



**EMS**  
Sustainability Report





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# ACRONYMS

**Anvisa** (Brazilian Health Regulatory Agency)

**BNDES** (National Bank for Economic and Social Development)

**GMP** (Good Manufacturing Practices)

**DC** (Distribution Center)

**CIPA** (Internal Commission for Accident Prevention)

**CMED** (Medicine Market Regulation Chamber)

**ESG** (Environmental, Social and Governance)

**FDA** (Food and Drug Administration)

**FINEP** (Funding Authority for Studies and Projects)

**API** (Active Pharmaceutical Ingredient)

**LGPD** (General Data Protection Law)

**WHO** (World Health Organization)

**OTC** (Over the Counter)

**R&D** (Research and Development)

**PDP** (Partnerships for Productive Development)

**PPP** (Pharmacy Purchase Price)

**SAC** (Customer Service)

**Sindusfarma** (Pharmaceutical Products Industry Union)

**SUS** (Unified Health System)

A healthcare professional in teal scrubs is hugging an elderly man in a white hospital gown. The woman has her eyes closed and a gentle smile, while the man is seen from the side, looking towards her. They are in a hospital room with a bed and window blinds visible in the background.

**1. Our  
business**

## a. About the report

GRI 2-2, 2-3, 2-5

The Sustainability Report of EMS S.A. is published annually and presents information for the period from January 1 to December 31, 2024. The scope of this document covers controlled companies with operations in Brazil and Serbia.

The content was prepared based on the Global Reporting Initiative (GRI) Standards and also includes an exercise applying the metrics of the Sustainability Accounting Standards Board (SASB), considering sector-specific manuals for Pharmaceuticals and Biotechnology.

The non-financial data presented here have not undergone external verification, while the financial statements were audited by Ernst & Young and published in the newspaper Data Mercantil on april 23th, 2025.

For questions or additional information about this report, please contact us at:

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# Materiality review process

The review of EMS's materiality matrix was carried out in 2024, following four stages:

GRI 2-29, 3-1, 3-2

## Stage 1 – Context review

At this stage, a comprehensive survey of information was carried out to serve as a basis for identifying relevant topics to EMS's context. The goal was to understand the internal and external environment in which the company operates, mapping trends, risks, and expectations associated with the ESG (environmental, social, and governance) agenda. The study encompassed four main areas:

- ▶ Pharmaceutical sector materiality: Analysis of relevant topics already identified in national and international studies and benchmarks.
- ▶ ESG publications of the area: Review of reports, frameworks, indices, and reference guides that guide sustainable practices in the pharmaceutical context.
- ▶ Sector stakeholders: Mapping of the main audiences of interest in healthcare institutions.
- ▶ Analysis of corporate strategy and risk: Evaluation of institutional documents, strategic objectives, and risk map aiming at alignment between material topics and organizational strategy.

From this contextual analysis, preliminary topics to be evaluated and prioritized in the following stages were defined, ensuring that the process reflected both EMS's particularities and the main trends and demands of the sector.

## 2nd Stage – Identification and analysis of impacts, risks, and opportunities

In this stage, each preliminary topic was analyzed in depth, with the purpose of understanding its impacts, risks, and opportunities in the environmental, social, and governance dimensions.

The assessment considered how each topic manifests in operations, the value chain, and stakeholder relationships, taking into account both actual and potential impacts as well as risks and opportunities for creating sustainable value.

The results provided a robust analytical foundation for prioritizing material topics, allowing for a clear identification of the main challenges and opportunities for advancing EMS's ESG agenda.

## 3rd Stage – Stakeholder engagement

The third step involved stakeholder engagement, aiming to gather insights, expectations, and priorities related to the identified topics.

700 representatives from different stakeholder groups participated, including: Academia (undergraduate, graduate, master's, and doctoral students and faculty), Clients, Pharmacies and Distributors, Employees, Scientific Community, Consumers, Pharmaceutical Sector Entities, Pharmacists, Suppliers, Hospitals, Doctors, Regulatory Authorities, and Media.

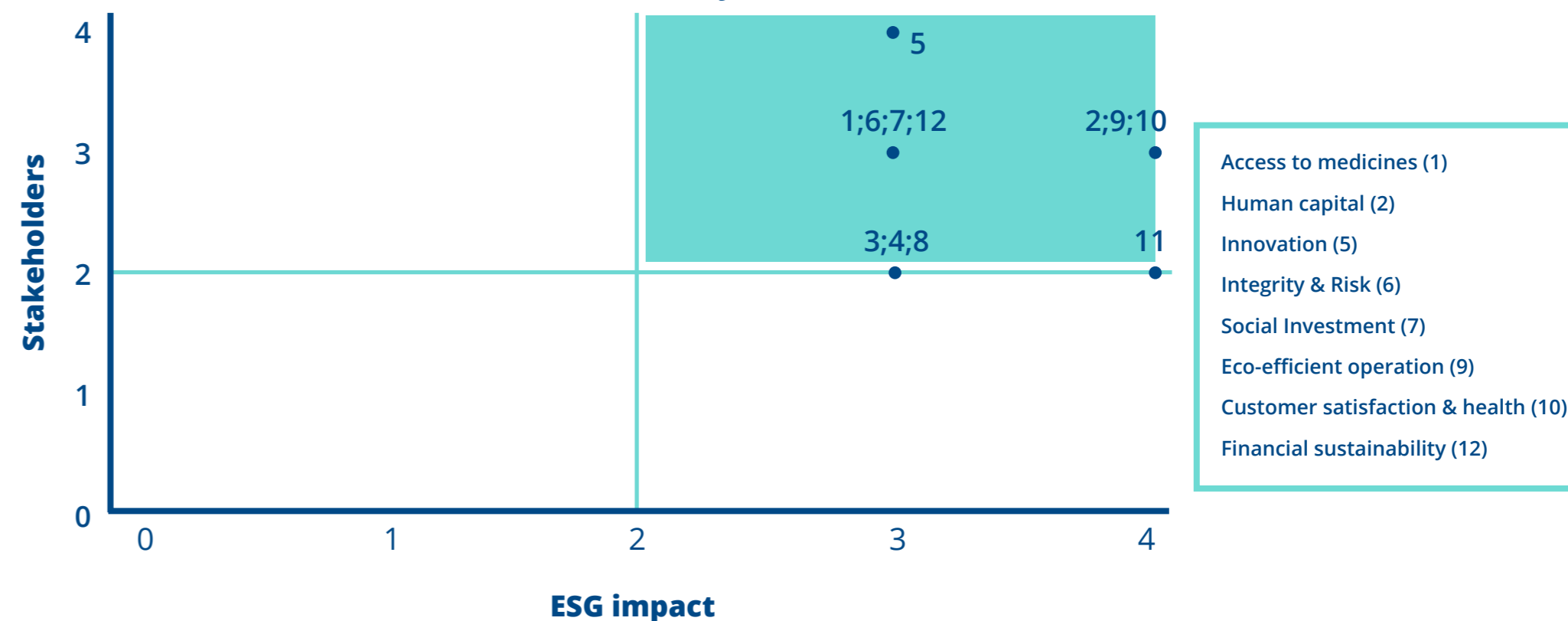
The public consultation process was conducted through interviews and questionnaires, ensuring that input was representative and relevant.

## 4th Stage – Validation of material topics and materiality matrix

The results obtained from the analysis of impacts and stakeholder engagement were submitted for validation by senior management, ensuring that the assessment reflected EMS's operational and strategic reality, incorporating the governance perspective and institutional priorities.

The material topics identified remained valid for the 2024 Sustainability Report, as represented in the materiality matrix presented below.

2023 EMS materiality matrix (valid for 2024)



## b. Message from the chairman

GRI 2-14, 2-22

Celebrating 60 years of existence is a significant milestone for EMS, especially in the same year in which the company repositions itself as a global innovation powerhouse and marks its entry into the important market for GLP-1 analog products for the treatment of diabetes and obesity, with the peptide platform and the inauguration of the new liraglutide injectable pen factory, which reinforces the leading role of our industry in keeping up with global scientific advances in healthcare. The peptide platform represents a revolution in the local pharmaceutical industry and will open up various possibilities for us to study and develop new medicines for other diseases such as cancer, inflammation, and even neurodegenerative diseases.

Our decades-long journey is pure synonym of boldness and perseverance. We were the first to venture into the generic drugs segment in Brazil and expand the population's access to medicines, and we still maintain this leadership to this day. We can affirm that the achievements of 2024 detailed in this publication are the result of substantial investments in research and development over recent years and are a consequence of EMS's pioneering role within the Brazilian pharmaceutical sector, including

the independence we will achieve in the near future with the use of Active Pharmaceutical Ingredient (API) from our own facility in Serbia. Also because of this, we offer innovative medicines at more affordable costs and will enable technology transfer so that the national public entity can produce the injectable pens for the Unified Health System, another relevant aspect of our work in this segment and in the generation of scientific knowledge.

With very healthy financial results despite market competitiveness, we have determined that innovation and future product launches are the company's main strategy to gain global relevance through the research and development of medicines for submission to regulatory agencies in Brazil and abroad. Internationalization is a path already chosen and pursued by EMS as a driver of growth and to expand our presence, especially in the United States and Europe.

These steps required the strengthening of our corporate governance, also shaped by integrity practices and a culture of compliance, and challenged by the basic principles of sustainability.

We see that the aging population, supported by the perspective of longevity with better health, is what drives advances in the pharmaceutical industry, and it is in this direction that we will continue to act. We believe our future has already begun!

**Marcus Sanchez**  
Vice president of EMS



## c. Highlights of the year

- ▶ Obtaining registration with Anvisa for the production of two innovative medicines based on liraglutide: Olire, for the treatment of obesity, and Lirux, aimed at controlling type 2 diabetes. EMS is the only national pharmaceutical company with its own development of liraglutide on a synthetic peptide platform.

- ▶ Inauguration of Rio Biopharmaceuticals Brasil Ltda. (RBBL), the first factory in Brazil dedicated to the global production of medicines for diabetes and obesity (the so-called peptides, such as GLP-1 analogues), with investments of around BRL 70 million, in Hortolândia (SP).
- ▶ Launch of Lyberdia, the lisdexamfetamine dimesylate molecule, in the unprecedented drop form for the treatment of Attention Deficit Hyperactivity Disorder (ADHD) and Binge Eating Disorder (BED).
- ▶ New injectable oncology drugs manufacturing plant built in Hortolândia (SP).

- ▶ Use of the digital package insert accessible via QR Code for 276 medicines after approval by Anvisa.
- ▶ Digitalization and technology in the legal field serving legal security.
- ▶ Achievement of the “First to File” position in the United States for the semaglutide drug with exclusive sales for 180 days in that country.
- ▶ Our Customer Service Center (SAC) was the champion, for the sixth year, in the Pharmaceutical - Large Operations category of the Reclame Aqui Award.



# d. We are EMS



GRI 2-1, 2-6

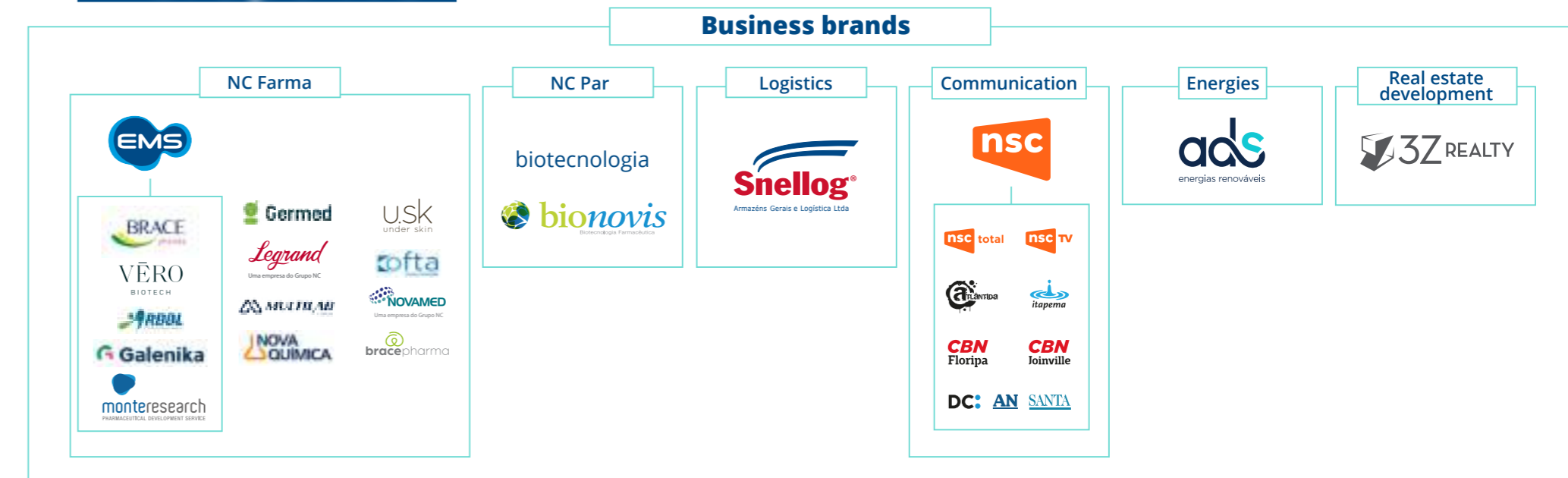
The year 2024 marks six decades since the founding of EMS in the pharmaceutical market by entrepreneur Emiliano Sanchez, whose family continues to lead the business to this day through a privately held, fully Brazilian structure, which, nevertheless, continues to expand borders and horizons to dozens of countries, offering care for people's health and well-being in practically all areas of Medicine.

Over time, our operating model has changed significantly. What was the first national generic drug manufacturer in 2000, and has led

this market since 2013, has built its new profile as one of the largest Brazilian innovation-driven industries in the health segment, with the milestone of over BRL 400 million invested in research and development in 2024, when we remain at the top of the country's pharmaceutical market for the 19th consecutive year.

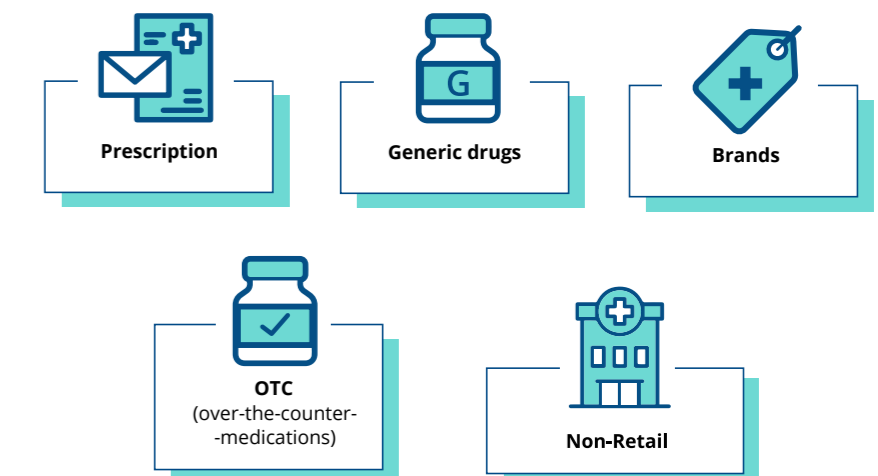
We integrate and lead the pharmaceutical pillar of the NC Group, the market leader in Brazil in demand (BRL 25.7 billion) and in units sold (728 million packages) (IQVIA PMB, Dec 2024).

## Grupo NC



## Business fronts

Our business fronts ensure EMS's solid performance and expansion in Brazil and worldwide, while maintaining our commitment to expanding access for the Brazilian population to innovative medicines that are safe, clinically proven, and more affordable.



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# EMS's bold and entrepreneurial profile guarantees:

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Installed manufacturing capacity in Brazil of over 1 billion units (packages) of medicines per year



The most robust and advanced pharmaceutical R&D structure in Latin America, consolidating our leadership in research and innovation



Approximately 7% share of the national market



First place among domestically originated companies in terms of the number of clinical studies in the pipeline (Source: [www.clinicaltrials.gov](http://www.clinicaltrials.gov))



Revenue of BRL 14.5 billion in demand (Source: IQVIA PMB Dec/2024)



Largest portfolio in the pharmaceutical sector, with over 1,100 product submissions



403.4 million units (boxes) sold (Source: IQVIA PMB Dec/2024)



Operations in 62 countries, being the first Brazilian pharmaceutical company to market medicines in Europe, in 2005



Highly technological and expanded manufacturing facilities: Five industrial plants in Brazil and one in Serbia



Only manufacturer in Latin America of generic microemulsion cyclosporine (high complexity) for more than two decades



# Our operations

In 2024, EMS consolidated an operational model that combines two non-negotiable requirements: Regulatory compliance and industrial performance. Operational excellence and pharmaceutical engineering, positioned within Quality, have evolved as pillars of manufacturability — that is, the daily practice of producing medicines within regulatory requirements with competitive cost, speed, and consistent quality.

Our operational management is structured around four main areas:

## Production

Responsible for the company's manufacturing core, covering all production lines and activities according to good manufacturing practices (GMP).

## Quality

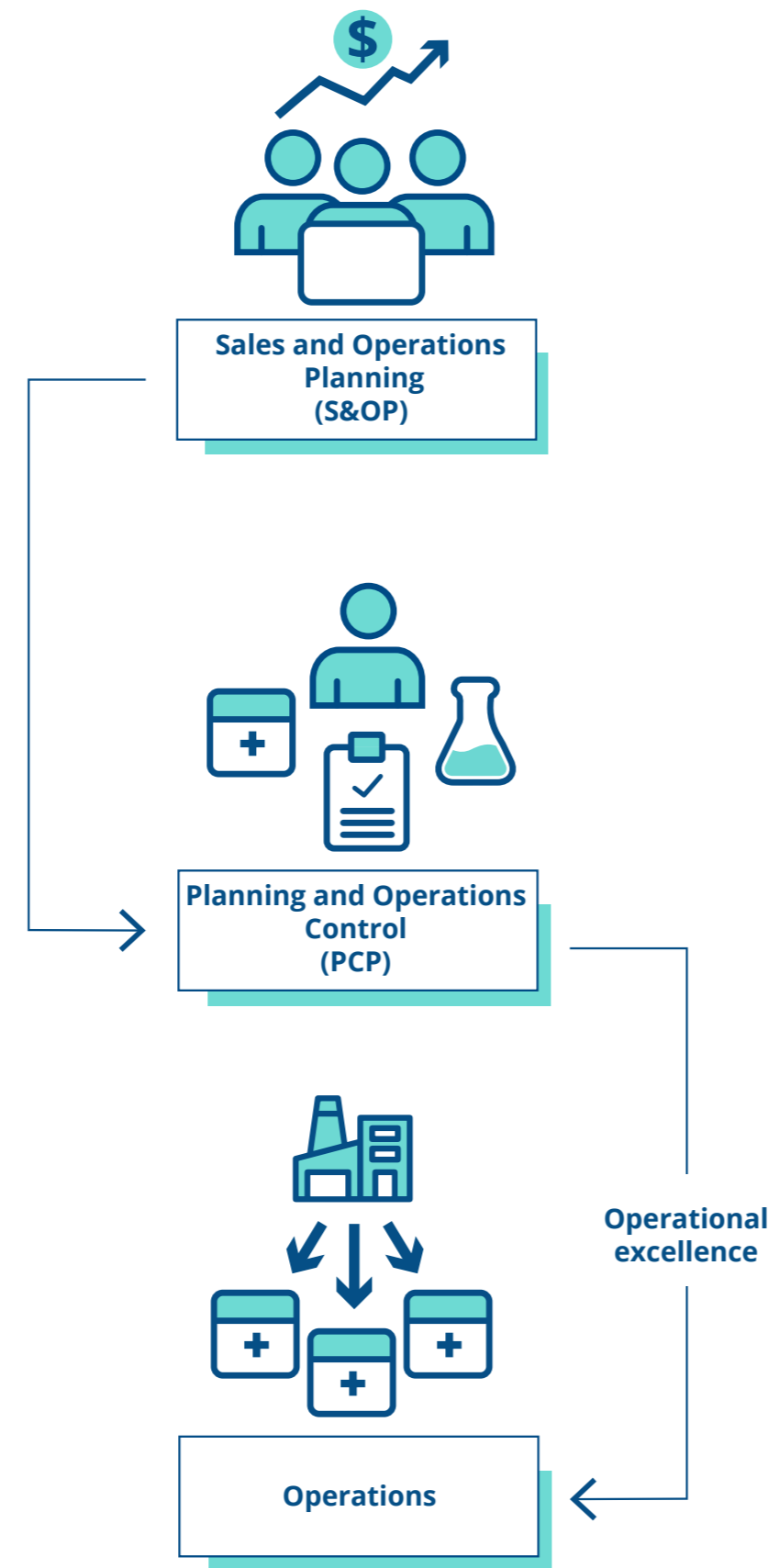
With a strong regulatory focus, ensures compliance with requirements from agencies such as Anvisa.

## Engineering and maintenance

Building and machinery maintenance, improvement and innovation of facilities, equipment, and critical utilities.

## Operation supply

Covers everything from the interface with commercial demand and production planning (PCP) to delivery to Snellog, responsible for final distribution to the customer.



