

Sustainability Report 2024

VICUNHA
jeansidentity

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Message from the CEO

GRI 2-22



In September 2025, I assumed the position of Chief Executive Officer at Vicunha with the mission of leading the company into **a new cycle of sustainable development**. It is a privilege to take on this role and to present this 2024 Sustainability Report, which reflects the **good practices, achievements, and socioenvironmental and governance initiatives that the company has achieved over the past year and throughout its journey.**

We will continue updating our strategy to deal with a world in motion, more dynamic and competitive, in which sustainability is a central value for the success of the textile and fashion chain. My task is to drive management focused on high performance, that is efficient in the use of resources but also effective, **producing a positive impact on society as a whole.**

We are focused on strengthening a **results-oriented culture**, projecting **our vision toward the future** while recognizing Vicunha's successful history, which is renowned in the market as a reference in quality, innovation, and sustainability.

In its nearly 60 years of history, **the company has built a reputation of high reliability in the market** — whether for its innovative products, its distinctive services, or the shared value generated with the community.

We will maintain the strength of our brand by delivering consistent results to stakeholders, from shareholders to clients, fashion creators, suppliers, and society in general. To do so, we will persevere in the path of **ethics, social and environmental responsibility, and the generation of jobs, income, and opportunities for thousands of people in more than 20 countries where we operate.**

We will enhance the synergy between human and technological factors with a view to sustainable growth. In this sense, we will work diligently on the modernization of industrial and logistics processes, in addition to valuing the qualified team that makes up the Vicunha workforce, which is responsible for the company's leadership in the Latin American market.

This document reflects our ongoing commitment to ***transparency and to building a more responsible future for all***.

It is essential for mapping our strengths—but also for keeping in view the challenges we must overcome. We have many possibilities for development, and this certainty motivates me to move forward in pursuit of consistent results. With this, **we will surely further strengthen our business and help consolidate Vicunha as a global brand**, recognized in markets such as Brazil, Latin America, Europe, and Asia.

Marco Antônio Branquinho
CEO of Vicunha

2024: a year of learning and growth

GRI 2-22

In a challenging scenario with strong competition and external fluctuations that directly affected our production chain, 2024 was still one of the most transformative years in Vicunha's history.

Gradually, we continue ***to redesign our way of working in fashion***.

A way that sees the future from a collectivity perspective, committed to the planet, and aware that every action matters. It wasn't easy. But even in the face of difficulties, we advanced in our strategic initiatives, which reflect the clearer vision of sustainability we have today: it's not enough to be sustainable - it's ***essential to know how to make it a reality***.

We advanced on several fronts. From an industrial perspective, we evolved in talent development and in attracting new professionals who chose to build a career at Vicunha.

Faced with the growing shortage of skilled labor, especially in the textile sector, we invest in the internal development of textile operators and technicians, with programs focused on training, career development, and retention. This is one of our greatest strengths: caring for those on the front line with the same attention we give to caring for the planet.

Among the milestones that fill us with pride, I highlight the continuation of our partnership with Cagece and the consolidation of VSA Serviços Ambientais, a company created to treat industrial effluent from the Pacajus and Horizonte units and generate reuse water from domestic sewage. **Our goal is ambitious**: to use up to 100% of the public sewage system in the industrial units in Fortaleza and 80% of the input in the regions where we operate - a giant step toward efficient water consumption and management of our resources.

There were many lessons learned, and more than that: it was a year in which we reaffirmed our resilience. We are one of the largest textile industries in the world, but we continue to be guided by ethics and responsibility. We are proud to carry the weight of this responsibility, which goes beyond the textile universe and leaves a positive legacy - not only for the sector in which we operate but for the market and society as a whole.

We move forward with our feet in the present, our eyes on the future, and the commitment to continue sewing, with responsibility and innovation, fashion as a form of ***communication, connection, and impact.***

Marcos Antonio De Marchi

Former CEO of Vicunha and current member of the Board of Directors



About the **Report**

GRI 2-1 | 2-2 | 2-3 | 2-14

We present the fourth edition of our Sustainability Report - a publication that reflects our main advances in 2024.

More than just accountability, **this report reflects our approach to fashion**: with responsibility, innovation, and dialogue with people and the world. Here, you will find the highlights of our performance in environmental, social, and governance (ESG) issues, connected to our business strategy and the culture we foster every day.

The content of this report covers the period from January 1 to December 31, 2024.

From here, we invite you to get a closer look at what we are building. A report on conscious choices, real goals, and our way of contributing to a more connected, human, and possible future - inside and outside the fashion industry.

ADOPTED GUIDELINES

GRI

Global Reporting Initiative

All content related to GRI is preceded by its respective indication in the format "GRI 000-0".
The GRI content summary can be found on page 75 of this report.

SDGs

Sustainable Development Goals

The United Nations (UN) Sustainable Development Goals (SDGs) are identified by standard icons. Find out which SDGs we prioritize on page 17 of this report.

UN Global Compact

Content related to the principles of the UN Global Compact will be indicated below each chapter heading as follows: "Global Compact - Principle X".

For questions about this report or its content, contact us at:
sgi_gestao@vicunha.com.br

2024 Highlights

Vicunha in numbers

+4,5 thousand
customers.

+6 thousand
employees.

57 years
of history.

+20 countries
with our products.

BRL2.4 billion
in net revenue in 2024.

About us

11 corporate offices
across Latin America.

+50 routine
management rooms operating with indicators visible at the operator level.

Approximately **BRL70 million** invested in the construction and installation of spinning mills in our unit in San Juan, Argentina.

800 improvement ideas
registered in our Kaizen Circle program in 2024.

Operations in **5 factories**.

7 distribution centers
spread across the world.

11,380
active suppliers.

Social

+2 major internal
engagement programs strengthened: Tecendo Craques and the 5km Vicunha Race inside the factory.

V. Tex
Donation of fabrics to 108 supported projects and collabs.

+BRL700 thousand
invested in social projects.

Launch of our campaign **"Information Watchers".**

Socio-professional training of **100 socially** vulnerable young people through Projeto Pescar.

Environmental

An average of **9 thousand** tons of cotton recovered and recycled.

62,87%
of waste **NOT** sent to landfill.

VSA Tratamento
BRL73.6 million invested in the new effluent treatment and water reuse plant.

Our market presence

Present at more than **15 events** in the textile and fashion universe during the year.

ISOs
Recertification of ISOs 9001 and 14001.

Our Universe

- For 57 years, from work to clubs
- Jeanswear solutions
- Jeansidentity around the world
- Our strategy
- Corporate Governance



For 57 years, from work to clubs

GRI 2-6

1967

The Steinbruch and Rabinovich families created the company **Têxtil Brasibel**, precursor to the largest textile group in Latin America.

1997 Pioneer in **cotton fiber recycling.**

2000 **ISO 14001** certification achieved, which confirmed our environmental management standards, and implemented the 3Rs Program (reduce, reuse, and recycle).

2001 The group companies merged to create **Vicunha Têxtil**.

2004 Launch of **Projeto Pescar**,which promotes the training of young people in a socially vulnerable situation. Pioneer in Oeko-Tex 100 Certification in Brazil.

2007 Our **first factory outside Brazil** – La Internacional SA (Ecuador).

2010

We started using cashew nut shells as **biofuel** nas fábricas. in our factories. We modernized and increased the flexibility of our factories.

2011 Inauguration of the **factory in Argentina;** Launch of the **Kaizen Program.**

2013 We received the **Global Recycle Standard** (GRS) certification, which attests to products and processes in cotton recycling.

2017 ZDHC program criteria was implemented.

2018 Launch of the first Brazilian denim without industrial washing and with the largest amount of recycled raw material on the market: the **V. Eco Absolut**. We implemented the criteria of the Higg Index and SMETA-Sedex standards.

2019 Launch of the Vicunha Water Footprint.

2020 Launch our **six pillars of sustainability**: World, People, Resources, Management, Culture, and Innovation. We joined the UN Global Compact for our operations in Brazil, prioritizing two Sustainable Development Goals (SDGs): SDG 6 - Clean Water and Sanitation, and SDG 12 - Responsible Consumption and Production.

2022 We boosted our sustainability journey with the publication of our **1st Sustainability Report.** Also this year, **Vicunha celebrated 55 years of history.**

2023 Operations of VSA Tratamento began in Horizonte - CE. Launch of our Anti-Corruption Policy and creation of a new Code of Ethics and Conduct. **V-Laundry** implementation.

2024

Inauguration of **VSA Tratamentos,** a relevant milestone in water circularity for the company.

A global reference in *jeanswear solutions* ›

Our company was founded in 1967, from the dream of the Steinbruch and Rabinovich families, and since then, we have been treading a path that combines tradition, innovation, and a keen eye on the future. In 1984, we became pioneers in denim production in northeastern Brazil, promoting the growth of production hubs throughout the country and helping to transform Brazil into a global reference in the sector.

Today, we are Vicunha, a Brazilian multinational and one of the three largest producers of denim and denim colour in the world, as well as the leader in Latin America. Our operations go far beyond textile production: we put on the market fashion intelligence, customized solutions, design, washing innovation, and a complete business model.

Our portfolio includes more than 300 products designed to meet the demands of a changing market, attentive to social, environmental, and technological impacts.

We serve more than 4,500 customers, including brands, retailers, manufacturers, and laundries, spread across more than 20 countries in the Americas, Europe, and Asia. To make all this possible, we count on the dedication of more than 6,000 direct employees and the support of approximately 11,380 active suppliers, who operate from cotton cultivation to the supply of threads, chemicals, machinery, and logistics, laboratory, and infrastructure services.

Our ecosystem is composed of strategic partners such as innovation hubs, universities, social institutions, and certifying bodies, with whom we maintain constant dialogue to expand our operations in an ethical, sustainable, and contemporary manner.

We have factories in Brazil (Ceará and Rio Grande do Norte), Ecuador, and Argentina. We also operate with commercial branches in South America (Brazil, Argentina, Ecuador, Colombia, Peru, and Mexico), Europe (Switzerland and the Netherlands), and Asia (Sri Lanka and Bangladesh), in addition to several distribution centers that ensure agility and proximity to our markets.

More than just a textile company, we are driven by a purpose: to promote jeanswear culture, so that every person can find their own expression - their jeansidentity. Our business model is based on the sustainability of the business and the planet, focusing on the continuous reduction of environmental impacts, the generation of shared value with the regions in which we operate, and the strengthening of a more efficient, fair, and collaborative production chain.

With more than five decades of history and our eyes on the future, we continue to invest in the modernization of our operations, the global integration of our units, and the development of increasingly sustainable and innovative solutions.

For us, fashion is also about being part of ***the world's transformation.***





Fundamentals of *the Vicunha culture*

Vicunha is made up of people who believe that fashion goes far beyond what you wear - it's about how we express ourselves in the world. That's why our cultural fundamentals reflect the way we think, act, and build relationships every day.

We believe that ***jeanswear is a language*** - and our purpose is to keep this culture alive, with solutions that help each person wear what they believe in and express their style with authenticity.

To do this, we follow principles that sustain our journey every day: acting with integrity, building lasting relationships, valuing autonomy and knowledge, maintaining open dialogue, focusing on the customer, innovating with excellence, and doing everything with agility and simplicity. That's how we turn purpose into practice.

Purpose

To be an international reference in the fashion world, which evolves tirelessly, delivering the best solutions to customers, anticipating trends, generating value for customers, suppliers, and employees, and positively influencing the segment with best ESG practices.

Positioning

We offer one-stop shop solutions to impact the jeanswear supply chain from supplier to consumer, aimed at those seeking to improve their local or global competitiveness with quality, agility, and sustainability.

Value proposition

Customer Focus - One of the actions of Vicunha's quality policy is customer focus rather than focus on the customer. This means putting yourself in the consumer's shoes and trying, with empathy, to understand what is best for them. This is reflected in the agreements and processes, and strengthens the relationship of mutual trust, a non-negotiable value for Vicunha. For this strategy to truly work, we have commercial squads and specialized customer service by region, trained to meet the specific needs of our customers.

Products and services

Fashion that delivers more than fabric: it delivers purpose, innovation, and identity.

Dressing the world with purpose is what moves us. We are a reference in the production of denim and denim colour - leaders in Brazil and Latin America, and among the three largest companies of the section in the world. This recognition is the result of a history built with consistency, innovation, and active listening to fashion movements and social changes.

With over 50 years of history, we continue to evolve to offer textile solutions that combine performance, comfort, durability, and expression.

Our portfolio has over 300 products, developed to serve different audiences, styles, and applications - always with a keen eye on what is relevant now and in the future.

For Vicunha, going beyond fabric is part of our essence. More than just supplying raw materials, we deliver applied fashion intelligence. We act as partners to our customers, offering complete support in:

- Collection development
- Fashion and behavior trends
- Sustainability and traceability
- Washings and usability
- Design and technical consulting

Every item carries a message. We create fabrics that convey identity, innovation, and responsibility, because we believe that fashion communicates - and that denim is one of the most powerful ways to tell stories.

At Vicunha, each roll of fabric is also a delivery of innovation, versatility, and a vision for the future. Because when it comes to denim, we believe that every choice makes a difference - both inside and outside the wardrobe.

Denim

Fabric with yarns dyed with indigo or sulfur dye, applied to the warp (lengthwise). Dyeing takes place before weaving, which guarantees the characteristic fade effect of Denim.

Denim Colour

Fabric that comes off the loom raw and is colored after weaving, allowing for different finishing options: ready to dye, dyed, or coated.

Also in 2024, our collection diversified with more sustainable fibers and raw materials, highlighting:

- *Pietro Regen and Pietro Royal Regen*, both with a marked diagonal structure, bringing personality and presence;
- *Luiza Regen*, a Stretch Denim with a distinctive crinkle effect and unique look.

These launches show that it's possible to combine style, innovation, and responsibility, creating items that tell stories and promote real changes - inside and outside the fashion industry.



To make it easy to read sustainable attributes in our products, we have the V.Eco Cycle.

They are a practical and visual way of showing everything behind our chain - from raw materials to finishing - reinforcing transparency and encouraging more responsible choices.

Learn about the labels and their meanings:

Regenerative: cotton cultivated with practices that regenerate the soil and protect the ecosystem;

Recycle: reuse of production waste;

Recovered: use of recovered raw materials;

Less Water: processes with significant reduction in water consumption;

Less Chemical: reduced use of chemical products in dyeing and finishing;

Pet Made: recycled polyester from PET bottles;

Hemp Made: use of hemp fibers, a natural and resistant alternative;

Zero Fresh Water: no use of freshwater source.

Learn about our *product lines* ›

V. Original

Back to basics, referring to the original, authentic denim. It offers rigid, spandex-free items, enabling the creation of structured models for pants and jackets. They are bases for differentiated finishing models, such as dyeing, splashes, and fraying.

V. Tech

This line offers innovation and technology that add value to the product and the business, whether through a particular feature or some functionality obtained through the use of a raw material or differentiating finishing.

V. Athletic

Synonymous with movement and style, the fabrics in this line are applied to contemporary and sports looks. Ideal for pieces that convey practicality.

V. Eco

This line offers innovation and technology that add value to the product and the business, whether through a particular feature or some functionality obtained through the use of a raw material or differentiating finishing.

V. Light

Variety and creativity in light and fluid items, with varied compositions. They are formed on rigid and elastic bases. They enable reinterpretations of fashion classics, with a soft touch, lightness, and perfect fit.

V. Moove

Comfort and flexibility in versatile stretch items. This line offers a variety of applications and uses in garments that go hand in hand with the latest global trends.

Check out the details of our product lines on our V.Space app

Our V.Space app, which displays the digital catalog of Vicunha products, got a new look in 2024!

The new version was updated to offer an even more dynamic and intuitive experience for customers and partners. The layout became more practical and now highlights the most frequently used features for those who live fashion every day.

ACCESS THE APP ››



Vicunha at ***Colombiatex 2024***: Regenerative collection on spotlight.

In January, Vicunha attended Colombiatex 2024, Latin America's largest textile fair, held in Medellín, Colombia. During the three-day event, the company received hundreds of customers and presented the items from the REGEN line, made with regenerative cotton grown in Brazil.

Among the highlights were the ***Pacito Regen*** (100% cotton) and ***Letizia Regen*** (99% cotton, 1% spandex) fabrics, now available in several countries in the region.

The participation reinforces Vicunha's commitment to ***expanding sustainable and innovative solutions*** for the entire Latin American fashion chain.







Strategic partnerships in 2024

Strategic partnerships are part of Vicunha's essence - and in 2024, this vocation reflected in 108 collaborations throughout the year, involving everything from independent brands and designers to big names in national and international fashion industry.

Each of these connections reinforces our purpose of promoting a more ***creative***, ***inclusive*** fashion with ***sustainable solutions***.

Through V.Tex, our platform for promoting social fashion, we support seamstresses, designers, and small entrepreneurs who find at Vicunha not only fabrics, but also technical support, trend curation, and knowledge exchange. These are partnerships that go beyond supply: they strengthen local networks, amplify creative voices, and stimulate diversity within the textile chain.

Among the brands and projects that were with us in 2024, we highlight collaborations with Riachuelo, Calvin Klein, C&A, Damyller, Oriba, Maison Revolta, Amapó, MNMAL, Notthessamo, Ana Clara Watanabe, in addition to our presence at SPFW and institutional partnerships with initiatives such as Elle Talks.

We also had the honor of participating in the debut of Sasha Meneghel's brand Mondepars, as an official supplier of sustainable fabrics.

We are proud to be part of so many stories and collections that, with ***creativity and purpose***, helped build a fashion scene that is increasingly connected to the challenges and opportunities of the present.

