



INFORME DE **2024**
SOSTENIBILIDAD
English Version



WE CONNECT BUSINESSES IN A SUSTAINABLE ECOSYSTEM

CONECTADOS is a bridge

We connect talent to solve with agility.



CONECTADOS is sustainability

We act with responsibility and a forward-looking vision.



CONECTADOS is constant innovation

Every connection is an opportunity to reinvent ourselves.



CONECTADOS is community

We join efforts to generate impact.



CONECTADOS is pride and belonging

We build a culture where everyone matters.



PANAPARK
FREE ZONE



PRESIDENT'S LETTER



Massimo Zannier
President



Panapark Free Zone is not merely a logistics hub; it is a comprehensive development platform. In an interconnected world where supply chains reshape economies and territories strive for sustainable opportunities, free zones now carry a broader responsibility: **to facilitate trade, certainly, but also to generate lasting positive impact.**

This first Sustainability Report emerges from that commitment, not as an obligation but as a conviction to operate with purpose, transparency, and a systemic approach that connects **economic growth, social inclusion, and environmental protection.**

The progress presented in this report would not be possible without the joint efforts of our committed employees, our client companies that believe in this model, and the communities that inspire us to do better each year.

This is both an accountability report and a statement of intent. Panapark Free Zone aims to become a benchmark for **sustainable free zones in Panama and across the region.**

We have traveled a path that now allows us to consolidate robust internal policies, foster multisector partnerships, strengthen our governance, and measure what truly matters.



LETTER FROM THE CEO



**Magda Elena
Echeverria Linares**
Chief Executive Officer



This report represents a milestone for Panapark Free Zone. It is the first time we have systematized our sustainability efforts under the **Global Reporting Initiative** (GRI) Standards framework. We do so with the conviction that reporting our impacts not only strengthens transparency but also guides our decisions toward a more conscious, inclusive, and resilient business model.

Throughout 2024, we worked intensively on five strategic pillars: **environmental compliance, social investment, human talent development, institutional integrity, and client service focused on continuous improvement.** We did it with the conviction that operating within a free zone does not mean operating outside the national context, but rather assuming an active role in positively shaping it.

This first report marks a starting point. From here, we intend to **refine our measurement systems, engage our stakeholders more actively, and expand the reach of our initiatives.** We will do so because we believe in purpose-driven development and that businesses should not grow in spite of their surroundings, but in harmony with them.

At Panapark Free Zone, we are convinced that true strength lies in how we connect: with our ideas, our teams, our clients, and the environment around us. That is why **CONECTADOS** emerges as the symbol of a culture that values collaboration, drives innovation, and fosters sustainable growth.

Although this spirit has been present since our founding, today we express it in a structured way, as a living, shared, and visible corporate culture.

This report reflects that vision: a business community united under a single purpose, **"Connecting Businesses in a Sustainable Ecosystem,"** and one that embraces its responsibility as an active contributor to Panama's economic, environmental, and social transformation.

*We keep moving forward.
We keep staying
connected.*





1.

ABOUT THIS *REPORT*

1.1 REPORT OVERVIEW

GRI 2-3, 2-4



This document marks a milestone for Panapark Free Zone. It is the first Sustainability Report formally developed under the international standards of the Global Reporting Initiative (GRI), **reflecting the company's commitment to transparency, continuous improvement, and accountability.**

The objective is to clearly and systematically present the main economic, social, environmental, and governance impacts resulting from our operations during 2024, while laying the foundation for an institutional culture of sustainability that grows stronger each year.

This report not only systematizes our policies, practices, and results, but also enables us to identify **areas for improvement, set development goals, and invite our stakeholders** to jointly build a model of progress that contributes to the country through a shared vision.

In addition, it serves as the starting point for institutionalizing reporting processes that are sustainable over time.

This initial effort makes it possible to establish baselines, generate internal indicators, and strengthen an organizational culture focused on the responsible management of positive impact.

In future editions, the aim will be to broaden **stakeholder participation** in defining priorities, **improve information traceability**, and advance toward more **comprehensive measurement** mechanisms.



1.2 SCOPE, METHODOLOGY, AND REPORTING PERIOD

GRI 2-2, 2-3, 2-5, 2-6



This first report follows the **Core Option** of the **GRI 2021** Universal Standards, focusing on the direct impacts arising from the management and operations of Panapark Free Zone in its role as a **catalyst for an industrial, logistical, business, service, and community ecosystem**.

The information presented here was gathered from primary sources such as internal administrative and operational records, perception surveys conducted by third parties (**UNIMER**), public and private institutional statistics, corporate policies, and reports issued by Panapark Free Zone’s various functional committees.

As this is the first reporting exercise under this framework, no restatements or corrections of previous reports are included. Likewise, information from suppliers, contractors, or the supply chain has not yet been incorporated, though its importance is recognized and its progressive inclusion in future editions of the report is a stated commitment.

The report was prepared by a technical team with strategic guidance and represents the first step toward the adoption of comparable and systematic reporting practices.

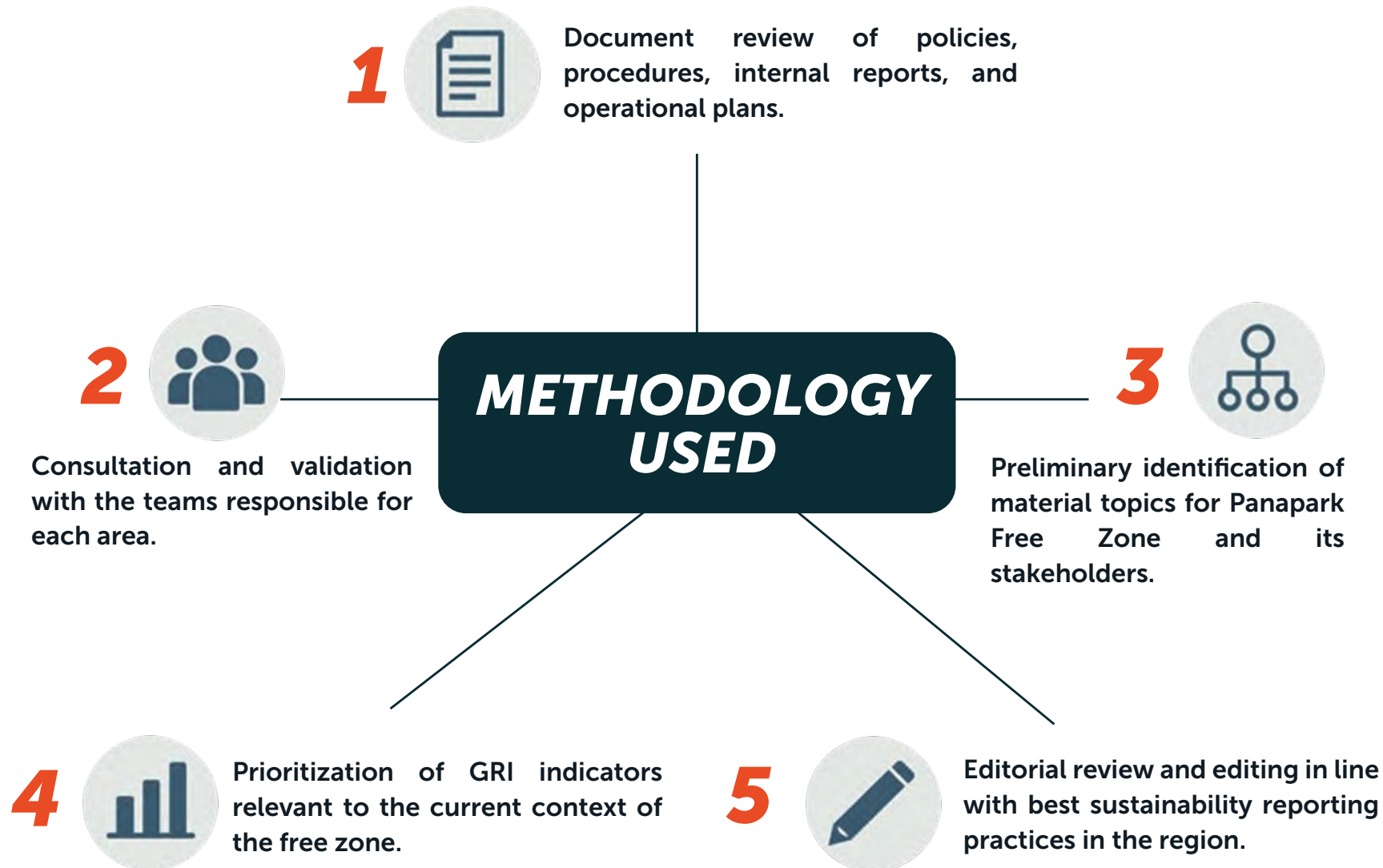
The report covers the operations of Panapark Free Zone within the fiscal precinct.

COINLA contributes governance aspects and strategic support.

Reporting Unit:
Administration of Panapark Free Zone, including its internal areas, common services, social and environmental responsibility programs, as well as the General Management of COINLA, which is responsible for the overall coordination of corporate policies, the sustainability strategy, and alignment with institutional governance structures.

Period:
January-December 2024.

REPORT PREPARATION PROCESS



1.3 SUSTAINABILITY COMMITTEE

GRI 2-9, 2-12

The Sustainability Committee of Panapark Free Zone meets every two months with a strategic focus aimed at aligning the park's management with the highest environmental, social, and governance (ESG) standards.

See page 23, Governance, Ethics, and Transparency section.

Members:

Edgar Jurado-	Administration and Finance Manager
Carlos Castrejón –	Projects Manager
Erick Díaz –	Management and Processes Coordinator
Alexandra Adames -	Brand Manager
Gregorio Arosemena –	Panapark Free Zone Administration Manager
Ana Victoria Riaño–	External Sustainability Consultant
María Fernanda Silva–	Human Talent and Sustainability Coordinator

1.4 MATERIAL TOPICS AND STAKEHOLDER GROUPS

GRI 3-1, 3-2, 2-40, 2-41, 2-42, 2-43, 2-44

The report's materiality approach is based on four pillars:

1. Institutional policies that define commitments in ethics, environment, human rights, and social responsibility.
2. Risk management, through systematic evaluations aligned with COINLA's guidelines.
3. Stakeholder expectations, incorporating input from clients, employees, authorities, and the community.
4. SDGs as a guiding framework, with reference to global standards such as GRI, ISO 26000, and the UN Global Compact.

The six priority topics resulting from this process are consistent with the institutional policies and current practices:



Governance, ethics, transparency, and compliance



Security and operational continuity



Client relations and service



Employee well-being and development



Community relations



Environmental management and energy efficiency

1.5 MAIN STAKEHOLDER GROUPS

GRI 2-40, GRI 2-41

This prioritization allows the report to be structured around the most significant impacts, both for internal operations and for the stakeholders connected to the Panapark Free Zone ecosystem.



In 2025, a **systematic multi-stakeholder dialogue process** is expected to be implemented to validate these topics and further refine their prioritization based on actual impacts and external expectations.

1.6 CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

GRI 2-23

Panapark Free Zone is firmly aligned with the United Nations 2030 Agenda and actively and structurally contributes to the **Sustainable Development Goals (SDGs)**, not as a symbolic gesture but as an integral part of its management model. This alignment is reflected in institutional policies, operational decisions, and investments guided by **principles of economic, social, and environmental sustainability**.

The free zone has prioritized a series of key SDGs, including **decent work, industrial innovation, sustainable community development, and climate action**, with an approach based on shared value, institutional integrity, and continuous improvement. These priorities are embedded in its programs on **human capital, labor inclusion, environmental management, and transparent governance**.

Panapark Free Zone has defined goals aligned with these SDGs and is advancing in the development of monitoring systems to evaluate its progress over time. These systems include the integration of key indicators in future sustainability reports, as well as the establishment of participation spaces, **internal audits, and strategic partnerships that ensure consistency, traceability, and continuous learning**.





2.

PROFILE **PANAPARK FREE ZONE**

2.1 OVERVIEW AND VALUE PROPOSITION

GRI 2-6

Panapark Free Zone is a free zone located in a prime industrial and logistics hub within the metropolitan area of Panama City. **It is designed to attract productive foreign investment in goods and services through an agile, secure, and competitive international trade model.**

Since its founding, the company has worked to establish itself as a responsible business environment that integrates economic growth with social commitment and environmentally conscious management.

Beyond offering favorable tax conditions, Panapark Free Zone has evolved into a comprehensive **platform that fosters a sustainable ecosystem**, driving the regional and global expansion of its client companies.