# EMS headquarters and factories in Brazil

## Manaus (AM)

- Production of solids (tablets and capsules)
- Robotic raw material weighing system
- Expansion of production areas and the warehouse between 2023 and 2024

## Brasília (DF)

- Production of cephalosporin hormones and antibiotics

## Extrema (MG)

- Finished products warehouse
- Distribution center (DC) inaugurated in 2024, responsible for part of the logistics operation and supply chain movements for EMS and other pharmaceutical companies of the NC Group

## Hortolândia (SP)

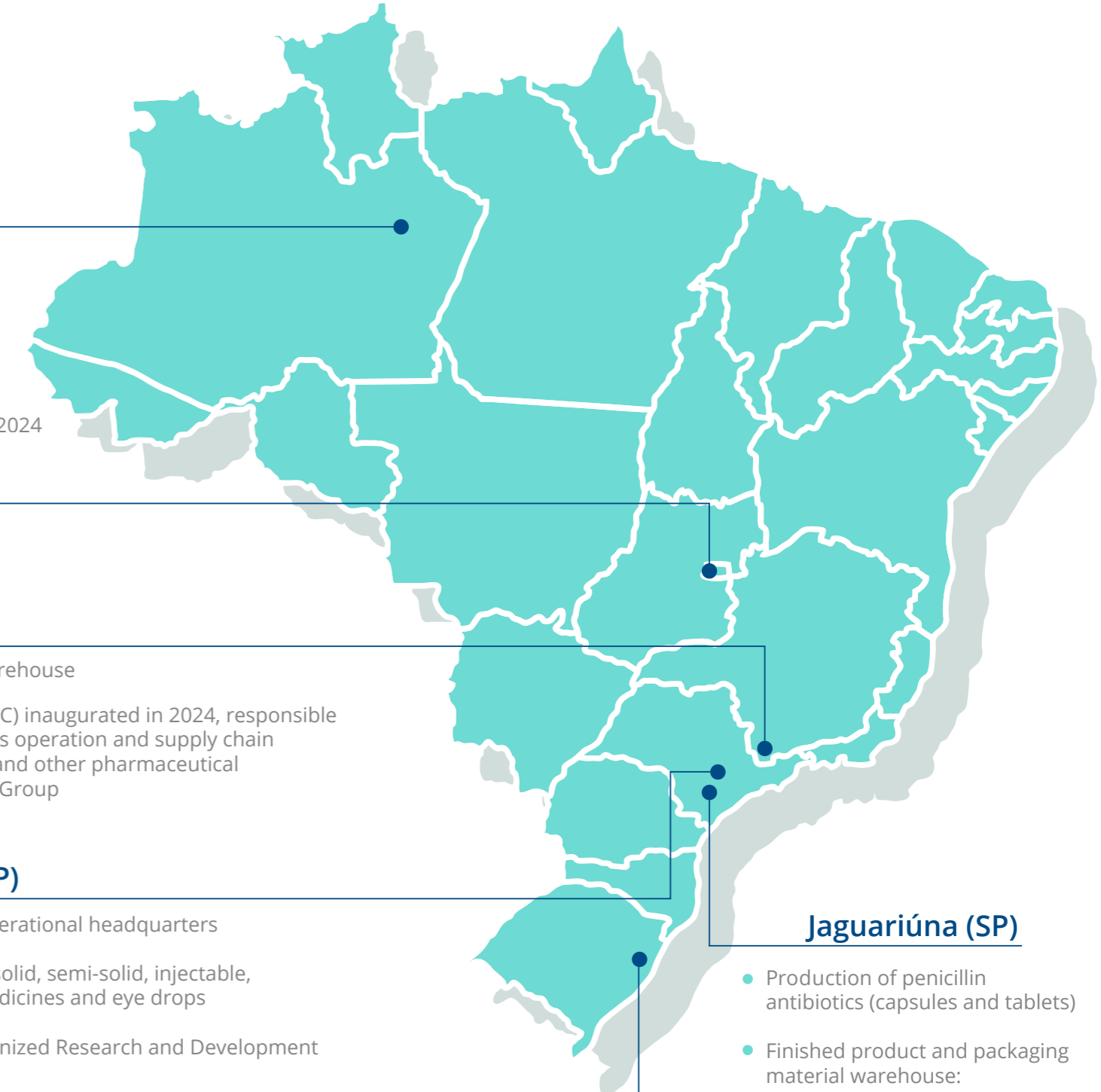
- Administrative and operational headquarters
- Production of liquid, solid, semi-solid, injectable, oncological (solid) medicines and eye drops
- Expanded and modernized Research and Development (R&D) Center
- Fully air-conditioned logistics center with 12,000 m<sup>2</sup> of storage space and 8,000 positions
- Peptide plant, RBBL (Rio Biopharmaceuticals Brasil Ltda.), a pharmaceutical biotechnology company, with inauguration in 2024
- Injectable oncology drugs plant, yet to be inaugurated

## São Jerônimo (RS)\*

- Production of solids, semi-solids and liquids, as well as penicillin antibiotics (powder for suspension)
- \*The plant operates only with part of its production line dedicated to EMS medicines.

## Jaguariúna (SP)

- Production of penicillin antibiotics (capsules and tablets)
- Finished product and packaging material warehouse: Snellog - Distribution center (DC) responsible for part of the logistics operation and supply chain movements for EMS and other pharmaceutical companies of the NC Group





We have improved our business planning for the next five years with the implementation of the Business Plan 5 starting in 2025, analyzing in an aligned manner the business strategy, commercial perspective, production capacity, and necessary investments.

The EMS unit in Brasília (DF) also received investments in modernizing manufacturing machinery and expanding the installed capacity of the hormonal injectables plant. Similarly, Hortolândia automated tablet feeding

and palletizing in some manufacturing processes and acquired new technologies for ointment production.

Another EMS expansion in the same year is the injectable oncology drugs manufacturing plant, in a two-story building built on the Hortolândia (SP) site, not yet inaugurated, intended for the production of sterile lyophilized oncology products and liquids for injection. On the ground floor are the materials warehouse and the production area.

## EMS innovation

An initiative already carried out in 2024 was the [expansion of the Manaus plant, with increased capacity and equipment with more modern technologies, resulting in improvements in productivity and faster speeds](#). The warehouse was also expanded to support the new production potential.

## We also recorded more significant results for the year 2024:

- ▶ Improvement in financial loss signaling indicators.
- ▶ Systemic process vision and alignment of common goals between operations and some interface areas.
- ▶ Cultural development within the factories on quality and safety topics.
- ▶ People-focused program involving more assertive recruitment, operational retraining, recognition of results, and talent retention.
- ▶ Implementation of a routine management model in the factories to strengthen line releases for the start of production and phase release for deviation control and guidance in the support chain.
- ▶ Evolution of capacity management through better use of our resources with visibility of our actual and installed capacities and historical process losses.
- ▶ Progress in the maintenance journey with the new process guidelines and the implementation of a management and control tool for internal maintenance, such as maintenance management software, with tablet-based work orders, auditable data, and integration with the SAP system, generating more agility and reliability, as well as updates to the Electronic Batch Record (EBR), which covers batch documentation, traceability, usability, and promotes gains in control, real-time monitoring, and productivity.

With an eye on EMS's internationalization, over the past few years, we have built a global operations management model, including the establishment of new factories in other countries, to adopt a strategic, structured approach based on: Standardization with process adaptability, results management, systems, and personnel to support the model.

# I. Quality

GRI 3-3

The change in the governance structure for EMS's productive quality in the last period, with the consolidation of working groups and committees that began to escalate critical and recurring deviations, promoted greater strategic alignment, continuous improvement discussions, project alignment, and more streamlined communication between different sites and functional areas, ensuring more collaborative, transparent, and results-focused decision-making.

## Key indicators for monitoring pharmaceutical quality requirements, with continuous follow-up:

- 1 Market complaints received
- 2 Internal deviations detected in the process
- 3 Compliance with established action plans
- 4 Risk management in the process
- 5 Right first time documents
- 6 Approved/rejected batches
- 7 Recalls made
- 8 Compliance with the internal audit plan
- 9 Compliance with established process qualification and validation plans
- 10 10 Periodic review of the product

Alongside the operational implementations and successfully digitized journeys already mentioned, our quality kept pace, achieving satisfactory results: Regulatory inspections received at different EMS factories for the renewal of Good Manufacturing Practices (GMP) certification; an international audit by Portugal's Infarmed Agency for the purpose of renewing the GMP certificate; eight international inspections by Anvisa at the API manufacturers, also for GMP certification.

HC-BP-210a.1 HC-BP-250a.4  
 HC-BP-210a.2 HC-BP-260a.1

Quality indicators	2024	2023
Internal audits	40	40
Analysis and release to the market of batches of finished products	33,460	32,480
Analysis and release for use of batches of raw materials	12,340	13,646
Analysis and release for use of batches of packaging materials	34,306	34,265
Monitoring of medicines by official laboratories	18 reports	25 reports
Supplier qualification	357	308
Valid market complaints	4,380	5,342
Product recall	0	1

Unit	Validity of CBPF
Hortolândia	2024-2025-2026
Galenika (Serbia)	2023-2025
Manaus	2024-2026
Brasília	2024-2026
Jaguariúna	2024-2026
Snelllog	2022-2026
São Jerônimo*	2024-2026

\*Only part of this unit serves EMS production

EMS did not record any cases of critical non-compliance in the regulatory audits received in 2024, nor were there any occurrences of health and safety impacts caused by the products. We also did not carry out any recalls of marketed products nor did we

receive communications regarding counterfeit medicines, which attests to the integrity of our manufacturing and quality processes.

GRI 416-1, 416-2, HC-BP-250a.3

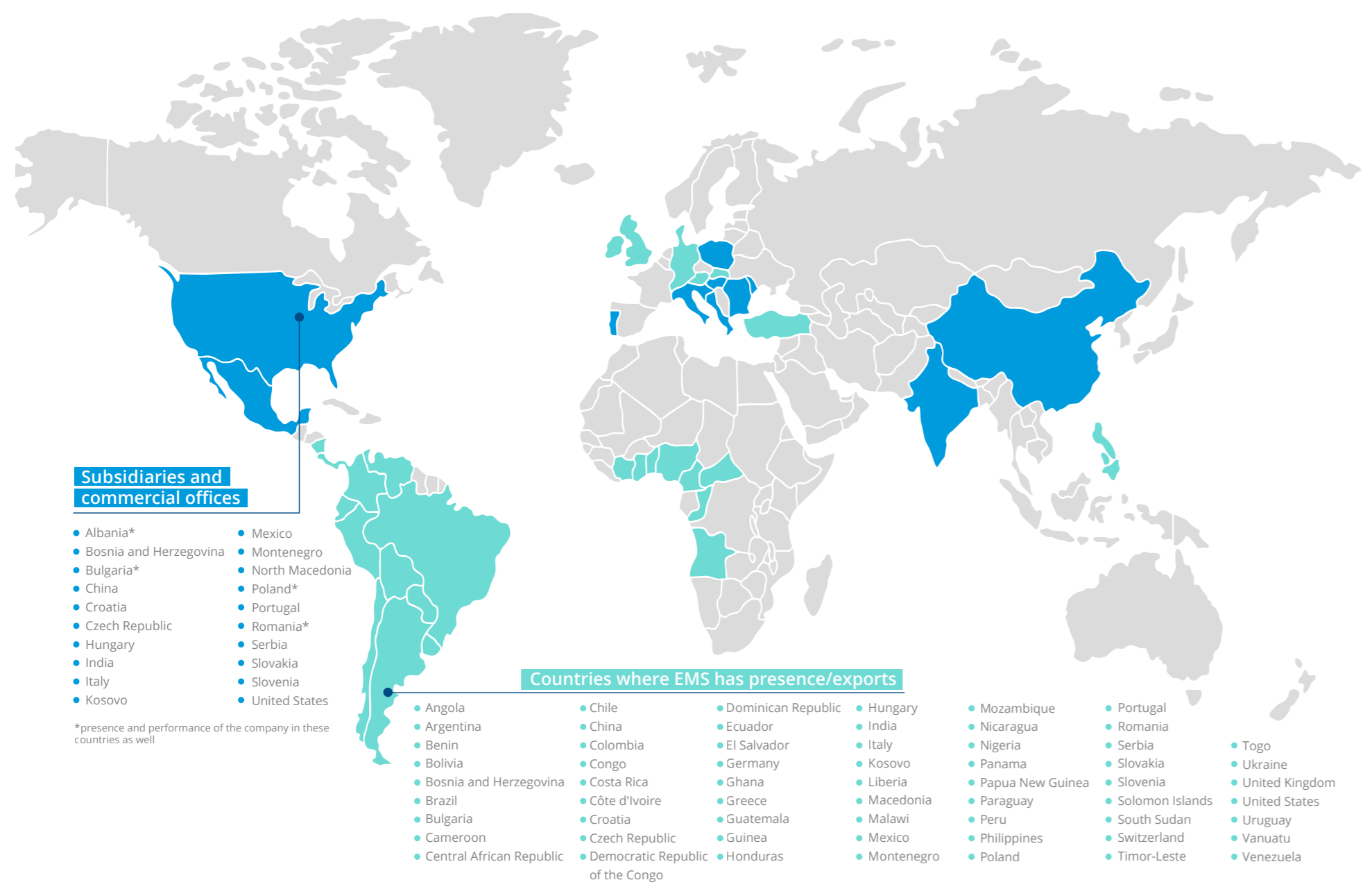
HC-BP-260a.2

# II. International expansion as a strategy

The consolidation of EMS in the Brazilian market made internationalization an inevitable strategic path. This step had already been taken since the export of the first Brazilian generic drug to the European market. From that point on, the South American, Central American, African, and European markets gained greater proportions in terms of business, thanks to the technological approach to the development of new molecules both in Brazil and in research centers in Europe and the United States. The products, however, must be registered in several different countries, which makes the activity more complex.

Focusing on B2B is one of the challenging premises of the current business model, as it is not an intercompany sale, but a pharmaceutical company selling to another. In addition, markets are increasingly restrictive in terms of regulations and have extremely high-quality standards.





In Central America, we have an extensive portfolio registered in seven countries (Guatemala, Honduras, Nicaragua, El Salvador, Panama, Venezuela, Costa Rica), with operations carried out through a distribution partner. Revenue in 2024 reached BRL 13 million, representing 20% of total exports.

In 2024, new international business also grew 28% in gross revenue compared to the previous year, including new occasional bidding opportunities in Mexico and exports to a total of 62 countries.

## International business results - 2024

 **3.4 million** boxes of sales volume

## Presence/Export

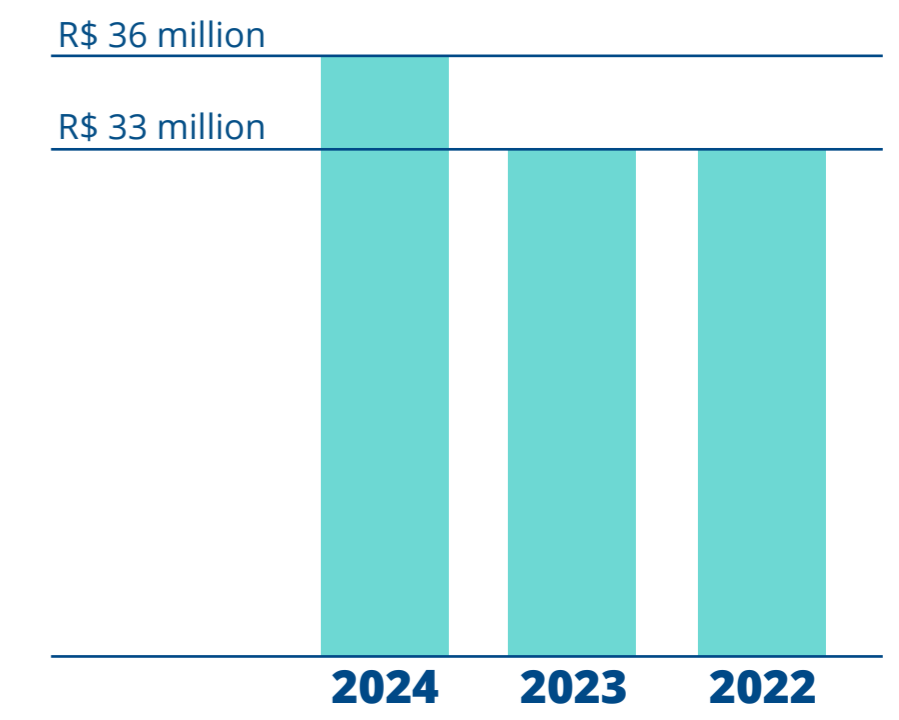
- ▶ To 62 countries in Latin America, North America, Africa, Asia, and Europe
- ▶ 44 new products in the registration process in 2024
- ▶ 60 dossiers sent in 2024 for registration abroad
- ▶ Updates of eight existing products for registration with international regulatory agencies for new exports, such as cyclosporine microemulsion (an immunosuppressant used to prevent organ transplant rejection)
- ▶ More than 10 million people served worldwide in the last three years
- ▶ Licensing agreement signed in 2024 involving the launch of a complex drug produced by EMS from GLP-1 peptides:
  - Latin America: Launch via B2B for Central and South America

Main products exported	Volume (in boxes)		
	2024	2023	2022
1° Isotretinoin	355,005	407,130	419,494
2° Cyclosporine*	266,031	227,344	240,752

\*An immunosuppressant that prevents organ transplant rejection.

 **286** active records aboard

Annual revenue of the main products exported by EMS



## Galenika

Our pharmaceutical company in Serbia continues to be a leader in the internationalization process in the Eastern European region, where, in 2024, the markets of Slovakia and the Czech Republic were included, and we achieved a 22% increase in portfolio expansion.

 **68 million** of gross revenue

# Galenika product

## categories

► Solid medicines for the systems: Metabolic, immune, nervous, cardiovascular, respiratory, urinary tract, hormonal, muscular, among others

► Dermatological products

► Hormones

► Dietary supplements

► OTC products

► Others

*Production of 3.8 million boxes of medicine per month.*

In 2024, B2C sales were directed to Hungary, Croatia, Slovenia, Slovakia, the Czech Republic, Bosnia and Herzegovina, Macedonia, Montenegro, and Kosovo. B2B sales, on the other hand, were focused on Romania, Portugal, Poland, Bulgaria, and Albania. Galenika's performance in Serbia and abroad during this period resulted in a gross revenue of 97 million Euros, marking an increase of nearly 15% compared to the previous year. Exports, in turn, accounted for 18.3% of the financial results.

### Portfolio size (brands sold)

2024	2023	2022
144	118	110

Galenika	2024	2023	2022
Gross revenue	€ 97 million	€ 85 million	€ 82 million
Units sold/year	45.4 million	46 million	49 million
Market share	5.3%	5.6%	5.8%

 **850** active products in the portfolio (2024)



## 2. Innovation and access to medicines

## a. Innovation, expansion, and global positioning

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GRI 3-3

The year 2024 marked a significant milestone in the trajectory of EMS's Research & Development (R&D) and innovation area, when the company consolidated a bold and structured strategic movement of expansion and innovation to build a continuous and robust pipeline, repositioning itself as a reference not only in the national scenario, where it maintains leadership, but also in the global pharmaceutical market.

### Structural expansion and increased R&D capacity

We executed our 2024-2025 strategic plan focusing on expanding research production capacity and segmenting the business through:



**R\$ 140 million**  
allocated to the expansion of laboratories



**R\$ 30 million**  
invested in the expansion of EMS's peptide manufacturing plant

*which practically doubled its capacity for producing injectable pens of liraglutide (2025) and semaglutide (2026).*

- ▶ Expansion and remodeling of the R&D physical infrastructure.
- ▶ Hiring of highly qualified professionals for a significant increase in research teams from 650 (2023) to 800 (2024), with a projection of 1,100 by 2026.
- ▶ Robust support structure covering clinical, regulatory, and technical development areas, including international processes and Drug Master File (DMF).
- ▶ Reconfiguration of research efforts to accelerate innovation:



- R&D unit dedicated to the Brazilian market.

- R&D unit dedicated exclusively to the international market (especially Europe, the United States, and Mexico).

- ▶ Fully modernized and expanded laboratories, with high-standard environments and new state-of-the-art equipment to support national and international projects.

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## International focus

With technical capacity and genuinely Brazilian operations, we have designed a strategy to expand EMS's presence, especially in Mexico, Europe, and the United States, and to overcome regulatory challenges to align drug registrations across all these regions.

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- ▶ Mexico: Integrate the portfolio of the factory acquired in 2023, with the development of products specific to the local market.

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- ▶ Europe: Expand presence beyond the Balkans region, mainly in European Union countries, by creating a dedicated pipeline for the development of products specific to the continent.

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- ▶ United States: Start operations with the peptide platform and expand to small molecules, which are already EMS specialties. We are seeking strategic partnerships with local companies in Puerto Rico and the United States that can accelerate the development and registration of products, with excellence and safety.

- ▶ Global: Active participation in international forums with the aim of promoting the harmonization of global regulatory processes.

## Peptide factory, a milestone of innovation

With an exclusive team of 50 researchers in 2024, EMS took a leap in innovation with the approval of liraglutide registration by Anvisa in December of the same year, which opened the doors for the production and commercialization of injectable pens for patients with type 2 diabetes and obesity in 2025, in two presentations of the same concentration – one pen dispensing doses of 0.6 mg, 1.2 mg, and 1.8 mg for type 2 diabetes cases, and another pen dispensing doses of 0.6 mg, 1.2 mg, 1.8 mg, 2.4 mg, and 3.0 mg (for obesity and overweight cases).



The infrastructure for this movement had been ready since August 2024, when the company inaugurated the first factory in Brazil with state-of-the-art technology aimed at producing the molecules liraglutide and semaglutide in the form of synthetic peptides, GLP-1 analogs (a drug that acts similarly to the natural hormone).

The peptide factory is highly technological, with the capacity to produce 20 million injectable pens per year (with plans to increase this amount over the next two years) and required an investment of BRL 70 million in the plant, of which BRL 48 million comes from financing with BNDES, under a contract signed in 2020. In total, considering also the R&D component, more than BRL 1 billion has already been invested in the peptide platform.

## Liraglutide and semaglutide in an unprecedented synthetic route

The new high-tech synthetic peptide platform, developed by EMS under the name UltraPurePep, creates a generation of analogs to biological GLP-1, providing a high degree of purity and efficiency in the format of injectable pens, with a planned launch in 2025 for liraglutide and in 2026 for semaglutide.

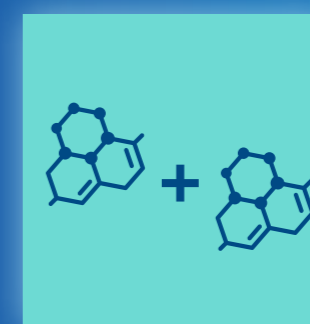
This innovation, the result of approximately a decade of research, allows EMS to take a global leap and achieve a projection on the same scale, which also places it among distinctive innovations, as it opens markets outside the country.

Here, we also innovate in our internal processes for Quality Assurance, Regulatory, and Commercial to make liraglutide a milestone in the global production of complex drugs.

## EMS's innovation differentiators for liraglutide

- ▶ Drug made with premium ingredients, with high investments in R&D

### Discover the process:



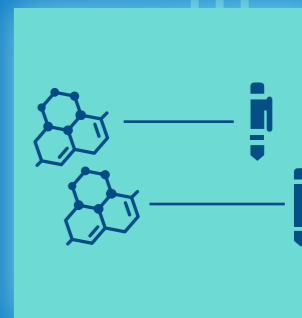
The general sequence of liraglutide is made through the **coupling of amino acids, in the exact order of the target compound**. The control of coupling time and temperature, as well as the solvents used to remove excess, is managed by computer.

All **process control occurs constantly and continuously, which allows the production of extremely pure liraglutide with high batch-to-batch reproducibility**. Because this mechanism is innovative, technological, and fast, it differs from the process of other biosynthetic liraglutide products available on the market, which use fermentation technology to obtain the active ingredient.



