SLC AGRÍCOLA

2025 Integrated Report

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2025 Integrated Report

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Introduction

Ana Paula de Almeida, Helton da Silva and Telma Silva – Pampeira Farm, MT

ABOUT THIS REPORT

Each year, we publish our Integrated Report to present our operational performance and the way we conduct our business. This edition compiles information on our 26 farms and headquarters, covering the period from January 1 to December 31, 2025, as well as data related to the crop year—from September 1, 2024, to August 31, 2025—which is clearly indicated. The report is prepared with the same frequency and scope as the financial statements, ensuring consistency across disclosures. → GRI 2-2, 2-3

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards, which guide the disclosure of the economic, social, and environmental impacts of our operations, and considers the IFRS Foundation's Conceptual Framework for Integrated Reporting to demonstrate how we create value in the short, medium, and long term, taking into account our relationships with employees, suppliers, customers, communities, investors, and other stakeholders. It also includes indicators from the Sustainability Accounting Standards Board (SASB) specific to the agricultural products industry, follows the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), and, for the first time, adopts the guidelines of the Task Force on Nature-related Financial Disclosures (TNFD), which focus on the management and transparency of nature-related impacts, risks, and opportunities. In addition, this report serves as our Global Compact Communication on Progress (CoP), outlining our progress in implementing the Ten Principles and our contributions to the Sustainable Development Goals (SDGs) across our activities and value chain.

The information presented herein was collected by various departments within the company, reviewed by our leadership, approved by the ESG Committee, and audited and externally verified by an independent third party. The limited assurance letter assurance letter is available on page 136 of this report. → GRI 2-5, 2-14

Aerial view of the Planorte Farm, MT

Questions and comments about this publication are always welcome and can be e-mailed to: → GRI 2-3

sustentabilidade.slc@slcagricola.com.br

MATERIAL **TOPICS** → GRI 2-29, 3-1

We periodically review our materiality matrix to ensure that it reflects the perspectives of our stakeholders and is aligned with our business vision. This process is conducted whenever we identify significant changes in our operating environment or business model, ensuring our priorities remain current. The most recent review was carried out in 2021 and included an analysis of internal and external documents, stakeholder mapping, and active engagement with our leadership.

Throughout this study, we performed 23 in-depth interviews and administered online surveys with shareholders, investors, regulatory agencies, customers, government officials, capital market participants, employees, suppliers, and partners. As a result, we identified ten key areas where the primary impacts of our activities are concentrated. These topics were mapped to the 17 Sustainable Development Goals (SDGs) and underpin the indicators presented in this report. The entire process was reviewed and approved by the ESG Committee, which advises the Board of Directors and serves as the primary body for environmental, social, and governance issues. By the end of 2025, a new review process was underway, scheduled for completion in 2026, and its results will be reflected in the next reporting cycle. → GRI 2-14

OUR MATERIAL TOPICS[1]

→ GRI 3-2

Environmental

- Climate change
- Environmental management system

Social

- Socioeconomic impacts
- People development
- Diversity and inclusion
- Health and safety

Governance

- Product certifications and traceability
- Ethics and compliance
- Innovation and productivity
- Risk management

[1] *No changes have been made to the list of material topics since the previous integrated report.*

Vision of Leadership

Eliabes Ferreira, Carlos Deves, and Jose Raimundo da Silva – Pamplona Farm, GO

MESSAGE FROM THE BOARD OF DIRECTORS

→ GRI 2-22

In 2025, SLC Agrícola delivered consistent performance, reflecting a mature operation supported by strategic decisions made over the past few years. In a commodities cycle marked by increased pressure on margins, the results achieved reflect the company's rigorous management, cost control, and focus on productivity—its key strengths.

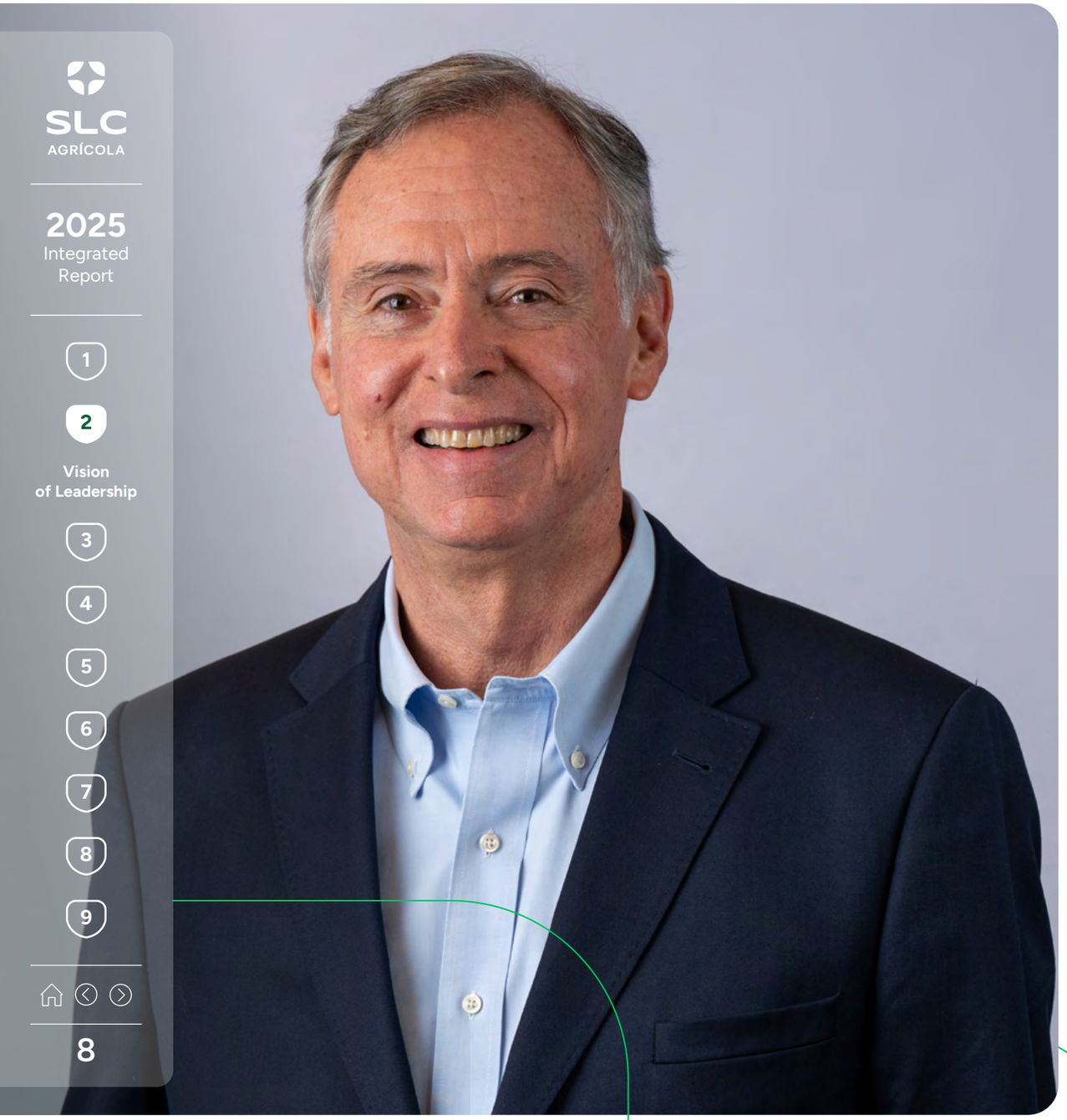
Our growth model remains disciplined, based on the responsible expansion of our operations, the efficient use of assets, and geographic diversification as a means of mitigating risks. In 2025, we expanded our cultivated area and integrated new operations, always striving to standardize processes, quickly integrate teams into our management model, and achieve operational gains. Based on the developments throughout the year, we project that the planted area for the 2025/26 crop year will reach 837,200 hectares, an increase driven by consistent planning that prioritizes return on capital, efficiency, and long-term resilience.

The evolution of our irrigation strategy was also a highlight in 2025. We have completed the third phase of the project at the Piratini Farm, BA, and established an irrigation association with capital contributions from financial partners. By combining our land holdings, operational expertise, and management capabilities, we have made it possible to expand the irrigated area at the Piratini and Paladino farms, in Bahia, with the target of reaching a total of 53,000 hectares in the coming years. Irrigation is now one of the cornerstones of our long-term strategy, as we have identified that a significant portion of climate risk is concentrated in regions such as western Bahia, and expanding the irrigated area appears to be the most effective way to mitigate this challenge.

On the environmental front, we continue to make firm, consistent decisions that are in line with our long-term commitments. The Zero Deforestation Policy is a non-negotiable pillar of our operations, and in

THE RESULTS ACHIEVED IN 2025 REFLECT THE COMPANY'S DISCIPLINED MANAGEMENT, RIGOROUS COST CONTROL, AND STRONG FOCUS ON PRODUCTIVITY—ITS CORE STRENGTHS.

Irrigation at the Pamplona Farm,GO



2025, we once again demonstrated that this commitment goes beyond an institutional stance, concretely guiding our decisions, including in acquisition and expansion processes. In our fields, our growth is driven by productivity gains and the intensive use of technology. The preservation of more than 130,000 hectares of native vegetation by the company supports this claim.

With more than 6,700 employees, SLC Agrícola's success is driven by its people. Caring for the people who make the company thrive, with a special focus on fostering professional development, is at the heart of our social initiatives. Our training ecosystem includes programs designed for professionals at different stages of their careers, combining tailored solutions with strategic initiatives for internal leadership development, such as the Leadership Academy and the Junior Production Coordinator Program.

Continuing our focus on social responsibility, we are pleased with the progress made toward fostering a more inclusive work environment, particularly in field operations. The growing presence of women, young professionals, and emerging leaders on farms reflects a culture that values competence, performance, and continuous development. We ended 2025 with 72 women in leadership positions, a 7% increase from 2024.

Innovation remains a key competitive advantage for the company. Guided by *Horizonte SLC* (SLC Horizon), we remain committed to testing, learning, and scaling solutions that generate tangible productivity gains, reduce costs, and improve the use of natural resources. Ideas & Results, our intrapreneurship program, strengthens the organizational culture around this theme. Since its inception, the initiative has engaged more than 23,000 people, with 66% of the tested solutions being implemented in operations.

Closing out 2025 with strong results and achievements across key business areas—including expansion, irrigation, innovation, and sustainability—reinforces our conviction that we are building a more resilient and future-ready SLC Agrícola. This is made possible by the trust of our shareholders, investors, and customers; the relationships we cultivate across the value chain; and the dedication of our employees, who demonstrate their commitment to our Big Dream in everything they do.

Jorge Luiz Logemann
Vice President of the Board of Directors and Coordinator of the ESG Committee at SLC Agrícola

MESSAGE FROM THE EXECUTIVE MANAGEMENT

→ GRI 2-22

The 2024/25 crop year has reinforced our confidence in our delivery capabilities and the excellence of our operations. Even during a period marked by market challenges and macroeconomic impacts, SLC Agrícola posted solid operating and financial results, driven primarily by strong productivity in the field, strict cost control, and the growth strategy we continue to pursue.