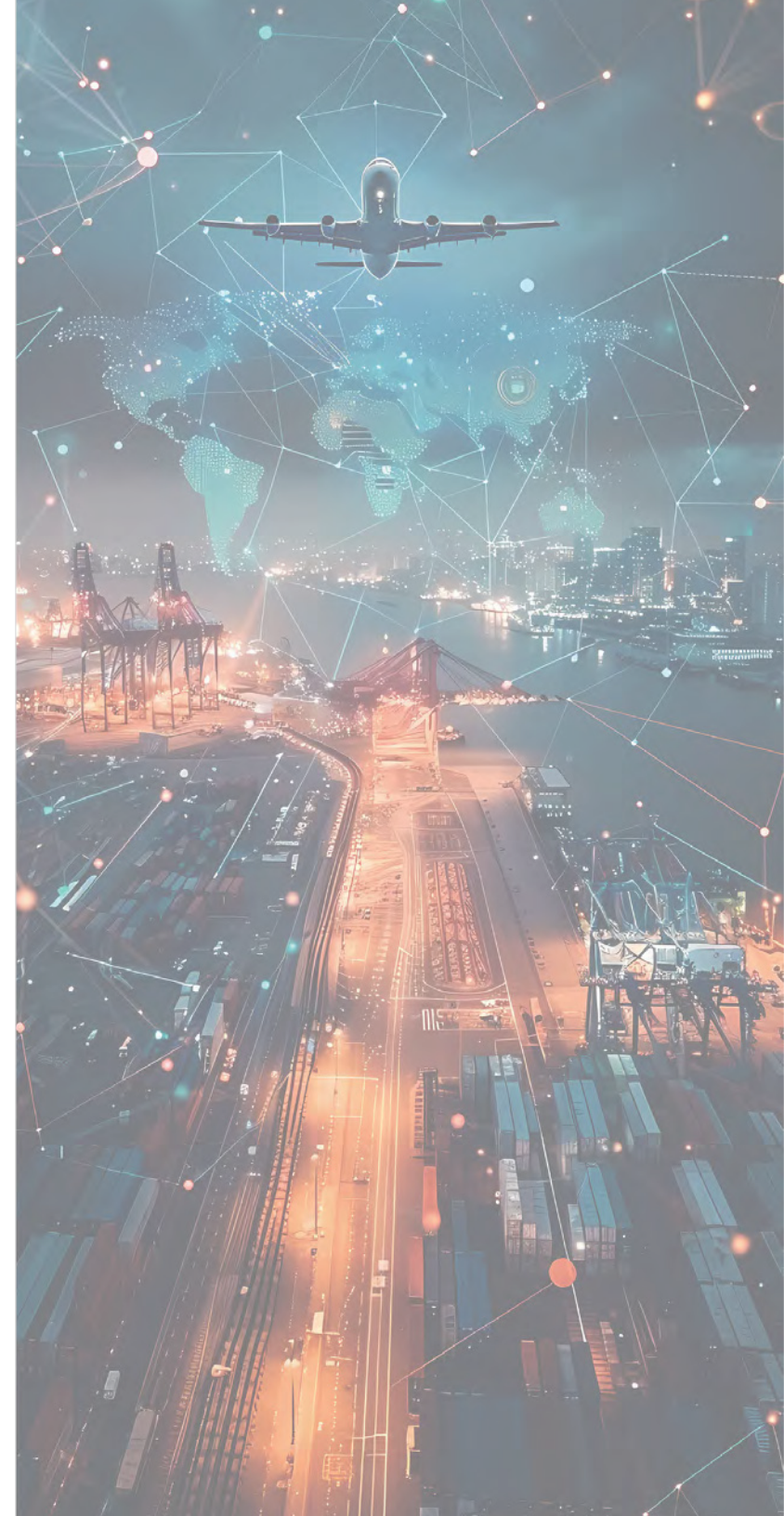
Its value proposition combines Class A+ industrial infrastructure, specialized services, and an institutional culture focused on operational efficiency, cost reduction, and strategic support.

Connected to the country's main logistics corridors and integrated into the national multimodal ecosystem, Panapark Free Zone currently provides solutions to companies in sectors such as finished and semi-finished goods processing, assembly, manufacturing, logistics services, and general services.

This strategic location, combined with its focus on sustainable development, positions Panapark Free Zone as a key player within both the Panamanian and international productive landscape.

Panapark Free Zone not only hosts businesses but strengthens them. By facilitating value chain linkages, fostering sectoral partnerships, and supporting client companies through their various stages of operation and growth, the free zone reaffirms its vision of being more than an operational site—it is a catalyst for opportunity.

ts evolution toward cluster-based models and the adoption of international standards such as **BASC and LEED** certifications demonstrate a continuous commitment to excellence, competitiveness, and sustainability.



GENERAL PROFILE- PANAPARK FREE ZONE

START OF
OPERATIONS



DIRECT AND
INDIRECT JOBS



TOTAL
OPERATIVE AREA



2024

2024

2024



ACTIVE CLIENT
COMPANIES

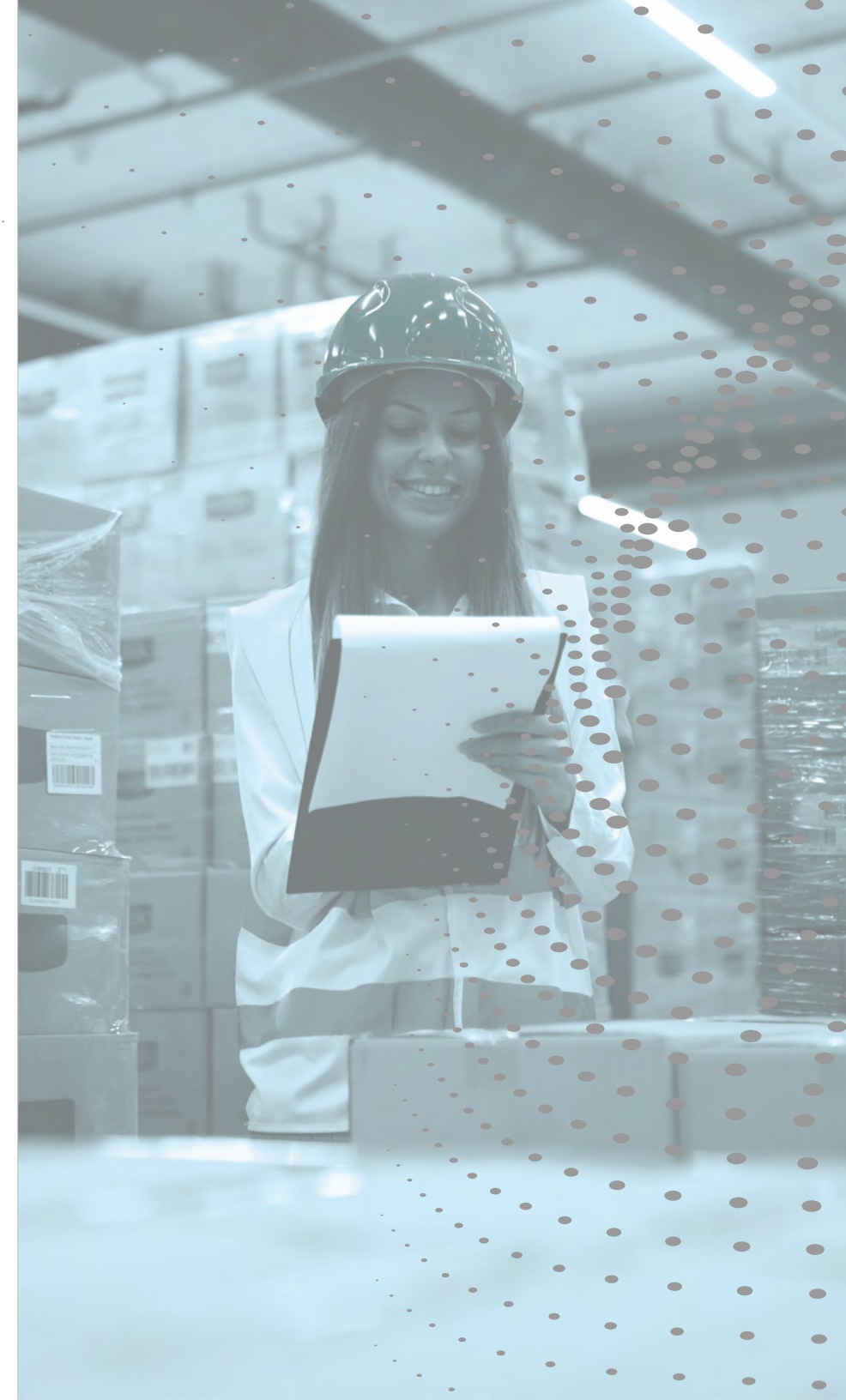


CUMULATIVE
INVESTMENT

2.2 CLIENT COMPANIES

GRI 2-6

1. International Bottling Services, S.A.
2. Ajepana, S.A.
3. Alberto De La Roche Becerra
4. Alleen, S.A.
5. Alpha Logistics Services, S.A.
6. Alta Eficiencia Logística, S.A.
7. Arec, S.A.
8. Arturo Arauz Panapark, S.A.
9. Balboa Exports, S.A.
10. Bertech Panama, S.A.
11. Biotea House Enterprises, Corp.
12. Centralpack Corp.
13. Chiriqui Electronic Design Studio, S.A.
14. Comercializadora Panacorp, Inc.
15. Deluxe Real State International, S.A.
16. Dug Spirits, Inc.
17. Extreme Cargo, S.A.
18. F&G Royal Group Corp.
19. Free Spirit Filial Panama S. De R.L.
20. Gdi Logistic, S.A.
21. Grupo Inversionista Los Eugenios, S.A.
22. Icl Freight Warehouse Division S.A.
23. Inversiones 3t, S.A.
24. Inversiones Inteligentes Latam, S.A.
25. Isotanques Transportes Y Químicos, Inc.
26. Jojoba Company, Inc.
27. Kosmos Investment Latam, S.A.
28. Kubic Intralogistics, S.A.
29. Latin America Steel Company, S.A. (Lascosa)
30. Make Doors, S.A.
31. Mangueras Y Conexiones Globales, S.A.
32. Mine Cable Services Latam, Corp.
33. Momo Homes Panama S. De R.L.
34. Multimodal Marine, Inc.
35. Natulac Foods, Inc.
36. Neohg, Corp.
37. P&A Logistics, Inc.
38. Panama Cables & Engineering Co. Inc.
39. Panama E-Bay, Pty, Inc.
40. Panametco, S.A.
41. Panapark Free Zone Galera N°.17, S.A.
42. Pharma Logistics & Storage, Inc.
43. Pintura Termoplastica (Termopin), S.A.
44. Prilabsa Logistic, S.A.
45. Right-Sourcing Solutions, Inc.
46. Satoshi Panama, S.A.
47. Ultracoat Industries, Inc.
48. Vg Logistics, Inc.
49. Wesco Anixter Panama Free Zone S De R.L.



2.3 SUSTAINABILITY VISION

GRI 2-22, 2-23

At Panapark Free Zone, sustainability is understood as a cross-cutting strategy and an **institutional principle that integrates operational efficiency with social, environmental, and ethical commitment.**

Management in this area is guided by the Sustainable Development Goals (SDGs) and supported by internal policies that govern actions related to ethics, client service, environment, social investment, human capital, and human rights.

This model brings together three key dimensions:

Economic performance with responsible governance



Proactive environmental management

Shared social value



3

GOVERNANCE, ETHICS AND **TRANSPARENCY**



"Panapark Free Zone views **governance** as an essential component for ensuring **ethical, efficient, and responsible** management. Our organizational structure is grounded in the principles of **transparency, accountability, and regulatory compliance.**"

Edgar Jurado, Administration and Finance Manager
Coinla /Panapark Free Zone

3.1 LEADERSHIP, INTEGRITY AND ORGANIZATIONAL RESPONSIBILITY

GRI 2-9, 2-23, 2-24

Panapark Free Zone has a well-defined organizational structure with clear functions and levels of responsibility aligned with corporate governance best practices. Strategic management is led by the General Management, supported by a multidisciplinary team that brings together administrative, technical, commercial, and sustainability areas.

Its model incorporates **ESG** criteria into decision-making and promotes the continuous review of internal policies, ensuring full integration between sustainability and operations.

Since August 2024, the COINLA **Code of Conduct** has been in effect, formalizing ethical principles applicable to employees and associated companies. **This instrument establishes a zero-tolerance policy toward harassment, discrimination, and abuse of power, strengthening an organizational culture founded on integrity, respect, and transparency.**

In the same line, Panapark Free Zone is moving forward with the formalization of its Internal Labor Regulations, scheduled for approval in 2025 and currently under review by the Ministry of Labor and Workforce Development (MITRADEL).

This document incorporates principles of equity, gender-based violence prevention, inclusion, respect for labor rights, and occupational safety. It will be mandatory for all personnel and aims to promote a fair, safe, and transparent work environment.

In addition, it has updated policies on human capital **(SDG 8)**, ethics, and anti-corruption **(SDG 16)**, supported by a whistleblowing channel and monitoring mechanisms. These actions, aligned with other SDGs such as gender equality **(SDG 5)**, decent work and economic growth **(SDG 8)**, and peace, justice, and strong institutions **(SDG 16)**, strengthen confidence in its role as a responsible economic operator.



3.2 ACT WITH INTEGRITY
COMMITTEE (CAC):

GRI 2-26, 205-1

The Act with Integrity Committee (CAC) represents the formal expression of Panapark Free Zone’s commitment to ethics, integrity, and institutional transparency. This body is responsible for ensuring the effective implementation of the Ethics and Anti-Corruption Policy and for promoting an organizational culture where regulatory compliance and ethical conduct are fundamental principles. The existence and operation of this committee not only respond to national and international legal requirements but also constitute a pillar of governance at Panapark Free Zone:

An explicit statement that growth is only sustainable when built with integrity.

Composed of the **CEO, the Compliance Officer, and an external legal advisor**, the Act with Integrity Committee (CAC) has the primary role of ensuring that the decisions and actions of Panapark Free Zone adhere to strict ethical standards. This includes monitoring internal compliance, preventing conflicts of interest, verifying that hiring and resource allocation processes are fair and transparent, and promptly addressing reports related to improper conduct.

The committee also manages the confidential reporting channel, ensuring that any employee, supplier, or client company can report situations that violate institutional principles, with the assurance that their information will be handled confidentially and without retaliation.

In addition, the CAC actively participates in training sessions, updates conduct guidelines in accordance with regulatory changes or emerging risks, and periodically reviews reported cases to generate institutional learning that strengthens prevention.



3.3 DONATIONS AND SPONSORSHIP COMMITTEE

GRI 2-26

The Donations and Sponsorships Committee of Panapark Free Zone aims to ensure that every social contribution, community support initiative, or philanthropic investment made by the organization is aligned with the sustainability strategy, following clear criteria of **relevance, impact, and traceability**.

This committee evaluates proposals, allocates resources, and approves initiatives that contribute to the economic, social, or environmental development of Panapark Free Zone’s area of influence, with special attention to the **community of Felipeillo** and adjacent areas.

Composed of representatives from sales, marketing, administration/finance, human talent, and sustainability, its functions include not only the technical and budgetary evaluation of each proposal but also the follow-up of **commitments made, verification of achieved results, and systematization of experiences** to continually improve the strategic approach to social investment year after year.



In line with its Donations and Sponsorships Policy, Panapark Free Zone prioritizes initiatives in **education, environment, and sports**, focusing on equity, inclusion, social innovation, and sustainability for their **transformative impact on the community**.