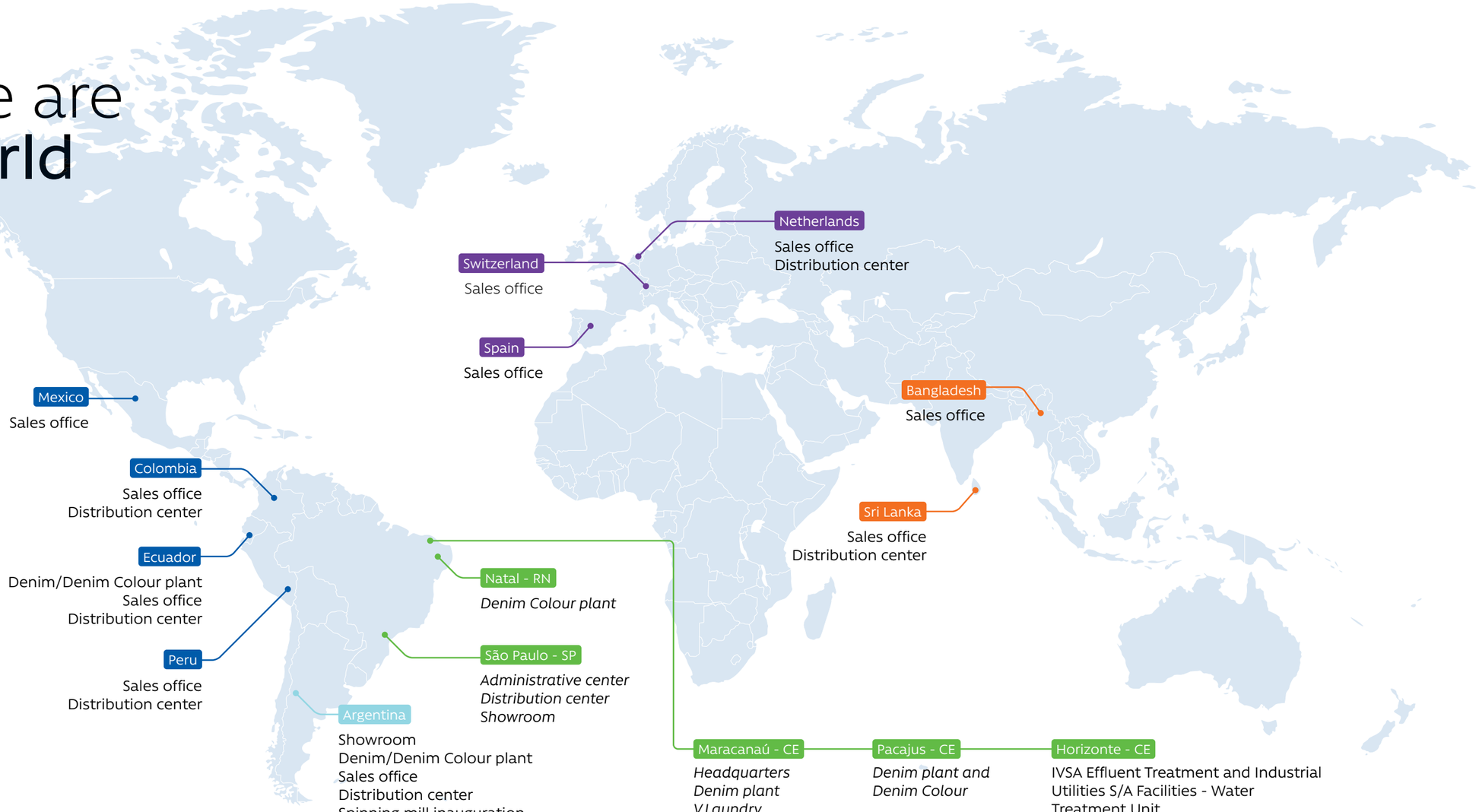
Riachuelo & ***Vicunha***

In partnership with Riachuelo, Vicunha developed a denim fabric using recycled raw material, produced from leftover fabric from Guararapes clothes manufacturing that would otherwise be discarded. The result was a circular collection with versatile garments and low environmental impact. The same fabric was highlighted in the exclusive denim jackets used by the Team Brazil athletes at the Paris Games,combining sustainability, design, and global representation in a single initiative.



Where we are in the **world**

GRI 2-2

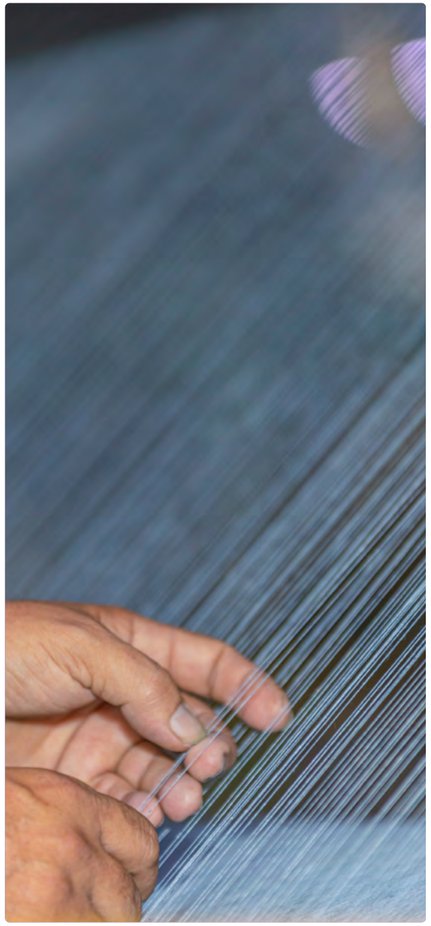


Sustainable operations

GRI 3-1 | 3-3







At Vicunha, ***sustainability*** is not an isolated chapter - it permeates every decision, process, and relationship we build.

That's why our ESG performance is guided by 10 material topics, based on active listening to our stakeholders and analysing priorities for the business, people, and the planet. This listening process was formalized in 2022 with the construction of our materiality matrix, which remains current and consistent with the challenges and opportunities we face.

Our strategic journey was consolidated with the Vicunha Sustainability Framework, which structures our ESG agenda and supports us in defining, monitoring, and recording initiatives that affect the ecosystem where we operate. Since 2019, the Sustainability Committee, formed by representatives from Brazil, Argentina, and Ecuador, has been space for debating and guidance on priority issues of the socio-environmental agenda.

In 2022, this work gained momentum with the support of an external consultancy and the mobilization of the IMS (Integrated Management System) team, responsible for structuring Vicunha's Sustainability Strategy, with long-term commitments and goals until 2030. In 2023, we deepened our understanding of what truly drives our actions - providing products with less socio-environmental impact, without compromising excellence in customer service.

These topics have been fundamental in guiding a path of responsible growth. They also help us translate Vicunha's purpose into consistent practices with positive and measurable impact. Throughout this report, we invite you to learn about the main advances we had in 2024 within each of these pillars, reinforcing our pursuit for a more conscious, inclusive, and future-connected fashion.

Material topics

GRI 3-2

TOPIC	RELATED SDGs
Human rights	*4, 5, 6, 8, 10, 12, 16*
Occupational health and safety	*3, 8, 9, 12, 16*
Professional training/education	*4, 8, 9, 10*
Water and energy	*6, 9, 12, 13, 14, 15*
Solid waste and effluents	*6, 9, 12, 13, 14, 15*
Diversity and inclusion	*5, 10, 12*
Greenhouse gas emissions	*6, 9, 12, 13, 14, 15*
Economic performance	*8, 9*
Corporate ethics	*12, 16, 17*
Biodiversity	*6, 12, 13, 14, 15*





ESG Commitments

In addition to our material topics, we are signatories to the UN Global Compact and prioritize three SDGs that directly dialogue with our operations and impact, which are:

Pillars	*Material topic*	*SDG*	*What it aims for*	*Our commitments (base year 2023)*	*2024 Status*
Positively impacting people.	Health and safety.	3	Ensure quality healthcare access and promote well-being for all, at all ages.	PraSer Saúde: increase the number of places available in each cycle, which includes medical and nutritional consultations, physical assessments, sports advice, among others. By 2030, monitor at least 50% of eligible employees (people who are overweight or obese); 100% of pregnant women in the Gestar Bem Program; PraSer Humano: Expand psychological care according to demand, with the goal of eliminating waiting. Psychological care within the company according to demand, with professionals hired for this purpose.	10.24% / 50% 100% 92.3% / 100%
Producing more sustainably.	GHG emissions, solid waste and effluents, biodiversity, and water and energy.	6	Ensure availability and sustainable management of water and sanitation for all.	Reduce to zero surface water withdrawal used for industrial purposes in Ceará by 2030.	GOAL PARTIALLY ACHIEVED In 2024, we inaugurated the VSA treatment plant in Pacajus - CE, where we use reclaimed water from domestic sewage of cities around the unit, but we still have supply problems in the operation.
Producing more sustainably.	GHG emissions, solid waste and effluents, water and energy, economic performance.	12	Ensure sustainable production and consumption standards.	Increase to 90% the percentage of waste not sent to landfills by 2030; Increase by 10% the average sustainability score* of line items by 2030, from 54.6% to 60%. **More sustainable products are: items that use less energy, water, chemicals, steam, and more sustainable and biodegradable raw materials.*	63% / 90% 0% / 60%

Corporate **governance**

GRI 2-9 | 2-10 | 2-11 | 2-12 | 2-13 | 2-14 | 405-1

At Vicunha, we believe that **corporate governance** is one of the pillars that sustain our success, recognition, and longevity.

It not only guides the way we conduct our business, but also generates value for society by promoting ethical, transparent, and responsible relationships with all our stakeholders.

Our governance is structured based on formal policies and procedures, which establish the **principles that guide the conduct of our employees and business partners.** Among these, our **Code of Ethics and Conduct** stands out as a central document that guides our daily decisions and practices.

We periodically review our key policies, ensuring they are up-to-date and in line with the best market practices. These documents are widely disseminated and combined with mandatory training for employees, suppliers, and other interested parties. In addition, we constantly monitor regulatory standards and market trends, incorporating advances that strengthen our integrity, efficiency, and commitment to sustainable development into our management practices.

Vicunha's governance structure is composed of well-defined bodies, which ensure strategic decision-making with responsibility and a plurality of views.

Shareholders' Meeting

It represents the highest decision-making body of the company. At this meeting, shareholders discuss relevant topics that directly or indirectly impact the company's path and the interests of investors.

Board of Directors

Responsible for the general guidance of Vicunha's business, the Board is composed of six members, four of whom are independent, appointed in accordance with the guidelines of the Corporate Law (LSA - Lei das Sociedades por Ações) and our Bylaws. The selection of members considers criteria such as knowledge of the textile sector, technical experience, qualified training, independence, and shareholder representation, especially for the positions of chairman and vice-chairman of the Board. Among its assignments are: approval and monitoring of the Strategic Plan (with its most recent version approved in 2022), evaluation of investments, review of the Mission, Vision, and Values, validation of internal policies, and monitoring of sustainability-related goals.

At Vicunha, governance is integrated, collaborative and guided by ***committees that contribute directly to strategic decision-making,*** *alignment of actions, and management of risks and opportunities in different areas of the company.*

The committee structure was designed to ensure that relevant topics - such as sustainability, safety, planning, performance, and crisis management - are monitored deeply, frequently, and with the involvement of leaders and technical areas. Currently, we have five main committee groups, each with a specific function within our management model:

Board Support Committees

Composed of at least two advisors, the CEO, and the officers of the areas related to the topics addressed, the support committees prepare strategic decisions that are subsequently deliberated by the Board of Directors. Its members are appointed by the Board itself, and their terms of office follow the respective positions held.

Steering Committee

The company's Steering Committee is composed of members elected by the Board of Directors in accordance with the company's Bylaws, with a term of office until April 29, 2025.

Expanded Steering Committee (Expanded CoDir)

Expanded Steering Committee (Expanded CoDir) is composed of Vicunha's officers, representatives from subsidiaries in Ecuador and Argentina, and managers from strategic areas. Its role is to lead and monitor the implementation of the company's Strategic Plan, ensure the practice of the Mission, Vision, and Values, and monitor internal policies, indicators and improvement actions. Weekly meetings address topics such as safety, management of area, strategies and sustainability, with support from the Strategic Planning advisory team and the Human Resources Department.

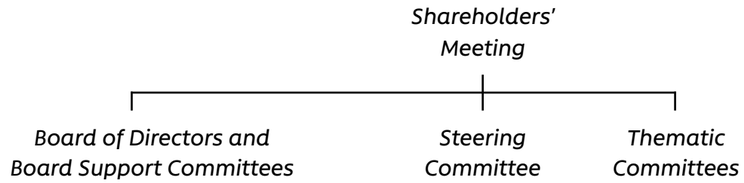
Thematic Committees

Our Thematic Committees are responsible for addressing specific issues related to our management and operations in several areas. To this end, they hold regular meetings throughout the year, attended by members of the Steering Committee, when they confirm their attendance.

Crisis Management Committees

The main objective of the Crisis Management Committees is to prevent, eliminate, and/or mitigate the effects of a possible crisis in our operations. Ensuring the protection of our people, the environment, and our reputation. The committees are composed of permanent members - executive officers and general managers - and circumstances depending on the crisis at hand.

Governance Structure



Board *Support Committees*

- Financial and Risk Management Committee
- Innovation and Investment Committee
- Commerce and Cotton Committee
- People and Compensation Committee

Board of *Directors*

Ricardo Steinbruch	*Elisabeth Steinbruch*	*Anna Maria Kuntz*	*Vicente Donini**	*Ricardo Weiss*	*João Carlos de Nóbrega Pecego*
Chairman	Vice-Chairwoman	Director (independent)	Director (independent)	Director (independent)	Director (independent)

Steering Committee

*Marcos Antonio de Marchi***	*Marcel Imaizumi***	*German Alejandro*	*Alexandre Ferreira*	*Pedro Teixeira***
(CEO) Independent	(COO) Independent	(CCO) Independent	(CHRO) Independent	(CFO) Independent

Thematic Committees

- Sustainability Committee
- Strategy Committee
- S&OP Committee – Sales and Operations Planning
- IT Committee
- Tax Planning Committee
- Raw Materials Committee

* Held the position until June 2024
** Held the position until June 2025

Our Business

- Business ethics
- Quality and continuous improvement
- Financial performance
- Relationship with customers
- Relationship with suppliers



ESG Journey



Business Ethics

2021

9,154 hours of training in ethics, human rights, and decent work;

Active whistleblowing channel for all stakeholders.

2022

Code of Ethics updated with Anti-Corruption Policy and Vicunha Culture;

100% of significant investment contracts (above BRL 1 million) now contain clauses related to the protection of human rights.

2023

Launch of the Company's Code of Ethics and Conduct;

10 thousand hours of training for 5.7 thousand people;

Launch of the Consequences Policy.

2024

Significant progress in preventing corruption and strengthening an ethical and transparent culture;

100% of board members and directors, and more than 5,000 employees in Brazil were made aware of the anti-corruption policies.

Financial Performance



2021

Record revenue: BRL 2.59 billion (71.4% vs. 2020);

Gross profit tripled: BRL 654 million (25% margin);

50% of sales in the international market;

Exports to over 1,000 global customers.

2022

Record revenue: BRL 2.91 billion;

Record EBITDA: BRL 474 million (excluding non-recurring effects).

2023

Net revenue: BRL 2.49 billion, representing a 14% decrease compared to 2022, mainly due to currency devaluation in Argentina;

Net profit: BRL 5 million, demonstrating low economic value retention, but still in favorable ground.

2024

Vicunha generated a total of BRL 2.44 billion in net operating revenue, representing the total net value of the year's activities;

The retained economic value (net income for the year) was -BRL 119.9 million, indicating an accounting loss, reflecting the challenges faced throughout the period. Despite this, the result demonstrates the company's resilience and ability to adapt, especially in market conditions that require agility, control, and strategic vision.

Presentation of key ESG results, as presented in our previous Sustainability Reports.

Business **Ethics**

GRI 3-3 | 2-23 | 2-24 | 2-25 | 2-29 | 205-1 | 205-2 | 205-3

At Vicunha, ethics is a ***non-negotiable principle*** that guides our decisions, relationships, and practices in all regions where we operate.

Our commitment to integrity goes beyond legal compliance - it is present in the organizational culture, training, policies, and relationship with all stakeholders.

We are absolutely committed to ethical and honest conduct. To ensure this premise, we have policies that guide the conduct required in our relationship with all stakeholders, society, and the environment. We also have a strong culture of integrity and value responsible, honest, transparent relationships guided by respect, which are intrinsic to our business and purpose.

Code of ***Ethics*** and Conduct Channel

Since 2018, we at Vicunha have had a Code of Ethics and Conduct that guides our relationships based on human rights, integrity, the environment, and decent work - principles aligned with the UN Global Compact. This document is available on our institutional website for all stakeholders, and is reinforced by mandatory training, conducted when new employees are hired and whenever there are updates.

To ensure an ***ethical, safe, and transparent environment***, we maintain a Conduct Channel available 24/7.

Access the Vicunha Conduct Channel by ***clicking here***.

Complaints can be made anonymously or identified, and all are treated with secrecy and confidentiality throughout the investigation process.

Our integrity structure is strengthened by internal policies approved by senior leadership, such as Health, Safety, and Environment (HSE), Anti-Corruption, Chemical Management, Information Security, and Crisis Management. These documents are widely disseminated through training, internal channels, and corporate communication materials.

In 2024, we received 126 complaints through the Conduct Channel. After investigation, 63 were considered valid or partially valid, with the appropriate actions implemented.





Integrity and ***risk management***

At Vicunha, we remain steadfast in our commitment to strengthening an ethical, transparent, and responsible organizational culture. In 2024, we deepened this care with significant advances in corruption prevention and the evolution of our risk management, aligning our practices with current challenges and growing demands for sustainability and integrity in the market.

We performed continuous communication, training, and control actions in all our units. In Brazil, we made 100% of our board members, directors, and more than 5,000 employees aware of our anti-corruption policy guidelines. This same commitment was replicated in operations in Argentina and Ecuador, with institutional validation of the policy and full coverage of employees.

We also ensured that all contracts signed or renewed in 2024 included integrity clauses, reinforcing shared responsibility with our business partners.

Throughout the year, Vicunha's Internal Audit in Brazil conducted nine process evaluations, without identifying risks or incidents related to corruption. As part of this advance, we created the Internal Controls area, with the mission of acting preventively and collaboratively with the business areas, anticipating needs and contributing to the strengthening of risk mitigation mechanisms - with an emphasis on integrity-related risks.

Also in 2024, we launched our Low Carbon Program, with the goal of understanding and reducing the climate impacts of our operations. Over the next few years, we will also advance in the review of our corporate risk matrix, with the aim of consolidating an integrated and strategic vision of the main factors that can influence our business. With this in mind, 10 alignment meetings have already been held with a multidisciplinary working group, formed by representatives from several areas of Vicunha, to map risks and opportunities in a broader and more collaborative way.

The new structure contemplates ten dimensions:

- People
- Cyber
- Finance
- Strategy
- Operations
- Natural Events
- Compliance
- Sustainability (including environmental and climate risks)
- Institutional Relations and Reputation
- Planning and Operational Continuity

This process represents an important step to ensure proactive management, with the ability to anticipate scenarios and mitigate adverse impacts, always with an eye toward the future of fashion and the planet.

Quality and continuous improvement

GRI 2-23 | 2-25 | 2-26 | 2-29 | 205-1 | 205-2 | 205-3

At Vicunha, ***quality*** is a value that goes far beyond the final product.

It is present at every stage of our daily routines - in planning, operations, relationships with customers, and deliveries. This is what moves us to continuously improve, with more efficient, lean and safe processes, generating sustainable, competitive results aligned with market transformations.

In 2024, this pursuit of excellence resulted in important advances, reinforcing a commitment that has been with us for decades - since we became one of the first textile industries in Brazil to achieve ISO 9001 certification in 1998.