Due to these differences and the degree of innovation, **regulatory agencies, such as Anvisa, have classified the product as "new,"** not as a generic; i.e., it is an innovation or a new drug based on an active ingredient already existing in Brazil.

This **process is so sustainable that we can change the coupling sequences** and obtain another peptide, e.g., if we change two amino acids in liraglutide, **we already get semaglutide**.



To complete the full product cycle, in the short term, **EMS's liraglutide and semaglutide pens will continue to be manufactured in Brazil using the Active Pharmaceutical Ingredient (API) from our own facility in Serbia**.

### Strategy and pharmaceutical quality

With significant investment made in a proprietary peptide platform that has proven to be robust and with new opportunities and drug options emerging, EMS, the only pharmaceutical company in Brazil with this know-how, gains an even greater competitive advantage.

The focus of this platform is on the development of reference drugs and complex generics, aimed at international competitiveness. Our organizational structure, now led by one of the shareholders, has been adjusted to support

this ambition, highlighting operations across multiple plants and shifts. The management model of the peptide manufacturing facility covers the operational structure for the production of commercial batches, in addition to innovation and internationalization activities, with project governance that ensures compliance and transparency.

Annual performance was highly productive and efficient, preparing for the launch of liraglutide in Brazil in 2025.

The synthetic peptide platform developed by the company in an unprecedented way allows the advancement of innovations and new future combinations for other medicines,

which is why we will also continue investing in 2025 in doubling the number of researchers dedicated exclusively to the peptide factory's portfolio.

- ▶ Synthetic development route created internally in a high-tech setup, ensuring purity, safety, and efficiency
- ▶ Comparable to the biological drug in terms of effectiveness
- ▶ National production generates more market availability
- ▶ Production expected in the near future with its own Active Pharmaceutical Ingredient (API), which will make the drug a global powerhouse and more accessible, demonstrating a new level of EMS innovation

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## Other therapeutic applications

Clinical studies of new indications and retrospective studies are announced almost every month. For example: Although liraglutide was initially registered for diabetes, a few years later it was indicated for obesity and subsequently, a new clinical study showed cardiac benefits. GLP-1 analogs have been tested and show improvements in kidney function. There are several ongoing studies, although long-term, investigating benefits for digestive system cancers, inflammations, and even neurodegenerative diseases.

We emphasize that our technological platform operates on multiple factors in the treatment of diseases, reinforcing our long-term strategy in high-relevance chronic therapies.

## Incremental innovation launches

Extensive research in the fields of Psychiatry and Neurology brings EMS into a new era within Neuroscience and strengthens the company's portfolio for the central nervous system with innovative drop formulations, allowing for the titration of smaller doses with convenience and safety in the treatment of thousands of patients.

The main launch in 2024, among others marketed by the Prescription unit, was the drug Lyberdia, introducing the molecule lisdexamfetamine dimesylate in a drop form, unprecedented worldwide. Indicated for the treatment of Attention Deficit Hyperactivity Disorder (ADHD) and Binge Eating Disorder (BED), the new product belongs to the class of Psychostimulants, drugs that increase levels of motor and cognitive activity, enhancing wakefulness and alertness.

## Clinical research for incremental innovation

 **32**  
clinical studies

 **825**  
patients involved

### Therapeutic classes involved



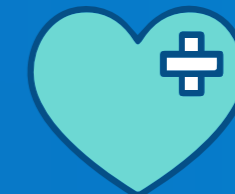
Ophthalmology



Gynecology



Pediatrics



Cardiovascular and metabolic diseases



Urology



Dermatology



Respiratory diseases



Central nervous system diseases

## Patient safety and quality of the scientific data generated

Our clinical trials are conducted in Brazil in compliance with current regulations, mainly under the supervision of Anvisa and the Research Ethics Committees (CEPs), coordinated by the National Research Ethics Committee, including obtaining mandatory ethical approval from the CEPs and regulatory authorization from the regulatory agency, ensuring the protection and rights of participants. This process involves a series of steps that ensure the ethical, legal, and scientific compliance of the research.

The first crucial step is the planning and development of the clinical protocol, which must be aligned with Good Clinical Practices (GCP) and Brazilian regulations, especially Clinical Research Law No. 14,874/2024, CNS Resolution No. 466/12, as well as Anvisa RDCs No. 9/2015 and 945/2024.

During the conduct of the trials, EMS clinical research monitors continuously track the data, provide regular team training, and manage any protocol deviations, ensuring the traceability, integrity, and reliability of the collected information.

Patient safety is treated as a priority. All serious adverse events are reported to Anvisa and the ethics committees, following pharmacovigilance standards established by Good Clinical Practices and the international ICH E6 guideline.

In addition, we carry out systematic internal audits with the aim of ensuring the quality of the data obtained and reinforcing our commitment to protecting research participants.

## More innovations

### on the way

In 2024, we initiated innovation research for a synthetic analog version of parathyroid hormone to increase bone density. The work is expected to take approximately four years before the first results are obtained.

## Scientific Board

We continue to rely on the technical-scientific support of eleven renowned scientists and external health experts who meet every two months to discuss the innovation paths chosen by EMS in order to improve research and provide clinical and wellness benefits to patients.

  
**PhD Professor Glaucius Oliva**  
(Chairman)  
Full Professor at the USP São Carlos Institute of Physics and Coordinator of the Center for Research and Innovation in Biodiversity & Drugs

  
**PhD Professor José Gomes Temporão**  
Professor at the National School of Public Health / Fiocruz

  
**PhD Professor João Batista Calixto**  
Federal University of Santa Catarina / Center of Innovation and Pre-Clinical Studies – CIENP

  
**PhD Professor Mauro Teixeira**  
Institute of Biological Sciences, Federal University of Minas Gerais


  
**Dr. Denizar Vianna Araújo**  
Secretary of Science, Technology, Innovation and Strategic Inputs of the Ministry of Health (2019-2020)

  
**PhD Professor Jorge Alberto Costa e Silva**  
Director of the Brazilian Brain Institute (Inbracer)

  
**PhD Professor Antonio Carlos Chagas**  
Heart Institute (Incor)

  
**PhD Professor José Osmar Medina Pestana**  
Hospital do Rim

  
**PhD Professor Wagner Farid Gattaz**  
Faculty of Medicine, USP/FMUSP

  
**PhD Professor Walmir Coutinho**  
Habilitated Professor at the Federal University of the State of Rio de Janeiro / Head of the Department of Medicine at PUC-Rio

  
**PhD Professor Paulo Hof**  
Full Professor of the Department of Radiology and Oncology at FMUSP

## Future of Innovation

Technology, including the use of artificial intelligence as an incubator for processes, has already proven to be inevitable for the R&D universe in the pharmaceutical industry, which is already focused on the following research areas:

- a. cardiometabolic diseases
- b. oncology
- c. Alzheimer's disease
- d. products for injection



Obesity



Oncology



Central Nervous System



Mental Health



Vaccines

## Global market trends until 2028 for new therapies

Source: Global Projection - IQVIA



## b. Portfolio Innovation and New Business

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In the recent past, when we decided that internationalization would be our path to sustaining growth, we planned several phases for this journey, focusing on innovation, trends, and actions for protagonism, in order to establish a competitive advantage for EMS. We seek models aimed at new, more specific forms of therapy, product repositioning, and product platforms within classes such as peptides and oligonucleotides, always keeping attention to patient needs.

We mapped key regions and EMS's operational strategy and defined the innovation agendas aimed at addressing unmet needs within each therapeutic class and region. We created our global portfolio structure within a multinational model, based in Brazil, that allows for geographic expansion and is aligned with regional particularities under the same operational and governance parameters, from the ideation phase to pre-launch. In the ideation stage, we explore potential opportunities for pipeline

development or strategic partnerships for new drugs and products that meet the needs of all business units, as well as assess strategic options and new assets for launches and differentiation with a view to renewing the product portfolio and establishing other lines of treatment or drug dispensing.

Portfolio construction and management balance short-term focus with a broader vision for the medium and long term, supporting a continuous pipeline of new products. In 2024 alone, approximately 350 opportunities went through the company's evaluation process, resulting in the approval of more than 50 projects, of which about 35% were classified as innovations for the market. Our goal is to increase this number in 2025, which also exponentially grows the number of evaluations in the ideation funnel. Based on the internationalization process, we had the opportunity to approve more than 10 projects for Europe, making the evaluation of multi-region projects a routine topic in the portfolio agenda.

Brands and patents - 2024		
Brands	Brazil (National Institute of Intellectual Property - INPI)	Overseas
<b>Deposited</b> (requested)	18	3
<b>Registered</b> (received)	29	3
<b>Patents</b>	Brazil	Overseas
<b>Deposited</b> (requested)	1	0
<b>Approved</b> (received)	1	0
<b>Live approved</b>	12	2 (Europe e USA)
<b>Live under study</b>	7	2 (Europe)

EMS's main newly patented products	Year of approval
Nivux	2024
Bupropion XR	2023
Predlex tablets	2023

International offices and their respective participation in supply:

- ▶ a. Mumbai (EMS India)  
In 2024, India stood out as the country with the highest representation in the company's purchasing. The lean team is dedicated to the sourcing area, focusing on identifying opportunities and managing relationships with manufacturers, and to the local audit team, which is closely involved in inspection processes and provides essential support for the success of projects.
- ▶ b. Shanghai (EMS China)  
The structure and activities are similar to the Indian office, since China is also one of the countries with the highest representation within purchasing supply.



## Licensing

EMS has a robust Research and Development (R&D) structure focused on the creation of new products. However, given the significant volume of projects planned in our innovation pipeline, we recognize that not all technologies and capabilities are available internally to fully meet this demand.

In this context, the New Business/Licensing area plays a strategic role in filling gaps in the portfolio, either through anticipating launches or incorporating technologies not yet present in our manufacturing facilities through strategic partnerships with pharmaceutical companies in various countries. This approach provides greater agility in introducing new products to the market, while also reducing the need for significant investments in new production platforms, which would require time and involve considerable risks.

Through partnerships with external companies, we are able to accelerate access to solutions that strengthen our various therapeutic lines, optimizing resources and increasing our competitiveness.

Starting in 2024, we are also intensifying our focus on innovative molecules and the evaluation of mergers and acquisitions in order to accelerate portfolio growth both through the acquisition of assets and recognized market brands.

In 2024, about half of all products evaluated were either radical innovations or incremental innovations. This also reinforces EMS's innovative positioning. We also participated in several international events to create connections with innovative companies around the world.

This strategy allows us to expand the population's access to state-of-the-art medicines, promoting more health, well-being, and quality of life for patients.

### Licensing agreements

2024	2023	2022
5	6	4



## c. Pharmacovigilance

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Pharmacovigilance meets regulatory requirements related to the safety of medicines and patients by continuously monitoring the safety of our products, encompassing everything from the detection of adverse events to the analysis of scientific publications and regulatory agencies in Brazil and abroad.

In 2024, we received about five thousand reports through the Customer Service Center (SAC) involving products from the NC Group, which were triaged, analyzed, coded, reviewed, and studied both individually and periodically through aggregated reports and statistical evaluations. This process is part of the company's signal and risk detection workflow, which involves risk minimization and the implementation of safety actions, when applicable.

## Pharmacovigilance approach



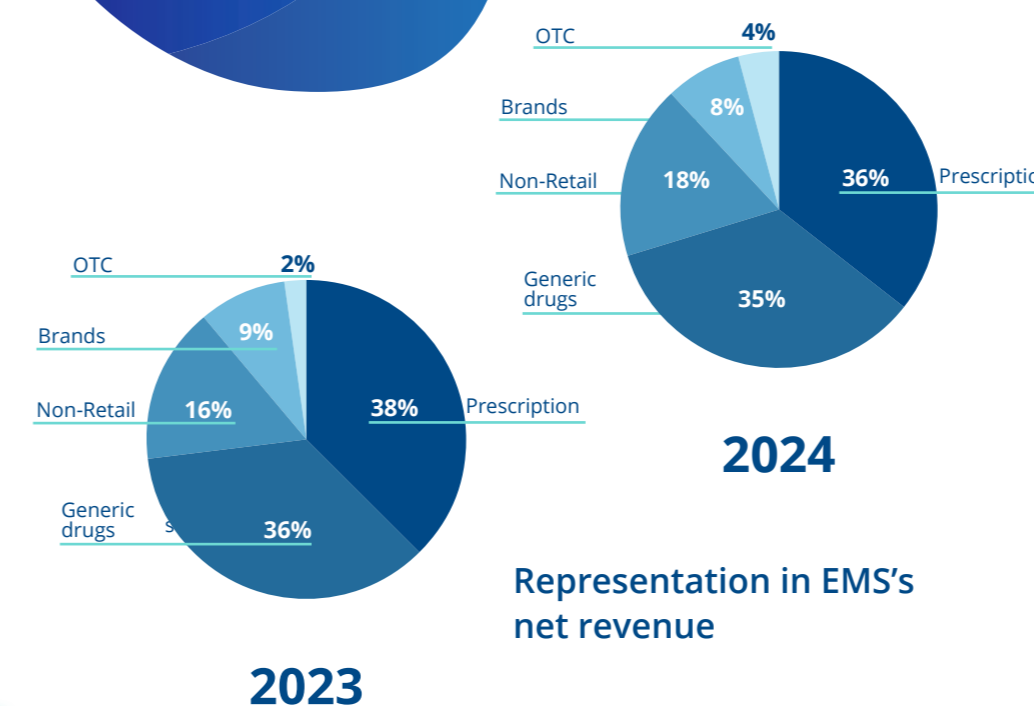
Some of these reports, when meeting the criteria established by the legislation, were individually reported to Anvisa and, like the others, were incorporated into the product's Periodic Benefit-Risk Evaluation Report.

Our department was also subjected to an Anvisa inspection in 2024, recording full compliance. We continued to implement the new signal and risk workflow in all analyses and routine activities, in real time and in an interdepartmental manner.

It is relevant to highlight that approximately five thousand EMS employees were trained in pharmacovigilance.

We continue to adopt updated control tools, and for 2025, we plan to acquire the WHO-Drug Dictionary and revalidate safety contract models, along with safety data exchange agreements.

## d. Business units and access to medicines



## I. Prescription

Prescription Business Unit	2024	2023
<b>Market position</b>	4 <sup>th</sup>	4 <sup>th</sup>
Gross Revenue (BRL)	2.24 billion	2.1 billion
PPP Demand (BRL)	2.9 billion	2.6 billion
Units sold	47.3 million	46.3 million
Market share (PPP demand)	4.3%	4.5%
Marketed Brands	90	89
Marketed SKUs	259	242
Therapeutic classes served	58	58
Launches	5	7
6 strategic franchises: Cardiology, Metabolic, Neuroscience, Musculoskeletal, Clinical and Healthcare.		

GRI 3-3

## Portfolio

Incremental innovation has taken over our portfolio over the past decade and continued to shape EMS's R&D activities and investments in 2024 as well, focusing on two major therapeutic areas: Cardiometabolic and sciences related to the Central Nervous System, in response to market trends and the needs of the medical community.

# Therapeutic areas with the highest investment



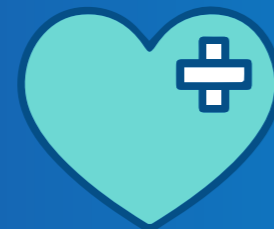
EMS is a pioneer in drop technology for neuropsychiatric treatments

## Neurology/ Psychiatry (Central Nervous System)

Launches:

- ▶ Lyberdia  
World pioneer with a medicine in drops for Attention Deficit Hyperactivity Disorder (ADHD) and Binge Eating Disorder (BED)
- ▶ Vognus
- ▶ Neutrofer Colina DHA
- ▶ Miogesic Lis
- ▶ Patz (zolpidem) in drops\*  
First-ever version in the market

*\*see Medical education chart*



## Cardiometabolic

- ▶ Approval of liraglutide for type 2 diabetes and obesity in the form of pens for subcutaneous injection

## Medical education

As market leaders and with the aim of providing patients with the proper prescriptions/guidance, we work together with the Brazilian Sleep Association to inform the medical community about the

role of the zolpidem molecule through lectures at medical congresses, continuing education events, and visits from sales representatives.



We ended the year with our greatest achievement: **Approval by Anvisa in December 2024 for the production of two innovative liraglutide-based medicines** – Olire, for the treatment of obesity, and Lirux, aimed at controlling type 2 diabetes.

Learn more in the section **“Research and development”**

### Support and education for the public

- ▶ The launch of liraglutide injectable pens is linked to support programs for the patient treatment journey already conducted by the company in the areas of diabetes (with education for dietary habit changes associated with the medication) and obesity (provision of the first pen for controlled management and adherence, along with educational actions to raise awareness about lifestyle and other habits supporting therapy).
- ▶ Public communication in 2025, through digital opinion leaders, addressing taboos and directing conversations toward scientific discussions and formal sources of information.
- ▶ Continuation of the initiatives adopted since 2023 for technical-scientific training and awareness among the sales force, commercial representatives, customer service, doctors, patients, and the general population.

The products, developed on a high-tech synthetic peptide platform and analogs to biological GLP-1, confirm EMS’s entry as the first 100% Brazilian pharmaceutical company to produce this type of medicine for the global metabolic disease treatment market. This unprecedented innovative synthetic route even introduced another way to describe the product to the regulatory agency as a new drug with an already existing active ingredient.

The incorporation of liraglutide into the Brazilian Unified Health System (SUS) is expected to occur through future public-private partnerships with Fiocruz and municipal, state, and federal governments, at different scales. However, for this incorporation to take place, some fundamental steps will be necessary, such as the clinical and economic evaluation of the drug's efficacy and cost-effectiveness;

approval by the National Committee for the Incorporation of Technologies in SUS (CONITEC); and the publication of usage guidelines and protocols. Carrying out these partnerships with Fiocruz and other governmental entities is part of the strategy to ensure the distribution, implementation, and access to the drug, and it is not the only aspect involved in this process.

Already in the areas of Neurology and Psychiatry, the positive highlight was the launch of the medicine Lyberdia in a new drop form, in addition to the traditional capsules, for the treatment of Attention Deficit Hyperactivity Disorder (ADHD) and Binge Eating Disorder (BED). The liquid format is innovative because it allows the safe individualization of the dosage according to therapeutic needs.

### Technologies in the Service of Relationships

EMS's relationship with doctors has been enhanced with technologies that benefit both sides.

- ▶ Strategic "phygital": It expanded our reach with the medical class, activated through different digital channels (social media, email, WhatsApp), branded under our initiative – Médico Exponencial.

With this program, the outlook for the coming years remains the expansion of our market presence, increasing the number of doctors

Digital Doctor Base - EMS	93,000 registered physicians
New Approaches in the Alcance Program in 2024	12.000 physicians
Visits to clinics	180,000 physicians/year

visited in offices to 20,000, with less promotional and financial effort.

- ▶ In 2024, we implemented our own CRM system developed to manage the more than twenty thousand daily visits by our sales representatives to doctors

throughout Brazil, recording and tracking these activities, including integration with other business operational platforms, such as SAP, customer service, and events.

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## EMS Saúde program

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It functions as a facilitator of the treatment recommended by the doctor by offering discounted medications and educational information to help understand the pathologies and possible ways of prevention.

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EMS Saúde program	Single-visit patients
2024	1,117,844
2023	1,568,701

## Reputation with the medical community

With the innovations in our portfolio and the use of new technologies, we also foresee a reputational gain with the medical community, including the prospect of adopting the role of qualified technical consultants to interact and build relationships with doctors in capital cities, strategic regions, teaching hospitals, and preceptors.

## II. GENERIC DRUGS

In 2024, the Generic drugs division maintained its leadership in the national market and, for the fifth consecutive year, was considered the most remembered brand by Brazilian consumers in this category according to the Folha Top of Mind survey by Folha de S.Paulo and the Datafolha Institute. We developed an action plan for the year that assessed the need for new products, as well as other impact areas, such as access to available treatments, availability, and distribution

## Market presence

**Leader in the generic drugs category since 2013:**  
16.4% market share (PPP) in 2024.

**Largest generic portfolio in Brazil,**  
with about 200 molecules, of which more than 70 are in the lead

**Portfolio covers 101 therapeutic classes**

**10 molecules launched in 2024,**  
with 21 new presentations

**Operating in 92,000 points of sale**  
(POS) across Brazil, representing 93% of the total.

**Generic drugs represent 72% of EMS's demand in units/year.**

**EMS's presence in the Farmácia Popular program**  
(Ministry of Health) in all Brazilian states with 15 presentations for pathologies such as hypertension, cholesterol, respiratory system, and diabetes, covering 46% of the molecules participating in the program.

**Central Nervous System:**  
39 molecules, 94 SKUs, 18% market share.

**Cardiovascular:**  
31 molecules, 76 SKUs, 25% market share, with consolidated leadership.



Our performance in 2024 reflected a more competitive scenario, with no growth in market share, but a slight increase of 0.3% in the number of units sold, highlighting the effectiveness of

our commercial actions. This emphasizes the importance of maintaining a balanced strategy between value and volume.

Generic Drugs Business Unit	Units sold	Demand in BRL/PPP	Growth	Market share (PPP)
2024	288 million	3.3 billion	9%	16.4%
2023	255 million	3 billion	16%	16.8%

## Main actions responsible for commercial leadership

- ▶ Portfolio management: Identification of market and consumer needs, launch of new molecules and presentations, long-tail analysis, and discontinuation of products without strategic relevance.
- ▶ Strategic entry of Rivaroxaban, initiated in 2021 after the STF decision on patents, continued in the following years with a strong impact on accessibility and leadership of the molecule, consolidating EMS as a reference in cardiovascular treatment.
- ▶ Partnerships and actions between industry and retail: Joint Business Plans (JBPs) with key clients with a positive commercial impact and partner loyalty.
- ▶ Television media campaign "Acelere suas vendas com Faro," featuring actor Rodrigo Faro, EMS brand ambassador, and collaboration with twelve of the main Brazilian pharmacy chains.
- ▶ Institutional positioning: Generic Drug Day, on 05/20/2024, when the country's main landmarks were lit in blue to represent EMS's leadership in the segment.
- ▶ Strengthening presence in channels: Trade marketing campaigns and initiatives connected to the brand strategy, focusing on boosting results and strengthening presence at points of sale.

