



Sustainability
Report
2025





Condor Manifesto

When we do things with heart, everything becomes more enchanting.

We leave autopilot behind and switch into fantastic mode.

The mode in which the most ordinary actions become special because they make us feel good.

We want more people to find inspiration and meaning in everyday life.

That is why we pour all our creativity and passion into developing solutions that transform daily routines.

After all, every everyday action is an opportunity to create, express, feel, and accomplish.

And when that happens, we find a greater meaning in the simple things.

Condor. Make life shine.

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Message from Management

GRI 2-22

Building the Legacy for the Next Century

When we look back on the Condor Group's history, we see that our longevity stems from a constant balance between the tradition that sustains us and the innovation that propels us forward. In 2025, we advanced significantly on this journey, strengthening the pillars that prepare us for the challenges of the next 100 years: operational efficiency, applied technology, and, above all, care for people and the planet.

Our corporate governance remains strong, with an independent Board of Directors and technical committees that safeguard the integrity of operations. Together, we led a year of significant growth, with gross operating revenue very close to BRL 1 billion. This result reflects strategic investments in modernizing our manufacturing facilities and in innovation, as well as in launching new products and continuously improving our go-to-market approach.

We have evolved the way we renew the business by establishing a dedicated Innovation function, reporting directly to the Office of the CEO and to the Administrative and Financial Division.

This new, cross-functional structure organizes and enhances our capacity to innovate, connecting people, processes, and the external ecosystem through an Innovation Committee.

Initiatives such as the OpennLab Inova Condor open innovation program and the signing of the Planalto Norte Innovation Pact (Pacto Pela Inovação do Planalto Norte) have established the Group as a regional innovation hub. In addition, incremental innovation from our Continuous Improvement Groups (GMCs, its Portuguese acronym) continues to make a meaningful contribution to the company's performance, demonstrating that continuous improvement is a living methodology in our plants.

Artificial intelligence and automation have moved beyond being mere support tools to become part of our competitive DNA, boosting efficiency and enabling our team to focus on what matters most: strategy and creativity.

Our ESG agenda delivered mature results, most notably in the circular economy, where 57% of the plastic resin we use comes from

recycled sources. We made progress in decarbonizing our supply chain and in smart waste management, exerting a positive influence on our ecosystem of partners and suppliers.

Caring for those who have brought us this far remains our greatest purpose. In 2025, we prioritized talent development through Condor.edu — our corporate university — along with programs such as “Evoluindo com a Gente” (Growing with Us).

We believe that sustainable growth is real when it generates shared value for shareholders, employees, and society. Accordingly, we reaffirmed our social connection through volunteer projects and investments in culture and health, benefiting more than 55,000 people.

We invite you to explore this report, the result of the commitment of a team with an “ownership mindset” that is dedicated to making the Condor Group a positive force in the world.

Enjoy the read!



José Eduardo Valério
Chairman of the Board of Directors



Alexandre Wiggers
*Chief Executive Officer (CEO)
of the Condor Group*

About the Report

GRI 2-2 | 2-3 | 2-4 | 2-14

We are pleased to present the Condor Group's 2025 Sustainability Report, an annual publication featuring the information and results of the initiatives that drive our development across the social, environmental, economic, and corporate governance dimensions.

The consolidated data follow the same scope as the Group's financial statements and refer to the period from January 1 to December 31, 2025. Any restatements of information reported in the previous edition of this report are presented under GRI disclosure 2-4, accompanied by the necessary explanations.

The reporting structure is based on the materiality defined in 2023, which was revisited and reconfirmed in 2025. The content was prepared in accordance with the Global Reporting Initiative (GRI) Standards — 2021 version and applicable updates.

The indicators that guide the management of our material topics are flagged throughout the document with the GRI acronym. Technical and quantitative data are presented at the end of the report, in the Indicators Appendix, allowing for smooth reading of the preceding chapters.

All of the Condor Group's units and operations are represented here:

- Condor S.A. and its branches;
- Condor Administradora de Imóveis S.A.;
- Condor Indústria de Plástico Ltda.;
- Condor Pincéis Ltda. and its branches;
- Condor Nordeste Indústria e Comércio Ltda. and its branches;
- Perfect Equipamentos de Limpeza Ltda. and its branch.

This edition was developed with the collaboration of various departments, under the supervision of the ESG Committee and senior management, with the final version reviewed and approved by the Office of the CEO.

Publication took place after third-party assurance of the financial statements, in June 2026 for the Portuguese version, followed by the Spanish and English versions. The digital files for this and other editions are available in the corporate section of the website www.condor.ind.br.

If you have comments or contributions regarding this report, please send them to the email address condor@condor.ind.br. We would be delighted to hear your feedback.



Materiality

GRI 3-1

In 2025, to keep our list of material topics aligned with the current stage of the business, industry perspectives, and global expectations — thereby maximizing our investments and value creation — we revisited the initial study conducted in 2023.

The review was supported by a specialized consulting firm and was conducted from a broadened base of national and international references, benchmarking by sector, an assessment of standards and recognized indices, such as the Global Reporting Initiative (GRI), the Corporate

Sustainability Index (ISE B3), Instituto Ethos, the MSCI Sustainability and Climate Indexes, the S&P Global Corporate Sustainability Assessment (CSA), the Sustainability Accounting Standards Board (SASB), and the World Economic Forum (WEF).

The process consolidated 25 research sources, including 15 companies with relevant operations, and analyzed 293 topics, representing the average number of material topics managed by these companies. The most frequently considered topics included:



Water resources (present in 20 sources analyzed)



Occupational Health, Safety, and Well-Being (predominant across the indices assessed and a Condor material topic)



Product and Service Quality (linked to Condor's "Customer Satisfaction" topic)



Workforce Development



Supply Chain (a Condor material topic)



Climate Change



Diversity, Equity, and Inclusion



Waste and Effluents



Considering that, among the main topics in the new study, three coincide with the company's list of priority topics and the remaining ones are encompassed by the scope of the "Operational Eco-Efficiency" and "People Management" topics, we decided to reconfirm our current materiality.

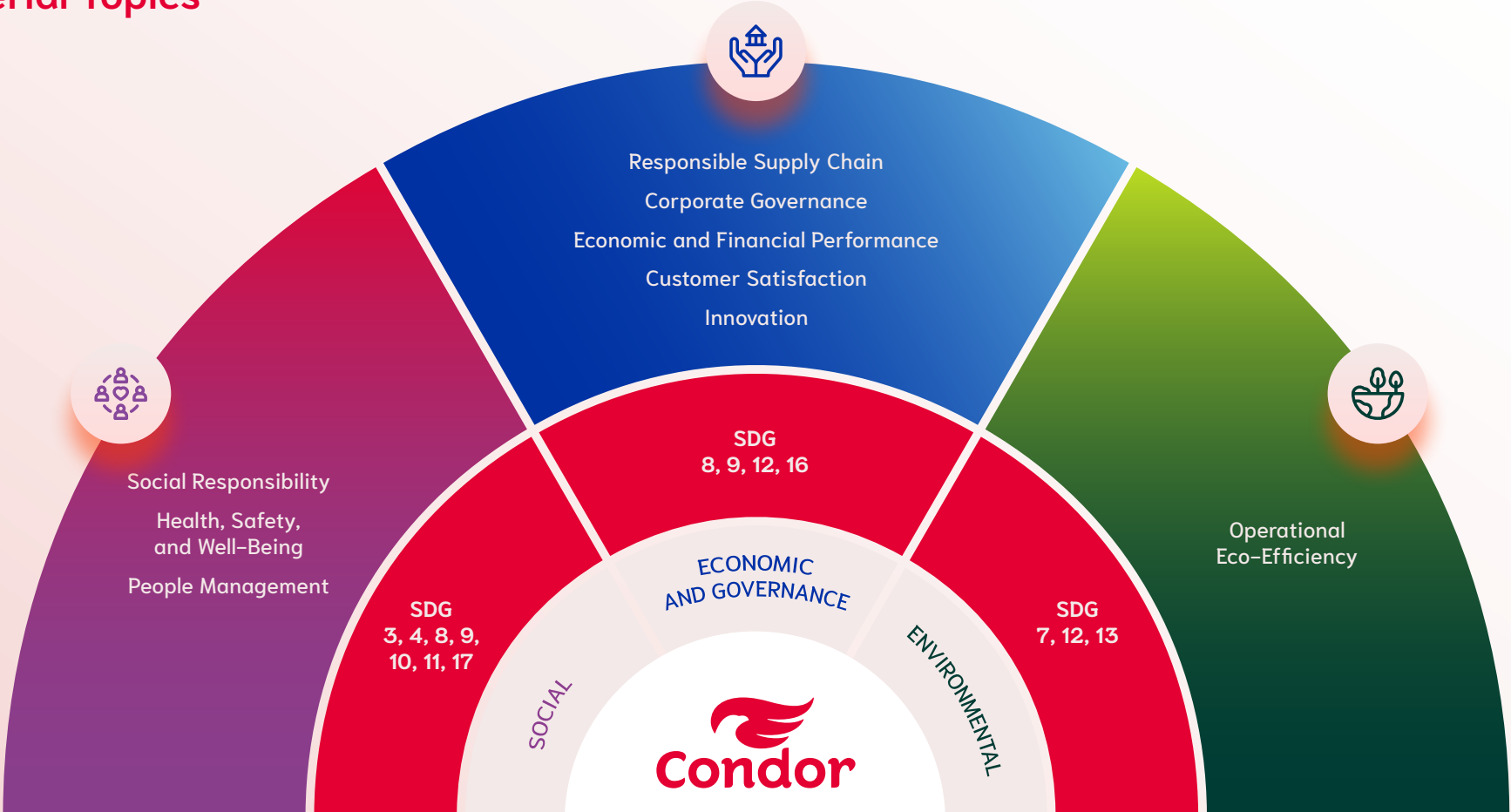
Nonetheless, our initiatives will focus on the aspects that stood out in the 2025 study, such as fostering conditions for our professionals' career advancement and for expanding diversity and plurality within our team. With respect to climate change, our Business Continuity Policy establishes the assessment of environmental impacts on operations, and, beginning in 2026, we will explore additional impact scenarios.

We used the materiality review process to revalidate the correlation between our material topics and the Sustainable Development Goals (SDGs) and their respective targets, reinforcing the alignment of Condor's strategy with the United Nations (UN) 2030 Agenda.



Material Topics

GRI 3-2



Material Topic Related SDG Dimension Dimension Related SDG Material Topic

2025 Highlights

Financial and Operational Highlights



+2,400

products in the portfolio



204.7 million

products sold



BRL 942 million

in gross revenue



BRL 767 million

in net revenue



BRL 44.5 million

in net income



Partnership Highlights

Disney and Pixar

We launched exclusive products tied to blockbuster films such as Captain America, Inside Out 2, and Zootopia 2.



Mattel/UNO

We have built a successful partnership with Mattel since 2012, bringing to our portfolio the licensing of brands recognized and loved by consumers worldwide: the charm of Barbie, the thrill of Hot Wheels, and the fun of Uno.



Care Bears

We launched the Care Bears collection, which received prominent media coverage.



First Edition of Artisanal Fashion Day

We took part in Brazil's conceptual handcrafted fashion show, reinforcing our connection with the art and talent of Brazilian artisans.



Media Highlights

Launches of the Care Bears and Snoopy licensed lines

Coleção dos Ursinhos Carinhosos é aposta da Condor na força da nostalgia

16/07/2025



Redibra é a agência responsável pelo licenciamento de "Ursinhos Carinhosos" no Brasil



Notícias

Condor lança linha Snoopy para comemorar os 75 anos do personagem

Lotus Global é a agência responsável pelo licenciamento de Snoopy no país!

Thiago Camilo - @thiaggocamilo - 11 de julho de 2025 - Última Atualização 15 de julho de 2025



ESG Highlight

Heavy-Duty Biodegradable Sponge

Brazil's first biodegradable sponge — made with organic additives and high-performance technology, enabling decomposition 25 times faster — won 1st place in the Environmental/Social Impact category of the Innovation Disruption Award at the GT Innovation Summit 2025, hosted by Gröwnt, one of the country's largest innovation ecosystems. The award recognized companies that combine technology, strategy, and a forward-looking vision to transform markets and generate real impact.

The product also received a gold medal at the 2025 Plástico Sul Innovation and Sustainability Award and was featured in activations at COP 30, in Belém.



Awards and Recognition

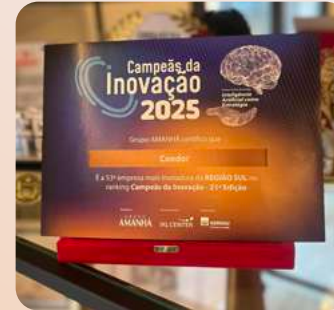
First place in the Innovation Disruption Award at the GT Innovation Summit 2025 — Biodegradable Sponge



First place in school paintbrushes at the 2025 Best Brands Award by Reclame AQUI



Grupo Amanhã's Innovation Champions Ranking — TOP 15 among Santa Catarina companies and 1st in the Hygiene and Cleaning segment



First place in the SC Vale Ouro Award



31st Expressão de Ecologia Award — Onda Verde Trophy



Awards and Recognition

ALESC Social Responsibility Certification



Show do Pintor Award



LIDE Santa Catarina Award — Industry Highlight



Visual Merchandising Highlight at APAS SHOW 2025



ABRAPP Jornal do Pintor Award



Revista Plástico Sul Award — Biodegradable Sponge





The Condor World

- Proudly a National Benchmark
- Value Chain and Market Leadership
- A History of Care
- What Drives Us and Gives Us Direction



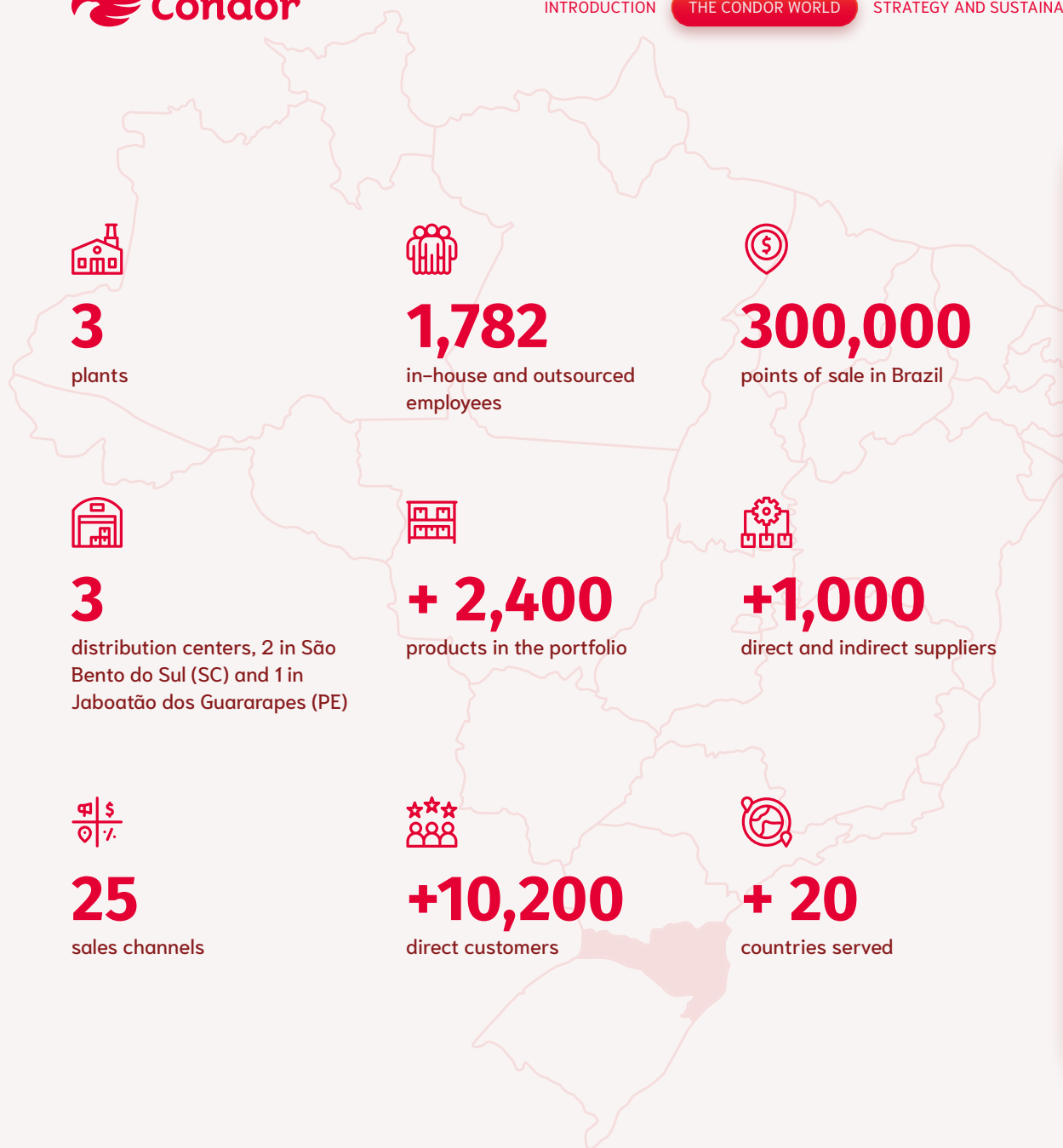
Proudly a National Benchmark

GRI 2-1 | 2-2 | 2-6

Founded in 1929, Condor S.A. is the company that gave rise to the Condor Group. A privately held corporation governed by its Bylaws, the company maintains its administrative headquarters and plants in the municipality of São Bento do Sul, in the Planalto Norte region of Santa Catarina.

Condor is one of the largest brush manufacturers in Latin America and one of Brazil's leading industrial companies, well established as a benchmark in tools and accessories for personal care, home care, and use within businesses. With a diversified portfolio, we serve the following segments:





Value Chain and Market Leadership

Our value chain is made up of interconnected stages, from product research and design through to delivery to the end consumer. Throughout this series of activities — both primary and support — we identify and create competitive advantages that maximize the value delivered, while also working to minimize costs.

Continuous improvement across these stages, aimed at meeting consumer needs, ensures product differentiation, affordable prices, a consistent presence, and leadership in several segments:



Hairbrushes and combs



Scrubbing brushes



Children's toothbrushes



Artistic paintbrushes



Brooms — food retail



Wall brushes for house painting



Mops — e-commerce

Source: Internal information, Nubimetrics, Scanntech 2025

A History of Care

From its very beginning, Condor has been part of life's everyday moments, when we pause to care for ourselves, our families, and the spaces we inhabit.

1929



Founding of Klimmek & Cia.

1936



Change of the corporate name to Augusto Klimmek S.A.

1942



Period during which imports from Germany and Japan were suspended, during World War II.

1950



Expansion of the product portfolio, with clothes and nail brushes, dusters, combs, paintbrushes, and brooms.

1932



Construction of the first company-owned building.

1941



New corporate name: Indústrias Augusto Klimmek S.A.

1947



Resumption of raw material imports.

1972



Start of exports to Europe and the United States, strengthening the Condor brand.

The care to remain relevant, innovating to keep pace with the world's transformations, has been present throughout every cycle of our history... whenever we adapted production systems, sought sustainable raw materials, built machinery, recycled materials, and developed products that meet consumer expectations.

1979



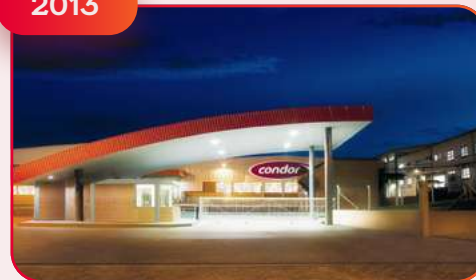
Upgrade of machinery with imports from Germany.

2003



Launch of the Ideas Portal and formation of continuous improvement groups (GMCs, its Portuguese acronym).

2013



Modernization of the manufacturing facilities with the addition of cutting-edge technology.

2024



Celebration of Condor's 95th anniversary.

1996



Establishment of the company's Board of Directors.

2010



Structuring of the Condor Distributor Program.

2019



Acquisition of Perfect, a company specializing in professional cleaning products.

2025



Launch of the new visual identity

What Drives Us and Gives Us Direction

GRI 2-24



Purpose

To do better every day and to make each day better.



Values

- Genuine concern for people;
- Love for our work;
- Ethics and transparency at all times;
- Sustainability as a pillar;
- Constant innovation, creativity, and agility;
- Generating value for all.



Quality Policy

To continuously improve our products, processes, and business, offering quality and innovation to clients and consumers, while complying with applicable legal requirements.



Drivers

The professional development of our employees is managed through a competency-based management methodology that maps, develops, and assesses the technical (know-how) and behavioral (attitude) skills required for each role, aligning them with the strategic objectives of the business.

The alignment of employees' individual competencies with the company's values and objectives is fostered through the following drivers:



Me with Myself

Managing one's emotions and understanding the feelings of others.



Learning to Learn

Creating and turning opportunities into learning.



Being an Inspiration

Inspiring people by encouraging and influencing the way they act, generating purpose and engagement.



On the Right Track

Isolating situations with a focus on what is relevant, in pursuit of sound judgment and impartiality.



Making It Happen

Identifying risk situations and building sound alternatives for agile decision-making.



Staying Ahead

Thinking differently, creating new needs and original solutions.



Connecting People

Generating results by reconciling interests and bringing people closer together.

