate broader organizational impact, a new journey will be introduced in 2026, prioritizing a digital format that will also be accessible to operational employees. Through this initiative, the Company's career philosophy will be broadly communicated, with resources, content, and tools made available to support employee development.

Through the Company's intranet, employees have access to the People & Management Department's knowledge base, where they can find all initiatives available for personal or professional development, including corporate education, external courses, the people cycle, and other programs. Employees can also learn about the Deep Connection initiatives, which reinforce the Company's values and culture, as well as its holistic well-being programs, through a consolidated view of available benefits and their respective descriptions. This initiative is intended not only to provide equitable access to information, but also to facilitate the onboarding of new employees (read more in Wellness programs, on page 78).

Leadership development

Leadership development has been a priority supporting the reinforcement of the Company's culture and the new growth structure associated with the new Biolab & Co. brand. Leadership development initiatives are complementary and based on three pillars:

- **Assessments for self-awareness:** include 360-degree performance reviews for executives.
- **Leadership Tracks:** management content and tools delivered through self-paced online learning designed to facilitate practical application in day-to-day activities.
- **Leadership Development:** promotes alignment around organizational expectations for leadership behaviors through content and resources tailored to all leadership levels.



In 2025, executives underwent a 360-Degree Performance Review, which includes competency evaluations as well as Learning Agility and Emotional Intelligence assessments. The results serve as the basis for the development of IDPs.

Executives also participated in a six-month development program designed to strengthen strategic performance and behavioral skills. The training program transformed the group's dynamics by expanding perspectives on collaboration, shareholdership, and interdependence. The Company believes that part of its results for the year can be attributed to the development of this networked leadership model. In 2026, the program will be expanded to include executives' direct reports at the executive management level, with the goal of strengthening alignment and reinforcing the cascade of messages and behaviors across different leadership levels.

In shareholdership with a specialized consulting firm, 140 leaders participated in a two-day leadership immersion program in 2025, focused on developing communication skills for team management. In addition to this event, 230 leaders participated in virtual sessions on feedback and people development, conducted by the same consulting firm.

These sessions aimed to prepare leaders to conduct feedback sessions and development conversations following the competency assessment process.

In 2026, in addition to the leadership-focused content offered through the Biolab & Co. Academy, the Company will provide in-person and virtual training sessions based on the content and methodology developed by Franklin Covey. These sessions will address topics such as management tools — communication, delegation, feedback, change management, etc. — building trust-based relationships, and supporting teams in achieving results.

To address the needs of employees promoted to first-level leadership roles and newly hired leaders, additional content is being developed for the Biolab & Co. Academy. This material will cover all people management processes under leaders' responsibility, as well as key information from other departments, supporting performance in their new role. Training in management tools will also be provided to support leaders in managing and developing their teams.



The Company has begun holding monthly meetings with its 450 leaders, from the CEO to supervisors. During these meetings, participants discuss a predetermined topic as part of an annual agenda of strategic themes. The initiative has been well received by leaders because it provides an environment for dialogue, while offering perspectives and direction.

In 2026, the format was enhanced so that each quarter now beginning with a results meeting, promoting more in-depth discussions of the challenges and highlights of each business unit. Subsequent meetings include an executive summary of the month's results, followed by discussions on efficiency- and people management-related topics and projects, reinforcing organizational values and expanding leaders' business perspective.

Biolab & Co. Academy

In 2026, Biolab & Co. launched its corporate education hub, the Biolab & Co. Academy, created to democratize access to knowledge for employees at every level of the organization. Through this initiative, the Company not only identifies opportunities but also supports and enables employees' growth journeys, expanding pathways for training and development within the Galena platform.

The Academy operates as an ecosystem that brings together and connects Biolab & Co.'s proprietary training programs with those offered by external shareholders across corporate, business, and industrial areas, supporting all functions within the Company. It includes mandatory and optional training covering topics such as onboarding, corporate areas, leadership, behavioral development, skills enhancement, innovation, languages, business, and sales, as well as training required to perform tasks, roles, or processes safely and with quality and industrial efficiency.

Previously, the Academy's offerings were limited to sales force training. It is now structured to serve all employees through in-person and virtual courses, undergraduate and graduate programs, MBA programs, as well as free courses and technical courses in both online and in-person formats. On the platform, there are over a thousand free courses on offer, as well as 500,000 partner courses with discounts ranging from 10% to 85%.

Employees can also use an artificial intelligence assistant available on Galena, to build personalized training and development tracks based on their career aspirations and feedback received through performance evaluations.

ACADEMIA
biolab & co.

+1,000
free courses.

+500,000
partner courses with discounts ranging from 10% to 85%.

Training and education

GRI 404-1, 404-2

Biolab & Co. offers a broad portfolio of in-person and online training and professional development programs including the Biolab & Co. Academy, as well as training for leaders and employees, educational assistance and educational shareholderships.The goal is to prepare employees to:

- Operate in compliance with legal and regulatory requirements;
- Apply best practices;
- Develop capabilities to meet specific needs; and
- Ensure alignment with Biolab & Co.'s Way of Being and Leading.

With respect to online training, the Company began transitioning to new learning content providers. In 2026, it implemented the Galena and Franklin Covey platforms, which provide content for all employees and different leadership levels.

In addition to these self-paced digital learning platforms, structured learning tracks will be introduced in 2026, incorporating in-person and virtual training sessions based on Franklin Covey content. These tracks are designed to develop behaviors aligned with Biolab's values, strengthening adherence to the organizational culture.

For executives undergoing employment termination, the Company offers a career transition support program.

56.5 hours
of training in 2025.

Average training hours per employee, by employee category[1] | GRI 404-1

Employee category	2024		2025	
	Assistants	Average hours	Total hours	Average hours
Consultants (Consultant and Sales Assistant – FV)	1,202.87	0.31	2,502	0.63
Executives (Officers/Superintendents – VP)	204,682.8	52.67	163,480	40.98
Managers/Coordinators/ Supervisors/Specialists	162.92	0.04	535	0.13
Operational	42,399.68	10.91	1,020.09	2.56
Professionals	16,387.36	4.22	32,829	8.23
Total training hours	12,038.61	3.10	15,860	3.98
Total training hours	**276,874.2**	**71.2**	**225,406. 8**	**56.5**

1 The calculation was carried out by dividing the total number of training hours provided by the number of employees in the reference year. In previous reports, the indicator was calculated on the basis of the number of training participants. Following the revision of the methodology, the results are not directly comparable.

Education incentive

Through the Education Incentive Program, the Company subsidizes vocational courses, undergraduate and graduate programs, MBA programs, master's degrees, and language courses, supporting continuous learning.

143 employees
active in the Program in 2025

BEST Apprentice

Investing in young people is essential to building a more innovative and promising future. Through the BEST Apprentice program, young students between the ages of 14 and 24 have the opportunity to experience the Company's operations over a period of one to two years. Apprentices are formally registered under Brazilian Labor Law (CLT, in Portuguese) and receive appropriate compensation and benefits.

With a focus on preparing young people for the labor market, in 2024, the Mentorship Program was launched inshareholdership with Instituto Reciclar. The Program connects young participants with Company leaders and managers in a professional, social and emotional development journey, strengthening professional skills and expanding opportunities for this audience.

The initiative reinforces the Company's commitment to social impact, inclusion, and human development, and achieved 2nd place in the 2025 Bumerangue Award, recognizing Biolab as a benchmark in welcoming, developing, and valuing young people.



In 2025, the Program was structured into three categories to address different stages of professional development:

Impactful Youth: aimed at higher education students, providing corporate experience and integration between theory and professional practice.

Youth of Value: aimed at high school students, offering their first exposure to the corporate environment.

Children of the Future: aimed at employees' children, offering qualification through technical courses in shareholdership with specialized institutions.

Impulse Program

Biolab & Co. creates growth opportunities for employees across its various areas. Through the Impulse Program, employees are given priority in internal selection processes. Employees become eligible for the Program after completing six months with the Company. The goal is to value knowledge of organizational culture, encourage career development, and retain talent.

The Company is committed to supporting individuals who have invested time, built careers, and contributed meaningfully to Biolab & Co.'s growth and history.

76 professionals
promoted in 2025 by the initiative.

+16 internal staff
movements in 2025.

Referral Program

The program encourages employees to recommend qualified professionals from their personal and professional networks. It is based on the understanding that referrals tend to result in hires that are more aligned with the organizational culture. When the referred professional successfully completes the probation period, the referring employee receives a reward. This approach strengthens employee engagement in the talent attraction process. In 2025, 31 referrals resulted in recognition.

EduClick

To promote digital inclusion, Biolab created the EduClick Program, aimed at employees with lower familiarity with technology. The initiative provides training in digital skills. Since 2014, the project has had eight editions and has engaged over 500 employees. At the end of the program, participants receive a subsidy for the purchase of IT equipment—such as a laptop or tablet—supporting their personal and professional development in an increasingly digital world.

+500 employees
took part in the EduClick Program.

31 referrals
resulted in recognition.





Green Belt

The one-year Program consists of training sessions, workshops, and presentations of improvement projects (tollgate). It is designed to develop technical proficiency across teams, including employees from the Maintenance and Quality departments, focusing on projects to improve standardization of performance indicators related to the topics.

The audience is highly diverse, ranging from Analysts to Coordinators and Managers. The Program was launched in 2024 for the Engineering team. In 2025, the Program was expanded to include the BPM and Finance departments. Since the Program began, eight of the 13 participants across the cohorts have been promoted.

61.5% of Green Belt
participants were promoted.

Compensation

GRI 2-19, 2-20, 2-30

With 100% of employees covered by collective bargaining, Biolab & Co. structures their remuneration as follows: basic salary, short-term incentive (bonus), paid upon achievement of objectives, EBITDA, departmental targets and skills assessment; profit-sharing (PLR) under the collective agreement, benefits (see more under Benefits on page 76); and a monthly bonus for sales force staff, linked to the achievement of monthly quotas.

The ratio between the total annual remuneration of the Company's highest-paid individual and the average total annual remuneration of all employees is 10.27 (excluding the highest-paid individual). The ratio between the percentage increase in the total annual remuneration of the Company's highest-paid individual and the average percentage increase in the total annual remuneration of all employees is 1.05 (excluding the highest-paid individual). The calculation takes into account employees who remained active throughout the 12 months of 2025, and excludes those who have been on leave for more than 365 days. The average salary ratio for the year was 13.33.

10.27
of average total annual remuneration.

13.33
in terms of average pay.

Executive compensation

GRI 2-19, 2-20, 2-21

In determining executive remuneration, the Company takes into account information from market research carried out by an independent consultancy. The Remuneration Policy is approved by the shareholders and the CEO. Any decision regarding executive remuneration is approved by the shareholders. There is no independent committee to review the process.

The Remuneration Policy is based on the principles of meritocracy and internal and external balance. Promotions and merit-based awards are linked to individual performance, which takes into account results in relation to the Company's challenges, namely in terms of deliverables, the financial impact generated for the Company and the leadership of teams.

Benefits

GRI 401-2, 401-3

The benefits package offered to employees includes:

- Health and dental care;
- Life insurance;
- Meal voucher and food allowance, with a provider change in 2025 to offer greater autonomy and flexibility in the use of the benefit;
- Cafeteria facilities at manufacturing units;
- Pension plan, with a provider change in 2025 to increase returns;
- Payroll-deductible loan;
- Gym allowance;
- Pharmacy allowance;
- Donation of Biolab medicines and reimbursement for dermocosmetics;
- Influenza vaccination;
- Dorcas (read more in Wellness Programs, Dorcas);
- Transportation voucher/shuttle/parking allowance;
- Festejando com você ("Celebrating with you"): additional payment for significant life events (read more in Wellness Programs, Other initiatives, page 80);
- Day off during the employee's birthday week;
- Pregnant Employee Program: monitoring of the employee or dependent from the beginning of pregnancy until return to work;
- Daycare allowance;
- Special child support allowance: provides financial support to employees with children with psychomotor, visual, hearing, or intellectual disabilities. Monthly reimbursement of education and specialized treatment expenses is provided up to the limit defined by the Collective Bargaining Agreement;
- Extended parental leave.

Extended parental leave is offered as a permanent parental support policy, reinforcing the Company's commitment to equity, the value of family, and the promotion of corporate practices that prioritize employee well-being.

The extended parental leave benefit provides employees with additional time to bond with and care for their newborn or adopted children, strengthening family ties and promoting physical and mental health. In 2025, 140 employees used the benefit, including 82 women and 58 men.

For maternity leave, employees receive 180 consecutive days of leave, consisting of 120 statutory days and an additional 60 days granted under the Empresa Cidadã Program. The Company provides full support throughout the entire process, from leave registration to return to work.

In place at Biolab & Co. for over ten years, extended maternity leave has a direct impact on family well-being and has a positive effect on employees' mental health, enabling greater peace of mind during the early stages of childcare.

For paternity leave, employees receive 15 days, in addition to the five days required by law in 2025, totaling 20 days of paid leave. This benefit was implemented in 2024 in accordance with the Empresa Cidadã Program. The process is straightforward and is initiated whenever there is a birth or adoption, following submission of supporting documentation and formal leave registration.