In agriculture, we achieved strong results across our major crops. Soybean and cotton yields were in line with projections—66 bags per hectare and 128 arrobas of fiber per hectare, respectively—while corn reached a record yield of 138 bags per hectare. This scenario underscores the importance of diversifying production: by considering factors such as weather conditions and market trends throughout the crop year, growing different crops helps mitigate risks and provides greater stability to operational performance.

These results are made possible through the integrated use of the company's natural, manufactured, intellectual, and human capital. At our facilities, connectivity, telemetry, and monitoring systems provide agronomists with a wide range of real-time data, enhancing the efficiency and accuracy of decision-making. In addition to these initiatives, we offer employee development programs that promote knowledge sharing and build teams equipped to operate effectively and continuously adapt to new technologies.

From a financial perspective, we are operating in a macroeconomic environment that has put pressure on profit margins—a common feature of agribusiness cycles. Cost control, effective procurement planning, operational efficiency, and the use of financial hedging instruments—particularly against exchange rate fluctuations—were key to maintaining margins and ensuring cash flow in a more volatile environment. In 2025, despite the challenges, the company reported net income of BRL 565 million and adjusted EBITDA of BRL 2.66 billion.

The year was also marked by geographic expansion. We expanded our planted area by approximately 100,000 hectares, made significant acquisitions, and made progress on key infrastructure projects.

This trend has driven an increase in debt, which we are addressing with full transparency and responsibility.

Our track record reflects a disciplined approach: we grow more cautiously when asset prices are high and margins are strong, and accelerate when more balanced opportunities arise, as in the current cycle. The current debt is directly linked to the company's expansion and is part of a planned strategy for generating long-term value.

In this context, the partnership with funds managed by BTG represents a very significant step. The transaction raised

Cotton crop

BRL 1.033 billion, which will enable us to accelerate the irrigation program while improving our financial metrics over time. By combining our land assets with capital from partners, we unlock the value of those assets and reduce financial and climate risks.

On the environmental agenda, we are continuing our climate efforts by improving our emissions tracking and developing action plans. In 2025, we identified four of our 26 farms as having net negative carbon emissions, reinforcing our confidence in achieving our 2030 target. Our efforts to implement our decarbonization plan, our ongoing progress in regenerative agriculture practices, and our Zero Deforestation Policy are steering the company toward a low-carbon economy while promoting best practices in the agricultural sector.

In the social sphere, we strive to have a positive impact both at our facilities and in the surrounding communities. Internally, support for the Youth and Adult Education (EJA) program has historically been a source of pride for SLC Agrícola, as it enables employees at our farms to complete their elementary and high school education. In local communities, we build partnerships and develop projects through the SLC Institute. Among these initiatives, the Sowing Sustainability program is part of our strategic targets and currently reaches eight municipalities in the regions where we operate, providing environmental education to elementary school students in public schools.

We are ending the year aware of the challenges ahead, but confident about the future. We are beginning to see signs that commodity prices may be approaching a bottom, with adjustments in global supply supporting a more favorable medium-term outlook. With a diversified portfolio, investments in irrigation, technology, and people. With disciplined financial management, we remain prepared to navigate the industry's cycles, seize opportunities, and generate value consistently and responsibly.

Aurélio Pavinato
CEO of SLC Agrícola

IN 2025, WE IDENTIFIED 4 OF OUR 26 FARMS AS HAVING NEGATIVE CARBON EMISSIONS, REINFORCING OUR CONFIDENCE IN ACHIEVING OUR 2030 TARGET

Highlights of the Year and the Crop Year

- Key indicators
- Major awards and recognitions

Adriano Voss - Planorte Farm, MT

KEY INDICATORS

→ GRI 2-6; SASB FB-AG-000.A, FB-AG-000.B, FB-AG-000.C

Financial (in BRL thousand)

Net Revenue
8,553,147
6,915,764

Gross Income
2,928,929
2,307,726

Consolidated Net Income for the Period
565,213
481,723

Net Margin
6.6% | 7.0%

Adjusted EBITDA
2,664,715
2,036,617

Adjusted EBITDA Margin
31.2% | 29.4%

Adjusted Free Cash Flow
(929,414)
34,298

● 2025
● 2024

Operational

Planted area (ha)
735,906
661,342

Cotton lint (1st crop) (ha)
95,460
106,698

Cotton lint (2nd crop) (ha)
83,343
82,036

Soybeans (Commercial + Soy Seed) (ha)
377,531
320,009

Corn (2nd crop) (ha)
122,748
95,167

Other crops (ha)
56,824
57,432

Crop-Livestock Integration (CLI) (ha)
5,594
4,473

● 2024/25 crop year
● 2023/24 crop year

Operations – Productivity

Cotton lint (1st crop) (kg/ha)
1,841 | 1,995

Cotton lint (2nd crop) (kg/ha)
2,011 | 1,827

Soybeans (Commercial + Soy Seed) (kg/ha)
3,961 | 3,264

Corn 2nd crop (kg/ha)
8,304 | 7,093

● 2024/25 crop year
● 2023/24 crop year

Operating – Cost of production

Cotton lint (1st crop) (BRL/ha)
14,187 | 13,967

Cotton lint (2nd crop) (BRL/ha)
13,167 | 12,443

Soybeans (Commercial + Soy Seed) (BRL/ha)
4,709 | 5,349

Corn (BRL/ha)
4,316 | 4,495

● 2024/25 crop year
● 2023/24 crop year

Social and environmental

Total employees (No.)
6,729 | 6,065

Men
5,755 | 5,251

Women
974 | 814

Women leaders
72 (14.7%) | 67 (15.1%)

Employees who completed elementary and high school through company-sponsored programs
197 | 118

Training hours per employee
48 | 51

Spending on suppliers (BRL billion)
5.3 | 4.4

Expenditures on local suppliers (%)
60% | 61%

Private social investment (BRL)
2,762,955
2,657,259

Tax-deductible social investment (BRL)
1,953,225
357,695

Habitats protected or restored (ha)
131,923
111,759

Voluntary preservation (ha)
19,629
12,531

Legally required preservation (ha)
112,294
99,228

Energy intensity (GJ/t)
1.05 | 1.21

Emissions intensity (tCO_2/t of product)
0.123 | 0.180

Total biogenic removals (tCO_2e)
544,102 | 552,860

Farms certified under the Integrated Management System (ISO 14001, ISO 45001, and ISO 16001) (%)
69% (18/26) | 78% (18/23)

Farms certified under the regenagri standard
10 | 6

Farms with a Circular Economy Program in place
35% (9/26) | 30% (7/23)

CDP Forests and Water Security
A LIST | A-

● 2025
● 2024

MAJOR AWARDS AND RECOGNITIONS

GPTW Agro

This recognition, awarded by Great Place to Work (GPTW), ranks us among the top agribusiness companies to work for in Brazil. The result reflects consistent people management practices, a positive work environment, and a commitment to professional development.

GPTW Rio Grande do Sul

Regional certification, also awarded by GPTW, that highlights our excellent work environment in the state, based on employee feedback.

Best in ESG

An award organized by *Exame* magazine that recognizes companies with outstanding performance across environmental, social, and governance (ESG) criteria. This recognition underscores the integration of the ESG agenda into our business strategy.

Best in Agribusiness

A *Globo Rural* magazine initiative that highlights leading companies in the agricultural sector. The award recognizes our contribution to the sustainable development of Brazil's agribusiness sector.

Álvaro Dilli (Director of HR and Sustainability) and Márcio Silveira (Regional Director) receiving the 2025 Best in Agribusiness Award

Sustainable Farm Award

Also awarded by *Globo Rural,* this recognition highlights our Pamplona Farm (GO) as one of the leading properties distinguished for its adoption of sustainable practices, production efficiency, and social and environmental responsibility in the agricultural sector.

Profile and Activities

_ About Us

_ Strategic Planning

_ Business Model

_ ESG Agenda

Beatriz Ramos – Pamplona Farm (GO)

ABOUT US

→ GRI 2-1

We are SLC Agrícola S.A., a Brazilian company headquartered in Porto Alegre, RS, founded in 1977 by the SLC Group. Throughout our history, we have established ourselves as one of Brazil's leading producers of cotton, corn, and soybeans, combining scale, efficiency, and professional management in the field. We also engage in cattle fattening and, under the SLC Sementes brand, market soybean, cotton, and *brachiaria* seeds.

We were pioneers in accessing the capital markets, becoming one of the first Brazilian agribusiness companies to have shares traded on the Brazilian stock exchange, B3 S.A. – Brasil, Bolsa, Balcão). This step has strengthened our commitment to transparency, sound governance, and responsible engagement with our stakeholders.

INTEGRITY

LASTING
RELATIONSHIPS

PASSION
FOR WHAT YOU DO

SUSTAINABLE
RESULTS

BIG DREAM

To have a positive impact on future generations by being a global leader in agricultural efficiency and respect for the planet.

OUR VALUES

Integrity, guided by ethical, consistent, and unquestionable conduct, combined with a Passion for what we do and a commitment to top quality, fosters Lasting and Respectful Relationships among all stakeholders, producing sustainable Results—economically viable, socially just, and environmentally responsible.

GUIDED BY A LONG-TERM VISION, WE CONTINUE TO EVOLVE, CONTRIBUTING TO THE STRENGTHENING OF BRAZIL'S AGRIBUSINESS SECTOR AND ADVANCING INCREASINGLY SUSTAINABLE AND REGENERATIVE AGRICULTURE, PREPARED TO MEET THE CHALLENGES OF TODAY AND TOMORROW