Strategy and Sustainability

- Foundations for Continued Growth
- Sustainability Strategy
- Institutional Partnerships and Voluntary Commitments
- Stakeholder Engagement
- Industry Context and Outlook



Foundations for Continued Growth

The Group's strategic planning called for an update in 2025, which was postponed to 2026. This decision reflects the need to concentrate efforts on executing current initiatives before assessing new guidelines.

In parallel, we began studying growth avenues for the short and medium term and undertook strategic moves that will support the management of the next cycle:



Condor Management System

We implemented a management system with a professional dedicated to the daily monitoring of industrial process indicators, aimed at competitiveness, operational efficiency, and profitability. Raw data now become the intelligence that supports decision-making, consolidating a proactive management approach.



Agile Methodologies

We continue to use the OKR methodology (adopted in 2021), with annual and quarterly cycles that foster focus, alignment, and transparency. The practice is integrated into strategic planning, supported by key employees (OKR Masters), and linked to leadership compensation, ensuring agility in responding to the market and focus on executing priorities.



Consolidation of the Condor Brand

The Perfect business unit was renamed Condor Limpeza. The strategy aims to consolidate the brand's reputation for quality, as well as to strengthen its ESG presence, expand the portfolio, and grow its presence in the cleaning retail segment.





Sustainability Strategy

GRI 2-12

Our Sustainability Policy sets out the guidelines for advancing the commitments linked to the Condor Group's material topics, integrating them into strategic and financial planning and ensuring a balanced performance across the economic, social, and environmental dimensions.

Our sustainability ambition is translated into targets, indicators, and action plans embedded in day-to-day operations:



Efficient Use of Natural Resources

Adoption of energy efficiency measures, acquisition of high-performance equipment, use of electricity from renewable sources, a rainwater harvesting system, and promotion of the rational use of resources through training.



Waste Management

Operation of effluent and solid waste treatment systems, recycling and reuse of materials, ensuring legal compliance and the reduction of environmental impacts.



Social Responsibility

Promotion of the inclusion of people with disabilities, appreciation of diversity, respect for human rights, and maintenance of projects focused on the education, health, and well-being of local communities.



Innovation and Research

Investments in the development of sustainable products and processes, contributing to the reduction of environmental impacts.



Environmental Awareness and Education

Engagement of employees in disseminating sustainable practices.



Corporate Governance

Transparency in accountability, disclosure of audited financial reports, and maintenance of a business continuity plan.

Institutional Partnerships and Voluntary Commitments

GRI 2-23 | 2-24

Our sustainability strategy encompasses relationships with various third-sector organizations and multi-sector networks to collaboratively promote the development of society. In these partnerships, we act in a structured and consistent manner, encouraging the engagement of other *stakeholders* and supporting the sustainability of these entities.



Brazilian Association of the Personal Hygiene, Perfumery, and Cosmetics Industry (ABIHPEC, its Portuguese acronym) — Mãos Pro Futuro Project

As a member company and partner of ABIHPEC, we help fund the largest reverse logistics project in the country. This pioneering initiative has been in place since 2006 and is supported by various segments of the national industry. In addition to expanding the recycling of post-consumer packaging — reducing environmental impacts and the use of virgin raw materials — the project works to structure waste-picker cooperatives and associations, partnering with around 200 organizations across 174 Brazilian municipalities.



eureciclo

We expanded the reach of the Group's recycling initiatives through the reverse logistics solution provided by eureciclo, ensuring the offsetting of the packaging we place on the market, as well as the structuring and strengthening of the recycling chain in Brazil.



Brazilian Federation of Philanthropic Institutions Supporting Breast Health (FEMAMA, its Portuguese acronym)

We support FEMAMA in the annual Pink October campaign, developing products and media content aimed at raising awareness of cancers that affect women and encouraging prevention and early detection.



Abrinq Foundation — Child-Friendly Company Program

We support the program through donations of toothbrushes and a monthly contribution to enable the organization's projects, benefiting children and adolescents in situations of vulnerability.



Animal Hope Project (PEA, its Portuguese acronym)

We are part of the group of national companies that officially commit to not conducting animal testing for the development, approval, manufacture, and distribution of products or new raw materials.





Participation in Associations

GRI 2-17 | 2-28

We value institutional engagement and dialogue as a means to strengthen the productive sector, innovation, and sustainability. Participation in associations and industry bodies is part of our organizational strategy and contributes to the economic and social development of the regions where we operate.

Members of the Steering Committee hold leadership positions in several associations and actively participate in business forums, fostering the development of collective solutions

focused on competitiveness, operational efficiency, regulatory progress, and the dissemination of good governance and sustainability practices.

These relationships allow us to track trends, share technical knowledge, contribute to strategic discussions, and strengthen integration with relevant players in the production chain, while also broadening our professionals' collective knowledge of sustainable development.

ORGANIZATION	CONDOR'S PARTICIPATION
Brazilian Association of Manufacturers of Brooms, Brushes, Paintbrushes, and Similar Products	Alexandre Wiggers (CEO) — 1st Secretary
Union of the Rattan and Wicker Furniture, Brooms, Brushes, and Paintbrushes Industry of the State of São Paulo (SIMVEP, its Portuguese acronym)	Alexandre Wiggers — Alternate Board Member
Business Association of São Bento do Sul (ACISBS, its Portuguese acronym)	• Alexandre Wiggers — 2nd Vice President and Treasurer • Gilson José Gugelmin — Audit Board
Federation of Industries of the State of São Paulo (FIESP, its Portuguese acronym)	Gilson José Gugelmin — Director of the Competitiveness and Technology Department
Federation of Business Associations of Santa Catarina (FACISC, its Portuguese acronym) — Fundação Empreender	Gilson José Gugelmin — 1st Treasurer of Fundação Empreender



Stakeholder Engagement

GRI 2-29

Ongoing dialogue with stakeholders — individuals, groups, and entities that affect or may affect, are affected by or may come to be affected by our decisions, activities, and the results we achieve — is essential to the sustainability of the business and the generation of shared value.

The identification and updating of groups of *stakeholders* is a formalized process, generally carried out at the end of each fiscal year, when the CEO and directors reassess the stakeholders relevant to the business, in order to integrate the input of these audiences into corporate strategies and more responsible and sustainable decision-making.

Drawing on the perspectives and relationships of our departments, we follow the steps of the assessment methodology, which maps the degree of influence, impact, and expectations of these parties in relation to our activities.

In 2025, the main categories of *stakeholders* were:

-  Shareholders and board members
-  Clients and consumers
-  Employees
-  Local communities
-  Suppliers
-  Financial institutions
-  Regulatory bodies and government
-  Environmental organizations
-  Industry labor unions



The ESG Committee has specific authority to monitor the quality of these relationships, assessing risks, opportunities, and emerging issues that may affect the business.

This Sustainability Report, in fact, is an annual instrument for accountability and for strengthening dialogue with our stakeholder audiences.

Stakeholder	Stakeholder				
	 Shareholders and board members	 Steering Committee	 Employees	 Clients and consumers	 Suppliers
How We Engage	Board meetings, reports sent to shareholders and board members, and the work of the Market Committee	Technical committee activities, managerial review meetings, <i>supply chain</i> consensus, and critical review	Internal communication initiatives (corporate TV, internal social network, email), training, meetings of the Condor Managers Committee (CGC, its Portuguese acronym), and onboarding, health, and well-being activities	Work of the sales and marketing teams, digital communication (website, social media, corporate WhatsApp), press releases, and direct service through the Customer Service Center (SAC, its Portuguese acronym)	Work of the procurement and compliance teams, the Supplier Portal, compliance reports, and corporate communication (digital channels and releases)
Frequency	Monthly and quarterly	Weekly, monthly, bimonthly, and biannual	Monthly and as needed	As needed	As needed (daily, weekly, monthly)
Channel Used	In-person meetings and submitted reports	In-person meetings and submitted reports	Posts on corporate TV, the internal social network, emails from People & Management, and meetings of the Condor Managers Committee (CGC)	Posts on social media, the website, corporate WhatsApp, the SAC, and press releases	Social media, the website, corporate WhatsApp, releases, Purchase Orders, emails, Nonconformity Reports (RNC, its Portuguese acronym), and the supplier portal
Objective	To communicate performance against financial targets, market trends and opportunities, and any risks to the brand's image or noncompliance with governance laws	To update data on productivity, supply chain efficiency, tax reform, sales performance, ESG targets, demand forecasting, production and quality indicators, and audits	To foster engagement and talent retention; communicate internal policies, the Code of Ethics, targets and results, and data and updates on occupational safety, organizational climate, the Profit Sharing Program (PPR, its Portuguese acronym), management topics, training, and corporate events	To provide information on product launches, composition, and use; drive brand loyalty; and address defects, delivery issues, and questions about the composition and sustainability of materials	To provide guidance on compliance and sustainability commitments, conduct procurement and payment processes, and resolve inconsistencies in orders and the technical specification of raw materials.

Stakeholder	 Regulatory bodies and government	 Financial institutions	 Environmental organizations	 Local communities	 Industry labor unions
How We Engage	Compliance reports, official filings, and participation in industry associations	Board meetings, sector events, submission of financial reports, and other corporate communications	Participation in civil councils, environmental advisory work, condition compliance reports, meetings, and visits	Institutional communication (website, social media, and press releases), support for local development, participation in social events, and publication of statements	Participation in collective bargaining processes
Frequency	As needed	As needed	As needed	As needed	As needed
Channel Used	Compliance reports, official filings, industry associations (ABIHPEC)	Bank books, meetings with the Regional Office, corporate WhatsApp, and sector events	In-person meetings, condition compliance reports, environmental advisory work, Municipal Environmental Protection Council (CONDEMA, its Portuguese acronym), and occasional visits	Posts on social media, the website, press releases, and social events	Participation in assemblies
Objective	Advocacy practices, compliance with regulatory standards, technical labeling, transparency, and mitigating risks to society	To provide updates on financial statements, indicators, sustainability commitments, indebtedness, cash flow, and exposure to market risks	To ensure compliance with license conditions, add value to plastic waste management, and achieve decarbonization targets	To support economic and cultural development, understand the expectations of surrounding residents, address any impacts, build collective solutions, and provide accountability	To negotiate wage adjustments and working-hour conditions, and ensure compliance with collective bargaining agreements and conventions

Industry Context and Outlook



Recircula Brasil Program

Brazil's plastics sector — represented by the Brazilian Plastics Industry Association (ABIPLAST, its Portuguese acronym) — is leading the transformation toward a circular economy, aligning competitiveness, innovation, and sustainability. In partnership with the Brazilian Agency for Industrial Development (ABDI, its Portuguese acronym), it developed a pioneering traceability tool that certifies plastic waste from its origin to its reintroduction as raw material in the manufacture of a new product.

By using electronic invoices, the system ensures the origin of the recycled content, providing transparency and combating *greenwashing*. More than traceability, the program strengthens the production chain, involving more than a thousand partners across 20 Brazilian states.

Recognized by the United Nations Environment Programme (UNEP) as a global benchmark in good practices, and featured at the World Circular Economy Forum 2025 (WCEF) in the packaging category, the program is subject to independent auditing. This provides legal certainty and compliance and establishes the Brazilian industry at the forefront of the circular economy, making it more competitive.



2026 Outlook: Building a Resilient and Efficient Future

With a focus on sustainable growth and operational excellence, we have defined a set of initiatives to strengthen our market position and optimize the value chain. Our planning focuses on resilience, innovation, and proactive adaptation to changes in the national landscape.

Strategic Highlights



Supply Chain and High-Performance Logistics

The supply chain is the main area of focus, with structural projects under way to ensure efficiency and lower environmental impact. This includes the strategic expansion of logistics capacity through the acquisition and modernization of the Distribution Center in São Bento do Sul, as well as the redesign of Sales and Operations Planning (S&OP) and Sales and Operations Execution (S&OE) processes for greater agility.



Go-to-Market and Commercial Strategy

By carrying out periodic reviews and adjustments to the business units' Go-to-Market model, we will improve efficiency in meeting customer needs and increase our market reach with a focus on sustainability.



Adaptation to the Tax Landscape

We are engaged in preparing for the Tax Reform, reviewing corporate processes to ensure compliance, agility, and risk mitigation under Brazil's new tax structure.



Customer-Centered Innovation

The innovation strategy is undergoing a shift in focus, concentrating efforts on solving customers' specific "pain points," starting from each business unit (BU), ensuring more effective solutions and the generation of added value.



Digital Transformation as a Lever

Digital transformation remains a cross-cutting pillar, with a focus on technology and automation to support the Group's units in strengthening the brand. These investments foster a digital culture while boosting productivity and operational sustainability.

Economic and Governance Pillar

- Economic and Financial Performance
- Corporate Governance
- Ethics, Compliance, and Integrity
- Responsible Supply Chain
- Customer Satisfaction
- Innovation



Economic and Financial Performance

GRI 3-3 / MATERIAL TOPIC



COMMITMENT

Transparency in economic and financial disclosures



INDICATOR

Economic value generated and distributed



2025 TARGET

Issuance of the Statement of Value Added (DVA)



2025 RESULT

Issued (base year 2024)



2024 RESULT

Issued (base year 2023)



INDICATOR

Audited and compliant financial statements



2025 TARGET

4 external audits



2025 RESULT

6 external audits conducted



2024 RESULT

4 external audits conducted

SDGs IMPACTED



In 2025, the economic and financial governance of the Condor Group was reinforced by six external audits, comprising four operational audits and two process audits.

To demonstrate the wealth generated by the company, those who contributed to it, and those who benefit from it, we disclose the Statement of Value Added (DVA, its Portuguese acronym), prepared in accordance with the precepts of CPC 09 (the Brazilian technical standard for DVA issued by the Accounting Pronouncements Committee) and based on audited financial statements. The DVA is a tool for transparency, social responsibility, and decision-making, allowing a clear analysis of the tax burden on operations, an assessment of the financial sustainability of the business, and its real economic impact.

Direct economic value generated and distributed

GRI 201-1

Our growth trajectory is evidenced by the increase in gross operating revenue, which reached approximately BRL 942 million in 2025.

Statement of Value Added (DVA) – consolidated

DESCRIPTION (BRL MILLION)	2023	2024	2025
Revenue	777	880	942
Inputs acquired from third parties	545	610	649
Gross value added	232	270	286
Retentions	16	17	19
Net value added produced by the entity	216	253	267
Value added received in transfer	21	17	26
Total value added to distribute	237*	270*	293

Due to a change in criteria, the total value added to distribute for 2023 and 2024 was restated: from BRL 234 million to BRL 237 million (2023) and from BRL 268 million to BRL 270 million (2024). **GRI 2-4**





The total value added to distribute in 2025 was BRL 293 million, and the distribution of this wealth among stakeholders occurred as follows:

Distribution of value added – consolidated

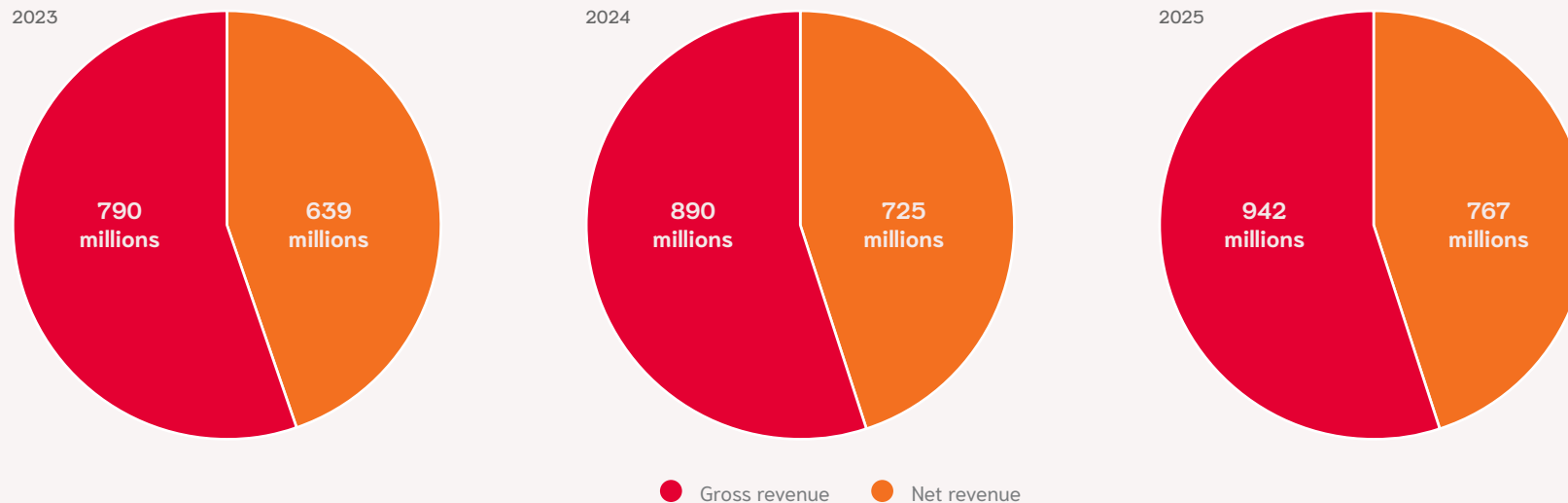
DESCRIPTION AND AGENT (BRL MILLION)	2023	2024	2025
Personnel and charges – Employees	100	117	121
Taxes, fees, and contributions – Government	56	73	83
Interest and rents – Lenders	36*	36*	40
Interest on equity and dividends – Shareholders	18	17	27
Retained earnings/loss for the year – Retained	27	27	21
Total	237	270	293

*Due to a change in criteria, the amount attributed to interest and rents for 2023 and 2024 was restated: from BRL 34 million to BRL 36 million (2023) and from BRL 35 million to BRL 36 million (2024). **GRI 2-4**

The distribution covers all operations of the controlled companies and their branches: Condor S.A., Condor Indústria de Plásticos, Condor Nordeste, Condor Pincéis, Perfect Equipamentos de Limpeza, and Condor Administração de Imóveis.

The results demonstrate our ability to generate sustainable economic value, providing appropriate compensation to employees, contributing to public revenue, and reinvesting part of the results in the growth of the business.

Gross and net revenue (BRL million)



The change in gross operating revenue represents growth of approximately 13% from 2023 to 2024 and about 6% from 2024 to 2025. Over the cumulative period, it grew about 19%. For 2026, the projection is to surpass the BRL 1 billion mark, consolidating this growth trajectory.

Net operating revenue increased by around 20% over the 2023–2025 period, evidencing the consolidation of the Group's growth. Net revenue is expected to continue on a positive trajectory, reaching the BRL 853 million mark in 2026.

Investments in infrastructure and support services

GRI 203-1

In 2025, we prioritized investments in:

-  modernization of the manufacturing facilities;
-  domestic production of imported items;
-  expansion of the portfolio through redesign;
-  launch of new products;
-  cybersecurity;
-  digital transformation.





Financial support received from the government

GRI 201-4

The tax benefits and credits obtained are applied in a manner aligned with accounting practices and business strategy, contributing to the strengthening of the capital structure, the modernization of the manufacturing facilities, the expansion of domestic production, and the generation of jobs and income.

Through the support received, the Condor Group reinforces its commitment to generating economic value, fiscal responsibility, and the sustainable development of its operations and of society.

TAX BENEFITS AND CREDITS	2023	2024	2025
Condor SA	BRL 2,173,341.69	BRL 2,297,384.20	BRL 2,513,389.03
Condor Pincéis	BRL 506,339.11	BRL 529,057.10	BRL 760,334.52
Condor Nordeste	--x--	--x--	BRL 2,250,962.59

SUBSIDIES	2023	2024	2025
Condor Indústria de Plásticos Ltda.	BRL 1,356,714.10	BRL 1,798,219.76	BRL 1,867,709.56

Corporate Governance

GRI 3-3 / MATERIAL TOPIC



COMMITMENT

Strengthen best governance practices, with the goal of ensuring the continuity of operations and the long-term sustainability of the company.



INDICATOR

Advance the development of the business continuity plan.



2025 TARGET

40%



2025 RESULT

42%



2024 RESULT

28%



COMMITMENT

Adopt rigorous standards of ethics and compliance in all the organization’s actions, ensuring transparency and integrity in all operations.



INDICATOR

Disclosure of a sustainability report in 2025.



2025 TARGET

1



2025 RESULT

1



2024 RESULT

1

SDG IMPACTED



In 2025, to advance the delivery of the sustainability strategy, we strengthened the technical support structure for the Board of Directors, facilitating the flow of information and enabling more rigorous monitoring of risks and opportunities.