3.4 HUMAN TALENT COMMITTEE

GRI 2-14, 2-16

This committee coordinates actions between administrative and operational areas with the goal of fostering a **healthy, fair, and participatory work environment**. It is composed of representatives from Human Talent, Administration and Finance, and the CEO.

It is aligned with the Human Capital Policy and focuses its management on matters related to **working conditions, diversity, occupational health, and professional development**.

Its goals not only include the rigorous implementation of the Human Capital Policy and compliance with good labor practices in accordance with national and international standards, but also the strengthening of a coherent and dynamic **organizational culture that fosters a sense of belonging, encourages behavior aligned with institutional values, and builds a shared identity** across all levels of the organization.

"The Human Talent Committee of Panapark plays a key role in promoting **well-being, equity, and an organizational culture** based on respect, inclusion, and continuous improvement."

Magda Elena Echeverría Linares
CEO
Coinla /Panapark Free Zone

Its main functions include:



WELLBEING

Coordinates and monitors well-being and workplace climate initiatives, including health and work-life balance.



GROWTH

Promotes professional growth through training, objective evaluations, and development opportunities.



LISTENING

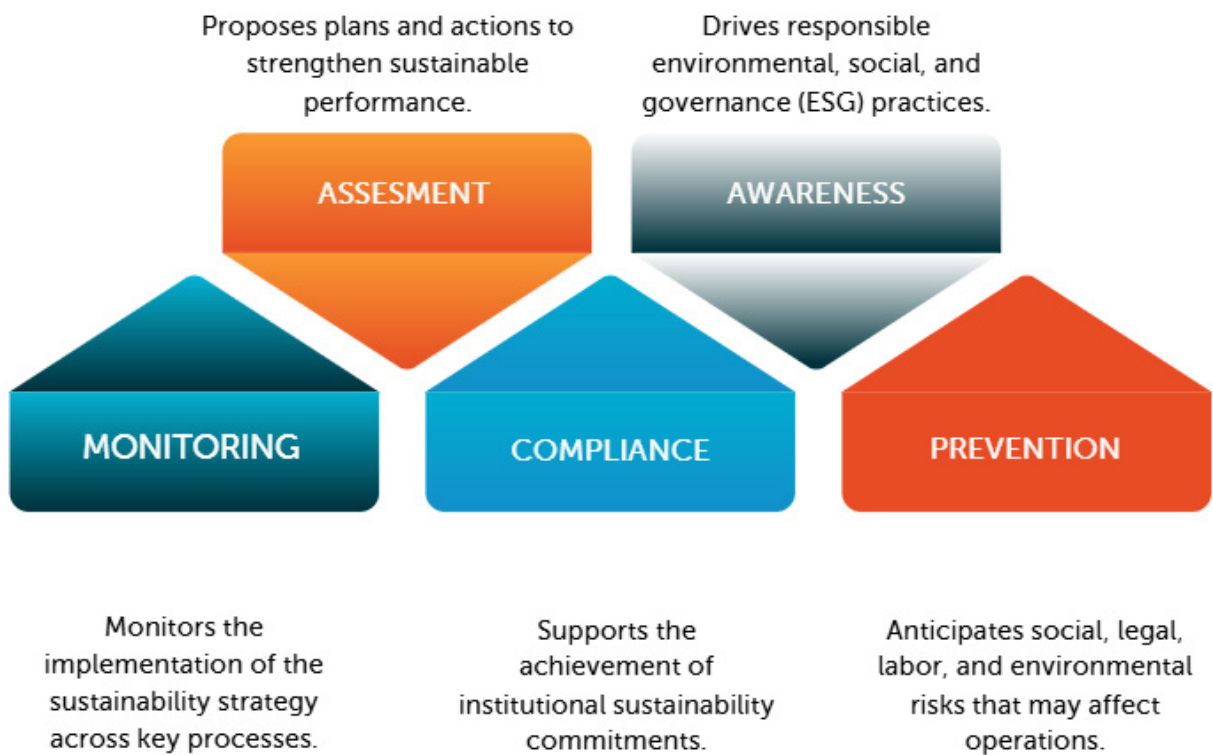
Identifies improvement opportunities based on employee experience, fostering open and close communication.

3.5 SUSTAINABILITY COMMITTEE

GRI 2-9, 2-12

Established in 2023, the Sustainability Committee of Panapark Free Zone is responsible for integrating social, environmental, and ethical criteria into the daily operations of the free zone. Its purpose is to promote an organizational culture focused on sustainability, innovation, and shared responsibility with stakeholders.

Its main responsibilities include:



In its role, it reinforces the vision that sustainability is not a separate area but a way of **managing people, processes, and relationships with awareness, traceability, and collective purpose.**

This approach enables sustainability to be consolidated as a cross-cutting axis in decision-making, strengthening the **resilience of the business model and generating shared value** among Panapark Free Zone, its clients, and the surrounding environment.

This committee operates under the Corporate Social Responsibility and Human Rights Policy, and its management is aligned with international standards such as **GRI, ISO 26000**, and the United Nations Sustainable Development Goals (**SDGs**).



3.6 INSTITUTIONAL COMMITMENT: HUMAN CAPITAL POLICY AND CODE OF CONDUCT

GRI 2-23, 2-24, 205-2

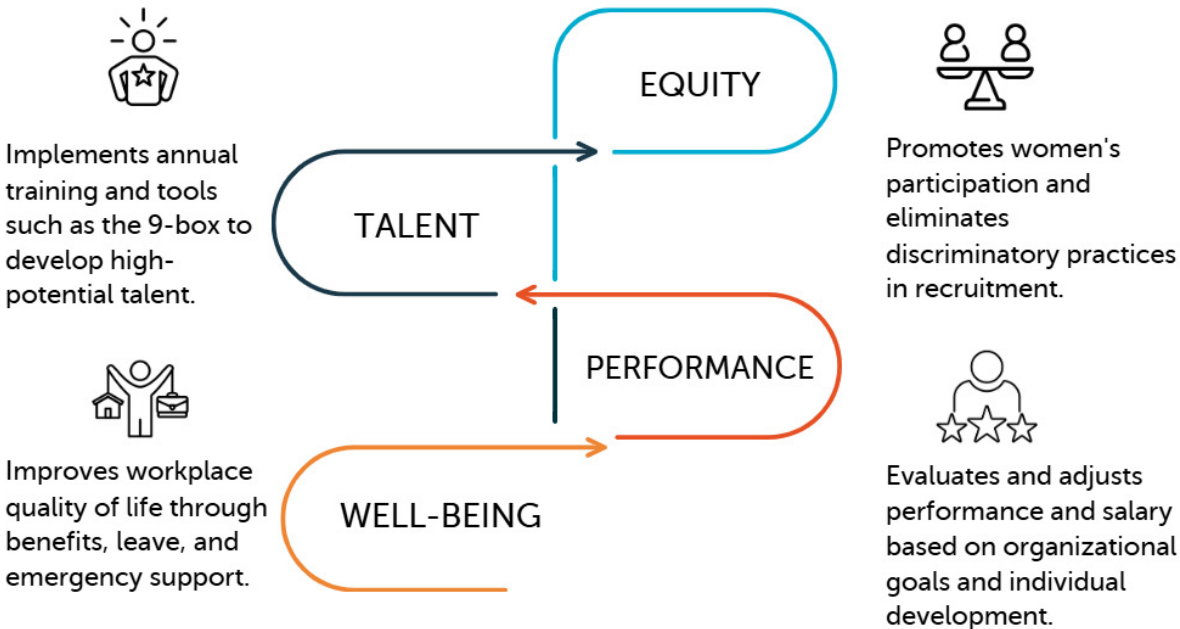
Talent management at Panapark Free Zone is guided by solid principles defined in two key documents: the Human Capital Policy, in effect since late 2023, and the Code of Conduct, formally implemented in 2024.

These instruments establish a strategic approach that goes beyond the operational management of personnel, positioning employees as the central pillar of the corporate sustainability model.

Panapark Free Zone currently has Internal Regulations under validation by the Ministry of Labor, which will formalize existing practices related to equity, occupational safety, and labor inclusion.



The Human Capital Policy sets clear guidelines for processes such as recruitment, inclusion, training, well-being, compensation, and occupational health. It stands out for its emphasis on:



3.7 CODE OF CONDUCT

GRI 2-23, GRI 2-24

For its part, the Code of Conduct defines the ethical values that guide organizational behavior: **trust, excellence, passion, flexibility, innovation, respect, and open, honest communication.** Its application is cross-cutting and establishes a zero-tolerance policy toward:

- **Workplace or sexual harassment.**
- **Discrimination based on gender, ethnicity, age, or orientation.**
- **Verbal, psychological, or physical violence.**
- **Abuse of power or coercive behavior, among others.**

Both documents reinforce the institutional commitment to **SDG 5** (Gender Equality), **SDG 8** (Decent Work), and **SDG 16** (Strong Institutions) by ensuring fair working conditions, discrimination-free environments, accessible reporting channels, and an organizational culture grounded in trust and human development.

This set of policies and values not only enhances the employee experience but also ensures that Panapark Free Zone operates as a **socially responsible, legally compliant, and ethically sound** free zone, in alignment with the highest international standards of human capital governance.



3.8 ORGANIZATIONAL STRUCTURE AND INTERNAL REGULATIONS

GRI 2-9

The organizational evolution of Panapark Free Zone reflects a long-term strategic vision.

The structure includes key roles such as the Human Talent and Sustainability Coordinator, established in 2024, who serves as the link between the social and environmental dimensions within the free zone.

This position, reporting directly to the Administration and Finance Management, ensures that **ESG** criteria are embedded in both daily decision-making and long-term planning.

In addition, the organization foresees the consolidation of **specialized committees** to strengthen the compliance framework: the Act with Integrity Committee (CAC), the Donations and Sponsorships Committee, the Human Talent Committee, and the Sustainability Committee.

The current organizational architecture, together with the ideal future structure, strengthens a more integrated, functional, and resilient governance model aligned with principles of ethics, continuous improvement, and transparency.

OUR TEAM

President	Massimo Zannier
CEO	Magda Echeverria
Project Manager	Carlos Castrejón
Administration and Finance Manager	Edgar Jurado
Sales Manager	Arsenio González
Brand Manager	Alexandra Adames
Human Talent and Sustainability Coordinator	Maria Fernanda Silva
Management and Processes Coordinator	Erick Diaz
Administration and Maintenance Manager PFZ	Gregorio Arosemena
Legal	Vanessa Betancourt

3.9 TRANSITION TOWARDS A MORE ROBUST OPERATIONAL GOVERNANCE

GRI 2-14, 2-23

Panapark Free Zone is undergoing an organizational evolution driven by the sustained growth of its operations and the strengthening of its sustainability culture.

In response, an ideal future organizational structure has been designed, incorporating new strategic roles such as the Process Manager, added in mid-2023; the Human Talent and Sustainability Coordinator, appointed in 2024; and the Security Supervisor, whose hiring is planned for 2025.

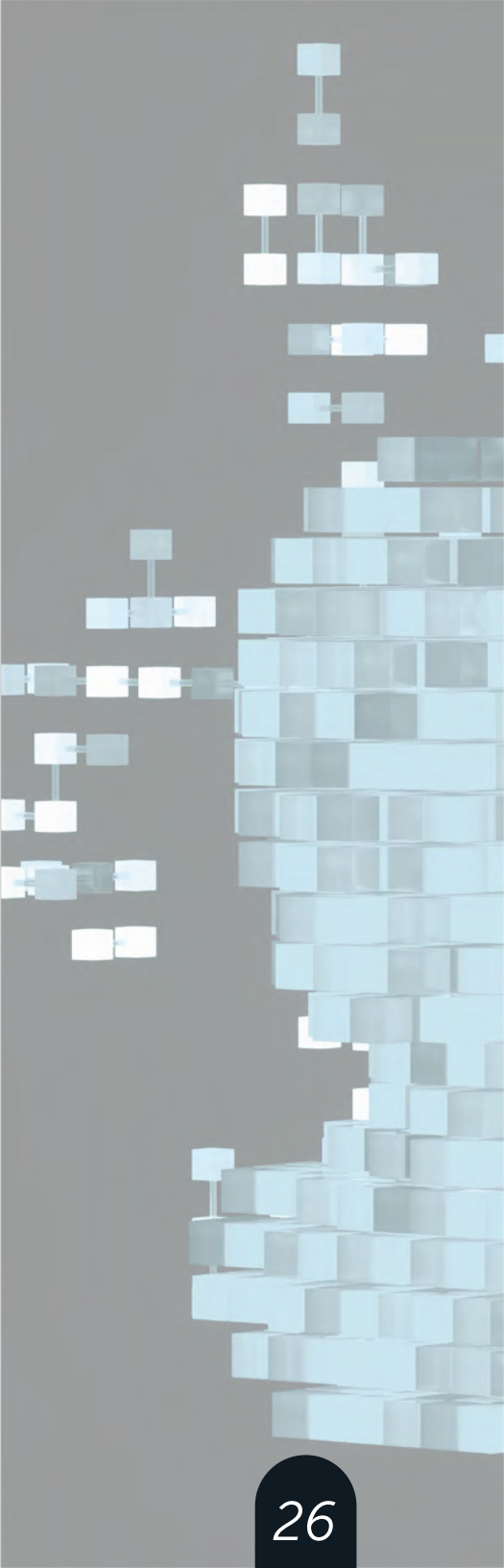
This model enhances internal capacity to anticipate risks, maintain quality standards, strengthen regulatory compliance, and ensure real-time process traceability.