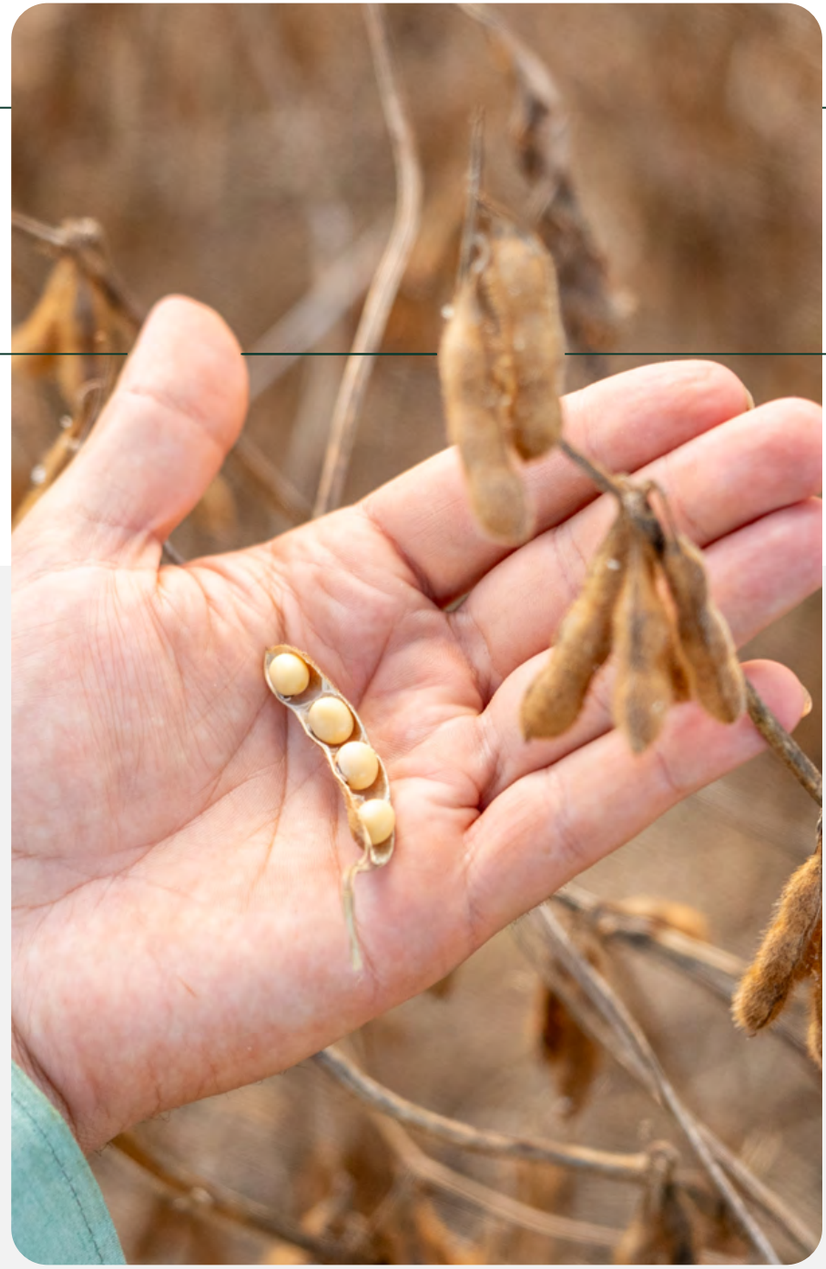
OUR BUSINESS

→ GRI 2-6

Our agricultural production involves the cultivation of cotton, soybeans, and corn on farms that are entirely under our control, ensuring full compliance with our Zero Deforestation Policy **(read more on page 21)**, developed with a focus on regenerative practices. Our operations also include livestock farming, as well as the SLC Sementes brand, which specializes in the production and commercialization of crop varieties.

100%

of our commodities are cultivated exclusively on land cleared before August 2021—there has been no deforestation associated with our operations since that date



Stages of grain and fiber production

Supplies

Suppliers of fertilizers, pesticides, machinery, seeds, livestock, and services, among others

Own operations

Planting, cultivation, and harvesting of cotton, soybeans, and corn, as well as cattle fattening

Planting, cultivation, and harvesting cotton, soybean, and *brachiaria* seeds

(about 70%)

Costumers

Our customers purchase cotton, soybeans, corn, and seeds produced exclusively in areas free from deforestation after August 2021

Cotton

Our cotton is processed at units located on our farms. At these facilities, the lint undergoes sorting and storage processes supported by high-precision equipment capable of assessing characteristics such as fiber length, uniformity, strength, fineness, and the proportion of short fibers. After processing, the cotton is shipped to domestic and international markets, where it is spun into yarn used to manufacture products such as clothing, sheets, and towels. The pits and hulls, byproducts of this process, are used to produce oil and animal feed.

Corn

The corn grown on our farms is used for a variety of purposes. It is used in human food and plays an essential role in the nutrition of poultry, pigs, and cattle, as well as serving as an important feedstock for ethanol production. In the field, it supports crop rotation, enhances soil cover, facilitates nutrient cycling, and increases organic matter content, thereby improving the quality and resilience of productive areas.

Soy

Soybeans play a central role in our agricultural system. In addition to being the primary source of protein in animal feed, it is also widely used in the production of vegetable oil, which is used both by the food industry and in the manufacture of biofuels, particularly biodiesel. These diverse uses position soybeans as a strategic input for food security, the energy transition, and the strengthening of low-carbon supply chains. In cultivation, this crop is indispensable for productive balance, as it enables practices such as no-till planting in residue and biological nitrogen fixation, which benefit soil fertility.

95%

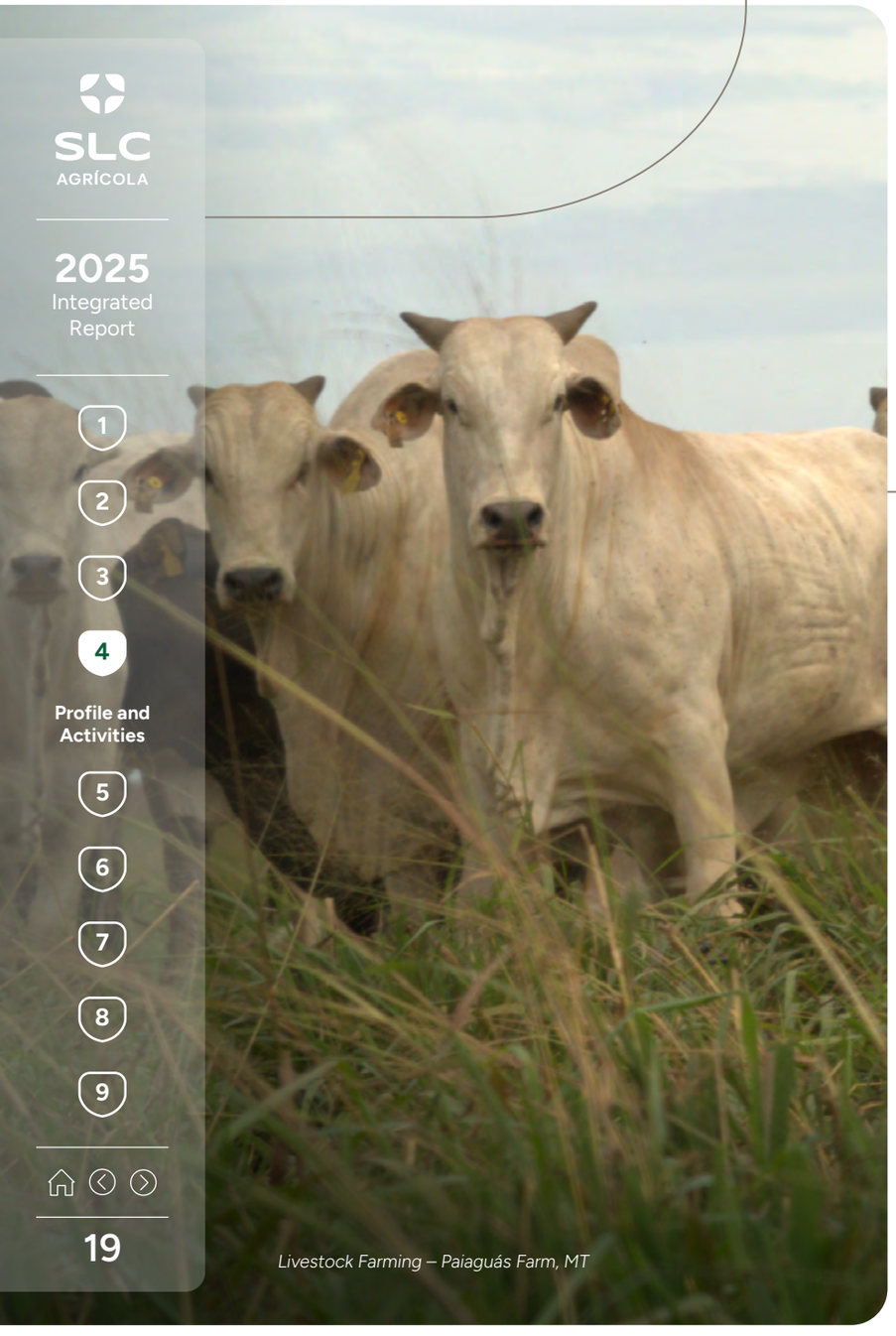
of the eligible farms (20 of 21) are BCI/ABR certified

80%

of eligible farms (16 of 20) are RTRS-certified for soybeans and corn

90%

of the eligible farms (18 of 20) are RTRS-certified for soybeans and corn



Livestock Farming – Paiaguás Farm, MT

5,594

hectares devoted to Crop-Livestock Integration

33%

increase in the CLI area compared to the previous crop year

Livestock farming

In livestock farming, we have developed projects across seven farms in the states of Mato Grosso and Mato Grosso do Sul. Cattle are sold exclusively to meatpacking plants that have been previously registered and approved pursuant to safety and legal compliance criteria at all levels.

We conduct our livestock operations using complementary production systems that combine efficiency with sustainable land use, including Crop-Livestock Integration (CLI), Intensive Pasture Finishing (IPF), and feedlot operations. CLI combines annual crops and pastures on the same land, contributing to the soil's physical, chemical, and biological balance, the recovery of less productive areas, and the reuse of agricultural residues in animal feed, such as the remaining forage from corn. In 2025, this system covered 5,594 hectares (a 33% increase from 2024) and supported 13,854 animals. IPF, on the other hand, implemented across 5,298 hectares of permanent pasture, sustained a herd of 38,365 head on high-quality pastures that were carefully managed and supplemented, promoting faster weight gain and reducing the time required to reach the ideal market weight. Feedlot operations, in turn, were responsible for fattening 25,118 animals, enabling greater nutritional and operational control, as well as more predictable production. In total, 63,480 units were sold during the period, reflecting a production model that combines efficiency, sustainability, and alignment with market demands.

Our commitment to animal welfare guides every stage of our livestock operations, from purchasing to handling, transportation, and sale. Cattle are maintained in appropriate environments with continuous access to water and a balanced diet, and are handled by trained staff to prevent any form of suffering. We do not use growth-promoting substances, such as hormones, and we require the same standards from our suppliers, who undergo a rigorous approval and due diligence process (read more on page 69). Animal transport complies with strict safety, traceability, and legal requirements, and each shipment is accompanied by an Animal Transit Guide (GTA), issued by the Ministry of Agriculture and Livestock, which details the origin, destination, health status, and purpose of the transport.

SLC Sementes

SLC Sementes is supported by our research areas, which are responsible for evaluating and selecting cultivars based on criteria such as yield potential, maturity cycle, agronomic traits, and available biotechnologies. This process is enhanced by digital seed analysis supported by automation and artificial intelligence, including image-based field scanning, which replaces manual steps and improves the accuracy of assessments. We aim to provide Brazilian farmers with high-yielding varieties, along with the knowledge we have accumulated over decades of agricultural experience.

Two tools underpin this commitment to quality: the *SLC Sementes Garante* program and the Quality Index (IQ). The former guarantees a minimum germination rate of 90% and delivery within the agreed timeframe, creating optimal conditions for crop establishment. IQ, on the other hand, evaluates more than 85 parameters throughout the process, from pre-harvest to shipment, ensuring product reliability.