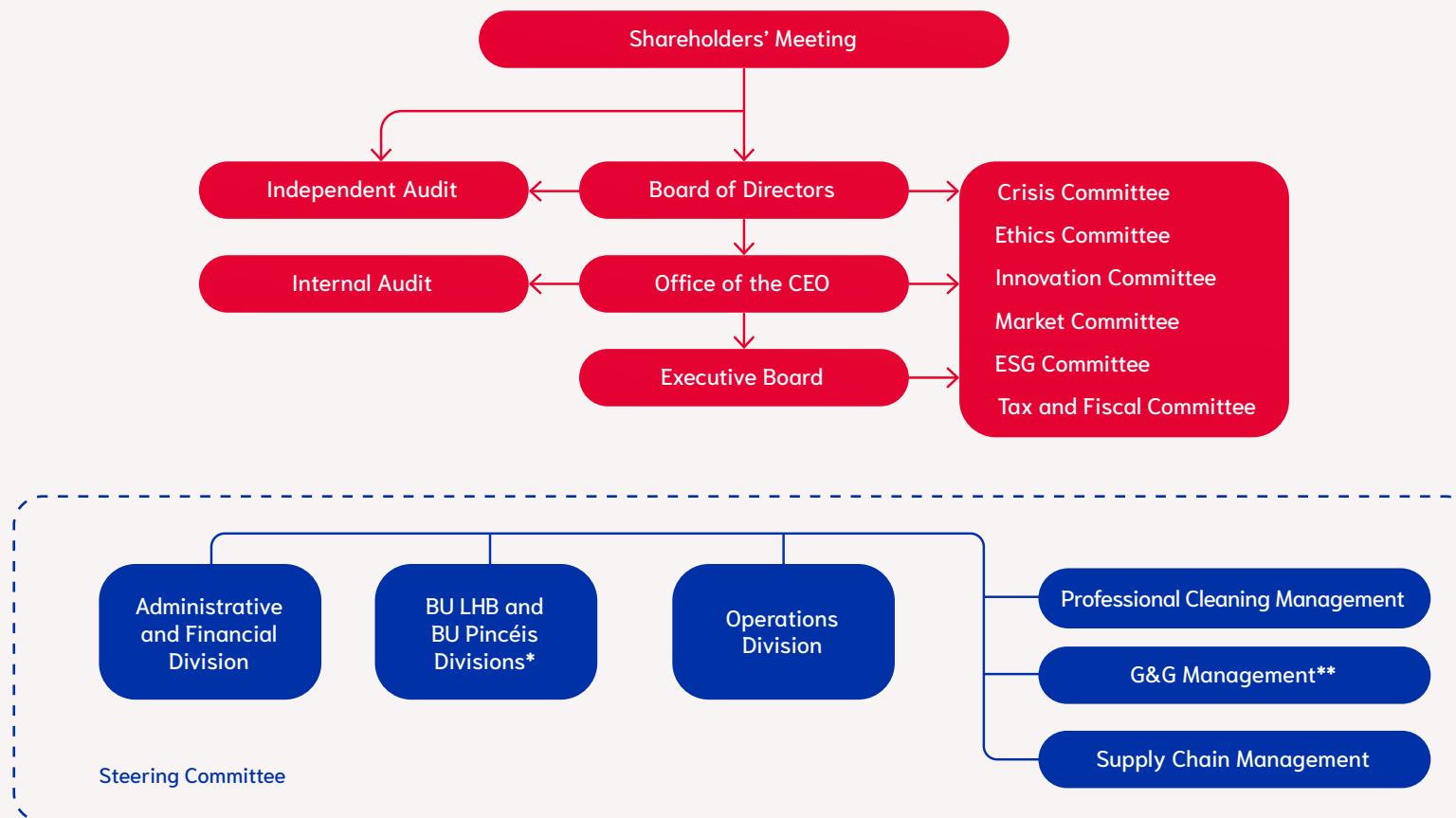
In addition, we improved the operational continuity plans based on the risk matrix, conducting tabletop exercises to validate recovery strategies.

Governance structure

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

The Condor Group's governance structure is led by the Shareholders' Meeting, to which the Board of Directors (CA, its Portuguese acronym) — the highest governance body — reports, overseeing the Office of the CEO and the Executive Board. The structure also has the support of audits (internal and independent) and the advice of six permanent technical committees of an advisory nature.

The executive board is the group of executives responsible for strategic management and decision-making, with the authority to define guidelines, approve policies, and answer for business results. In 2025, 25% of the Condor Group's officers represented the local community, being natives of municipalities in the state of Santa Catarina. **GRI 202-2**



* Business Unit Limpeza, Higiene e Beleza (Cleaning, Hygiene, and Beauty) and Business Unit Pincéis (Paintbrushes).

** People & Management (Gente e Gestão).

Subsequent event: After the close of the reporting period, in 2026, we carried out an organizational restructuring that changed the composition of the Steering Committee, separating the BU LHB and BU Pincéis business units into distinct divisions. The updated organizational chart will take effect in the next edition.

Board of Directors

The Board of Directors represents the interests of shareholders and other stakeholders, monitoring the performance of priority ESG topics and overseeing the measures to identify and mitigate the impacts of operations.

It is the Board's role to protect the Group's assets, adding value to management to maximize returns to investors and strengthen the relationship with stakeholders.

CA members are nominated by the shareholders and elected by the General Meeting for unified two-year terms, with up to three reelections permitted. The selection of candidates considers academic attributes, as well as knowledge and experience in

economic, social, and environmental aspects.

Periodically, the performance and competencies of board members are assessed through a methodology applied by a specialized consulting firm, making it possible to identify any skill gaps.

The development and updating of the Board's knowledge of sustainability topics occur mainly through the specialized advisory structure that supports it and through the multiple areas of expertise of its members.

In this regard, in 2025, there was a focus on the topic of digital transformation, linked to the Group's innovation initiatives.

Since the meeting held in April 2025, the Condor Group's Board has three members, all of them independent:



José Eduardo Valério

- Chairman of the Board
- Independent Member
- 4th term – 7 years of service
- Experience: governance



Jean Carlo Klaumann

- Board Secretary
- Independent Member
- 1st term – 1 year
- Experience: strategy, culture, data, and AI



Marise Ribeiro Barroso

- Board Vice Chair
- Independent Member
- 1st term – 2 years
- Experience: industry

Steering Committee

GRI 2-13

The operational management of the business is delegated by the Board of Directors to the Steering Committee, made up of the Office of the CEO, executive divisions, and management.

The responsibilities for managing the organization's impacts on the economy, the environment, and people are distributed among the executives of this group, who also participate in the ESG Committee:

- CEO – leads the ESG Committee;
- Operations Officer – oversees environmental management;
- Administrative and Financial Officer – dedicated to corporate governance topics;
- People & Management Manager – coordinates the ESG Committee's agenda and communication for sustainability, and leads social matters.



Advisory committees

GRI 2-13 | 2-16

The Board of Directors and the Steering Committee are operationally supported by cross-departmental committees of an advisory nature, which anticipate analyses and discussions and subsequently update the governance bodies and senior management on market trends and operational data, ensuring that decisions are well informed and crucial concerns effectively addressed.



Crisis Committee

Made up of officers and the Supply Chain, G&G, and Professional Line managers, under the leadership of the CEO, the Crisis Committee has members trained to identify weaknesses and act quickly and decisively in carrying out the Crisis Management Plan. The group ensures the confidentiality of processes to safeguard the business's image, minimize damage, and maintain the continuity of operations, frequently conducting simulations of critical scenarios as part of its preparation.



Ethics Committee

The Ethics Committee defines the guidelines for updating and disseminating the desired integrity conduct, promoted through an Ethics System. To this end, it creates an educational context that fosters the advancement of the level of citizenship and maturity of people and business relationships. The committee monitors compliance with the Code of Ethics, clarifies questions, and investigates the issues raised through the Condor Ethics Channel.



Innovation Committee

The Innovation Committee assesses, directs, and prioritizes innovative initiatives aligned with the organizational strategy, promoting the development of new products, processes, and solutions that generate value for the business. Made up of the Steering Committee, category managers, and the Innovation area, the group meets monthly to identify opportunities, monitor projects, and support strategic decision-making related to innovation. The integrated work among the areas ensures a collaborative vision aligned with strategic objectives, strengthening the culture of innovation and contributing to the brand's competitiveness.



Market Committee

The Market Committee monitors and assesses external trends and growth strategies, connecting them to the company's planning. A member of the Board of Directors, a specialist in these topics, leads the work together with the CEO, with support from executives in the Commercial and Marketing areas, as well as specialized professionals.



Tax and Fiscal Committee

The Tax and Fiscal Committee is led by the Administrative and Financial Officer and made up of managers and coordinators from the Accounting, Tax, Legal, and People & Management areas, who guide and oversee the accounting and tax practices of the Group's units, focusing on transparency and accountability. The group has the advisory support of a firm specialized in taxes and business management.



IT Committee

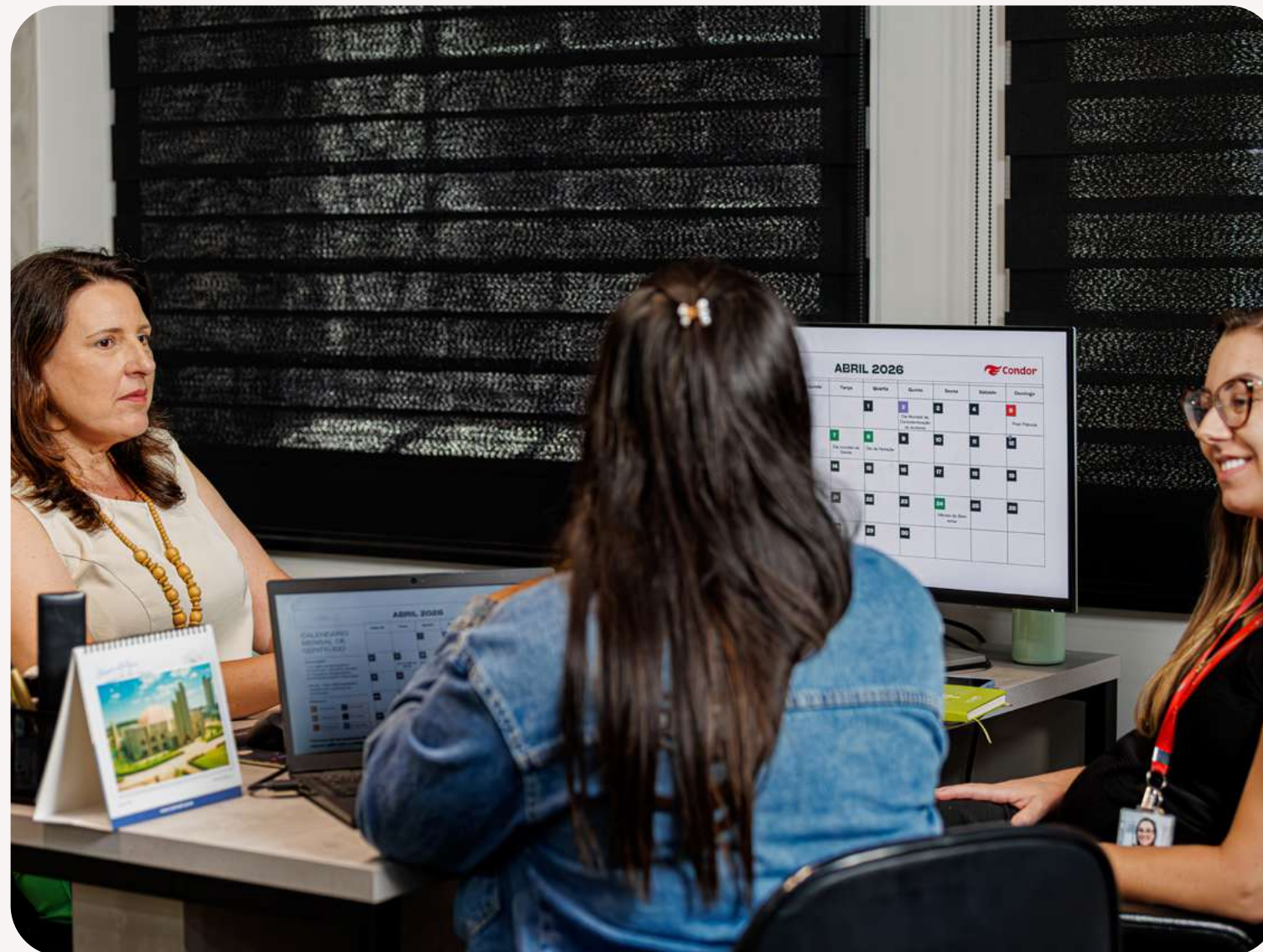
The IT Committee is made up of strategic managers and specialized consultants. Its mission is to align processes, systems, and infrastructure with the company's objectives. The group approves improvements aimed at standardization and simplification, and proposes, selects, and prioritizes projects. It monitors execution and audits the results to ensure that the plan is carried out. It also promotes the engagement of the business areas, identifies local initiatives with corporate potential, and disseminates best practices across the organization.



ESG Committee

The ESG Committee supports the Board in delivering the sustainability strategy — seeking a balance among the economic, social, and environmental dimensions. Since sustainability is directly linked to the longevity of the business and permeates the Condor Group's Strategic Planning, the ESG Committee works to implement the Business Continuity Policy (PCN, its Portuguese acronym), which delves into the analysis of potential risks (internal and external), protecting lives, assets, and the brand's reputation. The body's responsibilities are:

- to implement sustainability policies, guidelines, targets, and indicators, as well as ESG practices;
- to embed the ESG agenda into the management and strategy of the company's operations, businesses, and institutional relationships, monitoring its evolution;
- to monitor the quality of the relationship with stakeholders;
- to assess environmental, social, and governance performance;
- to identify opportunities for improvement and innovation;
- to raise employee awareness of the ESG agenda and targets;
- to establish partnerships to promote sustainable projects;
- to monitor communication actions focused on institutional sustainability;
- to analyze cases of noncompliance with obligations set out in regulations related to ESG practices;
- to weigh in on corporate policies concerning ESG matters.





Compensation

GRI 2-19 | 2-20 | 202-1 | 405-2

The advancement of compensation and the recognition of our professionals depend on meeting and exceeding the proposed objectives. Fixed compensation consists of a base salary — defined in a salary table according to level and band — and benefits offered in accordance with internal policy. The definition of amounts observes premises such as market average, business characteristics, and seniority.

The assessment of senior management — directors and managers — is linked to the “Drivers” (competencies), which require direct performance in managing the organization’s impacts on the economy, the environment, and people.

- **“Connecting People” competency:** prioritizing people on the strategic agenda and developing new leaders by example.
- **“On the Right Track” competency:** steering the company toward the future, anticipating risks and growth opportunities.
- **ESG alignment:** in addition, the sustainability strategy aligns the company’s ambition with its strategic and financial planning, defining clear targets for managing material topics.

Members of the Board of Directors receive fixed compensation. The compensation of statutory officers, in turn, is divided into a fixed portion (pro-labore) and participation in a bonus program conditioned on performance indicators that include strategic objectives. The overall budget for the compensation of board members and statutory officers is approved by the Shareholders' Meeting.

The adoption of a variable compensation portion to encourage performance and the achievement of targets also applies to leadership positions in the Commercial area.

We offer a private pension plan in accordance with the Benefits Policy. Regarding severance payments, we follow the same standard for all job levels and seniorities.

The development and updating of compensation practices are the responsibility of the People and Management (G&G, its Portuguese acronym) area, following the Collective Bargaining Agreements (CCT, its Portuguese acronym) and the categories' wage settlements, whose base dates define mandatory adjustments. Reviews are scheduled

every three years and may be brought forward according to strategic and market needs. The approval flow for staff movements and salary adjustments involves leadership and the area's department head, in addition to a technical opinion from G&G. The decision on collective adjustments rests with the executive board.

We monitor the ratio between base salary and remuneration of women and men across all job categories. The 2025 data show progress toward equity on several fronts, with women exceeding the male salary average in categories such as Buyer (107%), Checker (104%), and Administrative Assistant (103%). Indicators that reveal disparities require continuous attention from G&G policies to mitigate the risk of inequality. This careful analysis, which recorded an improvement in the overall average ratio from 0.87 to 0.91 between 2022 and 2024, reinforces the strategic pillar of generating value for all, ensuring that compensation is guided by merit and fairness throughout the professional journey at the Condor Group.



Ratio of base salary and remuneration of women to men

GRI 405-2

JOB CATEGORY	2023	2024	2025
Analyst	0.81	0.82	0.75
Apprentice	1.00	0.97	0.63
Administrative Assistant	0.95	1.04	1.03
Buyer	0.55	0.77	1.07
Checker	0.89	1.01	1.04
Sales Consultant	0.99	0.75	0.72
Coordinator	0.71	0.76	0.60
Operator	0.89	0.89	0.86
Order Picker	0.97	1.00	0.88
Supervision	0.88	0.87	0.73
Stock Clerk	0.93	1.07	1.00
Manager	1.03	1.10	1.17
Technician	0.99	1.03	0.91

In 2025, the lowest salary paid was 28% above the national minimum wage of BRL 1,518. Compliance with the guidelines of the Collective Bargaining Agreement (CCT) and the category’s collective standards leads us to adopt a higher minimum salary. In addition, the definition of this amount considers market analyses and compensation studies, seeking to maintain our competitiveness in attracting and retaining professionals, aligned with the conditions practiced in the industry and in the regions where we operate.

Ratio of the lowest wage to the local minimum wage, broken down by gender

GRI 202-1

PROPORTION		
2023	1.36	1.36
2024	1.32	1.30
2025	1.32	1.28

The salaries of outsourced and temporary workers are defined and managed by the contracted companies.



Collective bargaining agreements

GRI 2-30

All Condor Group employees were covered by collective bargaining agreements in 2025. Collective bargaining is mostly mediated by the Union of Workers in the Construction and Furniture Industries in São Bento do Sul and Campo Alegre (Siticom SBS/CA, its Portuguese acronym).

YEAR	% UNIONIZED	TOTAL EMPLOYEES	UNIONIZED
2023	6.38	1,349	86
2024	5.01	1,458	73
2025	4.63	1,491	69

Ethics, Compliance, and Integrity

GRI 2-15 | 2-16 | 2-26 | 2-27 | 205-1 | 205-2 | 205-3 | 206-1

We have built an organizational culture grounded in respect for the law and internal policies, maintaining ongoing processes to identify and resolve conflicts of interest.



Code of Ethics — Condor's Way of Being: it is the guiding thread of the Condor Ethics System, explained to all employees and disseminated among business partners.



Anti-Corruption Policy: it is part of the management of conflicts of interest and emphasizes that employees must not allow personal motivation, benefit, or relationship to interfere with their professional decisions.



Ethics Committee: we have the support of a qualified committee to provide guidance and process cases involving related-party transactions, helping to prevent and mitigate conflicts.



Mandatory reporting: both the Code of Ethics and the Anti-Corruption Policy require that any relationship, investment interest, or family tie in the workplace be reported to the company, as well as any involving competitors, suppliers, and clients that could influence an employee's decision-making. This requirement is fulfilled by board members and officers when they attest, in their terms of office, that they have no interests conflicting with the organization, including not holding positions in companies that could be considered market competitors.



In the event of situations involving imminent risks and negative impacts, the Board of Directors receives detailed reports, forwarded immediately by the Legal Department, and interacts with senior management to ensure that concerns are effectively addressed.

In 2025, one lawsuit was recorded that is in the expert-evidence phase, with no material decision issued as of the date of this report. GRI 206-1

The management of these proceedings is carried out by the Legal Department, which maintains a litigation report — updated quarterly — consolidating the cases relevant to the organization and enabling systematic monitoring of lawsuits, as well as the assessment of any impacts on the business.

Advice and raising concerns

GRI 2-26

We provide formal mechanisms so that employees and other stakeholders can seek advice and raise concerns related to ethical conduct, conflicts of interest, and possible violations of internal rules and applicable law.

The Ethics Committee is responsible for clarifying questions about the content of the Code of Ethics and guiding employees on the practical application of its principles in day-to-day operations.

The educational nature of the code is reinforced from the onboarding process of new employees onward, when its values, conduct guidelines, and the channels available for consultation and reporting concerns are presented. Relevant updates are also communicated to the team, ensuring continuous understanding of individual responsibilities.

Condor Ethics Channel — Whistleblowing Channel

The Ethics Channel is the main instrument for raising concerns that may represent:

- misconduct;
- conflicts of interest, including relationships, investments, or family ties that could compromise impartiality;
- corruption practices;
- unfair competition;
- violations of internal rules and applicable law.

The channel helps identify risks in a timely manner and prevent negative impacts, being accessible to internal and external audiences 24 hours a day, seven days a week.

The Ethics Committee is responsible for analyzing and deliberating on the conduct issues raised through the channel, ensuring appropriate

handling, confidentiality, and impartiality in investigating the facts. When necessary, corrective and preventive measures are defined, in alignment with internal policies and current legislation.

Through these mechanisms, we strengthen our culture of integrity, transparency, and accountability, fostering an organizational environment where questions can be clarified and concerns raised in a structured and secure manner.

In 2025, 42 reports were filed through the Condor Ethics Channel, of which 9 were deemed substantiated, having been addressed and with feedback provided to whistleblowers who identified themselves. Anonymous reports were shared with managers to assess the veracity of the facts.

The guidelines for resolving conflicts and reports are as follows:

- In case of a question or report, employees are advised to contact their immediate leadership or a member of the Ethics Committee, record the matter in the ballot boxes provided on the factory floor, use the email: etica@condor.ind.br or the corporate website.
- The email and the website www.condor.ind.br are also made available to other stakeholders, who can communicate their questions and reports anonymously and securely.



Combating corruption

205-1 | 205-2 | 205-3

We continue to advance in improving the processes for monitoring and consolidating information, strengthening transparency and the standardization of indicators related to the topic, in accordance with good corporate governance practices.

We maintain an internal control infrastructure focused on integrity and the prevention of financial and operational risks. Corporate transactions are recorded in a top-tier enterprise management system, while a digital platform connected to the value chain centralizes collections and payments, with formal definition of authorization levels and segregation of duties. The Financial Policy, the Approval Authority Policy, and the Code of Ethics make up the normative basis that guides conduct and decision-making flows.