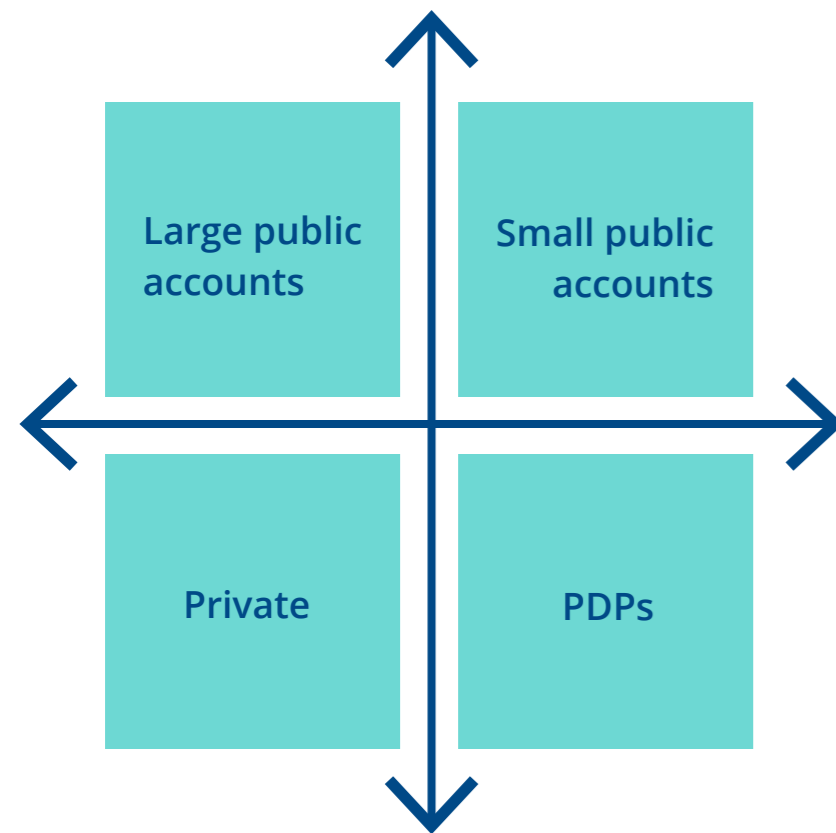
**The challenges for 2025 will be centered on sustaining the pace of expansion, strengthening presence at points of sale, and deepening the connection with consumers and clients.**

**With a robust and constantly evolving portfolio, it will be essential to maintain agility in launching new offerings to ensure leadership also through excellence in execution across all points of sale in the country, following a customization of the product assortment according to regional needs, reinforcing accessibility for consumers.**

### III. NON-RETAIL

Responsible for leading public and private sales throughout the national territory, the unit established a historic milestone in 2024: BRL 1 billion in revenue, a result that represents a significant growth of 27% compared to the previous year. With a robust and diversified portfolio, EMS strengthens its presence in the rare diseases and hematology oncology segments, strategic areas that continue on an upward trajectory.

The Partnerships for Productive Development (PDPs) remain an important pillar of the business, reaffirming the company's commitment to access to healthcare, innovation, and the strengthening of the Brazilian public system.



### Strategic and commercial guidance

- a. Regionalization of strategies
- b. Key account management with personalized product and service offerings
- c. Synergy between sell-in and sell-out
- d. Consistent strengthening of the private channel

The launch of four new products in 2024 brought innovation and science to the treatment of rare diagnoses and had a social impact on the Brazilian population.

Launch	Benefit
Tepev FF (hydroxyurea 500 mg)	First medicine with an official label indication for the treatment of sickle cell disease, which continuous use can reduce or even eliminate the risk of death.
Monboc (anagrelide hydrochloride 0.5 mg)	Second-line treatment for essential thrombocythemia, which is part of the extremely limited therapeutic arsenal for this hematologic cancer.
Tamoxifen Generic	Common hormone therapy options used in the treatment of breast cancer
Anastrozole Generic	

We also create impact projects and initiatives aimed at supporting both the public and private healthcare ecosystem.

► **+EVERO Program:** An exclusive EMS initiative to provide everolimus dosages to all transplant hospitals in Brazil completely free of charge using an agile and innovative methodology,



the Dried Blood Spot (protein strips for the collection and specialized analysis of a few drops of blood to determine the precise amount of medicine present in the transplanted patient's blood).

► **Em Frente Program:** Support for Multiple Sclerosis patients dedicated to providing first-dose monitoring and MRI scans, a critical exam for the diagnosis and follow-up of this rare and challenging disease for public health.

► **DESOSP Program:** Technical-scientific guidance on hospitalization and discharge for some private hospitals in Brazil.

► **Review of therapeutic protocol in lung cancer:** Clarity in the appropriate sequencing of targeted therapy for the treatment of EGFR-mutated non-small cell lung cancer.

► **Strategic partnerships with operators and specialized networks:** Expanding access to high-value therapies for health operators, including in scenarios of flexibility for medicine not covered by the ANS ROL.

► **1st Neuro-Impacto Award:** An initiative to promote real-world scientific research in Multiple Sclerosis, with a direct impact on the production of national knowledge and the participation of young researchers in international reference congresses.

## Partnerships for Productive Development (PDP)

The partnerships signed by EMS continue to represent technological sovereignty, sustainability of the SUS, and access to innovation through the transfer of technology from private companies to public institutions, focusing on the sustainability of the public health system and health safety.

### EMS innovation

A major milestone in 2024 was EMS's selection by Farmanguinhos/Fiocruz for the national production of liraglutide and semaglutide, essential medicines in the treatment of chronic diseases.

The contract between the institutions is scheduled to be signed in 2025, with the implementation of the technology transfer for the production of the API and liraglutide/semaglutide planned over a two-year period and a process duration of up to 10 years, involving various technical areas of EMS throughout the partnership. EMS will be responsible for supplying the medicines to the public market during the stages of the transfer of technical information.

The national production of these medicines has direct impacts on the SUS and public health, consolidating an innovation ecosystem that is essential in the face of health and geopolitical crises.

- Expands access to innovative therapies.
- Reduces public costs.
- Strengthens the national pharmaceutical industry.
- Generates qualified jobs.
- Empowers public institutions.

### Regulatory aspects

PDPs are regulated by the Ministry of Health and follow a four-phase model with strict technical criteria to establish national policies focused on technological innovation in the production of strategic medicines for the SUS through official public laboratories, with full prioritization of the Brazilian pharmaceutical industry.

## IV. BRANDS

The business unit moved in 2024 to compete for leadership in the vitamins and supplements category, strengthening its portfolio with the acquisition of the startup Vitamine-se, a brand consisting of 30 products focused on dietary supplementation. With only three years of existence, Vitamine-se was already present in over five thousand drugstores, as well as reaching various food retail channels across the country.

We also invested in a new communication campaign for Sominex, an exclusive herbal medicine for combating insomnia, including advertising and merchandising on open TV, point-of-sale activations, events, and other commercial strategies, as well as the production of educational content for social media.

Still in 2024, EMS launched a strategic movement to optimize the portfolio of this business unit for the coming years, through which it will focus on strategic brands and discontinue long-tail brands, which explains the more modest performance during the period.



## Business unit - Brands

	2024	2023
Marketed Brands	63	71
Marketed SKUs	136	134
Points-of-sale served in Brazil	89,443	87,998
Position in the national market	5th place	5th place

	2024	2023
Consumer research	3 (Allexofedrin, Sominex e Cystex)	7
Consumers interviewed	848	2,004
Investment in research	BRL 116,000	BRL 800,000

Brands Business unit	2024	2023
Sell out (BRL PPP)	757,979,268	772,975,439
Growth in PPP demand	-1.9%	6.1%
Units sold (millions)	57.8	61.6
Market share	7.1%	7.9%

## V. OTC

Our purpose in this segment of over-the-counter (OTC) medications is to bring health and well-being to people through a positive experience with our products. To achieve this, we operate based on the following pillars:

- deep understanding of our consumers;
- building strong brands;
- massive use of mass media;
- the perfect store through commercial excellence and trade marketing;
- innovation in products and services.

The year 2024 was marked by the structuring of our business, with renewed packaging, brand positioning, new communication campaigns, and the development of our pipeline for the next five years. We also took over the Dermacyd® brand and with it incorporated the food channel, another area of brand management and demand, which also launched its new positioning with actress Paolla Oliveira as ambassador, representing all our Brazilian consumers.

During the year, we worked on several fronts:

- Consumer research to analyze the healthiness of our brands, as well as studying the habits and attitudes of consumers in our largest categories and having a clear innovation guide for our products.
- Launch of six advertising campaigns in mass media for the new positioning, product, and its differentiators.

- Execution of seasonal trade marketing campaigns that support the business throughout the year.

The results of this work generated greater brand awareness, increased visibility and turnover on pharmacy and supermarket shelves, and, consequently, growth for the brands and market share:

Brand	Growth in 2024	Market share
Dermacyd®	9%	27.6%
Multigrip	0.8%	6.1%
Lacday	2%	27.5%

Our acquisitions, such as Dermacyd®, and the repositioning of Lacday and Bálsamo Bengué in 2024, for example, aim to increase EMS's revenue and relevance, with entry into mass-market fronts, to compete among the top five in Brazil's OTC category.

	2024	2023
Marketed OTC brands*	9*	6*
Marketed SKUs	80	68
Points-of-sale served in Brazil	78,430	76,695
Market share** (PPP)	5.9%	5.1%**
Sell out – PPP	BRL 253,158,183	BRL 174,843,495
Units sold	9,700,214	6,816,072

\*In 2024: Dermacyd®, Multigrip, Bálsamo Bengué, Lacday, Caladryl, Penvir, Energil C, Gelmax,

\*\* Considering the active market of EMS in OTC.



A woman with curly hair, wearing a grey blazer and a white top, is standing and pointing with a pen at a large screen displaying a bar chart. She is smiling and looking towards a group of three people seated at a table. The setting is a modern office with large windows overlooking a city skyline. The text '3. Corporate governance' is overlaid on a blue graphic in the upper right corner.

### 3. Corporate governance

We base our operations in Brazil and abroad on the corporate mission and values that guide our processes and relationships in daily business.

### Mission

To take care of people. To be the best partner to create, improve, produce, and provide innovative and accessible products that promote people's health and well-being.

### Vision

To be admired and recognized as the largest and best pharmaceutical company.



### Simplicity

- ▶ Direct communication
- ▶ Austerity with resources
- ▶ Simplify everyday life



### Action

- ▶ Make it happen
- ▶ Hands-on
- ▶ Agility with excellence



### Innovation

- ▶ Thinking outside the box
- ▶ Create unconventional solutions
- ▶ Pioneering



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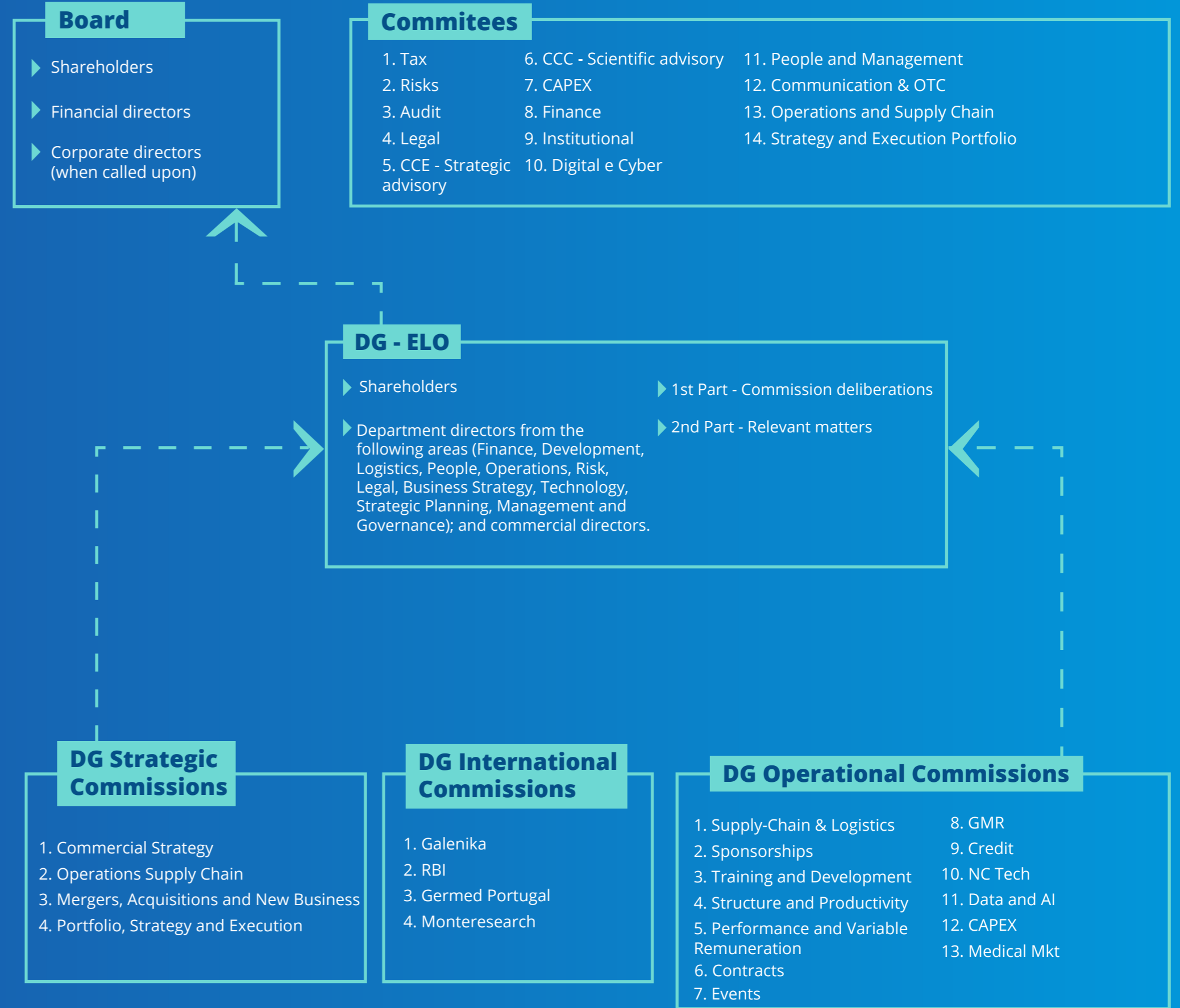
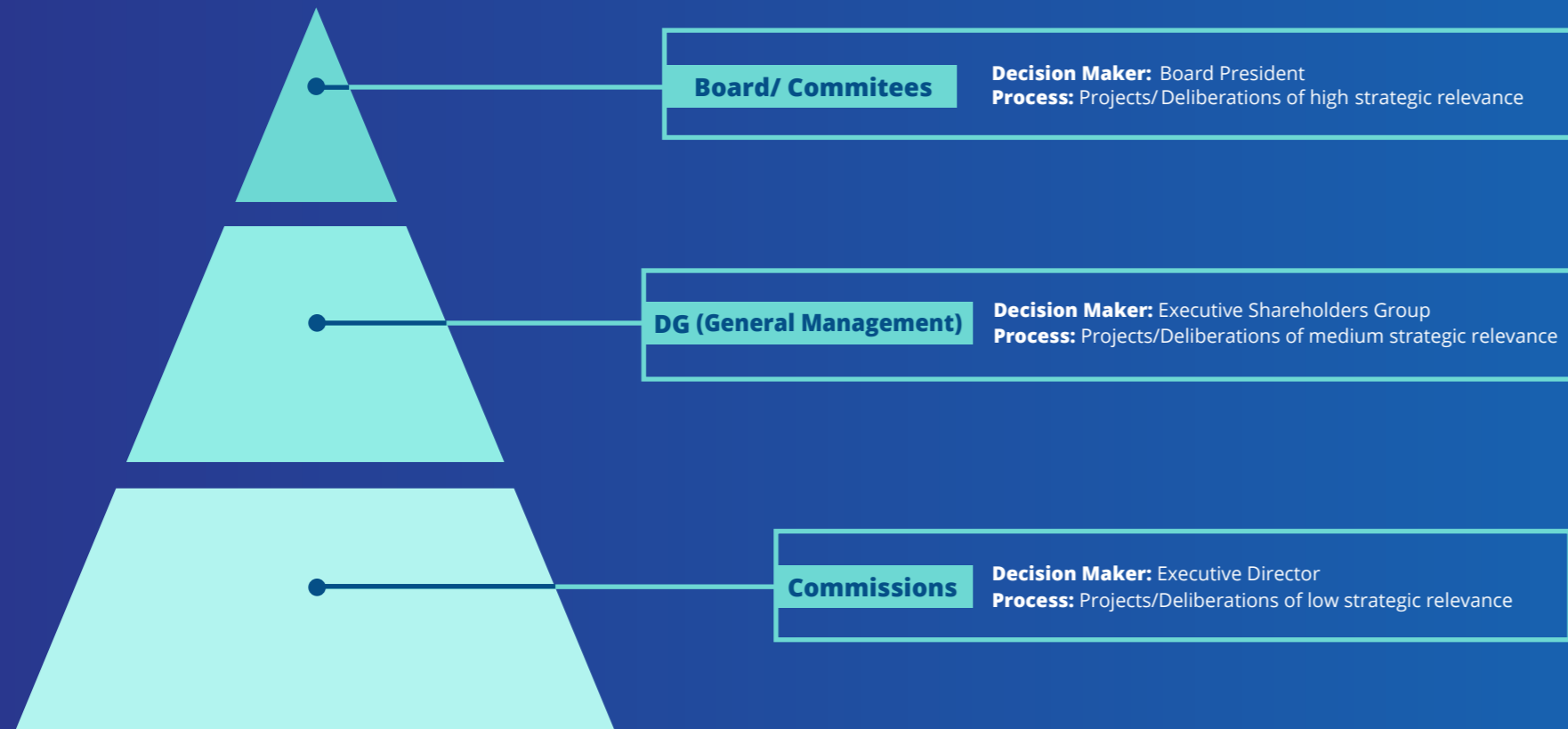
# a. Governance

GRI 2-9, 2-10, 2-11

In 2024, we made significant progress in reorganizing our governance through committees and commissions to improve the effectiveness and visibility of operations, fully aligned with the succession movement in the company's

senior leadership, innovation and internationalization in business, and with market best practices. It is worth noting that EMS's governance structure is linked to NC Group.

## Approval pyramid



This structure reflects our highest level of governance, also composed of executives selected by hierarchical level, appointed, and directly connected to the Chairman of the Board of Directors and other shareholders. The Board has a three-year term. This model includes the highest decision-making body, named the Executive Board, which has the role of approving organizational strategies when the matter is not within the scope of the Chairman of the Board of Directors. Although we are going through a succession process at the first level of leadership, in 2024 the Chairman of the Board of Directors still acted as the organization's main executive.

Conflicts of interest are resolved in the compliance, risk, and audit committee and, depending on the issue, taken to the Board.

GRI 2-15

Gender and racial equity on EMS's Board represents a challenge, as it remains composed mostly of white men, with only one female representative. The performance evaluation of this group, however, continues to reflect the metrics of the Brazilian Institute of Corporate Governance (IBGC).

GRI 2-18

	2024	2023
Governance meetings	355	338
Performance indicator of the Board Committees	95%	95%

We have also matured our **risk governance**, including implementing business continuity plans, and our ESG approach, under the responsibility of a specific committee for this topic, with performance indicators tracked across each of the three pillars (governance, environment and social). Other practical actions and advances in ESG, however, will be reported throughout this report.

GRI 2-12, 2-13



Learn more in the section  
"Risk management and internal audit"

	EMS's ESG Committee	
Involved Departments	Health and Environment (for "E" subjects) Institutional Marketing (for "S" topics related to social responsibility) People (for "S" topics related to employees) Strategic Planning (for "G" issues)	
	2024	2023
Participating professionals	25	13
Committee meetings held since 2022	32	30

Pillar	Indicator	Performance in 2024
Governance	% of complaints resolved within the established SLA (60 days)	86%
	Board committee performance	100%
	% of risks identified that are addressed or being addressed	100%
	% of guidelines reviewed and published	100%
	% of critical licenses for operation (Internal and Third Parties)	100%
Environment	Liters of water consumed/units produced (1,000)	0.36
	% of waste reused or recycled	91%
	% of energy consumed from renewable sources	100%
	kg of waste/units produced (1,000)	10.01
	Tons of CO <sup>2</sup> emitted	25,629
	% Compliance with ETE parameters	94%
Social	EMS 2023 ESG Annual Report - GRI Standard published	100%
	Cultural evolution	54.1%
	% of women in the workforce	34.2%
	% of people who identify as Black or Brown in the workforce	61%
	Workers undergoing ESG training/year	4,630
	% of projects with a cultural objective	26.5%
	% of projects with a sports objective	14.3%
	% coverage of the quota for people with disabilities	54.8%
	% coverage of the apprentice quota	41%
	% of projects with a social objective	59.2%
	% of women in General Leadership	41.5%
	% of women in Executive Leadership	20%
	% of people who identify as Black or Brown in General Leadership	17%

For 2025, a consultancy is responsible for updating the ESG diagnosis and supporting the structuring of plans also linked to the

Sustainable Development Goals (SDGs), promoting the integration between strategy, governance, and sustainability.

## Compensation

GRI 2-19, 2-20

The compensation of all EMS executives, including members of governance committees, consists of fixed and variable components, both short- and long-term, linked to corporate goals (strategic and financial — especially related to EBITDA), as well as individual and departmental goals. Part of these goals directly or indirectly includes indicators associated with

risk management and the organization's impacts on the economy, the environment, and people. The compensation policy is defined based on best market practices, and the salary table is monitored annually through surveys conducted with the consultancy that includes the largest number of companies in our pharmaceutical sector.

## Strategic Planning and

## the 2030 Agenda

The development of a structured strategic plan began in 2023, driven by the succession process and the more collective nature of decision-making. The new approach, divided into five

pillars, establishes long-term goals and targets up to 2030 towards sustainable growth, based on increasing value creation and excellence in the quality of our products.

### Financial result

Maximize profits with increased cash generation and returns to shareholders, through efficient risk management, agile support for financial decision-making, and optimization of costs and taxes.

### Positioning

Consolidate its leadership in the Brazilian pharmaceutical market, anticipating trends, while promoting sustainable growth through structured internationalization and a presence in the global market.

### Portfolio

Expand and strengthen both new and existing categories, with investments in Research and Development focused on radical and incremental innovation.

### Productivity

Prioritize quality, increasing manufacturing capacity with stability in production process. Focus on excellence through the digitalization and automation of process, maintaining a high standard of information security.

### Governance, Culture and People

Strengthen engagement and retention of talent aligned with the organizational culture, as well as the enhancement of institutional reputation with stakeholders. Pursue the evolution of the management and governance model with strategic alignment between leadership and departments.