In 2025, SLC Sementes reported sales growth and expanded its market share, driven by product quality, brand strengthening, and greater integration between its production and sales divisions.

Pamplona Farm, GO

One highlight was the expansion of domestic supply, which now meets approximately 70% of the demand for soybean seeds and virtually all cotton seeds used on our farms, contributing to operational efficiency and alignment between agricultural planning and our portfolio.

Read more

See our product sales performance on page 51 of this report

Production by principal crop, in tons

→ SASB FB-AG-000.A

Cotton lint (1st and 2nd crops)

2023	2024	2025
239,303	364,238	369,328

Cottonseed (kernel + seed)

2023	2024	2025
346,374	414,413	414,257

Soybeans (commercial + seed)

2023	2024	2025
1,309,363	987,505	1,445,837

Corn (2nd crop)

2023	2024	2025
1,071,551	658,470	1,211,592

Cattle herd (No. of head)

2023	2024	2025
30,295	42,621	63,480

WHERE WE ARE

→ GRI 2-1, SASB FB-AG-000.C

We operate 26 production facilities across the states of Bahia, Mato Grosso, Mato Grosso do Sul, Maranhão, Pará, Piauí, Goiás, and Minas Gerais, most of which are located within the Cerrado biome. Committed to conservation, we do not support the conversion of areas with native vegetation for agricultural or livestock activities, in line with our Zero Deforestation Policy, revised in 2025 and **available here**. We protect 131,900 hectares on our properties, equivalent to 36.7% of our total owned area—a percentage higher than the minimum required by the Forest Code. In addition, we do not conduct operations that overlap with Indigenous territories, and, through the SLC Institute, we map communities near our facilities to support engagement and the development of socio-environmental programs. → GRI 304-1, 13.13.2, 13.13.3

36.7%

of the entire area is dedicated to the preservation of native vegetation

GET TO KNOW OUR ZERO DEFORESTATION POLICY

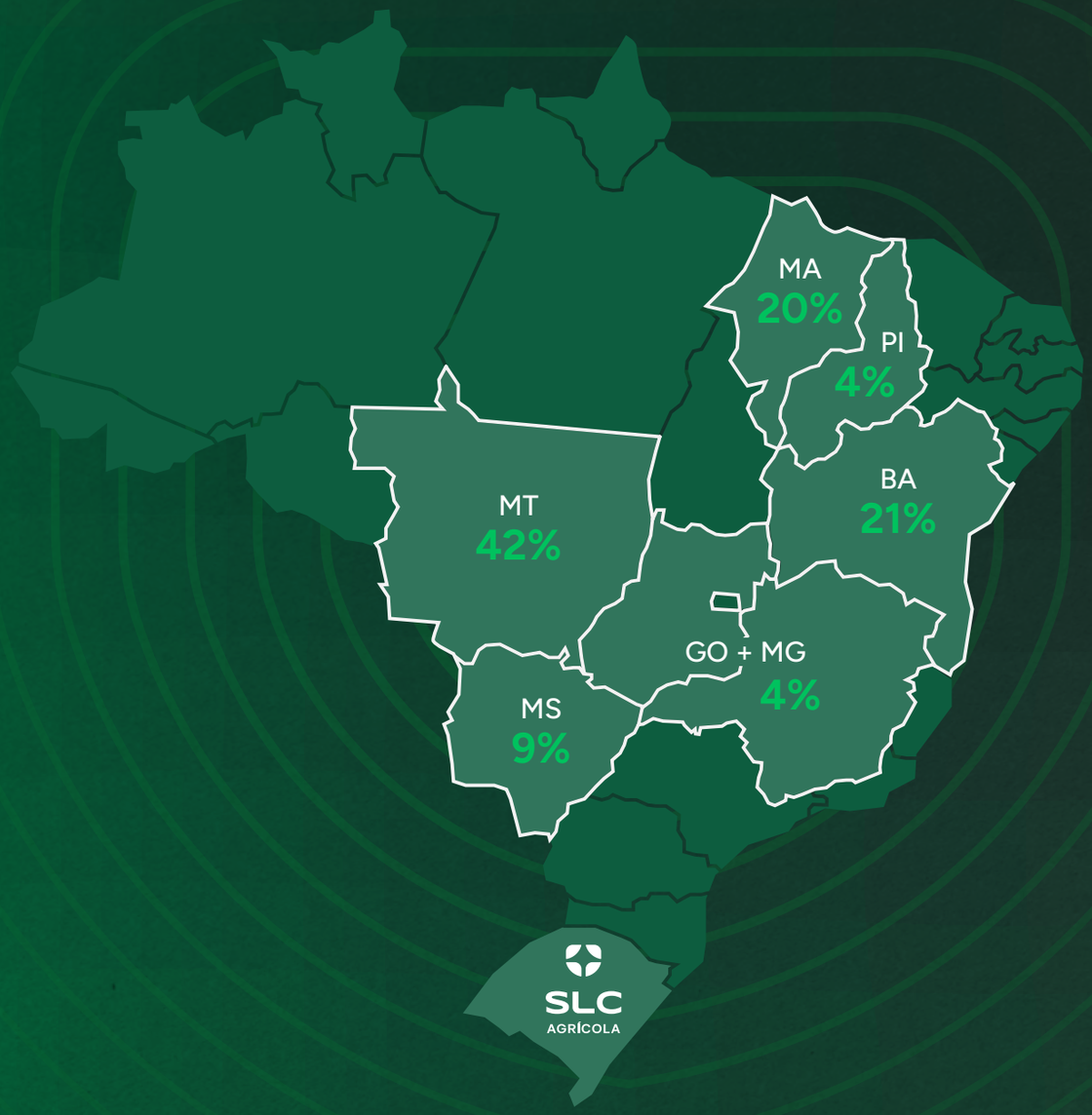
→ GRI 101-1, 13.4.3, 13.4.4

In 2021, we implemented our Zero Deforestation Policy to ensure the conservation of the ecosystems where we operate. Our commitment is clear: we do not purchase, lease, or operate on properties where native vegetation has been cleared after August 2021, even if such clearing was carried out by third parties or complies with applicable legislation. We also do not clear native vegetation in areas where we would have legal authority to do so.

Our operations expand through productivity gains and the optimization of existing areas, guided by technical planning and continuous monitoring via satellite imagery. By adhering to this policy, we ensure our contribution to the preservation of biodiversity, the protection of natural resources, and the maintenance of ecosystem services, reaffirming our commitment to responsible production and a long-term vision for Brazilian agribusiness.

Conservation area – Paiaguás Farm, MT

Location of production units and headquarters



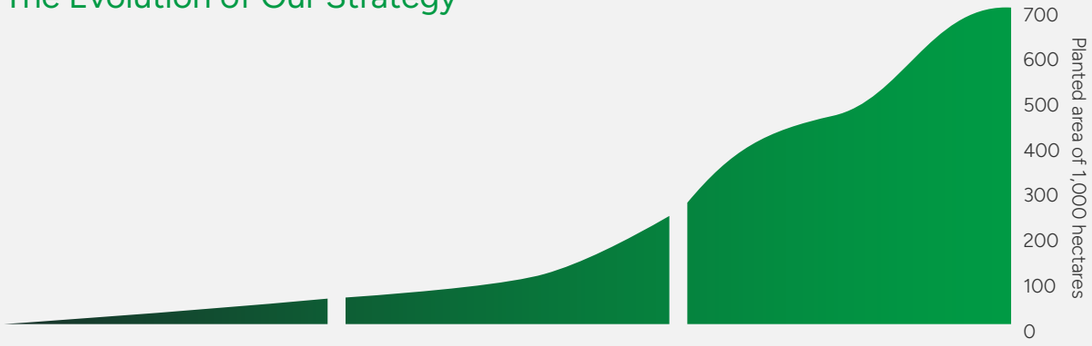
Location	Property	Planted area – 2024/25 crop year (ha)
Mato Grosso	1) Pioneira	65,199
	2) Perdizes	31,016
	3) Paiaguás	63,165
	4) Planorte	30,366
	5) Próspera	30,363
	6) Preciosa	23,084
	7) Piracema	17,636
	8) Pampeira	32,174
	9) Pirapora	17,401
Mato Grosso do Sul	10) Pantanal	43,457
	11) Planalto	21,954
Maranhão	12) Parnaíba	51,562
	13) Palmeira	31,295
	14) Planeste	62,334
Piauí	15) Parnaguá	25,606
	16) Paineira	7,255
Bahia	17) Parceiro	17,567
	18) Palmares	28,975
	19) Paladin	26,145
	20) Piratini	20,160
	21) Panorama	18,093
	22) Paysandu	41,488
Goiás and Minas Gerais	23) Pamplona	29,610
Total planted area		**735,906**

Source: SitLav, March 9

STRATEGIC PLANNING

Since our inception, we have pursued a growth strategy focused on seizing opportunities, responsibly expanding cultivated areas, and continuously integrating technology to enhance productivity. This vision has taken shape over time through a structured approach, which has evolved in different stages and underpins our current position.

The Evolution of Our Strategy



First phase (1977–2007)	Second phase (2007–2015)	Third phase (since 2016)
Expansion in the Brazilian Cerrado on 100% company-owned land and the development of a replicable production model	Going public, expanding cultivated acreage through leases and joint ventures, and product certification	Focus on return on assets (primarily asset-light), financial strength, high efficiency, and leadership in ESG

Ingrid Soares – Pamplona Farm, GO

Frequency and scope

Our strategic planning is reviewed annually through structured cycles of presentations and workshops, during which we analyze scenarios, identify risks, and evaluate opportunities. We use the PESTEL framework to assess political, economic, social, technological, environmental, and legal factors that may impact our business, evaluating them based on their likelihood and timeframe of impact.

Agricultural planning, on the other hand, is based on analyses of current and future scenarios in the commodities market, both in Brazil and abroad. We determine the crops, operations, inputs, and machinery on an annual basis, in a process that takes place mainly between January and March. The process spans every stage of the production cycle, from soil preparation to harvest, and is tailored to the climatic conditions of each region.

837,000

hectares of projected planted area for the 2025/26 crop year

Expansion of the planted area

→ GRI 2-6

In 2025, we advanced acquisitions that expanded our operational base and strengthened our presence in key regions, notably the acquisition of Sierentz Agro, the lands of Paladino Farm in Bahia, previously leased areas in Minas Gerais that are part of Pamplona Farm, and Mitsui's stake in SLC Mit.

Another major milestone was the announcement of a partnership with Private Equity Funds (FIPs) managed by BTG Pactual, supported by an investment of BRL 1.033 billion and aimed at accelerating irrigation projects at the Piratini and Paladino farms in Bahia. This initiative will enable the development of approximately 21,000 irrigated hectares over the next few years, increasing productivity and ensuring water security for these operations. At the same time, the transaction is structured as a real estate development that unlocks the value of the assets, reduces capital tied up in land, and strengthens our asset-light model.