Over the past year, we continued to invest heavily in methodologies that put continuous improvement into practice, such as Kanban, the TPM (Total Productive Management), and Routine Management rituals. The expansion of the Kanban system in factories in Brazil was a highlight, reaching the RTA, Processing, Workshops, and Processing Kitchens processes, with the direct participation of nearly 300 employees. In Pacajus (CE), Kanban has also been applied to the Weaving process. The result has been the simplification of workflows, reduction of waste, and concrete improvement in productivity and in the daily lives of those who are part of the operation.

As for TPM, in 2024, the program completed five years with significant advances in factories and internal consolidation as a strategic tool for people development and results improvement. Since its beginning with only two machines in Maracanaú, TPM has been applied to 42 machines.

One of the year's highlights was the inclusion of weaving into the program: 14 looms at Unit II began to adopt the methodology, marking an unprecedented achievement. In the spinning, the program was expanded to units II and III, strengthening work in the dry areas. Unit III even advanced from the first to the second step of TPM, moving from the restoration of basic conditions to the pursuit of greater efficiency through reducing cleaning and inspection time.

Internationally, at the Argentina unit, Routine Management rituals began in the Processing area - a practice that is already 100% implemented in the Brazilian factories, with daily meetings between operators and supervisors. This space for listening and direct action is fully connected to our principle of People and Open Dialogue.



In 2024, we recorded more than 240 rituals implemented in the industrial areas, promoting alignment, transparency, and more agile solutions to daily challenges. To support this expansion, Vicunha trained a total of 51 new TPM multipliers in 2024, responsible for disseminating the technical and methodological knowledge across the teams. These achievements consolidate TPM as a key part of Vicunha's continuous improvement strategy, promoting a culture of efficiency, people valuing, and innovation in industrial processes.

Another highlight is the Routine Management rituals, which strengthen the culture of dialogue and continuous learning. Every day, our operators meet with their supervisors to reflect on the challenges faced, share lessons learned, and define adjustments for the following day.

Each of these practices reinforces our belief that excellence is built every day - with knowledge, collaboration, and the desire to do better. That's how we keep Vicunha moving forward, evolving along with the market and, above all, with the people who build this history with us.

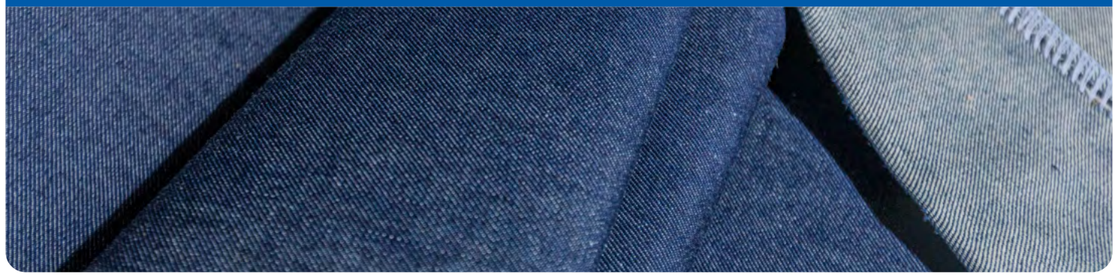
V.Comp and Kaizen Circle

The V.Comp (Vicunha Competitiveness) platform was created as a strategic space for the development of projects focused on Safety, Quality, Costs, and Productivity.

In 2024, new projects were integrated into the tool, using the Kaizen Circles methodology to stimulate the active participation of technical teams. These projects generated significant gains, such as an increase in productivity and savings of BRL 5.5 million per year, in addition to the expected expansion of the areas of operation in 2025.

The Kaizen Circle program, one of Vicunha's main tools for continuous improvement and a vector for strengthening the Lean culture, recorded around 800 ideas in 2024, focusing on topics such as delivery/efficiency, safety, quality, cost, and sustainability.

Since its implementation, the program has already generated BRL 18.7 million in financial gains, with BRL 9.2 million in 2024. The current challenge is to increase the engagement of administrative areas and reduce the time it takes to implement ideas.





V.Academy

We have developed a knowledge and innovation center for jeanswear. Initially launched with the goal of training employees and representatives, the platform provides essential tools and practical guidance to navigate the fashion industry of today and tomorrow. In 2024, the academy focused on developing sales representatives. Throughout the year, there were 4 classes, which engaged 109 people by the end of the training.

Green IT Project

Vicunha's Green IT Project continues its mission to align technology with sustainability, promoting a more efficient, secure, and environmentally responsible IT infrastructure.

The actions reinforce the strategic role of the IT area, promoting innovation with responsibility. In 2024, the main milestones of the year included:

Energy Efficiency

Replacement of Old UPSs with High-Efficiency UPSs.

— Old UPSs were replaced with modern UPS systems, offering greater energy efficiency and responsiveness.

— The new infrastructure ensures greater availability of critical environments, reducing energy consumption and the risk of failure.

Security and Reliability

Advances in Security with Corporate Firewalls.

— Implementation of new-generation firewalls with advanced traffic inspection, threat prevention, and network segmentation features.

— The initiative brought more reliability and protection to the corporate environment, aligning with the cybersecurity best practices.

— The new architecture strengthens Vicunha's digital resilience, protecting critical data and operations.

Certifications and commitments

The certifications and commitments we maintain reflect our alignment with international best practices in sustainability, environmental management, and chemical responsibility throughout our value chain:

— **ISO 9001 and ISO 14001:** recognize our quality and environmental management systems, reinforcing the standardization and continuous improvement of processes.

— **Oeko-Tex Standard 100:** ensures that our fabrics comply with criteria that restrict the use of chemical substances harmful to human health and the environment.

— **Global Recycled Standard (GRS):** certifies the use of recycled materials with traceability and socio-environmental compliance.

— **ZDHC (Zero Discharge of Hazardous Chemicals):** guides our commitment to the responsible use of chemicals throughout the textile chain.

— **Higg Index:** contributes to the monitoring of socio-environmental performance, based on consistent and comparable data.

— **Regenagri®:** recognizes sustainable and regenerative agricultural practices in cotton production.

When selecting raw materials, we prioritize suppliers certified by the Better Cotton in Brazil (ABR) program, the Better Cotton Initiative (BCI), and partners with the Canopy seal, which is focused on forest preservation.

Financial performance

GRI 3-3 | 201-1 | 201-2

At Vicunha, we understand that financial results express more than just performance: they reflect the way we manage our strategy, build solid relationships, and cultivate trust with those who walk alongside us - employees, partners, and customers.

In 2024, we remained committed to responsible operations and to strengthening processes that integrate sustainability, risk management, and opportunities into our decision-making model.

This year, we generated BRL 2.44 billion in economic value - representing our total net revenue. The value distributed to society - considering salaries, benefits, payments to suppliers, taxes, capital remuneration, and social investments - was negative at BRL 2.56 billion. This result is associated with accounting adjustments and specific performance variations in a challenging scenario for the industry, especially in relation to costs and margins.

The retained economic value - that is, what remains in the company after distributions - was -BRL 119.9 million. Although it represents a challenge, these figures also highlight our resilience. We have faced economic cycles with transparency, reevaluated processes, and maintained our commitment to the sustainable transformation of the sector - always focusing on the long term and building solutions that generate real value for the entire chain.

Direct economic value generated and distributed

GRI 201-1

Economic value generated Net Operating Revenue	BRL 2,442,786,263
Economic value distributed Operating costs, employee salaries and benefits, payments to capital providers, payments to government, and investments in the community.	-BRL 2,562,768,945
Economic value retained	-BRL 119,982,682

Value chain connections

GRI 418-1

Relationship with customers

At Vicunha, we believe that more than putting the customer at the center, it's essential to start from their point of view. We reaffirm this commitment through active listening and strategic direction of our solutions, built from market intelligence, our expertise in fashion and sustainability, and the commitment to lasting and transparent relationships.

For us, innovating also means creating spaces that inspire genuine connections. Our showroom in São Paulo reflects this vision: a sensory and creative environment, with more than 4,000 garments made from around 200 different fabrics - all with certified cotton. The space welcomes customers, stylists, and students, promoting learning and co-creation experiences.

In 2024, we held a class from the technical fashion program at Senac in Taboão da Serra (SP), strengthening our role as a formative agent for a more conscious and collaborative fashion industry. We also maintain a showroom in Buenos Aires, Argentina, with the same purpose: to value touch, vision, and interaction as drivers of innovation. These initiatives reinforce our commitment to delivering customer-focused results, expanding possibilities responsibly and sustainably throughout the entire supply chain.

Fashion intelligence that inspires

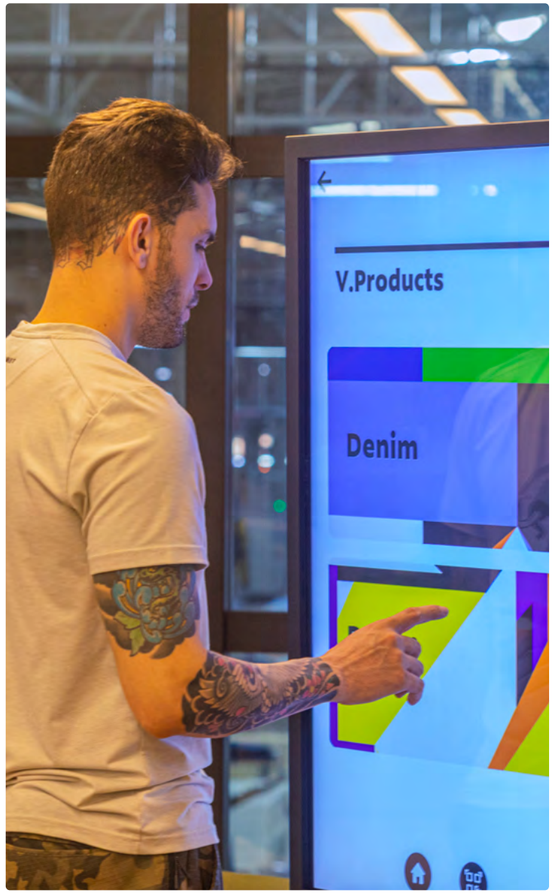
Our Cool Hunting team is one of the pillars of this relationship. Throughout the year, we map trends, analyze consumer behavior, and transform these analyses into lectures, events, consulting, and co-creation actions with our customers.

The goal? To stimulate the culture of jeanswear and anticipate movements that help brands remain relevant and connected to the present moment.

In an increasingly digital and dynamic sector, we also invest in tools that make the customer's journey easier. The V.Space app, a pioneer in the textile sector, is a digital catalog with access to our entire collection - more than 300 products - as well as updated content on fashion, consumer behavior and sustainability.







Relationship with suppliers

The quality of our products and the commitment to sustainability begin even before production: they start in the choice of our suppliers.
Our relationship model is guided by shared responsibility, regional proximity, traceability, clear technical criteria, and a long-term understanding.

In 2024, we strengthened the control and traceability of the supply chain, focusing on strategic suppliers. These partners are monitored with technical rigor, considering criteria such as quality control, compliance with technical specifications, conformity with technical datasheets, and periodic reviews to maintain approval.

We prioritize local suppliers who ensure agility, logistical efficiency, and a positive impact on regional development.

In Brazil, 100% of our service providers are national. For the purchase of both non-productive and productive materials, except cotton, we have 79% national suppliers and 21% international suppliers.

In Argentina, 71.49% are national suppliers and 28.51% international suppliers. Our unit in San Juan now has its own spinning mills, marking an important advance in local productive integration. Most of the cotton used in the plant comes from national sources, reinforcing the appreciation of the country's own raw material.

In Ecuador, 75% of suppliers are national and 25% are international. These suppliers are essential to ensuring the continuous, high-quality supply of raw materials for our operations, and maintain a relationship built on long-standing trust.



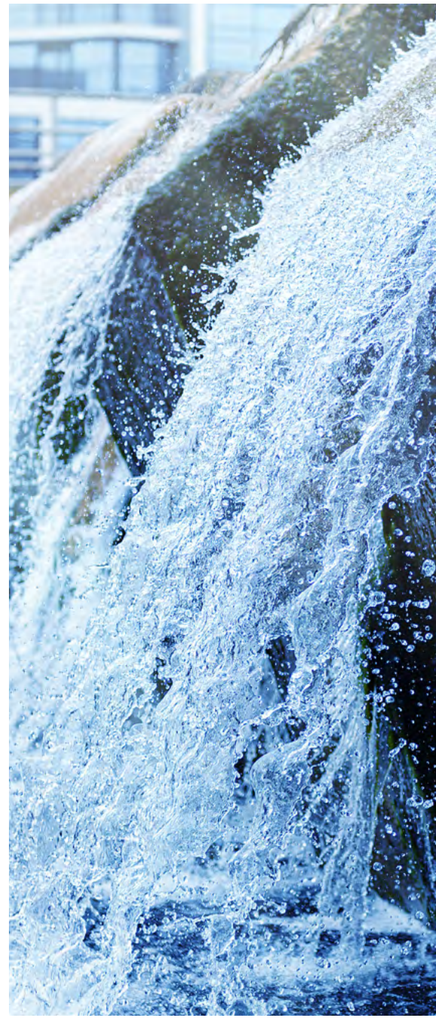
Cotton is Vicunha's main raw material.

Our Responsible Operations

- Commitment to environmental sustainability
- Greenhouse gas emissions
- Solid waste and effluents
- Water and energy
- Biodiversity







ESG Journey

Solid Waste and Effluents

2021
11,210 t of waste were reused or recycled - with zero final disposal.

2022
-12% reduction in total waste;

Landfills: 6,908 t (25% vs. 2021);

Pilot project: boiler ashes become fertilizer on Vicunha farms and input for construction.

2023
Waste program revitalized;

Argentina: partnership with Con Retazos transforms waste into bags showcased at NY Fashion Week;

2.5% use of non-renewable materials (plastic and chemicals).

2024
63% of waste in Brazil with a sustainable destination: reuse, recycling, composting, co-processing, or energy.

GHG Emissions

2021
-10 t CO_2 avoided in the Brazilian factories;

Boilers used exclusively for steam → lower emissions.

2022
1st GHG Inventory completed;

11,004 kg CO2 avoided;

Reuse of CO2 from biomass in the WWTP.

2023
More biomass, less natural gas in Brazil;

Temporary shutdown of Ecuador factory → reduced emissions.

2024
Scope 3 expanded (goods, services and FERA*);

Energy efficiency maintained despite broader scope;

Scope 1 reduced: biomass + free energy + improvements.

*Fuel and energy-related activities not included in Scopes 1 and 2

Water and Energy

2021
Partnership in Pacajus (CE) for wastewater treatment and reuse;

Replacement of 13,400 bulbs with LED → 5,400 MWh/year savings.

2022
Advance in reuse project in Pacajus (BRL 35 million investment);

Focus on thermal efficiency and adjustments in steam/biomass use.

2023
226.7 million liters of water recirculated;

Less Water seal: up to 95% water savings;

VSA Treatment reuse under implementation in Pacajus;

11% reduction in energy consumption.

2024
643,209 m³ of water reused;

VSA Treatment expanded to Maracanaú (CE);

Free energy market consolidated with more sustainable suppliers.

Biodiversity

2021
Monitoring of fauna and flora in CE and RN;

No unit located in high-risk environmental areas.

2022
Mapping of biodiversity in the units with technical support;

Biodiversity integrated into the EMS - addressing interconnections with water, soil, and waste.

2023
2030 Goal: map Vicunha's interactions with biodiversity;

Methodological bases to measure positive and negative impacts and to advance in conservation.

2024
Brazil: control of emissions, effluents, and vectors - focus on ecological prevention;

Argentina: continuous monitoring of air, water, and urban pests;

Ecuador: monitoring in areas of ecological influence.

Presentation of key ESG results, as presented in our previous Sustainability Reports.

ESG journey in numbers

Non-hazardous waste generated (tons)

GRI 306-3

Year	Vicunha
2022	-9.98%
2023	-2.17%
2024*	+15.02%

**Increase in production.*

Hazardous waste generated (tons)

GRI 306-3

Year	Vicunha
2022	-11.17%
2023	+11.83%
2024	+21.74%

**Increase in production.*

Water withdrawal in all areas (ML)

GRI 303-3

Year	Vicunha
2022	-1.48%
2023	-8.16%
2024	+3.38%

Water withdrawal in all water-stressed areas (ML)

GRI 306-3

Year	Vicunha
2022	+0.58%
2023	+31.54%
2024*	-86.51%

**Vicunha does not produce water, but recovers significant volumes within its manufacturing process, which reduces dependency on external sources.*

Water consumption within the organization (ML)

GRI 303-5

Year	Vicunha
2022	+16.42%
2023	+8.53%
2024*	+86.22%

**Increase in production.*

Water discharge in all units (ML)

GRI 303-4

Year	Vicunha
2022	-3.43%
2023	-9.20%
2024	+2.69%

Total energy consumption within the organization (GJ)

GRI 302-1

Year	Vicunha
2022	-1.61%
2023	-10.62%
2024*	+5.67%

**Increase in production.*

Total renewable energy consumption within the organization (GJ)

GRI 302-1

Year	Vicunha
2022	-6.91%
2023	-15.25%
2024*	+13.37%

**Increase in production.*

Total non-renewable energy consumption within the organization (GJ)

GRI 302-1

Year	Vicunha
2022	-0.94%
2023	-3.66%
2024*	+1.01%

**Increase in production.*

GHG emissions Scope 1, 2 and 3 (tCO_2e)

GRI 305-1 | 305-2 | 305-3

	Vicunha		
	2022	2023	2024
Scope 1	-3.18%	-16.57%	-1.61%
Scope 2	-61.12%	-18.19%	+16.47%
Scope 3*	+95.94%	+2.29%	+3,120.65%

**Sharp increase in 2024, due to the expanded scope of mapped categories.*

Commitment to **environmental sustainability**

Global Compact - Principles 7, 8, and 9

At Vicunha, we believe that care for the environment must permeate the entire production chain - from the choice of raw materials to the way we conduct our industrial processes. **In 2024, we continued to strengthen our practices with a focus on responsibility, innovation, and continuous improvement.**

These actions are guided by our Health, Safety, and Environment (HSE) Policy and monitored by a specialized technical team dedicated to the prevention and mitigation of impacts. We also implement standardized internal procedures to ensure compliance with legal requirements and good environmental practices in all our units.

Monthly, we monitor the key environmental indicators: water consumption, electricity use, fuel usage, steam generation, and effluent generation. This monitoring is integrated in all five Vicunha factories - three in Brazil, one in Argentina, and one in Ecuador - with constant evaluation by senior leadership during the meetings of our IMS.