The current organizational structure of Panapark Free Zone, focused on administrative, commercial, and project management, has made it possible to consolidate key functions. However, the park’s growth, the increasing complexity of its services, and the integration of international standards such as BASC and GRI principles demand progress toward a more **specialized, cross-functional structure aligned with a long-term vision.**

The transition toward this structure will enable a more efficient distribution of responsibilities, reduce reliance on outsourced services, and build a resilient organizational framework consistent with the challenges of an expanding **Free Zone and the expectations of its stakeholders.**

The strength of this governance model and its key functions will allow for the oversight of ethical risks, the promotion of **well-being, institutional culture, and responsible social investment.**

This structure also facilitates traceability in the implementation of corporate policies and alignment with international principles such as **ISO 26000**, the **Global Compact**, and the **Sustainable Development Goals.**



Goal Projected for **2025** :



Institutionalize confidential reporting channels.



Implement periodic ethical and regulatory training campaigns for employees, suppliers, and contractors.



Establish internal procedures to optimize report management.



This framework reinforces the principle that sustainability at Panapark Free Zone does not rely on isolated initiatives but on a coherent structure that distributes responsibilities, ensures accountability, and promotes a culture of shared integrity.

3.10 PROCESS-BASED MANAGEMENT MODELS

GRI 2-9, GRI 2-23, GRI 2-26, GRI 3-3

Panapark Free Zone, through COINLA as the managing entity, operates under a management model structured around strategic, core, and support processes. This organizational framework is represented graphically in the COINLA 2025 Process Map, which **consolidates and documents institutional operations based on its mission, vision, purpose, and annual master development plan.**

As part of this strengthening, the Process Manager role was incorporated internally in 2023, a function that had previously been outsourced.

This decision reflects the organization’s **commitment to building internal capacities, improving process traceability, optimizing tools and indicators, and advancing toward a more integrated and efficient management system.**

The process-based approach aligns daily operations with strategy, integrates standards such as **BASC, ISO 26000, and GRI**, and strengthens accountability through traceability, efficient resource use, and continuous improvement.

The alignment between the Master Development Plan, the **BASC** security management system, and the internal processes of planning, control, and client service enables the development of **effective governance that meets international standards and adapts to the dynamic operations** of a growing free zone.



3.11 PANAPARK FREE ZONE’S PATH TOWARDS BASC CERTIFICATION

GRI 2-12, GRI 2-23, GRI 3-3, GRI 416-1

In an increasingly complex global logistics environment, ensuring **security, transparency, traceability**, and trust in operations has become just as essential as providing high-quality infrastructure.

With this understanding, Panapark Free Zone began in 2023 an institutional process to obtain the **Business Alliance for Secure Commerce (BASC)** international certification, aimed at strengthening supply chain and logistics security under the highest standards of safe international trade.

This process, set to conclude in 2025, has brought about profound **transformations in organizational culture, internal control procedures and tools, and the way the company interacts** with clients, suppliers, and authorities.

Main milestones on the path toward BASC certification:



Beyond meeting technical requirements, the BASC process has been an opportunity to strengthen **institutional ethics, professionalize global security management, and position Panapark Free Zone as a trusted partner in international trade.**

Once certified, Panapark Free Zone will be among the few free zones in the region to hold this distinction, representing a **key competitive advantage** for attracting strategic investments.

Panapark Free Zone is progressing toward BASC Certification, positioning itself as the first free zone in Panama to achieve this standard. This milestone reinforces its leadership in security, reliable trade, and regional competitiveness.



4

SECURITY AND RISK MANAGEMENT

4. SECURITY AND RISK MANAGEMENT

At Panapark Free Zone, security is understood as a strategic pillar of sustainability and a competitive advantage for our clients.

Our risk management approach is aligned with international standards, particularly the **BASC framework**, whose implementation began formally in 2023 and is expected to conclude with full certification in 2025.

This continuous improvement process strengthens both our clients' logistics chain and our regional position as a 4.0 Free Zone that is technological, secure, and resilient.

We maintain an active **Security Risk Matrix** that continuously monitors **operational, reputational, technological, commercial, managerial, and strategic factors**. Based on this analysis, we have defined response protocols according to the severity of risks, along with mitigation and control actions for different emergency situations.

In addition, the company has a formal risk management procedure that includes the identification of critical events, assessment of their impact, and the definition of controls and action plans, following the structure of the security risk matrix.

This tool is reviewed annually by the Security Committee and is aligned with **BASC and GRI standards**.



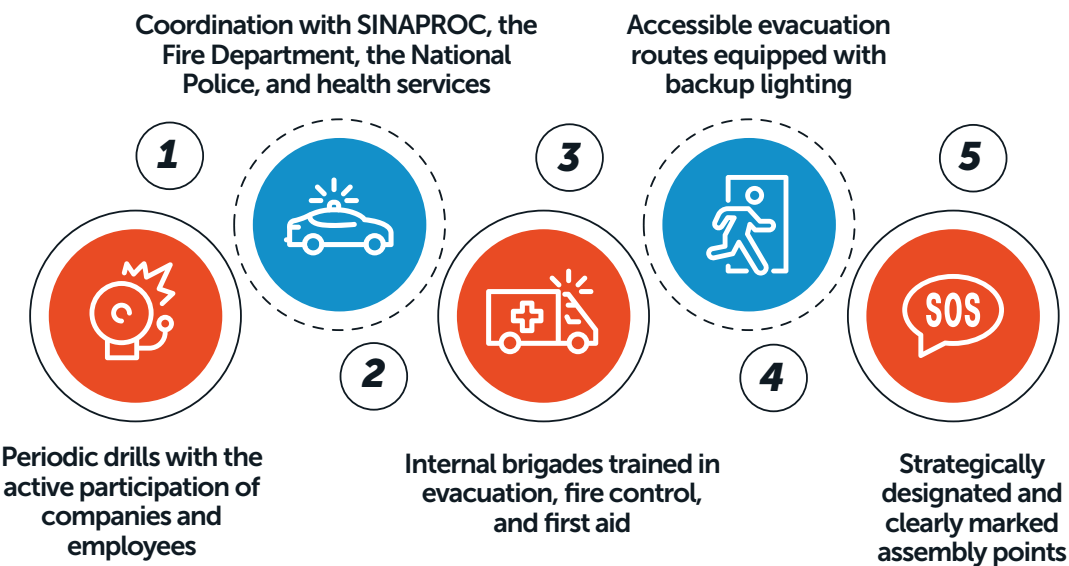
4.1 EMERGENCY MANAGEMENT AND RISK PREPAREDNESS

GRI 403-1, 403-2

The Panapark Free Zone Emergency Plan is a core component of our physical security strategy. This instrument adopts a comprehensive approach that covers **prevention, immediate response, and post-event recovery**.

The plan is based on a detailed risk assessment according to the activities carried out within the free zone and defines specific protocols for situations such as fires, industrial accidents, natural events, external threats, or medical emergencies.

The plan includes a set of key actions, among them:



Each company operating within the zone is responsible for maintaining its own internal emergency plan. Although not all have implemented it yet, Panapark Free Zone encourages its adoption through general guidelines and technical support.

The Panapark Free Zone Emergency Plan applies to common areas and promotes a shared safety culture, ensuring coordinated responses and continuously improving risk management.

In parallel, fire detection and containment measures were strengthened, particularly in critical areas such as server rooms and control centers. An early detection system was integrated, featuring thermal and optical sensors, CO₂ and mist extinguishers, enhanced signage, and fire-resistant compartments, in compliance with NFPA 10, 72, and 101 standards.

These actions ensure operational continuity and the protection of critical infrastructure while reinforcing **regulatory compliance, environmental protection in the event of incidents**, and, most importantly, the safety and integrity of employees and all individuals present in the park (**SDGs 11 and 13**).

4.2 PHYSICAL SECURITY AND STRATEGIC ACCESS CONTROL

GRI 416-1

In 2023, a Vulnerability and Critical Area Analysis was conducted, identifying sensitive zones such as the wastewater treatment plant, customs area, specific warehouses, and the administrative building. Based on this assessment, improvements were designed for **security patrols, lighting, signage, CCTV coverage, and the demarcation of critical areas**. This process enabled the update of the Critical and Restricted Areas Matrix and the prioritization of preventive actions.

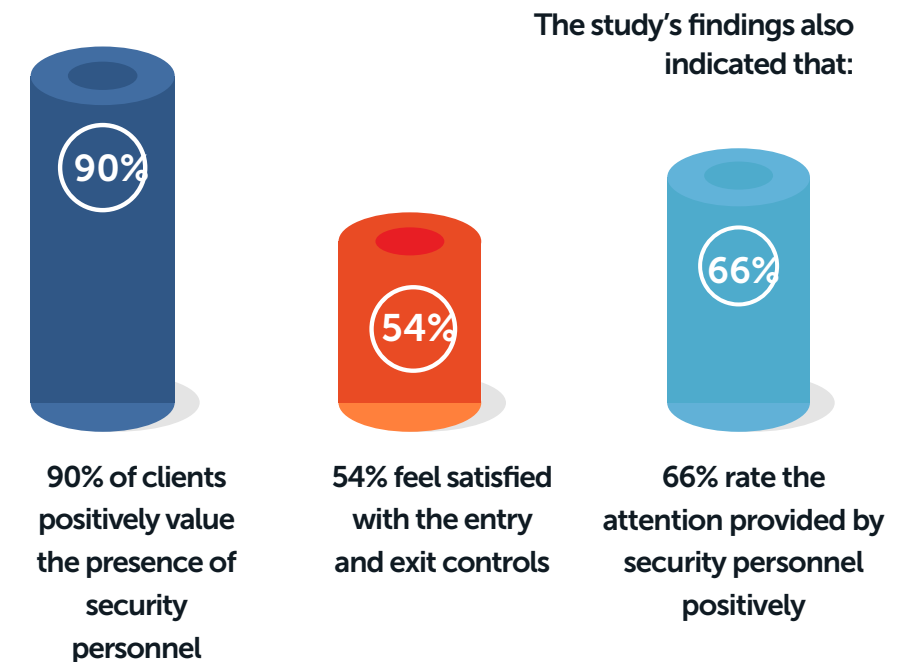
In 2024, the Critical and Restricted Areas Control Procedure was formalized and approved by the BASC–COINLA Committee. This operational protocol regulates access to sensitive areas through biometric systems, document control, differentiated schedules for nighttime visits, and validation by authorized personnel. Unauthorized access to technical areas without formal clearance is strictly prohibited.

Additionally, modernization of the video surveillance system began, expanding coverage and integrating smart cameras with centralized monitoring and energy backup.

This transformation strengthens traceability and coordination between internal brigades and external entities. The security model is complemented by a specialized Free Zone technology platform, PICIZ, which records and manages all pedestrian, vehicle, and cargo entries to the zone, ensuring secure access control while generating traceability and strategic data that support decision-making across the operation.

However, according to the 2024 Client Satisfaction Study, 51% of respondents rated their experience with PICIZ as average or not user-friendly regarding entry and exit registration.

In response, Panapark Free Zone began an automation process for entries and exits, enabling user self-management through state-of-the-art equipment capable of reading identification documents directly. This upgrade increases the **reliability and security** of the free zone while streamlining the access process.



Sustainability Report 2024

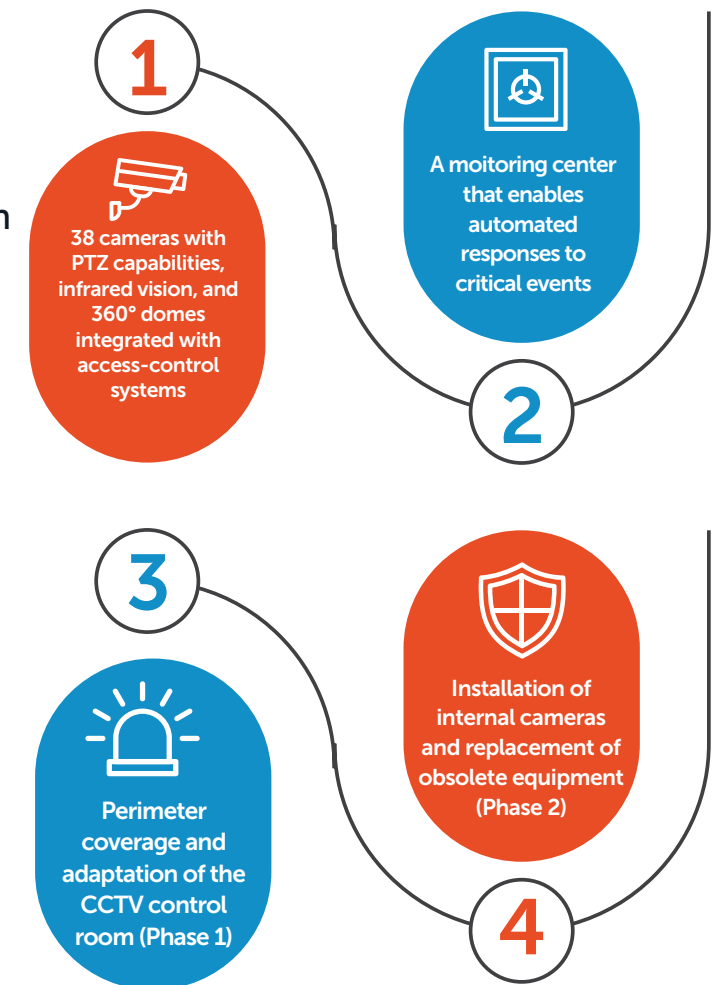
Panapark Free Zone is advancing toward a comprehensive smart security model that integrates technological surveillance, operational control of critical areas, digital interaction platforms, and traceability, aligning management with international standards and reinforcing its evolution as a 4.0 Free Zone.



As part of our vision to consolidate a **modern, interconnected industrial and logistics cluster centered on client experience**, this year we implemented a digital PQRS platform (Requests, Complaints, Claims, and Suggestions). This tool allows clients to efficiently manage service requests, maintenance needs, schedules, operational space reservations, improvement suggestions, and commendations, strengthening interaction and transparency between management and clients.

Its digitalization has significantly improved the traceability of requests, response quality, and response times, generating key data to drive corrective actions and continuous improvement strategies. This initiative reinforces our clustering and transformation strategy toward a 4.0 Free Zone, while contributing to the Sustainable Development Goals (SDGs) related to Industry, Innovation, and Infrastructure (**SDG 9**), as well as to the social component of our **ESG** management.