Parental leave	2024		2025	
	Men	Women	Men	Women
Total number of employees that were entitled to parental leave	2,083	1,803	2,070	1,919
Total number of employees that took parental leave	74	112	58	82
Total number of employees that returned to work after the parental leave ended	73	102	58	79
Total number of employees who returned to work after taking parental leave and remained on the job twelve months after they returned to work	64	79	49	72
Rate of return to work of employees who took parental leave	100%	98%	100%	96%
Retention rate of employees that took parental leave	88%	77%	84%	91%



Wellness programs

The Company offers an extensive set of programs aimed at promoting the quality of life and well-being of employees and their families. There are 46 initiatives designed to foster a safe, healthy, and sustainable work environment across the physical, mental, and psychosocial dimensions. These initiatives are continuously evaluated to assess their effectiveness from the employee perspective and to identify opportunities for improvement. Below are the key initiatives developed in 2025.

dorcas
SEU CANAL DE APOIO

Through the Dorcas Program, the Company provides comprehensive and confidential support to employees and their families on matters related to health, well-being, and personal life. They have access to legal, psychological, nutritional, social, and educational support. The service is free of charge and operates 24/7 via telephone (0800 772 5678), email, and an online platform.

Since its launch eight years ago, Dorcas has delivered over 67,000 support services. In 2025, the Program recorded 12,298 services, with psychological support accounting for the largest share.

Although all services are confidential, overall results are monitored monthly through reports covering service volume, most common reasons, participant profiles, and impact indicators.

Managed by the specialized company Auster, the Program also includes periodic internal communications on health topics and provides access to free courses on the Viva OK digital platform.

Dorcas was implemented gradually. Building employee trust required overcoming challenges, including raising awareness of the service's confidentiality. The fact that there is no usage limit was one of the factors that contributed to the Program's acceptance and growth. Employees may use the service as often as needed.

The initiative has proven essential in promoting the physical and mental health of employees and their families. The services contribute to emotional balance, guidance in crisis situations, and support in resolving practical issues affecting well-being.

Designed to strengthen Biolab & Co.'s culture of well-being, the Program is periodically updated based on the Company's strategic monitoring and continues to expand with new initiatives, such as emotional first-aid team training and monitoring of absences related to psychosocial issues (read more in Other initiatives implemented in 2025, on page 82).

46 actions
aimed at promoting a safe, healthy and sustainable working environment.

67,000
appointments carried out by Dorcas.

Ergonomics

The Company seeks to create a work environment adapted to the physical and psychological characteristics of its employees, promoting health and productivity. To this end, it relies on Ativus, a company specialized in ergonomics and studies aimed at improving employee comfort, safety, and efficiency.

With more than 1,600 workplace exercise sessions conducted and hundreds of workstations assessed and adapted, the initiative has delivered concrete results in terms of reducing occupational risks, preventing leaves of absence, and increasing productivity. It also stands out for the consistency and expansion of employee care over the years, with continuous improvements in infrastructure and ergonomic practices.

1,600 workplace
exercise sessions conducted.

Smile Program



Created in 2012, the Program encourages healthy habits through educational initiatives, physical activities, leisure activities, and communications on physical and mental health.

Each year, a new theme is selected. In 2025, the theme was "Being Happy," and, in addition to communication initiatives, the Smile Walk was held to promote physical and recreational activities designed to promote social interaction. The event took place in October in the city of Cotia (SP). The Walk brought together more than 1,500 participants, including approximately 1,000 employees, as well as family members and friends, demonstrating its high level of engagement and relevance.

During the Health Blitz, participants had their blood pressure and Body Mass Index (BMI) measured, participated in educational oral health activities, and received giveaways. The event featured videos from health specialists, as well as interactive quizzes with prizes, and ongoing internal communications with informational content.

Results are monitored through indicators such as number of participants, health questionnaires, satisfaction surveys, quiz engagement, and event records. Among the intangible impacts are improved psychosocial well-being, strengthened bonds between employees and their families, awareness of healthy habits, and the promotion of a healthier and more integrated organizational environment. Annual testimonials, including video recordings, reinforce the benefits perceived by participants.

sorria
QUALIDADE DE VIDA

1,500 participants
Smile Walk.



Building a Smile Program

Through the Building a Smile Program, the Company provides dental prostheses to employees, helping restore their smiles, well-being, and self-confidence. The initiative reinforces the Company's commitment to comprehensive health and to valuing people.

Special Child

This benefit provides financial support to employees with children with psychomotor, visual, hearing, or intellectual disabilities. Monthly and ongoing reimbursement of education and specialized treatment expenses is provided up to the limit defined by the Collective Bargaining Agreement. The benefit is granted upon submission of medical reports and proof of expenses. In 2025, 76 employees were covered — employees from the Sales Force and the Pouso Alegre unit were recently included.

76 employees
were covered in 2025.

Preventive campaigns

Each year, Biolab & Co. conducts several preventive campaigns focused on the health and well-being of its employees and their dependents. Key initiatives include:

- **On-site vaccination campaigns:** updating employees' vaccination status in a practical and accessible way within the workplace.
- **Navy Blue March:** a campaign to raise awareness about colorectal cancer, including the free provision of preventive exams for early detection of the disease, as well as guidance on prevention and health care.
- **May Red:** a campaign focused on the prevention of oral cancer, with dental actions carried out at manufacturing facilities.
- **Pink October:** awareness actions on breast and cervical cancer, with free preventive exams for female employees and dependents.
- **Blue November:** a campaign raising awareness about prostate cancer, offering free preventive exams for employees and dependents.

Other initiatives carried out in 2025

Key initiatives among the nearly 50 initiatives developed throughout the year include:

- **Emotional First Responders and First Aiders:** this benefit trains employees to identify signs of emotional distress among coworkers and provide initial support in a welcoming, safe, and empathetic manner. The target audience includes all employees across the Company's units. Active responders receive additional training focused on active listening, an empathetic approach, and referral of individuals to specialized support when necessary.
- **Celebrating with You:** this initiative recognizes and celebrates employees' meaningful life events, such as the birth of a child, adoption, marriage, or civil union, through the payment of a symbolic amount equivalent to the current minimum wage, included in payroll upon documentary proof of the event. In 2025, 224 employees benefited from this program, which also includes communications via corporate TV channel and the intranet.



224 employees
benefited from Celebrating with You.

Safety and health

GRI 403-1, 403-2, 403-5, 403-6, 403-8, 403-9

Biolab & Co. has an occupational health and safety management system in place, based on the ISO 45001 standard, which covers all employees.

In addition to its occupational health and safety management system, the Company has an Occupational Health and Safety Policy. The policy establishes rules and guidelines for legal compliance and a commitment to continuous process improvement in order to align production, safety, and employee well-being. Through the Policy, the Company formalized its commitment to accident prevention, improvements in the workplace, and the reduction of occupational risks.

All employees have up-to-date occupational health records and use an online electronic medical record platform, which generates monthly reports with data on medical visits, leaves, and medical conditions. The Company uses these data for action planning.

Employees have access to medical assistance and support on various matters related to health, well-being, and personal life (read more in Wellness Programs, page 78). At manufacturing units, there is a Health Center where occupational physicians, nursing technicians, and dentists provide emergency care, consultations, first aid, and occupational examinations. These professionals also provide telephone or WhatsApp support to sales force employees and employees at smaller units where a Health Center is not available.

Work-related injuries and illnesses are managed from the identification of hazards and risks through to incident monitoring and the development of continuous improvement plans.



Employees may refuse to perform activities in dangerous situations that could cause accidents, as provided for in the Occupational Safety and Health Policy. Hazardous situations may be reported through the Ombudsman channel or the Internal Accident Prevention and Harassment Committee (CIPA, in Portuguese).

Composed of elected employees, the CIPA operates across all Company units. It complies with legal requirements (Regulatory Standard No. 5) and is part of the set of corporate programs aimed at protecting employees' health and physical integrity. The Committee plans and executes training sessions, regular meetings, and corrective measures through thematic committees (Work-related injuries, Risk Mapping, Safety Rounds, and Action Management). Occurrences are recorded in forms and monitored through the Siscop system, which also serves as a communication and transparency channel with employees.

Results are continuously measured based on the analysis of incidents, corrective action plans, and internal reports. Although the absence of injuries cannot be attributed solely to CIPA, it is recognized internally and externally for its effectiveness. Occupational risks have been reduced alongside an increased sense of safety and improvements in employees' physical and mental well-being.

Safety training

Biolab & Co. raises awareness and provides training to employees and service providers to ensure compliance with applicable standards and best practices. The annual program includes training required by legislation as well as additional topics identified by the Company through hazard and risk assessments.

The Company identifies training needs and all employees exposed to hazards. Refresher training sessions are conducted periodically.

The Company also conducts monthly internal communication campaigns on specific occupational safety topics. One example is the Internal Week for Accident Prevention and Environment (Sipatma, in Portuguese). During this initiative, the Company carries out interactive and educational activities related to injury and illness prevention, with active participation from employees. In 2025, the event expanded its environmental education scope, with actions focused on encouraging waste management and recycling.



Injury monitoring

Work-related injury indicators are monitored in periodic meetings with employees. The investigation process includes injury classification, communication flow, and the investigation itself, which covers methodology and action plans (immediate, corrective, and systemic), respecting the hierarchy of controls. The Company identifies lessons learned and develops action plans that are shared across all Biolab & Co. units.

In 2025, most recorded incidents were reportable injuries, with no high-consequence injuries recorded.

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

	2024	2025
Number of workers covered by the system	3,886	3,989
Percentage of workers covered by the system	100%	100%
Number of workers covered by the system with internal audit	0	0
Percentage of workers covered by the system with internal audit	0%	0%
Number of workers covered by the system with external audit	0	0
Percentage of workers covered by the system with external audit	0%	0%

Employee information | GRI 403-9

	2024	2025
Number of fatalities caused by work-related injuries	1	0
Rate of fatalities caused by work-related injuries	0.1	0.0
Number of high-consequence work-related injuries (except for fatalities)	1	0
Rate of high-consequence work-related injuries (except for fatalities)	0.1	0.0
Number of recordable work-related injuries	40	45
Rate of recordable work-related injuries	5.1	5.7
Number of hours worked	**7,814,571**	**7,949,454**

Note: rates were calculated based on 1,000,000 hours worked.

5 RELATIONSHIPS

Stakeholders 87

Interactive summary



Stakeholders

GRI 3-3 Material topic: Social responsibility, 2-29

Biolab & Co. engages with different stakeholder groups relevant to its operations and the sector in which it operates. The purpose of this engagement is to understand expectations, identify impacts, and inform strategic actions aimed at improving its corporate practices.

Stakeholders are identified based on their relationship with the Company's activities, their influence on its operations, or their relevance to the sector. The Company's key stakeholder groups include:

- **Customers, including distributors and small and large pharmacy chains;**
- **Physicians;**
- **Consumers;**
- **Employees;**
- **Industry regulatory bodies, such as Anvisa;**
- **Suppliers;**
- **Industry associations.**

The Company maintains an ongoing dialogue with these groups through various channels that enable close, continuous contact to understand expectations, gather feedback, and strengthen relationships.

Employees, for example, are informed and engaged through internal communication channels. Relationships with regulatory bodies and industry associations, in turn, are managed by the Regulatory Affairs Department. Customers and physicians are engaged by the sales team through in-person visits and participation in scientific events. The Company also uses its corporate website, social media, Customer Service (SAC in Portuguese), and other digital channels to communicate with consumers and patients (read more in Ombudsman, on page 44).



Customer relationships

GRI 3-3 Material topic: Customer centricity, 418-1

Biolab & Co. maintains relationships with a diverse range of customers, including healthcare professionals, distributors, pharmacies, hospitals, and end consumers. Each segment is served through a tailored approach that considers its specific needs and priority touchpoints. This strategic focus allows the Company to optimize resources and maximize customer satisfaction in every interaction.

Results from the Satisfaction Survey demonstrate the effectiveness of this approach, with consistently positive scores across the main dimensions assessed: product quality, service, availability, and technical support.

With customized strategies tailored to each customer profile, the Company strengthens relationships and achieves high levels of satisfaction in terms of quality, service, and support.

To build customer trust, the Company has implemented an integrated set of initiatives:

- Proactive monitoring of product quality;
- Transparent communication about product benefits and risks;
- Ongoing training for customer service teams;
- Structured feedback systems;
- Prompt resolution of customer requests.

During this reporting cycle, the Company adopted the following measures to drive sales performance:

- Enhanced commercial planning for product launches to achieve more effective results;
- Developed a new methodology for product launch deployment planning;
- Optimized the go-to-market process for product launches by aligning the key areas involved and clearly defining their roles and responsibilities;
- Introduced tracking of strategic product placements through customer mapping and distribution studies, directing the demand and sales teams toward pharmacies with the highest potential;
- Developed analyses to improve the performance of products under the Brazilian Popular Pharmacy Program (Farmácia Popular in Portuguese) by assigning share targets in exchange for commercial discounts;
- Expanded the range of promotional products;
- Increased the focus on higher-margin products;
- Strengthened inventory controls across commercial channels.

Pharmacies play a key role in primary care

Pharmacies play an important social role and can help reduce emergency visits to hospitals by guiding patients in primary care. Accordingly, Biolab & Co. considers strengthening its shareholdership with the retail sector a strategic priority, as pharmacies represent an important link in providing patient guidance and promoting primary care.

The Company invests in the training of pharmacists through courses offered on the Biolab Pró Farmacêutico portal (read more in Relationship with Physicians, Visits to the Medical Community, on page 90), in addition to in-person training sessions for strategic customers.

Through the Together for Better Control (Juntos pelo Melhor Controle in Portuguese) project, developed in shareholdership with Araújo Pharmacy Chain and the Minas Gerais Society of Cardiology, for example, the Company promotes blood pressure screening in pharmacies based on a standardized protocol designed specifically for the retail setting. Since January 2025, more than 50,000 blood pressure screenings have been performed, contributing to higher-quality patient monitoring.

This approach reinforces the Company's integrated efforts with healthcare professionals and the retail sector to expand access to reliable health information and contribute to the prevention and appropriate management of health conditions throughout the patient journey.