## b. Risk management and internal audit

The year 2024 marked the implementation of a more robust risk governance, through which we expanded the scope of our risk matrix and created a diverse Risk Committee, with representatives from internal areas (Risk, Engineering, Corporate Insurance, Health and Environment, Corporate Governance, Quality, and Operations). The group reports directly to the Chairman of the Board of Directors. This multidisciplinary approach has led to advances in practice, particularly regarding the communication of risk events that directly affect production, reducing response times in actions. [GRI 2-16](#)

The corporate perspective has shifted from a view previously focused mainly on operational risks to a broader and more integrated approach, involving other risks such as quality, regulatory affairs, IT, and sales. We also conducted several tests as part of our second line of defense to ensure that controls work properly and that risks are managed effectively.

This process includes monitoring the 609 licenses required for the operation of activities in line with external requirements, 245 licenses from NC Group companies and 364 from strategic partners.

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Another important step was the development of business continuity plans for emergency situations, such as fires and cyberattacks, which include, for the next cycle, tabletop exercises and crisis simulations to ensure that executives and operational areas know how to act in these situations. In addition, there is ongoing communication and education of the internal audience to understand what to do in these same scenarios.

Based on these experiences, we intensified brigade training, updated firefighting equipment, and expanded its usage.

We reviewed 100% of the guideline base of the pharmaceutical business of the NC Group, to which EMS belongs, totaling 88 documents that establish the rules of processes, that is, who should do what. Each guideline is valid for two to three years.

## Internal audit

Internal audit is our third line of defense and independently evaluates the risks, controls, and inconsistencies in EMS processes.

	2024	2023
No. of audits	40	44

EMS is building an audit model that aligns with the company's aspirations for international expansion, potentially extending the same approach to other countries. In 2024, the Mexican operation has already undergone an audit, which will take place again in 2025, when the Serbian operations will also be audited.

## Technology in favor

The company uses advanced technology, such as artificial intelligence, data analytics, and machine learning, to improve internal auditing and identify process failures. Similarly, the automation of internal processes using tools like ACL and DataBricks brings greater efficiency and cost reduction, in addition to facilitating risk management and auditing.

## Genetic Heritage Law

We continue to comply with legislation related to genetic heritage, fulfilling a previous obligation. For this reason, we made a donation of medicines to the Hospital das Clínicas at Unicamp.

### Federal Law No. 13.123/2015

It aims to regulate R&D activities with the genetic heritage of Brazilian biodiversity.

Finished products that use an active ingredient derived from biodiversity must share benefits (1% in payment or 0.75% in donation) based on the net revenue of these finished products.

## c. Regulated market

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EMS constantly monitors and follows the national and international sanitary regulation landscape with its team prepared for obtaining new registrations, maintaining/renewing registrations, regulating drug prices, and post-marketing surveillance.

ANVISA's membership in the International Council for Harmonisation (ICH) since 2023 represents an important milestone for the Brazilian regulatory sector. This initiative strengthens the alignment of Brazilian regulations with international best practices, promoting greater predictability and regulatory convergence. Furthermore, this integration into the ICH facilitates the submission of drugs developed in Brazil to other international markets, such as

We dedicate a substantial part of 2024 to the registration process of medicines containing liraglutide with Anvisa. The differential of this medicine is the use of an active pharmaceutical ingredient (liraglutide) that is synthetic in origin and has a high level of purity.

the United States and Europe, and enhances competitiveness and the internationalization process. [HC-BP-510a.2](#)

### Current portfolio of the NC Group, considering mainly EMS

Molecules	Existing medicine registrations (including generic drugs, similar drugs, and innovations)	New registrations granted in 2024
436	1.811	45



Our post-commercialization area monitors, investigates, and reports all requests from the consumer market and questions raised by health authorities through various service channels. In 2024, no collections were carried out.

[HC-BP-250a.3](#)

Composed of pharmacists, the Customer Service team underwent specific training in 2024 focused on the launch of liraglutide. The attendants received information about the synthetic origin molecule, its therapeutic class, mechanism of action, and other necessary explanations about GLP-1 inhibitors to provide proper technical

assistance to consumers starting with the launch of the drugs Olire and Lirux in 2025.

**Customer Health and Satisfaction GRI 3-3**

We carry out a monthly satisfaction survey with consumers who contacted our service team, and **the feedback has been very favorable**, remaining within the average of recent assessments: 2022 (9.5), 2023 (9.7) and 2024 (9.7).



Learn more in the section **"Awards and Certifications"**

Contact channel	Percentage of services	
	2024	2023
toll-free number/telephone	69%	72%
Contact us	27%	24%
Reclame Aqui	3%	2%
Social Media	1%	2%

d. Legal framework and compliance

GRI 2-23, 2-24, 2-25, 2-27, 3-3

We promoted a cultural and structural change in our legal area to have a proactive role and a legal partnership in business, including international business, in alignment with EMS’s global strategies, which challenged our management in 2024. We also began to work across the board in ESG strategy discussions, reflecting on legal responsibility in contracts, relationships with suppliers, and assessments of environmental and social risks.

Furthermore, we created a digital intelligence and innovation hub (software/digital platforms/programming) to enable real-time visibility and control of contracts and provide support, reliability, agility, and traceability in our internal legal processes, which generated a more dynamic and preventive cycle of contract management and strengthened decision-making security.

GRI 205-1

EMS innovation

Innovative achievement of the First to File position in the international registration of semaglutide

EMS maintained its bold stance and was the winner in the legal process that enables it to eventually market semaglutide pens in the United States, exclusively, for the first six months after the competitor Novo Nordisk’s patent expires on May 1, 2033.

The permission is supported by U.S. legislation and was formalized between the parties in December 2024, following the long and rigorous judicial scrutiny process that began with EMS’s registration request submitted to the FDA in December 2021, which is still awaiting approval by the U.S. regulatory agency.

This represents a strategic, innovative legal advantage and enhances EMS’s international reputation, expanding the company’s presence in the U.S. market and, consequently, improving access for the population in that country to a more affordable and reliable medicine for the treatment of type 2 diabetes and obesity, certified by the local health agency.

2024			
	National	International	Total
Strategic Contracts	486 (57%)	368 (43%)	854
General Contracts	1,958 (84.68%)	300 (15.32%)	2,258

Another strategic legal focus for EMS in 2024 and the following year is countering lawsuits from competitors due to the loss of exclusivity regarding our launch of liraglutide pens in August 2025. We have observed a clear trend of lawsuits seeking to restore the status prior to the Supreme Federal Court decision, which declared the previous rule of automatic patent extensions unconstitutional. EMS has been acting very firmly and proactively to prevent these extensions from being granted. In all cases, we aim to demonstrate that there is no legal basis for this type of extension, in addition to the fact that our regulations already reflect the international obligations assumed by Brazil. As a preventive measure, in addition to tracking these developments and constantly monitoring relevant patent applications, the legal and technical areas work together to anticipate potential risks and prepare strategies that allow us to respond quickly — or even avoid litigation whenever possible.

I. Compliance

We intensified our legal action regarding integrity and governance approaches in 2024 by redefining the Compliance identity, shifting from a punitive model of operation to a pedagogical and engagement-focused format to promote a culture of ethics and preventive management. The robustness of Compliance has also come to be recognized as a viability criterion for international partnerships and business.

Our main documentation basis continues to be the Compliance Guideline, updated with the following topics: Anti-corruption, Conflicts of interest, Gifts, Presents, and Hospitality, Supplier and Distributor Due Diligence, Whistleblower Channel, Relationships with public authorities.

The content is accessible through the official corporate document repository and has been emphasized through mandatory training (Code of Ethics and Conduct and Moral and Sexual Harassment) for all employees; inclusion in the onboarding of new employees; dissemination in conventions and area events; implementation of the ambassador program; and periodic communication through internal channels.

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Throughout 2024, we informed all EMS employees about the topic of Compliance and its importance, with reinforcement throughout the year, and an anti-corruption clause was included in all EMS contracts. It is worth emphasizing that during this period, we did not record any cases of corruption or non-compliance with laws and regulations.

**GRI 205-3**

For conflicts of interest, we have a specific form with the same name that can be used by the employee if they identify a potential conflict, for direct communication with the Compliance and Personnel departments. Cases are mapped and taken to shareholders for knowledge and deliberation, when necessary. This information is also available in the Compliance Guideline, and it is communicated through internal channels and new employee onboarding programs. **GRI 2-15**

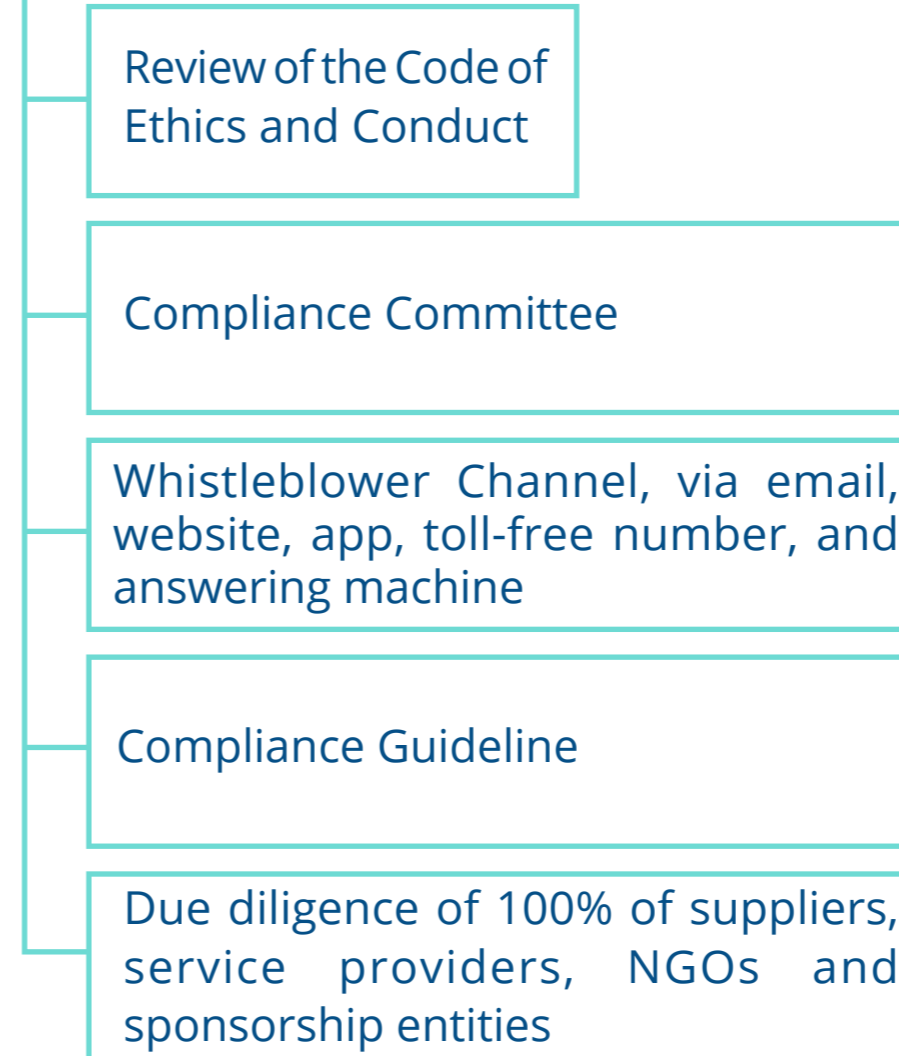
Another initiative in 2024 was the review and expansion of the scope of the Code of Ethics and Conduct, the trainings on this subject, and the engagement and support for business areas. The new Code, scheduled for release in 2025, will include the following areas:

- ▶ Political activities and party contributions
- ▶ Corporate governance
- ▶ Confidential information
- ▶ Gambling/betting
- ▶ Money laundering
- ▶ Doctors and prescribers
- ▶ Fraud prevention
- ▶ Intellectual property
- ▶ Quality
- ▶ Mental Health
- ▶ ESG
- ▶ Society
- ▶ Use of artificial intelligence
- ▶ Prohibition and combating of harassment
- ▶ Participation in external events

<b>Training on the Code of Ethics and Conduct</b>	<b>2024</b>	<b>2023</b>
Total employees	7,213	6,714
Trained employees	5,741	5,298
Adherence	83%	79%



**Compliance**



The Ethics Committee has been restructured in its dynamics and demands. Discussions are now held during the quarterly meetings of the Compliance Committee, composed of the executive directors of the People, Audit, Compliance, Legal, Institutional Relations departments, and the shareholder. At this instance, indicators from the Whistleblowing

Channel are presented, and strategic and relevant topics for supporting the corporate Compliance Program are addressed.

The Legal Committee holds bimonthly meetings with the majority shareholder, in which relevant matters are reported to Senior Management.

Whistleblowing Channel	2024	Percentage of total	2023	Percentage of total
Website	276	75%	197	64.17%
Telephone (toll-free number)	49	13%	74	24.10%
E-mail	29	8%	32	10.42%
Answering machine	12	3%	n/a	n/a
App	2	1%	4	1.30%
Total	368	100%	307	100%

The Whistleblowing Channel operates continuously and anonymously and is managed independently by an outsourced company, ensuring anonymity and the workflows for analysis and investigation.

We also conduct various training sessions on topics such as: Prevention of moral and sexual harassment; conflict of interest; compliance for factory leaders, totaling 5,742 trained employees.

Crucial concerns, coming from internal reports or complaints filed through the Whistleblower Channel, are brought to the attention of stakeholders through formal bodies, such as the Compliance and Legal Committees. These matters are handled with seriousness and confidentiality, being directed to higher authorities according to their severity and nature. This procedure ensures that senior leadership is informed and can deliberate on the necessary actions, preserving the integrity of processes and commitment to corporate responsibility. All identified issues have been duly communicated and submitted for review

The department's effort in educational, communication, and awareness actions with leadership and employees to foster a healthy workplace environment has been positive. The new model, in addition to achieving a departmental goal, strengthened internal credibility, leading to an increase in internal reports and a decrease in external cases (Labor Prosecutor's Office). [GRI 205-2](#)

by the members of the competent bodies, with the corresponding records formalized in minutes.

[GRI 2-16, 2-26](#)

Our legal governance includes due diligence processes for the registration and hiring of all our suppliers, service providers, NGOs, and sponsorship entities, during which we evaluate integrity and financial aspects, including those related to slave labor and child labor, consulting more than 60 public sources.

The integration with healthcare professionals is established by the Marketing Actions guideline.

	Number of due diligence processes*
Court decision	3
Group companies	11
Supplier	3,353
Physician (RPA)	931
Public agencies	3
Sales representative	74
Total	4,375

\*Total referring to the NC Group, to which EMS belongs, and it is not possible to break down by company.

## II. LGPD [General Data Protection Law]

The management for the application of the General Data Protection Law involved the following efforts by EMS in 2024:



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## e. Supplies and supply chain

- ▶ Maintenance of the governance program in privacy and data protection through training of all employees.
- ▶ Handling requests from data subjects through a specific channel.
- ▶ Appointment of a data protection officer (DPO).
- ▶ Adjustment of contracts involving the processing of personal data.
- ▶ Assessment of compliance by business partners who process the Group's data.
- ▶ Updating of data mapping.
- ▶ Adoption and updating of privacy notices and policies.

As part of legal governance, there is also management of impacts related to risks of legal sanctions due to non-compliance, damage to the company's reputation, financial losses from fraud, always in alignment with the Risk department. We adopt as control mechanisms the Compliance Committee itself, the Whistleblower Channel, and internal and external audits.

The restructuring of our supply chain management model, which began in 2023, bore fruit in 2024, when we achieved better inventory leveling, improved cash flow, and more accurate S&OP statistical forecasting, largely due to the implementation of a new planning tool via SAP.

The integration and strong performance of the teams also contributed to a satisfactory inventory closing, which went through three audits throughout 2024, ending the period with a stock turnover of 7.1 months compared to the budgeted 7.5 months.

### Improvements achieved

- ▶ Better warehouse management
- ▶ Improved mapping between system and physical inventory
- ▶ Consolidated inventory management



For EMS activities outside Brazil, the implementation of the Supermarket methodology in Serbia, as well as the productive adherence of that unit to the corporate production

model, made supply chain management smarter.

Regarding product traceability, we maintained the primary view of the screening.

### Direct supplies

	Active suppliers	Total volume purchased	Origin
Local raw materials	99	16,903 tons	Brazil, China, Germany, India, Italy, Japan, Mexico, Spain, Switzerland, United Arab Emirates, United States, Uruguay, among others
Imported raw materials	159		
Packaging	86	3,685 tons	Argentina, Brazil, China, France, Germany, India, and Uruguay
5,850 items purchased overall			
288 supply trade agreements			
47% of the procurement budget is spent on Brazilian suppliers			
16% of purchases are made in foreign currency (16% of processes and 75% of spending is in foreign currency)			

## f. Technology and information security

The year 2024 marked the acceleration of EMS's digital transformation, focusing on three main areas: **Automation, information security, and data intelligence**, with substantial investments totaling BRL 68 million during the period. There were several initiatives, with highlights in the following areas:

- ▶ Adoption of artificial intelligence: Implementation of ten AI projects and delivery of 36 robots, optimizing administrative, operational, and industrial processes.
- ▶ Digitalization: Migration of 100% of direct supplies to SAP S/4HANA in the cloud, an industry milestone in innovation that strengthened processes and informational assets.
- ▶ Infrastructure: Upgrade of the technology park, with more than 4,500 laptops and desktops renewed, 37 Web links, and 552 servers in operation.
- ▶ Service: Automation of nearly 80% of IT support, which reduced response time and increased the scale of resolved tickets.
- ▶ Data: 40% growth in the volume of stored data (from 15TB to 21TB) and 46% increase in the number of reports generated in Power BI Premium, enhancing analytical capacity for decision-making.

Overall performance was positive, with results stemming from technological integration and infrastructure upgrades, combined with project governance and the engagement of key users. At the same time, structural challenges were addressed: Talent retention and team training, strengthening policies for protection and response to cyber incidents, and the complexity of migrating direct processes to

the cloud in the SAP solution. Addressing these points enabled scalability, speed, and standardization of deliverables.

The undertaken projects connect technology to business areas, enhancing operational efficiency, information quality, and commercial scale.

Digital transformation also advanced the ESG agenda. Environmentally, digitalization reduced paper usage and optimized resources. On the social aspect, cybersecurity training reached a corporate scale, raising user maturity. In governance, information security operated under a continuous prevention and response

mode, with strengthened identity and access controls (multi-factor authentication), an incident response plan, and vulnerability management, in addition to continuous monitoring of events and protected workstations — with no recorded client data leaks during the period.

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Project	Purpose	Results	Indicators
<b>Migration of the data center to the cloud</b>	Modernize infrastructure and reduce obsolescence, prioritizing cloud solutions and increasing availability.	Resilience, scalability, and foundation for new solutions.	Performance gains of up to 90% in some systems. Provisioning time for new resources up to 4x faster.
<b>Firewall replacement (Grupo NC)</b>	Enhance network performance and security.	Reduction of cyber vulnerability.	Increase security posture (improvements) by 20%. Replacement of 19 obsolete devices.
<b>Pharma Market (B2B)</b>	Scale orders and coverage of POS operating nationwide.	Increase in conversion and commercial scale gains	31,000 active POS 1.7 million orders processed BRL 445 million in accumulated revenue
<b>Automation by robots (RPA/AI)</b>	Automate repetitive and technical activities for chromatogram reading, technical translation, electronic invoices (NF-e), ServiceNow.	Productivity, standardization, and shorter cycle time	36 robots in production
<b>Velos - commercial performance</b>	Intelligence and management of the sales team through the implementation of performance and management modules	Planning and monitoring of visits at scale	More than 2,300 active users Average of 40,000 visits/day
<b>Digital package insert/Sara Project</b>	Digitize and provide regulatory information in an integrated digital repository.	Faster consultation and regulatory compliance	SEO: 147 thousand clicks and 29.9 million searches/month via search engine Monthly access on Sara's website: 195,175
<b>CRM - Prescription</b>	Integrate relationship data with doctors into proprietary CRM integrated with corporate databases.	Segmentation and governance of the visitation funnel	385 thousand physicians 1.8 million visits recorded
<b>Environment/EBR &amp; Maintenance</b>	Digitize production and maintenance routines.	Batch traceability and maintenance efficiency	More than 43 thousand maintenance orders executed
<b>Data Platform</b>	Centralize data and automate reports.	Faster decision-making and analytical productivity	55 hours/month in manual updates



Our efforts for institutional contacts with federal, state, and municipal entities in 2024 were mainly based on two major fronts: The digital package insert and the approval of liraglutide registration by Anvisa.

## EMS innovation

### Digital package insert

We have been pioneers in the voluntary implementation of digital package inserts for some of our medicines since 2023, having received authorization from Anvisa, dedicated to the entire pharmaceutical market, to implement this measure starting in November 2024, at which time all EMS free samples and over-the-counter medications will already be produced and distributed with a QR code for virtual access.

The transition to this model will be gradual over the next two years, during which EMS intends to sell all its products with digital package inserts, which will also allow more educational access through video inserts and audio inserts for people with disabilities and functional illiterates. The discontinuation of paper will also generate environmental, social, and manufacturing savings throughout the pharmaceutical industry.

Agenda	Scope
Digital package insert for medicines	276 PAs planned for production already with digital package inserts *By August 2025, during the preparation of this report, 141 products had already been distributed to the market with digital package inserts.
Liraglutide (synthetic)	Holding technical panels with Anvisa Granting the first registration in the country in December 2024
2024 EMS Health Forum	The event held in Brasília (DF) highlighted the importance of a national health strategy, discussing topics such as: Data protection and its impact on innovation; and the strengthening of regulatory agencies and new proposals for healthcare access.
Response times in scientific research with human subjects	Bill transformed into Ordinary Law 14,874/2024

## Participation in associations

GRI 2-28

- ▶ Association of National Pharmaceutical Laboratories (Alanac)
- ▶ Brazilian Pharmochemicals Manufacturers Association (Abiquif)
- ▶ Brazilian Association of Fine Chemical Industries – Abifina
- ▶ Pharmaceutical Products Industry Union (Sindusfarma)
- ▶ Brazilian Association of Generic and Biosimilar Drugs Industries – PróGenéricos
- ▶ Farmabrazil Group



## h. Awards and Certifications

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### Melhores e Maiores by Exame magazine

1st place in the “Pharmaceutical and Beauty” category of the Exame M&M Award (51st edition of the yearbook) was awarded to EMS in 2024. This is one of the most traditional and respected business rankings in the country.

2

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### Best Financial Department in Pharmaceuticals Award

Filasa (Finance & Law Summit and Awards) recognized EMS's financial performance by awarding our department in 2024.