Our commitment is reinforced by a structured schedule of audits. Prior to each external audit, we conduct internal audits that help us keep our processes under control and prepare the teams involved. Certifications that validate our management include ISO 14001 (environment) and ISO 9001 (quality). **For more details about our certifications and programs, please refer to page 25 of this report.**

All units maintain strict controls over air quality, boiler emissions, waste management, and effluent treatment. I**n Ecuador, where we operate our own hydroeletric plant located in an area of ecological influence, we have intensified our efforts based on an Environmental Management Plan, which includes a sub-plan for Citizen Participation and Community Relations.** This is reported annually and audited every three years in accordance with local legislation.

In 2023, we conducted a noise study map at this plant and, in 2024, we began implementing the first low-cost measures, such as rescheduling noisier activities to less sensitive hours and using physical barriers. The continuity of the plan depends on budgetary allocation.

In addition to process management, we remain committed to sourcing raw materials with lower environmental impact and strengthening an integrated environmental culture. **Our journey toward a more responsible fashion industry is continuous, technical, and collaborative - reaffirming our role as agents of positive transformation in the textile sector.**

Internal Environmental Commission **- *CIMA***

Our Internal Environmental Commission, established in June 2023, has as its primary objective to raise awareness among all employees for increasingly sustainable operations.

Composed by employees from all production units, the members hold monthly meetings focused on subjects essential for good coexistence and internal discipline, such as: the 4Rs (Reduce, Reuse, Recycle, and Rethink), the use of chemicals and their environmental aspects and impacts, and compliance with our HSE Policy.

In this way, all members who participate in the commission lead the Daily Safety and Environment Dialogues (DDSMA) and participate in educational campaigns, contributing to the 5S program, promoting good practices across all areas of the company.

The importance of ***responsible use*** of chemicals in our operation

The management of chemicals at Vicunha is conducted with technical rigor, responsibility, and a continuous focus on innovation and sustainability. The company ensures strict control over the entry and consumption of less harmful chemical products through compliance with the ZDHC's Manufacturing Restricted Substances List (MRSL). This management is not limited to controls; it conveys our commitment to employee training and safety, which was reflected in the internal training on the safe handling of chemical products, provided in 2024, reaching 725 employees across our Brazilian units.

We have also implemented more demanding criteria for the analysis of Safety Data Sheets (SDS), integrating quality, occupational health and safety, and the environment areas, thus promoting chemical safety and compliance with internal policies.

The responsible team also maintains direct engagement with chemical suppliers to ensure understanding and adherence to Vicunha's Chemical Management Policy, which isaligned with ZDHC criteria. This promotes supplier engagement of the entire supply chain. These practices support compliance with the certifications and programs adopted by Vicunha, as well as the meeting of customer requirements.

Another highlight is the monthly chemical inventories conducted through the CleanChain platform, which is connected to the ZDHC Gateway, currently implemented in the three Brazilian units, generating traceability and transparent chemical management information for our customers.

From an innovation and impact-reduction perspective, Vicunha continues to invest in the development of new processes and technologies that significantly reduce the use of chemical products. All these efforts are reinforced by a culture of continuous improvement and expressed through the chemical compliance indicator under the ZDHC program, which is systematically monitored.



Greenhouse gas emissions

GRI 3-3 | 305-1 | 305-2 | 305-3 | 305-4 - Global Compact - Principles 7, 8, and 9

We have made consistent progress on our climate agenda, strengthening data control and implementing operational improvements to reduce GHG emissions.

We believe that a more efficient and climate-connected industry is a fundamental part of the future of fashion. Since conducting our first inventory in 2021, we have improved the quality of information management, climate risk and opportunity mapping, and our focus on concrete actions. The pursuit of operations with a lower environmental impact has guided important decisions - from our energy matrix to the use of resources.

In 2024, **in Brazil we have seen a significant reduction in direct emissions over the last four years** (Scope 1), which fell from 20,399.34 tCO_2e in 2022 to 14,844.07 tCO_2e in 2024 - **a drop of around 27%.**

On indirect emissions related to electricity (Scope 2), there was a downward trend between 2021 and 2023, followed by an increase in 2024: we went from 12,905.43 tCO_2e in 2023 to 18,877.44 tCO_2e in the last year. This variation can be explained by factors such as increased energy demand and changes in the emission factor of purchased energy.

In Argentina, the main highlight in 2024 was the launch of operations at the **new spinning at the San Juan plant,** which naturally led to an increase in energy consumption and, consequently, in associated emissions.

Although the operation is still in its early stages, this change has already been reflected in the inventory, requiring special attention to energy performance in future cycles. On the other hand, part of the energy used comes from renewable sources, which tends to balance this impact over time.

In Ecuador, the direct emissions profile (Scope 1) remained relatively stable, with a slight increase in emissions from fossil fuels and processes related to effluent treatment. This behavior is consistent with the industrial operation of the unit, which has its own power generation through the local hydroelectric plant, contributing to reducing dependence on external sources and mitigating indirect emissions (Scope 2).

As a group, Vicunha showed a significant reduction in Scope 1 emissions compared to 2022, as a result of operational improvements in Brazil and greater control of emission sources. Scope 2 performance, in turn, fluctuated according to the profile of each country and its energy matrix. **In Scope 3, we observed a considerable increase in total emissions in 2024.** This growth, however, does not reflect a deterioration in environmental performance, but rather the evolution of our emissions inventory.

In this cycle, we began mapping and accounting for new categories that had not been included in previous inventories, such as raw materials and inputs.

This expansion is an important step toward making our inventory increasingly comprehensive and representative of Vicunha's actual carbon footprint, in line with international best practices and the requirements of financial and commercial stakeholders.

	BRAZIL				ARGENTINA				ECUADOR				VICUNHA			
	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024
Direct emissions — Scope 1 (tCO_2e)																
Stationary Combustion	17,479.91	18,736.48	14,998.09	13,065.77	17,537.32	14,049.09	15,229.03	14,105.48	8,990.64	10,011.94	5,713.40	7,605.73	44,007.87	42,797.51	35,940.52	34,776.98
Mobile Combustion	105,76	767.18	51.74	601.88	91.23	91.33	93.05	142.53	212.62	244.71	123.46	137.50	409.60	1,103.22	268.25	881.91
Fugitive Emissions	1,882.17	674.61	938.39	894.95	--	19.04	--	--	22.11	37.94	133.03	134.52	1,893.18	689.47	1,071.42	1,029.47
Effluents	139.12	357.09	210.5	281.46	36.94	38.16	35.91	36.77	116.95	121.10	127.84	43.22	293.01	516.34	374.25	361.45
Total	19,606.95	20,535.36	16,198.72	14,844.07	17,665.49	14,197.62	15,357.99	14,284.78	9,342.32	10,415.69	6,097.73	7,920.97	46,603.67	45,125.58	37,654.44	37,049.82
Biogenic Emissions	180,441.32	191,921.21	161,231.25	180,773.97	9.31	6.04	8.72	7.19	6.32	8.35	1.74	4.11	180,456.95	191,935.60	161,241.71	180,785.27
Indirect Emissions — Scope 2 (tCO_2e)																
Electricity	58.067,31	15.040,96	12.905,43	18.877,44	6,143.84	6,470.22	7,237.11	5,609.53	2,009.68	4,228.81	916.00	39.4	66,220.83	25,740.00	21,058.54	24,526.37
Other Indirect Emissions— Scope 3 (tCO_2e)																
Purchased Goods and Services	--	--	--	331,266.54	--	--	--	62,515.62	--	--	--	35,587.74	--	--	--	429.369.90
FERA*	--	--	--	5,405.97	--	--	--	2,294.84	--	--	--	936.64	--	--	--	8,637.45
Upstream Transportation	1,340.56	4,116.52	3,843.01	3,460.52	--	--	--	535.87	1.359.04	--	--	724.35	2,699.60	4,116.52	3,843.01	4,720.74
Waste Generated	2,582.54	1,417.51	2,811.09	3,785.89	191.88	518.09	240.89	817.50	0.84	363.09	266.37	136.99	2,775.23	2,298.69	3,318.35	4,740.38
Business Travel	--	329.18	451.56	362.29	--	183.61	123.36	63.55	--	9.99	15.54	51.3	--	522.78	590.46	477.14
Employee commuting	--	654.35	555.57	2,656.08	303.90	351.91	347.69	128.40	--	288.59	223.53	457.09	303.90	1,294.85	1,126.79	3,241.57
Downstream Transportation	698.81	4,231.08	4,547.47	4,888.16	294.86	815.16	323.76	--	300.40	579.45	426.14	579.34	1,294.07	5,625.69	5,297.37	5,467.50
Total	4,621.92	10,748.64	12,208.70	351,825.45	790.63	1.868.77	1,035.70	66,355.78	1,660.28	1,241.13	931.58	38,473.45	7,072.80	13,858.53	14,175.99	456,654.68
Biogenic Emissions	566.12	933.90	1,232.03	1,361.94	65.2	194.60	165.99	2,361.11	1.04	86.90	59.90	52.05	632.36	1,215.40	1,457.92	3,775.10
**Fuel and energy-related activities not included in Scope 1 and 2*																
Emission Intensity (kgCO2e/kg produced)																
Intensity (Scope 1 and 2)	1,182	0.561	0.508	0.549	3.128	2.645	2.310	2.258	1.497	1.788	1.345	1.340	1.394	0.892	0.813	0.809
Intensity (Total)	1,252	0.731	0.722	6.279	3.232	2.885	2.416	9.790	1.716	1.940	1.524	7.815	1.482	1.067	1.009	6.805

Emissions intensity considers total DPA input production. Data for 2022 and 2023 has been revised due to the alignment of methods and calculations with GHG Protocol guidelines.

Waste and materials

GRI 3-3 | 301-1 | 301-2 | 301-3 | 306-1 | 306-2 | 306-3 | 306-4 | 306-5

Waste

At Vicunha, we understand that waste management is more than a responsibility - it is an opportunity to do things differently. That is why we have adopted practices that reduce environmental impact, increase the reuse of materials, and strengthen circularity in all the units where we operate.

In **2024**, we generated **19,287.10 tons of waste**, representing a **13.07% increase over 2023**, reflecting growth in production, especially in our units in Brazil and Argentina.

In Brazil, we continue to excel in the environmentally appropriate disposal of waste: approximately 62.87% was reused, recycled, composted, re-refined, used for agricultural purposes, or recovered for energy, representing an increase of 19.57% compared to 2023.

In Argentina, in addition to expanding control over hazardous waste, we continue to strengthen partnerships with social impact. In 2024, we maintained our project with the organization **ConRetazos**, formed by women who transform scraps from our production into bags sold in the local market. The initiative has already been featured at **New York Fashion Week**, showing that design and responsibility can - and should - go hand in hand. The project also generates income, reduces waste, and inspires other forms of circularity.

In **Ecuador**, hazardous waste totaled 54.36 tons in 2024 - a figure that, although higher than the previous year, was accompanied by significant advances. The unit implemented programs focused on **Reduce, Reuse, Recycle, and Rethink**, in line with the Hazardous Waste Generator Registry (Registro de Gerador de Resíduos Perigosos RGDP). The entire process is documented and monitored through official reports and qualified management, ensuring traceability and safety.

In addition to the indicators, our practice is to reuse. Tires become handicrafts. Textile fibers are transformed into lower specification products. Scraps are given new life in rugs, hammocks, and clothing.

Yarns are used in industrial cleaning. And organic waste from kitchens becomes food for pigs and poultry - always through licensed partners.

Every action reinforces our commitment to ***cleaner, circular, and conscious fashion*** - where even leftovers find a new purpose.



Non-hazardous *waste generated (tons)* GRI 306-3

	2021	2022	2023	2024
Brazil	15,702.45	13,295.79	15,423.65	16,384.76
Argentina*	2,218.83	1,250.23	1,626.11	1,933.87
Ecuador*	1,290.63	1,264.40	689.51	968.47
Vicunha	19,039.18	17,139.89	16,767.40	19,287.10

**Increase in waste generation due to increased production.*

Hazardous *waste generated (tons)* GRI 306-3

	2021	2022	2023	2024
Brazil	186.69	214.56	209.79	222.38
Argentina*	1,201.83	1,000.42	1,198.07	1,482.00
Ecuador*	55.83	62.80	37.04	54.36
Vicunha	1,454.41	1,292.00	1,444.90	1,758.74

**Increase in waste generation due to increased production.*

In 2024, we continued to advance in waste management with a strategic vision: to reduce final disposal and expand the reuse of materials, aligning our operations with the logic of the circular economy. The focus is on **slowing down disposal and accelerating recovery.**

In Brazilian units alone, we directed **6,262.82 tons** of non-hazardous **waste** to alternatives that avoid direct landfill disposal, in addition to **84.75 tons** of hazardous waste with recovery potential. This represents a significant volume of reuse, including textiles, paper and cardboard, metals, plastics, wood, tires, and other materials used in new productive cycles.

This movement was also significant in our units in **Argentina**, where we sent **1,468.47 tons** of non-hazardous waste for recovery, and in **Ecuador**, where we sent **387.45 tons** of non-hazardous waste for final disposal.

Although Vicunha's total waste volume increased in 2024 (accompanying the growth in production), the data shows that we kept our performance indicator under control.

Most importantly: we have expanded our external reuse solutions safely and responsibly.



*Waste **not destined** for final disposal in 2024 (tons)* GRI 306-4

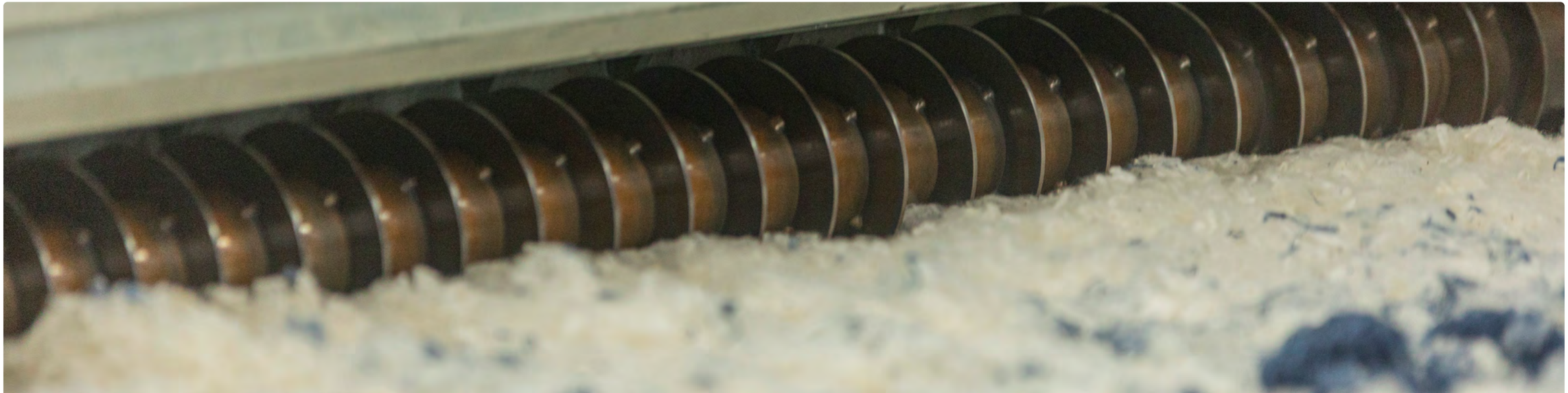
	Brazil	Argentina	Ecuador	Vicunha
Textile waste	6,819.19	1,157.19	512.56	8,488.94
Paper and cardboard	1,118.91	295.57	38.14	1,452.62
Metals	828.63	32.94	11.14	872.71
Plastics	326.12	33.40	27.70	387.22
Contaminated waste	117.64	61.93	5.49	185.06
Tires and rubber	6.90	0.99	-	7.89
Wood	334.21	230.35	0.03	564.59
Glass	0.44	-	-	0.44
Non-hazardous recyclable waste	452.57	373.57	40.03	866.17
Total	9,004.61	2,185.94	635.09	12,825.64

**Waste destined for final disposal through reuse, recycling, or other types of recovery.*

*Waste **destined** for final disposal* in 2024 (tons)* GRI 306-5

	Brazil	Argentina	Ecuador	Vicunha
Textile waste	1,175.05	-	-	1,175.05
Contaminated waste	84.73	61.93	-	146.66
Tires and rubber	3.72	0.99	-	4.71
Wood	0.22	-	-	0.22
Glass	2.32	-	-	2.32
Others (Construction waste, sludge, ash, biodegradable, and street sweepings)	4,996.78	1,405.55	387.45	6,789.78
Total	6,262.82	1,468.47	387.45	8,118.74

**Any operation other than recovery, even if it has energy recovery as a secondary consequence. Materials and resources discarded in a landfill, or through chemical or thermal transformation, which renders these products, materials, and resources unavailable for further use.*



Hazardous waste destined for final disposal in 2024 (tons)

GRI 306-5

	Brazil	Argentina	Ecuador	Vicunha
Incineration (with energy recovery)	32.49	12.91	-	45.40
Incineration (without energy recovery)	9.61	1.467.48	46.51	1,523.60
Landfill waste	42.65	-	0.13	42.78
Other disposal operations	-	-	2.23	2.23
Total	84.75	1,480.39	48.87	1,613.99

Non-hazardous waste destined for final disposal in 2024 (tons)

GRI 306-5

	Brazil	Argentina	Ecuador	Vicunha
Incineration (with energy recovery)	21.02	-	-	21.02
Landfill waste	6,157.47	157.87	338.58	6,653.92
Other disposal operations	-	26.37	-	26.37
Total	6,178.49	184.24	338.58	6,701.31

In 2024, none of Vicunha's units sent hazardous or non-hazardous waste for recovery within the organization. On the other hand, recovery outside the organization presented significant volumes: in Brazil, 84.75 tons of hazardous waste and 6,178.49 tons of non-hazardous waste were reused. In Ecuador, we recorded 5.49 tons of hazardous waste and 635.38 tons of non-hazardous waste destined for external recovery. In Argentina, we also contributed to this movement by sending reprocessed yarn from our indigos (plants used in dyeing process) to Brazil, where this material is recovered and reused.

These data reinforce our focus on responsible solutions for waste management, prioritizing safe and environmentally friendly external alternatives.



Materials

At Vicunha, the efficient management of materials is essential for building a more sustainable textile value chain. Our efforts are focused on replacing non-renewable inputs, reusing materials, and strengthening circularity, supported by continuous monitoring and traceability of the inputs used in our processes.

Our consumption of renewable materials is primarily represented by virgin cotton from agricultural sources. Over the past four years of operation, we have used an average of **234 thousand tons of renewable materials.**

In 2024 alone, we used 62,960.74 tons of renewable materials in Brazil, 2,100.62 tons in Argentina, and 7,665.59 tons in Ecuador. The percentage of recycled materials in relation to the total renewable materials used in 2024 was approximately 15.95% in Brazil, 4.70% in Argentina, and 6.50% in Ecuador - results that highlights the potential for growth and expansion of material reuse in our operations.