50 thousand
screenings conducted at pharmacies through shareholderships

Relationship with physicians

GRI 3-3 Material topic: Strengthening relationships with physicians

The Company's relationship with physicians is a strategic pillar due to its importance to Biolab & Co.'s business and its mission of promoting health among the population. Built over the Company's nearly 30-year history, this relationship is grounded in respect, ethics, and a commitment to high-quality scientific information.

This relationship is guided by rigorous ethical standards, in compliance with applicable regulations and industry best practices. Transparency in communications regarding products, their benefits, and their risks reflects the Company's commitment to patient safety and evidence-based medicine.

The Company has expanded its engagement with the medical community by increasing the number of physicians served and adopting a model that combines its sales force, digital engagement, and participation in medical congresses to broaden its reach and strengthen its relevance.

This strategy integrates in-person visits with digital channels. This combination ensures continuity throughout the customer journey and complementary content, while advancing the personalization of interactions through Customer Relationship Management (CRM) tools, thereby strengthening continuing medical education and creating value throughout the relationship.



For 2026, the Company approved two projects to optimize its sales strategy:

- **Intelligent promotional grid:** this initiative will enable a personalized promotional strategy, delivering tailored promotional content to physicians.
- **New CRM and order management tool for commercial teams:** this initiative will simplify the sales representatives' journey while providing enhanced negotiation tools to help them sell more effectively.

Visits to the medical community

Biolab & Co.'s primary relationship channel is its engagement with the medical community. A significant portion of the Company's 1,800 sales representatives comes from healthcare professions — including pharmacists, nurses, nutritionists, and dentists — ensuring a high level of technical and scientific expertise during the 320,000 monthly visits, a key differentiator in sales representatives' interactions with physicians . This extensive reach strengthens the Company's proximity to the medical community and expands the population's access to solutions based on innovation, quality, and credibility.



Medical events

Biolab & Co. has a dedicated structure responsible for organizing medical events and fostering relationships with medical communities and professional societies.

The Company believes that participation in events organized by medical societies, as well as proprietary events, is one of the most effective ways to engage with the medical community. These occasions provide opportunities to present the Company's product portfolio, address physicians' questions, and provide technical training on the appropriate use of its medicines.

Engagement with different stakeholders through these events contributes to continuing medical education in the Company's areas of expertise. In addition, the Company develops educational initiatives in shareholdership with medical societies and academic institutions.

These initiatives strengthen the Company's brand image and reinforce its institutional positioning.

Biolab Studio and Biolab Pro Farmacêutico

As a central part of its strategy to support continuous scientific education and build increasingly accessible, ethical, and effective engagement channels, the Company promotes continuing medical education through a learning platform designed for healthcare professionals. The exclusive Biolab Studio platform, designed for physicians, provides exclusive articles on healthcare management, medical marketing, scientific content, and specialized information about products and new launches. Among the learning formats available, Biolab Studio offers high-quality online courses, including video classes and podcasts.

Through the Biolab Studio portal, Biolab & Co. has strengthened its digital transformation and the use of data intelligence as key drivers of engagement and connection.

In addition to educational content, the platform features live events, integrated learning journeys, and Biobox sample kits. The Biolab Pró Farmacêutico portal complements this commitment by strengthening pharmaceutical care through free courses designed to enhance pharmacists' professional development.

Consumers

Digital channels play a key role in the Company's engagement strategy not only with physicians, veterinarians, and pharmacists, but also with consumers and patients. For Biolab & Co., this omnichannel strategy is essential to ensuring the dissemination of reliable, evidence-based information on health and well-being, positioning the Company as a trusted partner throughout Brazilians' healthcare journey.

Biolab & Co. is committed to accessibility by maintaining a customer service center for doctors and patients, incorporating image and video descriptions on its digital channels.

Corporate website and social media

The Company maintains a dedicated Customer Service Channel (SAC in Portuguese) for physicians and patients and is committed to accessibility. Across its social media channels and videocast, Biolab & Co. uses the For Everyone to See (*Para Todos Verem* in Portuguese) hashtag, which provides descriptions of images and videos to promote digital accessibility.

The Company's corporate website was recently redesigned to improve content accessibility. As a result, it has expanded access for millions of Brazilians with disabilities or limitations in online navigation, providing a more intuitive, inclusive, and personalized user experience. This investment reinforces the Company's commitment to digital inclusion and its mission to promote the health and well-being of all.

Powered by EqualWeb technology, the website now features new tools that make navigation simpler, clearer, and more inclusive. Users can customize their browsing experience according to their individual needs, ensuring greater autonomy and accessibility.

In addition, following the Company's rebranding to Biolab & Co., its website domain was changed to biolabeco.

On LinkedIn, the Company's main page was also renamed Biolab & Co. A new affiliated page was created for Biolab Farmacêutica.

The Company also maintains a presence on Instagram, Facebook, TikTok, YouTube, *Reclame Aqui*, and Glassdoor to engage directly with end consumers and provide high-quality information.

Live Well Blog

The Company publishes informative articles on health, well-being, and quality of life through the Viver Bem blog, hosted on its corporate website. Readers have access to reliable content on topics such as healthy habits, nutrition, physical activity, and disease prevention. By offering this content, the Company reinforces its belief that living well goes beyond treating diseases; it also involves making informed choices, maintaining balanced routines, and having access to reliable information.

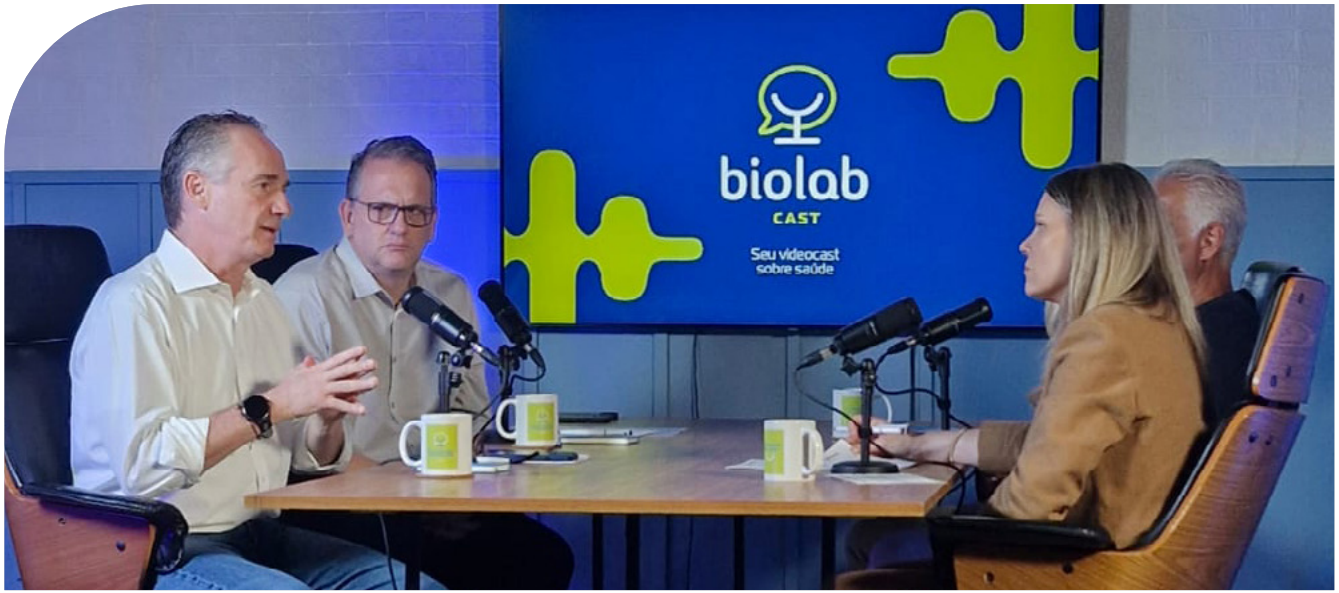
Available free of charge on major streaming platforms, Biolab Cast is Biolab & Co.'s health-focused videocast. Now in its third season, it has attracted an audience of more than one million viewers.

Hosted by journalist Diana Garbin, the program presents health and quality-of-life content in a clear and approachable manner. Using an educational approach, leading figures in Brazilian healthcare discuss topics related to healthy living, well-being, and self-care.

During the latest season, the Company began hosting Instagram Live sessions on the topic of each upcoming episode, allowing viewers to interact directly with the featured experts and have their questions answered.

Biolab Cast Conectados, another videocast produced by the Company, aims to connect its Central Nervous System portfolio with its Animal Health business. In each episode, psychiatrist Dr. Luiz Dieckmann and neurologist Dr. Paula Dieckmann, together with invited guests, discuss how interactions with animals can contribute to the treatment of psychological disorders.

The Health in Evolution (*Saúde em Evolução*) benefits program aims to facilitate access to healthcare by encouraging adherence to physician-prescribed treatments. Through a simple enrollment process, participants receive discounts on eligible medicines purchased at participating pharmacies. Beneficiaries also receive health information and educational materials related to their treatment.



Suppliers

GRI 2-6, 2-9, 205-1

As its operations and interactions with shareholders and suppliers continue to expand, Biolab & Co. has strengthened its risk-prevention and reputation management mechanisms. The creation of the Corporate Integrity Executive Office has enhanced the Company's ability to take a preventive and coordinated approach to the ongoing monitoring of relationships with third parties.

The Company conducts internal audits, integrity due diligence, and contract risk assessments in order to prevent, detect, and address potential misconduct, including reputational risks.

All suppliers registered in the Company's system are subject to third-party due diligence conducted through the KPMG Watch platform. Based on this assessment, risk criteria are established to mitigate integrity and reputational risks, including those related to corruption.

Business shareholders are evaluated before engagement and, when necessary, undergo additional reviews by the Compliance area, which plays an active role in assessing new shareholderships and contracts to ensure that business relationships are aligned with applicable legislation and the highest standards of integrity.



When potential concerns are identified during the risk assessment process, the Company issues a recommendation on whether to proceed with the engagement. In its commercial agreements, Biolab & Co. requires business shareholders to comply with specific corporate policies, particularly its Code of Ethical Conduct.

For certain categories of suppliers, the Company maintains additional qualification procedures. The Quality area, for example, conducts the prequalification of shareholders, including on-site visits to manufacturing facilities, as well as audits, which are required in certain cases for product registration.

The Logistics area has implemented processes aligned with the Authorized Economic Operator (AEO) Program, under which the Company has been certified for its foreign trade operations (read more in AEO Certification, on the page 43). These processes help ensure that the Company conducts its business ethically, transparently, and responsibly.

Supplier overview

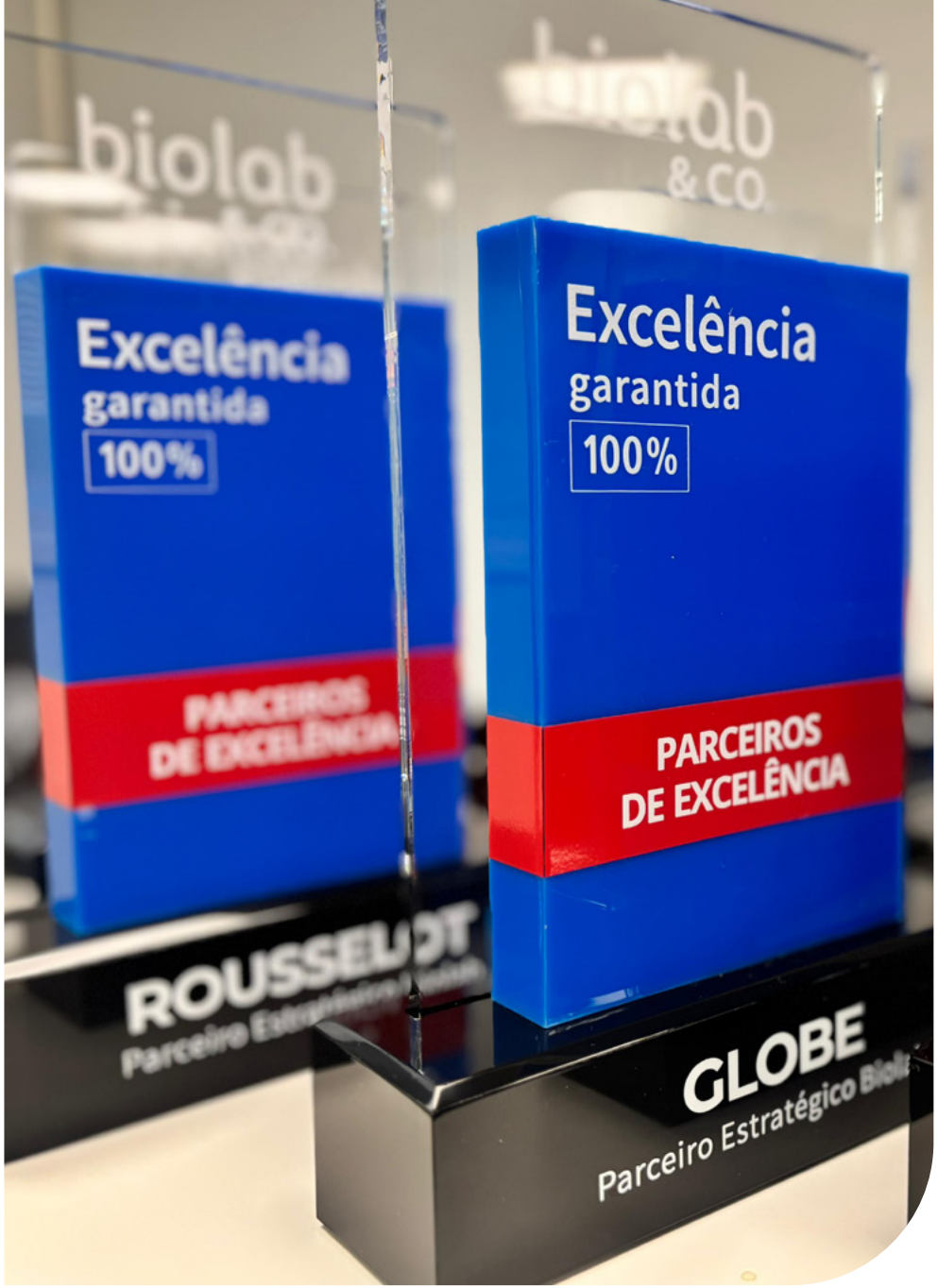
Biolab & Co. is committed to the sustainability of its supply chain. Accordingly, it adopts a collaborative, shareholdership-driven approach with its suppliers. The Company applies a detailed methodology to assess pricing structures and identify the drivers of potential price increases, negotiating contracts based on a mutually beneficial relationship with suppliers. In 2025, reciprocal visits to manufacturing facilities were intensified to identify needs and jointly develop solutions.