As part of this transformation, progress was made in the installation of a comprehensive video surveillance system, which includes:



This equipment is integrated into a centralized monitoring platform with up to 90 days of recording and zoned coverage, complemented by fiber-optic intrusion detection and video analytics.

At the same time, upgrades were implemented in the fire detection and suppression systems in critical areas such as the CCTV control room and server rooms, in compliance with international NFPA standards.

This model enhances traceability, automated alert systems, and proactive protection against critical events, aligning operations with international standards and **best practices in data governance, operational resilience, and technological innovation (SDGs 9, 11, and 16)**.

4.2.1 INCIDENT REPORTING AND OPERATIONAL CONTROL OF CRITICAL AREAS

GRI 403-2

As part of the strengthening of its traceability systems and preventive surveillance, Panapark Free Zone has implemented specific procedures to document, control, and anticipate situations that could compromise the security or operational continuity of the free zone.

One of these key instruments is the Incident and Statistics Recording Procedure, which establishes the methodology for capturing and systematizing information on operational events, technical findings, maintenance incidents, or risk situations identified during internal patrols or routine inspections.

This tool allows for the daily recording of events, classifying them by severity level and type of incident, and channeling them to the corresponding responsible parties for analysis and resolution.

In addition, this information feeds monthly reports that serve as the basis for BASC Committee meetings and strategic decision-making related to security, infrastructure, and operational continuity. The recording system is aligned with risk management standards (GRI 416-1, 403-2) and allows for the generation of key

security performance indicators based on real, updated, and verifiable data.

Complementing this operational traceability, Panapark Free Zone also has a formal Key Handling and Control Procedure, which is particularly important in an environment where multiple companies, technical facilities, and restricted-access areas coexist.

This procedure establishes detailed protocols for the assignment, delivery, retrieval, and disposal of physical keys, as well as for the control of duplicates and the registration of authorized personnel. Each key is coded and linked to a usage log, signed by designated personnel and verified periodically.

This control minimizes risks associated with unauthorized access and ensures that critical areas—such as server rooms, the treatment plant, guard posts, or storage facilities—are physically safeguarded in accordance with international logistics security standards and the physical security principles defined by BASC.

Panapark Free Zone’s preventive management system aims to consolidate a safe, organized, and proactive free zone with efficient and traceable response capacity to any incident.

4.3 TRAINING, DRILLS AND CULTURE OF PREVENTION

GRI 403-5, 403-6

In 2024, a total of 25 activities were carried out to strengthen the culture of prevention and enhance emergency response capacity.



These sessions included the active participation of COINLA staff, client companies, and security personnel, under the coordination of the Industrial Safety Committee.

These activities are not only educational but also strengthen overall security and support the path toward BASC certification.

Their scope is expected to expand through participation indicators, attendee feedback, and periodic review of protocols.

These actions are part of a resilient, scalable security strategy aligned with the Sustainable Development Goals (SDGs 9, 11, and 16).

Evolution of Security Management at Panapark Free Zone

- 2022
Start of preliminary security assessment (patrols, access control, CCTV)
- 2023
Vulnerability and critical area analysis with prioritized recommendations
- 2024
Implementation of the critical areas procedure
Modernization of CCTV and access control systems
- 2025 (Goal)
BASC Certification
Integrated system and external audit

The background of the page features a blurred image of two people shaking hands. Overlaid on this image are several semi-transparent circular icons: a person icon, a group of people icon, a refresh/cycle icon, and a network icon. A large orange square is positioned to the right of the handshake, containing the number '5.'

5.

CLIENT RELATIONS AND SERVICE

INFORME DE  **2024**
SOSTENIBILIDAD

Sustainability Report 2024

Client experience is one of the pillars on which Panapark Free Zone's value proposition is built.

Beyond world-class infrastructure, tax, labor, and migration benefits, or strategic location, the true differentiator lies in how long-term relationships are cultivated—**with ethics, closeness, and a commitment to continuous improvement.**

Additionally, when required by clients, Panapark Free Zone provides **direct support** from the moment they decide to establish operations within the free zone, offering assistance with banking, legal, institutional, and initial operational procedures.

This personalized support ensures an efficient transition into operations, fostering **trust and building long-lasting relationships.**

As part of its commitment to **service quality**, the company has a technical and administrative team that manages client experience in coordination with key areas.

This team transforms every interaction into input for **continuous improvement** through surveys, satisfaction analyses, and active listening sessions with executives and operational staff from client companies.



5.1 LISTEN, RESPOND, IMPROVE: RESULTS OF THE UNIMER 2024 STUDY

GRI 2-29, 3-3, 417-1

In July 2024, an independent client experience study was conducted by UNIMER, with a representative sample of Panapark Free Zone users.

This assessment revealed key strengths, as well as areas for improvement where the company has already begun to take action.

66%

of clients are active advocates.
Overall satisfaction is explained by infrastructure, security, and location.

90%

Clients highlighted the presence of security and infrastructure maintenance positively.

88%

Value the support provided by the administrative staff.

84%

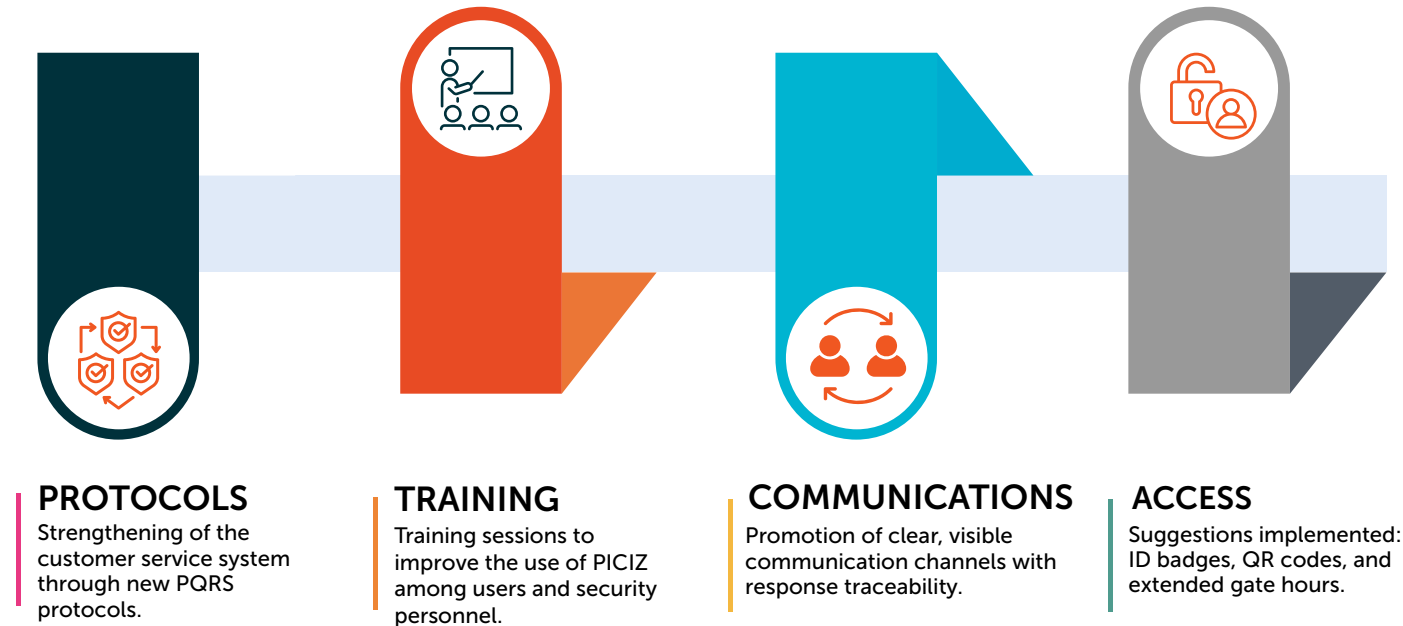
expressed satisfaction with communications

NPS+60

The Net Promoter Score achieved is well above the national and international average for the logistics sector.

The main improvement opportunities identified by medium-sized clients are related to access controls, response time to claims, and the simplicity of the PICIZ platform.

In response, Panapark Free Zone has implemented a series of actions integrated into its continuous improvement system, laying the groundwork to strengthen its 2025–2026 strategic planning.



5.2 ETHICS AND TRUST: CONNECTED THROUGH A TRANSPARENT RELATIONSHIP

GRI 417-1, 418-1

In line with its **Ethics and Anti-Corruption Policy**, Panapark Free Zone has established solid mechanisms to preserve the integrity of its operations. All employees, as well as agents and suppliers, are subject to this policy and to contractual clauses that prohibit any form of bribery, conflict of interest, or undue advantage.

The existence of a confidential **Whistleblowing Channel**, the Compliance Officer role, and the **Act with Integrity Committee** (CAC) ensure the timely and transparent management of any incident that could jeopardize the trust of clients and stakeholders.



CONNECTED CLIENTS: VG LOGISTICS

“As a business group with more than 30 years of presence in Latin America, we were looking for a strategic location that would allow us to consolidate our logistics and commercial operations in the region. We evaluated different free zones, literally visited almost all of them, but Panapark Free Zone was the one that truly convinced us—because of its architecture, the quality of its warehouses, and above all, its people. In addition, being close to the airport greatly facilitates logistics for small and medium-sized shipments, which are an essential part of our model. It wasn’t just about renting a warehouse; it was a strategic investment. Without a doubt, it was the best decision.” —

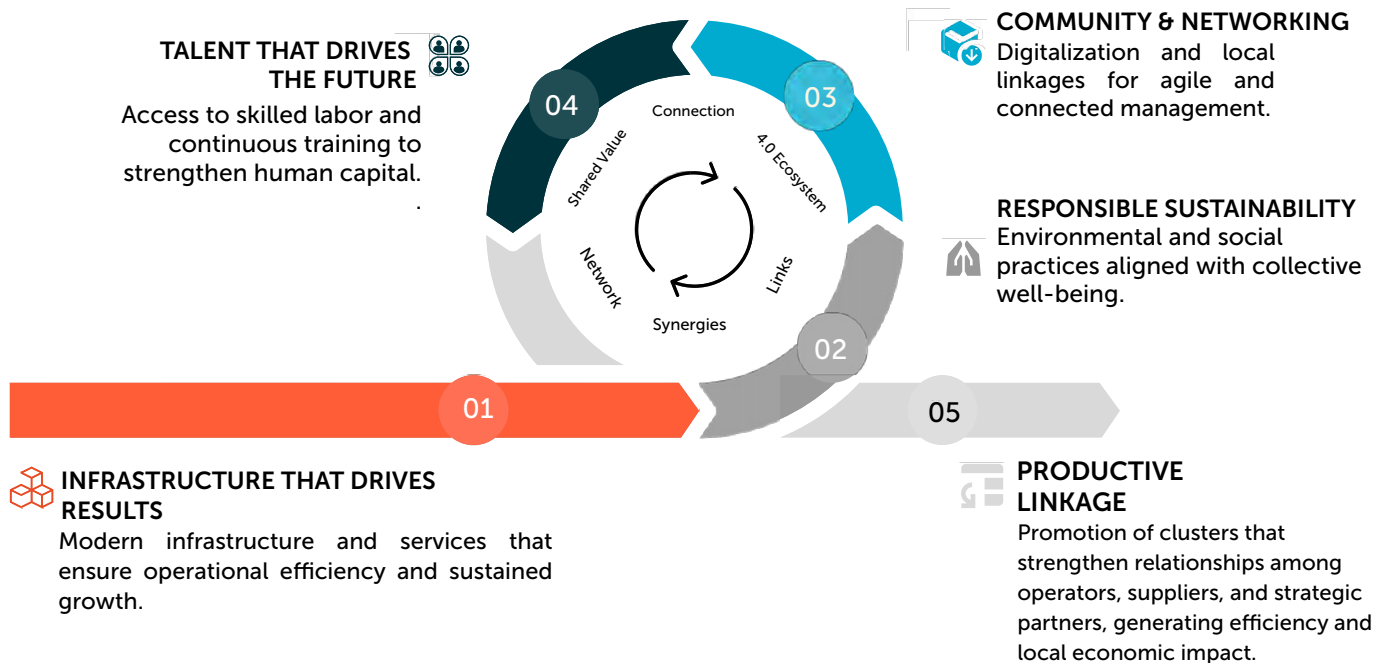
Guillermo Rothpflug

5.3 TOWARD THE DEVELOPMENT OF A 4.0 FREE ZONE: CLUSTERING STRATEGY

GRI 2-6, 203-1

4.0 Free Zones represent the **digital transformation** of traditional commercial enclaves, merging the historical fiscal and logistical advantages with the disruptive technologies of the Fourth Industrial Revolution. Unlike their predecessors, these digitalized free zones offer virtual services that **remove physical barriers, provide full traceability of products and processes, and enable agile response**. In essence, 4.0 Free Zones not only uphold their role as catalysts of foreign trade but also **reinvent themselves as intelligent, interconnected ecosystems** that maximize operational efficiency and position countries at the forefront of the global digital economy.

The sustainable clustering strategy aims to create a competitive and productive environment through five key dimensions:



CLUSTERING STRATEGY

Pillar	Focus Area	Milestones
Talent	Human Capital	A national job board (Konzerta) has been established, along with partnerships with institutions such as ITSE, facilitating internships, technical training, and strategic discussions with industry leaders. Approximately 30% of interns have been hired by companies , creating a virtuous cycle of employability. In addition, specialized training sessions have been offered in logistics, hazardous waste management, and regulatory compliance for employees within the Panapark Free Zone business community.
Community PFZ	Networking & Digitalization	The formation of committees focused on human talent, logistics, infrastructure, and services has enabled direct collaboration among companies. Spaces for integration —such as sports leagues and product and service fairs—have been promoted, and digital tools like the PQRS platform have been implemented, improving both traceability and customer service. The " Conecta Ejecutivo " initiative strengthens technical updates and strategic communication with senior management.
Environmental Sustainability	Responsible and efficient use of resources	Through the Recycling Program , five companies are already actively participating in the management of common waste, while others handle their industrial waste in accordance with responsible standards. These actions reflect the commitment of the park and its clients to environmentally sustainable operations.
Infrastructure	Services & Facilities	A business clinic and a 24/7 ambulance service have been established to provide care for employees and visitors. The creation of a one-stop service window improves coordination with key institutions (Customs, APA, MIDA). In addition, security protocols aligned with BASC Certification have been implemented, and the automation of access control has begun to optimize time and traceability through integration with the PICIZ system.
Value Chain	Productive Integration	Partnerships with logistics operators such as DHL, CMA-CGM, TICAL , and others have made it possible to optimize costs and delivery times. Likewise, strategic suppliers have been attracted to strengthen the park's supply chain, improving the availability of materials and specialized services.