To ensure that this transformation is consistent and reliable, all inventory control is done through specialized systems that meet the specific needs of each area of the company. The information generated is integrated into our management platform, enabling complete traceability, data-driven decision-making, and stronger monitoring and control practices.

As a result, we continue to advance in expanding the use of recycled and renewable materials, reducing our dependence on finite resources, and moving our production closer to the standards of environmental excellence expected by the global textile industry.

In 2024, **27.15%** of the raw materials used were of recycled origin.

Materials used (tons) GRI 301-1

	Brazil	Argentina	Ecuador	Vicunha
2021	90,252.03	3,376	11,943.28	105,571.31
2022	89,821.21	5,239	11,879.18	106,939.39
2023	85,958.94	7,235	6,886.76	100,080.70
2024	83,894.74	8,084.62	10,177.59	102,159.95

**The materials reported include virgin cotton, recycled, and reused materials.*

Water and energy

GRI 3-3 | 302-1 | 303-1 | 303-2 | 303-3 | 303-4 | 303-5 | Global Compact - Principle 7

Water

At Vicunha, we recognize water as an essential input throughout the textile chain - from cotton cultivation to the final use of the garments by consumers. For this reason, water management is treated as a strategic priority. Our approach is systemic, integrated, and sustainability-driven, with actions adapted to the reality of each of our units.

None of the Brazilian factories are located in regions classified as high or extremely high water stress, according to the World Resources Institute (WRI) Aqueduct tool. Even so, we maintain preventive management, committed to the rational use of water resources and to reducing impacts associated with water consumption.

In all our manufacturing operations, we do not directly withdraw surface water. Instead, our water supply comes from utility providers, which operate with regional water safety and planning criteria. In addition, in the Maracanaú (Unit I) and Pacajus (Unit III) units, we withdraw and reuse rainwater, which is stored in specific reservoirs for industrial use.

Another key element in our strategy is water recovery. Following a conceptual review of our data, we clarify that **Vicunha does not produce water, but rather recovers significant volumes within the manufacturing process**, which reduces reliance on external sources.

In 2024, we recorded the following volumes of recovered water:

Backwashing of the Water Treatment Plant (WTP) filters:
- Maracanaú: 53,876 m³
- Pacajus: 4,405 m³

Rejects from reverse osmosis membrane:
- Maracanaú: 63,409 m³
- Natal: 21,131 m³

Steam condensate returned to the system:
- Maracanaú: 105,870 m³
- Natal: 277,804 m³
- Pacajus: 39,773 m³

To assess the efficiency of water use, we prioritize relative indicators, expressed in m³ of water per ton of finished fabric produced.

This approach allows for more precise analysis of ***water performance***, considering production variations over time.

Results are periodically presented at corporate review meetings, promoting the exchange of learnings and challenges across units.



BRAZIL

In Brazil, we use different water sources: utility-supplied water, artesian wells, and rainwater collection, and reclaimed water obtained through partnerships. This combination helps to reduce pressure on traditional water sources, especially in regions with a higher risk of scarcity.

To ensure more efficient management, we have continuous initiatives, such as: the treatment and reuse of effluents, machine telemetry measurements in the Maracanaú, Pacajus, and Natal units, and weekly monitoring by unit, complemented by corporate meetings to adjust targets and action plans when needed.

The culture of care is also encouraged internally. Through our Green Channel, any employee can report leaks or environmental irregularities, contributing to a more participatory and conscious management; thus, all our units strictly follow legal standards for wastewater disposal (CONAMA, SEMACE, IDEMA), supported by both internal and external audits.

In Maracanaú, we have gone a step further: the unit is certified by the international ZDHC program, which promotes the elimination of hazardous substances in the textile industry's effluents.

ARGENTINA

In 2024, the Argentina unit ended the year with an average consumption of 35.65 m³/month, below the established target of 40.86 m³/month. At the San Juan plant, water is sourced exclusively from two wells, with authorization from the province's Department of Hydraulics.

The volume and destination of the collection are regulated by the local authority, and all collected water undergoes a reverse osmosis filtration system, reused for drip irrigation, sprinklers, and canals. Effluents are analyzed daily by the company itself and periodically by certified laboratories, as required by the San Juan Province Environment Secretary.

ECUADOR

In Ecuador, the unit is part of the corporate water goals program and has technologies and practices that reinforce our commitment to the conscious use of water.

All water used in operations comes from two wells legalized by the Water Regulation and Control Agency (Agência de Regulação e Controle da Água - ARCA). After collection, it passes through a treatment plant that ensures optimal quality for industrial use, with processes such as coagulation, flocculation, and iron oxidation.

The effluent resulting from production is treated and safely disposed of in the public sewage system, which flows into the Monjas River - always in compliance with legal and environmental parameters.

In addition, our activities extend beyond the walls of the unit: we maintain level sensors, perform preventive maintenance, and develop actions to protect the Quebrada San Francisco micro-basin, with reforestation activities and environmental awareness campaigns within the community.



Setting targets per ton of fabric produced is an integral part of Vicunha's strategy. These targets are broken down by unit and reviewed annually or in cases of operational changes.

We also participate in external initiatives, such as the Pegada Hídrica (Water Footprint) project, conducted by Portal Ecoera, which mapped the complete water cycle in Denim (from planting to end use), totaling 5,196 liters per piece.

The Kaizen program, focused on continuous improvement, mobilizes internal teams to propose sustainable solutions involving consumption reduction, water reuse, and impact prevention.

Furthermore, we highlight the implementation of V.Laundry, an industrial laundry focused on developing more sustainable washing methods, available to customers who wish to reduce their own water footprint.

Total water withdrawal in all areas (ML) 2024

GRI 303-3

	2021	2022	2023	2024
BRAZIL				
Surface water/rain	88.21	144.32	78.10	26.64
Groundwater	1,156.94	1,129.53	1,138.68	1,157.25
Produced water	19.28	23.79	18.52	-- *
Third-party water	821.14	775.11	804.04	1,153.02
Total	2,085.57	2,072.75	2,039.34	2,336.91
ARGENTINA				
Surface water/rain	--	--	--	--
Groundwater	313.60	331.71	346.14	338.73
Produced water	--	--	--	--
Third-party water	0.13	0.15	0.16	0.16
Total	313.73	331.86	346.30	338.89
ECUADOR				
Surface water/rain	--	--	--	--
Groundwater	244.81	265.02	157.26	225.10
Produced water	--	--	--	--
Third-party water	7.05	5.68	2.64	4.87
Total	251.86	270.70	159.90	229.97

**The concept of reported "water produced" data has been revised and it is now understood that Vicunha does not produce water, but rather recovers water, which is a significant factor in reducing dependence on external sources, such as water utility providers.*

Total water withdrawal in all areas (ML) GRI 303-3

	Vicunha total			
	2021	**2022**	**2023**	**2024**
Surface water/rain	88.21	144.32	78.10	26.64
Groundwater	1,715.35	1,726.26	1,642.08	1,382.35
Fresh water	251.85	270.70	159.90	229.97
Produced water	19.28	23.79	18.52	--
Third-party water	828.32	780.94	806.84	1,158.05
Total	2,903.01	2,946.01	2,705.44	2,797.02

Total water withdrawal in all areas with water stress (ML) GRI 303-3

	Vicunha total			
	2021	**2022**	**2023**	**2024**
Surface water/rain	88,21	144.32	78.10	--
Groundwater	1,470.54	1,461.24	1,484.81	321.52
Produced water	19.28	23.79	18.52	--
Third-party water	245.08	183.10	802.83	0.16
Total	1,823.11	1,812.49	2,384.26	321.68

Water discharge in all units (ML) GRI 303-4

	Brazil	**Argentina**	**Ecuador**	**Vicunha**
2021	1,599.78	303.93	167.27	2,071.00
2022	1,504.52	314.11	181.39	2,000.02
2023	1,384.61	316.87	114.46	1,815.95
2024	1,357.84	324.00	182.95	1,864.81

Water consumption within the organization (ML)* GRI 303-5

	Brazil	**Argentina**	**Ecuador**	**Vicunha**
2021	485.76	9.80	84.58	580.15
2022	568.24	17.75	89.32	675.33
2023	654.73	32.74	45.44	732.92
2024	979.05	321.68	47.02	1,364.80

* Consumption = withdrawal - discharge

Water consumption within the organization with water stress (ML) GRI 303-5

Vicunha total			
2021	**2022**	**2023**	**2024**
495.56	585.99	687.47	338.73

VSA Tratamento

Vicunha Serviços, a subsidiary of Vicunha Group, and CAGECE joined forces to create VSA Tratamento de Efluentes e Utilidades Industriais S.A, a strategic initiative aimed at sustainable management for industry. This partnership enabled the implementation of a pioneering project in Horizonte, Ceará, focused on the treatment of industrial effluents and the generation of reclaimed water for use in local industries.

In operation since 2023, the project currently serves three industrial plants in Pacajus and Horizonte (CE) through two integrated systems. One of them is the Industrial Effluent Treatment System (IETS), which combines biological and physicochemical processes to treat effluents, ensuring full compliance with environmental regulations. The treated effluent is then safely discharged into the Pacoti River via a 21-kilometer outfall.

The second system is the Wastewater Recycling Plant (WWRP), which transforms part of Horizonte's domestic sewage into high-quality reclaimed water. Using duo-filtration technology, the facility supplies water suitable for a range of industrial processes, at competitive costs. Sewage is transported by a 12-kilometer outfall that connects the production facility to the CAGECE's Sewage Treatment Plant in Horizonte - CE.

Recognized as a regional milestone in water management, the project contributes directly to the preservation of freshwater sources, reinforcing water security for human consumption and ensuring the effective treatment of industrial effluents - significantly reducing the impacts on the region's water bodies.

By integrating a public utility, the private sector, and the local community into a single solution, the initiative promotes a more sustainable and resilient industrial ecosystem, delivering environmental, social, and economic benefits for the entire region.

The initial capacity of the IETS is 50 m³ per hour, with the potential for expansion to 100 m³ per hour.

The WWRP can produce 60 m³ of reclaimed water per hour, and can reach 130 m³ per hour in future phases. Given the positive results achieved in Horizonte, the model is now being evaluated for expansion to Maracanaú, Ceará, reinforcing Vicunha's commitment to water reuse and the promotion of innovative, sustainable solutions for the industry.





Energy

At Vicunha, the energy that powers our units also drives positive change. We believe the energy transition is an essential part of transforming the fashion industry - which is why we are increasingly investing in cleaner, more efficient, and future-ready energy solutions for the industry.

Today, we use different energy sources including LPG (liquefied petroleum gas), gasoline, and diesel, for logistical and operational processes. Consumption is monitored in a decentralized manner, with records organized by dedicated teams to guarantee traceability and transparency through all stages.

We also rely on biomass, replacing the use of fossil fuels in our boilers with renewable sources. This material is derived from natural residues such as eucalyptus, bamboo, mesquite, and cashew nut shells, collected from nearby areas or plantations managed under sustainable practices. This choice not only helps reduce emissions but also adds value to locally available resources.

Brazil

At our manufacturing units in Brazil, most of the electricity supply comes from the free energy market, contracted to serve all three manufacturing units. In 2024, total energy consumption reached 1,232,798.40 GJ, while stationary combustion of dry natural gas accounted for 183,837.35 GJ. The management of this consumption is done daily by our Industrial Engineering team, which monitors the data through dedicated electrical meters and spreadsheets.

Ecuador

In Ecuador, we have our own hydroelectric plant, which in 2024 supplied 99.37% of the electricity used at the Quito unit, with an actual generation capacity of 4,850 kW. As a result, the unit avoided the emission of 5,989 tCO2e into the atmosphere. Vehicles used locally (such as vans, trucks, and tractors) run on gasoline or diesel. However, we are still advancing in the consolidation of energy data from these mobile sources. In 2024, total energy consumption reached 127,905.30 GJ (considering the local DC - Distribution Center).

Argentina

In Argentina, the main highlight in 2024 was the new spinning mills coming into operation at the San Juan plant, which naturally generated a decrease in energy consumption and, consequently, in associated emissions.

Total energy consumption reached 86,849 GJ, sourced from the Free Energy Market. For stationary combustion, the consumption of dry natural gas was 251,164.36 GJ.

We continue to pursue greater energy efficiency through technical studies, improvements in boilers, and loss-control initiatives, especially in processes that use steam. Operating in the Free Energy Market also allows us to prioritize suppliers with stronger environmental performance.

These advances demonstrate that the transition to a cleaner energy matrix does not need to be distant - it begins with everyday decisions that create value for the business and the planet. Step by step, Vicunha is moving towards an increasingly efficient company, renewable, and prepared for the challenges of a more conscious fashion industry.

Energy consumption within the organization - Electricity (GJ) GRI 302-1

Year	Brazil*	Argentina	Ecuador**	Vicunha
2021	1,281,867.05	76,771.33	17,611.83	1,499,958.65
2022	1,261,120.35	79,906.00	30,164.48	1,484,504.59
2023	1,215,004.80	90,395.74	6,267.41	1,400,198.52
2024	1,232,800.26	86,849.00	760.87	1,447,371.41

** The increase in absolute consumption was mainly driven by higher production during the period. +7.29% in tons of fabric produced and +3.28% in km of raw fabric produced compared 2023.*
*** Data for 2021, 2022, and 2023 restated due to a change in the applied conversion factor.*

Energy consumption within the organization - Diesel oil (GJ) GRI 302-1

Year	Brazil	Argentina	Ecuador*	Vicunha
2021	1,876.97	1,359.86	121,079.09	36,869.91
2022	1,847.31	1,172.00	132,874.52	39,928.90
2023	1,507.87	1,348.00	65,600.15	21,078.13
2024	1,690.33	1,917.00	3,663.50	4,624.97

** Data for 2021, 2022, and 2023 restated due to a change in the applied conversion factor.*

Energy consumption within the organization - Liquefied petroleum gas - LPG (GJ) GRI 302-1

Year	Brazil*	Ecuador**	Vicunha
2021	2,568.19	3,578.66	3,562.26
2022	2,347.61	6,502.77	4,153.93
2023	1,267.88	13,949.59	5,142.77
2024	1,276.22	116,861.67	33,737.79

** LPG consumption values corrected for 2021 and 2022*
*** Data for 2021, 2022, and 2023 restated due to a change in the applied conversion factor.*

Energy consumption within the organization - Gasoline (GJ)* GRI 302-1

Year	Brasil**
2021	201.82
2022	190.44
2023	156.62
2024	1,167.92***

**Values corrected in 2021 and 2022, as consumption at Unit V has not been included;*
***Only units in Brazil use gasoline as an energy source;*
****Significant increase in 2024 due to the inclusion of gasoline consumption by a third-party fleet.*

Energy consumption within the organization - Natural gas (GJ) GRI 302-1

Year	Brazil	Argentina	Vicunha
2021	208,983.00	220,242.52	429,225.52
2022	250,079.00	250,160.54	500,239.54
2023	190,619.00	271,171.18	461,790.18
2024	183,837.35	251,164.36	435,001.71

**The conversion factor was updated to "Dry Natural Gas" (1000m³= 36.84Gj). Adjustments were also applied to the years 2021, 2022, and 2023.*

Total fuel consumption within the organization from renewable sources (GJ) GRI 302-1

Year	Brazil	Ecuador	Vicunha
2021	1,650,745.81	123,708.44	1,774,454.25
2022	1,538,428.94	113,313.76	1,651,742.70
2023	1,311,111.32	88,530.57	1,399,641.89
2024	1,459,771.07	119,901.10	1,586,841.11

Energy consumption within the organization - Heating (GJ) GRI 302-1

Year	Ecuador*
2021	849.46
2022	1,669.34
2023	1,106.57
2024	2,348.67

**Data for 2021, 2022, and 2023 restated due to a change in the applied conversion factor.*

Energy consumption within the organization - Steam (GJ) GRI 302-1

Year	Brazil	Ecuador**	Vicunha
2021	1,722,000.00	33,593.52	1,755,593.52
2022	1,636,294.00	36,875.77	1,673,169.77
2023	1,343,025.00	20,852.47	1,363,877.47
2024	1,485,343.84	30,738.04	1,516,081.88

**Following updates to Biomass Calorific Value tests, figures for 2021 and 2022 were corrected.*
*** Data for 2021, 2022, and 2023 restated due to a change in the applied conversion factor.*

Energy sales (GJ) GRI 302-1

Year	Brazil*	Ecuador	Vicunha
2021	47,197.18	2,283.00	49,480.18
2022	125,060.37	7,485.00	132,545.37
2023	72,736.94	17,794.00	90,530.94
2024	60,069.31	18,375.00	78,444.31

**Values for 2021 and 2022 updated.*

*Energy consumption within the organization (GJ)** GRI 302-1

Year	Brazil**	Argentina	Ecuador***	Vicunha
2021	3,146,242.84	298,373.72	143,118.45	3,618,280.98
2022	3,054,013.65 (-2.93%)	331,238.54 (+11.01%)	171,211.11 (+19.63%)	3,559,961.34 (-1.61%)
2023	2,719,667.49 (-10.95%)	362,914.92 (+9.56%)	86,923.72 (-49.23%)	3,181,683.54 (-10.62%)
2024	2,879,510.57 (+5.88%)	339,930.36 (-6.33%)	123,634.71 (+42.23%)	3,362,267.29 (+5.67%)

**Does not include the organization's steam consumption to avoid double counting. Values available separately for biomass, natural gas, and diesel oil consumption.*
***We no longer count "Unit V" as part of Vicunha Têxtil, which explains its exclusion from reported data.*
**** Data for 2021, 2022, and 2023 restated due to a change in the applied conversion factor.*

Biodiversity

GRI 3-3 | 304-2

At Vicunha, we monitor potential impacts our operations may have on local biodiversity, even when our facilities are not located within protected areas.

Our units in Brazil, Argentina, and Ecuador implement preventive and corrective measures to mitigate effects on ecosystems near industrial operations.

In Brazil, our facilities are located outside legally protected areas and do not directly cause impact on sensitive natural habitats. In 2024, we continued monitoring emissions from fleets and boilers, as well as effluents. We also keep control of pests and vectors in order to avoid ecological imbalances.

In Argentina, the San Juan plant is located within an industrial hub, away from environmentally sensitive areas. Even so, we maintain preventive actions, including continuous monitoring of air and water quality, as well as the control of urban pests, preserving local environmental health and ensuring compliance with applicable regulations.

In Ecuador, our industrial plant is located in a mixed-use area with ecological influence, requiring extra attention to environmental management practices.