Soybean harvest at the Planorte Farm, MT

THESE MOVES STRENGTHEN OUR PRODUCTION CAPACITY AND EXPAND OUR PORTFOLIO OF ASSETS WITH THE POTENTIAL TO GENERATE SUSTAINABLE VALUE OVER THE LONG TERM

BUSINESS MODEL

Key inputs

Natural capital
- 96.6% of rainfed crops
- Geographic distribution across 26 farms in 8 Brazilian states
- Regenerative farming practices
- Zero Deforestation Policy
- 100% own agricultural production
- 79,519 ML of water consumed

Manufactured capital
- 26 farms
- 736,000 hectares of planted area in the 2024/25 season
- 1,651 hectares dedicated to research and development activities
- 100% mechanized agricultural operations

Human, social, and relational capital
- Education incentive programs
- 14% of women in the workforce
- 43% of Black people in leadership positions
- BRL 3.2 billion in local purchases (60% of the total)

Financial capital
- BRL 1.74 billion in capex
- BRL 13.4 billion in land assets
- BRL 21.3 billion in total assets
- Financing through financial institutions such as FINEP and BNDES

Intellectual capital
- Farms with 4G connectivity
- BRL 12.1 million invested in digital agriculture
- Agricultural Intelligence Center (CIA)
- Mechanical Operations Center (COM)
- A culture of innovation and continuous improvement—Horizonte SLC

Governance

Novo Mercado
Statutory Audit Committee (SAC)
ESG Committee
People Committee
Risk Committee
Integrity Program

Learn more on page 30

Innovation – Horizonte SLC

SLC Ventures, AgroX, Ideas & Results

Learn more on page 47

Key drivers of value creation across the short, medium, and long term

Agricultural planning and digital agriculture help boost productivity in the field

Best practices in farming and investments in research reduce our carbon footprint

Optimization of natural resource consumption and investments in environmental conservation for businesses

An inclusive and motivating work environment fosters a sense of pride in belonging and supports employee development

Social investment focused on education creates new opportunities and transforms people's lives

Strategy

Our Big Dream and Our Values
Distance from the mean

Learn more on page 23

Certifications

Integrated Management System RTRS, regenagri, ABR/BCI

Learn more on page 44

Shared value

Natural capital
- 131,900 hectares of preserved areas
- Potential for carbon removal and sequestration in soil
- 100% of electricity purchases sourced from renewable energy sources
- 98% of waste is recycled
- 17.7% of pest-control measures employed biological agents

Manufactured capital
- Machinery equipped with technology to reduce fuel consumption
- Production of biofertilizers from waste
- Production of 1.47 million tons of soybeans, 369,300 tons of cotton lint and 1.2 million tons of corn

Human capital
- An average of 48.3 hours of training per employee
- More than BRL 2.4 million invested in training and development throughout the year
- 6,341 people reached by the Security Dialogues
- 6 farms with zero accidents

Social and relationship capital
- BRL 4.7 million earmarked to social projects through the SLC Institute, which has already helped more than 30,000 people
- ESG training for the supply chain

Financial capital
- BRL 8.55 billion in Net Revenue
- BRL 565.2 million in Net Income
- Savings of BRL 58.2 million through digital agriculture
- Strong track record of dividend payments

Intellectual capital
- 11 proof-of-concept tests using new technologies have been conducted
- SLC Ventures Investments in new businesses

ESG **AGENDA**

We view environmental, social, and governance issues as strategic drivers of business continuity, long-term value creation, and our contribution to the sustainable development of society. This agenda is managed under robust governance standards, with coordinated efforts among the Board of Directors, the ESG Committee, Executive Management, and technical areas, ensuring that sustainability is not treated as an isolated issue but is fully integrated into decision-making and business strategy.

The foundation of our efforts is our Sustainability Policy (available here), revised in 2025 and approved by the ESG Committee—an advisory body to the Board of Directors—and by Executive Management. The document sets forth the principles, commitments, and guidelines that govern our operations towards environmetal protection. It also supports our efforts in climate change mitigation and adaptation, responsible waste and water management, and the efficient use of resources, as well as our commitment to environmental protection and biodiversity conservation. At the same time, it addresses the protection of human rights, fair labor practices, occupational health and safety, and well-being, as well as responsible engagement with local communities. It also defines the responsibilities of governance bodies, executive levels, and business units in managing this issue.

Based on these guidelines, we have established strategic sustainability goals that guide our investments, projects, and priorities and are reviewed annually. They are linked to our material topics and to the United Nations (UN) Sustainable Development Goals (SDGs). In 2025, we made progress in aligning with Brazil's Nationally Determined Contributions (NDCs) in the context of COP30, the United Nations Climate Change Conference that brought together countries, companies, and organizations to strengthen climate commitments.

To expand our contributions to sustainable development, we participate in global programs and partnerships. We are signatories to the United Nations (UN) Global Compact, aligning our operations with the Ten Principles and the Business Principles for Food and Agriculture (PEAA), and we are part of the Food and Agriculture Working Group of the UN Global Compact – Brazil Network, the Net Zero Ambition initiative, and the Circular Connection Movement.

REDEFINITION OF DEADLINES

Over the past year, we revised the timelines for some of our strategic targets, which are presented on the following page. The expansion efforts undertaken in recent crop years have added new farms to our operations, which means it will take more time to fully achieve our goals. The target dates for certification, education promotion, operational safety, and support for local communities have been extended from 2029 to 2030; the targets for circularity and the use of biological products have been extended from 2029 to 2032; and the deadlines for the remaining targets remain unchanged.

UN Global Compact Network Brazil

CIRCULAR ECONOMY CONNECTION MOVEMENT

NET ZERO AMBITION MOVEMENT

Progress toward strategic targets

→ TCFD – TCFD – Targets and Metrics C

Strategic objective and target	Progress in 2025	How are we going to achieve this?	Material topic	Links to Brazil's NDCs
Carbon neutral in Scopes 1 and 2 To achieve net-zero carbon emissions in our operations, covering Scopes 1 and 2, by 2030 12 RESPONSIBLE CONSUMPTION AND PRODUCTION · 13 CLIMATE ACTION	0.123 tCO_2e/t per unit of product	Expansion of regenerative and low-carbon agricultural practices, protecting green spaces and biodiversity, and incorporating biomass into our operations.	Climate change; Environmental management system; Innovation and productivity	This contributes directly to global efforts to reduce emissions and to the decarbonization agenda, in line with Brazil's targets for 2035.
Farm certification To certify 100% of our farms under the Integrated Management System (ISO 14001, ISO 45001, and NBR 16001) by 2030 3 GOOD HEALTH AND WELL-BEING · 8 DECENT WORK AND ECONOMIC GROWTH · 12 RESPONSIBLE CONSUMPTION AND PRODUCTION · 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	69%	We are conducting detailed assessments, developing action plans, and performing audits to ensure that our practices and processes comply with certification requirements.	Environmental management system; Health and safety; Ethics and compliance; Risk management	This strengthens governance, risk management, and compliance to support the transition to and implementation of low-carbon policies.
Educational incentives for all our employees To have 100% of our employees with complete elementary education by 2030 4 QUALITY EDUCATION · 8 DECENT WORK AND ECONOMIC GROWTH · 10 REDUCED INEQUALITIES	82.4%	We are encouraging employees to enroll in adult education programs and strengthening partnerships with municipal education departments. In 2025, we trained 107 employees in Elementary Education.	Socioeconomic impacts; People development; Diversity and inclusion	The NDCs highlight the need for capacity-building to support the transition and mention vocational training related to decarbonization and economic instruments.
A safe environment for everyone To achieve zero lost-time accidents by 2030 3 GOOD HEALTH AND WELL-BEING · 8 DECENT WORK AND ECONOMIC GROWTH	2.86 (number of accidents per million hours worked)	To reduce the lost-time incident rate each year. Investing in the promotion of an increasingly strong safety-oriented culture.	Health and safety; Risk management; People development	-

Progress toward strategic targets

→ TCFD – TCFD – Targets and Metrics C

Strategic objective and target	Progress in 2025	How are we going to achieve this?	Material topic	Links to Brazil's NDCs
Supporting and empowering local communities To implement the "Sowing Sustainability" program in 100% of the municipalities where we operate by 2030 	In 2025, the program was implemented in Formosa do Rio Preto, BA, Santa Rita de Trivelato, MT, and Chapadão do Sul, MS	For this cycle, additional locations are expected to participate, gradually expanding the initiative's reach—from five municipalities in 2024 (22%) to eight in 2025 (35%), with a target of reaching 14 in 2026 (54%).	Socioeconomic impacts; Human development	-
Expansion of the circular economy on farms To implement the Circular Economy Program on 100% of farms by 2032 	The initiative is in place at 35% of the farms (9 of 26)	The plan is to implement the circular economy at an average of three facilities per year. By 2025, the initiative had reached 35% of the farms, and it is expected to reach 46% by 2026 (12 of 26). The implementation will proceed gradually until all locations are covered.	Environmental management system; Innovation and productivity; Risk management	This promotes resource efficiency and circularity, supporting the mitigation agenda and the transformation of production processes.
Use of biologics To increase the share of bioinputs by 2032 	17.7% of biopesticides	The share of biologicals is growing year by year.	Climate change; Environmental management system; Innovation and productivity	This aligns with the policy of expanding sustainable, low-emission agricultural production models.
Zero deforestation To only operate in areas cleared before August 2021 	Target fully achieved since August 2021	Target achieved and maintained.	Climate change; Environmental management system; Product certifications and traceability	The NDCs call for zero deforestation, with a focus on eliminating illegal deforestation, providing economic incentives, and promoting restoration as part of the climate strategy.

