# FARMING, AT ITS BEST

January, 2022



WHAT YOU'LL
SEE IN THIS
PRESENTATION



SLC Agricola



# VIEW

the formation of an agribusiness leader







### THE BUSINESS IN 1 SLIDE



Production of cotton, soybean, corn and seeds











### 75 YEARS IN THE SECTOR

#### **Milestones**















1945

Foundation of SLC, as a small repair shop for agricultural implements.

1965

SLC makes the first brazilian selfpropelled grain harvester. 1977

Foundation of SLC AGRICOLA, through the incorporation of a few small land holding (farming operation). 1979

John Deere buys 20% stake in SLC's agmachinery business. 1999

of the ag-machinery business to John Deere.

2007

SLC AGRICOLA
IPO
(the first in it's sector, globally).

2021

Incorporation of the agricultural operations of Terra Santa Agro. 5 leased farms in MT





# **OWNERSHIP STRUCTURE**







John Deere dealer – machinery, spare parts and services. 18 stores in Rio Grande do Sul State.

- Total shares issued: 212.422.599 / Level 1 ADR Program: Launched August 11th, 2011 Ticket SLCJY
- SLC Currently owns 2% of treasury stocks

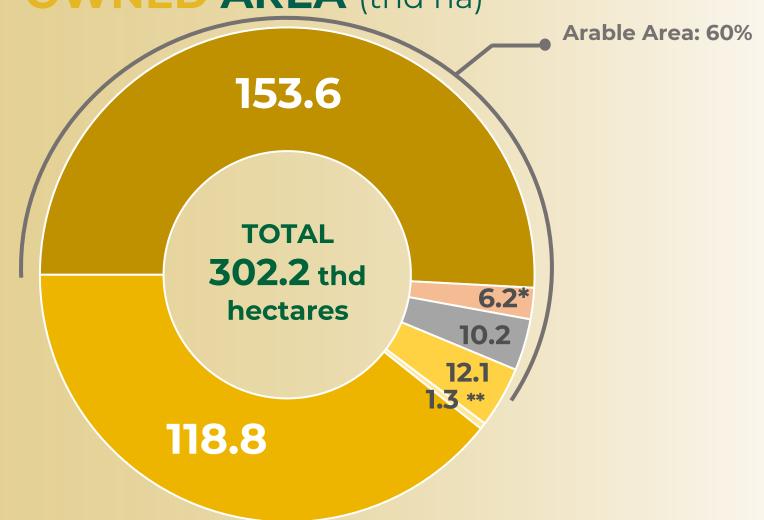




# BREAKDOWN OF OWNED AREA (thd ha)

An experienced land player

- Planted Area
- Preserved Areas (RL and APP) + remaining vegetation
- Others\*\*
- Area leased to third parties
- Areas without commercial planting for ground cover only
  - Under transformation\*



<sup>\*</sup>Agricultural areas that are in the process of soil correction and development with cover crops to enter into planning in the future with commercial planting.

<sup>\*\*</sup> Headquarters, roads, areas not suitable for cultivation.



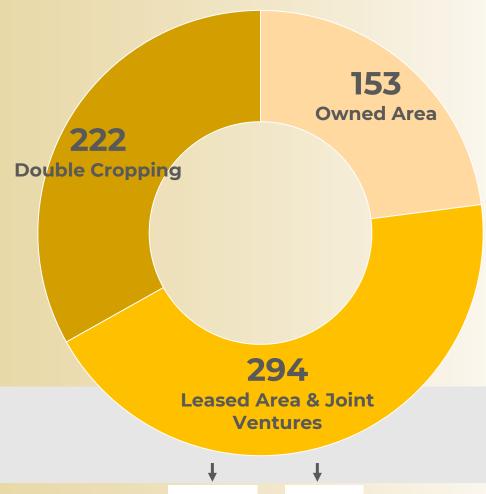


### **HISTORY & BREAKDOWN OF**

PLANTED AREA (thd ha)

A "hybrid" approach to the land asset that increases





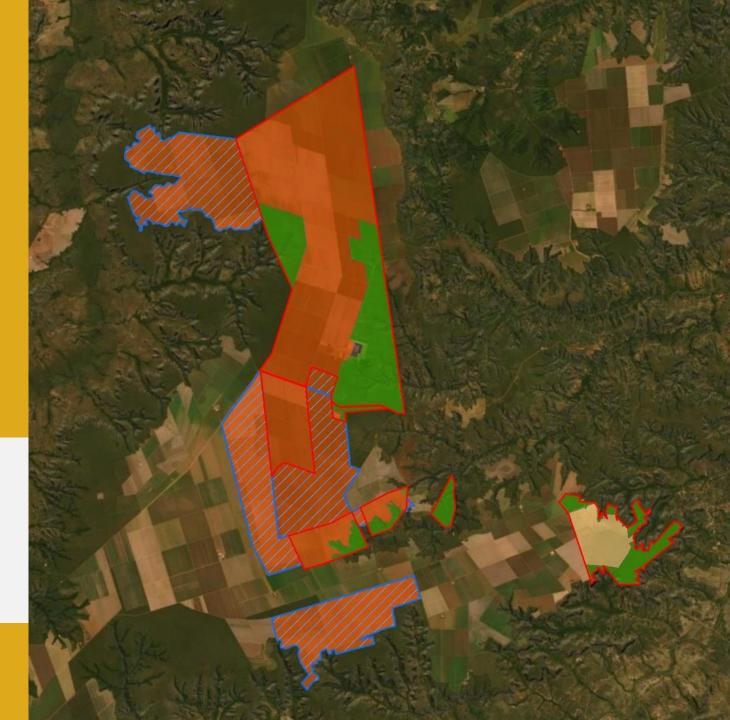


# SUMMARY OF THE BUSINESS MODEL

Satellite view of Parnaíba Farm (Maranhão State)







1. Pioneira Farm (MT)
Planted Area 34,205 ha (1)

**2. Perdizes Farm (MT)**Planted Area 26,495 ha (1)

**3. Paiaguás Farm (MT)**Planted Area 66,273 ha (1)

**4. Planorte Farm (MT)**Planted Area 31,769 ha (1)

**5. Próspera Farm (MT)**Planted Area 30,772 ha (2)

**6. Pejuçara Farm (MT)**Planted Area 27,348 ha (2)

7. Piracema Farm (MT)
Planted Area 23,786 ha (2)

8. Pampeira Farm (MT)
Planted Area 41,378 ha (2)

9. Pirapora Farm (MT)
Planted Area 20,759 ha (2)

**10. Pantanal Farm (MS)**Planted Area 43,939 ha (1)

11. Planalto Farm (MS)
Planted Area 22,602 ha (1)

12. Parnaíba Farm (MA)
Planted Area 42,723 ha (1)

13. Palmeira Farm (MA)

Planted Area 23,468 ha (1)

**14. Planeste Farm (MA)**Planted Area 64,047 ha (1)

15. Parnaguá Farm (PI)
Planted Area 9,883 ha (1)

**16. Paceiro Farm (BA)**Planted Area 11,080 ha (1)

17. Palmares Farm (BA)
Planted Area 25,766 ha (1)

**18. Paladino Farm (BA)**Planted Area 21,350 ha (1)

19. Piratini Farm (BA)
Planted Area 14,219 ha (1)

**20. Panorama Farm (BA)**Planted Area 21,736 ha (1)

**21. Paysandu Farm (BA)** Planted Area 38,001 ha (2)

**22. Pamplona Farm (GO)**Planted Area 27,190 ha (1)

22. Paineira Farm (GO)
Leased land

#### **Notes:**

(1) Includes 1st and 2nd crop

(2) Will be planted in the 2021/22 crop

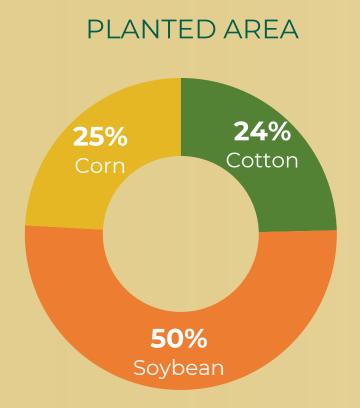


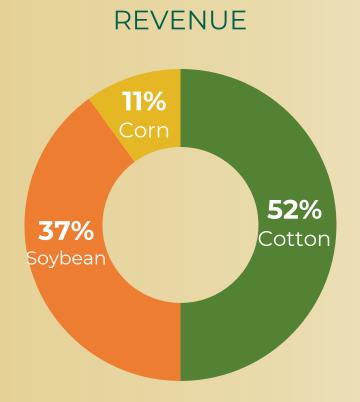


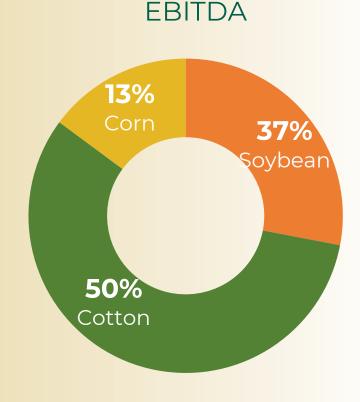


### **BREAKDOWN PER CROP**

A diversified and flexible portfolio











#### **Board of Directors**



**Fiscal Council** 



Fernando Reinach Independent Board Member



Osvaldo Schirmer Independent Board Member



Eduardo Logemann Chairman



Jorge Logemann Vice-Chairman



André Pessoa Independent Board Member

**ESG Comittee** 





**Risk Management Committee** 



CEO



Aurélio Pavinato CEO



Ivo Brum CFO & IRO



Aldo Tisott
CSO & New
Business



**Álvaro Dilli** CHRO, Sustainability, IT



Leonardo Celini
Director of
Operations



**Executive Board** 

Gustavo Lunardi COO & CSCO





# MAIN BUSINESS VARIABLES

...and how SLC differentiates

#### **WEATHER**

- Geographic Positioning
- · 3 crops
- Varieties





# COMMODITIES PRICES IN US\$

- Hedging Policy
- Storage capacity (for sale in the off-season)

•

Differentiation/Certification

S





FX

· Hedging Policy





#### **QUALITY OF OPERATIONS**

- · Agricultural best practices
- Early-User of new technologies
- Highly trained and engaged team





#### COSTS

- · Gains of scale
- · Control & Management



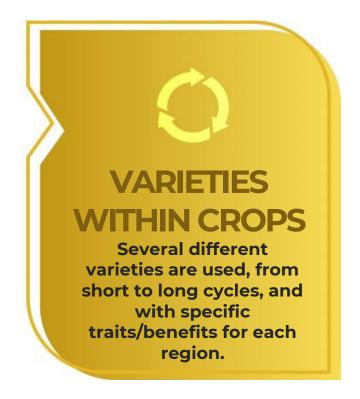




#### MANAGING WEATHER RISKS









Super short cycle



Short cycle



Normal cycle





### STANDARDIZED PRODUCTION UNITS

A replicable model – Pamplona Farm, Goiás State





### **PRODUCTION COSTS**

Input costs highly correlated to grain prices Average, crop 2021/2022



Fertilizers USD

Seeds USD

Labor

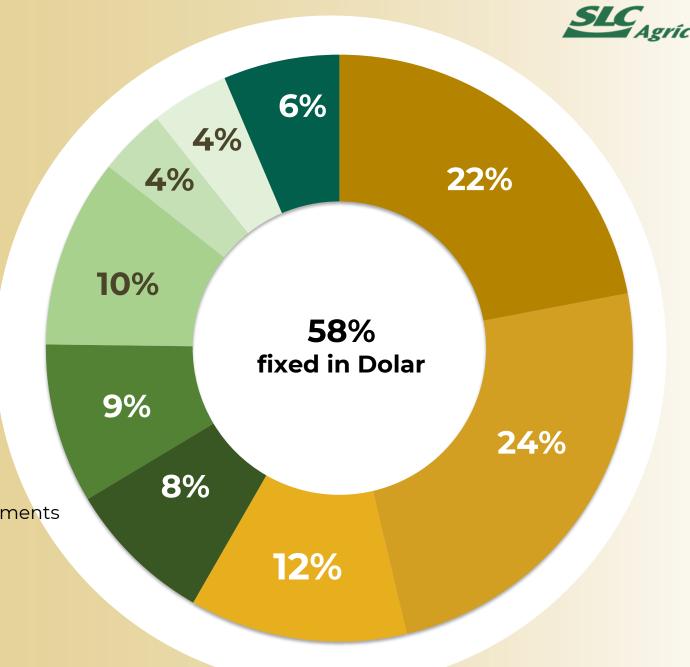
Ginning and Maintenance of Mach. and Equipments