5.4 PATH TOWARD A CULTURE OF EXCELLENCE

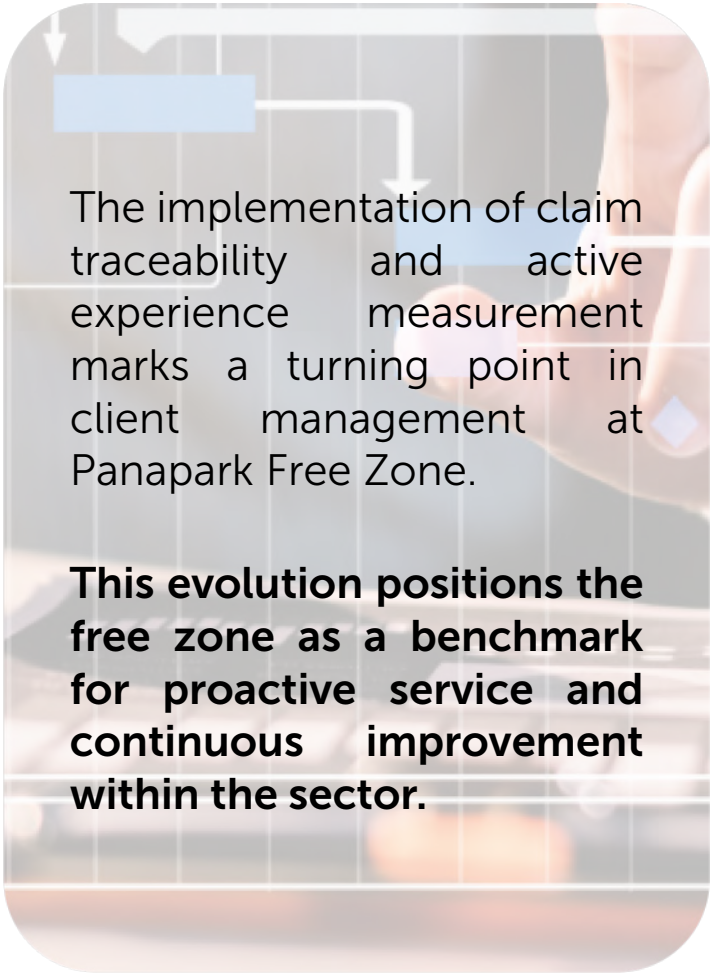
GRI 2-29, 3-3

Client service at Panapark Free Zone goes beyond resolving requests; it is an integral part of how we define excellence. This relational approach is rooted in the principle of continuous improvement.

By strengthening **service channels, incorporating claim traceability systems, and continuously assessing client experience**, Panapark Free Zone seeks to create an environment of proactive listening, operational dialogue, and shared improvement.

Panapark Free Zone fosters an ecosystem where clients are active participants in building an efficient, fair, and sustainable business environment.

These actions reflect Panapark Free Zone’s commitment to providing client service that is **agile, approachable, and focused on continuous improvement**. By enhancing communication channels, supporting companies throughout their setup and operations, and responding efficiently to their needs, the organization directly contributes to the promotion of effective partnerships (**SDG 17**), inclusive economic growth (**SDG 8**), and the development of resilient, sustainable infrastructure (**SDG 9**) —all fundamental pillars of our value proposition.

A hand holding a pen points to a document featuring a flowchart. The flowchart consists of a blue rectangular box at the top left, with a white line extending from its right side and turning downwards into a white arrow. The background of the document is a light gray grid. The entire graphic is set within a rounded rectangular frame with a soft, blurred background.

The implementation of claim traceability and active experience measurement marks a turning point in client management at Panapark Free Zone.

This evolution positions the free zone as a benchmark for proactive service and continuous improvement within the sector.



6.

GROWTH AND ECONOMIC IMPACT

6. GROWTH AND ECONOMIC IMPACT

In line with the Master Development Plan, Panapark Free Zone has consolidated a cycle of sustained growth, generating tangible impacts on both the local and regional economy.



The projected investment strengthens its world-class logistics infrastructure and creates real opportunities for employment, productive linkages, and local development.

Its management has positioned it as a benchmark among the region’s free zones, thanks to the shared value generated among the State, businesses, and communities. Growth at Panapark Free Zone is synonymous with economic progress, sustainability, and commitment to the surrounding environment.



6.1 INVESTMENT GROWTH IN PANAPARK FREE ZONE

GRI 201-1

During the 2021–2024 period, Panapark Free Zone has shown a steady increase in productive investment managed by COINLA.

In 2024 alone, annual investment reached \$27.6 million, reflecting a 64.7% increase compared to the previous year.

Between 2019 and 2024, Panapark Free Zone has accumulated more than **\$204 million** in investment by the company itself.

Additionally, it is estimated that the companies operating within the park have invested over **\$400 million**, consolidating Panapark Free Zone as a **key driver of foreign direct investment** under the free zone regime.



With more than **\$600 million** in combined and cumulative investment, Panapark Free Zone is consolidating its position as a key driver of foreign direct investment within the free zone regime.



In line with its commitment to regulatory compliance and fiscal responsibility, Panapark Free Zone significantly increased its tax contribution in 2024.

While the total amount paid in taxes in 2023 was B/.112,780.72, in 2024 this figure rose to B/.209,961.15, representing an **86.2%** increase.

This growth reflects both the expansion of the free zone’s economic activity and its firm adherence to the fiscal obligations established by national regulations.

6.2 ECONOMIC IMPACT AND EMPLOYMENT

GRI 203-1, 203-2

By the end of **2024**, Panapark Free Zone had **49 established companies**, compared to **43 in 2023**, representing a **14% increase**. It is estimated that these companies generated direct employment for more than 500 workers.

As part of its commitment to local economic development and the creation of decent jobs, COINLA–Panapark Free Zone significantly increased both the total amount allocated to salaries and its own workforce during 2024.

The total amount invested in salaries increased from **B/.469,049** in 2023 to **B/.592,073** in 2024, representing a **26%** increase.

At the same time, the number of employees grew from **38 to 46**, reflecting a 21% expansion of the workforce.

Additionally, more than **1,850** people benefit indirectly through suppliers and services connected to Panapark Free Zone.

The growth of Panapark Free Zone reflects its **commitment to sustainable economic development**, job formalization, and a resilient, diversified logistics economy.



6.3 STRATEGIC PLANNING AND PROJECT EXECUTION

GRI 2-23, 203-1

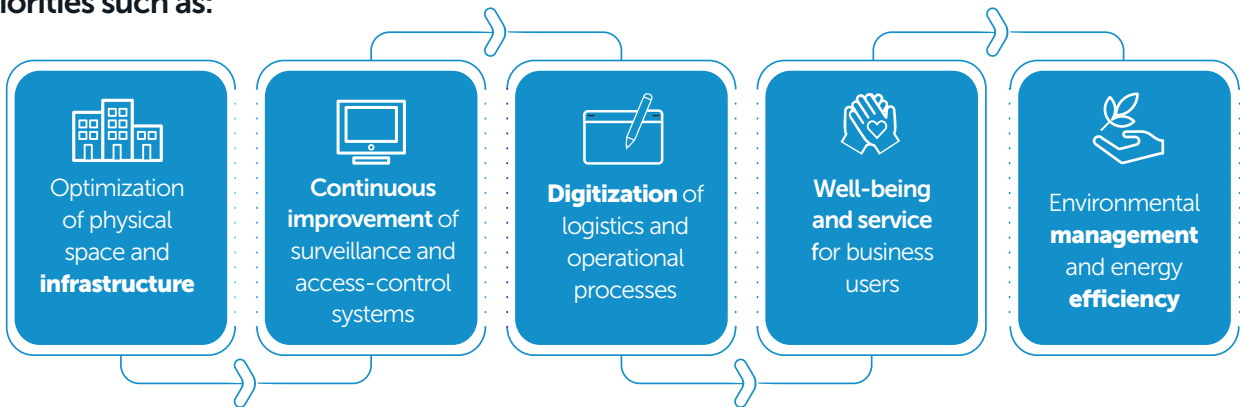
Through COINLA, the managing entity, more than **198 institutional projects** have been executed over the past two years, ranging from **operational improvements to high-impact investments** that ensure sustainable development and growth.



The growth of Panapark Free Zone is also measured by its institutional capacity to sustain strategic projects that enhance infrastructure, services, and security.

In **2024, 46 institutional projects** were executed with a planned investment of \$22.89 million, of which **39** have already been completed, reflecting an **85%** progress rate. The interventions included civil works, logistical adaptations, physical security improvements, asset acquisitions, and upgrades to common areas. For **2025, 58 institutional projects** are under planning with a projected investment of **\$9.907,854 million**, signaling the consolidation of the expansion phase and a renewed focus on operational, technological, and sustainable improvements. Although most of these projects are in their initial stages, 5% have already been completed, and **95%** are in active execution, demonstrating proactive management of key initiatives.

These projects are aligned with the Panapark Free Zone Master Development Plan and respond to strategic priorities such as:



The economic performance of Panapark Free Zone drives investment, formal employment, and shared value for its surrounding community.

This growth contributes tangibly to the achievement of the Sustainable Development Goals, particularly **SDG 8** (decent work and economic growth), **SDG 9** (industry, innovation, and infrastructure), and **SDG 17** (partnerships for the goals), **positioning Panapark Free Zone as a key actor in promoting a diversified, resilient logistics economy with a forward-looking vision.**



7.

HUMAN TALENT AND ORGANIZATIONAL CULTURE

7. HUMAN TALENT AND ORGANIZATIONAL TALENT

Panapark Free Zone recognizes that its main asset is its human team. For this reason, it manages its talent strategy from recruitment to retention and development, following the guidelines of its Human Capital Policy and promoting a work environment that is respectful, inclusive, open, and centered on the integral well-being of every employee.

Continuous training, workplace well-being, and a culture of respect strengthen the institutional identity of Panapark Free Zone.

The free zone has a functional organizational structure and a forward-looking management model that includes roles linked to sustainability, such as the Human Talent and Sustainability Coordinator.

From the recruitment process onward, gender equity, generational diversity, transparent hiring, and work–life balance are actively promoted.



"I joined Panapark Free Zone in 2021 as a receptionist, with only basic knowledge about a free zone. Thanks to the support of my colleagues and supervisors, I advanced step by step, moving to administrative assistant and later to Human Talent and Sustainability Coordinator. I value the continuous learning, the sense of belonging, and the openness within the organization, as well as its commitment to developing its people and building trust."

María Fernanda Silva
Human Talent & Sustainability Coordinator
Coinla /Panapark Free Zone



7.1 EMPLOYEE PROFILE 2024

GRI 2-7, 401-1

The COINLA–Panapark Free Zone team is made up of professionals who represent not only the park’s operational structure but also the embodiment of our institutional values of **equity, efficiency, and commitment** to the surrounding environment.



This diverse human capital is the driving force behind the transition toward a 4.0 free zone model, integrating technical expertise, strategic vision, and social commitment.

In **2024**, the total number of employees reached **46**, distributed across the group’s two entities:

Entity	Total Employees	Male	Female
Panapark Free Zone	24	19	5
COINLA	22	8	14
TOTAL	46	27	19

This composition reflects a strategic balance between the operational functions of Panapark Free Zone, focused on the direct management of the free zone, and the corporate functions of COINLA, which include administration and finance, projects, sales, marketing, legal, process management, and sustainability.

A multidisciplinary team supports the operation and vision of Panapark Free Zone, integrating talent in engineering, logistics, sustainability, security, and customer service.



The gender distribution shows **58 % men and 42 % women**, demonstrating our commitment to gender equity and reflecting the functional, multigenerational, and multidisciplinary diversity that characterizes our inclusion approach.

7.2 DIVERSITY AND INCLUSION

GRI 405-1

The Human Capital Policy reinforces the institutional commitment to equal opportunity and respect for diversity, establishing clear guidelines to prevent any form of discrimination in recruitment, hiring, training, and internal promotion processes.

This regulatory framework aims to ensure an inclusive, safe, and respectful work environment where every employee can develop their potential without structural barriers or bias.

Its key provisions include:



This policy is an integral part of Panapark Free Zone’s sustainability strategy, aligning with the principles of ISO 26000, the Sustainable Development Goals (particularly **SDG 5** on gender equality and **SDG 8** on decent work), and the company’s commitments to transparency, ethics, and human rights.