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### Great Place to Work

The NC Group, to which EMS belongs, was listed by GPTW with a 69% favorability rating.

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### Reclame Aqui Award

The award – the sixth received by EMS – was a major highlight in 2024 for the company's Customer Service Department, which won in the Pharmaceutical - Large Operations category with over 26,000 votes from consumers and clients.

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### Top of Mind

EMS was recognized, for the fifth consecutive time, as Top of Mind in the Generic Medicine category, being the most remembered brand by consumers in this niche, reinforcing its strong presence and relevance in the market.

### Líderes do Brasil Award, by LIDE – Group of Business Leaders

EMS won in the “Pharmaceutical” and “Campinas Regional Highlight” categories at the 14th edition of the award, which brought together business and academic leaders to celebrate corporate excellence in Brazil.

### Líderes Regionais Award, by Lide Campinas

EMS was awarded for its leadership in Research and Development in the pharmaceutical sector, in a tribute held by Lide Campinas with the aim of celebrating the excellence of companies in the areas of technology and health and recognizing those that made a difference in the socioeconomic development of the municipality of Campinas and the surrounding region.

### The 100 Most Influential Companies in Brazil

EMS was one of the winners of the award “As 100 Empresas Mais Influentes do Brasil” [The 100 Most Influential Companies in Brazil], a partnership between Veja Negócios, a magazine recently launched in the country at the time, and LIDE (Group of Business Leaders), which recognized organizations that stood out on the national stage in the economic and social responsibility fields.



## 4. Financial results



## a. Our economic and financial performance

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HC-BP-240b.3

GRI 201-4, 203-1, 3-3

The pharmaceutical market remained competitive in 2024, despite slower growth, but EMS's financial flow and cash generation remained very healthy, with a very low level of leverage, even with high interest rates. In the Generics segment, however, competition was tougher, causing the company to lose a small percentage in this market share due to our volume-driven strategy, which resulted in demand exceeding supply. On the other hand, the OTC business unit strengthened with the acquisition of the Dermacyd® brand in February 2024, capturing the 24% market share that the brand already held. Additionally, the Non-Retail segment posted exceptional performance, growing 30% and reaching a net revenue of BRL 1 billion for the year, with new acquisitions in the injectable area planned

for 2025. In Prescription, the market margin slipped a bit, but the year was marked by the hiring of about 400 new sales representatives to handle the portfolio in 2024 and 2025, with a promising outlook for innovative launches.

### EMS innovation

Beyond that, we invested nearly 5% of net revenue in investments for the continuous expansion of our R&D.

From a manufacturing perspective, we continue to bet on the Brazilian market as well, with the expansion of the production capacity of the Manaus (AM) plant to more than two billion tablets per year.



Learn more in the section "Innovation, expansion and global positioning."

Investments	2024	2023
R&D	BRL 403,000,000.00	BRL 329,000,000.00
% of net revenue	4.9%	4.1%
Factories/machinery	BRL 219,000,000.00	BRL 140,000,000.00

To maintain our innovation strategy, in 2024 we also had two proposals approved by development banks to fund incremental R&D innovation investments: The first, with BNDES, in the amount of BRL 500 million, to be used in the production of eight generic medicines — six of them unprecedented in the country — for diabetes and cancer (treatment of chronic myeloid leukemia, prostate cancer, and renal cell carcinoma) and 17 innovations in anti-inflammatories, antihistamines, analgesics, and other

medicines for anxiety, insomnia, and nausea. The second funding was through the "FINEP Mais Inovação" [FINEP More Innovation] program, from the Brazilian public company that promotes science, technology, and innovation, in the amount of BRL 400 million, aimed at the development of scientific research and the production of new medicines over the next three years.

The total debt in 2024 rose to BRL 350.8 million, with BRL 24 million in current debt and BRL 327 million in non-current debt. During the period, there was a significant debenture repayment totaling BRL 224.6 million.

Internationalization continued as one of the pillars of the corporate expansion strategy, such as the entry into Mexico since 2022 and the expansion of the portfolio in already established territories. The performance of the Mexican company was challenging at first, given the negative EBITDA and operational structure, but the introduction of new products, such as Lactacyd (acquired from Sanofi) and the Vitacilina Facial line, among others, significantly contributed to subsequent positive results and the company's growth, consolidating additional revenue growth of 495% in 2023 and 212% in 2024. In parallel, EMS continues to evaluate entering more regulated markets, such as the United States and Europe, through strategic partnerships.

In October 2024, EMS made a public takeover bid (OPA) to Hypera Pharma with the aim of combining operations and forming the largest pharmaceutical company in Brazil. The proposal included BRL 30 per Hypera share, reflecting a 39% premium over the market value at the time. The merger aimed to consolidate leadership in the generics and OTC segments, in addition

to strengthening the commercial strategy and optimizing Hypera's working capital. However, Hypera rejected the offer citing cultural and portfolio differences, as well as undervaluation of its worth. Subsequently, in October 2024, EMS formally withdrew the acquisition and business combination proposal.

Direct economic value generated and distributed  
GRI 201-1

Direct economic value generated (in BRL)	2024	2023
Operational Revenue	9,348,304,000	7,990,605,000
Distributed economic value (in BRL)	2024	2023
Operational costs	5,158,930,000	4,220,582,000
Employee salaries and benefits	1,242,869,000	1,141,938,000
Payments to local suppliers	918,907,000	213,259,000
Payments to the government (taxes and fees)	1,417,113,000	1,330,651,000
Investments in the local community	12,899,378	9,028,580
Total	8,750,718,378	6,915,458,580
Retained economic value (in BRL)	2024	2023
"Generated direct economic value" minus "Distributed economic value"	597,585,622	1,075,146,420

We have adopted economic and financial performance indicators such as revenue growth, EBITDA percentage, and operating cash flow, incorporated into a policy of cost and expense management and financial cycle management.

We trust in our financial sustainability, also thanks to EMS's excellent profitability ratios and the monitoring of the positive and negative impacts inherent to our business. We will continue to focus on innovation, internationalization, and sustainability as pillars of our growth, already adding to the positive outlook with the entry of semaglutide pens in Brazil starting in 2026.

Positive impacts	Negative impacts
Reinvestment in innovation: Solid financial results allow investment in R&D, fostering new treatments and market differentiation.	Limited scope: Focusing on profitable products may exclude neglected diseases.
Strategic expansion: Enables geographic growth, portfolio diversification, and acquisitions.	Aversion to development risk: Pressure for returns may discourage the pursuit of innovative drugs that are subject to higher risk and require more investment and research time.
Ease of credit and partnerships: Lower financial risk due to low indebtedness.	
Attractive corporate environment: Profitable companies are able to attract and retain talent more effectively.	





**5. People**

GRI 3-3

The year 2024 marked a milestone for EMS governance, when a new organizational architecture was established as a result of the Senior Management succession process, aligning people management with long-term corporate guidelines.

Throughout the year, actions were implemented to strengthen the employer brand and enhance the employee journey, expanding internal growth opportunities and reinforcing cultural alignment. Among the achievements, highlights include a larger number of training sessions for all leadership

levels; the creation of a dedicated unit for attracting, training, and retaining apprentices; the consolidation of the trainee program; and the implementation of governance through deliberative committees.

Another important aspect of the cycle was the increase in digitalization in education and the use of artificial intelligence for defining job profiles and recruitment. Digital automation was applied not only to the People and Management area but also in its interactions with Legal and technical departments.

GRI 2-7

a. Total number of employees, broken down by gender and region.

Region	2024			2023			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Southeast	3,472	3,379	6,851	3,257	3,055	6,312	3,101	2,806	5,907
Midwest	188	174	362	164	150	314	168	156	324

b.i employees under employment contracts (permanent and temporary), by gender.

	2024			2023			2022		
	Temporary	Permanent	Total	Temporary	Permanent	Total	Temporary	Permanent	Total
Men	62	3,598	3,660	72	3,349	3,421	80	3,189	3,269
Women	109	3,444	3,553	112	3,093	3,205	133	2,829	2,962

b.ii employees under employment contracts (permanent and temporary), by region.

Region	2024			2023			2022		
	Temporary	Permanent	Total	Temporary	Permanent	Total	Temporary	Permanent	Total
Southeast	152	6,699	6,851	166	6,146	6,312	201	5,706	5,907
Midwest	19	343	362	18	296	314	12	312	324

b.iii employees without guaranteed working hours, broken down by gender and region

Region	2024			2023			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Southeast	848	606	1,454	743	534	1,277	656	485	1,141
Midwest	30	11	41	27	10	37	26	10	36

b.iv employees by type of employment (full-time or part-time), by gender.

	2024			2023			2022		
	Integral	Partial	Total	Integral	Partial	Total	Integral	Partial	Total
Men	3,621	37	3,658	3,330	91	3,421	3,203	66	3,269
Women	3,495	58	3,553	3,091	114	3,205	2,877	85	2,962

b.v employees by type of employment (full-time or part-time), by region

Region	2024			2023			2022		
	Integral	Partial	Total	Integral	Partial	Total	Integral	Partial	Total
Southeast	6,768	83	6,851	6,117	195	6,312	5,766	141	5,907
Midwest	350	12	362	304	10	314	314	10	324

GRI 2-8

Example Functional Category	2024			2023			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Apprentices	25	50	75	74	101	175	48	60	108
Interns	12	8	20	17	13	30	18	25	43
Third-party contractors	803	465	1,268	677	329	1,006	594	293	887
Trainees	5	15	20	6	26	32	2	11	13
Total	845	538	1,383	774	469	1,243	662	389	1,051

# Employee journey

- Entry Points
- Onboarding
- Development and Learning
- Career and Recognition
- Culture and Leadership
- Diversity
- Well-being and Quality of Life
- Occupational Health and Safety

## I. Entry Points

In 2024, EMS strengthened its talent attraction practices through strategies aligned with organizational culture and ESG guidelines, focusing on diversity, innovation, and recruitment of new talent. The incorporation of artificial intelligence tools in the selection processes increased accuracy in identifying profiles and effectiveness in hiring. The multichannel approach combined the creation of a proprietary solution for profiling and selection, the use of digital market platforms, partnerships with national and international educational institutions, presence at career events, and the implementation of internal referral programs. We maintained and diversified learning programs with a technical and regional focus through our Emiliano Sanchez School in Hortolândia (SP) and the Jovens Operadores program, in partnership with Senai.

In 2024, we increased the total number of hires by 9.15% compared to 2023.



New hires and employee turnover **GRI 401-1**

EMPLOYEES HIRED, BY REGION	2024	2023	2022
REGION	No.	No.	No.
Southeast	1,671	1,538	2,251
Midwest	118	101	107

EMPLOYEES HIRED, BY AGE GROUP	2024	2023	2022
	No.	No.	No.
< 30 years old	660	551	751
From 30 to 50 years old	1,101	1,063	1,563
> 50 years old	28	25	44
TOTAL	1,789	1,639	2,358

EMPLOYEES HIRED, BY GENDER	2024	2023	2022
	No.	No.	No.
Men	829	812	1,161
Women	960	827	1,197
TOTAL	1,789	1,639	2,358

Our position as a national company with significant growth in innovation allowed us to hire more workforce from the communities surrounding EMS factories, design the Jovem Propagandista program, and increase the hiring of masters and PhDs.

Hiring in R&D based on qualifications **HC-BP-330a.1**

Qualifications	Admissions
Completed higher education	40
Postgraduate studies	8
Completed secondary education	8
Incomplete higher education	8
Completed specialization	5
Incomplete master's degree	2
Incomplete postgraduate studies	2
Master's degree	2
Doctorate	1
Incomplete secondary education	1
Total	77

New hires and employee turnover **GRI 401-1**

TERMINATED EMPLOYEES, BY REGION	2024	2023	2022
REGION	No.	No.	No.
Southeast	1,077	925	1,061
Midwest	61	50	63

TERMINATED EMPLOYEES, BY AGE GROUP	2024	2023	2022
	No.	No.	No.
< 30 years old	261	208	233
From 30 to 50 years old	822	724	836
> 50 years old	55	43	55
TOTAL	1,138	975	1,124

TERMINATED EMPLOYEES, BY GENDER	2024	2023	2022
	No.	No.	No.
Men	610	538	616
Women	528	437	508
TOTAL	1,138	975	1,124



We mitigate increased turnover by developing a proprietary tool that has improved the customization and accuracy of hiring. We invest more in foundational training programs, enhance technical and behavioral **development paths**, and promote a mental **health program** to foster an increasingly healthy work environment. The 2024 edition of the Summer Job program saw great interest from the student community in Brazil and abroad, with success also in hiring.

TURNOVER RATE, BY REGION	2024	2023	2022
REGION	%	%	%
Southeast	17.28%	15.07%	19.51%
Midwest	18.76%	15.84%	20.62%

TURNOVER RATE, BY AGE GROUP	2024	2023	2022
	%	%	%
< 30 years old	24.82%	21.87%	34.16%
From 30 to 50 years old	16.40%	14.58%	18.55%
> 50 years old	11.07%	7.98%	9.91%
TOTAL	17.35%	15.11%	19.57%

TURNOVER RATE, BY GENDER	2024	2023	2022
	%	%	%
Men	18.13%	15.68%	19.37%
Women	16.53%	14.46%	19.73%
TOTAL	17.35%	15.11%	19.57%

Learn more in the section **"Development and learning"**

Learn more in the section **"Well-being and quality of life"**

Summer Job	2024		2023	
	National	International	National	International
Registered participants	110	135	n/a	37
Hires	6	7	n/a	6

Summer Job	Active	Note
Specialist	1	International edition
Intern	2	National edition

Summer Job	2024		2023	
	Male	Female	Male	Female
National	5	1	n/a	n/a
International	4	3	3	3

## Programa de Trainee

Em 2024, não tivemos o Programa de Trainees. Em 2023, atraíu 11.468 inscritos, com 22 profissionais contratados e contribuiu diretamente para o fortalecimento do nosso time de futuros líderes e especialistas na EMS.

Internship	2024		2023	
	1st semester	2nd semester	1st semester	2nd semester
Registered participants	2,100	0	819	469
Hires	22	0	15	15

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## II. Onboarding

The onboarding program has been established in a hybrid format with a greater range of digital resources and online modules, an improvement compared to 2023.



### Digital onboarding:

Self-guided pre-onboarding modules



### Follow-up:

Evaluations at 30, 60, and 90 days



### EMS welcome:

In-person module



### Cultural integration:

Sessions on sustainability, innovation, and social responsibility



## III. Development and Learning

In 2024, EMS strengthened its educational strategy through the NC+ corporate university, which serves EMS, with a portfolio tailored to different learning needs: Operational excellence, business, leadership, and technical-scientific.

Trainings	2024	2023	2022
Training/courses held for employees	5,200	3,481	2,468
Total trained employees	12,687	7,643	6,400
Trained leaders	2,132	1,029	1,020
Trained factory employees	2,532	1,420	977

People Cycle	2024	2023	2022
Total evaluated	7,286	7,754	6,061

## IV. Career and Recognition

The EMS People Cycle is structured around three pillars: 360° assessment for coordination levels and above, individual development plan (IDP), and quarterly feedback practice.

We reinforce our governance and our commitment to top leadership development by involving the shareholders themselves in the performance evaluation process of all their subordinates.

GRI 2-17

We have enhanced our learning paths and succession plans using IDP data and invested in retention through internal mobility programs for both technical and managerial career progression.

One hundred percent of EMS employees were evaluated and developed an Individual Development Plan (IDP), and the information from this documentation informed decisions about internal movements through the Job Rotation program.

## Goal management

- ▶ **Recognition** of the **best performing areas**
- ▶ **Short- and long-term incentives** and variable compensation for vice-chairmen, directors, managers, and coordinators
- ▶ **Profit sharing program** and variable compensation for all employees, according to local collective agreements

## Benefits

GRI 401-2

- ▶ Life insurance
- ▶ Health insurance
- ▶ Disability Assistance
- ▶ Maternity/paternity leave
- ▶ Daycare assistance for children up to 36 months
- ▶ Food card
- ▶ Meal card for external employees
- ▶ Restaurant with service in all three shifts, snack bar and ice cream for people having a birthday
- ▶ Chartered transport and transportation voucher
- ▶ Christmas Basket for internal employees
- ▶ Christmas surprise for children up to 12 years old
- ▶ Agreement with stationery stores for the purchase of school supplies
- ▶ Dental plan
- ▶ Extension plan for employees terminated for medical treatment
- ▶ Exceptional child allowance
- ▶ Subsidy for medicines
- ▶ Indoor parking

## Maternity and paternity leave (2024) GRI 401-3

	Total number of employees who took maternity/paternity leave	Total number of employees who returned to work after the end of leave	Total number of employees who returned to work after the end of leave and remained employed 12 months after their return to work
Women	271	157	112
Men	184	184	133

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### Return-to-work and retention rates for employees who took maternity/paternity leave, broken down by gender (2004)

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	Return	Retention
Female	75.28%	54.90%
Male	100%	72.28%

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## V. Culture and Leadership

People

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Culture, leadership, and engagement were treated as a single system, with clear goals and rituals that connect values, performance, and development. The GPTW (Great Place to Work) survey recorded 69% favorability (a 2% decrease compared to the previous year) and showed that 46% of leaders are still at the “unconscious” stage, needing to prioritize skills such as strategic communication, decision-making, and inclusive management.

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At the same time, internal communication channels helped disseminate important information for the cascading of the strategy.

In line with the EMS succession transition process, people-related topics were discussed in multidisciplinary committee forums, which exist to provide greater autonomy and cohesion for decision-making across various levels within the organization, with transparency and objective criteria.

Additionally, 100% of employees were covered by collective bargaining agreements, reinforcing the predictability and legitimacy of decisions.

GRI 2-30

## VI. Diversity

We strive to maintain an inclusive, diverse, and healthy environment in all our units, where differences complement each other.

In 2024, we increased our compliance with the Quota Law to 49.12%, with the hiring of 47 employees with disabilities, totaling 168 professionals in the organization.

People who are Black or Brown represented 35% of EMS's hiring. Women, on the other hand, make up 49.26% of the overall workforce.



GRI 405-1 Percentage of workers by job category in each of the following diversity categories:

Gender	2024		2023		2022	
	Men %	Women %	Men %	Women %	Men %	Women %
Analyst	322 (4.46%)	630 (8.73%)	280 (4.23%)	563 (8.50%)	271 (4.35%)	535 (8.59%)
Assistant	45 (0.62%)	117 (1.62%)	64 (0.97%)	103 (1.55%)	59 (0.95%)	110 (1.77%)
Clerk	96 (1.33%)	136 (1.89%)	93 (1.40%)	91 (1.37%)	89 (1.43%)	89 (1.43%)
Coordinator	136 (1.89%)	130 (1.80%)	131 (1.98%)	118 (1.78%)	107 (1.72%)	116 (1.86%)
Director	25 (0.35%)	8 (0.11%)	27 (0.41%)	6 (0.09%)	22 (0.35%)	6 (0.10%)
Deputy Director	25 (0.35%)	8 (0.11%)	22 (0.33%)	8 (0.12%)	15 (0.24%)	8 (0.13%)
Specialist	158 (2.19%)	131 (1.82%)	152 (2.29%)	109 (1.65%)	121 (1.94%)	95 (1.52%)
Intern	12 (0.17%)	8 (0.11%)	17 (0.26%)	13 (0.20%)	18 (0.29%)	25 (0.40%)
Manager	124 (1.72%)	84 (1.16%)	106 (1.60%)	78 (1.18%)	97 (1.56%)	72 (1.16%)
Leader	117 (1.62%)	39 (0.54%)	86 (1.30%)	26 (0.39%)	73 (1.17%)	21 (0.34%)
Operational	1,069 (14.82%)	441 (6.11%)	1,050 (15.85%)	406 (6.13%)	1,105 (17.73%)	403 (6.47%)
Patrolman	25 (0.35%)	50 (0.69%)	74 (1.12%)	101 (1.52%)	48 (0.77%)	60 (0.96%)
Chairman	5 (0.07%)	0 (0%)	5 (0.08%)	0 (0%)	5 (0.08%)	0 (0%)
Professional	1,213 (16.82%)	1,554 (21.54%)	1,073 (16.19%)	1,384 (20.89%)	997 (16.00%)	1,245 (19.98%)
Supervisor	283 (3.92%)	216 (2.99%)	235 (3.55%)	198 (2.99%)	239 (3.84%)	176 (2.82%)
Vice Chairman	5 (0.07%)	1 (0.01%)	6 (0.09%)	1 (0.02%)	3 (0.05%)	1 (0.02%)
TOTAL	3,660 (50.74%)	3,553 (49.26%)	3,421 (51.63%)	3,205 (48.37%)	3,269 (52.46%)	2,962 (47.54%)

GRI 405-1

Percentage of individuals who are members of the organization's governance bodies in each of the following diversity categories:

Gender	2024	2023	2022
	%	%	%
Men	35 (0.49%)	38 (0.57%)	30 (0.48%)
Women	9 (12%)	7 (0.11%)	7 (0.11%)
TOTAL	44 (0.61%)	45 (0.68%)	37 (0.59%)
Age range	2024	2023	2022
	%	%	%
Under 30 years old	1 (0.01%)	1 (0.02%)	1 (0.02%)
30 to 50 years old	27 (0.37%)	25 (0.38%)	20 (0.32%)
Over 50 years old	16 (0.22%)	19 (0.29%)	16 (0.26%)
TOTAL	44 (0.61%)	45 (0.68%)	37 (0.59%)

## VII. Well-being and Quality of Life

EMS consolidated, in 2024, an integrated health and wellness ecosystem that combines prevention, specialized care, and promotion of quality of life. The structured actions were grouped into four pillars:

**Comprehensive health:** Medical, dental, physiotherapy, and psychological care, periodic monitoring of indicators, and specific programs such as Chronic Conditions and Pregnant Women.

**Prevention and promotion:** Vaccination campaigns, encouragement of physical activity, and chronic disease management.

**Emotional well-being:** Individual psychological care, stress management workshops, and emotional intelligence workshops.

**Quality of work life:** Ergonomics programs, workstation adjustments, and encouragement of self-guided meditation practices and active breaks.



The nationally launched **Luz Amarela Program** expanded psychological and emotional support and raises awareness about various types of harassment, with 2,340 consultations carried out, reducing the absenteeism rate due to health reasons to 3.80%.