Others

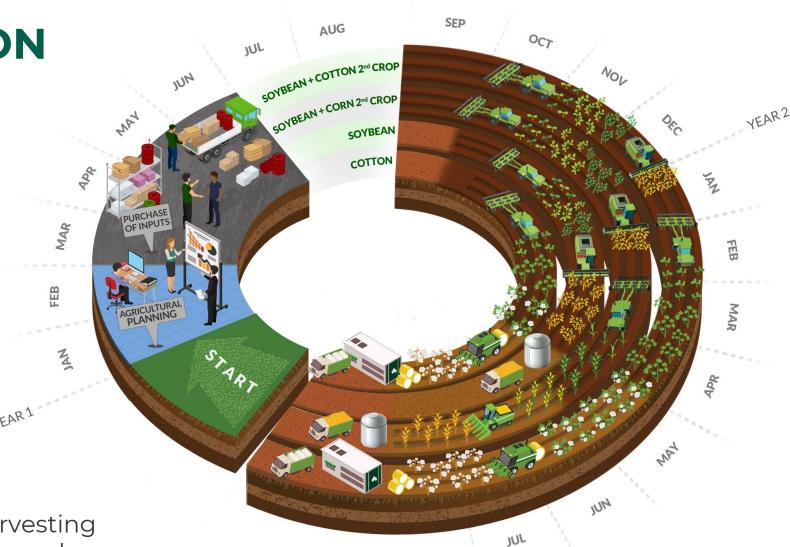
Fuels and Lubrificants

Depreciations

Leasing USD



PRODUCTION CYCLE



AUG

Specific planting & harvesting calendars for each crop reduce weather exposure



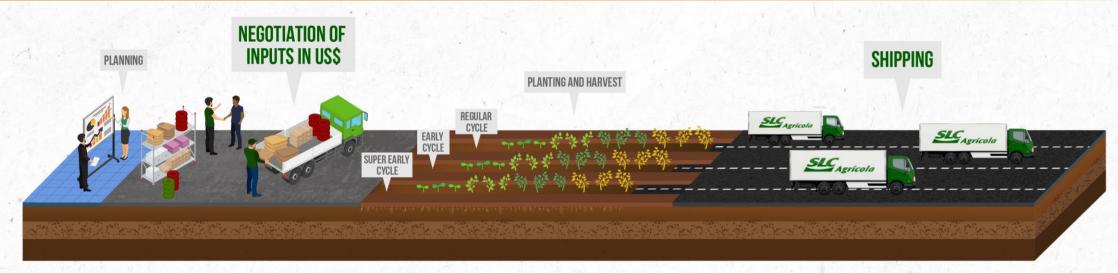




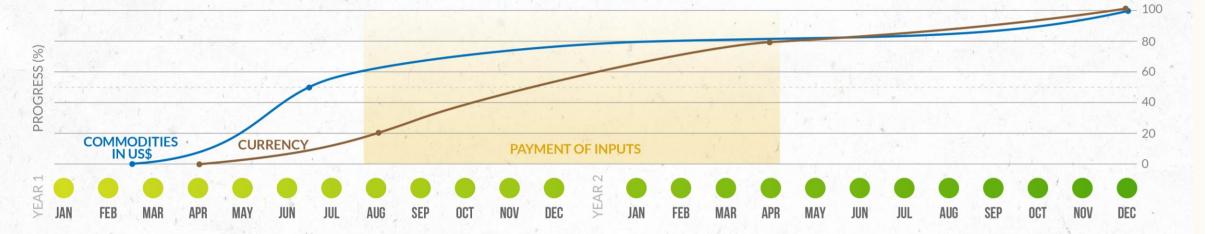


### **HEDGING POLICY**

Example: Soybean Crop



#### HEDGE POSITION FOR THE FOLLOWING YEAR







## SOYBEAN SEED BUSINESS



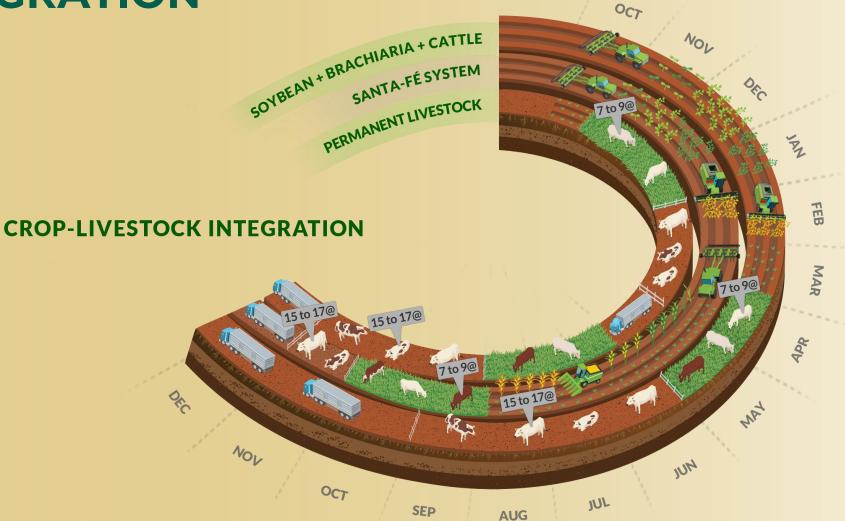
#### **▶** GRAINS FOR CONSUMPTION







CROP-LIVESTOCK INTEGRATION



SEP





### **CONSOLIDATED HEDGING POLICY**

Hedge Position - Soybean



Update: November, 2021





### **CONSOLIDATED HEDGING POLICY**

Hedge Position - Cotton



Update: November, 2021





### **CONSOLIDATED HEDGING POLICY**

Hedge Position - Corn



Update: November, 2021



# CURRENT STRATEGY

where are we heading





# OUR STRATEGY IN 3 "PHASES"

SLC successfully took advantage of the mains opportunities in agribusiness in Brazil in recent decade

#### PHASE 1

"The Miracle of the Cerrado"

#### PHASE 2

"The Land Conversion Arbitrage Window"

#### PHASE 3

"Distance from the average"

#### Formation of the Business model IPO speeds up the pace Technology as a game changer 680 **Foundation** 600 **IPO 2007 Current** 540 up to IPO up to 2015 480 100% owned land Planted Area (thd ha) Steep growth Asset Light Growth 420 Gradual land Start of leasing strategy Efficiency: distance from the 360 transformation average Joint ventures 300 Financial strength and Land as value reserve Certifications 240 shareholder value creation Building a replicable 180 production model ESG stewardship 120 60 0

1977



15/16



#### **HIGH EFFICIENCY**





16/17 17/18 18/19 19/20 20/21

#### **FASTER HARVEST TO AVOID** LOSSES AVERAGE HARVESTING TIME (days)



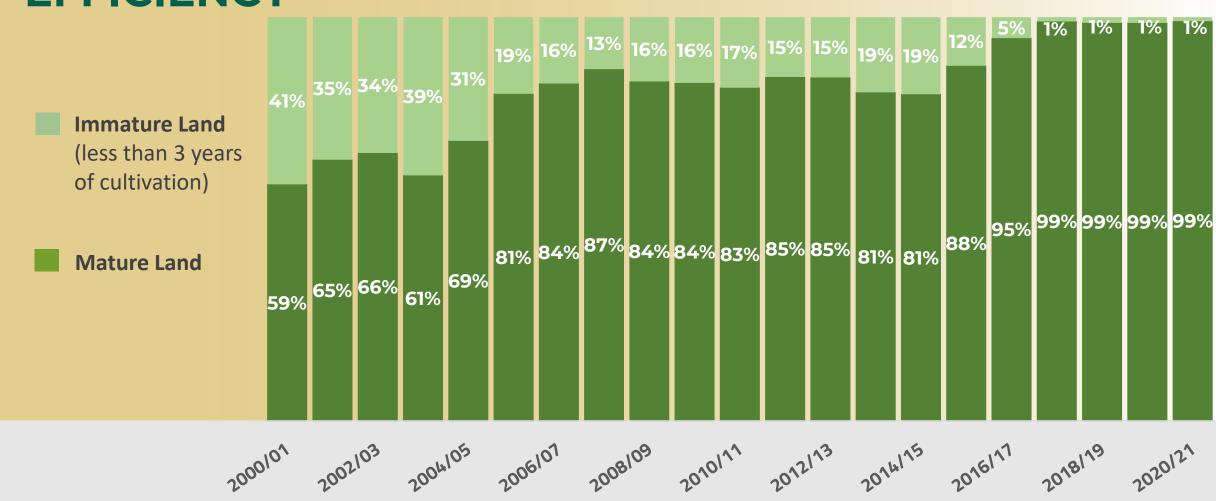
Cotton





### HIGH EFFICIENCY

Improved land maturity significantly increases yield potential (Soybean Area)







#### **HIGH EFFICIENCY**

Recent adjustments in the farm portfolio

- 1. PAINEIRA FARM (was not scalable)
  Leased to third party since 2015/16 crop (7,300 ha)
- 2. PALMARES FARM (had low performance) 1/3 leased to third party since 2016/17 crop (4,400 thd ha)
- **3. PIRATINI FARM (had low performance)**5,000 leased ha handed back to owner starting on 2017/18 crop. Ongoing implementation of irrigation on 5,000 hectares.
- **4. LIVESTOCK FARMING INTEGRATION**Planorte, Paiaguás, Perdizes and Pioneira