The Procurement area takes a strategic approach to ensuring long-term business sustainability. Using business intelligence tools, it monitors the entire supply chain, including the prices of inputs offered by competitors. Based on systematic data analysis, the Company focused its efforts on significantly reducing the number of items that experienced recurring supply shortages, thereby ensuring efficiency, competitive pricing, and production capacity.

To meet regulatory requirements related to the quality, safety, and efficacy of its products, the Company follows a rigorous and time-intensive qualification process. Replacing a supplier of active pharmaceutical ingredients may take up to two years.

The Company also maintains a risk mapping process that identifies its level of dependence on a given supplier and defines the corresponding action plans. Biolab & Co. plans to expand this process to include suppliers exposed to physical and climate-related risks.

In 2025, Biolab & Co. recognized 16 suppliers of production inputs for their outstanding performance in delivery reliability and quality, based on the On-Time, In-Full (OTIF) metric.





Supply chain management

In 2025, Biolab & Co. completed a comprehensive assessment of its suppliers of paper, package inserts, informational leaflets, cardboard, and cartons to verify their compliance with internationally recognized sustainability practices.

As a result, the Company found that 100% of the suppliers assessed held Forest Stewardship Council® (FSC®) certification. This achievement reinforces Biolab & Co.'s commitment to sourcing raw materials from responsibly managed forests and promoting a value chain aligned with environmental best practices.

100%
of the suppliers assessed in the mapping exercise are certified by the Forest Stewardship Council® (FSC®).

Technical visits

In addition to document reviews, the Company conducted technical visits to waste management suppliers during the reporting period. During these visits, environmental criteria were incorporated into the supplier screening process, thereby expanding the process's traditional focus on quality and operational compliance requirements.

The broader integration of environmental criteria strengthens governance and contributes to increasingly responsible operations aligned with stakeholder expectations. Accordingly, in 2026, Biolab & Co. is continuing to strengthen supplier management by implementing a structured supplier environmental screening process. As part of this initiative, the Company has begun prioritizing strategic suppliers for the initial assessments and introducing a dedicated environmental questionnaire to strengthen the environmental evaluation of business shareholders, promote transparency across the value chain, and ensure supplier alignment with the Company's sustainability commitments.

Membership associations

GRI 2-28

Biolab & Co. is a member of industry associations that support the development of both its business and the pharmaceutical sector.

- Pharmaceutical Products Industry Association (Sindusfarma), whose current president, Cleiton de Castro Marques, a Biolab & Co. partner, is serving his third term.
- Brazilian Fine Chemicals, Biotechnology and Specialty Industry Association (Abifina).
- Brazilian Pharmaceutical Trade Association (Abcfarma).
- Brazilian Federation of Independent and Associated Pharmacy Networks (Febrafar).
- Brazilian Personal Hygiene, Perfumery and Cosmetics Industry Association (Abihpec).
- Brazilian Pharmaceutical Products Distribution and Logistics Association (Abradilan).
- Brazilian Business Communication Association (Aberje).
- American Chamber of Commerce for Brazil (Amcham).
- Brazilian Association of Pet Industry Companies (Abempet).



biolab & co.

6 SOCIAL RESPONSIBILITY

Social Commitment 99



Interactive summary

Social Commitment

GRI 3-3 Material topic: Social responsibility, 2-29

Biolab & Co. is strongly committed to social development and transformation, aligned with its mission to improve people's health and quality of life, while also promoting education, development, and accessibility. To this end, the Company has a dedicated area responsible for planning and investing in shareholderships that generate positive impacts on communities while encouraging employee volunteerism. The Company's priority is to support vulnerable communities and families living in the areas surrounding its manufacturing facilities.

These social initiatives were carried out through previously defined projects aligned with the Company's sustainability guidelines and corporate purpose. All social initiatives and projects undergo due diligence to assess the reputation, transparency, and social impact potential of partner organizations and are subject to validation by senior leadership.

In 2025, the Company expanded and strengthened initiatives and projects supporting organizations that serve diverse audiences — from children and adolescents to older adults — in the areas of Health and Solidarity, Sports and Education, and Arts and Culture.

The Company continuously monitors the effectiveness of its initiatives and evaluates the results of the projects it supports. Assessments of the activities carried out by partner organizations, together with stakeholder feedback and ongoing dialogue, are documented. The resulting findings and lessons learned are incorporated into the planning of new initiatives and used to identify opportunities for improvement and refine existing actions.

This Sustainability Report is one of the Company's primary tools for consolidating and communicating its social initiatives and investments. In addition, Biolab & Co. has expanded the disclosure of its initiatives and results through its corporate communication channels and social media platforms.

In addition to direct investments, Biolab & Co. makes contributions through incentive laws, the total amount of which reached the following in 2025:

R$ 2,216,809.00

allocated through Incentive Laws
+ investments from its own funds

Learn about Biolab & Co.'s initiatives under each area of focus on the following pages.

Health and well-being

Promotion of access to healthcare, care, and quality of life by supporting initiatives that expand healthcare services, disease prevention, and assistance for vulnerable populations.

De Olho nos Olhinhos

Biolab & Co. supports the *De Olho nos Olhinhos* (Keeping an Eye on Little Eyes) campaign, an initiative that raises awareness of retinoblastoma and contributes to its early diagnosis by distributing educational materials to pediatricians and providing guidance to families on the disease's main warning signs.



Doutores do Mundo

In shareholdership with Profarma Distribution, Biolab & Co. supports the *Doutores do Mundo* (Doctors of the World) NGO in conducting humanitarian expeditions that provide free medical care and medicines to remote and vulnerable communities, expanding access to healthcare and specialized medical services. In 2025, the expedition took place in Muzambinho, in the state of Minas Gerais, providing approximately 500 medical consultations and services across multiple specialties, as well as diagnostic testing, dental care, and psychological support.

Expedição Cirúrgica

The Company is the first pharmaceutical company to support a *Expedição Cirúrgica* (Surgical Expedition) organized by the University of São Paulo Medical School (FMUSP in Portuguese), an initiative that provides specialized care and surgical procedures in regions with limited access to healthcare, helping reduce unmet demand for medical treatment. The expedition supported by Biolab & Co. took place in 2026 in the city of Castanhal, Pará.



500 services available in Muzambinho (MG).



GRAACC

Biolab & Co.'s aid for the *Grupo de Apoio ao Adolescente e à Criança com Câncer* (Support Group for Adolescents and Children with Cancer – GRAACC) reinforces its commitment to promoting health and life by contributing to the treatment, care, and multidisciplinary support for children and adolescents with cancer. This shareholdership has been in place for nearly 30 years through multiple initiatives, including incentive-law projects, McHappy Day, and the GRAACC Run.



Fraternidade Santa Clara

Biolab & Co. supports *Fraternidade Santa Clara*, an organization dedicated to the care and rehabilitation of individuals with severe cerebral palsy, contributing to the provision of specialized care and an improved quality of life for its beneficiaries.

Projeto SBA Girassol

Through its support of *Girassol* (Sunflower) Project, Biolab & Co. contributes to initiatives focused on education, skills training, and social support for vulnerable children, youth, and families, thereby promoting social transformation.

The project creates opportunities for

130

families



Social development and inclusion

The Company generates positive social impact through projects that strengthen social protection, inclusion, volunteerism, and expanded opportunities.

AAC

Biolab & Co. supports *Associação Amigos da Criança* (Friends of Children Association – AAC), which promotes the holistic development of children and adolescents through educational, cultural, sports, and citizenship development initiatives.

Associação de Promoção do Menor

The Company supports the ongoing activities of *Associação de Promoção do Menor* (Association for the Promotion of Minors), helping provide services to more than 500 socially vulnerable children in the state of Minas Gerais. The children benefit from structured educational support and extracurricular activities.



Conectados

Biolab & Co. is the first pharmaceutical company to train employee-pet teams to participate in animal-assisted interventions in institutions, hospitals, and healthcare facilities, promoting well-being and health. To date, 45 employee-pet teams and program coordinators have obtained international certification and volunteer at Residential SBA, a long-term care facility for older adults, and at Versania Clinic, a palliative care center.



Lar das Crianças Felizes

Biolab & Co.'s support for *Lar das Crianças Felizes* strengthens initiatives that provide care and protection for children and adolescents separated from their families, contributing to their development in a safe and welcoming environment.

McHappy Day

As one of GRAACC's leading sponsors of the McHappy Day campaign, Biolab & Co. purchased more than 12,000 McHappy Day meal vouchers in 2025 and encouraged its employees and shareholders to take part in the initiative. All vouchers were donated to employees and their families, as well as to institutions supported by Biolab & Co., such as SOMAR and SBA Girassol.

Natal Solidário

Natal Solidário (Solidarity Christmas) is a longstanding tradition at Biolab & Co. In 2025, the initiative was expanded nationwide. A total of 1,200 food baskets were distributed to partner organizations across all regions of Brazil. Employees also donated toys, clothing, footwear, and hygiene items, totaling more than 900 donated items that benefited more than 300 children at six social organizations located near Biolab & Co.'s facilities. In addition, the Company sponsored Christmas dinners at three residential care institutions for children in the states of São Paulo and Minas Gerais.



Acolhimento Institucional para Crianças e Adolescentes Estrela do Bom Jesus

Biolab contributes to strengthening care and protection initiatives for socially vulnerable children and adolescents.

SAMA

Biolab & Co.'s support for *SAMA* helps provide comprehensive care and protection for children and adolescents separated from their families, promoting care, dignity, and opportunities for development.

Instituto SOMAR

Biolab & Co. supports *Instituto SOMAR* (SOMAR Institute) through initiatives that promote the social inclusion of children and adolescents through education, culture, sports, and health. In addition to supporting the Institute's projects, the Company also collaborates on joint initiatives, such as McHappy Day, which benefits approximately 500 children and adolescents in the states of São Paulo and Minas Gerais.



Education and human development

We support initiatives that promote education, sports, skills development, and human development, contributing to individual growth and social transformation.

Fios de Berenice

Through its support for the *Fios de Berenice* (Berenice's Strands) Project, Biolab & Co. encourages employees and participants at external events to donate hair for the production of wigs for people undergoing cancer treatment and others experiencing hair loss due to medical conditions.

Ginástica Artística Luree

Biolab & Co.'s support for *Ginástica Artística Luree* (Luree Artistic Gymnastics) contributes to the athletic development of children and adolescents, strengthening sports as a tool for inclusion, discipline, and social transformation. The shareholdership enables students to participate in internationally recognized events and competitions.

OrientaVida

The shareholdership with the NGO *OrientaVida* (Life Guidance) helps generate income and create opportunities for the communities served by the institution by integrating social initiatives into the Company's day-to-day activities, including the purchase of corporate gifts and other products with a positive social impact.

Reciclar

Biolab & Co. supports *Reciclar* (Recycle) Program, an initiative that promotes education, professional training, and skills development for vulnerable young people. In addition to supporting the program's activities, the Company shareholders with the *Reciclar* (Recycle) Program by encouraging Biolab & Co. employees to serve as volunteer mentors for participants in the Impactful Youth and Youth of Value programs who work at the Company.





Culture and citizenship

We support cultural initiatives that democratize access to art, knowledge, and diversity, contributing to citizenship education and the development of society.

São Paulo Biennial

Support for the São Paulo Biennial reinforces *Reciclar* (Recycle) Program's commitment to promoting culture and education by expanding access to contemporary art and transformative cultural experiences.

Joan Miró Exhibition

By supporting the Joan Miró Exhibition, Biolab & Co. helps bring society closer to one of the leading figures of modern art, strengthening access to culture and knowledge.

São Paulo Museum of Art (MASP in Portuguese)

The shareholdership with MASP strengthens initiatives aimed at preserving cultural heritage and democratizing access to art and education.

Museum of Modern Art of São Paulo (MAM in Portuguese)

Support for the Museum of Modern Art of São Paulo contributes to promoting artistic production, cultural diversity, and audience development.

Brazilian Museum of Sculpture and Ecology (MuBE in Portuguese)

By supporting MuBE, Biolab & Co. promotes the dissemination of art, culture, and socio-environmental awareness through one of the country's leading cultural institutions.



7 ENVIRONMENTAL MANAGEMENT

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Interactive summary



Environmental management

GRI 3-3 Material topic: Environmental management

Environmental stewardship through sustainable practices strengthens and creates value for Biolab & Co. while preserving the planet's natural resources. Environmental management focuses on minimizing the impacts of the Company's operations and meeting stakeholder requirements.

The Company has improved its management systems and expanded cross-functional integration to integrate environmental considerations into its strategic agenda as well as the day-to-day activities of both the Company and its employees. Beyond processes, Biolab & Co. has fostered awareness, a sense of belonging, and shared responsibility.