Governance

_ Corporate Structure

_ Ethics and Compliance

_ Risk Management

_ Tax Management

_ Quality and Traceability

Administrative staff at the Pampeira Farm, MT

GOVERNANCE STRUCTURE

→ GRI 2-9, 2-23, 2-24; TCFD Governance – B

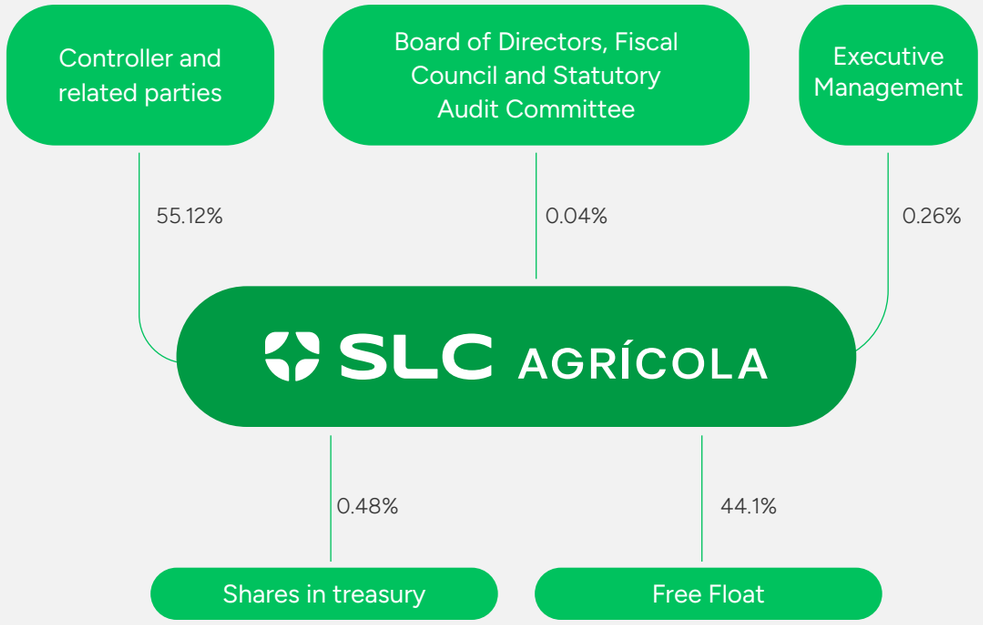
We are listed on B3 S.A.'s Novo Mercado – Brasil, Bolsa, Balcão: the highest standard of corporate governance in the Brazilian capital market. This segment comprises companies that voluntarily adopt stricter standards of transparency, ethics, and shareholder protection than those required by law and by the Securities and Exchange Commission of Brazil (CVM), the agency that regulates the capital markets in Brazil.

We are also listed on major stock market indices, such as the Ibovespa, which comprises the market's most significant and representative companies; the IBrX 100, which tracks the performance of the 100 most actively traded stocks, and the ISE B3 (Corporate Sustainability Index), which recognizes companies with high standards of sustainability and social and environmental responsibility. In addition, we are part of the IGPTW, an index that highlights companies aligned with best practices in management, workplace culture, and people development, and the IDIV, awarded to companies that excel in investor returns, considering dividends and interest on equity. These accolades reflect our commitment to ethics, transparency in accountability, and responsible decision-making, always focused on creating long-term value.

DECISION-MAKING AND ADVISORY BODIES GUIDE OUR STRATEGY AND ENSURE THAT DAY-TO-DAY MANAGEMENT IS ALIGNED WITH OUR BIG DREAM, OUR VALUES, AND MARKET BEST PRACTICES

Shareholding control[1]

On October 31, 2025.



Our structure

** Non-statutory directors.*

General Meeting

The company's shareholders exercise their rights through the General Meeting. This body meets ordinarily once a year and, on an extraordinary basis whenever convened, as provided for in the Brazilian Corporation Law (Law No. 6,404, of December 15, 1976). The General Meeting is the principal decision-making body and is responsible for electing or removing members of the Board of Directors and the Fiscal Council, setting the total annual compensation for directors and members of the Fiscal Council, and deciding on the allocation of net income for the fiscal year and the distribution of dividends, based on a proposal submitted by Management, among other powers established in our Bylaws (available here).

Board of Directors

The Board of Directors—a six-member body, four of whom are independent—is responsible for providing strategic guidance for our business, promoting impartiality and sound, balanced decision-making. Board members are elected at the Annual General Meeting for a single two-year term and may be reappointed, thereby ensuring both continuity and renewal in strategic leadership.

The composition of the Board follows guidelines set forth in our Director Nomination Policy (available here) to ensure diversity of profiles, an adequate number of independent directors, and a board size that fosters meaningful debate. All nominees, including independent directors, must meet requirements such as alignment with our values and culture, a good reputation, relevant academic qualifications, diverse professional experience, availability, and the absence of conflicts of interest, except in exceptional circumstances approved by the General Meeting. Candidates must also have no legal impediments—such as final decisions handed down by the CVM—that would prevent them from serving as executives of publicly traded companies. Currently, the Chairman of the Board of Directors does not hold a position on the Executive Management, a separation that reinforces the balance between oversight and management. → GRI 2-10, 2-11

Some board members have professional backgrounds related to sustainability, with expertise in areas such as climate change, water resource management, forests, and land use. To further advance this agenda, we continuously invest in the development of our Board through educational programs, specialized training, and access to up-to-date information. We also use internal communications to share content on sustainability and encourage leadership to remain actively engaged in ESG issues—an acronym that encompasses environmental, social, and governance aspects. → GRI 2-17

The Board is responsible for setting the overall direction of the business, approving strategies, establishing the values and ethical principles that guide our actions, and overseeing the work of Executive Management. This monitoring includes oversight of the economic, environmental, and social impacts of our activities. The Board actively participates in identifying and managing these impacts, periodically assesses our risk exposure, monitors the effectiveness of management systems, and tracks the identified factors. Key concerns are communicated to the highest governing body through periodic reports, formal meetings of the Executive Management, governance committees, internal and external audits, and written notifications. In 2025, the most significant issues addressed included economic, environmental, social, governance, and cybersecurity topics, with a particular focus on acquisitions, data security, financial performance, and ESG strategy. Each year, the Board reviews the corporate governance system to ensure it aligns with the company's strategy and industry best practices, in addition to appointing and, if necessary, removing independent auditors, approving corporate policies, and monitoring compliance with them. → GRI 2-12, 2-16

The Board of Directors typically meets six times a year, in accordance with the annual corporate calendar, in addition to quarterly review meetings. Extraordinary meetings may be convened at any time by any of its members. Each board member has one vote, and decisions are made by a simple majority—a practice that reinforces our commitment to participatory governance and respect for diverse perspectives.

We periodically assess the performance of the Board and its members through self-assessments, structured interviews, and reviews of decisions made during their term. These independently conducted evaluations take place once per term or every two years and are designed to identify opportunities for improvement and define corrective actions. Based on these results, we have developed training programs, adjusted our governance practices, and strengthened our dialogue with stakeholders. → GRI 2-18

Eduardo Logemann (Chairman of the Board of Directors) and Jorge Luiz Logemann (vice president the Board of Directors)

Committees

To support the Board of Directors in its duties and to conduct a more in-depth analysis of strategic and operational issues, we have advisory committees that bring together experts, executives, and members of senior management to examine specific matters, propose recommendations, and contribute to more consistent and responsible decision-making. Each committee operates with a defined mandate, clearly delineated responsibilities, and a structured framework, ensuring the separation of duties and strengthening mechanisms for oversight and transparency. Currently, the Board of Directors is advised by the following committees:

Statutory Audit Committee (SAC)

This committee oversees the quality of financial statements, internal controls, risk management, and independent audits, thereby enhancing the reliability of the information disclosed to the market.

- **Loss Prevention Committee**
  This committee reports to Executive Management and focuses on reviewing operational risks, fraud, and embezzlement, proposing preventive measures and corrective actions to safeguard assets and ensure the integrity of processes.

Information Disclosure Policy Committee

This committee provides guidance and oversight regarding how relevant information is disclosed to the market, ensuring that communications with investors and other stakeholders are conducted in accordance with applicable regulations.

ESG Committee

This committee acts in an advisory capacity on environmental, social, and governance matters, monitoring developments across the sustainability agenda. The Board of Directors delegates responsibility for managing the economic, environmental, and social impacts of operations to Executive Management and specific management teams, in accordance with the nature of each issue. In this process, the ESG Committee plays a central role, overseeing and coordinating sustainability initiatives, developing strategies, monitoring performance, ensuring regulatory compliance, integrating sustainable practices into operations, and fostering innovation and stakeholder dialogue. Information on impact management is reported to the Board of Directors through periodic reports, executive meetings, presentations, and monitoring systems, at least quarterly or as needed. → GRI 2-13, 2-17

Stock Option Plan Management Committee

This committee is responsible for overseeing and managing the stock option plan, a long-term incentive program designed to align the interests of leadership and key employees with our objectives.

Human Resource Management Committee

This committee supports decisions related to people strategy, including policies on development, succession, compensation, engagement, and strengthening the organizational culture.

Risk Management Committee

This committee is responsible for managing and implementing the Market Risk Management Policy, with a focus on controlling and protecting the EBITDA margin.

Executive Management

The Executive Management oversees day-to-day business operations, ensuring that our operations are conducted efficiently, safely, and in line with our strategic plan. It currently comprises twenty-seven members: four are elected by the Board of Directors for two-year terms, with the possibility of reelection, and three hold non-statutory positions.

This group is led by the CEO, whose performance is evaluated annually by the Chairman of the Board of Directors. Similarly, the CEO is responsible for evaluating other executives, considering their organizational, strategic, and functional competencies. These assessments are subsequently submitted to the Board of Directors, ensuring that operations are conducted in accordance with objective, transparent criteria aligned with our purpose.

Executive Management of SLC Agrícola

Composition of the Executive Management (as of December 2025)

- **Aurélio Pavinato** — *Chief Executive Officer*
- **Ivo Brum** — *CFO and Investor Relations Officer*
- **Gustavo Lunardi** — *Procurement, Seed Production, and Mechanization Director*
- **Álvaro Dilli** — *Human Resources and Sustainability Director*

Election date: May 13, 2025
End of term: Up to the minutes of the AGM follow-up meeting 2027

- **Leonardo Celini** — *Operations Director* — Non-statutory position
- **Roberto Acauan** — *Sales and New Business Director* — Non-statutory position
- **Rafael Rosa** — *Chief Technology Officer* — Non-statutory position

Read more

View each executive's résumé on our Investor Relations website.

Compensation of the leadership → GRI 2-19, 2-20

Our executive compensation policy is designed to align with industry best practices, promote transparency, and maintain a direct link to long-term value creation. The Board of Directors sets the compensation for its members and committees, based on benchmarks from publicly listed companies in Brazil. Payment is made in 12 monthly installments, adjusted annually, and members who serve on committees receive an additional amount equivalent to 25% of their base salary in recognition of their additional responsibilities.

The Board of Directors receives 13 fixed payments per year, with annual adjustments. As a retention measure, we voluntarily withhold contributions to the Length-of-Service Guarantee Fund (FGTS) on directors' fees. Variable compensation is structured across two time horizons—short term and long term—reinforcing the balance between immediate performance and the sustainability of results.

The Short-Term Incentive (STI) is tied to the achievement of targets approved by the Board of Directors, based on a combination of 70% corporate indicators and 30% individual objectives. These criteria encompass financial performance, productivity, quality, and environmental, social, and governance aspects, with particular emphasis on specific health and safety targets, which are a component of the Short-Term Incentive for the Chief Executive Officer (CEO) and all members of Executive Management. Payment is made only after the financial statements have been audited and formally approved by the Board. Target compensation may reach up to 14 monthly salaries for the CEO and up to ten for other executives.

The Long-Term Incentive (LTI), in turn, is designed to retain executives and align their interests with those of shareholders. This model includes stock options and restricted shares, managed by a committee that reports to the Board of Directors. We do not have attraction bonus policies, specific recruitment incentives, severance payments, or clawback clauses.

We also provide administrators with SLCPrev, a supplemental pension plan administered by SulAmérica through the SLC Foundation. Under this plan, we contribute 2% of fixed salary—matching the participant's contribution—for a total of 12 annual contributions. Employer contributions may be withdrawn from age 60, provided there are at least five years of contributions and the employee has left the company. Employee contributions, in turn, may be fully withdrawn upon termination of employment.