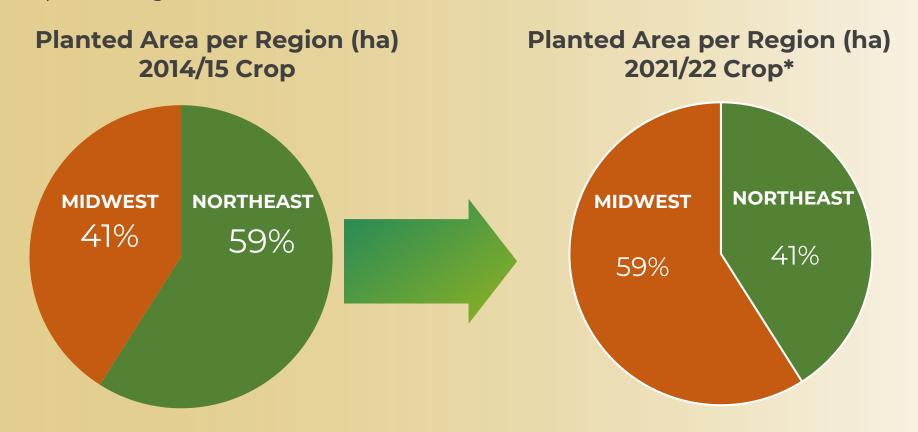






#### **HIGH EFFICIENCY**

Land Portfolio Repositioning



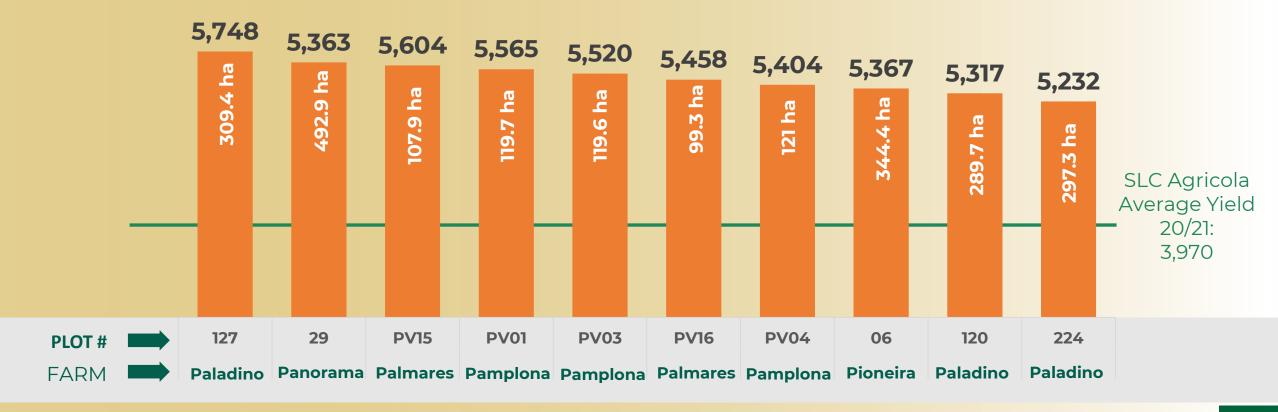
INCREASING EXPOSURE IN **MATURE AREAS** OF THE MIDWEST, WHICH OFFERS A MORE STABLE PRODUCTION





# BEST PERFORMING SOYBEAN FIELDS

New Levels of Yield Being Achieved (20/21 Crop – Kg/ha)







669

212

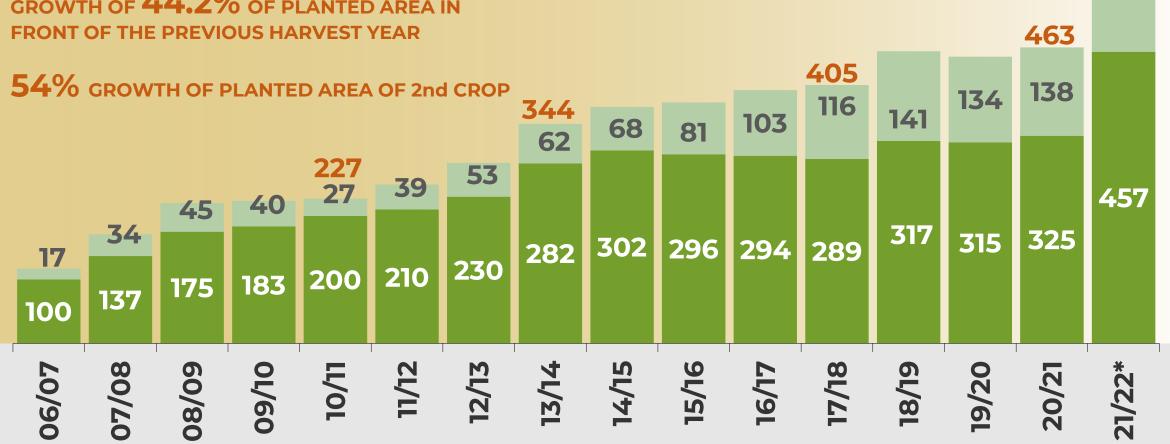
#### **HIGH EFFICIENCY**

Maximizing Asset Utilization

1st & 2nd Crop Planted Area (thd ha)

FORECAST FOR THE 21/22 CROP:

GROWTH OF 44.2% OF PLANTED AREA IN

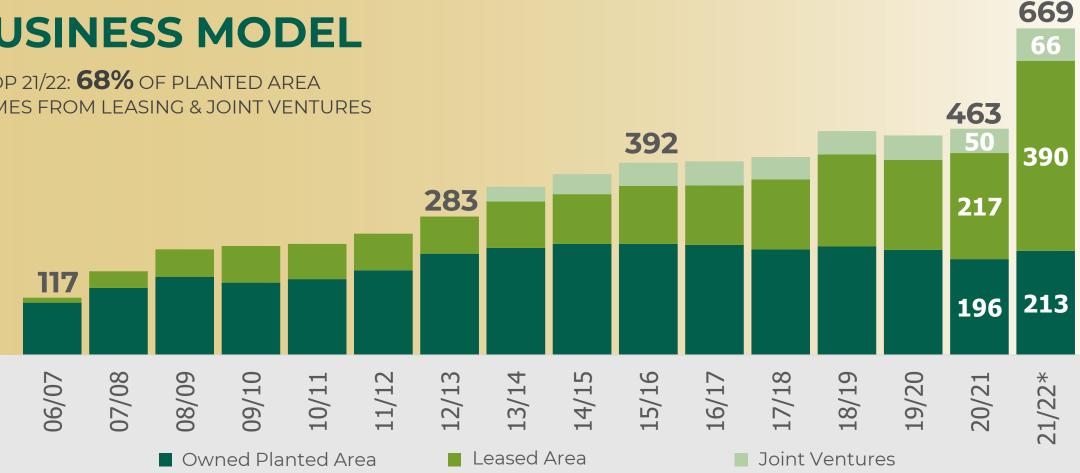






# **MIGRATION TO** "ASSET LIGHT" **BUSINESS MODEL**

CROP 21/22: **68%** OF PLANTED AREA **COMES FROM LEASING & JOINT VENTURES**  PLANTED AREA BY LAND PROPERTY (thd hectares)







# MIGRATION TO "ASSET LIGHT" BUSINESS MODEL

#### LAND SALE

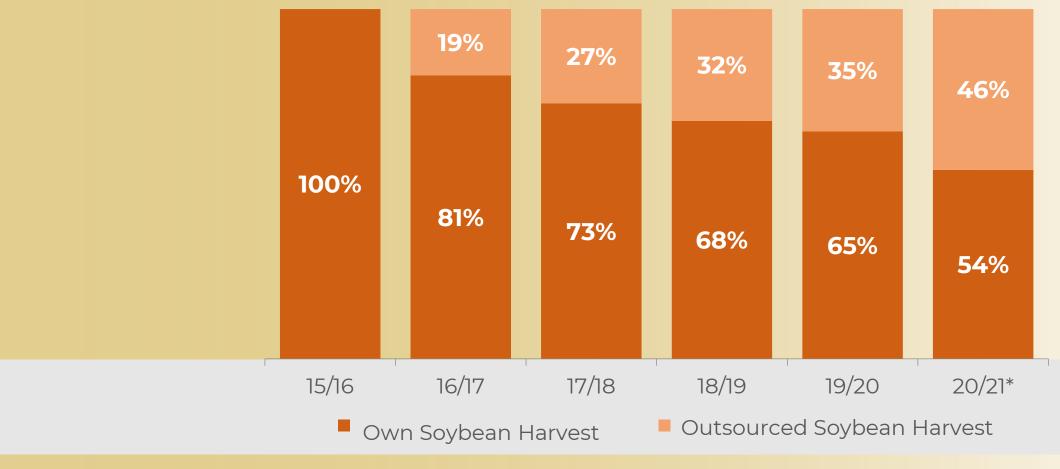
2008	2010	2012	2017	2019
<b>Paineira Farm</b> Rio Grande do Sul	Palmeira Farm Maranhão	SLC LandCo (Panorama, Piratini and Planeste Farms) Maranhão and Bahia	Part of Paiaguás and Parceiro Farms Mato Grosso and Piauí	Part of Parnaíba Farm Maranhão
AREA				
<b>821</b> hectares	<b>14.6</b> thd hectares	<b>59</b> thd hectares	<b>11.6</b> thd hectares	<b>5.2</b> thd hectares
REVENUE				
R\$ 10MM	R\$ 27MM	<b>US\$ 50MM</b> (for 18%)	R\$ 177MM	R\$ 83MM





# MIGRATION TO "ASSET LIGHT" BUSINESS MODEL

Soybean Harvest Outsourcing Reduces Capex







# GROWTH IN HIGHER VALUE ADDED PRODUCTS

Recent focus in cotton and soybean seed increases ebitda growth potential

Planted Area by Crop (ha)

35 thd ha | Other Crops 122 thd ha | Corn (2nd)

90 thd ha | Cotton (2nd)

86 thd ha | Cotton (1<sup>a</sup>)

336 thd ha Soybean + Soybean Seed

21/11

12/13

13/14

14/15

15/16

71/91

81/71

61/81

19/20

20/2

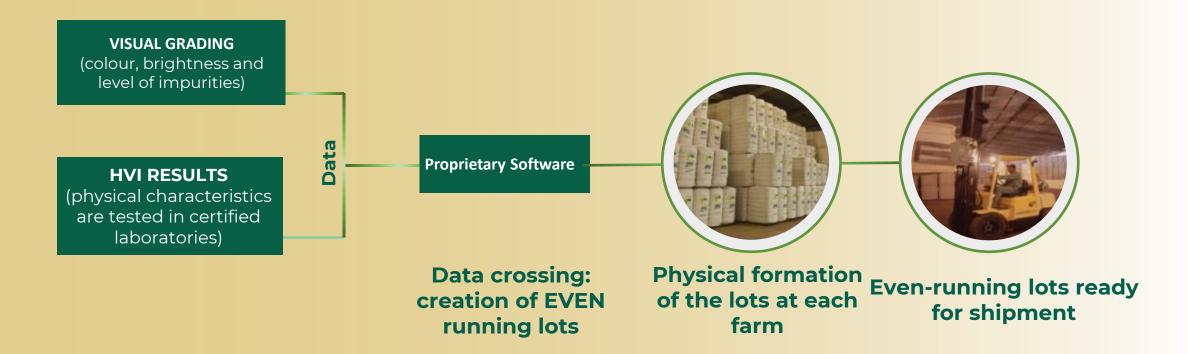
21/22\*





# GROWTH IN HIGHER VALUE ADDED PRODUCTS

COTTON: PROPRIETARY AND INNOVATIVE SYSTEM



#### Why is this important:

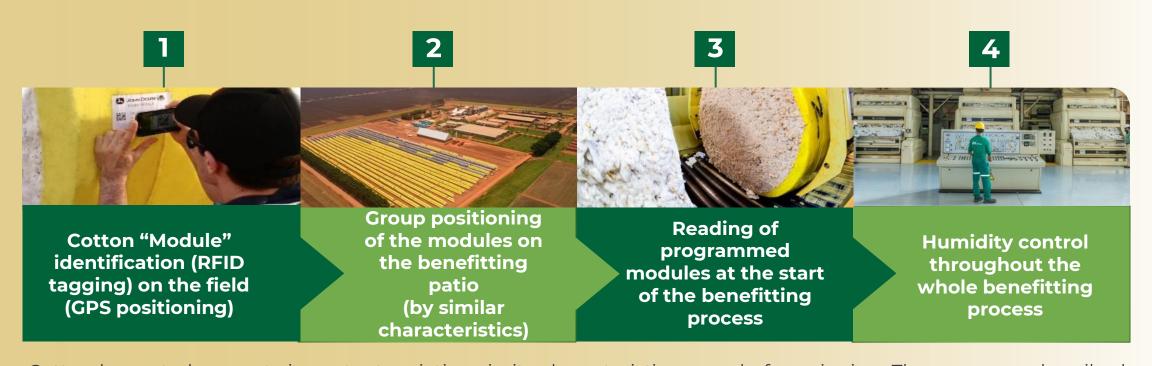
Even-running cotton lots provide value for textile industry clients, once it reduces the amount of spinning-machine setups (Thus enabling price premiums)