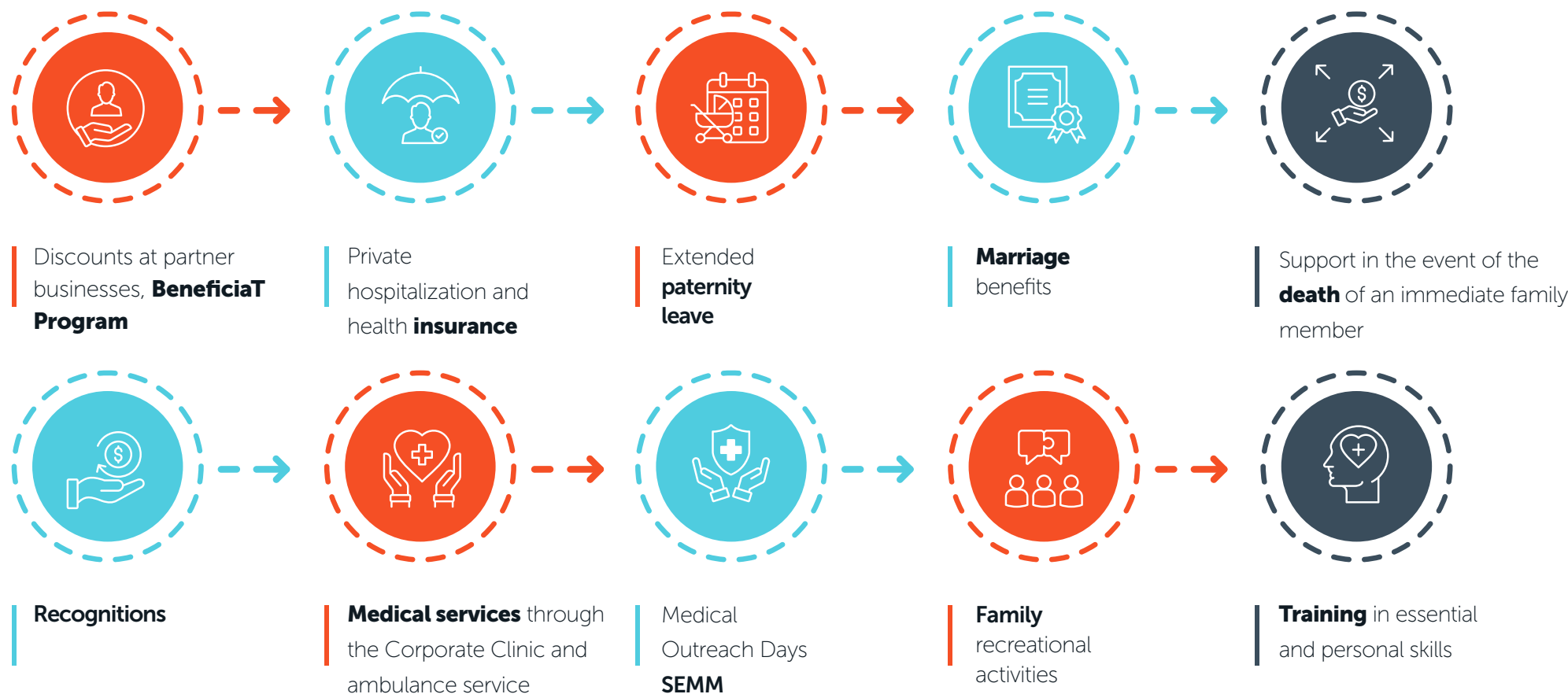


7.3 WORKPLACE WELL-BEING AND BENEFITS

GRI 401-2

During 2024, Panapark Free Zone maintained a comprehensive package of benefits for its employees.

Benefits



7.4 HUMAN AND PROFESSIONAL DEVELOPMENT

GRI 404-2

During 2024, a structured continuous training program was implemented for the COINLA–Panapark Free Zone team, focused on the following areas: technical or specialized topics according to job profiles, and essential soft skills such as effective collaboration, assertive communication, transformational leadership, resilience, and applied creative and innovative thinking.

COINLA–Panapark Free Zone became the **first company in Panama to be certified in "Radical Collaboration"**, a methodology that promotes authentic, effective, and sustainable collaboration, resulting in employees who feel valued, committed, motivated, and fulfilled.



In addition, the training program includes mandatory knowledge areas such as corporate policies, anti-money laundering and anti-bribery workshops, among others. This plan included participation from **98 %** of the staff and a total of **144 training hours**. Investment in personnel training grew by **455 %** rising from **\$9,893.98 in 2023 to \$54,896.00 in 2024**.

Strengthening human talent is key to Panapark Free Zone's transformation into a 4.0 free zone, driving competitiveness, innovation, and added value.

Training programs in leadership, collaboration, and communication achieved satisfaction levels above **89%**, highlighting the quality of the content, materials, and overall learning experience.

These actions align with **SDGs 3, 4, and 8** by strengthening health, continuous education, and decent work. In 2025, a participatory review of the benefits policy is planned, along with continuation of the training plan, incorporating impact indicators and the integration of satisfaction surveys.



7.5 EMPLOYEE DIALOGUE RESULTS

GRI 2-29

The collaborator dialogue survey conducted in August 2023 by COINLA – Panapark Free Zone included the participation of staff distributed between the administrative team (Calle 50 headquarters) with **40%** and the operational team (located in the free zone) with **60%**. This number represents a significant sample within the context of the organization, allowing for the capture of key perceptions regarding the work environment, internal communication, leadership perception, and working conditions.

The purpose of this consultation was to gather qualitative and quantitative information on the experiences, expectations, and areas for improvement identified by staff. These findings served as the basis for designing the 2024 human talent strategy, aligned with institutional values, responsible management principles, and sustainability frameworks such as ISO 26000.

The active participation of employees and the diversity of opinions gathered reinforce the legitimacy of the process and provide valuable internal insight for strengthening organizational culture and continuous improvement efforts.





8.

COMMUNITY **RELATIONS**

8.1 "FÚTBOL CON CORAZÓN": COMMUNITY TRANSFORMATION THROUGH SPORT

GRI 413-1, 203-1, 203-2

For six years, the "Fútbol con Corazón" (FCC) program has become one of Panapark Free Zone's main social investments in the **Felipillo community**, positively impacting children and adolescents in vulnerable conditions. This integral training initiative uses sport as an educational tool to strengthen values such as empathy, resilience, leadership, respect, teamwork, honesty, tolerance, and peaceful conflict resolution. The program has helped reduce school dropout and has strengthened community cohesion, also reaching more than 300 parents.

Up to 2024, the program has directly benefited more than **612 children and teenagers**, meeting the projected annual goal and reaching a **total accumulated investment of \$263,211.60**. Through socio-emotional and play-based sports methodologies (MEI and FCC), **100 % of participants have improved their communication**, strengthened emotional management, and increased their appreciation for spaces that promote social cohesion. In addition, all participants have developed key sports and social skills essential for their holistic development.



In line with GRI principles, Panapark Free Zone assumes an active role in the social development of its surrounding community. Its community actions are guided by the Corporate Social Responsibility Policy and the Donations and Sponsorships Policy, prioritizing initiatives with measurable impact, continuity, and alignment with the Sustainable Development Goals.





The annual FCC report highlights that the integral development of participants has been possible thanks to a holistic and sustainable approach. In this context, the following recommendations are made:

- Strengthen interventions focused on emotional skills, given their cross-cutting impact.
- Design activities that enhance problem solving and decision making.
- Increase opportunities for group cooperation to strengthen social competencies.
- Expand family participation in formative processes.



A major milestone in 2024 was the selection of Daryen Pineda, a participant in the Dream Champions category, who attended a sports camp in Barcelona, Spain, alongside FC Barcelona players, proudly representing Felipillo and Panama.

This initiative directly contributes to **SDG 4** (Quality Education), **SDG 5** (Gender Equality), **SDG 10** (Reduced Inequalities), and **SDG 16** (Peace, Justice, and Strong Institutions), positioning Panapark Free Zone as an actor committed to human development and social transformation within the community context.

"FCC helped me control my emotions and become a better person with the people around me. I am very grateful to the coaches, the foundation, and Panapark."
-Ben Morán



"Before, I was an irresponsible child. I didn't do my homework and I didn't listen to my mom. Today I have already graduated from school and I am seeing if I can enter university."
-Jairo Otero



"Before, I was irresponsible and introverted. At FCC I learned to be responsible at school, at home, and in my community. As part of LiderCor, I developed life skills and improved my attitudes." — Sandra Castillo

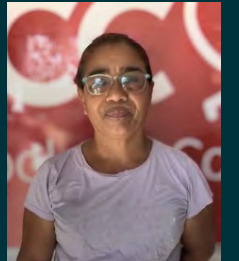


"We live in a community at social risk, but thanks to Panapark's support for FCC projects, my daughter had the opportunity to travel to Barcelona and today she is part of a sports academy." — Dargen's Mother



"My grandson has received great support through FCC. New opportunities have opened for him and he now participates in the Tauro Club. Panapark has also helped us a lot, even me, since I am the one who washes the training bibs."

— Dalila Valdés, David Navarro's grandmother



8.2 EDUCATIONAL ENGAGEMENT AND YOUTH TALENT DEVELOPMENT

GRI 413-1, 404-2

As part of its commitment to the integral development of human talent, Panapark Free Zone **has strengthened its relationship with the country's technical educational institutions**, creating spaces for training, vocational guidance, and early employability.

These actions are driven by the **Human Capital Committee** and respond to a shared vision: preparing individuals for the challenges of the logistics–industrial environment and generating sustainable linkages between education, business, and community. For 2025–2026, we will work on empowering young mothers as agents of social, political, and economic change.

Additionally, **we will begin a project to support employability among graduates from nearby Professional and Technical Institutes (IPTs)** in the Panapark Free Zone area.





9.

ENVIRONMENTAL MANAGEMENT Y OPERATIVE EFFICIENCY

9. ENVIRONMENTAL MANAGEMENT AND OPERATIONAL EFFICIENCY

Panapark Free Zone’s Environmental Policy establishes the framework for an operation committed to pollution prevention, continuous improvement, and compliance with environmental regulations. Based on GRI standards, we manage our impacts proactively across energy, water, waste, emissions, and materials.

Focus on Scopes 1 and 2 of the Greenhouse Gas Protocol

- Scope 1: Direct emissions (diesel and gasoline use in fleets and generators).
- Scope 2: Indirect emissions, meaning the electricity consumed in our facilities.

Environmental Goals:

	Indicator	Unit	Goal	Frequency
	Total electricity consumption	kWh	-10%	Monthly
	% renewable energy used	20%	(2026)	Annually
	Diesel use in generators	Liters	-10%	Trimestral
	CO ₂ emissions from the internal fleet	Tons CO ₂	-10%	Trimestral



9.1 STRATEGY

GRI 2-23, 302-1, 303-1

Panapark Free Zone’s environmental management is organized around an operational strategy built on three areas: **efficient resource use, responsible waste management, and environmental control**. This strategy not only follows the guidelines set in the Environmental Policy, it also turns the institutional commitment into concrete actions that reduce impacts and promote good practices.

Efficient Use of Resources

The responsible management of resources at Panapark Free Zone is structured around three priority components, energy, water, and fuel, with the goal of reducing the environmental impact of our operations, increasing operational efficiency, and setting realistic short- and medium-term sustainability targets.

During the 2023–2024 period, significant improvements were consolidated in internal practices, the expansion of sustainable infrastructure, and the digitalization of consumption records.





The use of fossil fuels, gasoline and diesel, increased considerably in 2024 due to significant operational expansion and the addition of generators and fleets in high-demand areas. This growth also reflects an improvement in record traceability.

From its design stage, Panapark Free Zone incorporated a solar lighting system in internal streets and boulevards as part of its focus on energy efficiency and responsible environmental management. This system, deployed in two phases and composed of **136 solar luminaires** (83 in Phase 1 and 53 in Phase 2), operates autonomously for **12 hours** each day, fully eliminating electricity consumption in common areas during nighttime hours. This initiative replaced more than **120 conventional luminaires**, representing an estimated reduction of at least **25%** of the annual consumption associated with outdoor lighting, and avoiding the use of approximately **130.56 kWh** per day.

During **2024**, Panapark Free Zone recorded an actual electricity consumption of **309,061 kWh**, which represents a **45.4 %** increase compared to **2023**, when consumption reached **212,532 kWh**. This increase is explained by the operational expansion of the park and the intensification of activities in critical areas such as the wastewater treatment plant (WWTP) and the administrative building, which showed the highest consumption growth.

With this assessment, Panapark Free Zone strengthens its commitment to advancing toward a more efficient operation through strategies focused on optimizing electrical systems, progressively incorporating renewable energy sources, and developing consumption indicators differentiated by zone or operational function.

In 2024, Panapark Free Zone recorded a total consumption of **211,360.96 m³ of potable water**. This volume includes use in offices, construction activities, cleaning, irrigation, and the operations of client companies connected to the shared system, and serves as a baseline for future annual measurement. As part of its commitment to responsible water management, the park operates a wastewater treatment plant (WWTP), which allows treated water to be reused for irrigating green areas and cleaning internal roads, reducing pressure on potable water consumption for non-essential uses. **Beginning in 2025, the park plans to strengthen campaigns on efficient water use and expand the use of treated water, in line with its sustainability goals and operational efficiency targets.**

The following section presents the most significant findings.

Year	Gasoline (Lts)	Diesel (Lts)	Total (Lts)
2023	26,517.11	7,392.61	33,909.72
2024	103,844.88	755,360.09	859,204.97

Actual Electricity Consumption per Electric Meter (KWh)

Electric Meter	2023 (KWh)	2024 (KWh)
ADMIN-ADUANA	56066.7	67662.06
PTAR	105281.22	195130.15
GARITA	51184.01	46268.59
TOTAL GENERAL	212531.93	309060.79

9.2 RESPONSIBLE WASTE MANAGEMENT

GRI 306-1, 306-4

Recycling and Responsible Waste Management

n partnership with Recicladora Nacional de Panamá S.A., Panapark Free Zone reaffirms its commitment to responsible solid waste management and the promotion of sustainable practices within the business ecosystem. During 2024, the proper disposal and recycling of classified plastic materials was achieved. These materials were packaged and channeled for reuse in industrial processes, preventing their final disposal in landfills.

The recycled waste was classified and treated in accordance with national and international standards, contributing to the **reduction of greenhouse gas emissions, energy savings, and the efficient use of resources.**

These materials were collected by the Panapark Free Zone administration and five client companies: **Chiriquí Electronic Design Studio, Alta Eficiencia, Multimodal Marine Inc., GDI Logistic S.A., and VG Logistics.**

This practice also contributes directly to ecosystem conservation by reducing deforestation and improving air and water quality.