In 2025, the Company advanced its data collection and governance practices. With the hiring of a sustainability specialist, it organized and consolidated historical datasets, standardized definitions, improved source data quality, and reduced gaps and rework. At the same time, it implemented a robust performance indicator monitoring system, enabling more accurate performance tracking.



Improvements to the underlying data, the implementation of the performance indicator monitoring system, and refinements to data collection and validation processes have made it possible to:

- Gain a clearer understanding of operational performance and its impacts;
- Improve the reliability of performance indicators;
- Compare reporting periods with greater confidence; and
- Prioritize actions based on evidence.

These advances are essential for establishing robust and achievable targets in future reporting cycles, aligned with the actual performance as measured by the indicators, ensuring that they are both technically sound and consistent with the Company's level of maturity.

Indicators

Waste



- Total waste generated: total volume of waste generated on a monthly and annual basis, classified as hazardous and non-hazardous waste.
- Waste sent for incineration: total volume of waste sent for incineration.
- Waste sent for co-processing: total volume of waste sent for co-processing.
- Waste treated through pyrolysis: total volume of waste sent for pyrolysis.
- Discarded blister packs: total volume of blister packs sent for treatment, including blister trim waste and empty blister packs generated during machine setup.
- Waste recycled: total volume of waste sent for recycling.
- Recycling rate: percentage of total waste generated that is recycled.

Water



Water consumption: volume of water consumed per unit.

Energy



Energy Consumption: energy consumed per unit.

Emissions



Scope 1 and Scope 2 CO_2 Emissions: amount of emissions per unit and by source.

Inputs



Diesel Fuel, LPG, and Natural Gas Consumption: Amount consumed per unit.

Environmental compliance

Environmental management is supported by a rigorous compliance program designed to strengthen institutional credibility, build trust among shareholders and regulatory authorities, reduce risks, and prevent liabilities and fines.

The Company maintains controls, structured procedures, trained personnel, and ongoing monitoring to ensure compliance with applicable environmental legislation. **In 2025, the Company engaged a specialized consulting firm to assess legal requirements, ensuring that regulatory obligations applicable to its operations remain current and are consistently met. At the same time, the Company is structuring its Environmental Management System in accordance with the requirements of ISO 14001 to organize processes, responsibilities, and controls that enhance the effectiveness of environmental management.**

Management processes undergo periodic internal audits to identify opportunities for improvement. The Company is also subject to inspections and external audits conducted by Anvisa, business shareholders, and national and international health authorities. These audits assess the manufacturing system, including waste and water management practices. This independent assessment helps ensure compliance with environmental regulations and applicable national and international standards.

The Company has controls, structured procedures, trained staff and ongoing monitoring in place to ensure compliance with current environmental legislation.



The results of the Company's environmental management efforts are disclosed through this Sustainability Report, which provides official, current, and verified information on waste, water, energy, emissions, and other environmental topics.

Materials used in production

GRI 301-1, 301-2, 301-3

The Company uses a wide variety of materials in the manufacturing and packaging of its products. Between 2024 and 2025, raw material consumption remained stable, with only minor fluctuations reflecting routine operational changes and adjustments, without indicating any significant shift in consumption patterns.

Packaging materials also showed consistent performance, with a reduction in the total volume consumed and a slight increase in the number of items processed. This trend reinforces the Company's continued progress in efficiency and the smarter use of resources.

One important consideration relates to the item recorded as "packages." The reported increase does not represent actual growth in material consumption, but rather a necessary correction to the unit of measure, which had previously been recorded as "thousand units." The update revised the conversion factor used in consumption records, resulting in a change to the accounting methodology for this item. Accordingly, the reported increase does not reflect an actual change in consumption, but rather an adjustment resulting from the update to the master data, ensuring greater accuracy and consistency in reported information.

The Company has been working to improve its data framework to enable the reporting of renewable and non-renewable materials volumes in future reporting cycles. Although the current data structure and ERP system accurately record quantities, weights, and operational categories, they do not yet include parameters to automatically identify the origin of each material. This classification must be developed in alignment with sustainability best practices, particularly given the Company's extensive portfolio of raw materials and packaging materials, each with distinct characteristics.

Raw material

Materials	Measure (weight/unit)	2023	2024	2025
Raw material	Kilograms	1,565,175.59	1,906,754.51	1,875,135.02
	Thousand units	207,472.27	284,280.95	290,480.05
	Liters	0.00	0.00	5.10
	Units	352.00	459.00	428.00

Packaging materials

Materials	Unit of measure	2023	2024	2025
Packaging materials	Kilograms	839,697.98	1,048,153.24	1,029,281.32
	Thousand units	300,102.49	364,364.69	377,143.87
	Packages	100,227.25	272,019.24	1,385,907.90
	Units	3,312,027.75	4,069,522.62	4,161,545.83

Waste management and reverse logistics

GRI 3-3 Material topic: Environmental management, 306-2, 306-3, 306-4, 306-5

Biolab & Co.'s commitment to waste management is based on prioritizing waste reduction, proper segregation, and the environmentally sound and safe disposal of all waste generated.

Every improvement, no matter how small, optimizes processes, reduces costs, prevents environmental risks, and reinforces the Company's respect for people and the communities in which it operates.

In 2025, Biolab advanced its waste management framework through more efficient processes, enhanced monitoring, and stronger circularity practices. The Company works to prevent waste generation by improving production efficiency, reducing waste, and adopting cleaner technologies throughout its operations. It also expanded its circularity initiatives through the reverse logistics of packaging and medicines, ensuring the recycling and environmentally appropriate disposal of these materials. In addition, the Company has been implementing the EBR system at its manufacturing facilities to document production batches. The goal is to transition production records to an electronic format. In addition to reducing paper consumption, the measure ensures greater data reliability, as required by regulatory authorities.

By optimizing resource consumption, implementing reverse logistics and recycling, and carrying out environmental education initiatives, Biolab & Co. contributes to reducing pollution, preventing risks to human health, and promoting the circular economy.

In 2025, Biolab made progress in waste management through more efficient processes, enhanced monitoring and strengthened circular economy practices.



Sorting and selective waste collection

All waste is identified, weighed, and classified as either hazardous or non-hazardous. Information is recorded in internal systems and consolidated into a Power BI management dashboard, which centralizes and organizes data from all manufacturing facilities.

Dedicated collection points and collection routes for hazardous and non-hazardous waste have been established across the Company's facilities, supported by clear signage and employee training.

- **Specialized hazardous waste management:** hazardous waste receives specific treatment in accordance with applicable environmental and health regulations and is processed exclusively by licensed companies, minimizing environmental and public health risks.
- **Distribution and Environmental Management (DGA, in Portuguese) Program:** enables distributors to dispose of expired or damaged medicines locally, avoiding unnecessary transportation while reducing associated risks and Greenhouse Gas (GHG) emissions.



Material recycling

Biolab & Co. maintains initiatives focused on proper waste management and the promotion of recycling throughout its operations. All facilities operate programs that encourage the segregation and proper disposal of recyclable materials, helping reduce environmental impacts and the volume of waste sent to landfills.

In 2025, the volume of waste sent for recycling increased by 6.93%. Currently, 58.63% of the waste generated is directed to recycling, with blister waste accounting for about 15% of the total recycled volume. Recycling generates revenue through the sale of recyclable materials and results in significant significant cost savings associated with destruction through incineration and co-processing.

Reverse logistics

The Company operates two reverse logistics systems to ensure the environmentally responsible disposal of post-consumer waste, particularly packaging and medicines. The two systems are complementary and reduce environmental liabilities, protect public health, and strengthen the Company's operations in alignment with the principles of the circular economy.

For human pharmaceuticals, the Company participates in the LogMed System, a nationwide initiative that collects expired or unused medicines at pharmacies. Post-consumer products are disposed of in an environmentally safe manner, preventing soil and water contamination. The LogMed System includes about 8,000 collection points across 780 cities in Brazil. For veterinary and cosmetic products, the Company works with specialized shareholders that collect, transport, and properly dispose of these materials in accordance with state collection targets, ensuring compliance with applicable legislation.



Composting of organic waste

Organic waste generated at the Pouso Alegre facility is sent to composting plants, reducing the volume of waste disposed of in landfills.

This initiative reinforces Biolab & Co.'s environmental commitment by supporting soil and water conservation, preventing contamination from landfill leachate, and reducing emissions of methane, a potent greenhouse gas.

Waste management monitoring and auditing

Waste generation is a relevant indicator for monitoring the environmental performance of operations. In 2025, an increase was observed in the total volume of waste generated, resulting from the Company's industrial expansion process and the gradual increase in operational activities at the Pouso Alegre facility.

Despite the increased production, the proportional increase in waste generation was small, reinforcing Biolab & Co.'s waste management efficiency. The results demonstrate that internal controls, waste segregation processes, and waste disposal management operate consistently. These measures enable the Company to maintain stable performance indicators despite increased operational complexity. Accordingly, the 2025 results reflect both expanded production capacity and the Company's ability to maintain sound environmental management practices, ensuring solid performance aligned with its environmental commitments.

In 2024, the Company monitored only waste disposal indicators and had not yet established targets.

As a result, 2025 was a year of learning and refinement. The Company revisited its internal processes and procedures, reviewed its performance indicators, standardized the calculation methodology, and began a period of analysis to better understand data trends under the new model. The results will be consolidated to support the establishment of targets in future reporting cycles.



The Company reviewed its internal processes and procedures, revised its performance indicators, standardized its calculation method and began a period of analysis to understand the behavior of the data.

Weight of waste generated in metric tons broken down by composition of the waste (in tons)

	2023	2024	2025	Breakdown by composition of the waste for 2023
Hazardous waste (Class I)	**447.83**	**473.18**	**525.22**	**Co-processing + incineration + Pyrolysis**
Co-processing	277.00	373.13	352.51	Pharmaceutical production residues; contaminated PPE; cleaning waste from production areas and equipment; expired and rejected medicines.
Co-processing - Pouso Alegre	61.46	43.06	93.37	Expired or returned finished products.
Incineration	30.00	47.17	35.20	Pharmaceutical production residues; contaminated PPE; cleaning waste from production areas and equipment; expired and rejected medicines.
Incineration - Pouso Alegre	16.64	8.58	44.13	Expired or returned finished products
Pyrolysis	62.73	1.24	0.00	Pharmaceutical production residues; contaminated PPE; cleaning waste from production areas and equipment; expired and rejected medicines.
Non-hazardous waste (Class II)	**724.31**	**887.24**	**913.61**	
Recycling	674.91	788.96	843.60	Uncontaminated cartons, package inserts, blisters, aluminum, PVC, and cardboard.
Composting	49.40	98.28	70.01	
Total	**1,172.14**	**1,360.42**	**1,438.83**	

Waste directed to disposal broken down by composition of the waste and disposal operation (in tons)

Offsite disposal	2023	2024	2025
Hazardous waste (Class I)	**447.83**	**473.18**	**525.22**
Co-processing (with energy recovery in cement kilns)	338.46	416.19	445.89
Pyrolysis (without energy recovery)	62.73	1.24	0.00
Incineration (without energy recovery)	46.64	55.75	79.33
Non-hazardous waste (Class II)	**724.31**	**887.24**	**913.61**
Recycling	674.91	788.96	843.60
Composting	49.40	98.28	70.01
Total	**1,172.14**	**1,360.42**	**1,438.83**

Note: waste disposal is carried out outside Biolab & Co.'s facilities. As of the date of this Report, it has not been possible to consolidate information regarding waste disposed of in landfills due to ongoing improvements in data collection and consolidation processes. The Company continues to enhance these controls with the aim of improving the traceability and transparency of its environmental information.
No hazardous waste is sent for incineration (with energy recovery) or landfill disposal. Likewise, no non-hazardous waste is sent for incineration (with energy recovery), incineration (without energy recovery), or landfill disposal.

Water and effluent management

GRI 303-1, 303-4, 303-5

Recognizing water as a valuable and finite resource, Biolab & Co. is committed to responsible water management aimed at reducing water-related environmental impacts across its facilities. To achieve this, the Company adopts integrated measures focused on:


Efficient water use


Water reuse


Waste elimination


Industrial effluent treatment

These practices strictly comply with environmental pollution prevention and control regulations.

To minimize negative impacts and promote the responsible use of water resources, the Company conducts awareness and conservation campaigns, reinforcing that water is a shared resource whose management depends on collaboration, transparency, and responsible stewardship throughout every stage of the process.

In 2025, the Company continued the journey initiated in the previous year to improve the quality and scope of its water-related performance indicators. It began monitoring water consumption across all facilities, from manufacturing plants to administrative buildings, covering the entire water cycle — from withdrawal and consumption through discharge. This provided a more comprehensive understanding of consumption patterns, regional variations, and the specific characteristics of each facility. The purpose is to identify opportunities to improve water use efficiency while ensuring operational reliability.

Based on this more robust data, the Company intends to advance in future reporting cycles by establishing structured targets integrated into its water resource management, reinforcing its commitment to responsible water use and to reducing impacts on the communities and ecosystems where it operates.

Water withdrawal and consumption

Biolab & Co. uses three sources of water supply. Regardless of the source, all water entering the supply system is tested against microbiological and physicochemical standards to ensure its quality for use.

Local utilities: provide potable water for human consumption and industrial use. Water treatment is provided by the local utility provider.

Artesian wells: Biolab & Co. withdraws water from permitted artesian wells for industrial and sanitary purposes. These wells are regularly monitored to ensure that water withdrawals remain sustainable, comply with the requirements established in their water use permits, and do not compromise local aquifers.

Local suppliers: the Company relies on specialized suppliers to provide potable water delivered by tanker trucks in the event of interruptions in the local utility water supply.

Total water withdrawal increased significantly between 2024 and 2025. This increase reflects higher operational water consumption and is primarily attributable to two structural factors:

The start-up and expansion of the Pouso Alegre facility, which became a significant contributor to water demand in 2025.