# GROWTH IN HIGHER VALUE ADDED PRODUCTS

COTTON: PROPRIETARY AND INNOVATIVE SYSTEM Quality Control from Harvest to Ginning



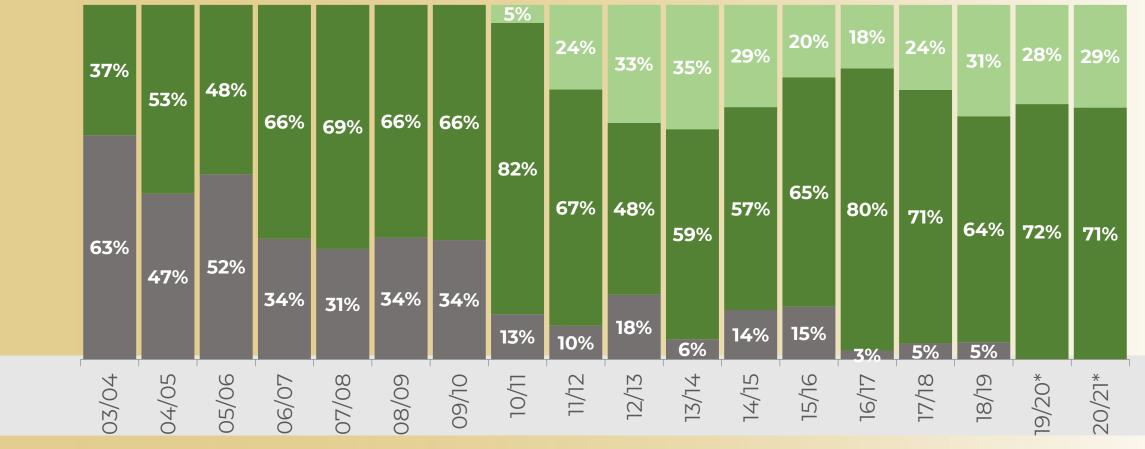
Cotton harvested presents important variations in its characteristics, even before ginning. The processes described above, developed by SLC Agricola, allows for the categorization of cotton on the field, to which follows the formation of uniform ginning groups, thus streamlining the activities on the cotton gin, guaranteeing higher efficiency (reduction on machine setup), and, especially, increase in quality and standardization of lots.





# GROWTH IN HIGHER VALUE ADDED PRODUCTS

SOPHISTICATION OF COTTON COMERCIALIZATION Evolution of SLC Agricola's Cotton Market







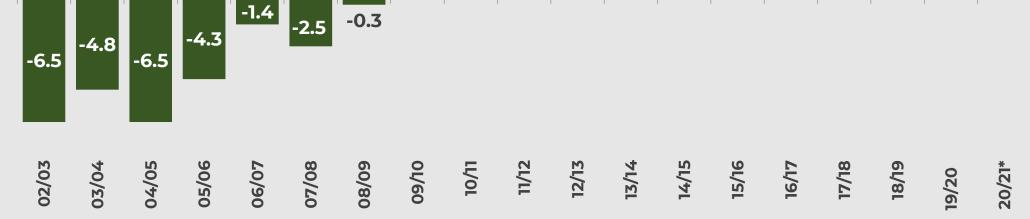
# GROWTH IN HIGHER VALUE ADDED PRODUCTS

SOPHISTICATION OF COTTON COMMERCIALIZATION

Price Differential vs. ICE/NYBOT (in UScents/Pound)

~R\$20MM of EXTRA EBITDA due to premiums on direct sales





■ FOB ■ Basis SLC - Additional Direct Sale



# PEREORMANCE

# OPER ATING

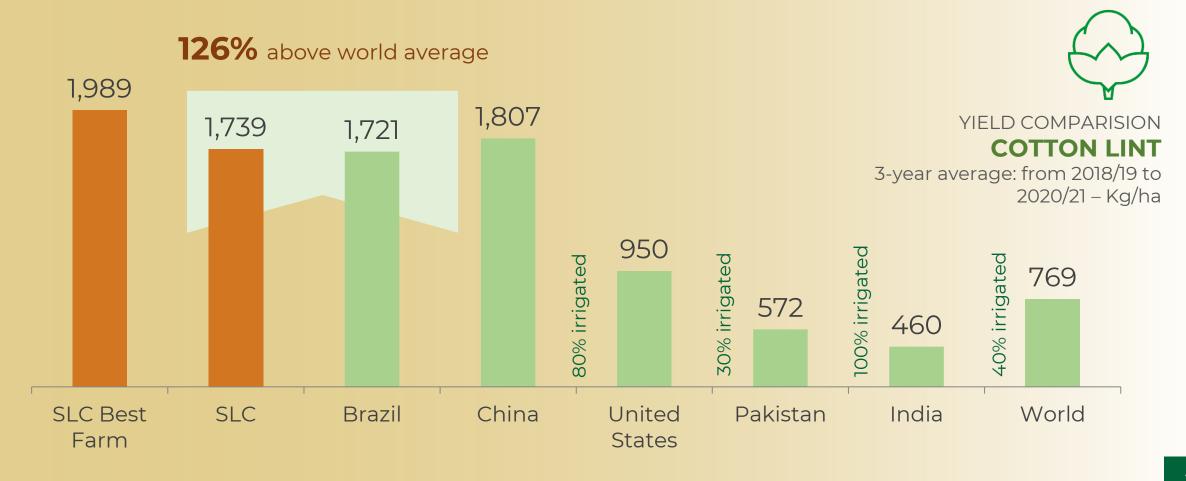
measuring efficiency







# YIELD ADVANTAGE OVER THE AVERAGE ONE OF THE MAIN COMPETITIVENESS MEASURES

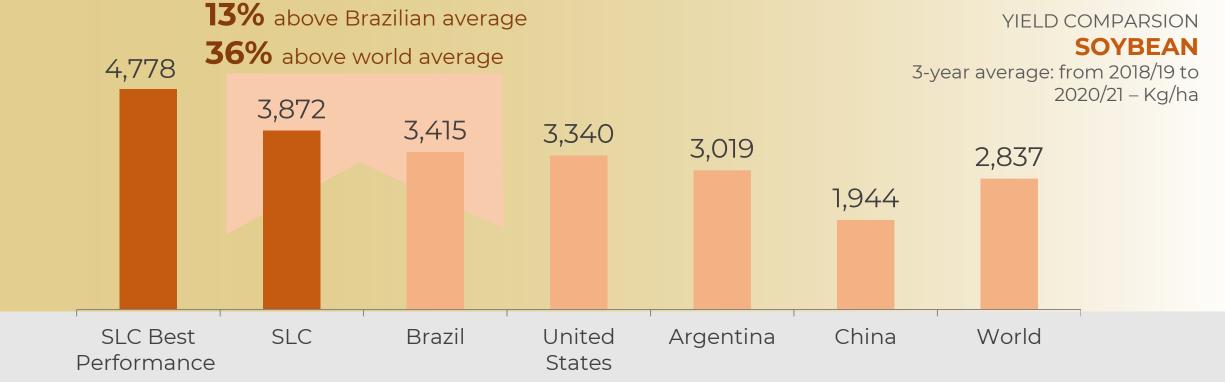






# YIELD ADVANTAGE OVER THE AVERAGE ONE OF THE MAIN COMPETITIVENESS MEASURES





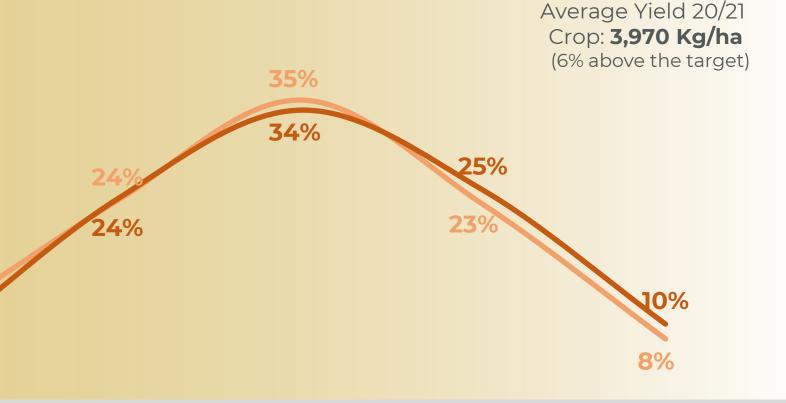


### **HISTOGRAM OF SOYBEAN YIELD**

### Part of the crop below target

In addition to increasing the target every crop (trendline), the main focus is to reduce the portion that is below average, which increases the potential for future productivity.