In 2025, we conducted a technical assessment aimed at strengthening internal controls and corporate governance. The assessment found that, although robust controls exist to mitigate operational and financial risks, the corporate risk matrix is predominantly oriented toward business continuity (Business Impact Analysis – BIA). In light of this, we established as a guideline for 2026 the formalization of the corruption risk matrix, integrated into corporate governance and overseen by the ESG Committee. We also plan to implement specific anti-corruption training modules for the areas most exposed to risk – Finance, Procurement, and Logistics – as well as the inclusion of formal acceptance of the Code of Ethics by our suppliers.

Between 2023 and 2025, there were no records of critical concerns regarding corruption communicated to the Board of Directors.

Legal and tax compliance

GRI 2-27 | 207-1 | 207-2 | 207-3

We adopt a tax approach aligned with business strategy, regulatory compliance, and long-term sustainability. We continuously monitor changes in legislation and, through internal guidelines, direct compliance with applicable rules, ensuring the correct assessment and payment of taxes, as well as full compliance with ancillary obligations.

Our corporate structure includes companies taxed under the actual profit method (annual/quarterly assessment) and the presumed profit method, according to the nature of operations and the characteristics of the business unit.

The definition of the logistics structure and the establishment of distribution centers simultaneously consider factors of operational efficiency, improved customer service, and the legitimate use of tax incentives and benefits provided for by law. In this way, we optimize logistics operations, strengthen competitiveness, and contribute to the economic development of the regions where we operate.



Tax risk management and engagement of *stakeholders*

Internal controls aim to ensure the correct assessment and timely fulfillment of tax obligations. Among the main mechanisms are the control of tax returns filed, rigorous monitoring of tax payment deadlines, and continuous monitoring of ancillary obligations. These procedures help avoid tax inconsistencies, assessments, and unnecessary disbursements.

Compliance with the governance and tax control structure is assessed periodically and evidenced by the issuance and maintenance of Debt Clearance Certificates (CNDs, its Portuguese acronym), as well as by sector-specific external audits that review processes and ensure the adherence of adopted practices to current tax rules.

The monitoring and issuance of CNDs is carried out by an automated system, allowing continuous monitoring of the tax situation and the timely identification of any irregularities.

We have a Tax and Fiscal Committee responsible for analyzing relevant issues and assessing the expectations and concerns of *stakeholders* related to the company's tax management.

In addition, participation in external tax study groups and relationships with specialized consultancies enable us to keep up with regulatory changes, assess different interpretations of legislation, share experiences, and capture any external concerns.

Between 2023 and 2025, no significant instances of noncompliance were recorded.

We consider significant cases of noncompliance to be proceedings in which the company has been formally found liable for failing to comply with legal requirements. Monitoring these cases contributes to the continuous improvement of internal processes and the strengthening of compliance practices.

Corporate policies

GRI 2-23 | 2-24 | 415-1

The implementation and updating of structuring policies and standards promote the constant improvement of the governance system, ensuring transparent, ethical management aligned with the best corporate practices. These mechanisms guide management toward the responsible conduct of business, complying with applicable law, protecting human rights, preventing risks, ensuring business sustainability, and generating value for shareholders and other *stakeholders*.

Our policy commitments incorporate the precautionary principle, especially in the environmental pillar. We have established guidelines aimed at minimizing impacts, including the use of effluent treatment systems and the structured management of waste, preventing damage to the environment and mitigating operational risks.

Within the supplier chain, we apply practices guided by ABNT NBR ISO 20400 – Sustainable Procurement, incorporating social and environmental criteria into the sourcing process.

The Sustainability Policy and the Code of Ethics establish clear guidelines that reaffirm our respect for human rights and labor standards, guiding and

encouraging practices that ensure diversity and equal opportunities among our professionals, as well as zero tolerance for any form of discrimination. In this context, we give special attention to the following categories of stakeholders:

- People with disabilities, with a commitment to inclusion in the workforce;
- Employees, with a focus on ensuring diversity, equal opportunities, and decent working conditions;
- Local communities, through social projects focused on education, health, and well-being.

We have an internal connection network in which each area has a facilitator responsible for conducting the training sessions that cover corporate policies. In addition, we make updated content available on Condor Edu, our virtual education channel.

In compliance with Resolution No. 23,607/2019, we do not make contributions to political parties or candidates, ensuring institutional impartiality.





In 2025, we strengthened corporate governance by expanding the normative framework with the implementation of the following policies and standards:

- Environmental Management Standard
- Occupational Safety Standard
- Health, Safety, and Environmental Management Policy
- IT Policy
- Approval Authority Policy and Standard
- Financial Policy and Standard
- People Management Policy and Standard
- Procurement Policy and Standard

Responsibility for implementing the commitments is delegated by the ESG Committee — composed of the CEO and some members of the Steering Committee — which acts as a body of strategic oversight and coordination of sustainability guidelines.

Implementation takes place in a decentralized and integrated manner, involving the People and Management, Occupational Health and Safety, Operations, Procurement, and Environment areas, ensuring that each department embeds the guidelines into its processes and targets.

Risk and opportunity management

GRI 2-12 | 2-13 | 2-16 | 2-17 | 2-23 | 2-24 | 2-25 | 2-26 | 201-2

In 2025, we carried out the structured identification and assessment of environmental, social, and governance risks, considering internal and external factors capable of affecting operations, brand reputation, financial performance, and long-term value creation.

The process included the analysis of the following risks:



Climate change and extreme events;



Cybersecurity



Availability of water resources;



Waste and effluent management;



Occupational health and safety;



Regulatory compliance and business ethics;



Supplier chain;



Diversity and human capital.



The risks identified were assessed in terms of their probability of occurrence and potential impact, allowing prioritization according to technical and strategic criteria.

As a result, the ESG risks deemed relevant were formally incorporated into the Business Continuity Plan (PCN), strengthening our ability to:

- prevent operational disruptions;
- mitigate financial and reputational impacts;
- increase resilience in the face of climate and regulatory events;
- ensure the protection of people, assets, and critical processes.

Incorporating ESG risks into the PCN broadens the traditional continuity approach and strengthens the sustainability strategy, contributing to the longevity of the business and the creation of responsible value.

When negative impacts are identified — whether through the Whistleblowing Channel, internal audits, or infraction notices — we adopt a structured process that includes:



Investigation of the facts;



Analysis of causes;



Definition of corrective and preventive actions;



Administrative or legal remediation;

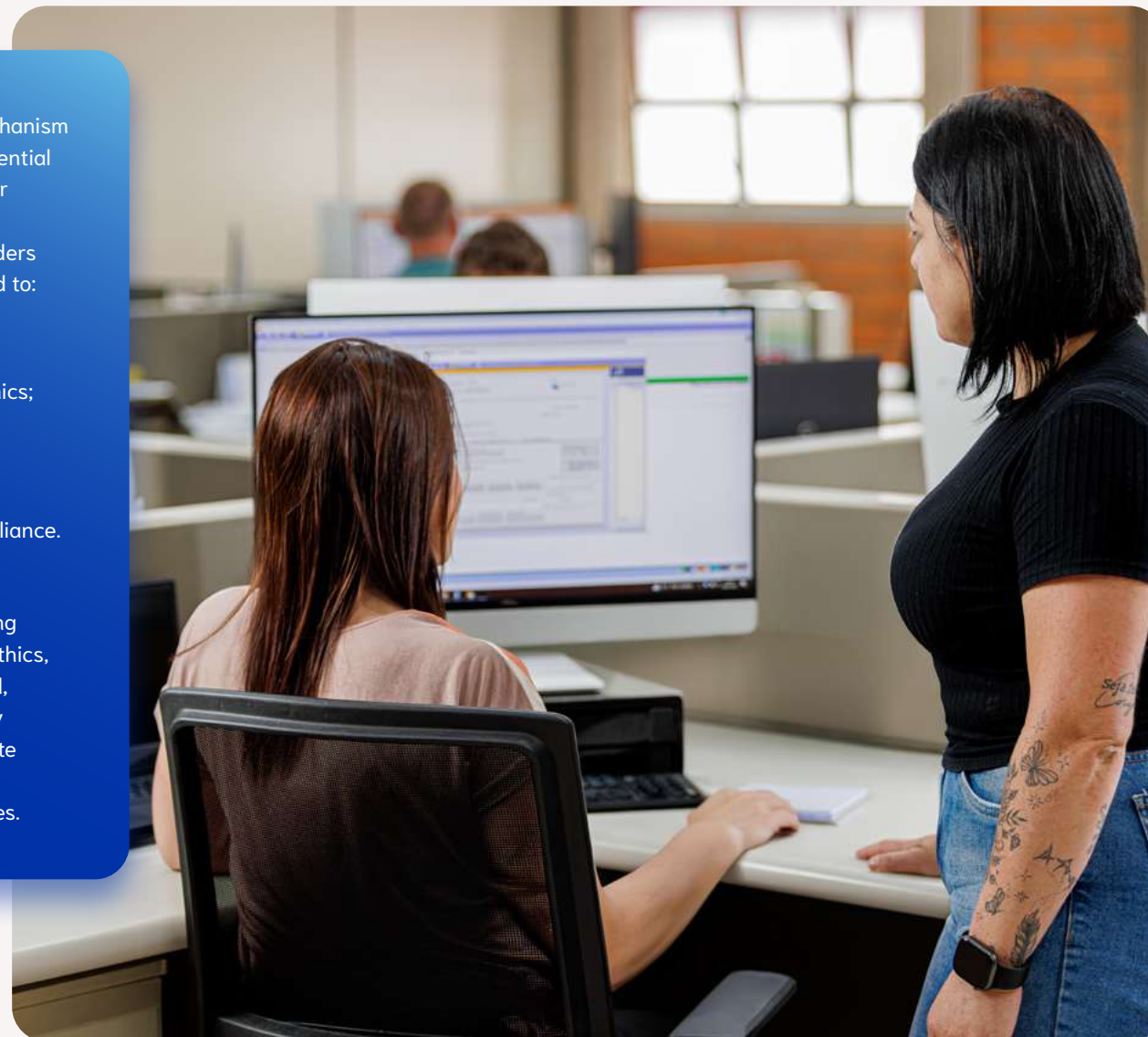


Monitoring the effectiveness of the measures implemented.

The main institutionalized mechanism for receiving and handling potential negative impacts is the Condor Ethics Channel, available to employees and other stakeholders for reporting situations related to:

- misconduct;
- violations of the Code of Ethics;
- corruption practices;
- unfair competition;
- legal or regulatory noncompliance.

The Ethics Committee is the body responsible for monitoring compliance with the Code of Ethics, analyzing the reports received, and deciding on the necessary measures, ensuring appropriate handling, confidentiality, and impartiality in conducting cases.



Responsible Supply Chain

GRI 3-3 / MATERIAL TOPIC



COMMITMENT

Prioritize commercial relationships with companies that share the same sustainability values as Condor.



INDICATOR

Review the supplier assessment methodology (criteria), incorporating sustainability criteria more comprehensively and effectively.



2025 TARGET

Complete the study to map and validate the assessment methodology during the current year, preparing it for application in 2026.



2025 RESULT

Mapping completed and methodology validated.

Throughout 2025, we maintained commercial relationships with 1,040 suppliers (direct and indirect), representing a diversified supply chain responsible for providing the business with raw materials, industrial inputs, packaging, and other inputs. As part of our sustainability strategy, we prioritize the use of sustainable materials, such as recycled plastics and biodegradable bristles, as well as initiatives aimed at reducing our carbon footprint, such as renewable energy sources and logistics optimization.

Structurally, there were no significant variations compared to the previous year, when we had 1,118 active suppliers. Noteworthy is the stability of the group of 20 main suppliers, which account for about 40% of the organization's total purchasing volume, ensuring operational continuity and predictability in management.

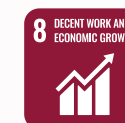
The responsible management of this chain is a priority topic due to the environmental and social impacts — real and potential — associated with

the stages of research and development, raw material acquisition, industrialization, transport, distribution, and product disposal.

We recognize that our activities and commercial relationships may be directly linked to risks arising from partners' noncompliance with social and environmental standards. Among the main risks identified are environmental pollution, pressure on water resources, and greenhouse gas (GHG) emissions in logistics.

Our Code of Ethics – Condor's Way of Being – is extended to partners and third parties, multiplying the commitment to ethics, integrity, and social and environmental responsibility. The strategic management of this topic is carried out by the Supply Chain Management team, under the supervision of the ESG Committee, and grounded in ethical principles, social and environmental criteria, and due diligence mechanisms.

SDGs IMPACTED



Continuous assessment and monitoring

In 2025, we advanced in consolidating a systemic approach to risk mitigation, strengthening governance, improving assessment criteria, and expanding the scope of monitoring with the traceability of critical raw materials — wood and minerals.

We also completed the structuring of the new Procurement Policy, aligned with the guidelines of the ABNT NBR ISO 20400 standard (Sustainable Procurement), whose full application is scheduled for 2026.

Supported by the new policy and its developments, we will ensure that 100% of the contracts signed with suppliers and business partners contain mandatory clauses based on good practices, ethical conduct, and compliance. This legal mechanism binds our production chain to strict compliance with current legislation, with a special focus on the

environmental, social, labor, and governance spheres, mitigating risks and promoting a responsible business ecosystem, in alignment with our Code of Ethics. A new systemic supplier accreditation process is under development. The tool will require documentary analysis and the completion of an ESG Self-Assessment Questionnaire, covering the following aspects:

- Environment: valid licenses, environmental management system, waste management, resource monitoring, and GHG emissions inventory;
- Social: occupational health and safety, and diversity and inclusion policies;
- Governance: data protection and verification against the “Dirty List” (Lista Suja) of the Ministry of Labor and Employment (MTE, its Portuguese acronym).



Combating child, forced, and compulsory labor

GRI 407-1 | 408-1 | 409-1 | 414-1 | 414-2

We reinforce our commitment to the principles of the International Labour Organization (ILO) and to the full protection of human rights. During the reporting period, no confirmed cases of violation of freedom of association, child labor, forced labor, or significant negative social impacts in the chain were identified.

Although no significant risks were identified during the period, we recognize that improving the monitoring and traceability of the chain is part of an ongoing process, with consolidation expected in the coming cycles.

Our Whistleblowing Channel, accessible 24 hours a day to internal and external audiences, remains available for reporting inappropriate conduct involving suppliers.



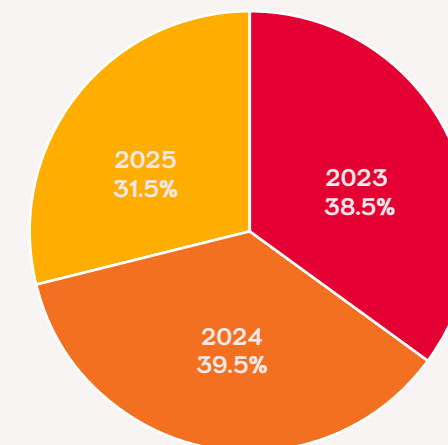
Valuing and supporting local suppliers

GRI 204-1

We continued to prioritize local suppliers — established in the state of Santa Catarina — with 31.5% of the purchasing volume of direct and indirect materials directed to this group.

This strategy, in addition to promoting local economic development, builds a more agile supply chain aligned with our operations, reducing logistics costs and related environmental impacts.

Percentage of the procurement budget spent on local suppliers





Customer Satisfaction

GRI 3-3 / MATERIAL TOPIC



COMMITMENT

Offer products and services of the highest quality, ensuring the safety and satisfaction of our customers, continuously improving and strengthening the Quality Management System.



INDICATOR

Effectiveness index of the Quality Management System.



2025 TARGET

85%



2025 RESULT

54%



2024 RESULT

56%



INDICATOR

Maintain the brand's reputation rating as "excellent" on Reclame Aqui



2025 TARGET

Average consumer rating between 8 and 10



2025 RESULT

9.4



2024 RESULT

8.7

SDGs IMPACTED



We maintain regulatory compliance controls and procedures that reinforce our commitment to transparency, consumer safety, and responsibility in communicating product information.



Information for clients and suppliers

We assure clients and consumers that the information and labeling of our products comply with applicable legal and regulatory requirements, ensuring safety in use and transparency in communication.

Applicable regulatory requirements

GRI 417-1

We follow the resolutions of the Brazilian Health Regulatory Agency (ANVISA, its Portuguese acronym) regarding the development, regularization, and marketing of products:

- RDC No. 639: regulates the technical requirements applicable to personal hygiene and cosmetic products for children, ensuring minimum standards of safety and appropriate use;
- RDC No. 640: establishes technical parameters and regularization requirements for disposable personal-care and absorbent products, requiring compliance in composition, description, and information provided to consumers;
- RDC No. 907: provides for the definition, classification, and technical requirements for the labeling and packaging of personal hygiene products, cosmetics, and perfumes, including mandatory information on manufacturing, origin, product identification, and microbiological control parameters.

In parallel, we comply with Inmetro Ordinance No. 249, which establishes the mandatory way to express the quantitative indication of the net content (weight or volume) of pre-packaged goods, ensuring clarity, standardization, and transparency of information.

Management of labeling information and marketing communication

GRI 417-2 | 417-3

The management of information and labeling requirements is carried out through a formalized procedure — “Evaluation of labeling artwork for product registration with ANVISA, Inmetro, and other purposes” — which guides the Marketing, Engineering, and Regulatory Affairs areas on the mandatory steps for validating labeling artwork before products are marketed.

Although the percentage of each line assessed individually is not measured separately, 100% of the product lines marketed in 2025 were subject to the information and labeling requirements set out in the applicable regulations. All professionals involved in product development and communication processes are formally instructed on the requirement to submit artwork for regulatory validation, ensuring the uniform application of the procedure across all product lines.

In 2025, we recorded two cases of noncompliance related to product information and labeling. In one of the cases, we were warned by Inmetro, and the other awaits the agency’s ruling. There were, however, no records of cases of noncompliance, or proceedings tried and concluded with convictions or fines, related to marketing communication in our advertising, promotions, and sponsorships.





Health and safety impacts

GRI 416-1 | 416-2

Health and safety assessments are applied to different categories of items, including oral hygiene products and metal handles. In the case of dental gels, 100% of the batches produced undergo physical-chemical and microbiological tests that verify compliance with quality and safety parameters. As for metal handles, we perform specific hardness and bending tests, ensuring strength and structural safety.

These checks are part of the internal quality control procedures and are conducted by the responsible technical areas, which perform the laboratory tests and record the results in accordance with the protocols defined by the company and the industry's regulatory requirements.

In addition to tests performed during the production process, we ensure that consumers are provided with clear and relevant information on product packaging. Among the data presented are directions for use, warnings, recommendations, and precautions, applicable to products such as dental gels, dental floss, and brushes. The packaging includes symbols and guidance related to recyclability, encouraging environmentally responsible practices.

Currently, we do not consolidate quantitative indicators related to the percentage of packaging checked in the process of verifying this information.

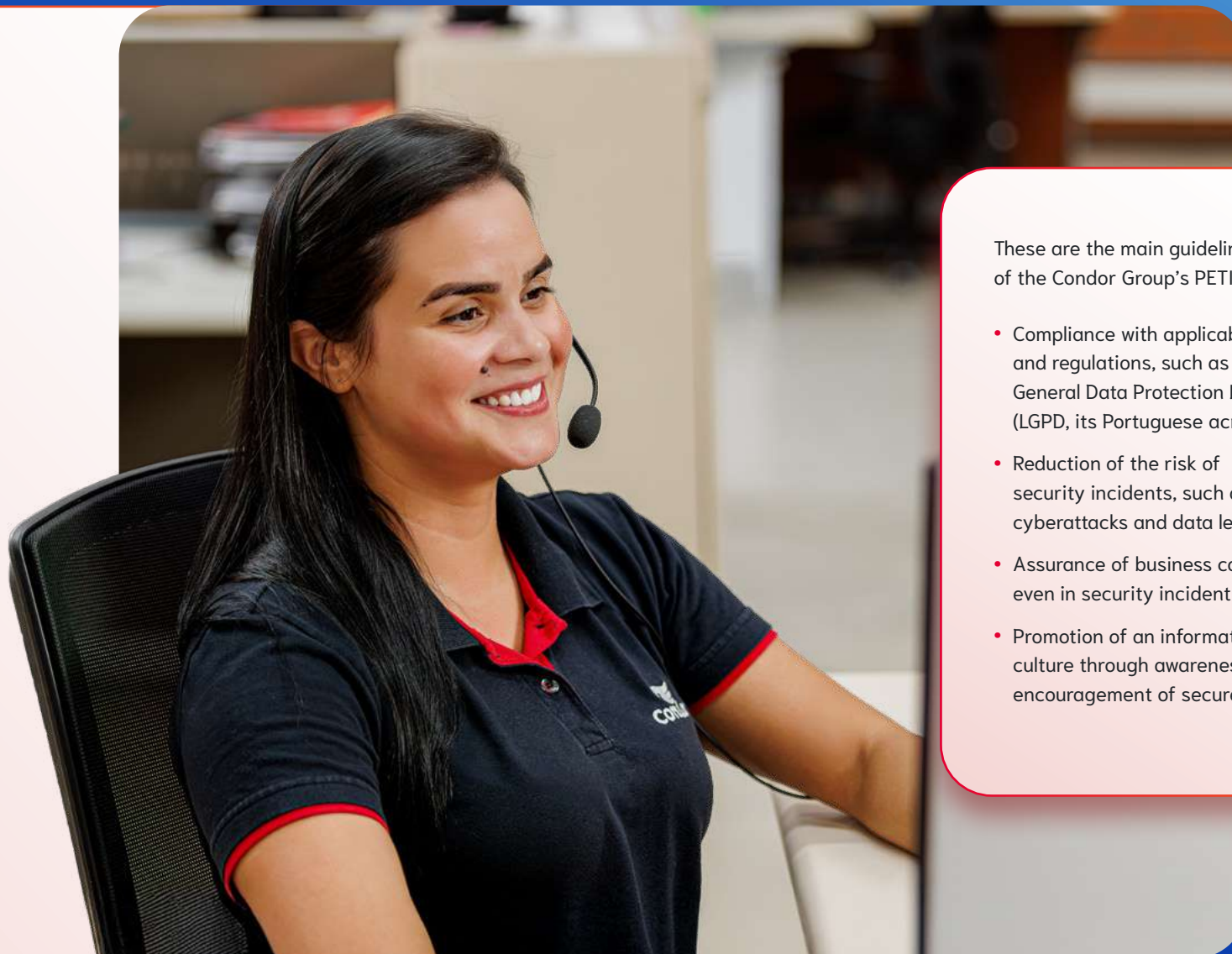
In 2025, no cases of noncompliance related to health and safety impacts of our products and services were recorded.