Compensation policies are determined based on a structured process that includes market analyses, the development of compensation packages, performance evaluations, and periodic reviews. This process is supported by consultants specializing in compensation and governance. Stakeholder perspectives, including those of shareholders, are considered through formal channels such as the General Meeting, as well as through technical input from external consultants.

Tiago Tedesco – Manager of the Pampeira Farm, MT

Percentage of variable compensation linked to social and environmental targets (on average)

Executive Management	Management	Coordination
8% (could reach 21%)	**11%** (could reach 57%)	**22%** (could reach 83.5%)

ETHICS AND COMPLIANCE

→ GRI 2-23, 2-24, 3-3 Ethics and compliance

We believe that sustainable, long-term results are achieved only when every decision is guided by ethics and respect for human rights. To ensure this commitment is upheld on a daily basis, we maintain an **Integrity Program** aligned with the Brazilian Clean Company Act (Law No. 12,846/2013) and with global best practices and standards. The program is based on the pillars of prevention, detection, and correction, and applies to all operations, areas, and stakeholders with whom we interact. Its key instruments include the **Code of Ethics and Conduct**, the Anti-Bribery and Anti-Corruption Policy, the Compliance Policy, and the Policy on Investigations and Disciplinary Measures.

The Code of Ethics establishes behavioral expectations applicable to all stakeholders, including employees, board members, directors, managers, contractors, apprentices, interns, and third parties. Everyone is required to be familiar with, respect, and follow these guidelines. For leaders, this responsibility goes further: beyond complying with the Code, they are responsible for disseminating its content, ensuring team adherence, and setting an example through their daily decisions and actions.

The consolidation of this culture is supported by an ongoing program of training sessions, communication campaigns, and awareness-raising initiatives, with the target of reaching 100% of employees. The compliance training courses available on our e-learning platform are mandatory and must be completed by new employees within 90 days of joining the company. Throughout 2025, our awareness efforts were strengthened through initiatives such as Integrity Week—held annually in May to coincide with National Ethics Day—which featured theatrical performances and interactive activities.

Tassiane Obrusnik – Headquarters, RS

The implementation of the Integrity Program is also bolstered by the work of the Integrity Cultivators group, which includes at least one representative from each of our farms. These professionals liaise with the Compliance team and operate locally, reinforcing awareness initiatives, supporting training, and encouraging the practical application of our values. Throughout 2025, the Cultivators' work gained maturity and autonomy in conducting local initiatives, with strong mobilization of the teams. Integrity Cultivators were also trained at the newly integrated farms; they are already showing consistent progress in engagement and in adopting the ethical guidelines.

In our business relationships, we apply rigorous selection criteria and maintain open and transparent communication with our partners and suppliers. To extend the scope of our integrity guidelines across the entire value chain, we rely on the **Third-Party Code of Ethics and Conduct**, which sets out our ethical principles for suppliers and service providers. Compliance with this document is mandatory and reinforced through training, communications, and contractual provisions. In 2025, this Code was revised to incorporate updates related to biodiversity, human rights, and compliance with applicable social and environmental requirements. Throughout the year, 304 suppliers—both critical and non-critical—representing approximately 20% of the total number of companies with which we maintained business relationships in the supply chain, participated in training sessions, thereby increasing their alignment with our guidelines and reinforcing their commitment to our practices and expectations.

Our Codes expressly prohibit practices such as child labor, forced labor, discrimination, and any violations of human rights, both in our operations and across our supply chain. These commitments also cover environmental protection and compliance with anti-corruption laws, principles that are contractually stipulated and supplemented by specific policies and procedures, such as the Anti-Bribery and Anti-Corruption Policy.

Read more
Review our policies in detail

WE MONITOR THE EFFECTIVENESS OF THE INTEGRITY PROGRAM THROUGH AN ANNUAL MANAGEMENT CYCLE THAT INCLUDES QUARTERLY INDICATORS, INTERNAL AND EXTERNAL AUDITS, MATURITY ASSESSMENTS, AND PERIODIC REVIEWS WITH THE SAC AND THE BOARD OF DIRECTORS

Administrative Staff at the Piracema Farm, MT

Prevention of corruption

The Anti-Bribery and Anti-Corruption Policy, in place since 2021, was revised in 2025 and approved by the Board of Directors, reinforcing our commitment to conducting business with integrity, transparency, and honesty, and to preventing corrupt practices. As such, 100% of our operations across our 26 production facilities are subject to corruption risk assessments. According to the company's risk matrix, key risks include fraud, embezzlement of funds or assets, favoritism, conflicts of interest, improper payments—such as bribes and facilitation payments—failures in inventory control and in the recording of raw materials and production processes, and the misuse of company resources for personal purposes. Our anti-corruption efforts also include training and communications for our employees regarding policies and procedures for preventing and combating corruption. In this regard, worthy of note is the Compliance 360 training program, designed for departments most exposed to such risks, particularly those that frequently interact with external stakeholders. → GRI 205-1

This commitment is also reflected in our participation in external initiatives:

- Business Pact for Integrity and Against Corruption, formalized in 2021;
- Global Compact Platform for Collective Action against Corruption, since 2024;
- Collective Anti-Corruption Initiative in Brazil's Agribusiness Sector, to be implemented during the 2025/26 crop year;
- Business Pact against the Sexual Exploitation of Children and Adolescents on Brazilian Roads.

100%

of our employees were communicated, and

90.23%

trained in anti-corruption policies and procedures

Francisca Silva – Planorte Farm, MT

Total number[1] and percentage[2] of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category → GRI 205-2

	2023		2024		2025	
	Notified	Trained	Notified	Trained	Notified	Trained
Executive Management	6 (100%)	6 (100%)	6 (100%)	3 (50%)	11 (100%)	6 (54.55%)
Management	48 (100%)	22 (46%)	52 (100%)	44 (84.62%)	53 (100%)	48 (90.57)
Coordination	361 (100%)	318 (88%)	389 (100%)	360 (92.54%)	438 (100%)	405 (92.47%)
Administrative	781 (100%)	653 (84%)	804 (100%)	730 (90.8%)	886 (100%)	825 (93.12%)
Operational	2,885 (100%)	2,563 (89%)	3,072 (100%)	2,812 (91.54%)	3,678 (100%)	3,286 (89.34%)
Trainee	33 (100%)	32 (97%)	26 (100%)	22 (84.62%)	43 (100%)	40 (93.02%)
TOTAL	**4,114 (100%)**	**3,594 (87%)**	**4,349 (100%)**	**3,971 (91.31%)**	**5,109 (100%)**	**4,610 (90.23)**

[1] All permanent employees who completed the "Ethics in Everyday Life" and/or "Code of Ethics and Conduct" e-learning courses were considered "trained."
[2] The percentage refers to the proportion of the total workforce.

Read more

Each year, we disclose detailed information on the performance of our integrity program in our Annual Compliance Report

Reporting Channel

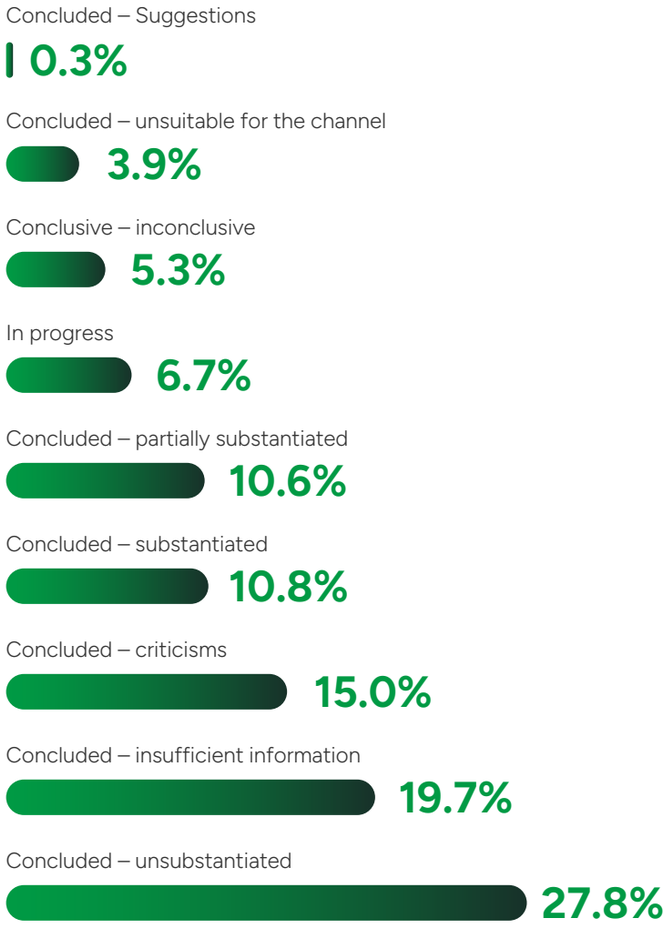
→ GRI 2-25, 2-26

To ensure that any misconduct is identified and addressed responsibly, we have established dedicated and independent channels for reporting concerns. Anyone can safely report suspicions or evidence of violations of the law, the Code of Ethics, and the company's policies and standards. The **Safe Contact** hotline is available by phone (0800 648 6306), online (www.contatoseguro.com.br/pt/slcagricola), and via a mobile app for smartphones and tablets, allowing for anonymous reports with a guarantee of confidentiality and protection against retaliation.

In 2025, a total of 360 reports were submitted through the reporting channel, as categorized in the accompanying chart.

The reports are handled by the Loss Prevention Committee, which operates independently, discreetly, and confidentially. The Committee reviews the information received, directs investigations—with legal support when necessary—and recommends appropriate corrective or disciplinary measures. At the conclusion of each case, the complainant is informed of the outcome directly through the channel's platform. The results are consolidated and reported quarterly to the Statutory Audit Committee (SAC), which advises the Board of Directors. → GRI 2-16

Classification of reports in the Reporting Channel



MANAGEMENT OF CONFLICTS OF INTEREST

→ GRI 2-15

We have implemented structured processes to prevent and mitigate conflicts of interest, based on policies, procedures, and regular training. In 2025, we revised our Policy on Related-Party Transactions and Conflict of Interest Management, which sets forth approval criteria, prohibitions, and transparency mechanisms, and is available on our Investor Relations website. When conflicts, if any, exist, they are disclosed to stakeholders and cover, among other points, cross-participation on governing bodies, significant shareholdings, the existence of controlling shareholders, and information about related parties."
This information is also reported on our Referral Form, in accordance with current regulations.

Amanda Pereira – Planorte Farm, MT

RISK MANAGEMENT

→ GRI 2-23, 2-24, 3-3

We seek to integrate the view of risks into strategic planning and daily management, supporting more consistent choices at all hierarchical levels. Our risk management model is structured based on internationally recognized standards, such as ISO 31000 and the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework, and formalized in our Risk Management Policy **(available here)**. This policy sets out the principles, guidelines, and responsibilities for identifying, assessing, mitigating, and monitoring corporate risks, ensuring a structured approach aligned with best governance practices.