2020/21 Crop



0 - 3000

3000 - 3600

3600 - 4200

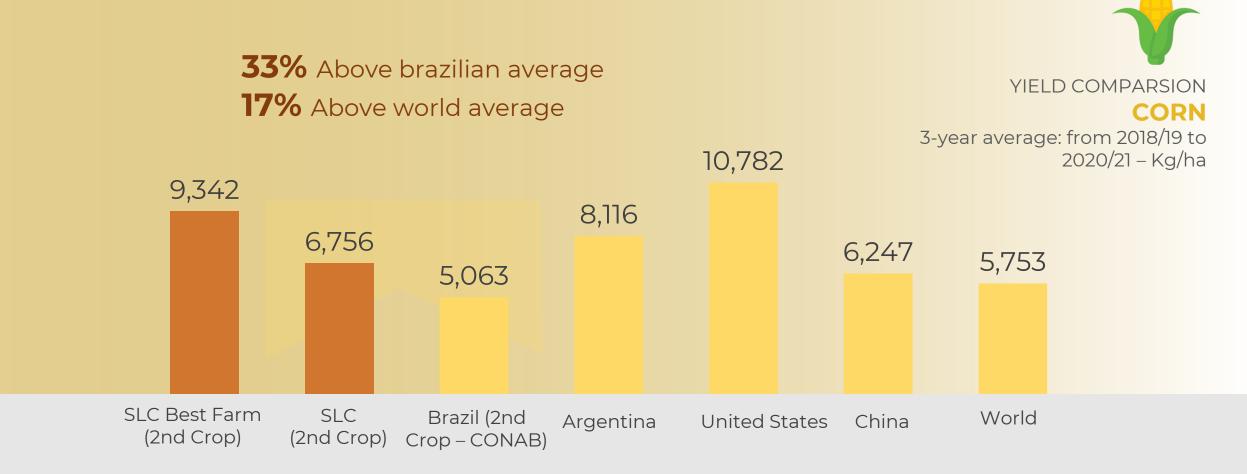
4200 - 4800

> 4800





# YIELD ADVANTAGE OVER THE AVERAGE ONE OF THE MAIN COMPETITIVENESS MEASURES

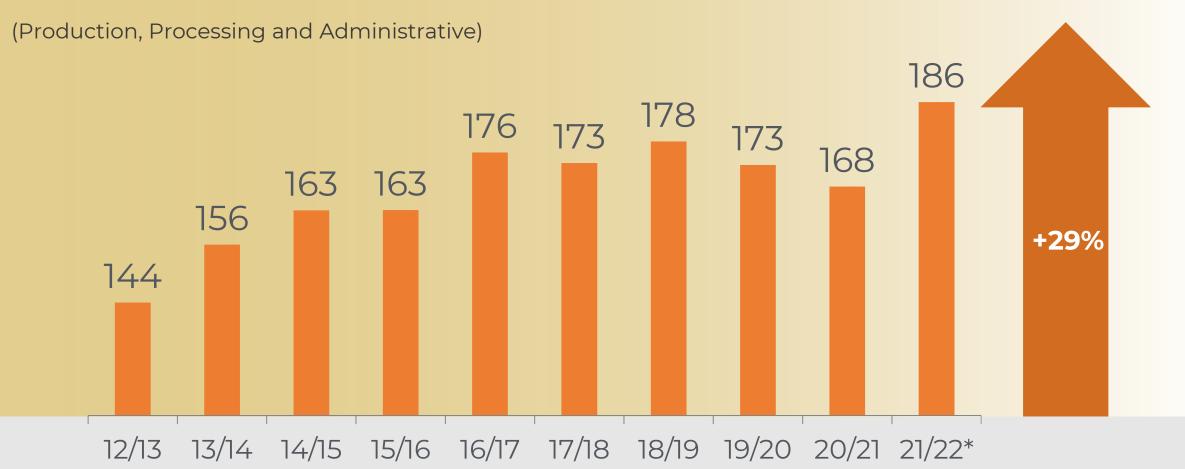


44





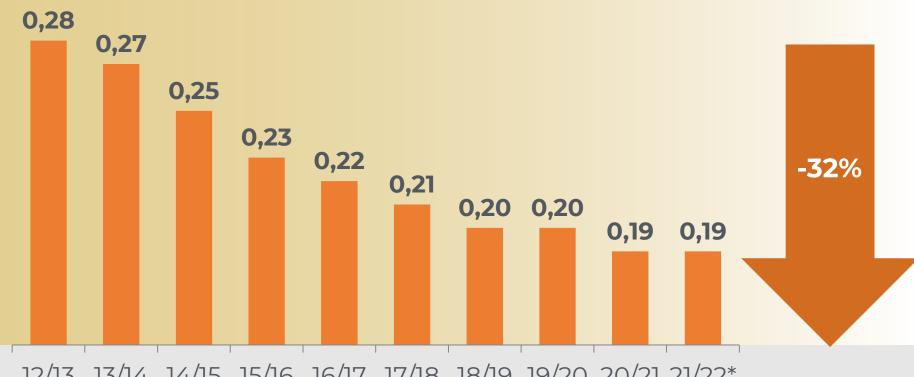
### **HECTARES PER EMPLOYEE**





### MAXIMIZING ASSET UTILIZATION TRACTORS (HP/ha)

- Continuous "time and motion" studies
- Higher machine availability due to improvements in maintance KPI's
- Better machine dimensioning



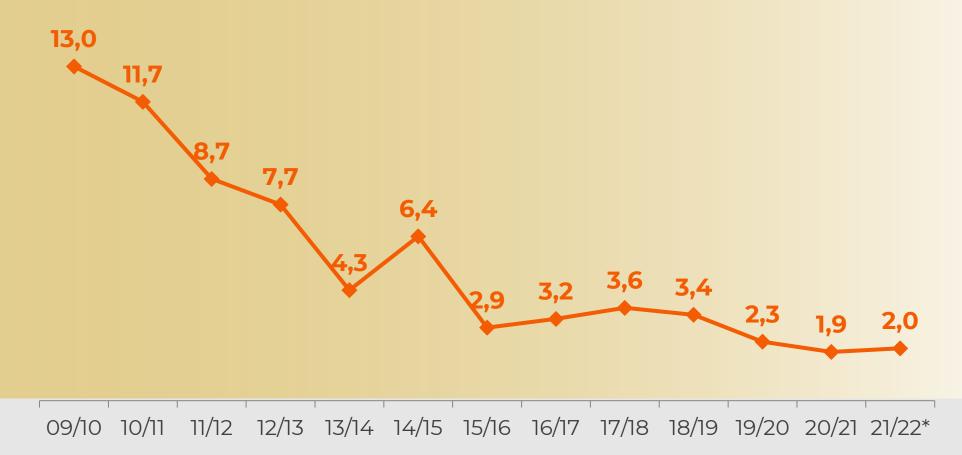
12/13 13/14 14/15 15/16 16/17 17/18 18/19 19/20 20/21 21/22\*





### **FREQUENCY RATE**

**Number of Accidents** per Million Hours of Exposure to Risk Over a Given Period

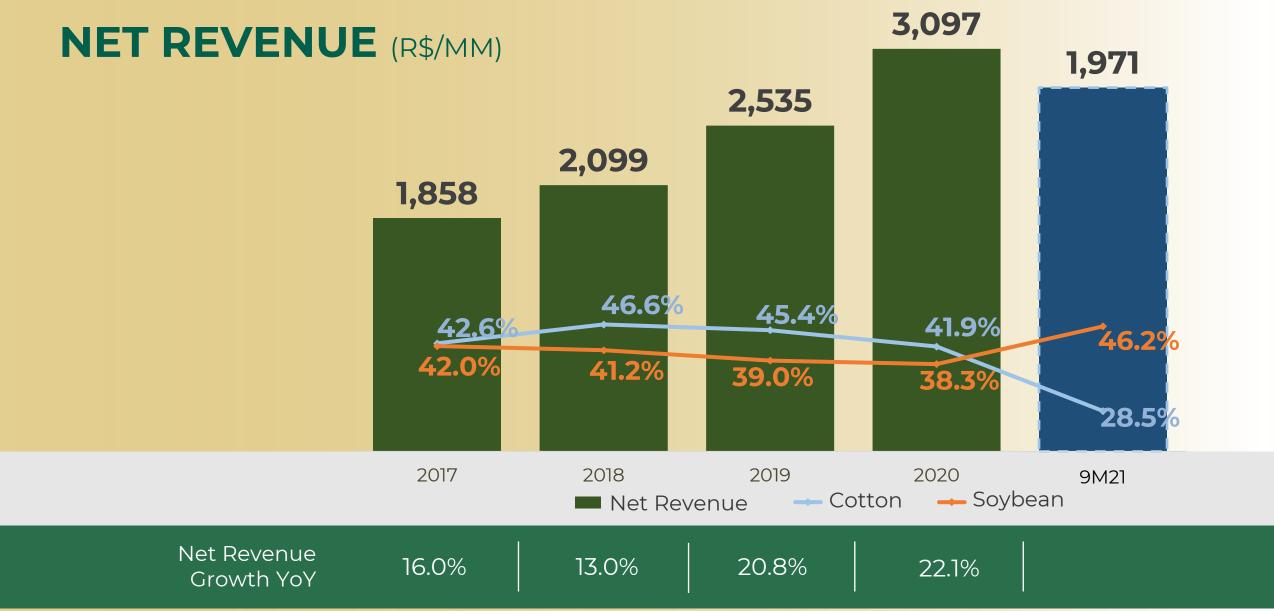




new strategy, new results



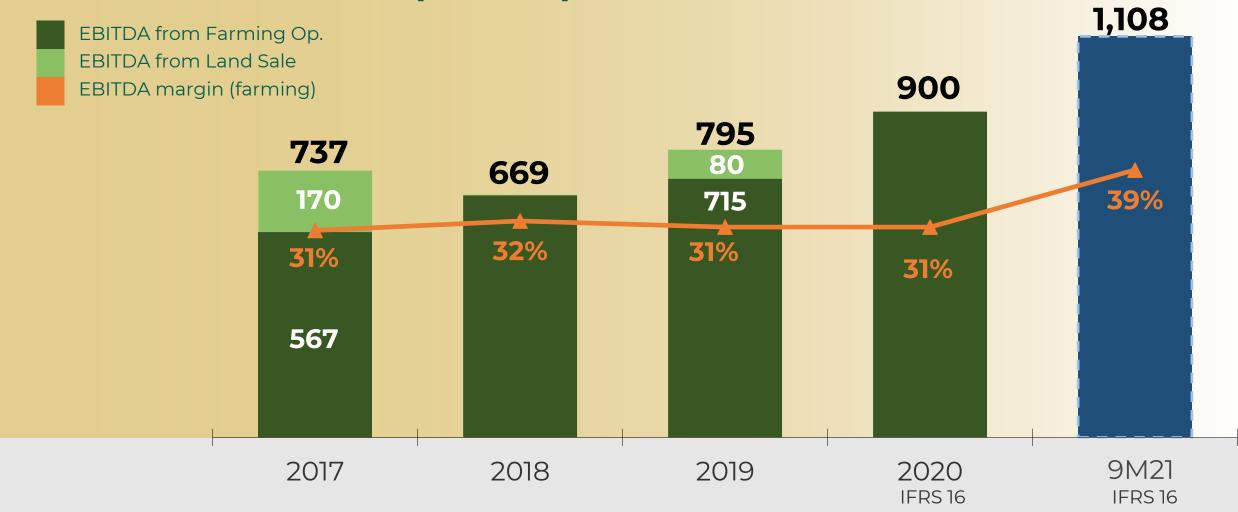


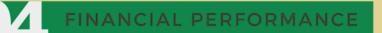






### **ADJUSTED EBITDA (R\$/MM)**







### PLANTED AREA, EBITDA AND EBITDA/HA



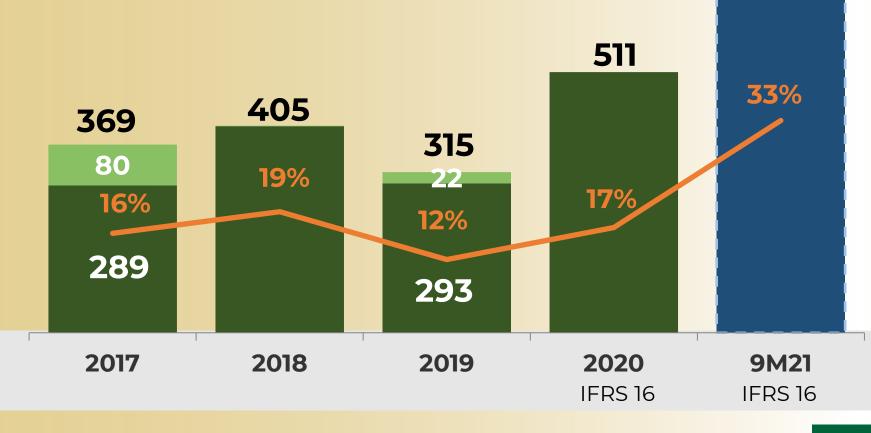




938

### **NET PROFIT** (R\$/MM & NET MARGIN)







### FREE CASH FLOW (R\$/MM)







### **DEBT BREAKDOWN**

R\$ (thd)	INDEX	INTEREST RATE 2020	INTEREST RATE 9M21	CONSOLIDATED 2020	CONSOLIDATED 9M21	
APPLIED IN FIXED ASSETS						
FINAME - BNDES	Pref + Bask. of Curr.	5.4%	5.5%	57,053	45.403	
SUBTOTAL				57,053	45.403	
APPLIED IN WORKING CAPITAL						
Rural Credit	Pref	4.3%	5.5%	12,186	16,053	
CRA	CDI	3,7%	7.2%	841,616	886,466	
Working Capital	CDI	3.1%	7.3%	577,936	920,032	
Export Loans	CDI	3.2%	7.4%	946,198	1,114,701	
SUBTOTAL				2,377,936	2,937,253	
TOTAL DEBT		3.4%	<b>7.3</b> %	2,434,989	2,982,655	
Cash				1,604,716	726,095	
Gain/Losses with Derivation	tives			121,794	•	
Net Debt Adjusted			708,479	· · ·		
Net Debt Adjusted/Ad			0.74x	1.47x		