Information security

GRI 418-1

The IT Strategic Plan (PETI, its Portuguese acronym) functions as a map that aligns digital security with business objectives, protecting critical assets against threats, ensuring legal compliance, and directing efficient investments.

Information risk management is conducted by the IT Committee, which assesses and addresses issues; guides user training and awareness initiatives regarding cybersecurity and information security, privacy, and the protection of personal data of clients, employees, and partners; and promotes the periodic review of the Information Security Master Plan (PDSI, its Portuguese acronym), adapting it to new threat scenarios and to the company's growth.



These are the main guidelines of the Condor Group's PETI:

- Compliance with applicable laws and regulations, such as the General Data Protection Law (LGPD, its Portuguese acronym);
- Reduction of the risk of security incidents, such as cyberattacks and data leaks;
- Assurance of business continuity, even in security incident situations;
- Promotion of an information security culture through awareness and the encouragement of secure behaviors.

At the same time, we follow the guidelines of the LGPD, which calls for:

- Appointment of a data protection officer (DPO) for the processing of personal data;
- Definition of governance and responsibilities for processing data subjects' data;
- Mapping and classification of data;
- Legal assessment of the legal bases for data processing and the inclusion of specific clauses in contracts;
- Implementation of information security measures;
- Transparency toward data subjects and the provision of a service channel
- Publication of privacy policies on the institutional websites;
- Continuous training and awareness program;
- Periodic review and updating of the practices and controls adopted.

The topic is also addressed in a guiding manner in the Code of Ethics, which establishes that it is the duty of every professional to handle personal data with responsibility, transparency, and security, ensuring that information is used exclusively for the legitimate and specific purposes for which it was collected.

Between 2023 and 2025, there were no records of substantiated complaints, received from external parties or regulatory agencies, regarding breaches of client privacy.





Innovation

GRI 3-3 / MATERIAL TOPIC



COMMITMENT

To do better every day, with innovation, quality, and sustainability



INDICATOR

Share of gross revenue (GR) from launches of the last 24 months in total revenue



2025 TARGET

10%



2025 RESULT

6.8%



2024 RESULT

9.1%

SDG IMPACTED



Throughout our history, we have consistently developed new products, processes, and solutions, driven by the knowledge of our teams and by strategic partnerships with suppliers, universities, and consultancies specialized in innovation. These initiatives, led directly by the areas, enabled relevant advances and kept the company competitive in its markets.

However, as the business environment became more dynamic and technological, we identified the opportunity to evolve the way we innovate. In 2025, organizing and enhancing what already existed, we structured a dedicated innovation area with cross-functional reach, connecting people, departments, processes, and the ecosystem.

Innovation becomes a strategic, continuous topic integrated into corporate governance, with rituals, methods and processes, indicators, and a clear focus on generating value for the business and for society. Our commitment is to promote structured, collaborative, and sustainable innovation, capable of supporting the company's long-term growth and expanding its positive impact in the regions where it operates.

Cross-cutting innovation — a strategic pillar for the future of the business

The innovation area reports directly to the Administrative and Financial Division and to the Office of the CEO, strengthening its connection with corporate strategy and decision-making. Its establishment began with defining the challenges of organizing, strengthening, and scaling innovation, respecting the organizational culture and creating mechanisms that make it possible to accelerate transformation and build new paths of sustainable growth.

We conducted a process of active, structured listening with managers and leaders, which made it possible to understand:

- the main pain points and opportunities of the business;
- the operational and strategic challenges of the areas;
- expectations regarding innovation;
- the level of organizational maturity for new models, processes, and partnerships.

The assessment will allow initiatives to be connected to Condor's reality, with a focus on solving real problems, generating value for the business, and supporting the long-term strategy.

Structuring the process

Based on the assessment, we structured the Condor Innovation Process, defining flows from the identification of opportunities through to the prioritization, execution, and monitoring of projects. The process requires discipline, predictability, communication, and transparency. Among the main advances, the following stand out:



Greater clarity and transparency in communication, broadening understanding of initiatives, objectives, and strategic directions;



Strengthening of governance through the formalization of alignment and decision-making committees;



Visual management of projects, promoting greater visibility and organization of ongoing initiatives;



Definition of indicators for monitoring, supporting the assessment of results and decision-making;



Integration between the Project Management and Innovation areas, connecting strategy and implementation;



Organization of opportunities/study and projects, with clear criteria for analysis and prioritization.



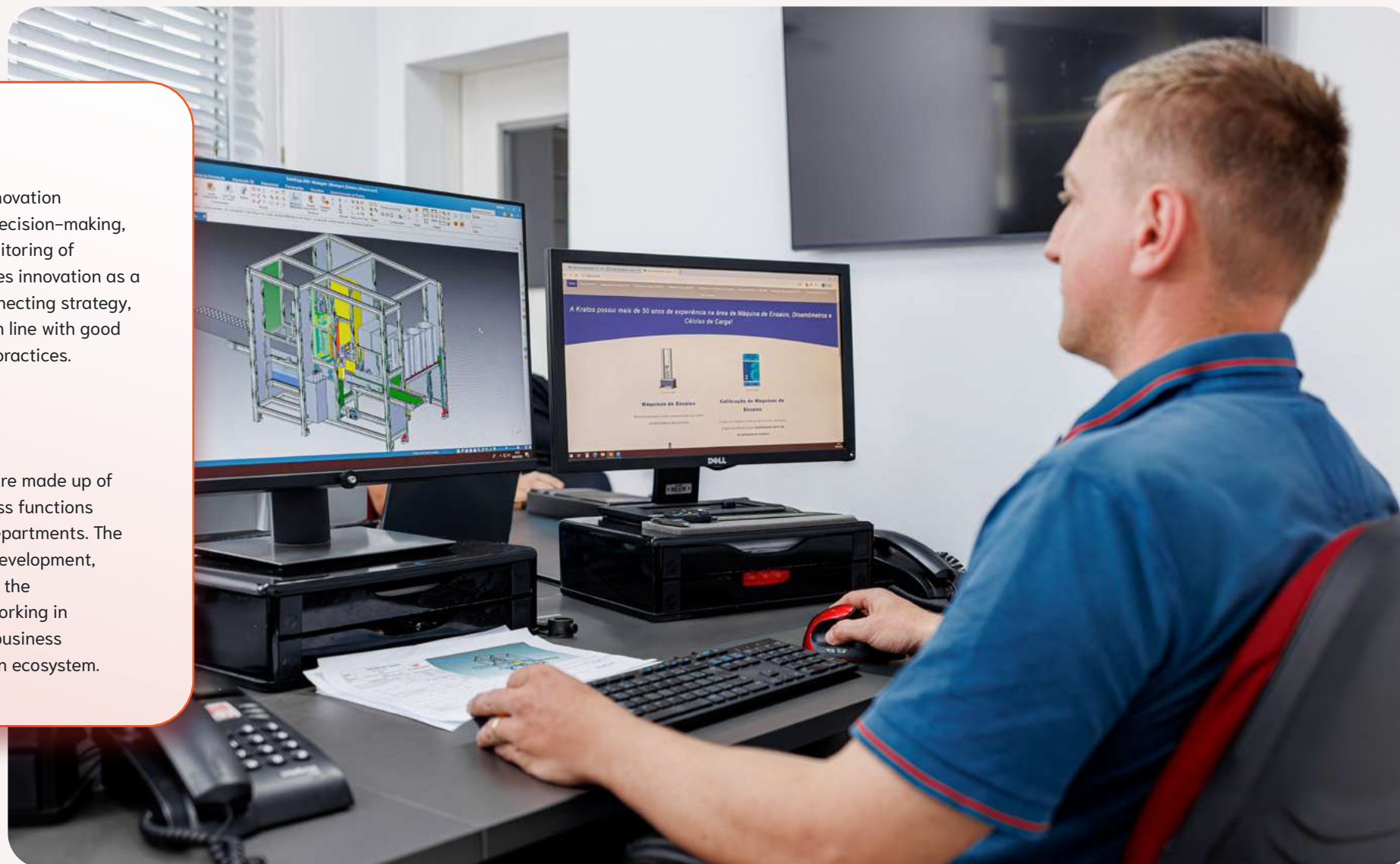
Connection between areas, ensuring transparency, agility, and smooth progress of projects.

Innovation governance

The formalization of Condor's Innovation Committee created a space for decision-making, strategic alignment, and the monitoring of initiatives. The structure reinforces innovation as a corporate governance topic, connecting strategy, risks, investments, and returns, in line with good sustainability and management practices.

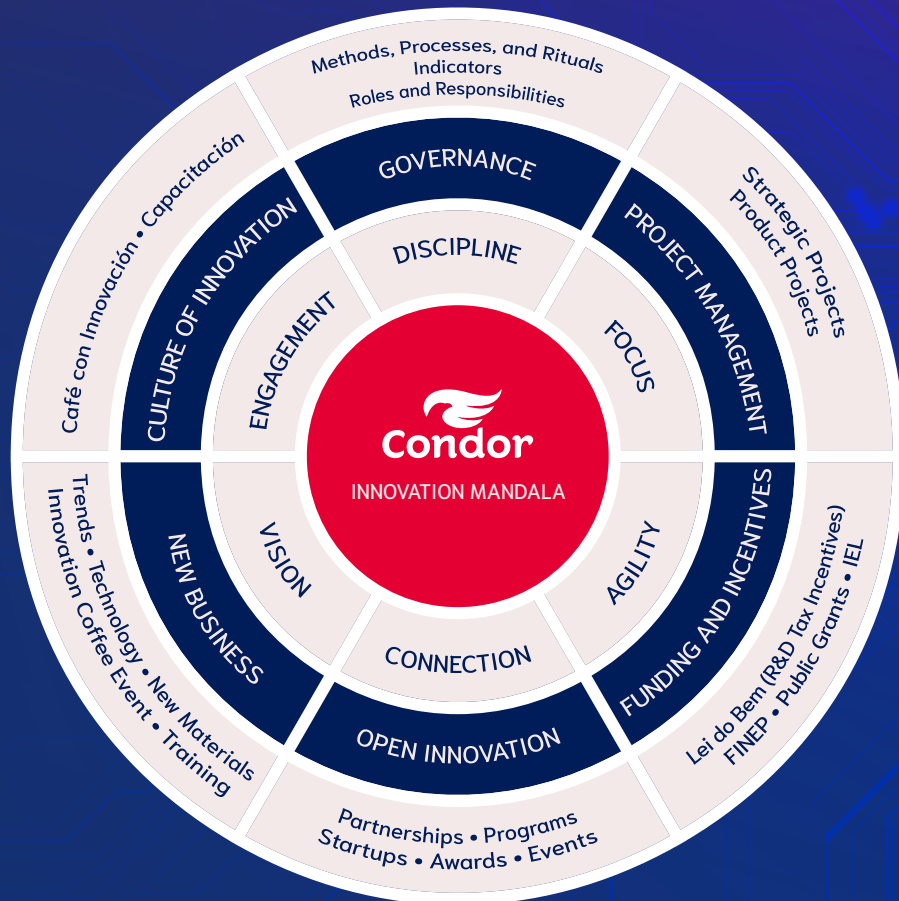
Structure and people

The area has a dedicated structure made up of three professionals working across functions and connecting with the other departments. The work is guided by collaborative development, constant knowledge sharing, and the joint construction of solutions, working in partnership with project teams, business areas, leaders, and the innovation ecosystem.



Integrated and systemic vision

To translate our strategy clearly and accessibly, we created the Condor Innovation Mandala, which represents our systemic vision, connecting (from the center to the edges) pillars, verticals, and initiatives:



Open innovation in practice

We launched our first open innovation program in 2025, OpennLab Inova Condor, in partnership with the Planalto Norte Innovation Center, the Santa Catarina State Research and Innovation Support Foundation (FAPESC, its Portuguese acronym), and TXM Methods, which specializes in open innovation methodologies. As a result, we achieved:

- 20 national startups selected;
- a 5-month acceleration program;
- in-person events;
- mentoring and connections with Condor Group executives.

OpennLab Inova Condor strengthened our integration with the innovation ecosystem, encouraging the development of solutions aligned with the real challenges of the business.

Public commitment

Reinforcing Condor's commitment to regional development, collaboration, and continuous investment in innovation as an instrument of positive impact, we signed the Planalto Norte Innovation Pact. The pact is a strategic alliance among the Department of Economic Development and Tourism, universities, and companies to position the region as an innovation hub in Santa Catarina by 2030.



Internal innovation — Continuous Improvement Groups (GMCs)

Incremental innovation — small, constant changes — is also vital, just as much as major disruptive innovations. The sum of small adjustments to the Condor Group's production lines and administrative processes resulted in savings of BRL 1.6 million in 2025.

This amount encompasses direct savings and measured productivity gains, and is one of our critical success indicators. If we divide the return by the number of suggestions made, we obtain an average impact per suggestion of BRL 6,736.97.



Our internal innovation model is a *benchmark* for the industrial sector. At the Condor Group, continuous improvement is a living methodology, driven by those who experience the day-to-day of the factory.

These are the guidelines that steer the work of the Condor GMCs:



Multidisciplinary composition: with an average of 9 employees per group, we are able to bring together different perspectives on the same problem, accelerating the resolution of technical conflicts.



Focus on operational efficiency: the 238 suggestions implemented in 2025 sought to reduce raw material waste, optimize machine setup time, and improve ergonomics at workstations.



Culture of ownership: the 72 employees who participated in the GMCs became agents of change, increasing engagement with the company's strategic objectives and, consequently, talent retention.

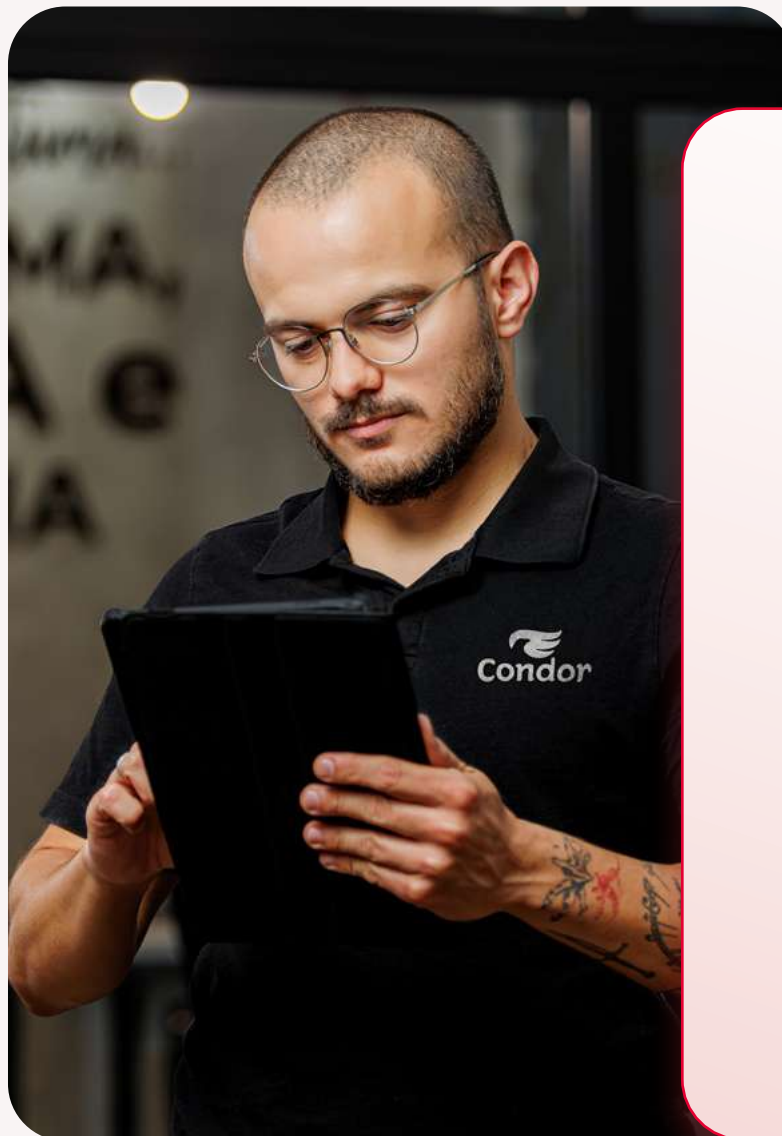
Birth of the Digital Transformation LAB

Strategic context and vision for the future

In February 2025, we formalized the creation of the Condor Group's Digital Transformation LAB, a central initiative to sustain the company's competitiveness in the face of global economic volatility. Operational excellence — leveraged by artificial intelligence (AI) and advanced analysis (Advanced Analytics) — has ceased to be a differentiator and has become a sustainability requirement. The LAB centralizes governance and pursues return on investment (ROI) in high-impact technology projects.

Operational architecture and value

We adopt an agile model in which the prioritization of projects (backlog) is linked to real gains in productivity and profitability. We use short testing cycles (prototyping) to validate technologies quickly, reducing financial risks and accelerating the time to market of solutions.



Pillars of the digital journey



Resilience and cybersecurity

Advanced protocols to protect the company's assets against digital risks.



Data governance

Ensuring reliable data for evidence-based management (data driven).



Customer Centricity

Use of agility to reduce bureaucracy and optimize the customer experience.



Compliance and standardization

Standards so that innovation integrates seamlessly with the company's previous systems (legacy systems).

Technology axes

The LAB's investment portfolio is concentrated on fronts of high technical and strategic relevance:



Advanced analysis and business intelligence (business intelligence – BI): use of data lake, data warehouse and algorithms;



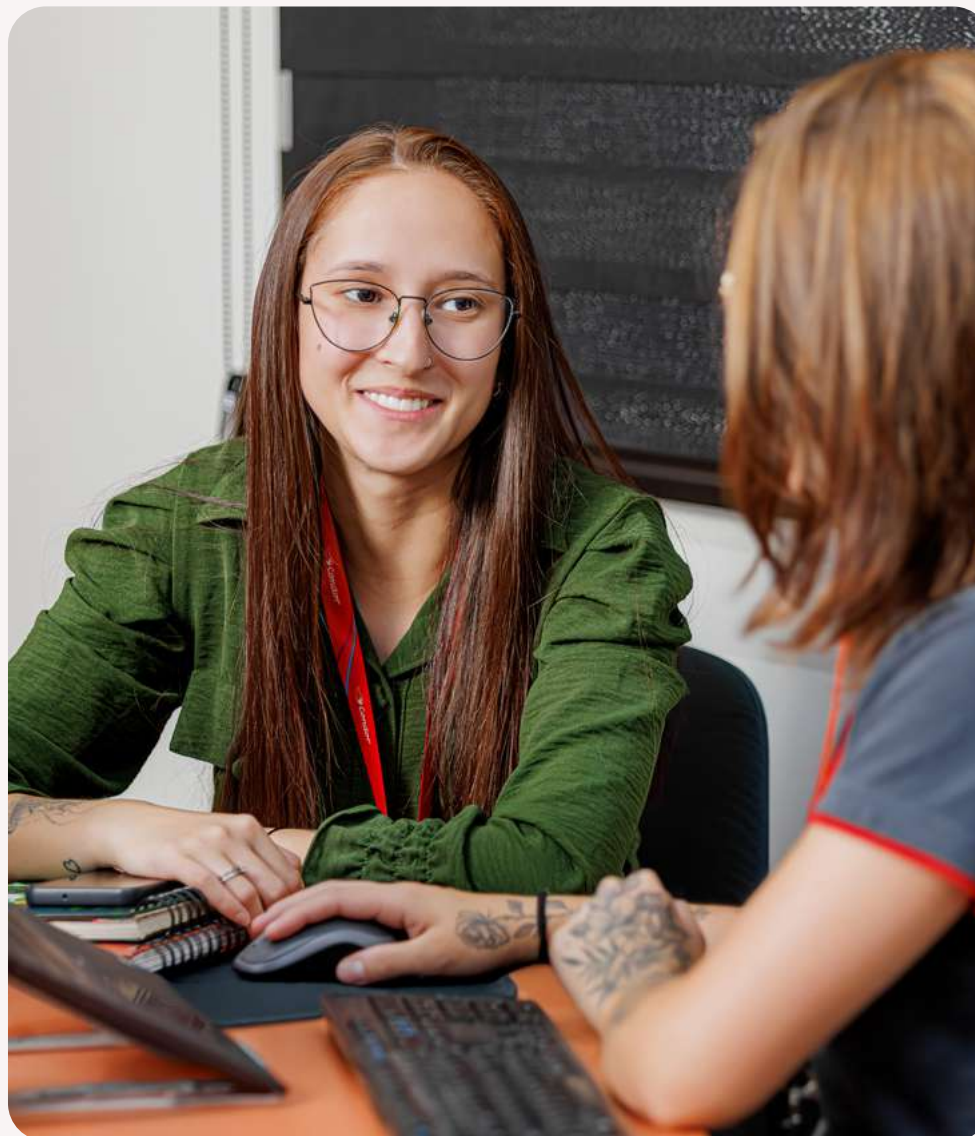
Artificial intelligence: applications for classification, prediction, prescription, and the adoption of generative tools;



Hyperautomation and agentic AI: optimization of workflows, process analysis, automation, and orchestration of autonomous agents to solve complex problems;



Integration and interoperability: standardization via application programming interfaces (application programming interface – API) to ensure smooth communication between digital platforms.