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Age range	2024			2023			2022		
	Under 30 years old %	30 to 50 years old %	Above 50 years old %	Under 30 years old %	30 to 50 years old %	Above 50 years old %	Under 30 years old %	30 to 50 years old %	Above 50 years old %
Analyst	327 (4.53%)	608 (8.43%)	17 (0.24%)	227 (3.43%)	597 (9.01%)	19 (0.29%)	187 (3.00%)	599 (9.61%)	20 (0.32%)
Assistant	63 (0.87%)	93 (1.29%)	6 (0.08%)	52 (0.78%)	106 (1.60%)	9 (0.14%)	56 (0.90%)	103 (1.65%)	10 (0.16%)
Clerk	105 (1.46%)	109 (1.51%)	18 (0.25%)	73 (1.10%)	89 (1.34%)	22 (0.33%)	60 (0.96%)	98 (1.57%)	20 (0.32%)
Coordinator	15 (0.21%)	233 (3.23%)	18 (0.25%)	6 (0.09%)	225 (3.40%)	18 (0.27%)	5 (0.08%)	197 (3.16%)	21 (0.34%)
Director	0 (0%)	22 (0.31%)	11 (0.15%)	0 (0%)	20 (0.30%)	13 (0.20%)	0 (0%)	17 (0.27%)	11 (0.18%)
Deputy Director	1 (0.01%)	31 (0.43%)	1 (0.01%)	1 (0.02%)	28 (0.42%)	1 (0.02%)	1 (0.02%)	19 (0.30%)	3 (0.05%)
Specialist	51 (0.71%)	221 (3.06%)	17 (0.24%)	35 (0.53%)	210 (3.17%)	16 (0.24%)	26 (0.42%)	175 (2.81%)	15 (0.24%)
Intern	20 (0.28%)	0 (0%)	0 (0%)	29 (0.44%)	1 (0.02%)	0 (0%)	39 (0.63%)	4 (0.06%)	0 (0%)
Manager	1 (0.01%)	184 (2.55%)	23 (0.32%)	1 (0.02%)	158 (2.38%)	25 (0.38%)	1 (0.02%)	142 (2.28%)	26 (0.42%)
Leader	15 (0.21%)	126 (1.75%)	15 (0.21%)	4 (0.06%)	91 (1.37%)	17 (0.26%)	5 (0.08%)	77 (1.24%)	12 (0.19%)
Operational	274 (3.80%)	1074 (14.89%)	162 (2.25%)	222 (3.35%)	1,065 (16.08%)	169 (2.55%)	198 (3.18%)	1,136 (18.23%)	174 (2.79%)
Patrolman	75 (1.04%)	0 (0%)	0 (0%)	175 (2.64%)	0 (0%)	0 (0%)	108 (1.73%)	0 (0%)	0 (0%)
Chairman	1 (0.01%)	2 (0.03%)	2 (0.03%)	1 (0.02%)	2 (0.03%)	2 (0.03%)	1 (0.02%)	2 (0.03%)	2 (0.03%)
Professional	370 (5.13%)	2,203 (30.54%)	194 (2.69%)	289 (4.36%)	1,982 (29.92%)	185 (2.79%)	237 (3.80%)	1,803 (28.94%)	202 (3.24%)
Supervisor	16 (0.22%)	449 (6.22%)	34 (0.47%)	10 (0.15%)	387 (5.84%)	36 (0.54%)	8 (0.13%)	370 (5.94%)	37 (0.59%)
Vice Chairman	0 (0%)	3 (0.04%)	3 (0.04%)	0 (0%)	3 (0.05%)	4 (0.06%)	0 (0%)	1 (0.02%)	3 (0.05%)
TOTAL	1,334 (18.49%)	5,358 (74.28%)	521 (7.22%)	1,125 (16.98%)	4,964 (74.93%)	536 (8.09%)	932 (14.96%)	4,743 (76.12%)	556 (8.92%)

The programs, the use of feedback channels, and active monitoring support the results of an organizational culture focused on continuous

care, bringing the pillar of health and well-being to the center of EMS's people strategy.

## VIII. Occupational Health and Safety

GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7

The year 2024 marked a strategic turnaround in occupational health and safety management, highlighting a significant reduction in accidents, resulting from a more integrated, technological, and predictive approach.

The implementation of SMA Digital, an internally developed platform, was the cornerstone of this transformation: 103 production sectors began to benefit from the digitalization of inspections, training, checklists, and indicators, with real-time access for directors and managers. With coverage in eight critical processes, the tool accelerated decision-making and strengthened safety governance in EMS units. The structuring strategy adopted was based on three pillars — Condition, Process, and Behavior — which guided everything from workflow review to behavioral campaigns.

### General Initiatives

Periodic exams conducted	72% of employees
Coverage of health promotion and prevention actions	85% of staff reached
Acidente Zero Program cards opened (2024)	2,374
Acidente Zero Program cards completed (2024)	2,310
Health actions carried out (2024)	48

The CIPAs, present in all units, acted as a bridge between management and employees, proposing preventive measures against accidents and occupational diseases. Digitizing the Risk Matrix — previously manual — enabled predictive actions, with automatic alerts and real-time dashboards. This replaced the spreadsheet-based controls used in 2023 and raised the maturity of the management system.

The robustness of the approach was also evident in the areas of training and occupational health and safety services. All employees, including third parties, underwent

mandatory training, such as NR10, NR12, NR35, and Emergency Brigade, in addition to trainings focused on safe behaviors. Work permits for high-risk tasks were conditioned on specialized technical assessment, reinforcing control and accountability. The systematic use of tools such as Ishikawa and 5 Whys in accident investigations, coupled with the CUP

(Single Pending Control), ensured traceability and effectiveness in corrective actions. At the same time, the confidentiality of medical records was safeguarded by the technical management of the clinics, demonstrating a balance between technical rigor and care for people. As a result of this combined effort, no occupational diseases were reported in 2024.

### Digital SMA

Category	Description
Covered Processes	8 main processes: Unified Pending Control, Weekly Safety Dialogue, Training, Sector Inspections, Ambulance Inspections, Incidents, Technical Expertise, Leave Calendar
Affected Production Sectors	103 production sectors
Covered Locations	Hortolândia, Brasília, Manaus, Jaguariúna, São Jerônimo* DC Snellog (Jaguariúna, Hortolândia, Extrema)

\* Only part of this unit serves EMS production.

### Sales Force Safety

People Involved	3,600
Main Actions Taken	Vehicle checklists and violation monitoring
Measurement Indicator	2023: 6,620 violations. 2024: 7,190 violations.

EMS also expanded safety operations beyond the manufacturing units, including the sales force in defensive driving training, vehicle checklists, and violation monitoring, reinforcing the establishment of a safety culture.

**GRI 403-8** Workers covered by an occupational health and safety management system

Type	Health and Safety System		Audited	
	Number	%	Number	%
Employees	5,980	80	5,980	80

**GRI 403-9** Work accidents

For all employees	2024		2023	
i. Number and rate of fatalities resulting from work accidents	AF = 0	TF* = 0,00	AF = 0	TF = 0,00
ii. Number and rate of work accidents with serious consequences (excluding fatalities)	ACA = 17	TF = 0,89	ACA = 28	TF = 1,51
iii. Number and rate of work accidents with mandatory reporting	ACA + ASA = 49	TF = 2,55	ACA + ASA = 57	TF = 3,07
iv. Main types of work accidents	ACA - Accidents With Leave ASA - Accidents Without Leave		ACA - Accidents With Leave and ASA - Accidents Without Leave	
v. Number of hours worked	19,185,462		18,590,489	

\*TF = Frequency Rate

Note: The company uses a base of '1,000,000' hours worked in its calculations to develop frequency and severity coefficients. For monitoring and measuring occupational safety and environmental indicators, we use a procedure that provides senior management with numerical information that allows them to obtain performance indicators to objectively evaluate the results of each unit in these areas in order to promote continuous improvement of processes. The measure uses Regulatory Standard 04 and ABNT NBR 14.280 as references.

**GRI 403-10** Occupational diseases

For all employees	2024	2023
i. Number of deaths resulting from occupational diseases	0	0
ii. Number of cases of occupational diseases with mandatory reporting	0	0
iii. Main types of occupational diseases	0	0

## Academia NC

Academia NC had an audacious growth project. With the credibility and reputation achieved, it reached the mark of 60,000 new registered users, 20,000 above the established goal, totaling more than 150,000 people consuming our content.

The platform gained a news section, which is supplied with content portraying the main events of the pharmaceutical market. The objective here is to make everything the sector professionals need available in one place. When they think about seeking the veracity of news information, it will be on the platform with the guarantee of factual accuracy. Not to mention the new segment Histórias de Sucesso, where we have market renowned interviewees telling their trajectories of resilience, overcoming, and discipline, serving as a true source of inspiration for the thousands of registered users. Another highlight is the agendas of the Academia NC na Estrada segment: we left the studio to cover, in loco, all the movement of the pharmaceutical market.

Podcasts with the most innovative agendas in the market are constantly produced and released fortnightly within the Farma On section.

The Academy aimed to expand its relationship with the BUs of the entire NC Group, thus expanding strategic partnership opportunities on all fronts, making the web series on Gastrointestinal Reflux the sixth most viewed course within the platform. In 2026, Academia NC will gain even more robustness, starting to be called Academia EMS.





## 6. Social welfare, culture, and sports

GRI 413-1, 3-3

As part of EMS's social relations with neighboring communities and thousands of people in various locations across the country, we have a long history of supporting health, culture,

professional and amateur sports, and other social initiatives carried out throughout Brazil.



2024	
Projects**	Investment*
78	BRL 30,464,492.78

\*Amounts paid within the 2024 fiscal year. Donations of medicines were not considered, not even those made for the yaws eradication project.  
 \*\*The projects supported via incentive law derive from resources from the pharmaceutical companies of the Grupo NC.

Donation of medicines	2024
Units (boxes) of medicines	1.2 million
Total medicines donated	BRL 45,622,746.15

Society

PROJECT	DESCRIPTION
EMEI Emiliano Sanchez (Hortolândia-SP)	School maintained by EMS, offering full-time early childhood education to 210 children up to 5 years old from the community and children of employees.
Instituto Qualidade no Ensino (IQE)(PE)	Improvement in the quality of public education through teacher training and learning support.
Gerando Falcões (National)	Promotion of social development and poverty alleviation in favelas through education and income generation.
Hospital de Amor (Barretos - SP)	Support for free cancer treatment for the elderly, enhancing care and quality of life.
Hospital Pequeno Príncipe (Curitiba - PR)	Guaranteeing children's health through assistance, professional training, and support for research.
Hospital Erasto Gaertner (Curitiba - PR)	Providing specialized oncological diagnosis and treatment to the elderly through SUS.
Hospital de Base (São José do Rio Preto - SP)	Viva+ Oncogeriatrics Program: Integration between oncology and geriatrics in the treatment of elderly patients, reducing wait times and expanding access.
Hospital SOBAPAR (Campinas - SP)	Care for patients with craniofacial deformities from all over Brazil with comprehensive treatment through SUS
Liga Norte Riograndense Contra o Câncer (RN)	Expansion of cancer diagnosis and treatment with minimally invasive interventions.



EMEI Emiliano Sanchez (Hortolândia-SP)

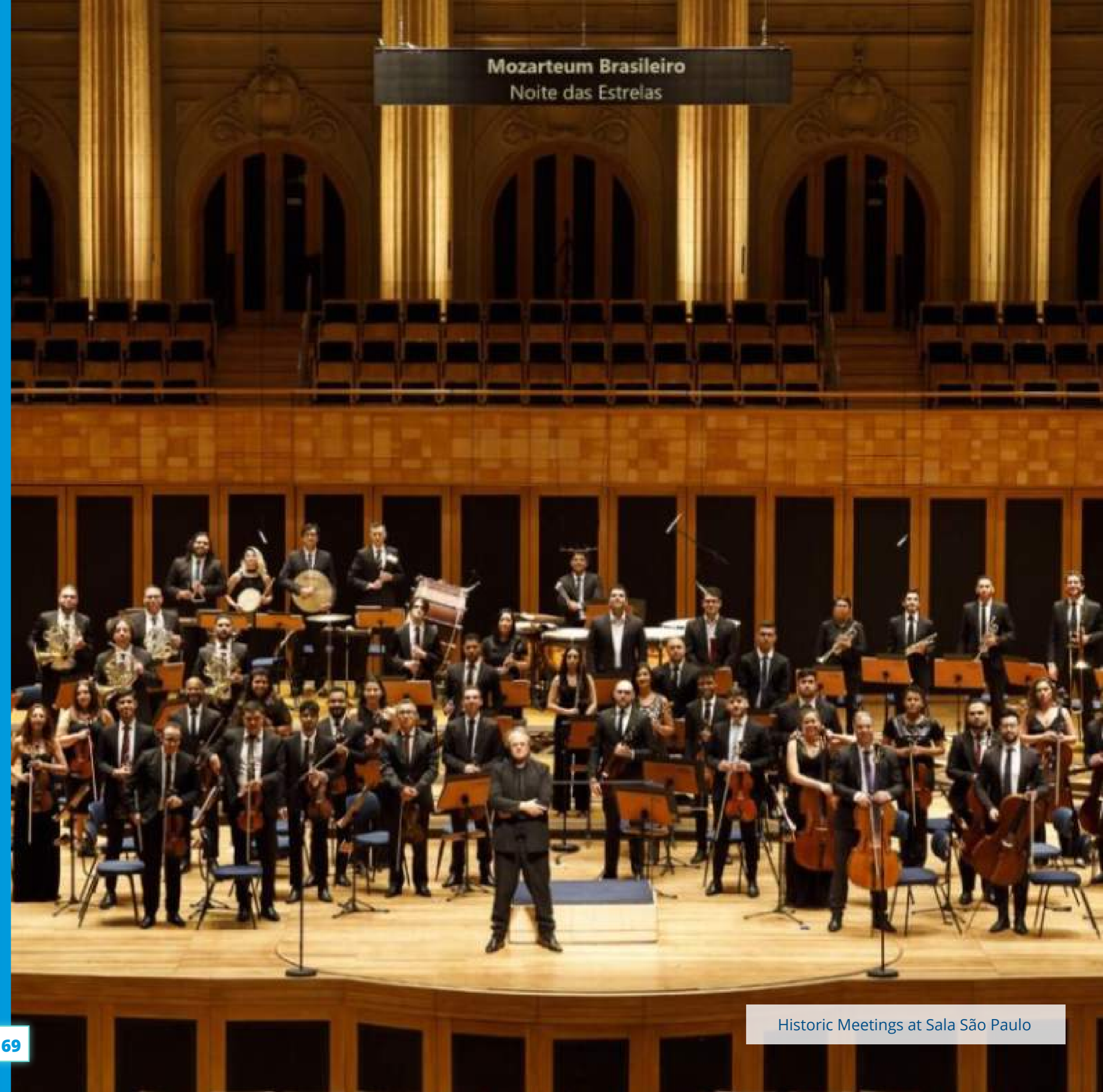
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Instituto do Fígado of Pernambuco (PE)	Promotion of research and specialized care for gastrohepatic diseases through SUS.
Fundação Síndrome de Down (Campinas - SP)	Support for the inclusion and autonomy of people with intellectual disabilities and their families.
Centro Boldrini (Campinas - SP)	Development of innovative therapies for childhood cancer and hematology.
Instituto do Câncer Dr. Arnaldo Vieira de Carvalho (São Paulo - SP)	Funding for comprehensive oncological care and research for SUS patients.
Obra do Berço (São Paulo - SP)	Fundraising for assisting children and families in vulnerable situations through a charity tournament..
Tênis para Todos e Quadra Emiliano Sanchez (Hortolândia - SP)	Promotion of free access to tennis for young people aged 7 to 17 in vulnerable situations.
Instituto Baccarelli (São Paulo - SP)	Promotion of social inclusion through music, with an orchestra formed in Heliópolis.
Feijoada da Creche Bento Quirino (Campinas - SP)	Support for the maintenance of a daycare center serving 396 children through an annual charity event.
Instituto Aplicado ao Desenvolvimento Humano (IADHEC)	Support for the maintenance of a daycare center serving 396 children through an annual charity event.
Centro de Equoterapia de Jaguariúna (SP)	Equine-assisted therapy for children with disabilities and neurological disorders.
Associação de Pais e Amigos de Excepcionais (APAE)	Support for APAE units in various states in the inclusion and care of people with disabilities.
Assistance to Rio Grande do Sul	Donation of medicines and resources for flood victims in the state in 2024.
Santa Casa de Araraquara (SP), Clínica de Transição Paulo de Tarso (Belo Horizonte - MG), Liga Mossoroense de Estudo e Combate ao Câncer (Mossoró - RN), Instituto do Câncer de Porto Alegre (RS), Santa Casa de Curitiba (PR), Centro Regional de Atenção aos Maus-Tratos na Infância (Campinas - SP), Instituto Terravista (Trancoso - BA), Associação Medianeirense de Surdos (Medianeira - PR), Projeto Dodói da Associação Brasileira de Câncer do Sangue (São Paulo - SP), Casa da Criança Parálitica de Campinas (SP).	Support for various institutions in different regions in initiatives focused on health, social assistance, and inclusion.



## Culture

PROJECT	DESCRIPTION
"The Lion King" the musical	Brazilian adaptation of the Broadway show, encouraging musical theater.
"Priscilla" the musical	Support for the national staging of an inclusive and internationally awarded musical.
"Cabaret" the musical	Promotion of the Brazilian version of the Broadway classic.
"Tarsila, a Brasileira" the musical	Celebration of modernist art and the life of visual artist Tarsila do Amaral in a national production.
"Shakespeare Apaixonado"	Musical production based on the 1999 Oscar-winning film, set on a journey to 16th century England.
"Silvio Santos" movie	National feature film based on real-life events of the TV host.
Mozarteum Brasileiro	Promotion of inclusion and social transformation through classical music.
Historic Meetings at Sala São Paulo	Musical performances with Brazilian artists accompanied by the São Paulo Big Band.
Rota dos Museus by EMS: Museu do Futebol Museu do Amanhã Museu Oscar Niemeyer MAM - Museu de Arte Moderna de São Paulo MASP - Museu de Arte de São Paulo Museu do Ipiranga	Support for important Brazilian cultural institutions.
Paraty House of Culture, FHC Institute, "Veraneio" theatrical play, Christmas in São Jerônimo, Saint John Festival in Patos, TASTE Festival, "Homem com H" the musical, "Piano Mágico da Ju" TV program.	Support for various cultural events in different regions of Brazil.



Historic Meetings at Sala São Paulo

## Sport

PROJECT	DESCRIPTION
Arena EMS	Promotion of sports, leisure, and social inclusion at one of the largest sports centers in the Northeast, located in the Vale do São Francisco.
Rio Open	Sponsorship of the 10th edition of the international tennis tournament, where top names in world tennis will compete.
Leonardo Sanchez – Porsche Cup	Support for the driver during the season.
Fábio Pirondi – Rally	Sponsorship of the off-road driver, a member of the EMS Racing team.
Átila Abreu - Stock Car	Sponsorship of the driver in the category.
Corrida Night Run	Sponsorship of the São Paulo stage.
Vôlei Renata	Official sponsorship of the men's volleyball team for the 2024 season.
EMS KAIKIAS	Sponsorship of the sailing team.
Ilhabela International Sailing Week	Support for one of the most traditional and prestigious sailing events in Latin America.
National Basketball League	Sponsorship of the Men's National Basketball League for the 2024 season of the national elite competition.
2024 Tennis Tournaments Piracicaba - SP Tennis Tournament Campinas - SP Tennis Tournament Rio Claro - SP Tennis Tournament Curitiba - PR Tennis Tournament Porto Alegre - RS Tennis Tournament	Sponsorship of various men's and women's tournaments in 5 Brazilian cities.



Campinas (SP) Volleyball Men's Team



EMS KAIKIAS



Fábio Pirondi - EMS Racing Team



Rio Open

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## Eradication of yaws in partnership with the WHO

By establishing this partnership with the World Health Organization (WHO) in 2017, for a duration of five years, EMS became the first, and so far the only, global pharmaceutical company to commit to donating the antibiotic azithromycin to support the global goal of eliminating yaws by 2030 in countries with endemic areas of the disease.

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Yaws is a chronic bacterial tropical infection that affects the skin, bones, and joints, and is transmitted between humans, especially to children living in rural and vulnerable communities.

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Main endemic countries served by the WHO		
Asia	Africa	Pacific region
Timor-Leste	Benin, Cameroon, Central African Republic, Congo, Côte d'Ivoire, Democratic Republic of the Congo, Ghana, Liberia	Malaysia, Papua New Guinea (country with the highest number of cases in the world), Philippines, Solomon Islands, Vanuatu

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The initiative is aligned with the Sustainable Development Goals (SDGs) of the 2030 Agenda

and plans for a total donation of 153 million tablets by EMS. The actions were carried out by the WHO from 2019 to 2024, so the company's goal for 2025 is to extend the agreement for another five years to reach the donation targets, maintaining its commitment to providing health care to underprivileged populations in need of this medicine. The costs involved in the production, logistics, and export of the items to the WHO headquarters were covered by EMS and other companies of the NC Group, reinforcing corporate commitment.

Data up to 2024	
<b>Beneficiary countries</b>	19, focusing on seven endemic countries
<b>Population served</b>	2.5 million patients, covering 81.24% of the estimated population for treatment
<b>Amount of medicine donated</b>	More than 9.8 million tablets

Source: WHO project report (2019-2024)

The challenges identified by the WHO for the implementation of the program during the period until 2024 were several:

- ▶ Limitation of exports during the Covid-19 pandemic (2020-2022) and post-pandemic (insufficient funds from WHO to fully implement the project's goal each year).
- ▶ Local logistical costs (Africa) and distribution to countries due to access difficulties and regional geography.



Photo: OCEAC Project/ Central African Republic, 2023



## 7. Environment



GRI 3-3

1

In 2024, we took important and strategic steps towards the consolidation of environmental practices aligned with the highest governance standards in this area. Based on the materiality matrix developed in previous years, the company prioritized water and energy efficiency actions, with most ongoing projects being carried out at the Hortolândia (SP) plant; factory modernization and waste management, expanding the reach of its commitment to sustainability.