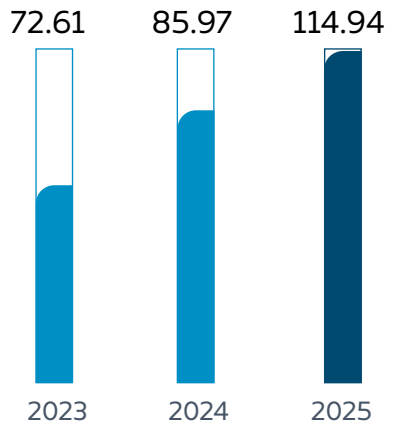
The inclusion of water consumption at administrative facilities, which had not been measured or reported in the inventory through 2024. Following the adoption of more comprehensive controls in 2025, the volumes reported as "third-party water" increased substantially, resulting in a higher total reported volume.

Accordingly, the year-over-year variation reflects both production expansion and enhancements in the Company's water management and reporting system, ensuring greater accuracy and transparency of the reported information.

Water consumption from local utilities is monitored through utility bill reviews and monthly water meter readings. Water withdrawals from artesian wells are monitored using water meters and hour meters installed at each well. The data collected are compiled and tracked in spreadsheets to ensure accuracy and efficiency in water resource management.

Water consumption

in megalitres



[1] Note: there is no water consumption in areas experiencing water stress.

Water reuse

To optimize water resource use, Biolab & Co. has implemented systems to capture and reuse rainwater, water discharged from water treatment systems, and treated effluent. The objective is to reuse these resources internally for activities that do not require potable water.

At the Jandira facility, the Company operates a ten-thousand-liter storage tank. At Itapevi, two 1,000-liter tanks capture rainwater from rooftops and water discharged from the water treatment system. This water is used in the restroom facilities at both sites. At Taboão da Serra, a 5,000-liter tank captures water discharged from the water treatment system, which is also used in the site's restroom facilities.

At the Pouso Alegre facility, Biolab & Co. has a reservoir with a capacity of 409,500 thousand liters, designed to capture and store rainwater, water discharged from water treatment systems, and treated effluents from its Wastewater Treatment Plant (WWTP). This water is used for activities such as construction, irrigation of green areas and lawns, vehicle washing, dust control, cleaning of outdoor areas, irrigation of seedlings, and soil moistening.

These measures optimize the use of water resources by reducing the demand for potable water and minimizing the volume of effluent discharged into the environment, thereby contributing to environmental conservation and the Company's operational efficiency.



To optimize the use of water resources, Biolab & Co. has implemented systems for collecting and reusing rainwater, water discharged from treatment systems and treated effluent.

Industrial effluent and sanitary wastewater treatment

Biolab & Co.'s facilities have separate collection systems for industrial effluents and sanitary wastewater. This approach ensures safer and more efficient management of the liquid waste generated by operations, reduces environmental and public health risks, and ensures regulatory compliance.

Biolab & Co. manages and monitors its effluents in compliance with the environmental legislation applicable in the locations where it operates. Discharge parameters are controlled based on current legal and regulatory requirements, which establish criteria for the treatment, disposal, and reuse of effluents.

Through periodic analyses and continuous monitoring of its treatment systems, the Company ensures that treated effluents comply with applicable environmental standards, contributing to the protection of water resources, public health, and the environment.

The Company treats 100% of its industrial effluent before it is discharged back into the environment, ensuring compliance with environmental and legal standards.



Industrial effluent treatment at company-owned Wastewater Treatment Plants

The Company treats 100% of its industrial effluents before they are discharged into the environment, ensuring compliance with environmental and legal standards while contributing to the preservation of water resources.



Sanitary wastewater treatment

All sanitary wastewater generated is collected and either treated at the Company's own wastewater treatment plants or discharged to the public wastewater collection and treatment system, depending on the infrastructure available at each location. The Company conducts periodic analyses to ensure compliance with all applicable environmental parameters.

Energy use management

GRI 302-1

The start-up and expansion of the Pouso Alegre facility had a direct impact on the increase in energy and fuel consumption in 2025 compared with the previous year.

Despite the significant increase in energy consumption, energy sourced from the free market and renewable sources remained predominant, supported by the acquisition of Renewable Energy Certificates (RECs). This ensured that the Company maintained a predominantly renewable and environmentally favorable electricity matrix. In contrast, solar energy generation declined slightly in 2025 due to lower solar incidence during the year, a climatic factor that reduced the output of the photovoltaic systems.

Consumption of non-renewable fuels, including diesel and LPG, increased significantly in 2025. This increase was also directly related to the expansion of operational activities at the Pouso Alegre facility.



Photovoltaic panels

LED lighting

Bioclimatic architecture (designed to maximize natural daylight and provide passive climate control)

The 100% electric in-house operations prevent approximately 25 tonnes of CO_2 per year by replacing fossil fuels with clean energy, making logistics more sustainable, efficient and quiet.

Overall, the comparison between 2024 and 2025 shows that operational growth drove the increase in total energy consumption. Even so, the Company's energy transition toward its corporate goal of operating with 100% clean energy remained on track.

In 2025, Biolab & Co. made significant progress on its climate agenda. Currently, 99% of the energy consumed by the Company comes from renewable sources verified by Renewable Energy Certificates (RECs), fully covering all operations in Brazil. In 2026, the main focus will be to expand this coverage to the Canadian unit, bringing the Company closer to achieving a global operation fully powered by certified renewable energy.

Energy consumption within the organization (GJ)

	2023	2024	2025
Non-renewable fuels	**21,575,904.72**	**18,626,217.79**	**29,826,243.79**
Diesel	1,783.88	1,240.73	1,959.03
LPG	21,574,120.84	18,624,977.06	29,824,284.76
Consumption of electricity	**106,443.21**	**110,354.26**	**143,812.03**
Electricity from utility company	25,772.54	1,347.72	1,611.31
Electricity from solar panels	9,329.54	7,291.31	6,743.47
Electricity from the free energy market (renewable)	71,341.12	101,715.23	135,457.25
Total energy consumption	**21,682,347.92**	**18,736,572.04**	**29,970,055.83**

Note: there is no consumption of energy from renewable fuels or of heating, cooling, or steam. No energy is sold.
*Electricity consumption covers the Taboão da Serra, Jandira, Itapevi, Bragança Paulista, Pouso Alegre, RD&I, and administrative facilities.
1 – Electricity supplied by public utilities refers to the administrative facilities and the Itapevi and RD&I units.
2 – Electricity generated by solar panels refers to the Pouso Alegre facility.
3 – Diesel and LPG consumption relates exclusively to industrial equipment that uses these fuels.



Emissions

In 2025, Biolab & Co. published its first Greenhouse Gas (GHG) inventory, covering Scope 1 and Scope 2 emissions, with 2024 as the base year. This initial inventory covered only the Company's manufacturing and administrative facilities and was prepared in accordance with the international GHG Protocol standards.

In 2026, the Company completed its second inventory, using 2025 as the base year and expanding the scope of consolidation. In addition to the manufacturing and administrative facilities, this inventory also included Pet Nutrition® operations and the Company's facilities in Canada. This effort enabled a more accurate assessment of the Company's primary emission sources and established a consistent data foundation that is essential to advancing its climate management. This progress is expected to support more targeted initiatives in the coming years and support the establishment of clear and achievable decarbonization targets.

Category	2024 (tCO_2e)	2025 (tCO_2e)	Variation (%)
Scope 1	4,522.88	4,951.30	9.47%
Scope 2	1,529.29	1,751.35	14.52%
Market-based	251.76	17.01	-93.24%
Location-based	1,529.29	1,751.35	14.52%
Total	**6,052.17**	**6,702.65**	**10.75%**

The 2024 results cover only Biolab's administrative units. As of 2025, the Greenhouse Gas (GHG) Emissions Inventory was expanded to include all Biolab & Co. operations. Therefore, the increase observed between the reporting periods primarily reflects the expanded scope of emissions accounting.

For Scope 2, the inventory is presented using two complementary approaches — location-based and market-based — in accordance with the GHG Protocol, providing a more comprehensive analysis of emissions associated with electricity consumption. The location-based approach reflects emissions based on the average emissions intensity of the electricity grid from which power is sourced and is directly related to the volume of electricity consumed. Accordingly, the increase in emissions under this approach is consistent with higher energy consumption during the period.

The market-based approach, in turn, reflects the Company's electricity procurement decisions, including the use of Renewable Energy Certificates (RECs). In this context, despite the increase in energy consumption, Biolab & Co. achieved a significant reduction in emissions under the market-based approach, demonstrating the positive impact of procuring electricity from certified renewable energy sources.

Currently, all Biolab & Co. operations in Brazil—including manufacturing facilities, Research, Development & Innovation (RD&I) centers, and administrative offices—are covered by Renewable Energy Certificates (RECs), reinforcing the Company's commitment to transitioning to an energy matrix with a lower environmental impact. The operations in Canada do not yet have equivalent certification; however, the Company is already assessing alternatives and opportunities to expand this initiative to its Canadian unit.

This result reinforces the relevance of energy matrix management as an important lever for the decarbonization of operations.

As part of its commitment, Biolab & Co. will continue to prepare its Greenhouse Gas Emissions Inventory annually, with the aim of strengthening its historical dataset and ensuring greater robustness and comparability of information. Once a consistent and comprehensive historical record covering all units has been consolidated, the Company will be able to move forward in a structured manner with the definition of emissions reduction targets and the implementation of decarbonization strategies.



The procurement approach takes into account the Company's decisions regarding the procurement of energy, including the use of Renewable Energy Certificates (RECs).

Biodiversity

Biodiversity is a material topic for the sustainability of Biolab & Co.'s business. The Company recognizes that this is a broad agenda encompassing potential impacts such as the overexploitation of natural resources, changes in land use, water and soil contamination, and emissions associated with the supply chain.

Governance of this topic is coordinated across multiple areas of the Company and senior leadership through a multidisciplinary committee. This approach ensures technical and regulatory alignment and integration with decision-making processes. It also helps define priorities, workflows, training schedules, and the escalation of relevant matters to senior management.

The structure dedicated to biodiversity management evaluates raw materials, verifies the origin of inputs, and ensures that those derived from Brazilian biodiversity are properly classified and compliant with applicable regulations. This assessment includes a thorough analysis of raw material characteristics, traceability, the method of access to genetic heritage, and the potential presence of associated traditional knowledge, always in compliance with applicable legislation, while respecting the rights of traditional communities and recognizing their contribution to product development.

The fair and equitable sharing of benefits is also a key pillar of the Company's approach. A concrete example of this commitment is the Higicalm® cosmetic product, launched in 2025. This intimate wash was formulated with barbatimão extract, a species native to Brazilian biodiversity. The development of this product was based on the integration of traditional knowledge associated with the use of barbatimão and scientific and technological approaches that provide for benefit-sharing in accordance with the applicable



legal framework. This initiative demonstrates the Company's commitment to valuing socio-biodiversity, respecting traditional knowledge, and generating positive impacts for the communities involved.

From the initial stages of projects through product commercialization, the Company adopts the following practices, with clearly defined responsibilities and documented evidence:



Systematically reviews projects with potential biodiversity implications;



Requests biodiversity-related information and supporting documentation during raw material procurement;



Conducts internal reviews and audits of documentation; and



Provides training for key functions on established workflows and responsibilities.

The effectiveness of these measures is demonstrated by the reduction of documentation inconsistencies, improvements in the quality of documentation received, and the monitoring of applicable benefit-sharing cases through implementation.

During the most recent reporting cycle, the Company strengthened training, enhanced internal workflows, reinforced governance through its committee, and improved the collection and assessment of biodiversity-related information from suppliers in order to incorporate the following lessons learned:

- Assess biodiversity and regulatory requirements from the earliest stages of RD&I to reduce rework and the risk of delays;
- Standardize and strengthen documentation to demonstrate compliance; and
- Recognize that significant indirect impacts require the gradual enhancement of supplier management, including improved data quality, traceability, and risk- based prioritization.
- Non-conformities related to biodiversity regulatory requirements are addressed through document reviews, process improvements, and enhanced training and internal workflows to prevent recurrence and maintain compliance.

The Company has established targets and performance indicators based on applicable legal requirements, which are continuously reviewed and prioritized. In the current reporting cycle, the mandatory objectives established under applicable legislation are intended to ensure compliance with Law No. 13,123/2015 (Access to Genetic Heritage and Associated Traditional Knowledge) and, where applicable, to ensure the fair and equitable sharing of benefits.

During the last cycle, the Company stepped up training, refined internal workflows, strengthened governance through its committees and improved its biodiversity processes.

biolab & co.

8 OPERATIONAL MANAGEMENT

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Interactive summary



Industrial capacity and planning

GRI 3-3 Material topic: Industrial capacity and planning

The new industrial unit in Pouso Alegre is designed to support the Company's projected production growth over the next 15 years. As operations are gradually brought online, Biolab & Co. aims to triple its manufacturing capacity. Construction of the complex is in its final stages, with completion expected in 2027.

The state-of-the-art facility comprises 25 buildings within the complex, enabling manufacturing activities to be distributed across multiple structures. This model enhances production efficiency and reduces costs while mitigating operational manufacturing risks.

The facility has also been designed to comply with the regulatory standards of U.S. and European health authorities, supporting Biolab & Co.'s strategy to expand into international markets through products manufactured in Brazil.

The project reflects the Company's long-term vision by establishing a site with expansion capacity to accommodate new therapeutic areas that require dedicated manufacturing facilities, such as oncology and biotechnology.