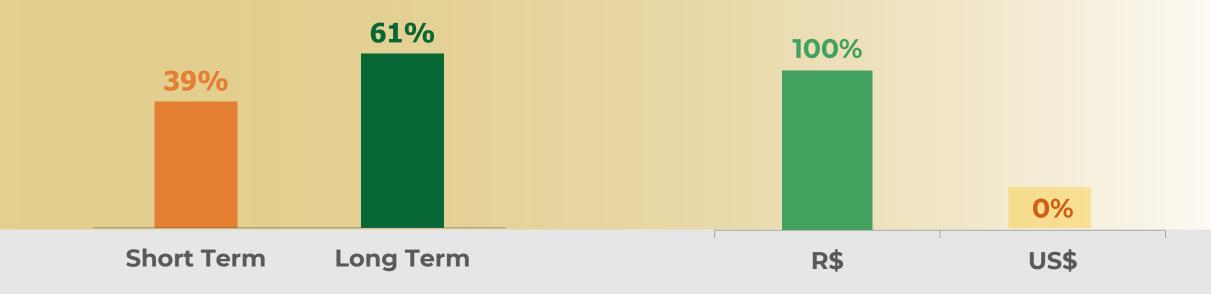


### **DEBT PROFILE**



Average annual interest rate









### **COTTON**



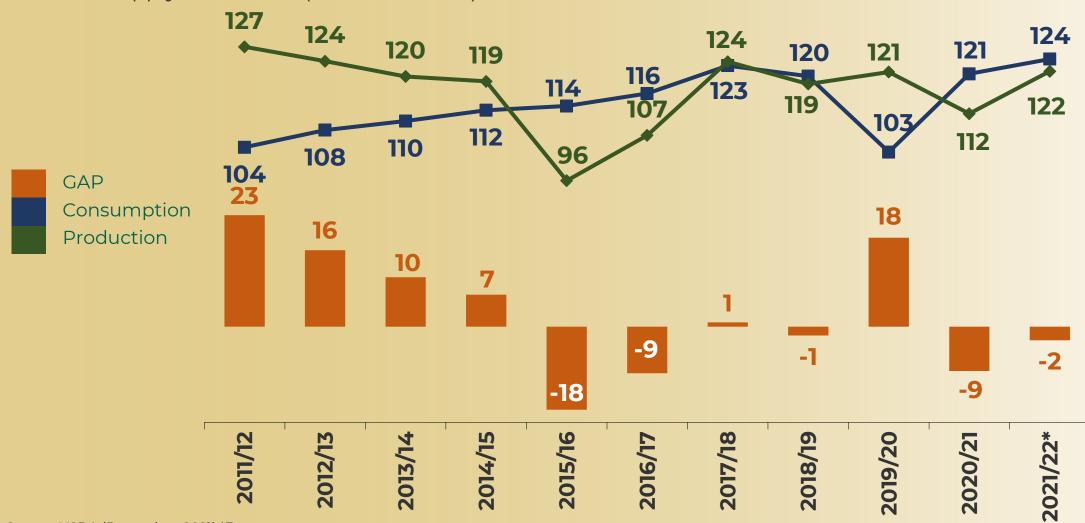






### COTTON

World Supply & Demand (Million of Bales)





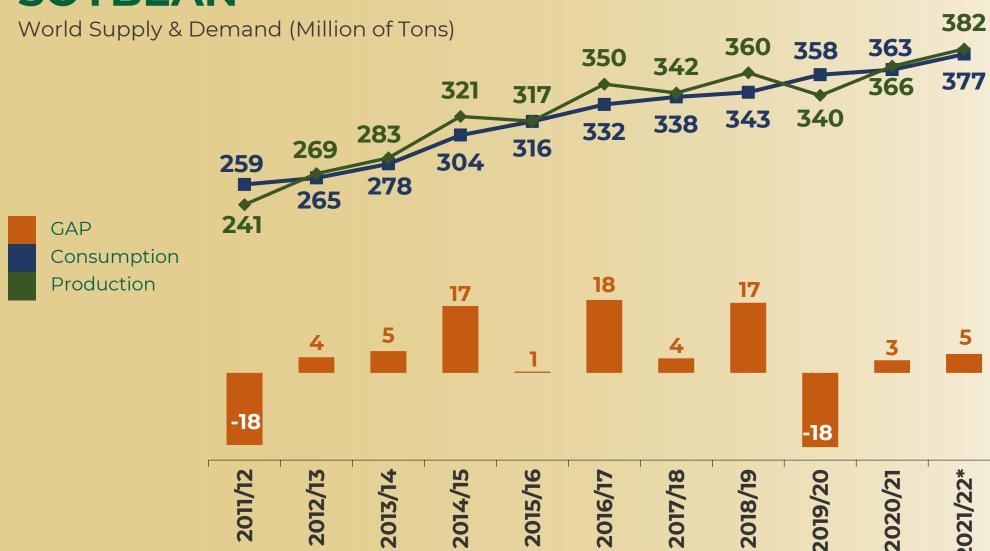
### **SOYBEAN**

**PRICE** 





### **SOYBEAN**







### **SOYBEAN**

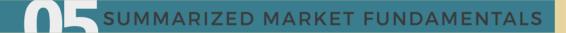






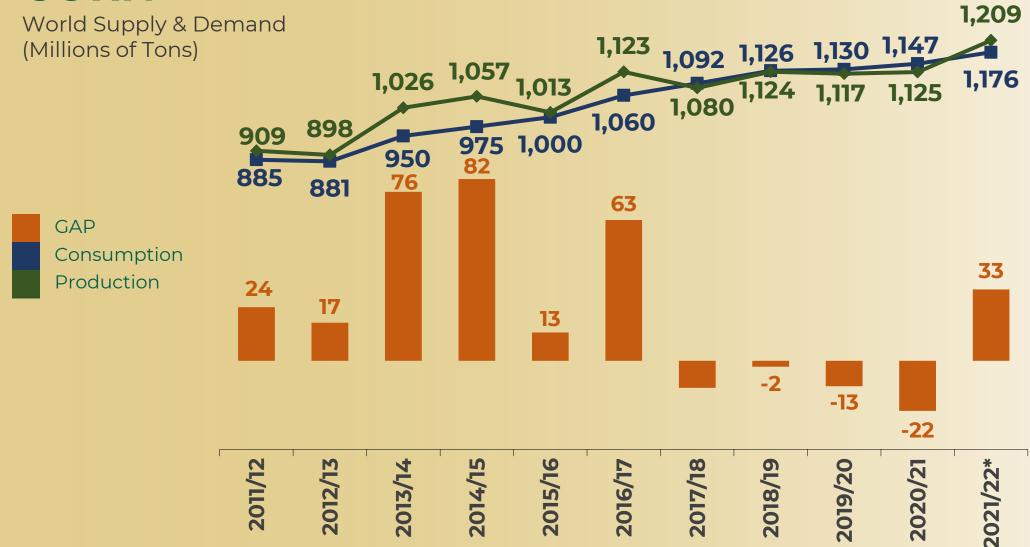
PRICE

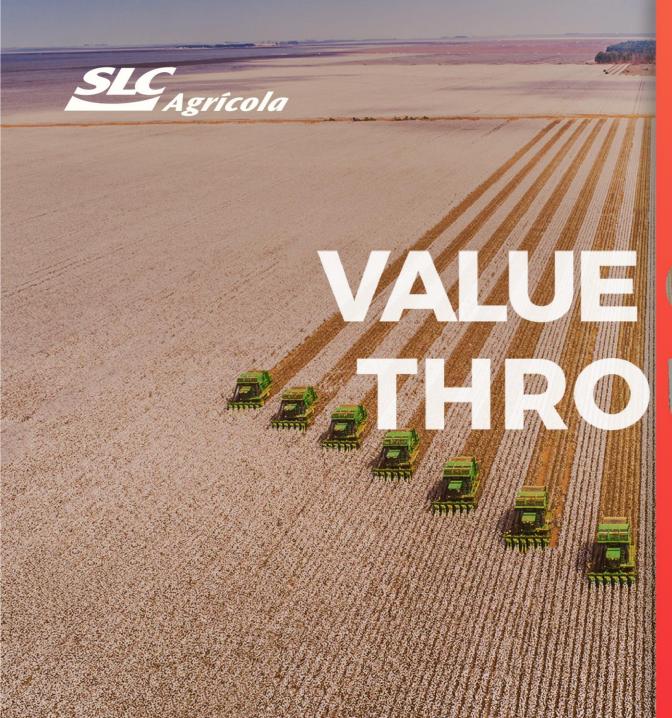






### CORN





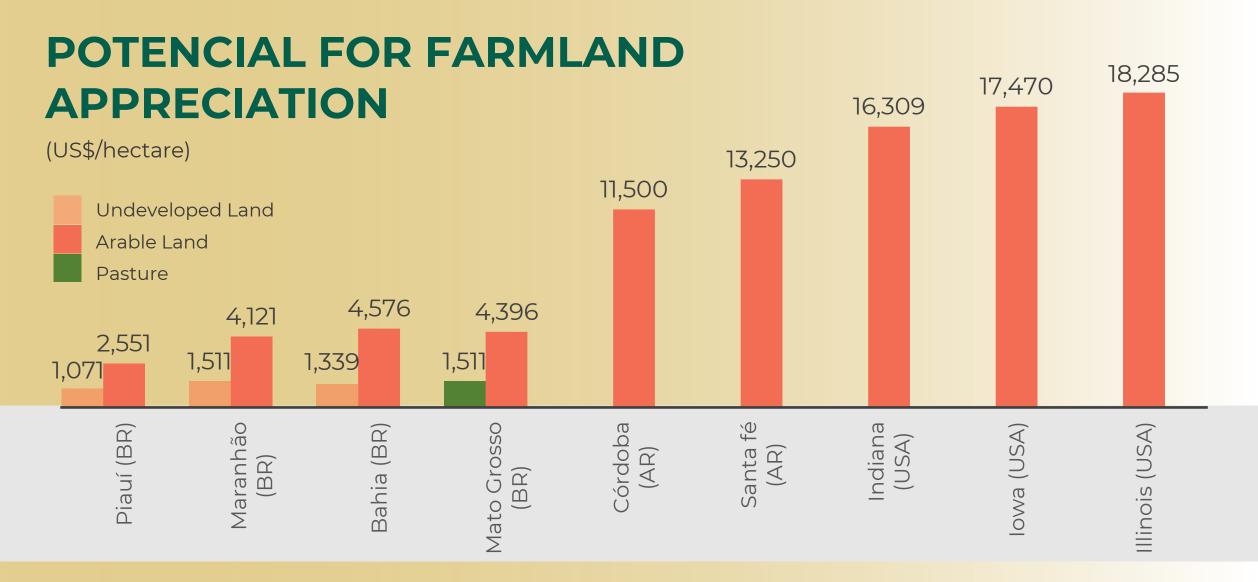
# CREATION OUGHLAND

**Through land** 













### **LOGISTICS**

Ports Evolution









### **TRANSPORT INFRASTRUCTURE - SOYBEAN**

### **TRANSPORT** INFRASTRUCTURE



**Export route** 



Port terminal



Truck terminal



Road route



River route

Amazon ecoregion

### SOYBEAN **PRODUCTION**

(metric tons per square kilometer)