In 2024, we monitored gas emissions and effluents, conducted bimonthly control of pests and vectors, and engaged in reforested areas to conserve native species and enhance vegetation cover, directly supporting local biodiversity.

Additionally, the Ecuadorian plant holds a concession for the use of two water wells, whose quality is constantly monitored to prevent negative environmental impact on water sources and related ecosystems.

These measures reflect our commitment to preserving ecosystems in the regions where we operate. We continue to promote responsible industrial practices aligned with legal requirements and best environmental practices, contributing to biodiversity conservation and the sustainability of local communities.



Our People

- Profile
- We are agents of change
- Vicunha Ecosystem
- Recruitment and selection
- Health and safety
- Compensation and benefits
- Career and development
- Communication and marketing



ESG Journey



Diversity and inclusion

2021

Deep cultural transformation based on: belief, purpose, and principles.

2022

Recognized as an Inclusive Company by the Government of CE.

2023

Partnerships for the inclusion of people with disabilities and foreigners;

Creation of a working group dedicated to building the Diversity and Inclusion Program, with an initial focus on gender diversity.

2024

Launch of the Diversity and Inclusion Program;

Training in Brazilian Sign Language (Libras) to increase accessibility;

Partnerships with fashion designers and projects such as *Mulheres de Fibra*, connecting fashion and social impact.



Human Rights

2021

9,710 hours of training in human rights;

37% of security staff trained in the subject;

75% of contracts > R$ 30 million with HR clauses.

2022

100% of contracts > R$ 1 million with HR clauses;

The Maracanaú (CE) unit was audited by the Global Recycled Standard (GRS).

2023

Respect for differences as a value in the Code of Ethics;

Alignment with Principles 1, 3, and 6 of the Global Compact;

100% of employees at Brazilian units covered by collective bargaining agreements.

2024

"Portuguese in practice" (Português na prática) course for professionals from Venezuela and Angola;

Partnerships for welcoming migrants - highlighting Maracanaú (CE).



Worker health and safety

2021

COVID-19 monitoring - focus on employee protection;

Internal campaigns for physical and emotional health;

Investments in safety and improvement of working conditions.

2022

Occupational monitoring and continuous ergonomic improvements;

Indicators such as accidents and frequency rate guided preventive actions.

2023

PraSer Saúde launched - focus on the promotion of health;

Creation of SSMA Learning Teams (leadership, training, and ergonomics).

2024

+2,000 psychological sessions via *PraSer Humano*;

PraSer Saúde expanded - focus on prevention, well-being, and quality of life.



Professional training and education

2021

Projeto Pescar: technical and personal training for vulnerable young people*;

Internal training focused on excellence and organizational culture.

2022

First IT class in Projeto Pescar;

Qualification Matrix created to train in occupational risks.

2023

500+ young people already trained by *Projeto Pescar*;

Technical and behavioral training to encourage autonomy and leadership.

2024

80 young people enrolled in the 3 units of *Projeto Pescar*;

Internal programs continue to strengthen skills - focusing on autonomy, innovation, and customer focus.

Presentation of key ESG results, presented in our previous Sustainability Reports.

Profile

GRI 2-7 | 2-8

Vicunha is made by people. They are the ones who move our operations, drive innovation, and keep alive the culture of commitment that defines us. Today, we have more than 6,000 direct employees, working in our industrial, administrative, and commercial units - a diverse, engaged team that is present at every stage of our production process.

Of this total, 1,092 are women and 5,790 are men, most of whom are hired on a full-time basis. We also have 76 trainees in development and 763 outsourced professionals who contribute daily to keeping Vicunha running with excellence.

*Our commitment to **creating quality jobs** goes beyond numbers. It is reflected in development programs, care for well-being, and **growth opportunities** for everyone who builds, with us, the future of fashion in a more sustainable way.*

Total number of employees GRI 2-7

Brazil				
	2021	**2022**	**2023**	**2024**
Men	4,428	4,619	4,558	4,622
Women	896	918	907	962
Argentina				
	2021	**2022**	**2023**	**2024**
Men	497	537	575	598
Women	35	46	46	52
Ecuador				
	2021	**2022**	**2023**	**2024**
Men	667	687	576	570
Women	81	90	88	78

Permanent employees GRI 2-7

Brazil				
	2021	**2022**	**2023**	**2024**
Men	4,313	4,488	4,421	4,488
Women	799	818	813	867
Argentina				
	2021	**2022**	**2023**	**2024**
Men	497	537	575	598
Women	35	46	46	52
Ecuador				
	2021	**2022**	**2023**	**2024**
Men	444	408	410	397
Women	64	60	65	58

Full-time employees GRI 2-7

Brazil				
	2021	**2022**	**2023**	**2024**
Men	4,242	4,437	4,372	4,444
Women	792	814	810	863
Argentina				
	2021	**2022**	**2023**	**2024**
Men	497	537	575	598
Women	35	46	48	52
Ecuador				
	2021	**2022**	**2023**	**2024**
Men	444	408	410	397
Women	64	60	65	58

*Part-time employees** GRI 2-7

Brazil				
	2021	**2022**	**2023**	**2024**
Men	71	51	49	44
Women	7	4	4	4

**We do not have part-time employees in Argentina and Ecuador.*

*Temporary employees** GRI 2-7

Brazil				
	2021	**2022**	**2023**	**2024**
Men	115	131	137	134
Women	97	100	94	95
Ecuador				
	2021	**2022**	**2023**	**2024**
Men	223	279	166	173
Women	17	30	23	20

**We do not have temporary employees in Argentina.*





Human Rights

GRI 3-3 | 2-19 | 2-20 | 202-1 | 405-1 | 405-2 | Material topic: diversity and inclusion



At Vicunha, diversity is about real people and authentic journeys, connected by a shared purpose: building a more ethical, humane, and genuine fashion industry that is sustainable not only for the environment, but also for people. We believe that valuing differences is an essential step to strengthening our business, our relationships, and the textile sector as a whole.

This commitment is at the core of our culture and is contemplated in our Code of Ethics and Conduct, which establishes respect for differences as a non-negotiable value. Every day, we strive to promote a safe, respectful, and inclusive environment - where everyone has the freedom to be themselves, with equal opportunities to grow, innovate, and contribute to the collective. Our goal is to continue developing actions with consistency, active listening, and purpose, making Vicunha an increasingly representative and diverse company.

We reinforced partnerships with institutions that support migrants in Brazil, promoting the integration of foreign professionals in our Maracanaú (CE) unit. Through our "Practical Portuguese: learning and cultural interaction" program available on Meu RH Portal, we also provide language training to professionals from countries such as Venezuela and Angola.

We have already planned to expand these initiatives in 2025, with new classes, especially at our Natal unit and more opportunities for hiring foreigners.

In addition, we launched a multidisciplinary assessment of employees with disabilities, with the support of occupational doctors, ergonomists, and social workers. The initiative helps guide our leaders with more sensitivity and preparation in their daily interactions. We also offer training in Libras, expanding accessibility in communication.

Our commitment is clear: at Vicunha, every person should find a workplace where they are **respected and recognized for who they are** - with harmony, dialogue, and zero tolerance for any form of discrimination.





Pay equity: transparency and commitment in all regions

We believe that equality must also be reflected into fair compensation practices. For this reason, we continuously monitor the relationship between the lowest wages paid and the applicable local minimum wage, with attention to gender equity in all our units.

Brazil in 2024

The proportion between the lowest wage and the national minimum wage was 1% for both men and women. Adjustments were applied in January (adjustment to the new national minimum wage) with additional early payments in February for Operators and Assistants at the Natal, Pacajus, and Maracanaú units, respecting the period prior to the base date (May) and avoiding inappropriate comparisons between different roles.

Argentina in 2024

The proportion was 50% for men and women, and no employee received wages below the national minimum, reinforcing our alignment with legal practices and the commitment to equity.

Ecuador in 2024

The proportion was 2.05% for both genders. Even with the official adjustment defined at 2.17% by the Ministry of Labor, Vicunha agreed on this percentage through collective negotiation, ensuring that wages remained above the sectoral minimums defined by law.

This process fully respects Ecuadorian legislation, including the Organic Law for Equal Pay between Men and Women and the Violet Economy Law.

Ratio between base wage and compensation received by women and those received by men GRI 405-2

	Brazil				Argentina				Ecuador			
	2021	**2022**	**2023**	**2024**	**2021**	**2022**	**2023**	**2024**	**2021**	**2022**	**2023**	**2024**
Manager	102.01%	103.48%	105.56%	101.40%	--	98.00%	--	--	--	--	--	--
Coordinator	100.93%	100.27%	99.07%	102.98%	112.00%	91.00%	90.00%	90.00%	97.34%	125.96%	128.09%	126.99%
Analyst	91.35%	86.69%	87.40%	91.91%	121.00%	107.00%	100.00%	100.00%	100.99%	107.09%	95.98%	92.39%
Technician	87.02%	87.66%	90.39%	92.66%	69.00%	100.00%	100.00%	100.00%	98.80%	99.44%	97.61%	111.86%
Administrative	70.23%	62.21%	65.08%	72.89%	0.00%	100.00%	100.00%	100.00%	93.58%	82.12%	89.54%	106.08%
Operational	93.56%	93.41%	92.83%	91.31%	--	--	0.039%		104.81%	106.81%	103.40%	107.99%

Diversity in governance bodies GRI 405-1

	Brazil				Argentina				Ecuador			
	2021	**2022**	**2023**	**2024**	**2021**	**2022**	**2023**	**2024**	**2021**	**2022**	**2023**	**2024**
Men	9 (81.82%)	9 (82.82%)	10 (83.33%)	10 (83.33%)	0 (0%)	0 (0%)	1 (100%)	1 (100%)	1 (100%)	1 (100%)	1 (100%)	1 (100%)
Women	2 (18.18%)	2 (18.18%)	2 (16.67%)	2 (16.67%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)				
Aged 30 to 50	4 (36.36%)	3 (27.27%)	3 (25%)	2 (16.67%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Aged above 50	7 (63.64%)	8 (72.73%)	9 (75%)	10 (83.30%)	0 (0%)	0 (0%)	1 (100%)	1 (100%)	1 (100%)	1 (100%)	1 (100%)	1 (100%)

Diversity of employees by category GRI 405-1

	Operational			Technical			Administrative			Analyst		
	Brazil	**Argentina**	**Ecuador**	**Brazil**	**Argentina**	**Ecuador**	**Brazil**	**Argentina**	**Ecuador**	**Brazil**	**Argentina**	**Ecuador**
Men	69.30%	60.00%	68.83%	3.31%	14.00%	10.80%	6.48%	4.20%	4.32%	2.99%	4.90%	1.85%
Women	11.00%	2.00%	6.17%	0.35%	--	0.61%	1.42%	1.00%	4.17%	2.54%	1.90%	0.93%
Aged below 30	18.82%	21.00%	22.84%	0.47%	2.20%	1.54%	2.50%	1.00%	0.93%	1.18%	1.00%	2.01%
Aged 30 to 50	49.77%	64.00%	38.12%	2.88%	9.00%	8.64%	4.61%	2.50%	6.17%	3.45%	3.00%	--
Aged above 50	11.73%	15.00%	14.04%	0.32%	3.00%	1.23%	0.78%	1.00%	1.39%	0.92%	2.00%	0.77%
Portadores de necessidades especiais	4.01%	--	0.92%	0.11%	--	--	0.34%	--	0.03%	0.06%	--	--

	Coordinator		
	Brazil	**Argentina**	**Ecuador**
Men	1.25%	1.4%	1.85%
Women	0.73%	0.80%	0.15%
Aged below 30	0.15%	--	--
Aged 30 to 50	1.34%	2.10%	0.62%
Aged above 50	0.52%	1.20%	1.39%
Portadores de necessidades especiais	--	--	0.03%

	Manager		
	Brazil	**Argentina**	**Ecuador**
Men	0.43%	0.30%	0.15%
Women	0.17%	--	--
Aged 30 to 50	0.34%	0.15%	--
Aged above 50	0.28%	--	0.15%

	Executive Board		
	Brazil	**Argentina**	**Ecuador**
Men	0.11%	0.20%	0.15%
Aged 30 to 50	0.04%	--	--
Aged above 50	0.07%	0.20%	0.15%

V.Tex: social fashion that transforms realities

V.Tex is Vicunha's platform dedicated to strengthening fashion with a social impact, especially for women in the textile value chain. We believe fashion is also a tool for transformation - and for this reason, we have created a fabric bank to support projects and initiatives that combine design, inclusion, and purpose.

By donating items to associations, collectives, and creators in situations of social vulnerability, we contribute to the development of sustainable collections, women's empowerment, and income generation. More than just raw material, V.Tex also provides technical support by sharing knowledge on products, trends, and sustainable market practices - paving the way for new designers and seamstresses to take the next steps in their careers.

In 2024, V.Tex supported inspiring initiatives such as:

Cria Costura,

(Create Sewing) a program that trains young women in vulnerable situations to work in garment manufacturing with autonomy, technical expertise, and business vision.

Casa de criadores,

(House of creators) one of Brazil's main platforms for giving visibility to independent designers, where original talents gain space to showcase their art.

Grupo Mulheres do Brasil,

(Women of Brazil Group) an organization that promotes the training of women on different social fronts and fosters female entrepreneurship by building support networks.



In addition, we were honored to welcome to our Maracanaú unit representatives of the *Mulheres de Fibra* project, as stylists Martha Medeiros, Ani Sanders, and Neyara Pinheiro. The initiative bridges rural and urban communities by promoting actions that value the cotton supply chain and create powerful connections between fashion and social transformation.

Through V.Tex, we continue to strengthen women's leadership in fashion and expand opportunities for more women - both inside and outside Vicunha - to continue weaving stories of autonomy, talent, and positive impact.

Health and safety

GRI 3-3 | 2-30 | 201-3 | 403-1 | 403-2 | 403-3 | 403-4 | 403-5 | 403-6 | 403-7 | 403-8 | 403-9 | 403-10

At Vicunha, caring for our people is a top priority. In 2024, the PraSer program underwent a strategic review, focused on a horizon of action from 2025 to 2027. In this new phase, the program incorporated the motto: "Integrating Health, Safety, and Environment into the organizational culture", reinforcing our commitment to uniting the program's different areas of operation. As part of this evolution, two new pillars were added, bringing the program to a total of nine foundational pillars.

The 9 pillars of the PraSer Program:

1. Leadership

Strengthens the active role of leaders in engaging and promoting a preventive culture.

2. Risk Management and Operational Processes

Ensures the identification, assessment, and control of risks, promoting safer operations.

3. Operational Control and Resilience

Ensures the continuity of activities, strengthening the organization's response capacity.

4. Continuous Learning and Permanent Involvement

Stimulates constant development through training and knowledge-sharing among the teams.

5. Compliance

Ensures compliance with legal requirements and reinforces integrity in all our practices.

6. PraSer Saúde

Promotes comprehensive care for employees' health.

7. Environment

Directs efforts on reducing environmental impacts and strengthening sustainable practices.

8. Human and Organizational Factors

Values the influence of people in decision-making, recognizing the importance of human behavior in risk prevention.

9. Social Responsibility

Reaffirms Vicunha's commitment to positive transformation in society and the communities where it operates.

Occupational health services

At Vicunha, employee health is approached with responsibility, empathy, and strategy. In 2024, we consolidated significant advances under the PraSer Saúde pillar, integrating occupational, preventive, and emotional health into a coordinated and proactive care model, with initiatives that include:

- Coordinated care management;
- Monitoring of incidents;
- Psychological support (PraSer Humano);
- Promotion of healthy habits;

Supported by a specialized team composed of five physicians, one nurse, four occupational health technicians, three Quality of Life analysts, and 16 occupational safety technicians, Vicunha offers 24-hour occupational health care in its units.

Among the main services provided are the pre-employment, periodic, dismissals, and return-to-work exams; health assessments prior to the performance of risky tasks; first-aid services; and the continuous conduct of the Ergonomics Program, focusing on preventing occupational diseases and adapting the workplace to employees' needs.

In preventive health, with the support of general practitioners from the Hapvida network, vaccination campaigns were conducted, immunizing over 2,000 people in Brazil, alongside initiatives to prevent seasonal diseases and promote healthier lifestyles.

Employees' emotional health is integrated through the PraSer Humano program, which offers brief psychotherapy - serving 204 people in 2024 -, therapeutic groups, support for personal, family, and professional issues, in addition to leadership training to enhance active listening and emotional support for their teams.

Care for pregnancy is provided by the Gestar Bem program, which provides specialized medical care, home visits, informational materials, peer discussion circles for mothers, and support for returning from maternity leave. The program also offers guidance on social and labor rights. In 2024, 16 pregnant employees participated in the initiative.

Complementing this set of initiatives aimed at integral health, the PraSer Saúde program encouraged lifestyle changes to employees through a multidisciplinary approach involving nutritionists, physicians, psychologists, and physical educators. In total, 240 participants were assisted in the 2024 edition of the program.

In 2024, reinforcing our commitment to the well-being of employees and the sustainability of supplementary health care, we established a strategic partnership with the ***Movimento Empresarial pela Saúde*** (MES) - Business Movement for Health.

This initiative brings together companies that work collaboratively to transform corporate health and contribute to building a more efficient and sustainable healthcare system in Brazil. MES operates through working groups that drive discussions and practical solutions, such as: Sustainable Models in Supplemental Healthcare, which seeks to balance cost and quality of care; Health Data and Intelligence, which guides decisions based on strategic data; and Mental and Emotional Health, which promotes initiatives to strengthen psychological care in the workplace.

100% of our employees are covered by an occupational health and safety management system.

Training and preventive culture

At Vicunha, we believe that a strong safety culture is built with continuous training, open dialogue, and employee engagement.

For this reason, we structure our HSE qualification program through a Qualification Matrix, progressively developed to meet the specific needs of each process and organizational level.

This matrix contemplates two main types of training:

General Training, designed for all employees regardless of their role, focusing on essential topics such as fire prevention and response, first aid, ergonomics, hand safety, and the Golden Rules of safety.

Specific training, aimed at those who work in higher-risk activities, such as machine and equipment operations, handling of chemicals, working at heights, and in confined spaces.

In these cases, content is deepened and adapted to specific requirements of each role.



Since 2022, the HSE Learning Teams have been continuously evolving based on the methodology outlined in "The Practice of Learning Teams".

This approach is guided by five fundamental principles: understanding the difference between work as imagined and work as performed as a critical element for context; recognizing that groups are more effective than individuals in identifying and solving problems; valuing the workers' own knowledge about the real workplace challenges; acknowledging that the greater the effort to understand a problem, the better the solutions; and embracing the collective process of identifying, reflecting, and solving problems as a driver of learning and continuous improvement.