People and culture

People remain the Condor Group's greatest asset. In this new era of the business — marked by technological acceleration and the adoption of AI — digital transformation drives a profound reskilling, reflected in the development of our talent.

The focus of human work shifts from performing repetitive tasks to new skills, such as analytical thinking, complex problem-solving, strategic innovation, and mastery of techniques for formulating precise instructions for AI (prompting).

To support this transition, we invest in digital literacy, promoting programs such as ConDados, aimed at data literacy and the development of employees' technological skills. The human approach is essential for technological evolution to occur in an ethical, inclusive, and long-term sustainable manner.



Social Pillar

- People Management
- Health, Safety, and Well-Being
- Social Responsibility

People Management

GRI 3-3 / MATERIAL TOPIC

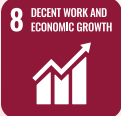
	COMMITMENT Engage, inspire, and value in order to grow and stay				
	INDICATOR Maintain the onboarding process up to the admission date.		INDICATOR Increase the overall average score in the annual performance review.		INDICATOR Maintain the turnover rate.
	2025 TARGET 100% online		2025 TARGET 3.00		2025 TARGET < 1.68%
	2025 RESULT 100% online		2025 RESULT*		2025 RESULT 1.88%
	2024 RESULT 100% online		2024 RESULT 2.97		2024 RESULT 1.68%

	COMMITMENT Foster continuous development, innovation, and digital transformation.				
	INDICATOR Rate of graduates in internal development programs.		INDICATOR Continuous activity of the corporate university.		INDICATOR Deliver Condor Humaniza programs — Eu Sou, Elas São, Gerações, Pluralidade.
	2025 TARGET Create the database.		2025 TARGET 8 content pieces focused on digital transformation and soft skills		2025 TARGET 6 meetings
	2025 RESULT Database created and 8 graduates impacted during the year.		2025 RESULT 16 content pieces focused on digital transformation and soft skills		2025 RESULT 8 meetings
			2024 RESULT 4 content pieces focused on innovation		2024 RESULT 3 meetings

SDGs IMPACTED



4 QUALITY EDUCATION



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

* Data being finalized and validated as of the publication date of this report.

Condor is forged by the talent of those who know how to do things with heart and excellence. People committed to a vision for the future, team spirit, and a genuine desire to work toward our purpose of **doing better every day and making each day better.**

In 2025, the People and Management team concentrated its efforts on initiatives aimed at the established commitments to broaden the engagement, development, and appreciation of our professionals, creating space for growth, adding behavioral and technological skills to individual profiles, and building an environment where they choose to stay and transform.

Noteworthy is the completion of two more classes of the “Evoluindo com a Gente” (Growing with Us) program, a personal and professional development initiative that strengthens internal growth and prepares talent to respond to the challenges of a constantly evolving market. In this cycle, we trained employees from the factory and administrative areas, on a journey that covered neurolinguistic programming (NLP), leadership, communication, teamwork, and high performance.

Legacy and gratitude

One of the Condor Group's greatest sources of pride is the history we have built with our people.

In 2025, we had the privilege of honoring employees who completed 10, 15, 20, 25, 30, 35, 40, and 45 years with the company.

Each professional on this team is a living reminder of important moments in the Group's history and of the strength we have as a team.

The tributes took place at festive events, bringing together employees and company leaders. And they gained space on our social media, capturing testimonials of lasting and meaningful partnerships.

Nós somos a



Jean Marcel Pscheidt

Assistente de Supervisão

15 anos de Condor

“O que mais me motiva é o reconhecimento, os desafios, as oportunidades de crescimento e o ambiente de trabalho agradável.”

Nós somos a



Antonio Vanderlei Brayer

Coordenador Financeiro

25 anos de Condor

“Tenho uma grande alegria de trabalhar na Condor. Sempre comento que iniciei para realizar um sonho, porém não imaginava que iria criar raízes.”

Nós somos a



Vanusa Cardoso

Consultora de Vendas

27 anos de Condor

“Aqui jogamos como um time deve jogar: com respeito, valorização e apoio entre todos os departamentos.”

Nós somos a



Lucas Machado

Supervisor de Logística

14 anos de Condor

“Gosto muito da cultura acolhedora e de ver o engajamento dos colaboradores em ações voluntárias, que refletem o quanto a Condor se preocupa com pessoas.”

Nós somos a



Denise Pscheidt

Analista de Governança de TI

32 anos de Condor

“A Condor é uma empresa que demonstra interesse em aprimorar seus processos e a valorizar os colaboradores. Gosto muito do que eu faço e me sinto muito feliz no meu ambiente de trabalho, pois a dinâmica diária me permite aprender, desaprender e reaprender.”

Nós somos a



Patrik Dirksen

Supervisor de processos

22 anos de Condor

“Foi com esforço, dedicação e vontade de aprender que conquistei meu espaço e oportunidades de crescimento aqui na Condor.”

Nós somos a



Denise Baum

Analista de Gente & Gestão

25 anos de Condor

“A Condor oferece muitas oportunidades e sempre me incentivou a evoluir profissionalmente. Além disso, conta com lideranças apoiadoras e acessíveis.”

Nós somos a



Andréia Malu Schreiner

Supervisora do Sistema Condor de Gestão

17 anos de Condor

“O que mais me motiva é o ambiente de trabalho colaborativo e o reconhecimento que a empresa oferece aos colaboradores. Gosto da forma como a Condor valoriza cada setor e se preocupa com a qualidade em tudo o que faz. Isso me faz sentir parte de algo maior.”

2026 Priorities

The development of professionals and career progression tracks, the training of new leaders, and the promotion of opportunities remain among the area's priorities:



Design and implementation of the strategy to strengthen the organizational culture;



Strategic development based on the succession plan;



Building the leadership pipeline aligned with business demands and focused on industrial positions;



Monitoring the Individual Development Plan (PDI, its Portuguese acronym) actions to guide development;



Continuation of the “Evolução com a Gente” and “Eu Sou, Elas São” programs;



Implementation of the Gerações program, which will foster a collaborative environment and integration among the different generations of our team;



Delivery of the ConDados program, developed to demystify data and encourage its practical application, ensuring agility and accuracy in analyses, projections, and forecasts based on AI.



Employee profile

GRI 2-7 / 2-8

At the end of 2025, we had 1,719 professionals in our workforce, including 1,491 full-time employees on permanent contracts and 228 sales promoters, selected through a specialized agency responsible for hiring, training, and managing this team. We also had 62 apprentices and 1 intern hired for the specific period of their respective learning programs. There was no significant variation in the data compared to the previous year.



1,782

↑ employees



1,491
permanent



62
apprentices



228
temporary



1
intern

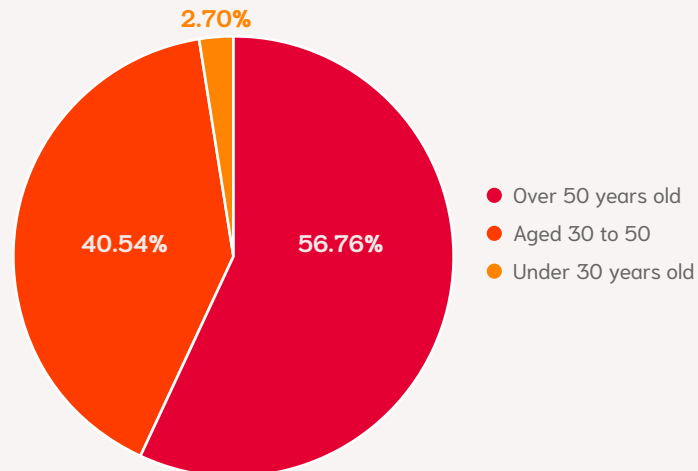


Diversity profile

GRI 405-1

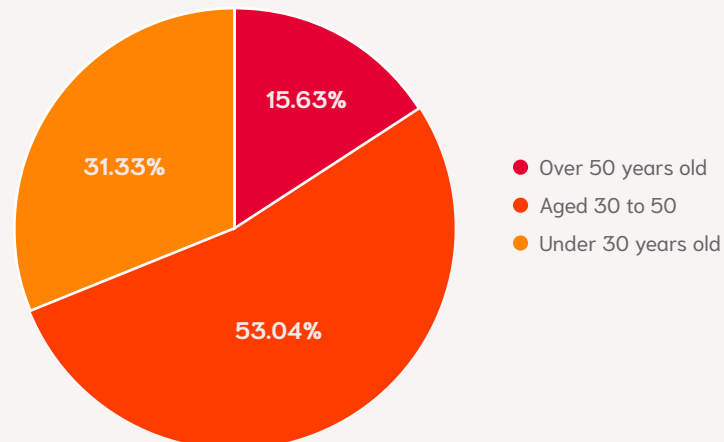
There is gradual progress in gender equity within the Condor Group's governance bodies, with female representation rising to 16.22% in 2025, surpassing the 14.63% maintained in 2023 and 2024. With respect to age diversity in the governance bodies and management, although the predominant profile is of members over 50 (56.76% in 2025), the inclusion of professionals under 30 improved, going from 0% in 2023 to 2.70%.

Diversity in governance bodies and management



With respect to the workforce, we maintain a predominantly female workforce, reaching 55.25% in 2025. The age distribution among employees demonstrates a balance between renewal and experience, with 31.33% of young talent under 30 and 53.04% of professionals in the 30-to-50 age range.

Diversity in the workforce



Hiring, terminations, and turnover

GRI 401-1

We systematically track the indicators of new hires and employee turnover, disaggregated by gender and age group, as a human capital management tool, using them to support the continuous improvement of our practices for attracting, retaining, and developing our professionals throughout the cycle of growth and expansion of operations.

In 2025, 345 hires were recorded, corresponding to a rate of 24%. Of the total admissions, 205 were women, representing 59.4%, while 202 hires (58.5%) were concentrated among professionals under 30, evidencing the predominance of female admissions and younger age groups during the period.

During the year, 320 terminations were carried out, resulting in a turnover rate of 24%, higher than the volume recorded in 2024 (245 terminations). Departures were concentrated in the under-30 age group, with 201 terminations, and among women, who represented 185 terminations during the year.

Number of employees hired

345 hires



BY GENDER

Women: 205

Men: 140



BY AGE GROUP

Under 30: 202

30 to 50: 132

Over 50: 11

Turnover rate



BY GENDER

Women: 25%

Men: 21%



BY AGE GROUP

Under 30: 43%

30 to 50: 20%

Over 50: 5%

Number of employees terminated

320 terminations



BY GENDER

Women: 185

Men: 135



BY AGE GROUP

Under 30: 201

30 to 50: 130

Over 50: 9

Termination rate



BY GENDER

Women: 25%

Men: 21%



BY AGE GROUP

Under 30: 43%

30 to 50: 20%

Over 50: 5%

Benefits

GRI 401-2

Our Benefits Policy is structured to promote employees' health, well-being, financial security, and professional development. A range of voluntary benefits make up the G&G strategy and contribute to attracting, retaining, and valuing talent.

In the area of health and well-being, we offer medical assistance through different health plans, with coverage that varies according to position and location, and that may include co-payment and extension to dependents. We also offer dental assistance, full subsidy of the flu vaccination, and 30% reimbursement of the cost of medications purchased with a prescription (up to the Analyst level and excluding interns and apprentices).

We offer meals in our own restaurant, with partial or full funding by the company depending on the plant, or credit on a meal card. Meal funding is 100% for interns and apprentices.

Supporting the families and financial security of our professionals, we provide a childcare allowance for female employees with children up to 5 years and 11 months old, through a financial subsidy that can occur via agreements with Sesi Escola (40%) or reimbursement of up to 50% of tuition for

other institutions. We offer group life insurance, subsidizing 50% of the monthly cost for all employees (including interns and apprentices), as well as supplementary life insurance fully funded by the company for executive and management positions.

Financial security also includes a private pension plan, focused on long-term retirement planning, with specific rules for certain positions.

The education allowance allows partial reimbursement of tuition for technical courses, languages, undergraduate, and specialization courses, after six months of work. In addition, we maintain partnerships with educational institutions, offering discounts on courses from the start of employment (except for temporary contracts).

We also offer transportation options, which include corporate shuttle service at no cost to the employee, a transportation voucher, or a fuel allowance, depending on the operational unit.

Additionally, permanent employees can join the ARCO Recreational Association, which promotes leisure, sports, and social integration activities.

Benefits available to all

-  Meals
-  Transportation voucher
-  Medical assistance/Health plan
-  Dental assistance
-  Childcare allowance
-  Group life insurance
-  Education allowance
-  Condor Recreational Association (ARCO)
-  Pharmacy
-  Payroll-deductible loan
-  Internal candy shop
-  Internal e-commerce
-  Flu vaccination campaign
-  Partnership with educational institutions
-  Partnerships with gyms

Benefits by job level

-  Medical assistance/Health plan
-  Medication reimbursement
-  Supplementary life insurance
-  Private pension



Parental leave

GRI 401-3

During this special time in our employees' lives, we promote initiatives that support the balance between professional life and the arrival of a child, as well as ensuring compliance with applicable labor law, including the right to maternity leave and paternity leave.

Monitoring the related indicators allows us to assess the effectiveness of our retention policies and the support offered to employees when they return to their professional activities, with the aim of pursuing improvements that strengthen a work environment that promotes gender equity, support for families, and the retention of employees after leave periods.

Return-to-work rate

 **69.56%**
women

 **100%**
men

In 2025, the total number of employees entitled to maternity or paternity leave was 1,491 people, of whom 665 were men and 826 were women. During the same period, 35 employees took parental leave (12 men and 23 women).

After the end of leave, 28 employees returned to work (12 men and 16 women). Considering the tracking of retention within the organization, 23 employees remained with the company for at least 12 months after their return, of whom 9 were men and 14 were women.

Based on these data, we recorded the following performance rates for 2025:

Retention rate after 12 months*

 **87.50%**
women

 **75%**
men

* The indicator for retention after 12 months may not fully reflect the complete 2025 cycle, since some employees had not yet completed one year since their return at the time the information was collected.

The data reported cover all the Group's companies and are obtained directly from the payroll system. The management of information and benefits related to parental leave is the responsibility of the People and Management area, which monitors and consolidates the indicators.

Regarding the terminations recorded during the period and related to maternity leave, the departures occurred at the initiative of the employees. In the case of paternity leave, the terminations observed were motivated by reasons unrelated to the condition of fatherhood.

For calculation purposes, we consider as return to work all employees who remain active after the end of leave, regardless of the time elapsed, due to the limitations of the data consolidation format.

Training and career development

GRI 404-1 / 404-2

We invest in the constant development of our professionals through programs aimed at technical improvement and the strengthening of skills. In doing so, we promote career advancement and personal growth, increasing the satisfaction and performance of individuals and teams.

Monitoring the average hours of training per employee makes it possible to assess the scale and distribution of investments in human capital.

In 2025, the average hours of training per employee were analyzed considering gender and job category. The average recorded by gender was 9.84 hours for men and 11.87 hours for women, evidencing significant participation by both groups in the initiatives promoted by the company. Compared to the previous year, there is a reversal in the average training hours by gender, when men showed a higher average (12.64 hours versus 9.91 hours). The information reported covers all Condor units.

When analyzed by job category, the average training hours in 2025 were:

Analysts: 18.12 hours	Coordination: 7.79 hours	29.83 hours
Apprentices: 35.16 hours	Executive Board: 1.50 hours	Managers: 3.72 hours
Assistants: 10.58 hours	Interns:	Operations: 9.89 hours
Consultants: 1.26 hours		Technicians: 12.85 hours

We consider training to be the various types of education and training on topics related to professional activities. The averages above do not include courses taken by employees benefiting from the education allowance (undergraduate, graduate, specialization, and language courses), coaching activities, or informal guidance provided by supervisors in the workplace.





In addition to formal training, we maintain an Education Allowance Policy that partially subsidizes the tuition of various courses, as addressed in the “Benefits” section. In addition, the responsible area has a specific budget for short-term external courses aimed at developing technical skills related to the roles performed.

The management of these initiatives is carried out by the professionals of the Training and Development (T&D, its Portuguese acronym) area, responsible for planning, tracking, and recording the activities. Data are collected through digitized attendance lists recorded in the corporate system and through course requests managed in specialized software, ensuring the traceability and control of the training conducted. We currently do not have programs aimed at preparation for retirement or the end of a career.

“Evoluindo com a Gente” Program

The main instrument of the Condor Group’s human capital development strategy is the “Evoluindo com a Gente” program, which aims to enhance skills and support the professional growth of employees.

The program is structured in tracks that include technical and behavioral training, group activities, and individual feedback processes, with content organized according to job levels, covering the operational, technical, and analyst areas. The initiative helps strengthen the employability and adaptability of professionals in the face of labor market transformations, supporting job changes and career progression.

In 2025, 34 employees completed the program, with an average participation of 95.18% in class I and 86.36% in class III.



Condor.edu — Corporate university

We provide all employees with a digital learning platform that brings together more than 90 courses — from standards and legal requirements to behavioral skills (soft skills) and technical skills (hard skills) — contributing to the continuous, voluntary, and self-motivated pursuit of knowledge, as well as alignment with the organization’s objectives and needs.

During the year, we recorded 864 logins, with an average of 2h46min of consumption per user. The courses provided were rated 4.8 stars (out of 5).

Women in leadership

Our contribution to the transformation being experienced in the corporate world and in society, driving the leadership and prominence of women in all spheres, is embodied by the “Eu Sou, Elas São” (I Am, They Are) program.

The initiative is offered to female employees at the São Bento do Sul plants and focuses on self-knowledge, empowerment, support networks, inspiration, and encouragement to help them achieve professional spaces and their dreams.

In 2025, the program reached 26 female employees over 15 hours of training, divided into 5 meetings. The topics addressed during the year were: belonging, taking the lead, professional development, individual development plans, and career planning.

Digital Transformation Program

It aims to train selected employees to master recent technological tools. The goal is to promote fundamental knowledge so that they can actively contribute to the company’s digital strategy.

In 2025, we trained 17 employees over 24 hours of training, covering the following topics: digital culture, systemic vision, critical thinking, data and change, and leadership without a title.

Diversity and Generations Meetings

An initiative that promotes employee engagement with the theme of diversity and inclusion, through awareness activities and the exchange of experiences, forming internal multipliers. We held two meetings in 2025, bringing together 53 employees.

As a prospect for the future, we plan to implement, starting in 2026, the Gerações (Generations) Program, aimed at strengthening integration and broadening understanding of generational diversity in the workplace, contributing to the building of more collaborative and inclusive teams.

Health, Safety, and Well-Being

GRI 3-3 / MATERIAL TOPIC

Promoting a safe and healthy work environment requires a proactive approach focused on prevention, risk identification, continuous training, the provision of adequate equipment and workstations, regular inspections, preventive and corrective maintenance of machinery and equipment, medical monitoring, effective communication, and the engagement of our employees around an organizational culture of care and respect.



COMMITMENT

Promote a safe and healthy work environment, with a focus on reducing absenteeism and preventing accidents.



INDICATOR

% reduction in absenteeism



2025 RESULT

3.74%



2025 TARGET

3.20%



2024 RESULT

3.29%

SDGs IMPACTED



Occupational Health and Safety Management System

GRI 403-1 / 403-8

We maintain a structured and continuously improved Occupational Health and Safety Management System (SGSST, its Portuguese acronym) — based on current Brazilian legislation and good prevention practices — to promote occupational health, prevent accidents, and systematically control the risks associated with the Condor Group's activities.

In 2025, the OHS system covered 100% of employees and was extended to outsourced workers, service providers, and other people under the company's operational control.





Occupational risk management

GRI 403-2 | 403-4

Occupational risk management is carried out systematically and preventively through the Risk Management Program (PGR, its Portuguese acronym), which encompasses the processes of proactive identification, assessment, control, and mitigation of risks across all the company's units, processes, and activities.

The PGR is developed, implemented, and periodically reviewed with the technical support of the Specialized Service in Safety Engineering and Occupational Medicine (SESMT, its Portuguese acronym), ensuring the adoption of preventive and corrective measures appropriate to the protection of employees' health and physical and mental integrity.