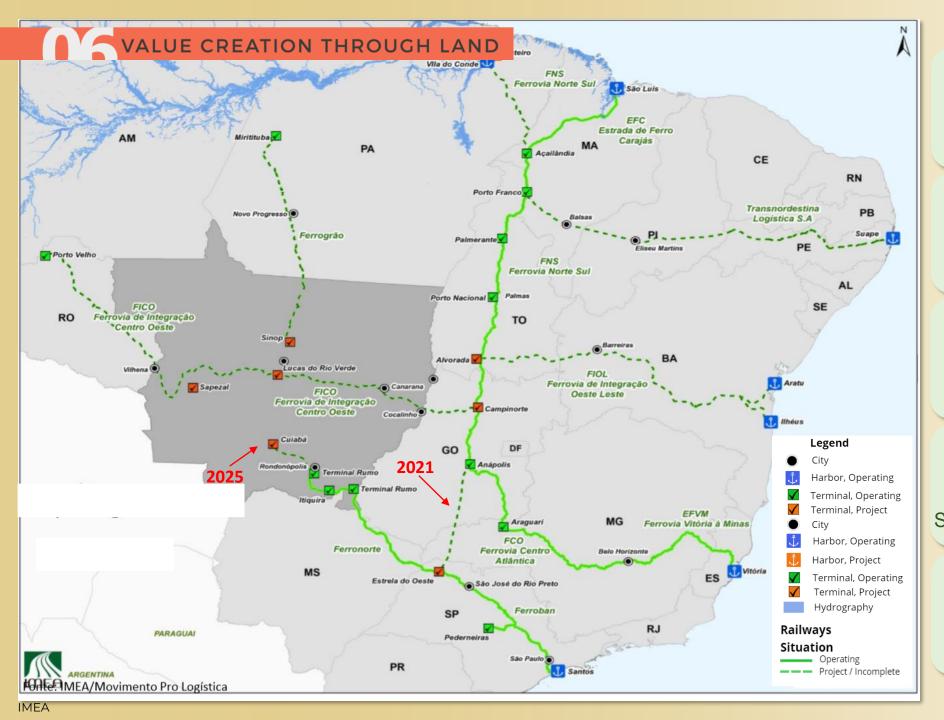
31 - 80

81 - 145

146 - 216

217 - 350







### Ferrovia Norte Sul (FNS)

Start of operation: 1996 Operation Phase: in progress Length: 1.537 km

### Ferrogrão

Start of operation: 2021 Completion Prediction: 2030 Length: 933 km

### **Transnordestina**

Start of operation: 2006 Operation Phase: in progress Length: 1.753 km

### **FIOL**

Operation: 2025 - 2027 Length: Stretch I: 537 km; Stretch II: 485 km; Stretch III: 505 km

### **FICO**

Start of operation: May/2021 Completion Prediction: 2025 Length: 348 km (1st phase)





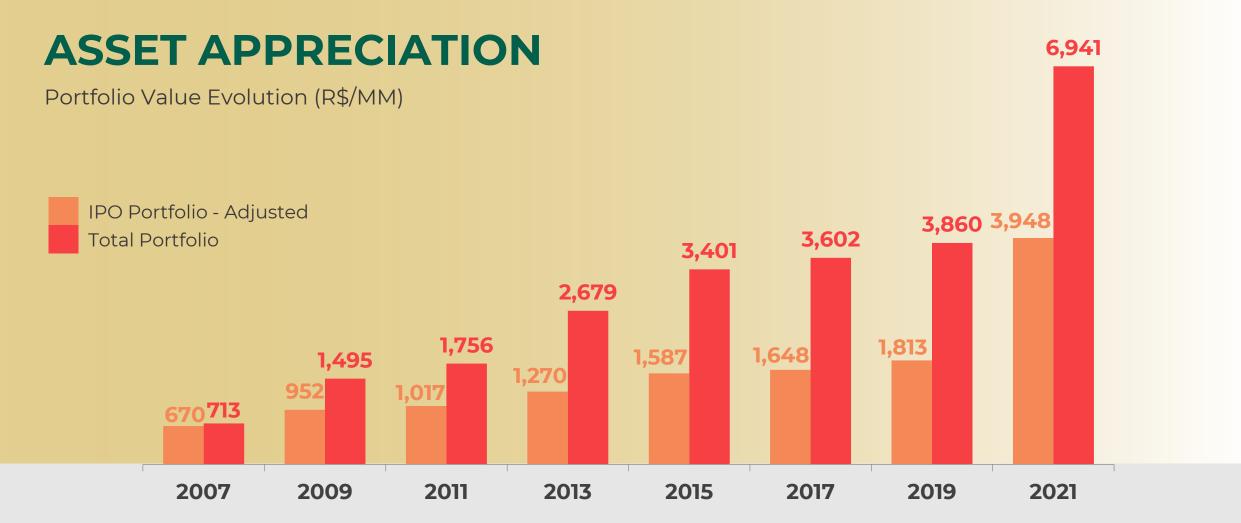
### THE LAND MARKET IN BRAZIL

Farmland Appreciation

Indicator	Appreciation (3 years)*	Appreciation (10 years)**	
Dollar	14.8%	13.4%	
Fixed Income (CDI)	-26.5%	-14.4%	
Bovespa	11.6%	5.9%	
Gold	9.2%	1.4%	
Farmland (Brazil)	6.9%	9.4%	









# 

our journey to digital agriculture





## KEY POINT FOR DIGITAL AGRICULTURE



CONNECTIVITY





Present in 14 Farms

All plots connected by July 2022



# SAVINGS WITH DIGITAL AGRICULTURE QUALITY OF OPERATIONS



**Spraying** 

RPM adjustment and fuel economy

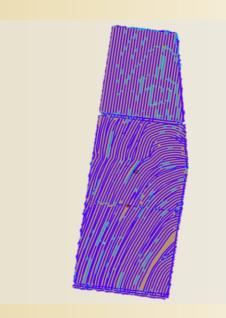
#### **BEFORE**



8 liters/ha less fuel

	Rpm			
	Inicio		Fim	
<b>2</b> .	000,00	-	2.150,00	rpm
<b>2</b> .	150,00	-	2.200,00	rpm
2.	200,00	-	2.250,00	rpm
<b>2</b> .	250,00	-	2.300,00	rpm
<u> </u>	300,00	-	2.350,00	rpm
<b>a</b> 2.	350,00	-	2.500,00	rpm

**AFTER** 



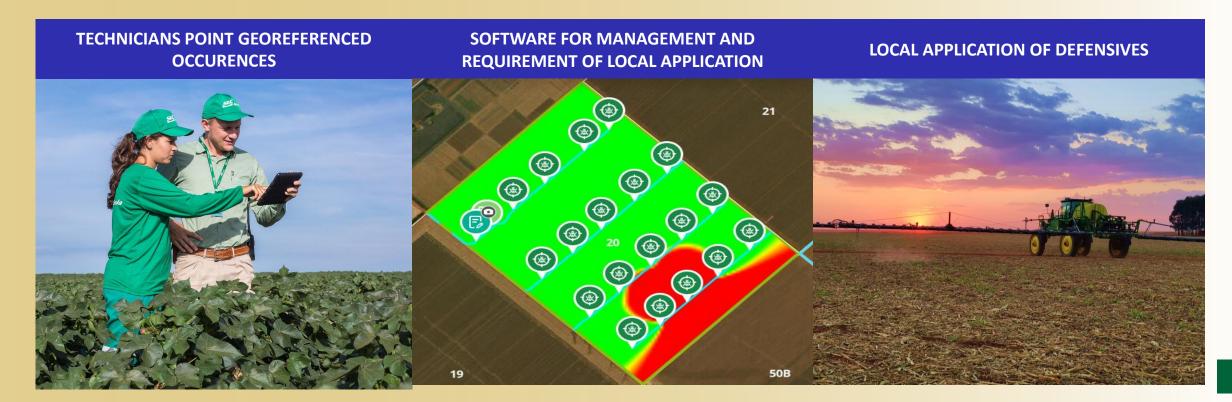


### SAVINGS WITH DIGITAL AGRICULTURE



#### **INTEGRATED & REAL TIME PEST CONTROL**

BENEFIT: Cost reduction in pesticides through early and accurate detection.





### SAVINGS WITH DIGITAL AGRICULTURE



#### **SPOT SPRAYING**

BENEFIT: Herbicide cost reduction

SENSORS IDENTIFY
WEEDS AND SPOTSPRAY HERBICIDE
"ON-THE-GO"

78 thd ha application 19/20 Crop

■85% AVERAGE
REDUCTION IN THE
VOLUME OF APPLIED
PRODUCT





### SAVINGS WITH DIGITAL AGRICULTURE

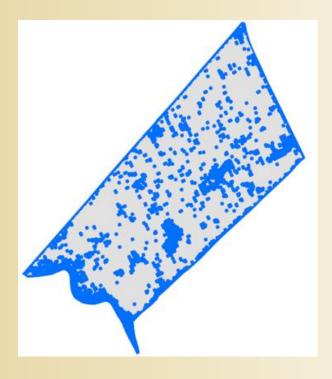


#### **REMOTE SENSING (DRONES)**

Weed infestation map



**Selective Application map** 



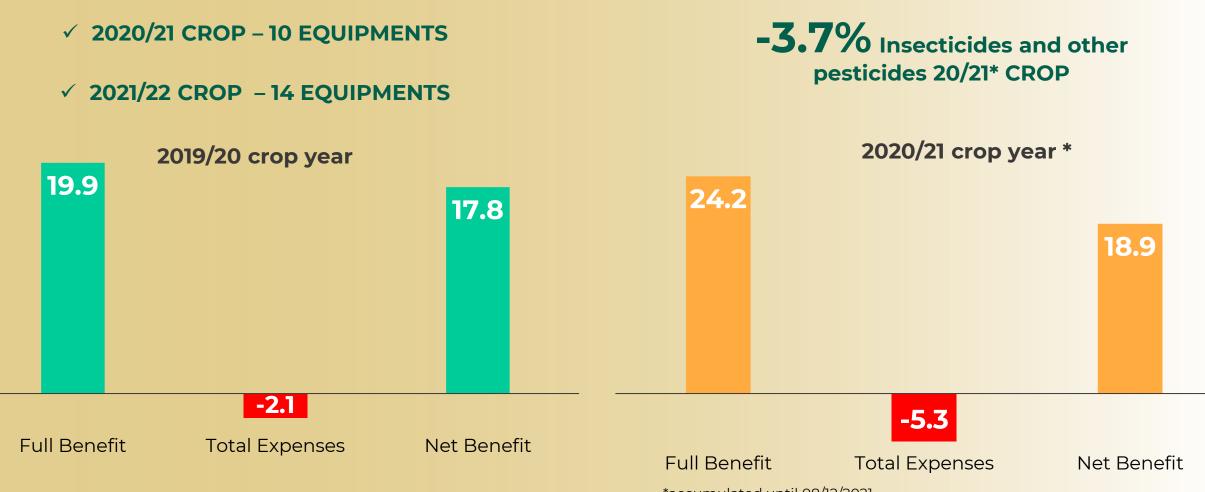
14,550 ha in 19/20 – 51.5% herbicide reduction 20/21 forecast: 49,900 ha



#### **MEASURING RESULTS**



### Consolidated result of investments in Targeted and Localized Application



\*accumulated until 08/12/2021
Protector+FarmShots+Xarvio, and Weedit&Weedseeker
Total Expenses (OPEX + Depreciation) (1)



## AGRICULTURAL PLANNING BY PRODUCTION ENVIRONMENT



#### PRODUCTION ENVIRONMENT MAP

(detailed understanding of limiting factors in each crop)