With the start of operations at the new facility, Biolab & Co. redesigned its manufacturing footprint. The Pouso Alegre site will concentrate a significant portion of the Company's production, allowing the facilities in the state of São Paulo (Taboão da Serra, Jandira, and Bragança Paulista) to expand their capacity for veterinary products, injectables,

Pouso Alegre facility at a glance

600 thousand m² total site area

100 thousand m² of built area

25 buildings 9 main

800+ employees direct and indirect.



and RD&I activities. This reconfiguration enables the Company to:

- Eliminate the need for duplicate infrastructure across three sites, reducing operating expenses;
- Foster greater integration in innovation activities;
- Shorten the industrialization timeline for new products; and
- Enhance competitiveness by reducing unit costs and overall manufacturing costs.

In 2025, the Company completed the first phase of equipment transfers to Pouso Alegre and among its facilities in the state of São Paulo. Equipment transferred to the Minas Gerais site included primary packaging (blister) and secondary packaging (cartoning) lines, as well as an encapsulation machine.

These transfers resulted in temporary production interruptions, with no impact on the Company's production targets for the year or on the launch of new products. The transition also required significant capital investment, particularly in the build-up of safety stock to ensure a structured transfer process and prevent disruptions to product availability.

For 2026, the Company plans additional equipment transfers and investments in new technologies to further automate production with the support of robotic systems. These investments include, for example, automated loading docks for transferring finished products onto trucks.

The manufacturing equipment generates a significant volume of data. In the short term, the Company plans to implement an integrated dashboard consolidating information on raw materials, production, and water and energy consumption, supporting an increasingly data-driven decision-making process.

Inbound and outbound logistics hub

The Company has been using the Pouso Alegre facility as both an outbound distribution hub for finished products and an inbound hub for raw materials shared across multiple Biolab & Co. manufacturing sites. Based on the production schedule, the local team prepares manufacturing kits one week in advance by weighing the required materials and assembling work order (WO) kits, which contain all the inputs needed to manufacture a production batch.



Product quality and safety

GRI 416-1, 417-2, 417-3 | 3-3 Material topic: Product quality, effectiveness, and safety

Consumer health and safety are fundamental to Biolab & Co.'s operations, reflecting the Company's commitment to delivering products that promote well-being with responsibility and scientific rigor. All products — including medicines, food products, and cosmetics — undergo health and safety impact assessments throughout their lifecycle, from development through post-market surveillance.

Rigorous quality controls, industrial validation, and compliance with applicable regulatory requirements are carried out, ensuring that each medicine is developed and delivered safely and reliably.

Inspection mechanisms

In Brazil, the Company adheres to the Pharmaceutical Inspection Co-operation Scheme (PIC/S), a global initiative aimed at strengthening regulatory frameworks for pharmaceutical inspections. In 2021, Brazil's National Health Surveillance Agency (Anvisa, in Portuguese) was admitted as the 54th member of this select group. Since then, Brazilian regulatory standards have gained broader international recognition, aligning with those of the world's leading health authorities. Brazil has strengthened its regulatory environment, making it more efficient and transparent, thereby enhancing Biolab & Co.'s competitiveness in global markets.

International cooperation facilitates the establishment of bilateral agreements and promotes the harmonization of Good Manufacturing Practice (GMP) inspections for medicines, pharmaceutical ingredients, cosmetics, and medical devices for human use. The product lifecycle approach, a core principle of the GMP standards advocated by PIC/S, enables Biolab & Co. to implement rigorous controls throughout every stage of production, from development to commercialization.

In addition, the Company maintains a structured qualification process for suppliers of raw materials and packaging materials. This process includes comprehensive on-site and documentary assessments, ensuring the integrity of the supply chain and compliance with the high-quality standards established in the Company's corporate policy.



Labeling of medicines and products

GRI 417-1

All products marketed by Biolab & Co. include package inserts and labeling developed in compliance with Anvisa regulations applicable to medicines and pharmaceutical products (Normative Instructions No. 28/2018 and No. 200/2022, and RDC Resolutions No. 768/2022 and No. 904/2024).

The applicable regulations require full disclosure of product composition and the identification of specific substances. In addition to the complete list of active ingredients and excipients, mandatory statements must be included regarding, for example, the presence of allergens, sugars, and alcohol. Labels must also contain warning statements addressing potential health and safety risks to patients and consumers.

All package inserts provide information related to the safe use of medicines, including detailed information on potential adverse reactions, contraindications, and specific instructions for different populations, such as children, pregnant women, and older adults.

In 2025, the Company revised its package inserts and labeling to comply with updates to Normative Instruction No. 200/2022 regarding mandatory warning statements, ensuring continued regulatory compliance, transparency, and consumer safety.

Neither Anvisa regulations nor environmental regulations explicitly require information on product disposal or the environmental impacts of the product to be included on product labels.



Data intelligence

GRI 3-3 Material topic: Information intelligence and security

The Company has established guidelines and protocols for managing security incidents. In addition to its operational controls, it conducts audits and penetration testing.

Investments are made on an ongoing basis to improve processes and ensure information security and cybersecurity. It systematically incorporates lessons learned and best practices from shareholders and the broader community through preventive measures and continuous improvement processes. Progress is continuously discussed within the Innovation and Technology Committee.

Biolab & Co. takes an integrated approach to ensuring the appropriate handling of the personal data of customers, suppliers, and employees, while preventing and mitigating risks associated with non-compliance with Brazil's General Data Protection Law (LGPD, in Portuguese). The Business Process Management (BPM), Corporate Integrity, and Information Technology (IT) departments work jointly to develop the Company's Data Protection and Security Policy. The Company also keeps its Privacy Policy up to date, ensuring transparency regarding the processing of personal data and compliance with applicable legislation.

Biolab & Co. also adopts voluntary practices for managing cyber risks. Its Information Security Policy establishes the governance framework for protecting assets and ensuring the confidentiality, integrity, and availability of information. The policy provides guidance to employees on:

- The appropriate use of information resources;
- Information classification criteria based on criticality levels;
- Security requirements for physical and logical environments, including measures to prevent unauthorized access, data loss, and service disruptions; and
- Secure data retention and disposal.

This collaborative approach aligns legal, technological, and governance perspectives to strengthen data protection practices and further embed a culture of privacy throughout the organization. In doing so, the Company reinforces its commitment to confidentiality, information security, and the responsible use of personal data.

Data intelligence framework

The Company manages user access and identities through a privilege-based access control model, supported by password policies, authentication methods, and log management to ensure traceability. These controls also encompass the management of information assets throughout their lifecycle, as well as backup procedures designed to ensure data recovery in the event of failures or security incidents.

This year, the Company expanded the use of artificial intelligence in critical processes, a move that is expected to be replicated and scaled up in the coming years in order to boost operations.

To drive operational efficiency, Biolab & Co. has been integrating data to support decision-making. Currently being implemented, the Company's new data governance architecture is designed to transform its analytical capabilities. The objective is to move beyond retrospective reporting toward models capable of anticipating demand, supply risks, and optimization opportunities.

Through management dashboards, for example, the Demand team has gained strategic visibility into customer performance, enabling it to assess and capitalize on business opportunities. This allows each sales representative to manage the most appropriate customer portfolio based on their product mix, while ensuring that the Sales Force remains aligned with the marketing strategy for each brand.

In 2025, the Company expanded the application of artificial intelligence (AI) across critical processes. This initiative is expected to be replicated and scaled over the coming years to enhance operational performance and generate strategic insights to support decision-making.

During the reporting cycle, the Company's AI agenda was formally institutionalized based on the principle that technology should serve as a tool to create value rather than replace human talent. Senior leadership receives structured reports to evaluate AI use cases with the potential to improve operational efficiency and regulatory quality.

AI has also been used to transform the Company's Sales and Operations Planning (S&OP) process to monitor inventory levels, control product shelf life, and reduce waste.

The Company also incorporated into its processes insights gained from employees' engagement with external benchmarks in innovation and digital transformation. Examples:

- Adopting AI tools in analytical processes, including demand forecasting algorithms and automation of package insert reviews;
- Implementing data orchestration platforms to reduce the time required to prepare management reports; and
- Incorporating agile methodologies into the management of strategic projects, enabling more frequent review cycles and faster decision-making.

Open innovation

In 2025, the Company's open innovation and intrapreneurship initiatives became more closely aligned with its strategic priorities. The Company expanded the sourcing and evaluation of projects originating from both internal stakeholders and the external innovation ecosystem, including the execution of agreements for the launch of innovative products in the Brazilian market.

These collaborations accelerate the innovation cycle and enable the Company to explore cutting-edge technological solutions. As these solutions are progressively integrated into its operations, they have the potential to optimize resources, reduce redundancies, and enhance productivity.

In November, Biolab & Co. presented a series of business challenges to startups, highlighting opportunities to advance innovation in Brazil's healthcare market. The reverse pitch took place at the Pontifical Catholic University of Paraná (PUCPR)'s Hotmilk, one of the state's leading innovation hubs. The challenges presented included:

- **Sales Force Operational Productivity:** omnichannel solutions to optimize field time and enhance commercial efficiency.
- **Medical Segmentation and Visitation Intelligence:** leveraging data and artificial intelligence to develop 360-degree physician profiles and personalize engagement strategies.
- **Sales and Production Forecast Accuracy:** integrated predictive forecasting to reduce variances and improve manufacturing efficiency.
- **Energy Efficiency Through IoT and Analytics:** real-time monitoring to optimize energy consumption and reduce costs across industrial operations.

Development and innovation

GRI 3-3 Material topic: New product launches, innovation

At Biolab & Co., innovation and product development are driven by the goal of delivering meaningful benefits to patients while giving physicians greater confidence in prescribing the Company's medicines. Responsible innovation is a key driver of the Company's growth. It is grounded in a commitment to compliance with national and international regulatory requirements, as well as to the safety, efficacy, and quality of its medicines.

In 2025, the Company strengthened its innovation governance and enhanced integration among its RD&I, regulatory affairs, medical affairs, quality, operations, intellectual property, strategy, and marketing areas. This strengthened the management of the innovation pipeline and the assessment of regulatory, technical, and clinical risks throughout the product development lifecycle, supporting greater value creation. The Company also updated its corporate policies and guidelines related to product development and launch.

Innovation governance is structured through multidisciplinary committees at the Shareholder and Advisory Board levels. These committees are responsible for assessing opportunities, regulatory risks, and potential impacts associated with the development of new products and other innovation initiatives.

In 2025, the Company established clearer criteria for the preparation and approval of business cases, incorporating financial, strategic, and technical feasibility analyses. Innovation projects undergo structured assessments covering technical, regulatory, medical, intellectual property, and market feasibility.



The Company adopts a structured stage-gate methodology, supported by Project Management Office (PMO) processes and tools, to evaluate and monitor projects throughout the innovation pipeline. In 2025, this process evolved through a comprehensive review of workflows. The stages — from idea generation through product commercialization — were further integrated to streamline the process and improve project development efficiency. The planning process was also revised to strengthen integration with the feasibility phase for new products, increasing senior management's involvement in defining timelines and improving adherence to project schedules.

Indicators used to monitor progress include:

- development success rate;
- compliance with development timelines and regulatory submission schedules, reflecting project efficiency and predictability;
- technical quality of regulatory dossiers;
- progress and balance of the project pipeline;
- shorter time-to-market; and
- number of successfully completed projects and product launches.

In 2025, the Company expanded its use of Brazil's *Lei do Bem* (Law No. 11,196/2005), focusing on the development of new active pharmaceutical ingredients and projects aimed at improving operational efficiency. This resulted in an increase in investments eligible for the tax incentives provided under the legislation.

The Company monitors the effectiveness of measures implemented throughout the development phases — from laboratory, scale-up and pilot stages — through:

- Project performance indicators;
- Learning cycles;
- Periodic reviews in innovation governance forums; and
- Ongoing oversight by senior management.

These mechanisms enable the Company to assess the outcomes of the measures adopted and guide adjustments, as well as corrective and preventive actions, to strengthen the management of its innovation pipeline.

Efficiency

In 2025, the RD&I area became more efficient. The number of new projects initiated increased without expanding the workforce, reflecting higher team productivity and improved quality of deliverables.

At the same time, Biolab & Co. has reduced product development timelines over recent years.

The Company also revised the operating procedures of the functions involved in the RD&I process, including procurement activities, pilot-batch manufacturing, and the registration of new products with customers.

A strategic priority for RD&I has been to orient product development toward industrial-scale manufacturing rather than laboratory-scale development alone. Developing products with commercial manufacturing in mind has guided the Company's RD&I efforts, enabling more accurate planning of raw material requirements and supplier selection, ultimately reducing the time required to develop new products.

From an efficiency standpoint, the regulatory affairs area helps guide research activities so that the data generated can subsequently be used in product registration processes with health authorities.

Project viability is always assessed from both commercial and market perspectives before investments are made in RD&I and product registration. The Company evaluates market trends, estimates initial market share and its projected growth over time, and defines the strategic context in which the product will be launched. Together, these factors support the assessment of the prospective product's economic viability. In addition, the Company reassesses the continuation of development projects whenever there are significant changes in market conditions or in the original project plan.



New product launches and regulatory submissions

In 2025, Biolab & Co. increased the number of regulatory submissions by 29% compared with the previous reporting cycle. During the year, the Company approved and initiated projects for new products with a higher level of differentiation than those undertaken in the previous cycle.

This consistent progress reflects the strengthening of the Company's innovation capabilities and operational efficiency. These advances contribute to expanding the product portfolio and supporting the achievement of the Company's long-term financial goals by creating new revenue opportunities and enhancing its market competitiveness. In 2025, the Company launched 50 new products.

Product launches

50
new products launched in 2025 across the human and animal health product lines

40
developed in-house and 10 through shareholderships

Examples

Higicalm®: barbatimão intimate wash

Semtri®: antidepressant

Doble®: an oral antidiabetic medicine indicated for the treatment of type 2 diabetes mellitus in adults

Shareholderships

Shareholderships with research institutions and laboratories have continued to expand and are essential to innovation and the development of new products by fostering scientific collaboration.