The program relies on the active participation of employees — who have structured mechanisms for consultation, dialogue, and continuous communication aimed at hazard identification, risk prevention, and the ongoing improvement of working conditions — especially through the Internal Commission for Accident and Harassment Prevention (CIPA, its Portuguese acronym).

The CIPA plays a fundamental role in identifying, preventing, and proposing solutions for health and safety risks, acting as a communication

link between employees and the company. During the monthly meetings, CIPA members discuss situations that may pose risks, forward demands raised by employees, and propose corrective and preventive actions, strengthening a participatory approach to OHS management.

In addition to the work of the CIPA, we encourage the creation and operation of Condor Improvement Groups (GMCs), aimed at the continuous development of internal processes and practices. These groups contribute to risk management by identifying improvement opportunities, proposing solutions, and implementing advances in practices and processes related to occupational health and safety.

In an integrated manner, the PGR is linked to the Occupational Health Medical Control Program (PCMSO, its Portuguese acronym), ensuring the continuous monitoring of health conditions and the prevention of illnesses. In addition, we prepare the Technical Report on Environmental Working Conditions (LTCAT, its Portuguese acronym) and conduct Preliminary Ergonomic Analyses (AEPs, its Portuguese acronym), strengthening the assessment of physical, environmental, and ergonomic risks.

Structure, responsibilities, and governance

The SESMT is made up of an Occupational Physician, a Nursing Technician, a Safety Engineer, Safety Technicians, and an Environmental Technician, who work collaboratively and in a multidisciplinary manner, under the guidelines of the PGR and the PCMSO. The team has technical autonomy to guide, implement, and monitor OHS actions, as well as the authority to recommend the suspension of activities in situations that pose an imminent risk.

The Environmental Technician is dedicated to operational routines, ensuring the integration between OHS actions and environmental controls. Responsibilities related to occupational health and safety, in turn, are shared:

- **Steering Committee:** approves OHS standards and policies and ensures the availability of resources for their implementation;
- **Management:** ensures compliance with the standards in their areas of responsibility and reports deviations or incidents;
- **Employees:** comply with health and safety standards, procedures, and guidelines;
- **SESMT:** oversees compliance with the standards, conducts training, and analyzes risks;
- **Third parties and service providers:** act in accordance with internal procedures and meet the applicable documentary and legal requirements.



The management, monitoring, and follow-up of actions related to hazard identification, risk assessment, and incident investigation are the responsibility of the SESMT, with the support of the CIPA, area leaders, and the structuring OHS programs. This governance structure ensures the integration of occupational health and safety into the company's decision-making processes and the strengthening of the prevention culture.

OHS policy, standards, and procedures

In 2025, we developed and implemented the Health, Safety, and Environmental Management Policy (SSGA, its Portuguese acronym), which establishes guidelines and responsibilities aimed at accident prevention, the promotion of occupational health, and the protection of the environment. The policy applies to all units, activities, products, and services, covering employees, contractors, suppliers, and visitors.

The policy establishes that contractors and suppliers must adhere to the Condor Group's SSGA principles and requirements, ensuring that activities carried out on the company's premises, or on its behalf, comply with these guidelines.

In addition, we developed the Occupational Health and Safety Standard, which establishes guidelines and responsibilities to ensure the health, safety, and physical and mental integrity of workers. The standard is supported by operational procedures, which include the management of personal protective equipment (PPE), machinery and equipment safety, emergency plans, the work of the CIPA, work accident management, occupational medicine, and records control.



Outsourced workers and service providers

GRI 403-7

The outsourced companies that operate on our premises maintain their own OHS programs, developed and managed independently, in compliance with applicable law. However, we establish mandatory minimum health and safety requirements, formalized in contracts, standards, and internal procedures.

Compliance with these requirements is monitored through structured control and monitoring processes, which include:

- submission and validation of safety documentation for onboarding;
- safety inspections carried out by the SESMT;
- monitoring of working conditions in the areas under the company's control;
- requiring adjustments and implementing corrective actions, when applicable.

The management of outsourced workers is carried out through a system that ensures the control, traceability, and legal compliance of these professionals. The system monitors the validity of Occupational Health Certificates (ASO, its Portuguese acronym), verifies compliance with mandatory OHS training, and tracks the records and documents required from the outsourced companies.

We provide medical and outpatient care structure for emergencies involving third parties, ensuring immediate response, appropriate referral, and initial support, when necessary.

These practices ensure consistency between the contracted companies' programs and Condor's OHS management system, contributing to accident prevention and the protection of the health of everyone involved in our operations.

Occupational health and safety training

GRI 403-5

We provide our employees with continuous OHS training appropriate to the risks associated with the activities performed. With the aim of preventing accidents, promoting occupational health, and strengthening the safety culture across all operations, we expanded our training programs in 2025, integrating prevention, awareness, and continuous development actions.

New employees are required to take part in the Safety Onboarding stage, where they are introduced to the essential rules, policies, and procedures: general guidance on health and safety, information on occupational risks, preventive measures, and individual responsibilities.

In addition to the initial training, we provide training specific to roles and identified risks, ensuring that professionals are able to perform their activities safely.

In-person OHS training initiatives are supported by an online learning platform (e-learning), which broadens access to training, allows individual progress to be tracked, and supports the continuous development of employees. Training evidence and attendance records are stored and managed digitally, ensuring the traceability, control, and compliance of processes. Information management is carried out in an integrated manner between the Training and Occupational Safety areas, ensuring technical and organizational alignment.

Among the topics addressed, the following stand out:



Use of hearing protection;



Proper handling of chemical products;



Safe operation of forklifts;



Safety of machinery and equipment;



Work at heights;



Fire brigade;



Safety dialogues and preventive practices.



OHS training conducted in 2025

COURSE NAME	PEOPLE TRAINED
CIPA – Internal Commission for Accident and Harassment Prevention	53
Forklift Operator – Training (TPP)	27
Safety in Injection Molding Machines and Equipment	76
Document Interpretation – SESMT	35
NR-12 – Occupational Safety for Machinery and Equipment	281
Onboarding – Nosso Ninho	298
Work at Heights – NR-35	64
Fire Brigade Training	30
Forklift Operator – Training (CBR)	8
Safety Dialogue	1,170
Overhead Crane – Electric/Manual Hoist	3
Handling of Chemical Products: Safety Guidelines	46
Monthly Fire Brigade Training (Refresher)	595
Forklift Operator – Refresher (CBR)	33
Respiratory Protection	19
Projeto Bem Cuidar	353
Digital Viewing of Safety Data Sheets (FISPQs, its Portuguese acronym)	307
Skin Protection	64
Hearing Protection	319
Overhead Crane and Hoist (Refresher)	44
Forklift Operator – Refresher (TPP)	55





Occupational health promotion

GRI 403-3 | 403-6

Occupational health services are provided by legally qualified professionals who work in medical and outpatient care to assess and treat the complaints and needs reported by employees. This work involves referral to specialists when necessary, continuous follow-up of cases, and full support for the recovery of the health and well-being of our team.

The occupational health team is responsible for conducting the Occupational Health Medical Control Program, which ensures continuous monitoring of employees' health through clinical assessment and complementary tests — laboratory and imaging — focusing on early diagnosis and the analysis of health conditions in relation to work risks, enabling the adoption of preventive, corrective, or clinical follow-up measures.

In addition to the services provided internally, we offer an outpatient health plan to all employees who work at the São Bento do Sul plant, with a 70% subsidy on the cost of consultations and exams for employees and their dependents. For employees

at the other units, two health plan options are available, allowing them to choose the alternative that best meets their individual needs and the care structure available in each region. In these cases, the company subsidizes 50% of the monthly cost for the employee and their dependents. The health plans include dental care and medication reimbursement, broadening access to healthcare.

In addition, we run health promotion and disease prevention campaigns. Among the initiatives, the following stand out: the flu vaccination campaign, actions to prevent cervical, breast, and prostate cancer, and lectures and awareness activities related to mental health.

Work accidents

GRI 403-9

We systematically monitor, record, and analyze work accidents with the aim of preventing occurrences, reducing the severity of impacts, and promoting the continuous improvement of the work environment.

In 2025, 18 work accidents were recorded, of which:

- 13 typical accidents;
- 5 commuting accidents.

Based on the number of typical accidents recorded and the total hours worked during the year (2,760,016.69 hours), we recorded a work accident frequency rate of 4.71 per million hours worked in 2025.

Note: The rate was calculated in accordance with the methodology established by the GRI. No group of employees was excluded from the hours-worked survey and, for the purposes of this report, we did not include commuting accidents in the calculation of the accident frequency rate, since the company did not directly contribute to determining their causes.



Compared to the previous year, when nine mandatory-reporting accidents with serious consequences were recorded, with a rate of 3.39, 2025 shows the strengthening of the recording, analysis, and monitoring processes, expanding the traceability of information and the capacity for preventive management.

The identification of hazards that pose a risk of work accidents with serious consequences is carried out through risk surveys and the preparation and updating of the Risk Management Program. The occurrences classified as typical accidents were predominantly associated with:

- unintentional access by workers to hazard zones of machines and equipment;
- contact with moving parts, as determined in the internal processes of recording, investigating, and analyzing accidents.

Based on the analysis of the severity of the identified risks, we focus on the hazards with the greatest potential to cause accidents, especially those related to machinery and equipment. This assessment applies the risk severity hierarchy available in the risk management software used by the company, allowing the prioritization of corrective and preventive actions.

The resulting action plans are recorded and tracked electronically, making it possible to define those responsible and deadlines, and to monitor the implementation and effectiveness of the measures adopted.

All data on work accidents are digitized, ensuring accuracy and centralization of information. The records are integrated into the analysis of OHS indicators, making it possible to monitor frequency, severity, and causes, as well as to identify trends and opportunities for improvement.



Work-related illnesses

GRI 403-10

We adopt a preventive approach focused on the early identification of possible health conditions, the definition of work restrictions when necessary, and appropriate clinical follow-up, ensuring the protection of employees' physical and mental integrity. In the event of a work-related illness, we ensure that employees receive equal, non-discriminatory treatment.

The management of work-related illnesses is carried out continuously and aligned with the Condor Group's OHS system, based on the assessment of occupational risks identified in the Risk Management Program and its integration with the Occupational Health Medical Control Program.

The investigation of incidents, accidents, and any work-related health conditions follows a structured process that involves:

- identification and assessment of risks;
- analysis of causes;
- definition and implementation of action plans with corrective and preventive measures.



Information is collected and processed through interviews between health professionals and patients, occupational questionnaires, and occupational medical examinations — pre-employment, periodic, job-change, return-to-work, and dismissal exams — with continuous follow-up by the Outpatient Clinic and Occupational Medicine teams. The data are recorded in electronic medical records, and technical responsibility for the follow-up, recording, analysis, and validation of the information is assigned to health professionals.

In 2025, no cases of work-related illnesses were recorded among our employees, the same status as the previous year. Additionally, no risks of occupational diseases were identified during the period, nor were any chemical hazards associated with the activities performed recorded.

These data include outsourced workers, interns, suppliers, and service providers who carry out activities on the company's premises.

Social Responsibility

GRI 3-3 / MATERIAL TOPIC



COMMITMENT

Act as a transforming agent in the communities where it operates.



INDICATOR

Municipal schools covered by the Children’s Oral Hygiene Program



2025 TARGET

10 schools



2025 RESULT

20 schools



2024 RESULT

4 schools



COMMITMENT

Promote and support educational, social, and cultural actions that significantly improve the quality of life and well-being of all.



INDICATOR

% of resources allocated to incentivized projects



2025 TARGET

90%



2025 RESULT

93.50%



2024 RESULT

87.93%

SDGs IMPACTED



Our private social investment strategy guides support for educational, cultural, social, and health projects, made possible mainly through tax incentive mechanisms such as the Children and Adolescents Fund (FIA, its Portuguese acronym), the Elderly Fund, the National Program to Support Oncology Care (PRONON, its Portuguese acronym), the National Program to Support Healthcare for Persons with Disabilities (PRONAS, its Portuguese acronym), as well as the Culture Incentive Program (PIC, its Portuguese acronym).

The investments are financial in nature for the organization but result, in most cases, in free or subsidized access for beneficiaries, including concerts, cultural workshops, health actions, and educational initiatives.

In 2025, the projects supported by the Condor Group reached 55,785 people, benefiting diverse audiences, such as children and adolescents in situations of vulnerability, the elderly, patients served by the Unified Health System (SUS, its Portuguese acronym), people with disabilities, public school students, local artists, and the communities surrounding our operations and the events we sponsor.

The projects supported through the PIC — a program that fosters cultural projects in Santa Catarina — totaled BRL 1.14 million in scheduled payments, surpassing the planned target of 90% of resources allocated to incentivized projects and demonstrating the relevance of this front in our social strategy.



The positive impacts of the supported initiatives encompass different dimensions:



Health

Expansion of oncological diagnosis and treatment capacity in Santa Catarina, with the planned acquisition of a new Linear Accelerator for the São José de Criciúma Hospital (SC). The acquisition will be made through PRONON, strengthening the specialized care of the SUS in the region.



Culture and society

Artistic training, appreciation of local artists, preservation of cultural heritage, and community access to free concerts.



Social inclusion

Support for people with disabilities and the strengthening of actions for vulnerable children, adolescents, and the elderly.

Among the highlights of the 2025 portfolio are:

- Orquestra Brasileira – Concertos Brasileiros;
- 7th Animaneco – International Puppet Theater Festival;
- Florianópolis Dance Festival – Prêmio Desterro;
- Centennial Tradition of the Trembl Band;
- Cena Catarina and Cultura para Todos;
- Support for the Children and Elderly Funds in São Bento do Sul;
- sports and educational projects such as “Voleibol para Sempre” (Volleyball Forever) and “Arte nas Escolas” (Art in Schools).

The impact is concentrated in Santa Catarina municipalities, especially São Bento do Sul and Joinville, although the scope varies according to the nature of each project.





In terms of community engagement, we encourage our employees to take part in corporate volunteering initiatives. In 2025, more than 30 actions were carried out, impacting more than 5,000 people. Among the main initiatives are:

- Oral hygiene projects in schools, benefiting more than 4,000 people;
- Social campaigns in partnership with local institutions, such as AMA, AMAR, and APAE;
- Maintenance of community gardens and actions at health and social assistance institutions;
- Participation in community events and charitable actions.

Looking ahead, for 2026 we plan the development of new projects, such as the establishment of gardens at long-term care institutions for the elderly and the strengthening of the corporate volunteering program, with a target of reaching 100 active volunteers.



Environmental Pillar

→ Operational Eco-Efficiency



Operational Eco-Efficiency

GRI 3-3 – MATERIAL TOPIC



COMMITMENT

Minimize waste generation across all operations



INDICATOR

Mass of waste sent to landfill per invoiced unit.



2025 TARGET

1.04 g/invoiced unit



2025 RESULT

1.22 g/invoiced unit



2024 RESULT

1.16 g/invoiced unit



INDICATOR

% of internally recycled plastic material used.



2025 TARGET

55%



2025 RESULT

57%



2024 RESULT

54%



COMMITMENT

Prioritize the use of energy from renewable sources



INDICATOR

% of energy from renewable sources used in company-owned properties.



2025 TARGET

98%



2025 RESULT

98%



2024 RESULT

98%

SDGs IMPACTED



Materials and waste management

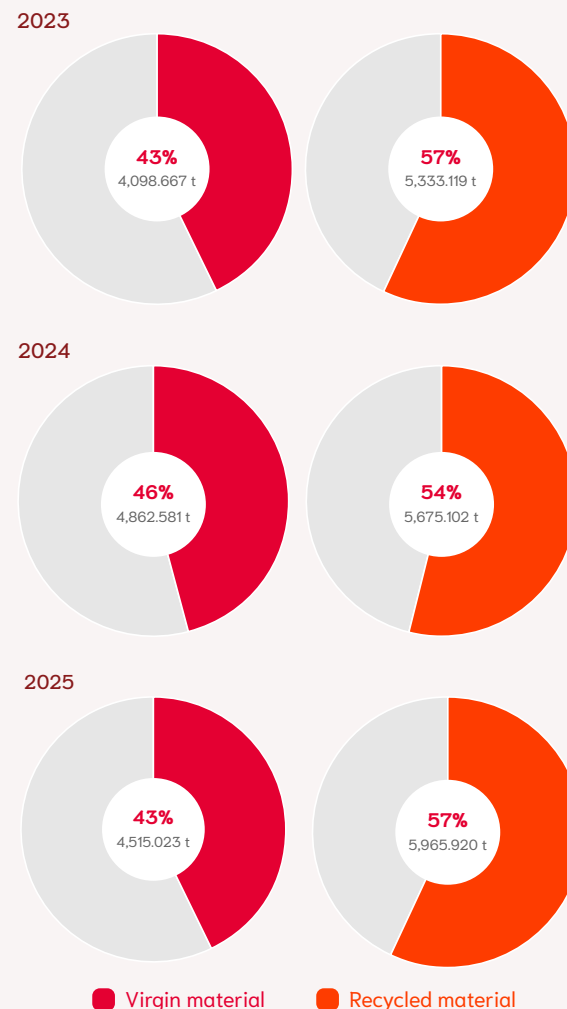
GRI 306-1 | 306-2 | 306-3 | 306-4 | 306-5

We manage the use of materials and the generation of waste under an integrated environmental management strategy, aiming to reduce significant impacts on the environment through prevention, reuse, and appropriate disposal practices. The information in this section covers the operational and support units located in São Bento do Sul.

Profile of materials used, in metric tons (t)

The Condor Group's operations involve the intensive use of plastic materials, the main raw material. In 2025, we consumed more than 10,000 metric tons of plastic materials, from two sources:

-  **43% virgin materials;**
-  **57% recycled materials.**



2024-2025 CHANGE

- Virgin plastic: -7%
- Recycled plastic: 5%

The figures indicate a 5% increase in the use of recycled materials compared to 2024, resulting from the mix of products sold during the period.

In addition to plastic materials, the production and logistics processes generate other types of waste: paper and cardboard, wooden pallets, foams and sponges, blisters, metal handles, among others.

Among these materials, blisters and sponges represent additional challenges regarding recycling and environmentally appropriate disposal, due to technical characteristics and market limitations.

Thus, we act proactively to reduce the generation of this waste, prioritizing the efficiency of the processes involved, proper segregation, and the search for reuse alternatives.



Waste management and its impacts

GRI 306-2

Responsibility for managing waste-related impacts is shared between the Environment and General Services departments. The operational management of collection and disposal is carried out by a specialized outsourced company. The operational flow consists of:



Collection of waste already segregated in the departments



Forwarding to the waste center



Weighing and recording of information in integrated management software



Environmentally appropriate disposal, according to classification and applicable legislation

In the context of the associated environmental impacts, we focus on prevention, reduction, reuse, and environmentally appropriate disposal, in alignment with the principles of the circular economy and Brazilian environmental legislation.

The movement of waste with external disposal is recorded and centralized in environmental management software. This strategy allows full traceability of waste (from generation to final disposal), monitoring of the volumes generated, analysis of environmental performance indicators, and validation of legal compliance.

Each waste shipment is accompanied by the corresponding Waste Transport Manifest (MTR, its Portuguese acronym), and, after the completion of treatment or disposal, a Final Disposal Certificate (CDF, its Portuguese acronym) is issued, ensuring control and transparency throughout the disposal cycle.

We also maintain rigorous monitoring of waste-disposal providers, conducting technical and environmental assessments to ensure compliance with legal and regulatory requirements. Whenever necessary, we carry out additional inspections to ensure the continuous compliance of the treatment and disposal processes adopted by third parties.



Prevention and internal recycling

We optimize production processes with the aim of avoiding waste, adjusting operational steps, and reducing raw material consumption, minimizing the generation of scrap and waste. The initiatives include efficiency improvements, layout adjustments, process standardization, and operational control.

Whenever technically feasible, the plastic waste generated in operations is directed to internal recycling, especially polypropylene (PP) waste. The process is carried out at the Condor Indústria de Plásticos unit (headquarters), contributing to the reduction of external disposal and to the reuse of materials within the production cycle itself.

In 2025, 332 metric tons of plastic materials were sent for internal recycling, reducing the need to purchase virgin inputs. This flow demonstrates our effort to minimize the generation of waste sent to third parties and the environmental impacts associated with the extraction and disposal of materials.



Training and proper segregation

The results achieved are enhanced through the continuous training of employees, with training focused on the correct segregation and disposal of waste, in accordance with the guidelines established in Standard Operating Procedures (SOPs).

Types of waste generated and the quantities directed and not directed to final disposal

GRI 306-3 | 306-4 | 306-5

	 INDUSTRIAL LANDFILL (T)	 RECYCLING/ REUSE (T)
2023	217.72	412.50
2024	514.42	378.31
2025	560.87	441.40

Energy consumption and GHG emissions

GRI 302-1 | 302-2 | 302-3 | 305-1 | 305-2 | 305-3 | 305-6

We adopt ongoing conservation measures (behavioral habits to avoid waste) and energy efficiency measures (advanced technologies), aimed at reducing electricity consumption in production processes. These initiatives are part of the company’s operational efficiency strategy to control energy intensity, promote the rational use of resources, and reduce environmental impacts.

Between 2023 and 2025, however, we recorded an increase in electricity consumption, directly associated with the growth in production volume, which rose from 592 million units in 2023 to 659 million units in 2025, an increase of 11%. The effect of this growth is reflected in the energy consumption indicator, as shown in the table alongside.