Material Totals	
Material	Total (pounds)
1 HDPE Color	659.0
2 Mixed Plastics	17.5
3 LDPE Clear	10.5
4 LDPE Color	9.0
5 Cardboard (OCC)	1242.5

9.3 ENVIRONMENTAL CONTROL

GRI 305-5, 307-1

As part of the third strategic component, the organization maintains monitoring systems, regulatory compliance, and ongoing training that ensure the effectiveness of its environmental practices. This includes verifying the carbon footprint derived from recycling, complying with the Environmental Impact Study, and raising awareness among both staff and user companies about responsible waste management.

The continuous measurement and control of waste management, together with strict compliance with environmental regulations and ongoing team training, ensure that the environmental strategy remains aligned with the highest standards of quality and responsibility.

Carbon Footprint Reduction Management

Carbon Footprint, Scope 1 (Fossil Fuels)

Year	Liters Consumed	Estimated emissions (tCO ₂)
2023	33.909.72 L	81.07 tCO ₂
2024	859.204.97 L	2,264.25 tCO ₂

Actual Electricity Consumption and Estimated Carbon Footprint, Scope 2

Año	Total Consumed (kWh)	Estimated emissions (tCO ₂)
2023	212,531.93 kWh	86.71 tCO ₂
2024	309,060.80 kWh	126.10 tCO ₂

In this first edition of the Sustainability Report, Panapark Free Zone calculated its carbon footprint for the first time, considering Scope 1 emissions (direct fuel consumption) and Scope 2 emissions (purchased electricity).

Although the data collected is still undergoing standardization and verification through formal reporting tools, the results provide a preliminary baseline for comparative analysis in future editions.



Sustainability Report 2024

Scope 1 emissions showed a much larger increase, reaching approximately **2,264 tons of CO₂** compared with the **81 tons** estimated in 2023. This rise stems from a substantial increase in the reported volumes of gasoline and diesel. The variation reflects strengthened data collection and fuel-use reporting processes across the park, enabling a more complete and accurate measurement of direct emissions.

Through its institutional recycling program, Panapark Free Zone avoided **1.41 tons of CO₂ emissions in 2024** by ensuring proper handling and recovery of materials such as cardboard, paper, PET, HDPE, LDPE, and mixed plastics. The effort also saved more than **245,000 liters of water, 2,382 kWh of energy, and an estimated 37 trees**. These results reinforce the park’s contribution to circular-economy principles and alignment with **SDG 12**, Responsible Consumption and Production, and **SDG 13**, Climate Action.

The table below summarizes the estimated greenhouse gas emissions generated by Panapark Free Zone in 2024. Figures are presented by source type, including direct fuel-based emissions (Scope 1), indirect emissions from electricity consumption (Scope 2), and reductions achieved through recycling. The estimate relies on recognized GHG Protocol methodologies, providing a carbon baseline for the park and guiding future mitigation targets.

Carbon Footprint Reduction Through Recycling- Year 2024

Concept	Total 2024
CO ₂ avoided (kg)	1,412.68 kg (1,41 tCO ₂)
Water saved (liters)	245,661 L
Fuel saved (liters)	1,516.21 L
Fossil fuel avoided (liters)	1,186.20 L
Saved energy (Kwh)	2,382.40 kWh
Trees preserved	37.28 trees



Based on the available data and estimates developed using international GHG Protocol factors, Panapark Free Zone’s total carbon footprint for 2024 is estimated at approximately 2,336 tons of CO₂. Most emissions correspond to Scope 1, attributable to the reported use of liquid fuels, gasoline and diesel, followed by Scope 2 emissions from purchased electricity. The institutional recycling program avoided 1.41 tons of CO₂, showing a concrete effort to mitigate environmental impacts through material recovery. This figure will serve as a baseline to strengthen traceability, reduce emissions, and advance toward a lower-carbon operation in the coming years.

These actions directly support the Sustainable Development Goals, particularly **SDG 6** Clean Water and Sanitation, **SDG 7** Affordable and Clean Energy, **SDG 12** Responsible Consumption and Production, **SDG 13** Climate Action, and **SDG 11** Sustainable Cities and Communities.

9.4 LEED C&C Certification Feasibility

GRI 2-12

In 2024, Panapark Free Zone conducted a technical feasibility assessment to pursue the international **LEED for Cities and Communities v4.1** certification, Plan and Design pathway, granted by the U.S. Green Building Council, (USGBC). This certification recognizes urban developments that integrate sustainability principles, participatory planning, resource efficiency, resilient infrastructure, and quality of life.

The study, prepared by the advisory firm Green Loop, produced a preliminary score of 57 points, which would position Panapark Free Zone to achieve the **Silver level under LEED C&C**. The strongest scoring categories include energy management, GHG emissions control, efficient water management, recycling infrastructure, and the park’s compact layout.

Although the formal LEED for Cities and Communities v4.1 certification process is projected to begin in 2025, the evaluation conducted in 2024 represents an institutional milestone.

It marks the start of a strategic roadmap that includes design workshops, technical documentation, and validation. It also positions Panapark Free Zone as the **first free zone in Panama to move toward this type of certification** for planned industrial communities and as a regional benchmark in territorial sustainability.



10. Recognitions, Certifications, and Industry Engagement

GRI 2-12, 2-13

Panapark Free Zone’s reputation extends beyond national borders. Over time, it has been recognized by global institutions that value the economic, social, and environmental impact of its operations. These distinctions, together with the park’s active participation in national and international industry associations, strengthen its position as a key contributor to the country’s logistics and business development.

International Recognitions
FDI Free Zones of the Year (2019)

This award, granted by fDi Intelligence, a division of the Financial Times, recognized Panapark Free Zone for offering an outstanding investment environment. The evaluation highlighted the park’s real estate flexibility and its Build to Suit model, which enables companies to tailor their spaces to operational needs, with solutions ranging from 2,500 square meters to more than one hectare. The recognition also underscored the park’s expert support in legal, tax, logistics, and foreign trade matters, strengthening its comprehensive value proposition.

FIABCI World Prix d’Excellence Awards
(2020)

In 2020, Panapark Free Zone received the Silver Award in the industrial category of the Prix d’Excellence, considered one of the highest distinctions in the real estate sector. The award evaluates excellence in architecture, sustainability, social impact, innovation, marketing, and financial performance. This recognition positions Panapark as a regional benchmark for sustainable industrial development in Latin America.

Participation in Business Chambers
and Industry Associations

As part of our sustainability and continuous-improvement strategy, we maintain active participation in seven key industry associations. This engagement allows us to share best practices, inform public policy, and strengthen Panama’s business ecosystem.

- **AMCHAM Panamá** (American Chamber of Commerce): Promotes bilateral trade and ethical management standards.
- **AZOFRAP** (Panama Free Zones Association): Represents the interests of free zones at the national level.
- **AZFA** (Association of Free Zones of the Americas): Drives the regional competitiveness of the free zone model.
- **CCIAP** (Panama Chamber of Commerce, Industries and Agriculture): We participate as a logistics actor and industrial developer.
- **SIP** (Industrialists Union of Panama): We engage to support national industrial policy.
- **CEPAVEN** (Panamanian Venezuelan Business Chamber.): Promotes binational business integration.
- **ACOBIR** (Panamanian Association of Real Estate Brokers.): Strengthens ethical real estate development practices.



This multisector collaboration not only strengthens advocacy capacity, it also enables partnerships, joint initiatives, and greater international visibility for tenant companies.



CONNECTED PARTNERS

AZFA

*-Julio Rodriguez
Executive Director*

"The Association of Free Zones of the Americas, AZFA, recognizes Panapark Free Zone as an actor that has strengthened its positioning within the free zone ecosystem in Panama and Latin America, thanks to a differentiated value proposition focused on high-quality infrastructure, integrated services, and personalized support for tenant companies.

This positioning has been reinforced by its commitment to continuous improvement, investment attraction, and the diversification of operations within the park. Its active participation in regional coordination and cooperation platforms also projects it as a free zone with strategic vision and strong adaptability to emerging challenges in global trade.

In AZFA's experience, Panapark Free Zone reflects many of the characteristics of what we identify as Free Zones 4.0. Its good practices include the development of modern and sustainable infrastructure that drives operational efficiency and strengthens competitiveness. This is complemented by the adoption of clean technologies and responsible practices, such as the installation of solar panels and advanced recycling systems, which have helped reduce its carbon footprint and promote more efficient energy use.

Another key aspect is its commitment to the local community, reflected in initiatives focused on job creation, training programs, and coordination with surrounding stakeholders. These efforts have helped transform its area of influence into a zone of economic and social development. By creating an ecosystem that not only attracts large companies but also strengthens local capabilities, Panapark has become a true center of opportunity for the region.

Panapark Free Zone's contribution to strengthening the free zone model in Latin America is significant. Its dynamism, the attraction of multinational companies with substantial investments, and its alignment with international standards position it as a benchmark for how free zones can serve as key platforms for reindustrialization, value-chain integration, and foreign direct investment attraction in the region."

11. PANAPARK FREE ZONE'S COMMITMENT

GRI 2-22, 2-23, 2-26

This first Sustainability Report reflects more than a reporting exercise, it signals an institutional shift toward a development vision that combines business strategy with shared responsibility.

Throughout 2024, Panapark Free Zone strengthened internal pillars that improve how impacts are articulated, how progress is measured, and how the organization communicates with transparency what it means to operate a free zone committed to its surroundings.

The report preparation process was also an exercise in institutional introspection. It allowed us to identify improvement opportunities, reaffirm our principles, and gain a clearer view of Panapark Free Zone's role as a sustainability benchmark in the region.

As a result of this process, we propose a roadmap to strengthen the sustainability of Panapark Free Zone in the coming years:

Institutionalization and Continuous Improvement

- Strengthen the Sustainability Committee.
- Train internal teams on GRI indicators.
- Establish an annual data-collection calendar.

Expansion of Environmental Scope

- Explore agreements with tenant companies for collaborative reporting.

Strengthening the Reporting Process

- Use results to set 3- and 5-year targets.

Strategic Communications

- Develop a summarized version of the report for clients, the community, and partners.
- Publish the report through institutional channels and industry events.

Transparency and Engagement

- Increase participation in sector and public forums on sustainability.
- Create an internal sustainability bulletin for clients and suppliers.



11. GRI CONTENT INDEX

GRI Standard	Content	Location in the Report
GRI 2-1	Organizational details	2. Panapark Free Zone Profile
GRI 2-2	Entities included in the organization’s sustainability reporting	1.2 Scope, Methodology and Reporting Period
GRI 2-3	Reporting period, frequency and contact point	1.1 y 1.2
GRI 2-4	Restatements of information	1.1 Report Overview
GRI 2-5	External assurance	1.2 Scope, Methodology and Reporting Period
GRI 2-6	Activities, value chain and other business relationships	2. Client Companies 5.3 Clustering Strategy
GRI 2-7	Employees	7.1 Employee Profile 2024
GRI 2-9	Governance strucure and composition	3.1, 3.5, 3.7
GRI 2-12	Role of the highest governance body in overseeing the management of impact	1.3 Sustainability Committee 3.5, 9.4
GRI 2-13	External affiliations	11. Recognitions, Certifications, and Industry Engagement
GRI 2-14	Role of the highest governance body in sustainability reporting	3.4, 3.8
GRI 2-15	Conflicts of Interest	3.1

Estándar GRI	Contenido	Ubicación en el Informe
GRI 2-16	Communication of critical concerns	3.1, 3.6, 5.2
GRI 2-22	Statement on sustainable development strategy	President´s Letter , CEO´s Letter, 2. Sustainability Vision
GRI 2-23	Políticy commitments	1.5, 3.6, 3.8, 5.3, 6.3, 9.1, 12
GRI 2-24	Embedding policy commitments	3.1, 3.6
GRI 2-26	Mechanisms for seeking advice and raising concerns	3.2 Act With Integrity Committee, 3.3, 12
GRI 2-29	Approach to stakeholder engagement	1.4, 5.1, 5.4, 7.5
GRI 3-1	Process to determine material topics	1.4 Material Topics and Stakeholder Groups
GRI 3-2	List of material topics	1.4 Material Topics and Stakeholder Groups
GRI 3-3	Gestión de temas materiales	4. Security, 5.4 Culture of Excellence
GRI 201-1	Direct economic value generated and distributed	6.1 Investment Growth
GRI 203-1	Infrastructure investments and services supported	5.3 Clustering Strategy, 6.3 Projects
GRI 203-2	Impactos económicos indirectos	6.2 Economic Impact and Employment
GRI 205-1	Operations assessed for risks related to corruption	3.2 Act With Integrity Committee
GRI 205-2	Communication and training about anti-corruption policies and procedures	3.6 Code of Conduct
GRI 302-1	Energy consumption within the organization	9.1 Strategy
GRI 303-1	Interactions with water as a shared resource	9.1 Strategy
GRI 305-5	GHG emission reduction	9.3 Environmental Mangement

Estándar GRI	Contenido	Ubicación en el Informe
GRI 306-1	Waste generation and significant waste-related impacts	9.2 Waste Management
GRI 306-2	Management of significant waste-related impacts	9.2 Waste Management
GRI 306-3	Waste generated	9.2 Waste Management
GRI 306-4	Waste diverted from disposal	9.2 Waste Management
GRI 307-1	Environmental compliance standards	9.3 Environmental Controls
GRI 401-1	New employee hires and employee turnover	7.1 Employee Profile
GRI 401-2	Benefits provided	7.3 Workplace Wellbeing and Benefits
GRI 403-1	Occupational health and safety management system	4.1 Risk Management
GRI 403-2	Hazard identification, risk assessment, and incident investigation	4.1, 4.3
GRI 403-5	Worker training on occupational health and safety	4.4 Drills
GRI 403-6	Promotion of worker health	4.4 y 7.4 Human Development
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	7.4, 8.2 Educational Engagement
GRI 405-1	Diversity of governance bodies and employees	7.2 Diversity and Inclusion
GRI 413-1	Operations with local community engagement, impact assessments, and development programs	8.2 Educational Engagement
GRI 416-1	Assessment of the health and safety impacts of product and service categories	4.2 Physical Security
GRI 417-1	Requirements for product and service information and labeling	5.1 UNIMER Study
GRI 418-1	Customer Privacy	5.2 Ethics and Trust