The shareholdership with biopharmaceutical company George Medicines, for example, seeks to strengthen the Company's strategic presence in the cardiovascular segment through the regulatory submission in Brazil of an innovative treatment for hypertension. The agreement grants Biolab & Co. the exclusive rights to license and commercialize GMRx2 in Brazil, a medicine that combines three low-dose active ingredients in a single pill.

In 2026, the Company entered into what may be its most significant shareholdership to date. Biolab & Co. became Novartis' Brazilian partner for the production of Neparvis®, regarded as the second brand of Entresto®, Novartis' leading cardiovascular product worldwide.

In 2025, the Company began implementing the Brazilian Development Bank (BNDES)'s More Innovation program, approved during the previous reporting cycle, which provides funding to support the development of new products and strengthen its research, development, and innovation capabilities.

Several years ago, the Company also established shareholderships with universities, including the University of São Paulo (USP) and the Federal University of São João del-Rei (UFSJ), to accelerate the development of innovative treatments. These shareholderships combine the universities' research infrastructure and capabilities with the Company's expertise. The shareholdership with USP is also supported by the Brazilian Agency for Industrial Research and Innovation (Embrapii, in Portuguese).

Biolab & Co. has a track record of successful shareholderships, including the development of an antiemetic medicine in collaboration with USP. Another project, carried out jointly with the Federal University of Rio Grande do Sul (UFRGS), resulted in Photoprot®, a sunscreen formulated using nanotechnology.



Package insert review and product registration efficiency

Consistent with its commitment to innovation, Biolab & Co. developed an artificial intelligence solution within its regulatory affairs department to streamline the team's activities. The solution is a package insert comparison system that automates the management and updating of the Company's package inserts, ensuring alignment with Anvisa's Medicines Compendium. Through automation, the time required to perform this activity was reduced from 16 hours to 2 hours, requiring only one employee to carry out the task. Protected by intellectual property rights, the solution facilitates the activities performed by the department.

Another innovation implemented within the regulatory affairs department was the adoption of the Veeva system, which streamlined the preparation and submission of new regulatory dossiers in the CTD format, and subsequently the e-CTD format, in accordance with Brazilian and international regulatory requirements.

In the coming reporting cycles, the Company plans to incorporate additional technological solutions to support its continued growth. These include a new predictive AI system designed to minimize regulatory deficiencies in dossiers before submission, as well as a tool that connects the package insert comparison system to Anvisa's Medicines Compendium, significantly reducing the time analysts require to perform these activities.



With the implementation of an artificial intelligence system for the regulatory sector, developed by Biolab & Co., the processing time was reduced from 16 hours to 2 hours.

In 2026, the Company became Novartis' Brazilian partner in the production of Neparvis®, considered the second brand of Entresto®, the leading product in Novartis' global cardiology portfolio.

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9 ANNEXES

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Interactive summary



GRI content index

Declaration of use	Biolab reported in accordance with the GRI Standards for the period from January 1st, 2025 to December 31, 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI sector standard(s)	Not applicable

GRI standard	Content		Page/answer	Omission		
				Omitted requirements	Reason	Explanation
General content						
The organization and its reporting practices						
GRI 2: General disclosures 2021	2-1	Organizational details	16			
	2-2	Entities included in the organization's sustainability reporting	8, 15, 16	2-2 b) 2-2 c i) 2-2 c ii) 2-2 c iii)	Not applicable.	Since the financial statements are not disclosed, it is not possible to answer this question.
	2-3	Reporting period, frequency and contact point	8			
	2-4	Restatements of information	No information was revised.			
	2-5	External assurance	The report has not been externally verified.			
Activities and workers						
GRI 2: General disclosures 2021	2-6	Activities, value chain and other business relationships	15, 16, 21, 23, 94	2-6 d)	Not applicable.	No significant changes were identified other than those inherent to the business and its characteristics, particularly with regard to the growth of the GLP-1 agonist market.

GRI standard	Content		Page/answer	Omission		
				Omitted requirements	Reason	Explanation
Activities and workers						
GRI 2: General disclosures 2021	2-7	Employees	53			
	2-8	Workers who are not employees	53			
Governance						
GRI 2: General disclosures 2021	2-9	Governance structure and composition	29, 30, 94	2-9 c vi) 2-9 c viii)	Not applicable.	There is no regulation specifying the term of office for independent board members.
	2-10	Nomination and selection of the highest governance body	29, 30 | The Company currently has no independent female board members. However, we have four female executives serving on the advisory committees, and our Governance Officer is a woman.			
	2-11	Chair of the highest governance body	29, 30			
	2-12	Role of the highest governance body in overseeing the management of impacts	29, 30			
	2-13	Delegation of responsibility for managing impacts	29			
	2-14	Role of the highest governance body in sustainability reporting	8, 29			
	2-15	Conflicts of interest	29, 40			
	2-16	Communication of critical concerns	40			

GRI standard	Content		Page/answer	Omission		
				Omitted requirements	Reason	Explanation
Governance						
GRI 2: General disclosures 2021	2-17	Collective knowledge of the highest governance body	30			
	2-18	Evaluation of the performance of the highest governance body	30| There is no performance evaluation process for the Board.			
	2-19	Remuneration policies	29, 75	2-19 a ii) 2-19 a iv) 2-19 a v)	Not applicable.	There are no clawback provisions in place for executives, and there is no approved and disclosed retirement plan design for the entire Organization.
	2-20	Process to determine remuneration	29, 75			
	2-21	Annual total compensation ratio	29, 75			
Strategy, policies and practices						
GRI 2: General disclosures 2021	2-22	Statement on sustainable development strategy	4			
	2-23	Policy commitments	40			
	2-24	Embedding policy commitments	40			
	2-25	Processes to remediate negative impacts	40			

GRI standard	Content		Page/answer	Omission		
				Omitted requirements	Reason	Explanation
Strategy, policies and practices						
GRI 2: General disclosures 2021	2-26	Mechanisms for seeking advice and raising concerns	40			
	2-27	Compliance with laws and regulations	40	a i) b i) b ii) c)	Not applicable.	The Organization did not incur any fines or penalties, nor were there any fines for noncompliance with laws and regulations that occurred during the current reporting period or fines for noncompliance with laws and regulations that were paid during prior reporting periods. Furthermore, it is not possible to describe any significant instances of noncompliance, as there were no such instances.
	2-28	Participation in associations	97			
Stakeholder engagement						
GRI 2: General disclosures 2021	2-29	Approach to stakeholder engagement	87, 99			
	2-30	Collective bargaining agreements	75| 100% of employees are covered by collective bargaining agreements, always taking into account the category to which the employee belongs.	2-30 b)	Not applicable.	
Material topics						
GRI 3: Material topics 2021	3-1	Process to determine material topics	10			
	3-2	List of material topics	10			

GRI standard	Content		Page/answer	Omission		
				Omitted requirements	Reason	Explanation
Ethics and compliance						
GRI 3: Material topics 2021	3-3	Management of material topics	29, 40			
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	94| No significant corruption-related risks were identified.			
	205-2	Communication and training about anti-corruption policies and procedures	No specific training on anti-corruption was conducted in 2025. However, it is important to note that annual compliance training was offered at the Biolab Academy, which covers the topic of anti-corruption, and all new employees hired in 2025 also completed this training.			
Industrial capacity and planning						
GRI 3: Material topics 2021	3-3	Management of material topics	129			
Information intelligence and security						
GRI 3: Material topics 2021	3-3	Management of material topics	133			
New product launches						
GRI 3: Material topics 2021	3-3	Management of material topics	136			
Innovation						
GRI 3: Material topics 2021	3-3	Management of material topics	136			
Product quality, effectiveness, and safety						
GRI 3: Material topics 2021	3-3	Management of material topics	131			

GRI standard	Content		Page/answer	Omission		
				Omitted requirements	Reason	Explanation
Product quality, effectiveness, and safety						
GRI 416: Customer health and safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	131			
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	132	417-1 v)	Not applicable.	No further information.
	417-2	Incidents of non-compliance concerning product and service information and labeling	131| In 2025, there were no cases of non-compliance with laws and/or voluntary codes regarding information and labeling of products and services that resulted in a fine or penalty. There was one instance involving the removal of therapeutic claims from a dietary supplement and one instance involving a change to the claims of a cosmetic product, which resulted from an internal decision.			
	417-3	Incidents of non-compliance concerning marketing communications	131| In 2025, there was one case of non-compliance with laws that resulted in a warning; in November, we received a notice to bring the labeling and advertising materials for a dietary supplement into compliance, which we duly addressed. In addition, there were also cases of non-compliance with voluntary codes, in which all advertising campaigns and cosmetic product labeling were modified to bring the claims regarding use into compliance.	417-3 a i) 417-3 b)	Not applicable.	

GRI standard	Content		Page/answer	Omission		
				Omitted requirements	Reason	Explanation
Customer centricity						
GRI 3: Material topics 2021	3-3	Management of material topics	88			
GRI 418: Customer privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	88	418-1	Not applicable.	The Organization has not received any reports or complaints regarding this issue.
Talent attraction, development, and retention						
GRI 3: Material topics 2021	3-3	Management of material topics	53, 63			
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	63			
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	76			
	401-3	Parental leave	57, 76			
GRI 403: Occupational health and safety 2018	403-1	Occupational health and safety management system	83	403-1 a i)	Not applicable.	There is no applicable legal requirement.
	403-2	Hazard identification, risk assessment, and incident investigation	83			

GRI standard	Content		Page/answer	Omission		
				Omitted requirements	Reason	Explanation
Talent attraction, development, and retention						
GRI 403: Occupational health and safety 2018	403-5	Worker training on occupational health and safety	83			
	403-6	Promotion of worker health	83			
	403-8	Workers covered by an occupational health and safety management system	83, 85			
	403-9	Work-related injuries	83, 85	403-9 b) 403-9 c i) 403-9 c ii)	Not applicable.	The Organization does not have an established process for tracking hours worked or monitoring accidents involving contractors. In 2025, there were no accidents involving contractors, and we did not experience any accidents with serious consequences.
GRI 404: Training and education 2016	404-1	Average hours of training per year per employee	71	404-1 a i)	Not applicable.	No training programs targeting a specific gender have been developed.
	404-2	Programs for upgrading employee skills and transition assistance programs	71	404-2 b)	Not applicable.	The Organization does not have a specific program focused on end-of-retirement transition program.

GRI standard	Content		Page/answer	Omission		
				Omitted requirements	Reason	Explanation
Talent attraction, development, and retention						
GRI 404: Training and education 2016	404-3	Percentage of employees receiving regular performance and career development reviews	66			
Strengthening relationships with physicians						
GRI 3: Material topics 2021	3-3	Management of material topics	90			
Social responsibility						
GRI 3: Material topics 2021	3-3	Management of material topics	87, 99			
Environmental management						
GRI 3: Material topics 2021	3-3	Management of material topics	108, 112			
GRI 301: Materials 2016	301-1	Materials used by weight or volume	111			
	301-2	Recycled input materials used	111	301-2	Not applicable.	In the production of medicines, the Company does not use recycled raw materials or packaging materials used in cardboard boxes.
GRI 301: Materials 2016	301-3	Reclaimed products and their packaging materials	111	301-3	Not available.	The information is not currently available within the required reporting timeframe.
GRI 302: Energy 2016	302-1	Energy consumption within the organization	122			

GRI standard	Content		Page/answer	Omission		
				Omitted requirements	Reason	Explanation
Environmental management						
GRI 303: Water and effluents 2018	303-1	Interactions with water as a shared resource	118			
	303-4	Water discharge	118| Biolab monitors critical substances such as hormones and antibiotics using the risk information provided in MSDSs, ensuring that 100% of industrial and sanitary effluents are properly treated at its own treatment facilities. Although there is no specific federal legislation for the sector, the Company ensures full compliance with the parameters of State Decree No. 8,468/76 and has no record of non-compliance. Currently, the facilities are undergoing technical upgrades and improvements to their volume measurement systems to provide even more detailed data in future socio-environmental reports.	303-4 a) 303-4 b) 303-4 c)	Not applicable.	At this time, there is no electronic measurement system in place at all facilities capable of measuring treated volumes in real time and providing cumulative totals for the specified time period. The Organization recognizes that this is an important process for monitoring, and we are upgrading our stations accordingly. The Company is improving its measurement processes so that we can include this information in future reports.

GRI standard	Content		Page/answer	Omission		
				Omitted requirements	Reason	Explanation
Environmental management						
GRI 303: Water and effluents 2018	303-5	Water consumption	118| In 2025, the Organization expanded the scope of this control to also include administrative units, which required a review of the monitoring system and a more detailed understanding of consumption processes and patterns. Since the Company is currently in the phase of analyzing and identifying opportunities for improvement, the decision was made not to targets at this time. This period of assessment is essential to ensure that future objectives are realistic, consistent, and aligned with operational realities. Accordingly, a structured set of objectives and targets for water consumption will be developed throughout this process and presented in the next report, based on more robust and representative data.			
GRI 306: Waste 2020	306-2	Management of significant waste-related impacts	112			
	306-3	Waste generated	112			
	306-4	Waste diverted from disposal	112|We have no waste that is not sent to its final disposal site. All Biolab waste is sent for disposal.			
	306-5	Waste directed to disposal	112			

Corporate Information

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Credits

Biolab & Co. project coordination
Communication and Impact Executive Office

GRI consulting
blendON

Content and proofreading
blendON

Graphic design
blendON

Images
Biolab & Co. archives

FD Fotografia

biolab
& CO.

EXPERIENCE EVOLUTION

biolab
& CO.