Currently, more than 250 employees, including leaders and team members, participate in this practice, promoting an environment that encourages the development of skills, the exchange of ideas, and the strengthening of psychological safety. These teams also integrate the PraSer Saúde program, directly contributing to the Mental Health pillar. They serve as one of the main feedback channels for workers to recognize psychosocial risks, expanding the understanding of real work, and reinforcing the organization's journey towards integrative health.

In 2024, we recorded more than 30,000 participations in HSE training, which represents an average of five training sessions per employee - reflecting our commitment to robust and continuous development. In Argentina and Ecuador, we continue to apply specific training matrices for each role, ensuring that every employee receives the appropriate training according to their level of exposure to risks.

Among the year's highlights, we promoted awareness initiatives and reinforced institutional guidelines through lectures on the HSE Policy and the Consequences Policy. We also maintained the Human Factors training modules, addressing topics such as mental safety mindsets, communication, decision-making, and organizational culture. Another important milestone was the launch of the "Leaders Who Care" journey, focused on mental health and leadership development.

We believe that mindful and well-supported leaders are better qualified to guide their teams empathetically and constructively, promoting more human-centered workplaces. During this period, leaders received training in Psychological First Aid, enabling them to respond appropriately for emotional crisis situations, providing adequate support and referral to health teams.

The year was also marked by the HSE Summit, which united more than 250 leaders and analysts at our Maracanaú unit, with remote participation from several other units.

The event was a landmark for knowledge integration and strategic alignment, promoting the exchange of best practices and strengthening our HSE culture throughout the organization.



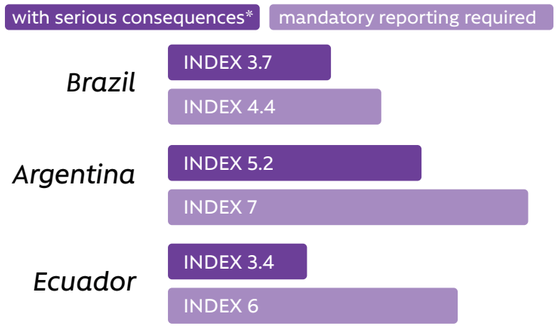
Risk management and safety

At Vicunha, we know that safety in the workplace begins with a real commitment to people. In 2024, we closely monitored all health and safety indicators. In Brazil, we recorded 38 serious workplace accidents (excluding fatalities), an index of 3.7 over more than 10 million hours worked.

We also recorded 45 reportable accidents (index 4.4), with typical accidents being the most frequent. In Argentina, there were 6 serious accidents (rate of 5.2) and 8 reportable accidents (rate of 7) in over 1.1 million hours worked.

In Ecuador, there were 4 serious accidents (rate of 3.4) and 7 reportable accidents (rate of 6) in a similar number of hours.

Workplace Accidents (2024) GRI 403-9



**Work-related accident that results in at least one full day of absence from work activities.*

These figures are not just statistics: they reflect our responsibility to protect the life and well-being of every person who is part of our value chain. That is why our risk management goes beyond compliance with legal requirements. It is a structured and continuous process, conducted with care and strategy by senior leadership.

We have clear guidelines, integrated goals, and action plans aligned with all areas of the company - especially with those on the front lines, operating and making Vicunha happen.

Among the actions we put into practice on a daily basis are:

- **Standard Operating Procedure (SOP)** that standardizes activities and prevents dangerous variations.
- **PPE** appropriate to the functions and distributed based on real risk analysis.
- **Continuous and targeted training**, focused on the risks of each activity.
- **Active monitoring** of working conditions and health and safety indicators.
- **Compliance with current legislation**, reinforcing our ethical and legal commitment.
- **Data-driven decision-making**, using technology to track everything accurately.

OHS management and accident prevention

Our Occupational Health and Safety management is conducted based on a risk matrix, structured within the Risk Management Program (RMP). This approach allows us to map risks by activity, apply controls, and monitor the recurrence of events.

We have simulations, periodic inspections, actions such as “Drift Detection” and “Safety Hour,” as well as training on deviation recording and Preliminary Risk Analysis (PRA). We also conduct meetings between HSE and leadership after incidents, analyzing causes and defining action plans.

In San Juan (Argentina), the Desvios PraSer report allows all workers to report unsafe conditions. Ecuador follows a similar model, with active involvement of employees and a Health and Safety Committee discussing cases at monthly meetings. Only perform tasks with assessed and controlled risks.

Internal Commission for Accident and Harassment Prevention and open dialogue

Worker participation is central to our HSE governance. In Brazil, we operate through the Internal Commission for Accident and Harassment Prevention, which organizes prevention actions, promotes reporting channels, investigates incidents, and conducts SIPATMA (Internal Week for Accident Prevention).

In Argentina and Ecuador, dialogue also takes place in a structured manner. In Ecuador, for example, there is the Joint Committee - Integration of Emergency Brigades, with monthly meetings, training for new employees, and internal campaigns.

Golden Rules

At Vicunha, we reinforce eight golden safety rules daily:

1. Use the required PPE correctly;
2. Operate machinery only if authorized and trained;
3. Shut off all power sources before intervening;
4. Keep a safe distance from suspended loads;
5. Do not use cell phones during operational activities;
6. Keep areas clean and organized;
7. Do not touch moving parts of machines;
8. Only perform tasks in which risks have been properly assessed and controlled.

Mental health and emotional care

Employees' emotional health is addressed through *PraSer Humano* program, which offers:

- Support, listening, and guidance for personal, family, financial, and professional issues;
- Brief psychotherapy, with weekly or biweekly sessions;
- Psychosocial interventions and thematic therapeutic groups;
- Leadership training for active listening and emotional support for teams.

Performance indicators in 2024

To guide our decisions, we conducted the **Occupational Health and Safety Assessment of the Industry**, developed by SESI. With 1,460 employee respondents in Brazil (95% confidence):

- Talent retention of 40.4% (double the national average).
- Safety Culture Index of 90.4 (vs. 80.8 for the national industry).
- Lifestyle of 79.1 (vs. 75.1 for the national average).
- Smoking at 2.1% (vs. 8.9% for the industry).
- Abusive alcohol use at 24.6% (below the industry average of 39.6%).
- Productivity with an index of 82.3 (higher than the national average of 80.3%).

Kids' Run

In its first edition, Kids' Run brought together 233 employees' children, including children with disabilities, celebrating health, inclusion, and family bonds.

Vicunha Run

Ending the year with energy and integration, the traditional Vicunha Run counted with 600 participants in factories across Brazil, reinforcing the commitment to quality of life through sports.



Career and development

GRI 3-3 | 404-1 | 404-2 | 404-3 | Material topic: professional training/education

We have structured a professional development journey based on a culture of continuous learning, leadership, and talent appreciation in all our units.

In 2024, we conducted an assessment focused on our Industrial Learning, involving all stakeholders: leaders, technical instructors, and operators, totaling about 300 people. The work culminated in a robust action plan, endorsing two main actions: the transition of 40 technical instructors from Production to HR; and the implementation of the Programa de Multiplicadores de Conhecimento (Knowledge Multipliers Program) - a model that expands the capillarity of learning, disseminating good technical and operational practices among teams.

The Knowledge Multipliers Program reinforces the evolution of Vicunha's culture and is directly related to the company's principles: autonomy and knowledge, people and open dialogue, integrity and lasting relationships, innovation and excellence, agility and simplicity, and customer-focused results.

Through knowledge, we gain empowerment, as it enables us to make more informed and assertive decisions, increasing our autonomy and confidence.

In this way, we contribute to innovation, as we acquire new knowledge, we are able to think more creatively and develop innovative solutions to the challenges we face. We are able to adapt more easily to the constant transformations of the world; contributing to scientific, technological, and social progress and enabling connections through the strengthening of social bonds and collaboration among people.

Thus, we established criteria related to the profile necessary to occupy the role of a Multiplicador de Conhecimento, carried out a selection process, and elected around 230 multipliers, who will be responsible for sharing their experiences and learning in the workplace. The implementation and launch of the program are scheduled to take place in the first half of 2025.

What is Vicunha Culture?

The Vicunha Culture is a collective movement that seeks to strengthen behaviors aligned with our principles and cultural drivers. Based on a survey conducted in 2022, we identified gaps in our organizational culture and structured working groups by area to address them in a practical way.

In 2023 and 2024, this journey evolved with the monitoring of committees, the implementation of 131 actions, and the mobilization of more than 70 people. Throughout the cycle, we consolidated 25 working groups and 10 formal meetings, resulting in 40 hours dedicated to culture. Among the advances, we highlight: the strengthening of habits, greater clarity about what organizational culture is, the exchange of best practices between areas, and the creation of processes.

The actions were centered on four drivers: Engagement (23%), Teamwork (26%), Clarity and Responsibility (32%), and Agility with Analysis (19%).

More than a project, Vicunha Culture is a process of evolution that connects people, generates learning, and strengthens our identity.

Knowledge Multipliers Program

- Expands the **reach of learning**;
- Disseminates **best practices** among teams;
- Reinforces **Vicunha Culture**;
- Direct relationship with **company principles**;
- **Scientific, technological, and social** progress;
- Connections through **strengthening social ties** and collaboration among people.

In 2024, 230 multipliers were listed. The implementation and launch of the program are scheduled to take place in the first half of 2025.

Programs related to the topic:

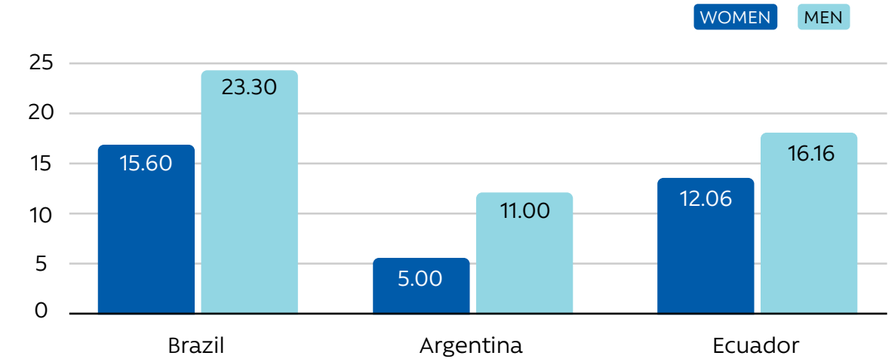
BRAZIL
Maracanaú (CE), Pacajus (CE), and Natal (RN): Textile Technician, Youth and Adult Education (Educação de Jovens e Adultos - EJA), and Behavioral Development (IEL).

ARGENTINA
Textile Finishing Technician, Dyeing for Beginners, Excel (basic to advanced), Instructor Training, Brigade Training, and languages (Portuguese and English).

ECUADOR
Language Course - Portuguese; Emergency Brigade Training; Certifications in electrical and chemical hazards, working at heights, and forklift operation.

*Average **hours of training** per employee in 2024*

GRI 404-1



*Percentage of **employees receiving regular performance and career development reviews** in 2024* GRI 404-3

Country	Brazil		Argentina		Ecuador	
Gender	**Women (%)**	**Men (%)**	**Women (%)**	**Men (%)**	**Women (%)**	**Men (%)**
Year	**2024**	**2024**	**2024**	**2024**	**2024**	**2024**
Senior Management	0.07%	0.27%	NA	0.02%	NA	0.6%
Middle Management	1.11%	5.25%	0.12%	0.30%	0.3%	3.5%
Specialist	3.02%	3.60%	27.00%	0.16%	7.6%	10.2%
Technical	0.41%	3.55%	NA	NA	0.9%	20.5%
Operational	10.35%	72.36%	NA	NA	2.6%	50.3%
Commercial	NA	NA	0.01%	0.10%	2.3%	1.2%

Compensation and **benefits**

GRI 401-2

At Vicunha, we believe that a company can only grow sustainably when it values the people who are part of its history. That is why we maintain a transparent compensation model, aligned with performance, and offer benefits that reinforce our concern for the health, well-being, and future of each employee.

Our compensation system combines a fixed wage with variable compensation, linking strategic goals to individual and collective results. This logic is present in two main programs: Variable Compensation Program (Programa de Remuneração Variável - PRV). Aimed at directors, managers, coordinators, and heads, the PRV considers indicators such as Net Revenue, EBITDA Margin, Cash Generation, and specific goals by area or leadership.

Established as a way to recognize and reward employee performance, the Profit Sharing Program (Programa de Participação nos Resultados - PPR) is aimed at eligible employees in Brazil - except apprentices, third parties, temporary workers, service providers, and interns. In 2024, the program reflected the mutual commitment between the company and its team, with payments linked to the achievement and exceeding of the targets established in the Collective Bargaining Agreement.

Benefits that care for people

Vicunha offers a range of benefits designed in accordance with the reality and legislation of each country where we operate.

> *The benefits promote quality of life and provide support at different stages of the professional and personal journey.*

In Brazil, we offer:

- Life Insurance;
- Wellness and physical activities;
- Health Insurance;
- Dental Insurance;
- Meal vouchers for the São Paulo Units;
- Electronic food vouchers for hourly employees at the manufacturing units;
- Chartered transportation at the manufacturing units;
- Transportation vouchers for the São Paulo and Manufacturing Units;
- Fuel allowance for directors and managers;
- Daycare Assistance;
- Christmas gift basket;
- Discount card for the Manufacturing Units;
- Pharmacy discount for the São Paulo Units;
- Agreements with educational institutions and restaurants for discounts for our employees.

In Ecuador, the benefits include:

- Service time subsidy;
- Basic food basket bonus;
- Allowance for birth, children with disabilities, and death;
- Medical and dental care.

In Argentina, our employees have access to:

- Health Insurance;
- Scholarship for undergraduate and/or graduate university studies.

Although Vicunha does not have structured retirement plans in Brazil and Argentina, we continue to have an important commitment in Ecuador, where legislation requires accounting provisions for employees with more than 25 years of service.

This annual provision ensures compliance with the law and, above all, demonstrates respect for our employees' professional cycle - recognizing and valuing their contributions over the years.

We remain committed to *strengthening the management of our people*, with initiatives focused on their overall well-being. Our focus has been on health, safety, technical training, and cultural evolution, reinforcing Vicunha as a space for growth and fulfillment.

For us, valuing people is more than just offering benefits: it is *creating real conditions for them to develop and thrive with us*.



Recruitment and selection

GRI 401-1 | Global Compact - Principles 1 and 5

In 2024, 1,651 people were hired across Vicunha's units. In Brazil and Ecuador, most hires were in the under-30 age group. In Argentina, the majority of admissions were people aged between 30 and 50 years old. In all countries, men represented the majority of new hires.

Total number hires by country:

- Brazil: 1,408 (25.20% hiring rate).
- Ecuador: 138 hires (21.30% hiring rate).
- Argentina: 105 hires (20.60% hiring rate).

We adopt a technical and rigorous methodology in our selection process, considering culture fit as well as technical and behavioral competences. Our approach includes DISC assessments, structured interviews, and the application of tests, in addition to reviewing our experience forms and implementing an internal model of monitoring to ensure more transparent and effective selections.

In Brazil, throughout 2024, Vicunha admitted 9 people with disabilities, 278 apprentices, 67 interns, and 131 professionalizing interns (in partnership with state schools from Ceará).

For apprentices, we strictly follow Law No. 10.097/2000, which requires a minimum age of 18. Our Code of Ethics and Conduct also prohibits any relationship with suppliers that use child labor or labor analogous to slavery.

Turnover and retention

Vicunha's turnover rate in 2024 was 16.40%, with variations by country:

Brazil: 19.90%.
Ecuador: 15.40%.
Argentina: 13.90%.

**The highest number of dismissals occurred among employees under 30 years old.*

We reinforce ***talent retention initiatives***, focusing on career development programs, leadership training, organizational culture straightening, and revised policies, such as internship programs and the training instructor profile.



New hires and turnover rate GRI 401-1

Country	Brazil	Argentina	Ecuador
Men	1,086 (23.50%)	124 (20.70%)	116 (20.35%)
Women	322 (33.50%)	10 (19.00%)	22 (28.21%)
Under 30 years old	910 (62.10%)	47 (39.50%)	112 (70.00%)
From 30 to 50 years old	453 (13.60%)	78 (16.80%)	26 (7.14%)
Over 50 years old	45 (5.80%)	9 (13.40%)	0 (0.0%)
Total	1,408 (25.20%)	134 (20.60%)	138 (21.30%)

Dismissals and turnover rate GRI 401-1

Country	Brazil	Argentina	Ecuador
Men	881 (19.10%)	84 (14.00%)	87 (15.30%)
Women	232 (24.10%)	6 (11.60%)	13 (16.70%)
Under 30 years old	637 (43.50%)	18 (15.10%)	67 (41.90%)
From 30 to 50 years old	424 (12.70%)	67 (14.40%)	26 (7.10%)
Over 50 years old	52 (6.70%)	5 (7.50%)	7 (5.60%)
Total	1,113 (19.90%)	90 (13.90%)	100 (15.40%)

We are agents of change in the communities where we operate

GRI 2-6 | 2-29 | 203-1 | 203-2 | 413-1

At Vicunha, we believe that our role goes beyond the textile industry. We strive to be a transformative force in the regions where we operate, contributing to the development of communities through structured social investments, training, engagement, and the promotion of jeanswear culture with purpose.

Investing in training is one of the most effective ways to generate a positive impact. For more than 20 years, we have supported Projeto Pescar, an initiative that prepares young people in vulnerable situations for the job market through technical courses. In 2024, we continued with three active units of the program, located in Maracanaú, Pacajus (CE), and Natal (RN), serving 100 young people enrolled in courses such as Industrial Mechanical Maintenance, Electromechanics, and Industrial Processes.

The impact of the program is concrete and is reflected in real opportunities:

- **In Ceará,** 332 applications were received, with 60 young people selected. With the support of 83 volunteers, the employability rate was 310 former students hired by Vicunha and 178 by other companies.
- **In Rio Grande do Norte,** 288 young people applied, and 40 were selected. With the support of 50 volunteers, 24 were hired by Vicunha and 3 by other companies.

Overall, more than 500 young people have been trained through this partnership, with a total of **BRL 735,952.01 invested in 2024 alone**.

Education for Industry

Through a partnership with SESI, we offer the Education for Industry program, with workshops and courses focused on developing basic skills and professional performance.

The program is open to Vicunha employees, their dependents with proof of connection, and thirty-party contractors. Opportunities include Middle School (final years) and High School education, with active classes in Maracanaú and Pacajus.

Engagement and jeanswear culture

- 23 institutional visits to our production units.
- Participation in national and international events: Colombiatex, Bluezone, SPFW, Dragão Fashion, Elle Talks, Kingpins, and Casa de Criadores.
- Launch of the 5th season of V.Talks.
- Evolution of our PR (Public Relations) and Global Branding strategy, with recognition in rankings such as Valor 1000 and Estadão Empresas Mais.