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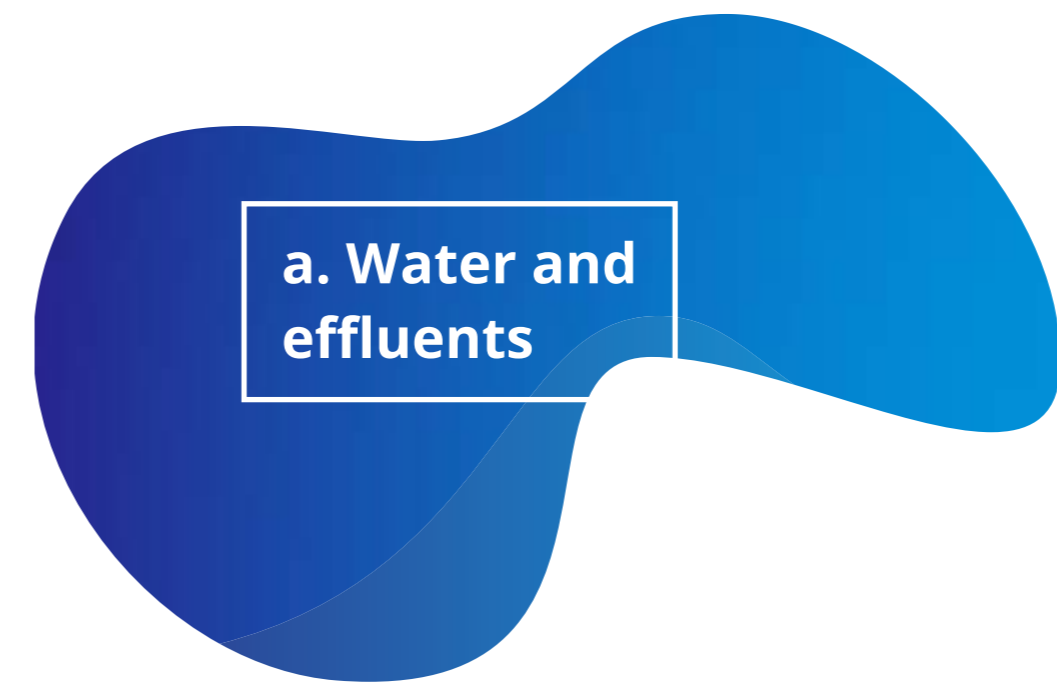
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With continuous investments in water reuse technologies — such as reverse osmosis — and the replacement of equipment with more efficient models, the company has been achieving measurable and replicable results

in its industrial operations. The peptide plant is a standout in terms of modern equipment and represents EMS’s progress in the pursuit of more efficient operations.

At the Manaus (AM) and São Jerônimo (RS) plants (whose production for EMS is only partial), in anticipation of technical audits scheduled for 2025, we mapped environmental aspects in 2024 within the risk matrix in order to mitigate critical factors. Action plans were established for all significant aspects to mitigate potential risks.

EMS also reinforced the implementation of initiatives with social impact, such as the structuring partnership for reverse logistics through the Circular Pack program, scheduled for 2025, and the offset project via the Biodiversity Law (Law No. 13,123/15).



Water withdrawal GRI 303-1, GRI 303-2

The water supply for our factories comes from artesian wells, surface water withdrawal, the public network, and water trucks for emergency uses, and we do not have units located in areas of water stress.

We monitor water consumption daily through indicators presented monthly at meetings with top management, where any operational failures

and solutions provided are also discussed. Our goals are based on allocated consumption/withdrawal limits and the history of water efficiency, considering m³/units produced (thousand units).

And, achieving a goal set for 2024, we installed water meters in the wells and at the entrance of the reuse tank at our Hortolândia (SP) unit, enabling full monitoring of water withdrawal. For 2025, we will invest in the sectorized installation of water meters, which will allow us even more efficient management, including real-time reading.

## Water consumption

We recorded water consumption in 2024 six percent higher than in the previous year, while our production grew by eight percent, indirectly showing a more rational use of the water resource.

Six projects for the implementation of reverse osmosis technologies, pump automation, and water reuse in the cooling towers of Hortolândia are under evaluation by Senior Management.

measure to address the water scarcity in the region where the manufacturing unit is located. In the same year, our water reuse percentage reached 10.58%, considering the reject water from the liquid factory reverse osmosis, as well as the redistribution of the reverse osmosis reject water piping from other factories in this unit for non-potable uses: Irrigation, toilets, sidewalk washing, cooling tower, among other activities within the unit itself, thus eliminating the consumption of drinking water for this purpose. As a result, our water recovery reached 31,611 m<sup>3</sup>.

In our other factories, effluents are also treated before discharge, according to the requirements and characteristics of each unit.

## Wastewater treatment

The company has implemented significant changes in wastewater treatment. Among the milestones of the 2024 period, the implementation of an activated carbon adsorption system stands out, which was installed as the final stage of the treatment system at the wastewater treatment plant (WWTP) of the Hortolândia (SP) unit, as well as the relocation of the effluent discharge point into the municipal water body. All liquid effluents from this enterprise, regardless of their origin (industrial or sanitary), are treated at the WWTP, which operates 24 hours a day and achieves an efficiency level of 97%. In addition to the regulations for effluent disposal, we also aim to evaluate the profile of water bodies to ensure that we do not cause potential impacts.

In 2024, we completed a project for the reuse of wastewater from the osmosis process at the liquid factory in Hortolândia (SP), as a strategic

GRI 303-3 Water withdrawal in MegaLiters (ML)

		2024	2023	
Water withdrawn	Third-party water (freshwater)	Utility company	29.833	54.570
		Surface water withdrawal	150.398	140.160
		Water truck	28.026	--
	Groundwater (freshwater)	Artesian well	277.876	264.780
<b>Total water withdrawal</b>		<b>486.133</b>	<b>459.510</b>	

GRI 303-4 Water discharge in Megaliters (ML)

	2024	2023
<b>Total water discharge</b>	<b>377.258</b>	<b>373.570</b>

GRI 303-5 Water consumption in Megaliters (ML)

	2024	2023
<b>Total water consumption</b>	<b>108.875</b>	<b>85.94</b>



## b. Energy

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### Power consumption

We supply our units with renewable energy purchased from the free market and provided by local distributors.

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Our projects for 2026 to achieve greater energy efficiency at the Hortolândia plant include:

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▶ Automation of heating, ventilation, and air conditioning systems.

6

▶ Scheduling of air conditioning.

7

▶ Replacement of old utility plant pumps with more efficient/economical pumps.

8

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### GRI 302-1 Energy consumption - renewable sources - in GJ

		2024	2023
<b>Electricity</b>	Conventional electricity (captive market/utility company)	189,874	351,376

In 2024, we were more productive and used less energy. For energy purchases, we acquired from incentivized renewable sources, such as small hydroelectric power plants which, although more expensive, have discounts on the distribution tariff. There is no calculation of energy consumption outside the organization.

### GRI 302-2



## c. Emissions

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Environment

### Greenhouse gas emissions

GRI 305-1 Direct greenhouse gas (GHG) emissions (Scope 1) (tO<sub>2</sub>)

	2024	2023
<b>Generation of electricity, heat, or steam</b>	8,764.33	8,458.6
<b>Transportation of materials, products, waste, employees, and passengers</b>	8,571.77	8,867.1
<b>Fugitive emissions</b>	2,502.21	3,426.2
<b>Effluent emissions</b>	348.451	462.7
<b>Total gross CO<sub>2</sub> emissions</b>	20,186.761	21,214.6

GRI 305-2 Indirect greenhouse gas (GHG) emissions (Scope 2)

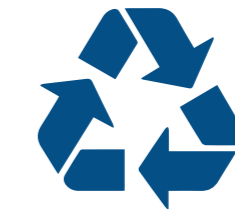
	2024	2023
<b>Total indirect CO<sub>2</sub> emissions</b>	6,144.5	4,065.9

## d. Waste

GRI 306-1, 306-2

Since mid-2024, we have redirected our efforts to improving waste management in pursuit of zero landfill across all our plants, as is already the case in the Manaus industry. We use various processing mechanisms to enable more sustainable destinations, and in pursuit of a circular chain, we adopt incineration in cases of legal obligation. We are also working on our database to standardize records across production units.

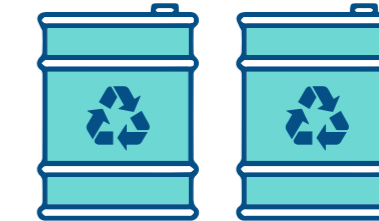
Management occurs through periodic meetings with top leadership, with data presentation and planning, as well as monthly indicators on waste generated and its segregation/disposal.



Recycling  
5,943 tons



Composting  
620 tons



Co-processing  
10%



Landfill  
4%

2024	
Factory	Landfill Waste
Manaus	0%
Jaguariúna	0.1%
Snellog	1%
Brasília	2%
Hortolândia	9%

EMS has also reinforced its role in developing sustainable solutions with social impact, such as structuring reverse logistics partnerships with: Sindusfarma - Logmed (medicine waste and their packaging), Mãos para o Futuro, and Circular Pack (general packaging), in compliance with legal requirements related to the reverse logistics of medicines.

In 2024, at the Snellog unit in Jaguariúna (SP), we implemented a significant improvement in the logistics process for supplying the factories, focusing on reducing the consumption of stretch plastic. Previously, we used about 12,000 kg of stretch per year. After optimizing the process, we managed to reduce

this volume by 50%, totaling 6,000 kg annually, which directly contributed to reducing the purchase of stretch plastic and the generation of this type of waste. Additionally, we also promoted the reuse of cardboard corner protectors that were previously discarded.

## EMS innovation

The near future promises the movement of Zero Waste certification, scheduled for 2025 at the Manaus (AM) unit, making it the first company in the state to join the program.

GRI 306-3 Waste generated (tons)

Classification	Composition	2024	2023
Groups A, B, and E	Infectious Waste, Chemicals, and Sharp Objects	758.50	4,335.10
Group D	Common (Waste)	833.70	1,079.91
Hazardous Recyclables	Lamps	1,909.07	5,050.14
	Cells and Batteries	5,391.12	
	Electronic devices		
Non-hazardous Recyclables	Paper, Metal, Plastic, Glass, among others	620.33	600.58
	Organic		
<b>Total waste generated (t)</b>		<b>9,512.72</b>	<b>11,065.73</b>

\*Cost of wastewater treatment not included.

GRI 306-4 Waste not destined for final disposal (tons)

	2024	2023
<b>Recycling, Coprocessing</b>	1,909.07	5,050.14
<b>Wastewater treatment (external)</b>	12,425.77*	600.58

GRI 306-5 Waste destined for final disposal (tons)

	2024	2023
<b>Chemicals, contaminated</b>	757.83	4,335.10
<b>Common (Waste)</b>	833.70	1,079.91





**8. Future  
Prospects**

When we talk about science and health, the future is every day, with new research, innovative discoveries, and more effective medicines. EMS expects to continue accelerating its own innovation cycle aimed at increasing access to medicines and improving health outcomes. Anchored in this context and in its economic and financial stability, the company intends to maintain its investments in R&D, in the internalization of critical technologies for local and international production, and in expanding its portfolio, including in international markets, where various plans are already being developed.

The platform and production of GLP-1 analog pens (such as liraglutide) consolidate a pioneering movement in the country, expanding technological autonomy and strengthening EMS's leadership in the Brazilian market, also with a view to researching new therapeutic avenues based on chemical synthesis.

Our upcoming cycles combine scalable innovation, a multi-business portfolio (prescription, generics, Non-Retail, brands, and OTC), and support for R&D as well as the exploitation of opportunities in Brazil and abroad.

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# 9. Attachments

EMS plant in Manaus (AM)

**GRI CONTENT SUMMARY**

<b>Declaration of Use</b>	EMS reported in accordance with GRI Standards for the period: from 01/01/2024 to 12/31/2024.
<b>GRI 1 Used</b>	GRI 1: Fundamentals 2021
<b>Applicable GRI Sector Standard(s):</b>	None

GRI STANDARD/ OTHER SOURCE	CONTENT	LOCATION	OMISSIONS			
			REQUIREMENT(S)	OMITTED	REASON	EXPLANATION

<b>GRI 2:</b> GENERAL CONTENTS 2021	<b>1. THE ORGANIZATION AND ITS REPORTING PRACTICES</b>						
	2-1	Organization details	12				
	2-2	Entities included in the organization's sustainability report	8				
	2-3	Reporting period, frequency, and point of contact	8				
	2-4	Information reformulations	There was no mention				
	2-5	External verification	8				
	<b>2. ACTIVITIES AND WORKERS</b>						
	2-6	Activities, value chain and other business relationships	12				
	2-7	Employees	57				
	2-8	Workers who are not employees	57				
<b>3. GOVERNANCE</b>							
2-9	Governance structure and its composition	39					
2-10	Appointment and selection for the highest governing body	39					

GRI STANDARD/ OTHER SOURCE	CONTENT	LOCATION	OMISSIONS			
			REQUIREMENT(S)	OMITTED	REASON	EXPLANATION

	2-11	Chairman of the highest governing body	39				
	2-12	The role played by the highest governing body in overseeing the management of impacts.	40				
	2-13	Delegation of responsibility for impact management	40				
	2-14	The role played by the highest governing body in sustainability reporting.	10				
	2-15	Conflicts of interest	40, 46				
	2-16	Communicating Crucial Concerns	41, 47				
	2-17	Collective knowledge of the highest governing body.	61				
	2-18	Performance evaluation of the highest governing body.	40				
	2-19	Compensation policies	41				
	2-20	Process for determining compensation.	41				
	2-21	Proportion of total annual compensation	---	a, b, c	confidentiality restriction		top management exposure

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GRI STANDARD/ OTHER SOURCE	CONTENT	LOCATION	OMISSIONS			
			REQUIREMENT(S)	OMITTED	REASON	EXPLANATION
<b>GRI 2:</b> GENERAL CONTENTS 2021	<b>4. STRATEGY, POLICIES AND PRACTICES</b>					
	2-22	Declaration on a sustainable development strategy	10			
	2-23	Policy commitments	45			
	2-24	Incorporation of policy commitments	45			
	2-25	Processes for mitigating negative impacts	45			
	2-26	Mechanisms for advice and raising concerns	47			
	2-27	Compliance with laws and regulations	45			
	2-28	Participation in associations	51			
	<b>5. STAKEHOLDER ENGAGEMENT</b>					
	2-29	Approach to stakeholder engagement	9			
	2-30	Collective bargaining agreements	62			
	<b>SUBJECT MATTERS</b>					
<b>GRI 3:</b> SUBJECT MATTERS 2021	3-1	Process for defining material topics	9			
	3-2	List of material topics	9			

GRI STANDARD/ OTHER SOURCE	CONTENT	LOCATION	OMISSIONS			
			REQUIREMENT(S)	OMITTED	REASON	EXPLANATION
<b>SUBJECT MATTER: FINANCIAL SUSTAINABILITY (12)</b>						
<b>GRI 3:</b> SUBJECT MATTER 2021	3-3	Management of the subject matter	54			
GRI 201 ECONOMIC PERFORMANCE 2016	201-1	Direct economic value generated and distributed	55			
	201-4	Financial support received from the government	54			
GRI 203: INDIRECT IMPACTS 2016	203-1	Investments in infrastructure and support for services	54			
<b>SUBJECT MATTER: INTEGRITY AND RISK (6)</b>						
<b>GRI 3:</b> SUBJECT MATTERS 2021	3-3	Management of the material issue	45			
<b>GRI 205:</b> ANTI-CORRUPTION EFFORTS 2016	205-1	Operations assessed for corruption-related risks	45			
	205-2	Communication and training on anti-corruption policies and procedures	47			
	205-3	Confirmed cases of corruption and measures taken	46			

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GRI STANDARD/ OTHER SOURCE	CONTENT	LOCATION	OMISSIONS			
			REQUIREMENT(S)	OMITTED	REASON	EXPLANATION
<b>SUBJECT MATTER: ECO-EFFICIENT OPERATION (9)</b>						
<b>GRI 3:</b> SUBJECT MATTERS 2021	3-3	Subject matter management	74			
<b>GRI 302:</b> ENERGY 2016	302-1	Energy consumption within the organization	76			
	302-2	Energy consumption outside the organization	76			
<b>GRI 303:</b> WATER AND EFFLUENTS 2018	303-1	Interactions with water as a shared resource	74			
	303-2	Management of impacts related to water disposal	74			
	303-3	Water intake	75			
	303-4	Water disposal	75			
	303-5	Water consumption	75			
<b>GRI 305:</b> EMISSIONS 2016	305-1	Direct emissions (Scope 1)	77			
	305-2	Indirect emissions from energy (Scope 2)	77			
	305-3	Other indirect emissions (Scope 3) of greenhouse gases (GHG)	not measured			

GRI STANDARD/ OTHER SOURCE	CONTENT	LOCATION	OMISSIONS			
			REQUIREMENT(S)	OMITTED	REASON	EXPLANATION
<b>GRI 306:</b> WASTE 2020	306-1	Waste generation and significant impacts related to waste	77			
	306-2	Management of significant impacts related to waste	77			
	306-3	Waste generated	78			
	306-4	Waste not destined for final disposal	78			
	306-5	Waste destined for final disposal	78			

<b>SUBJECT MATTER: HUMAN CAPITAL (2)</b>						
GRI STANDARD/ OTHER SOURCE	CONTENT	LOCATION	OMISSIONS			
			REQUIREMENT(S)	OMITTED	REASON	EXPLANATION
<b>GRI 3:</b> SUBJECT MATTER 2021	3-3	Subject matter Management	57			
<b>GRI 401:</b> Job 2016	401-1	New hires and employee turnover	59			
	401-2	Benefits offered to full-time employees that are not offered to temporary or part-time employees	61			
	401-3	Maternity/ Paternity Leave	62			

GRI STANDARD/ OTHER SOURCE	CONTENT	LOCATION	OMISSIONS				
			REQUIREMENT(S)	OMITTED	REASON	EXPLANATION	
<b>GRI 403:</b> OCCUPATIONAL HEALTH AND SAFETY 2018	403-1	Occupational health and safety management system	64				
	403-2	Hazard identification, risk assessment, and incident investigation.	64				
	403-3	Occupational health services	64				
	403-4	Employee participation, consultation, and communication with workers regarding occupational health and safety.	64				
	403-5	Training of workers in occupational health and safety.	64				
	403-6	Promoting worker health	64				
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships.	64				
	403-8	Workers covered by an occupational health and safety management system.	65				
	403-9	Work accidents	65				
	403-10	Occupational diseases	65				

GRI STANDARD/ OTHER SOURCE	CONTENT	LOCATION	OMISSIONS				
			REQUIREMENT(S)	OMITTED	REASON	EXPLANATION	
<b>GRI 405:</b> DIVERSITY AND EQUAL OPPORTUNITIES 2016	405-1	Diversity in governing bodies and employees	63				
	405-2	Ratio between the base salary and compensation received by women and those received by men	Information unavailable				

<b>SUBJECT MATTER: SOCIAL INVESTMENT (7)</b>						
<b>GRI 3:</b> SUBJECT MATTERS 2021	3-3	Subject matter management	67			
<b>GRI 413:</b> LOCAL COMMUNITIES 2016	413-1	Operations with engagement, impact assessments and development programs focused on the local community	67			
<b>EMS</b>	Social Responsibility	Value invested in the community	67			
		Profile of beneficiaries	67			
<b>SUBJECT MATTER: CUSTOMER SATISFACTION AND HEALTH (10)</b>						
<b>GRI 3:</b> SUBJECT MATTERS 2021	3-3	Subject matter management	16			
<b>GRI 416:</b> CONSUMER HEALTH AND SAFETY 2016	416-1	Assessment of the health and safety impacts caused by product and service categories	16			

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<b>GRI 416:</b> CONSUMER HEALTH AND SAFETY 2016	416-2	Cases of non-compliance regarding the health and safety impacts caused by products and services	16				
<b>GRI 418:</b> CUSTOMER PRIVACY 2016	418-1	Substantiated complaints relating to privacy breaches and loss of customer data	There was no mention				
<b>EMS</b>	Quality	Number of complaints in the year	44				
		Complaint resolution rate	44				
		Customer satisfaction index /NPS	44				

**Subject Matter: Innovation (5)**

<b>GRI 3:</b> SUBJECT MATTERS 2021	3-3	Subject matter management	20				
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<b>EMS</b>	Sustainability of the business model	Number of new products	20				
		Describe other innovations in the year	20				

**Subject Matter: Access to Medicines (1)**

<b>GRI 3:</b> SUBJECT MATTERS 2021	3-3	Subject matter management	29				
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<b>EMS</b>	Actions and initiatives	Promotion of actions and initiatives to facilitate access to medicines	29				
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**EMS - SASB Table of Contents**

Subject Matter	SASB Matter	Code	Metrics	page
<b>Customer satisfaction and health (10)</b>	<b>Safety of participants in clinical trials.</b>	HC-BP-210a.1	Describe, by region, the management process to ensure the quality and safety of patients during clinical trials.	16

EMS - SASB Table of Contents				
Subject Matter	SASB Matter	Code	Metrics	page
<b>Customer satisfaction and health (10)</b>	<b>Safety of participants in clinical trials</b>	HC-BP-210a.2	Number of FDA inspections* related to clinical trial and pharmacovigilance management that resulted in (1) Voluntary action indicated and (2) Official action indicated (*in Brazil - ANVISA)	16
		HC-BP-210a.3	Total amount of monetary losses resulting from lawsuits related to clinical trials in developing countries.	There was no mention
	<b>Prices</b>	HC-BP-240b.3	Percentage change in: (1) selling price and (2) net price of the product with the largest increase compared to the previous year.	54
	<b>Safety of medicines</b>	HC-BP-250a.2	Number of deaths associated with products according to the Adverse Event Reporting System (FDA)	There was no mention
		HC-BP-250a.3	Number of recalls issued, total number of units removed.	16, 44
		HC-BP-250a.4	Total quantity of product for recovery, reuse or disposal.	16
		HC-BP-250a.5	Number of FDA enforcement actions taken in response to current Good Manufacturing Practice (GMP) violations, by type.	There was no mention
	<b>Counterfeit medicines</b>	HC-BP-260a.1	Description of methods and technologies used to maintain product traceability throughout the supply chain and prevent counterfeiting.	16

EMS - SASB Table of Contents				
Subject Matter	SASB Matter	Code	Metrics	page
Customer satisfaction and health (10)	Counterfeit medicines	HC-BP-260a.2	Process analysis to alert clients and business partners of potential or known risks associated with counterfeit products.	16
		HC-BP-260a.3	Number of actions that resulted in raids, seizures, arrests, or criminal charges related to counterfeit products.	There was no mention
Human Capital (2)	Recruitment, development and retention of employees	HC-BP-330a.1	Describe the recruitment and retention efforts for scientists and research and development staff.	59
		HC-BP-330a.2	Voluntary and involuntary turnover rate for: a) senior executives b) managers c) all others	not measured
Integrity and Risk (6)	Business ethics	HC-BP-510a.1	Total amount of monetary losses resulting from legal proceedings related to corruption and bribery.	There was no mention
		HC-BP-510a.2	Description of the code of ethics that governs interactions with healthcare professionals.	43

## CREDITS

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