Real Yield

Soybean, bags/ha

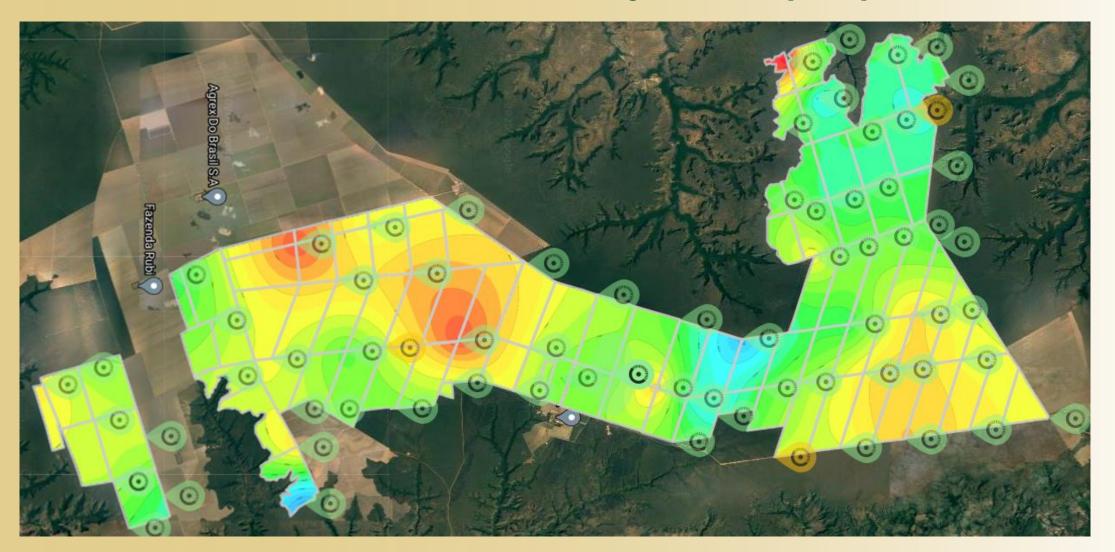
93



#### **WEATHER MANAGEMENT**



#### Parnaíba Farm – 7-day rainfall (mm)





### STARTUPS CONNECTION PROGRAM



185

2019 EDITION
10 CHALLENGES

SUBSCRIPTIONS

63

PRE-SELECTED

20

SELECTED FOR PITCH DAY

10

SELECTED FOR IMMERSION

07

**PILOTS** 

O4 SELECTED FOR ROLLOUT

172

2020 EDITION 8 CHALLENGES

SUBSCRIPTIONS

**75** 

PRE-SELECTED

26

SELECTED FOR PITCH DAY

10

SELECTED FOR IMMERSION

06

**PILOTS** 

ALREADY SELECTION OF THE PROPERTY OF THE PROPE



### INTRA-ENTREPRENEURSHIP PROGRAM





191 IDEAS
21 APPROVED FOR COLLABORATION
12 SELECTED FOR INCUBATION
10 IDEAS IMPLEMENTED
6 APPROVED ROLLOUTS

IMPROVEMENTS IN PLANTER LOADING (CO-DEVELOPMENT)



EQUIPMENT CHECKLIST APP





FIXED INVENTORY
BY RFID





**Environmental, Social** and Governance



#### SUSTAINABILITY INTEGRATED TO STRATEGY



#### Our big dream

To positively impact future generations, through global leadership in agribusiness and respect to the planet.

#### **Our values**

- Passion for what we do
- Integrity
- Lasting relationships
- Sustainable results

#### **Shared value\***



Social and Relationship



Intellectual



Financial



Manufactured



Natural



Human

#### **Our strategy**

- Grow through the asset light model
- Efficiency and distance from the average
- Financial soundness and shareholder value creation
- ESG stewardship



\*Six capitals of value creation from Integrated Reporting (IIRC) framework.



ISO 14001

Environmental Management

NBR 16001

Social Responsibility



ISO 45001

Occupational Health and Safety

ISO 9001 Quality Sustainability
Committee
(Executive Board)

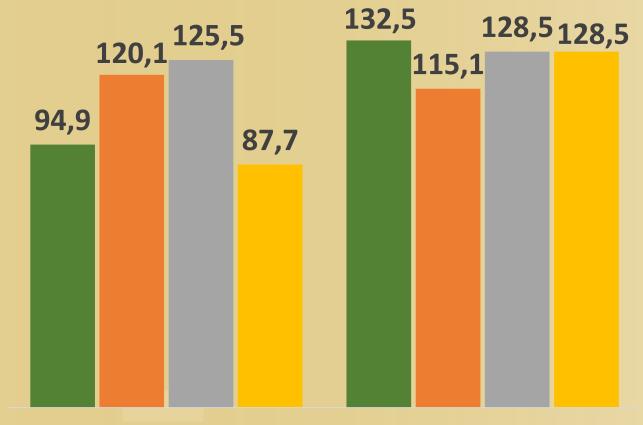
#### Sustainability Management

- Environmental
- Quality
- Projects
- Health and Safety
- Processes

08

#### PRODUCT CERTIFICATIONS

**Area Certified (thousands of hectares)** 



Cotton (ABR/BCI)

**RTRS** 

**■ 2017/2018 Crop ■ 2018/2019 Crop** 

**2019/2020 Crop 2020/2021 Crop** 



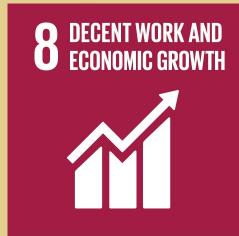




### Priority axes of action

- Climate change and soil
- Water and biodiversity
- Relationship with stakeholders

















#### More protected soils act as carbon stocks

**300 kg/hectare/year\*** of carbon can be captured additionally in the soil with no-till (compared to conventional)



90% of SLC Agrícola area is cultivated with no-till farming



+ 360,000 tCO<sub>2</sub>e is the potential for additional carbon sequestration in our soils with the adoption of this technique, the equivalent of planting

51,000 trees





The new technologies for localized application of pesticides allows a reduction of up to 90% in the consumption of these inputs

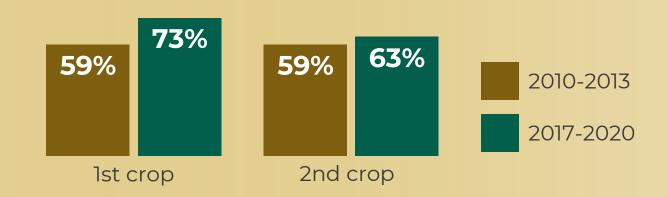


Bio-factories, already present in 11 farms, allow to gradually replace

chemical pesticides by biological ones, with a better agronomic relationship



SLC cotton areas within the optimal range of nitrogen fertilizers



Diesel consumption (liters per hectare)





#### 70%

of waste is destinated to recycling

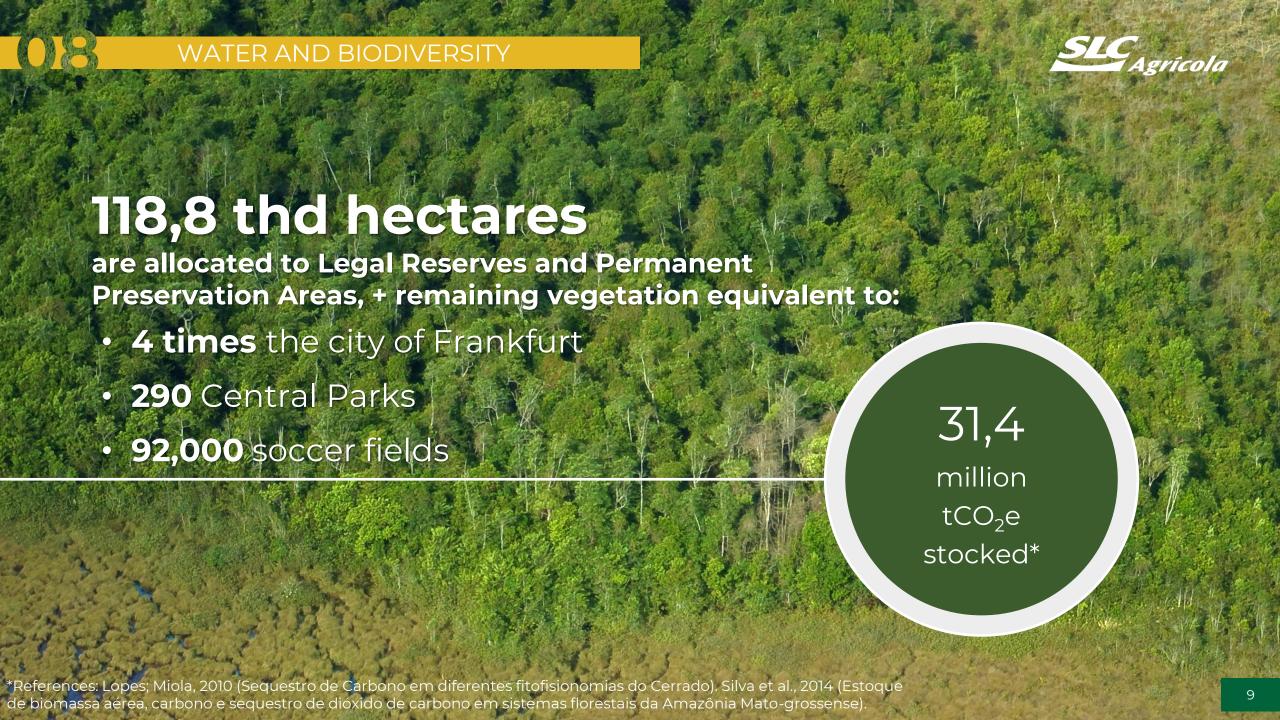
#### 100%

of effluents undergo treatment before discharge

#### 97.6%

of planted area as dryland farming (without irrigation)

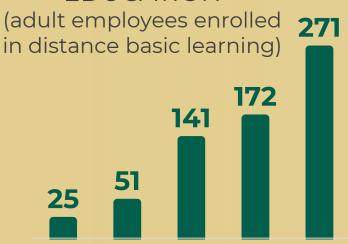




#### RELATIONSHIP WITH STAKEHOLDERS







2017 2018 2019 2020 2021\*

SAFE WORK ENVIRONMENT



2010/11 2013/14 2016/17 2019/20 2020/21









#### RELATIONSHIP WITH STAKEHOLDERS



### R\$ 1,6 million

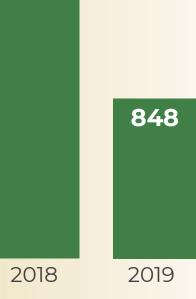
donated to hospitals and health departments in 18 cities to fight Covid-19



Social private investment (R\$ thousand)

508

2017



1,656











### Reduction of Greenhouse Gases

By 2030 - our goal is to reduce the amount of

GHG gases by **25%**, through investment in new technologies in the field and agroindustry.

End of the cycle of opening new areas for crops in Brazil

As of the 2020/21 crop, we ended the cycle of opening new areas for crops, following the global movement to combat climate change.



### DDEAN

To positively impact future generations, through global leadership in agribusiness and respect to the planet

SLC Agricola

## OUR **VALUES**

We believe that those who have **PASSION FOR WHAT THEY DO** are committed and do it with the highest quality, preserving their **INTEGRITY** through an ethical conduct, consistent and unquestionable.

These attitudes together generate **LONG LASTING RELATIONSHIP** between all the interested parties,
producing **SUSTAINABLE RESULTS** that are
economically viable, socially just and environmentally
responsible











#### Meet the team IR Contacts



**Ivo Marcon Brum**Chief Financial and Investor
Relations Officer

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#### **DISCLAIMER**

We make forward-looking statements that are risks and uncertainties. These subject to statements are based on the beliefs and assumptions of our management, and on information currently available to us. Forwardlooking statements include statements regarding our intent, belief or current expectations or that our directors or executive officer. Forward-looking statements also include information concerning our possible or assumed future results of operations, as well as statements proceeded by, followed by, or that include the words "believes", "may", "will", "continues", "expects", "anticipates", "intends", "plans", "estimates" or similar expressions. Forward-looking statements are not guarantees and assumptions because they relate to future events and therefore depend on circumstances that may or may not occur. Our future results and shareholder values may differ materially from those expressed in or suggested by these forward-

### THANK YOU!

SLC Agricola