> *Each of these fronts reinforces our commitment to social development, valuing people, and building a positive legacy in the regions where we operate.*

Community actions in Argentina and Ecuador

In Argentina, we welcomed students from six universities, organized events for employees' families, and supported local schools with donations of fabrics, paints, and trees for reforestation. We also promoted technical courses and workshops, expanding access to knowledge.

In Ecuador, we maintain a partnership with the Sucre Technological Institute for the Dual Training Program in Textile Production. University students also visit our facilities regularly to learn about the production process. We reuse production materials to create community furniture and provide labor for public works and improvements in community spaces.

Planning and management of investments

Social investment and modernization projects go through a rigorous structure and are validated monthly through financial reports. The company's capex is developed annually with a five-year perspective, and approved by the executive board and the company's council.

Vicunha Ecosystem

GRI 2-28

As a leader in jeanswear solutions, we understand that our role goes far beyond fabric production. We seek excellence in everything we do, and recognize that the development of our business is directly linked to strengthening the entire value chain and the relationships we build along the way.

Our ecosystem is composed of employees, customers, shareholders, institutional partners, and the communities where we operate. We maintain close and continuous dialogue with these stakeholders through an integrated communication plan - internal, external, and multi-channel - aligned with the company's strategy.

Among our initiatives, we highlight university student visits to our facilities, partnerships with educational institutions, donations to schools and charity organizations, and the promotion of family visits to the factories. We also invest in internal and external communication and marketing initiatives, participate in awards and rankings that recognize best practices, and maintain active listening in meetings with unions, associations, and representatives of public institutions.

More than communicating, we aim to build genuine connections that reflect our culture, values, and our commitment to continuous evolution alongside everyone who is part of our universe.

Associations we participate in GRI 2-28

Brazil

- Brazilian Association of Textile and Apparel Industry (Abit);
- Brazilian Association of Cotton Producers (Abrapa);
- Industry Federations in the states of São Paulo (Fiesp), Ceará (Fiec), and Rio Grande do Norte (Fiern);
- Textile sector unions in the regions where we operate;
- Member of Better Cotton (BC): a global initiative for more sustainable cotton farming, since 2011;
- Signatory of the United Nations (UN) Global Compact;
- Affiliated with the National Confederation of Industry (CNI);
- AEDI - Business Association of Industries.

Argentina

- Argentine Federation of Textile Industries (Fita);
- Argentine Industrial Union (UIA);
- Industrial Union of San Juan;
- Argentine Association of Dyes and Textile Chemicals (AACQT).

Ecuador

- Association of Textile Industries (AITE).

Communication and marketing

GRI 417-1 | 417-2 | 417-3

At Vicunha, communication is more than just sharing information: it's about building connections with purpose. Throughout 2024, we continued to strengthen our Communication and Marketing area with a focus on clarity, agility, and alignment with the company's global strategy. This work gained momentum through the restructuring initiated in 2023, which aligned our efforts with the pillars of the strategic plan and the Vicunha's evolution as an international brand.

Strategy that moves, inspires, and connects

With a connected team and a multi-channel action plan, we promote the culture of jeanswear through solutions that help each person find their own jeansidentity - an authentic expression of style and identity through denim. Vicunha's marketing strategies operate internally and externally, in an integrated way and always connected to the business, reinforcing fashion as a means of communication.

Overview by country:

Brazil

- **546.1 thousand** accesses to the Meu RH/ Voga portal
- **51 editions** of Voga

Argentina

- **6.1 thousand** accesses to the Meu RH/ Voga portal
- **19 editions** of Voga

Ecuador

- **4.2 thousand** accesses to the Meu RH/ Voga portal
- **27 editions** of Voga

Communication

555,000
accesses to the Meu RH portal globally

205 campaign pieces

581
general announcements issued

97 editions
of the Voga digital magazine

Marketing

502 news
about Vicunha in the national press in 2024 - over 80% media presence compared to the jeanswear textile industry market.

556,400
people reached

40,500
interactions

45 publications
in the mainstream press (Tier 1).

50% of media coverage
focused on environmental sustainability, social, and governance topics.

465
publications made

Looking to the future



We ended 2024 with the conviction that every step taken so far has strengthened our purpose: to lead positive transformations in the textile industry through innovation, socio-environmental responsibility, and collaboration across our entire value chain.

Looking ahead to 2025, we carry the same enthusiasm and commitment that have brought us this far. We will intensify investments in new technologies, expand product lines with lower environmental impact, and strengthen our global partnerships.

In the operational field, the continuous improvement agenda will remain active with the expansion of the Kaizen Circle and the V.Comp platform into new units, as well as initiatives focused on the health and safety of our teams. The expansion of the PraSer program reinforces our people-centered strategy, placing care and well-being as the core of our approach.

We aim to grow with responsibility, maintaining the balance between performance and impact. To achieve this, we will maintain discipline in management, focus on innovation, and strengthen stakeholder dialogue. We will also continue to lead debates, invest in circular solutions, and expand our presence in key markets such as Europe and Latin America.

We are ready to continue evolving - with courage, consistency, and conscience. May 2025 be a year of deeper connections, advances, and shared achievements.

Together, let's shape the future of fashion we want to see in the world.

GRI Index

GRI 2-4

In 2024, we updated part of our sustainability strategy to more accurately reflect the real advances in our production. Until then, we maintained specific goals related to the use of regenerative cotton, such as reaching 2 million meters of fabric by 2025 and 5 million by 2030.

However, since these targets are strongly influenced by market demand for this type of product, we recognized that they did not faithfully represent Vicunha's true progress in sustainability.

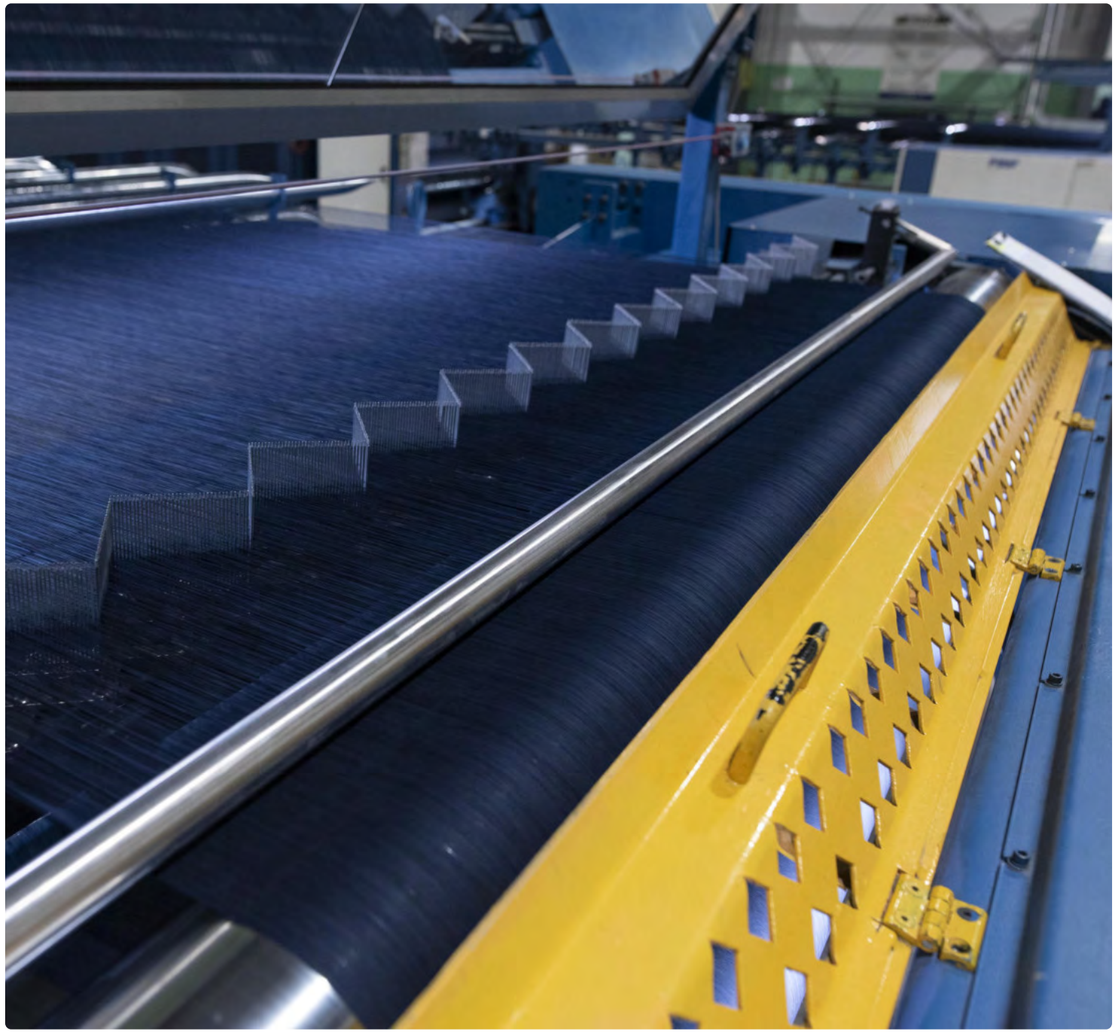
From this cycle onwards, we reformulated our approach: instead of measuring only specific products, we now evaluate the portfolio based on the more efficient use of natural resources - including water, energy, and chemical inputs.

This transition strengthens our systemic view of the environmental impact of operations and allows for more robust monitoring of the environmental performance of production as a whole, always guided by principles of circularity and impact reduction.

Also in 2024, we significantly expanded the scope of our GHG emissions inventory, which resulted in a considerable increase in reported Scope 3 emissions. This increase, however, does not indicate a worsening of performance, but rather improvements in the quality of measurement.

For the first time, we included relevant categories such as purchased goods and services (category 3.1) and fuel and energy-related activities not included in Scopes 1 and 2 (category 3.3), using internationally recognized databases, such as Ecoinvent and DEFRA. In addition, regarding Scope 1, from this cycle onwards we began to classify effluents from Pacajus unit as part of Scope 3 (understanding that the generation of effluents from this unit is externally managed).

During the conceptual review of our water data, we also clarified an important point: Vicunha does not generate water, but rather recovers significant volumes within the production process, in a circular and responsible manner.



GRI STANDARDS	DISCLOSURE	LOCATION	OMISSION	SDGs
GENERAL DISCLOSURES				
GRI 1: FOUNDATION 2021 | Statement of use: Vicunha Têxtil Company reported in accordance with the GRI standards for the period from January 1, 2024 to December 31, 2024.				
GRI 2: General Disclosures	2-1: Organizational details	Vicunha Têxtil S.A, Private Company.		
	2-2 Entities included in the organization's sustainability reporting	Brazil (Maracanaú and Pacajus - CE / Natal - RN / Pinheiros and Guarulhos - SP), Ecuador (Quito), Argentina (Buenos Aires and San Juan).		
	2-3 Reporting period, frequency and contact point	Page 4		
	2-4 Restatements of information	Page 75		
	2-5 External assurance	This report was not externally verified.		
	2-6 Activities, value chain and other business relationships	Pages 7, 71		
	2-7 Employees	Pages 53, 54		
	2-8 Workers who are not employees	Page 53		
	2-9 Governance structure and composition	Page 18		
	2-10 Nomination and selection of the highest governance body	Page 18		
	2-11 Chair of the highest governance body	Page 18		
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 18		
	2-13 Delegation of responsibility for managing impacts	Page 18		
	2-14 Role of the highest governance body in sustainability reporting	Pages 4, 18		
	2-15 Conflicts of interest	Page 18		

GRI STANDARDS	CONTENT	LOCATION	OMISSION
GRI 2: General Disclosures	2-16 Communication of critical concerns	Page 18	
	2-17 Collective knowledge of the highest governance body	Page 18	
	2-18 Evaluation of the performance of the highest governance body		As of the publication of this report, the company does not have a structured performance evaluation in place for the highest governance body.
	2-19 Remuneration policies	Page 55	
	2-20 Process to determine remuneration	Page 55	
	2-21 Annual total compensation ratio		Confidential information.
	2-22 Statement on sustainable development strategy	Page 3	
	2-23 Policy commitments	Pages 22, 24	
	2-24 Embedding policy commitments	Page 22	
	2-25 Processes to remediate negative impacts	Pages 22, 24	
	2-26 Mechanisms for seeking advice and raising concerns	Page 24	
	2-27 Compliance with laws and regulations	In 2024, in Brazil, Vicunha recorded four labor lawsuits with convictions exceeding BRL 20,000.00, involving issues such as moral damages, hazardous duty incentive pay, social security disputes, and dismissal pay. Settlement and conviction amounts ranged between BRL 21,713.11 and BRL 91,109.89. For other manners - tax, environmental, civil, administrative, competition, regulatory, and non-monetary sanctions - no significant records of non-compliance with laws and regulations were recorded.	
	2-28 Membership associations	Page 72	
	2-29 Approach to stakeholder engagement	Pages 22, 24 e 71	

GRI STANDARDS	CONTENT	LOCATION	OMISSION
GRI 2: General Disclosures	2-30 Collective bargaining agreements	Page 60	
GRI 1: FUNDAMENTS 2021			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 15	
	3-2 List of material topics	Page 16	
MATERIAL TOPICS			
CORPORATE ETHICS			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 22	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Page 22	
	205-2 Communication and training about anti-corruption policies and procedures	Page 22	
	205-3 Confirmed incidents of corruption and actions taken	Page 22	
FINANCIAL PERFORMANCE			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 27	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Page 27	
	201-2 Financial implications and other risks and opportunities due to climate change	Page 27	
GREENHOUSE GAS EMISSIONS			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 35	

GRI STANDARDS	CONTENT	LOCATION	OMISSION
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 35	
	305-2 Energy indirect (Scope 2) GHG emissions	Page 35	
	305-3 Other indirect (Scope 3) GHG emissions	Page 35	
	305-4 GHG emissions intensity	Page 35	
WASTE AND MATERIALS			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 37	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Pages 37, 41	
	301-2 Recycled input materials used	Page 37	
	301-3 Reclaimed products and their packaging materials	Page 37	
GRI 306: Effluents and Waste 2016	306-1 Waste generation and significant waste-related impacts	Page 37	
	306-2 Management of significant waste-related impacts	Page 37	
	306-3 Waste generated	Pages 37, 38	
	306-4 Waste diverted from disposal	Pages 37, 39	
	306-5 Waste directed to disposal	Pages 37, 39, 40	
WATER AND ENERGY			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 42	

GRI STANDARDS	CONTENT	LOCATION	OMISSION
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 42	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 42	
	303-2 Management of water discharge-related impacts	Page 42	
	303-3 Water withdrawal	Pages 42, 44, 45 • **Groundwater**: Water that is contained in and can be extracted from an underground formation. • **Produced water**: Water that enters the organization's boundary as a result of extraction (e.g., crude oil), processing (e.g., sugarcane milling), or the use of any raw material. • **Third-party water**: Water provided by municipal water supply companies and municipal wastewater treatment plants, public or private utility service providers, as well as other organizations involved in the supply, transport, treatment, disposal, or use of water and effluents. • **Freshwater**: Water with a total dissolved solids concentration equal to or less than 1,000 mg/L.	
	303-4 Water discharge	Pages 42, 45	
	303-5 Water consumption	Pages 42, 45 Sum of the total volume of water withdrawn and incorporated into products, used in agricultural production, or generated as waste, that has evapotranspired, been consumed by humans or livestock, or has become so polluted that it is no longer suitable for use by others, and therefore has not been discharged back into surface water, groundwater, seawater, or to third parties during the reporting period.	

BIODIVERSITY			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 50	
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity	Page 50	
HUMAN RIGHTS			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 55	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Page 55	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Pages 55, 57, 58	
	405-2 Ratio of basic salary and remuneration of women to men	Pages 55, 57	

GRI STANDARDS	CONTENT	LOCATION	OMISSION
HEALTH AND SAFETY			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 60	
GRI 201: Economic Performance 2016	201-3 Defined benefit plan obligations and other retirement plans	Page 60	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 60	
	403-2 Hazard identification, risk assessment, and incident investigation	Page 60	
	403-3 Occupational health services	Page 60	

	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 60	
	403-5 Worker training on occupational health and safety	Page 60	
	403-6 Promotion of worker health	Page 60	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 60	
	403-8 Workers covered by an occupational health and safety management system	Page 60	
	403-9 Work-related injuries	Pages 60, 63	
	403-10 Work-related ill health	Page 60	
PROFESSIONAL TRAINING AND EDUCATION			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 65	
GRI 404: Capacitação e Educação 2016	404-1 Average hours of training per year per employee	Pages 65, 66	
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 65	
	404-3 Percentage of employees receiving regular performance and career development reviews	Pages 65, 66	

GRI STANDARDS	CONTENT	LOCATION	OMISSION
GRI 1: FOUNDATION 2021			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 15	

GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Page 71	
	203-2 Significant indirect economic impacts	Page 71	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	In 2024, we conducted a technical review of the historical energy consumption data for 2021, 2022, and 2023, to ensure greater accuracy and methodological alignment with the accounting criteria. Key updates included: • **Brazil**: **1**. Corrected LPG and gasoline consumption values for 2021 and 2022, as previously reported data did not correctly include the volumes consumed in some operational units, such as Unit V. **2**. Updated biomass and steam energy consumption values for 2021 and 2022, based on new Calorific Value tests that directly impacted the total GJ recorded. **3**. Corrected data regarding electricity sales in 2021 and 2022, based on new, more accurate internal assessments. • **All units**: **1**. Steam consumption is not added to total energy, since its generation is already accounted for at the energy source (biomass, natural gas, or diesel oil, according to the matrix of each plant). **2**. In 2024, we revised the values of natural gas consumed in previous years (2021 to 2023) due to changes in the conversion factor from m^3 to GJ, adopting a new methodology more consistent with current technical references.	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Pages 69, 70	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 67	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Page 71	
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Page 73	
	417-2 Incidents of non-compliance concerning product and service information and labeling	Page 73	
	417-3 Incidents of non-compliance concerning marketing communications	Page 73	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 28	

Credits

Chairmanship
Human Resources Board
Operations and New Business Board
Sales Board
Finance Board
Integrated Management System
Communication and Marketing

Consulting
Ecovalor Consultoria e Assessoria em Sustentabilidade

Editorial Content and Review
Ecovalor Consultoria e Assessoria em Sustentabilidade

Art and Design Direction
Ecovalor Consultoria e Assessoria em Sustentabilidade

Photos
Vicunha Archives

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Sustainability at Vicunha is built collectively - and this report is a reflection of that. Beyond numbers and initiatives, this report tells stories of people, choices, and paths taken with responsibility, transparency, and the desire to do things differently. Together, we continue weaving a more sustainable future for fashion, for the planet, and for everyone in our value chain.

See you soon. Until the next edition!

VICUNHA
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