The basis used to calculate and track the energy efficiency of the Condor Group’s operations relates to energy intensity per finished and manufactured unit, which allows a more precise assessment of energy performance, decoupling absolute energy consumption from any variations in production volume.

In 2023, we adopted as a corporate target the production of each unit with a maximum consumption of 27 Wh of electricity, which has been maintained in recent years.

Energy intensity

GRI 302-3

2023	26.84 Wh per finished and manufactured unit*
2024	26.4 Wh per finished and manufactured unit*
2025	27.05 wh per finished and manufactured unit

Notes: The data presented refer exclusively to electricity, the most relevant energy source in the Condor Group’s production processes.

The energy intensity volumes reported for 2023, 2024, and 2025 were not converted to joules or their multiples, being presented in the unit Wh per unit, used internally to track energy intensity and operational performance.

* The above data for 2023 and 2024 update the information from the reports of the respective years, then disclosed in kWh per finished and manufactured unit. **GRI 2-4**





Energy efficiency initiatives

The main actions adopted to reduce electricity consumption include:

- acquisition of machines with advanced technological features that increase productivity with lower consumption;
- replacement of conventional-motor injection molding machines with servo-motor machines;
- replacement of the open-circuit water cooling system with a closed-circuit system;
- replacement of conventional lamps with LED technology;
- implementation of lighting systems with intensity control and use of natural light, providing savings of up to 42% and extending the systems' service life by avoiding continuous use at maximum power.

Energy consumption within the organization, in gigajoules (GJ)

GRI 302-1





Energy consumption outside the organization (GJ)

2023	Total 263,259.13	Upstream – Diesel 252,194.00 Downstream – Diesel 0.13 Employee commuting (home-to-work) – Diesel 5,178.39* Business travel – Gasoline 146.00
2024	Total 297,107.28	Upstream – Diesel 293,037.21 Downstream – Diesel 1.43 Employee commuting (home-to-work) – Diesel 3,870.61 Business travel – Gasoline 198.03
2025	Total 350,958.39	Upstream – Diesel 347,123.03 Downstream – Diesel 36.59 Employee commuting (home-to-work) – Diesel 3,619.60 Business travel – Gasoline 179.17

*The figure for 2023 corrects the information from previous reports, given that the calculation was corrected.

Direct greenhouse gas (GHG) emissions (Scope 1)

GRI 305-1

The value of the greenhouse gas inventory, prepared in accordance with the premises of the Brazilian GHG Protocol Program and considering emissions across all three scopes, was 25.066 thousand metric tons of CO2 equivalent. The process assessed emission sources from all the Condor Group's operations and expanded the data collected.

The increase in the mobile combustion figure results from the expansion of fueling data for vehicles used in the company's activities. In addition, the data reported for *upstream* emissions increased both due to the higher volume of products produced and sold and to the refinement in the processing of the collected data.

More than 85% originated from the São Bento do Sul operations (Industrial Plant and Distribution Centers), where the Group's main activities are concentrated. The other operation with a significant share of emissions was the Distribution Center in Pernambuco, which is responsible for the logistics of the materials sold in the North and Northeast regions, with less than 5%.

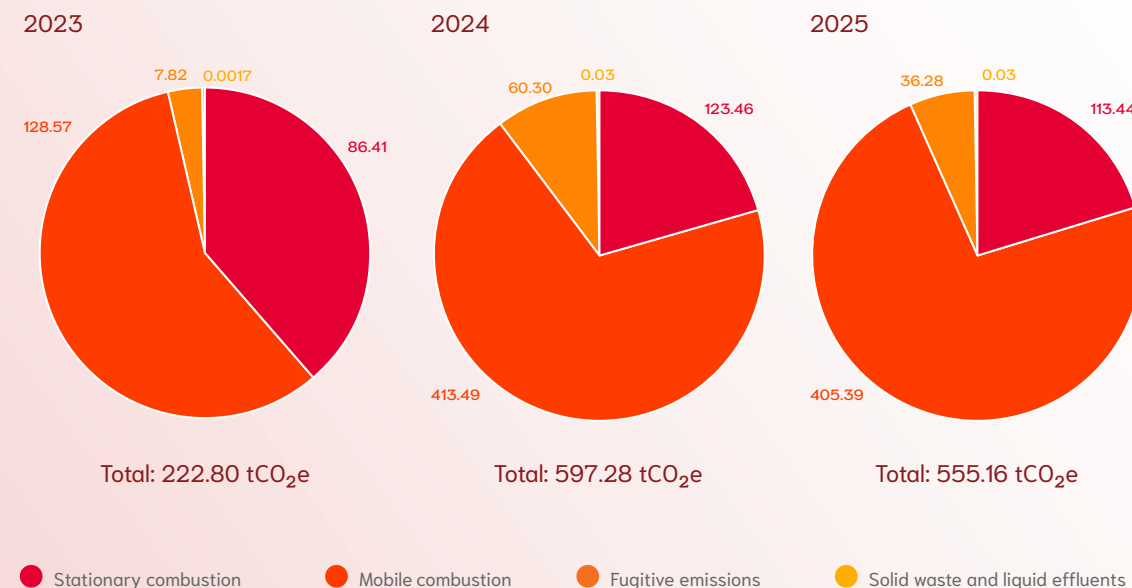
The production of 659,518,221.00 items in 2025 resulted in emissions per unit of 0.0387 kg of CO2 equivalent, considering all three scopes.

CO2, CH4, N2O, HFC-32, and HFC-410A were identified, which are controlled by the Kyoto Protocol, while the only gas controlled by the Montreal Protocol was HCFC-22.

The rise in the production and sale of products, alongside more comprehensive data collection from emission sources, is reflected in the increase in emission intensity per unit. Increased production generates greater consumption of inputs and activities that contribute to emissions.

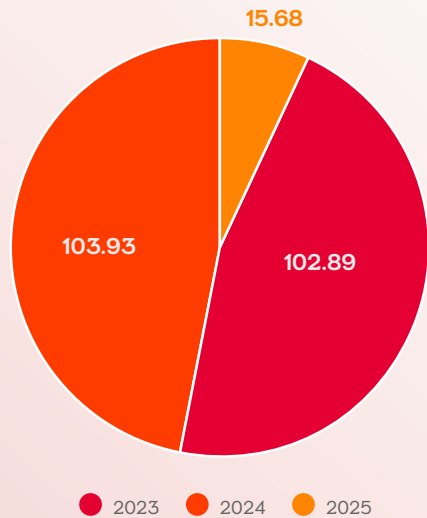


Emission source (tCO2e)

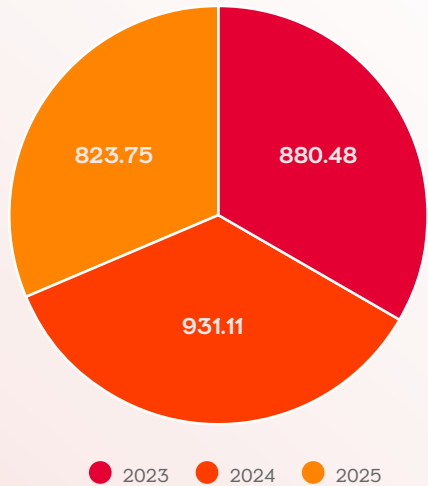


Note: The fugitive emission figures include the gases of the Montreal and Kyoto protocols

Direct GHG emissions (Scope 1)
from biogenic sources

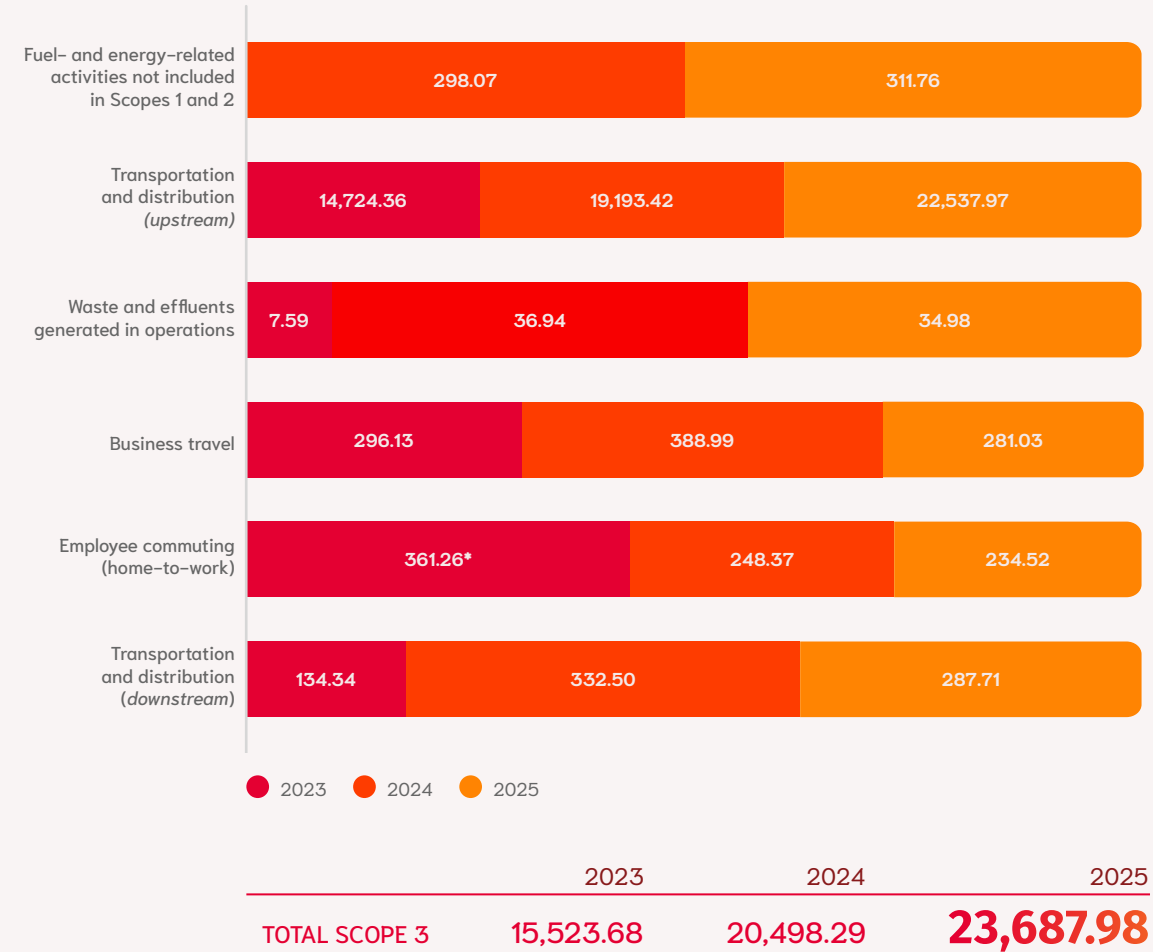


Indirect GHG emissions (Scope 2)
from energy purchases, in tCO₂e
GRI 305-2



Note: The Condor Group's energy consumption is mostly electricity.

Other indirect GHG emissions (Scope 3) in tCO₂e
GRI 305-3



*The figure for 2023 corrects the information from previous reports, given that the calculation was corrected. GRI 2-4



Emissions of ozone-depleting substances (ODS)

GRI 305-6

During the reporting period, emissions of ozone-depleting substances associated with refrigeration systems were recorded. The substance emitted was HCFC-22 (R-22), classified as a hydrochlorofluorocarbon (HCFC) and controlled by the Montreal Protocol.

YEAR	SUBSTANCE	EMISSIONS (T)	ODP	T CFC-11 EQ
2024	HCFC-22 (R-22)	0.0100	0.055	0.00055
2025	HCFC-22 (R-22)	0.0152	0.055	0.00084

Water resources

GRI 303-1 | 303-2 | 303-3 | 303-4 | 303-5

We recognize water as a shared and essential natural resource, whose responsible consumption is fundamental to the continuity of our operations and to the environmental and social preservation of the territories where we operate.

We adopt preventive and responsible management, with control, monitoring, and legal compliance practices aimed at the rational use of water resources, the prevention of waste, and the reduction of impacts associated with production activities.

The withdrawal, use, and discharge of water resources comply with the provisions of CONAMA Resolution No. 357, as well as other applicable legal requirements.

In our relationship with suppliers and service providers, we require compliance with applicable environmental legislation in order to mitigate indirect risks related to water use.



Information management and monitoring

The management of information related to water use is carried out through systematic internal controls, which include:

- monthly collection of data from the water meters of the rainwater storage tanks;
- daily collection of data from the water meter of the artesian well at the Condor S.A. headquarters;
- weekly collection of data from the water meter at the Condor Indústria de Plásticos plant;
- monthly consolidation of the utility's water bills.

These procedures allow continuous monitoring of the use of water resources, supporting decision-making and the identification of improvement opportunities.

The data reported below cover the operations of the units that concentrate the production and administrative activities that require the use and discharge of water resources within the scope of this report: Condor S.A. (headquarters), Condor Indústria de Plásticos, the São Bento do Sul Distribution Center (CD SBS), and the dental floss unit.

Water withdrawal

GRI 303-3

In 2025, the total withdrawal of water resources was 27.45 megaliters, with the water used in the company’s operations coming from three sources: an artesian well, the local utility’s distribution network, and rainwater harvesting.

The use of multiple sources contributes to the water security of operations, reducing dependence on a single source and mitigating risks associated with possible water scarcity crises or supply interruptions.



Third-party water

- 2025: 14.679 megaliters (ML)
- 2024: 12.413 ML
- 2023: 12.368 ML



Groundwater

- 2025: 11.740 ML
- 2024: 10.924 ML
- 2023: 12.320 ML



Rainwater

- 2025: 1.029 ML
- 2024: 1.103 ML
- 2023: 1.402 ML



Water consumption

GRI 303–5

The water used is predominantly destined for machinery cooling processes and administrative activities. Due to this operational characteristic, the volume of water withdrawn tends to be similar to the volume discharged, with no significant retention of water incorporated into products.



TOTAL WATER CONSUMPTION

2023 26,090 ML

2024 24,440 ML

2025 27,448 ML



Water and effluent discharge

GRI 303–4

Water discharge refers predominantly to freshwater — with total dissolved solids equal to or below 1,000 mg/L, compatible with applicable legal standards — carried out according to the operational characteristics of the production and administrative units, broken down by type of destination:

We maintain compliance with applicable legal requirements, with no records of environmental noncompliance related to water discharge in the last three years. Likewise, there were no occasions on which discharge limits were exceeded in 2023, 2024, or 2025.

Effluent discharge is carried out through the municipal public treatment system or, when applicable, after external treatment. The treatment and discharge processes follow the standards defined by legislation and the competent authorities, ensuring the protection of the receiving water bodies.

Performance Data



Economic Indicators

Ratio of the lowest wage to the local minimum wage, broken down by gender (GRI 202-1)

PROPORTION	2023	2024	2025
Men	1.36	1.32	1.32
Women	1.36	1.30	1.28

Social Indicators

Total number of permanent employees, by gender (GRI 2-7)

CONTRACT TYPE	2023			2024			2025		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Permanent	744	605	1,349	796	662	1,458	826	665	1,491
Apprentice	31	30	61	44	23	67	20	42	62
Interns	5	4	9	0	0	0	1	0	1

Hires, terminations, and turnover, by gender and age group (GRI 401-1)

CATEGORY	2023			2024			2025		
	Hires	Terminations	Turnover	Hires	Terminations	Turnover	Hires	Terminations	Turnover
Men	124	99	37%	146	105	39%	140	135	21%
Women	137	90	31%	157	140	39%	205	185	25%
Under 30	145	100	59%	304	125	68%	202	201	43%
30 to 50	108	71	25%	209	93	28%	132	130	20%
Over 50	8	18	13%	35	24	18%	11	9	5%

Number of employees hired, by gender and age group

CATEGORY	2023			2024			2025		
	Hires	Total employees	Hiring rate	Hires	Total employees	Hiring rate	Hires	Total employees	Hiring rate
Men	124	596	21%	146	637	23%	140	645	22%
Women	137	738	19%	157	755	21%	205	738	26%
Under 30	145	412	35%	179	444	40%	202	438	46%
30 to 50	108	727	12%	116	754	15%	132	764	17%
Over 50	18	195	9%	27	194	14%	11	226	4%

Termination rate

CATEGORY	2023			2024			2025		
	Terminations	Total employees	Termination rate	Terminations	Total employees	Termination rate	Terminations	Total employees	Termination rate
Men	99	596	17%	105	637	16%	135	645	21%
Women	90	738	12%	140	755	19%	185	738	25%
Under 30	100	412	24%	125	444	28%	188	438	43%
30 to 50	71	727	10%	93	754	12%	153	764	20%
Over 50	18	195	9%	27	194	14%	11	226	5%



Training and career development (GRI 404-1)

AVERAGE TRAINING HOURS, BY GENDER	2023	2024	2025
Men	13.87	12.64	9.84
Women	12.35	9.91	11.87

Average training hours by job category (GRI 404-1)

JOB CATEGORY	2023 (H)	2024 (H)	2025 (H)	2025/2024 CHANGE (H)
Analyst	5.67	12.19	18.12	+5.93
Apprentice	29.25	10.92	35.16	+24.24
Assistant	23.51	27.81	10.58	-17.23
Consultants	1.16	7.03	1.26	-5.77
Coordination / Supervision	21.10	8.22	7.79	-0.43
Executive Board	19.11	4.00	1.50	-2.50
Intern	7.57	21.18	29.83	+8.65
Manager	15.42	5.22	3.72	-1.50
Operations	12.52	8.98	9.89	+0.91
Technician	18.19	22.07	12.85	-9.22

Occupational Health and Safety Management System (GRI 403–8)

Employees covered by an occupational health and safety management system	2023		2024		2025	
	In-house	Outsourced	In-house	Outsourced	In-house	Outsourced
Total number of employees	1,605	247	1,703	245	1,497	142
Percentage of employees covered by an occupational health and safety management system	100%	0%	100%	0%	100%	0%

Environmental Indicators

Profile of materials used (GRI 301–1)

MATERIALS	2023	2024	2025	CHANGE
Virgin plastic (metric tons)	4,098.67	4,862.58	4,515.02	–7%
Recycled plastic (metric tons)	5,333.12	5,675.10	5,965.92	5%

Energy consumption within the organization (GRI 302–1)

FUEL TYPE – NON-RENEWABLE	2023 (GJ)	2024 (GJ)	2025 (GJ)
Diesel oil – Generator	318.14	709.04	260.70
Diesel – Vehicles	2.21	686.10	871.72
Gasoline – Rented vehicles	—	7,036.84	6,576.35
Charcoal	0.54	2.20	0.36
Liquefied Petroleum Gas (LPG)	1,061.00	1,234.24	1,534.18
Total	1,381.89	9,668.42	9,243.31

FUEL TYPE – RENEWABLE	2023 (GJ)	2024 (GJ)	2025 (GJ)
Electricity (all operations)	56,734.00	61,441.24	63,826.39

FUEL TYPE	2023 (GJ)	2024 (GJ)	2025 (GJ)
Non-renewable (GJ)	1,381.89	9,668.42	9,243.31
Renewable (GJ)	56,734.00	61,441.24	63,826.39
Total	58,115.89	71,109.66	73,069.70

Direct greenhouse gas (GHG) emissions (Scope 1) (GRI 305-1)

EMISSION SOURCE	2023 (TCO ₂ E)	2024 (TCO ₂ E)	2025 (TCO ₂ E)
Stationary combustion	86.41	123.47	113.44
Mobile combustion	128.57	413.49	405.39
Fugitive emissions	7.82	60.30	36.28
Solid waste and liquid effluents	0.00017	0.03	0.03
Total Scope 1	222.80	597.28	555.16

INDICATOR	2023	2024	2025
Biogenic CO ₂ (tCO ₂)	15.68	102.89	103.99

Energy indirect (Scope 2) GHG emissions (GRI 305-2)

EMISSION SOURCE	2023 (TCO ₂ E)	2024 (TCO ₂ E)	2025 (TCO ₂ E)
Electricity purchases	880.48	931.11	823.75

Emissions of ozone-depleting substances (ODS) (GRI 305-6)

YEAR	SUBSTANCE	QUANTITY EMITTED (KG)	QUANTITY (T)	ODP	T CFC-11 EQ
2024	HCFC-22 (R-22)	10.00	0.0100	0.055	0.00055
2025	HCFC-22 (R-22)	15.20	0.0152	0.055	0.00084

Other indirect greenhouse gas emissions (Scope 3) (GRI 305-3 | 2-4)

CATEGORY	2023 (TCO ₂ E)	2024 (TCO ₂ E)	2025 (TCO ₂ E)
Fuel- and energy-related activities not included in Scopes 1 and 2	0.00	298.07	311.76
Transportation and distribution (upstream)	14,724.36	19,193.42	22,537.97
Waste and effluents generated in operations	7.59	36.94	34.98
Business travel	296.13	388.99	281.03
Employee commuting (home-to-work).	361.26	248.37	234.52
Transportation and distribution (downstream)	134.34	332.50	287.71
Total Scope 3	15,523.68	20,498.29	23,687.98

CATEGORY	2023	2024	2025
Biogenic CO ₂ (tCO ₂)	1,847.41	2,811.80	3,383.34

GRI Content Index



General Disclosures

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Credits

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