In 2025, we updated the corporate risk matrix based on the review conducted as part of the Strategic Planning (SP) process. This approach, as outlined in the policy itself, was intended to align it with the new strategic cycle, incorporating previously identified risks, emerging risks, and new factors identified during the review. This underscores the dynamic nature of this management strategy, which is periodically reviewed and adjusted whenever significant changes in the business environment are identified.

The risk management process involves the following steps:

- Identification of factors and events that may impact our objectives;
- Analysis of the likelihood and impact of these risks;
- Prioritization;
- Determining the most appropriate responses.

Possible responses may include accepting the risk, eliminating it, mitigating it through controls and action plans, or sharing it with third parties. We always base our decision-making on residual risk.

Meeting at Pamplona Farm, GO

Risks are classified according to their nature, encompassing the following dimensions:

1. **Strategic**
2. **Operational**
3. **Financial**
4. **Compliance**
5. **ESG**

In accordance with the three lines of defense model, we have adopted a clearly defined structure of responsibilities:

1st line

Composed of business unit managers, who are responsible for identifying and managing risks and internal controls within their processes.

2nd line

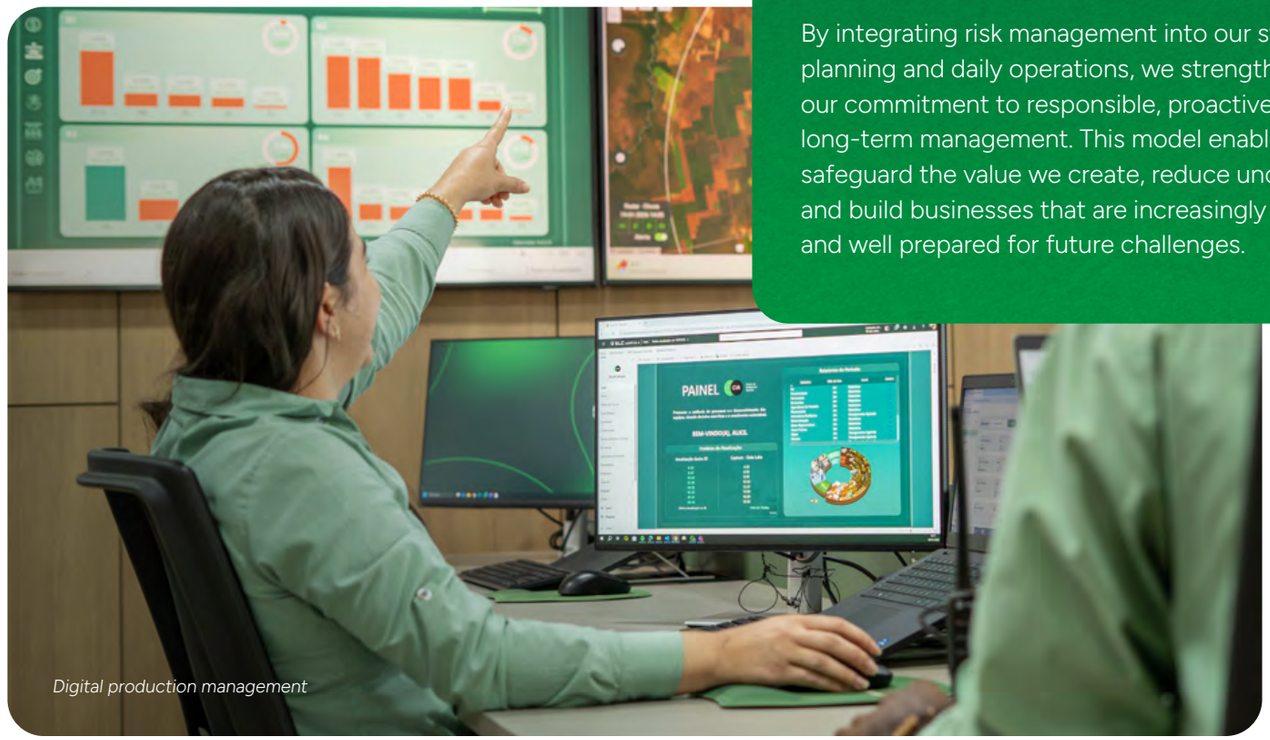
Currently focused on support areas, which encompass the disciplines of Compliance and Internal Controls, the second line provides methodological support, consolidates information, defines tools, and monitors the evolution of risk exposure.

3rd line

This line is conducted by Internal Audit, which independently assesses the effectiveness of controls and risk management processes.

Company-specific risk exposure (considering likelihood and magnitude) of identified risks and the description of mitigating actions can be found in our Reference Form.

In addition, the Executive Management oversees the process, sets priorities, and promotes a culture of risk management, ensuring that risk considerations are incorporated into strategic and operational decisions. The Statutory Audit Committee (SAC), meanwhile, monitors the quality of risk management and recommends adjustments when necessary, while the Board of Directors approves policies, guidelines, and risk exposure limits; it also assesses the adequacy of the internal control framework.

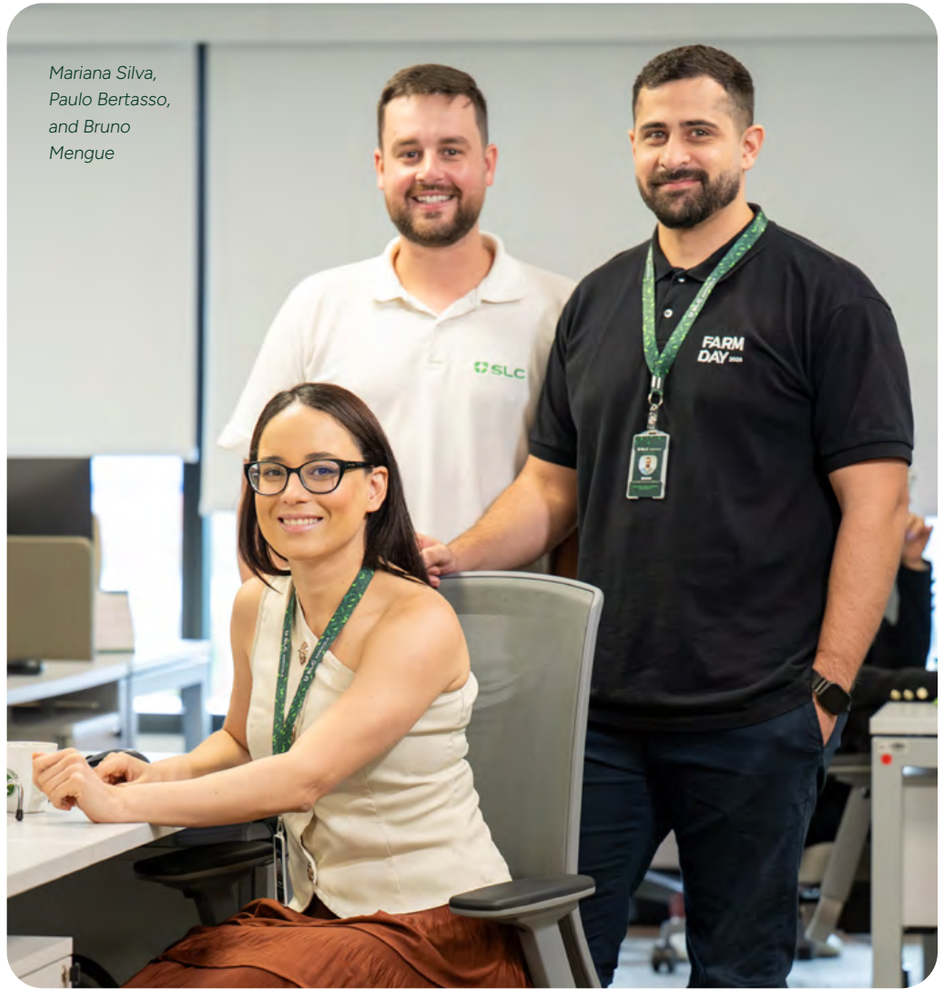


Digital production management

CULTURAL ADVANCES

Throughout 2025, we began a gradual process of transitioning responsibility for controls—previously more concentrated in the Compliance area—to the risk-'owning' business areas. This initiative aims to strengthen a sense of ownership and foster a more mature risk culture within the company. The integration process is expected to continue throughout 2026, with the consolidation of this new role and increasingly coordinated collaboration across departments.

By integrating risk management into our strategic planning and daily operations, we strengthen our commitment to responsible, proactive, and long-term management. This model enables us to safeguard the value we create, reduce uncertainty, and build businesses that are increasingly resilient and well prepared for future challenges.



Mariana Silva, Paulo Bertasso, and Bruno Mengue

WE HAVE ESTABLISHED A REGULATORY COMMITTEE TO ENSURE RIGOROUS TECHNICAL REVIEWS OF THE REGULATORY LANDSCAPE, SUPPORTED BY SPECIALIZED CONSULTING FIRMS

TAX MANAGEMENT

→ GRI 207-1, 207-2

We are committed to fully complying with our tax obligations and making responsible tax decisions, guided by applicable laws and our **Tax Policy** (available here). All transactions are recorded, documented, and in compliance with applicable regulations. We do not use artificial structures to reduce our tax burden, nor do we carry out acquisitions in tax havens or jurisdictions with favorable tax regimes, except in cases of minority and indirect ownership, always in compliance with transfer pricing rules. We also avoid practices that could be characterized as abusive tax evasion or tax avoidance.

We fulfill our role in society by paying our fair share of taxes, thereby contributing to the economic and social development of the regions where we operate.

We continuously invest in technology to improve controls, increase information accuracy, and streamline tax management.

We also maintain a transparent and collaborative relationship with tax authorities, providing clear and timely information whenever requested. When disagreements arise, we pursue constructive solutions through appropriate administrative or judicial channels, with a focus on legal certainty and respect for institutions.

The company has been preparing in a structured and diligent manner for the impacts of the Tax Reform, continuously monitoring developments in legislation and related subordinate regulations under the new tax model. To ensure that technical analyses are consistent and aligned with industry best practices, a Tax Committee has been established, drawing on the expertise of specialized consulting firms to support legal interpretations and inform decision-making. In addition, a project focused on transition management was implemented, aimed at identifying and implementing the necessary adjustments to processes, systems, and internal controls. The analyses conducted comprehensively address fiscal, financial, operational, and technological impacts, ensuring compliance with corporate guidelines and applicable laws, with a focus on maintaining legal certainty and fiscal efficiency.

QUALITY AND TRACEABILITY

→ GRI 2-23, 2-24, 3-3 Product certifications and traceability

To ensure the level of excellence that defines us, we have established an **Integrated Management System (IMS)** that streamlines processes, standardizes practices, and guides the continuous improvement of our operations. The IMS brings together internationally recognized standards and provides an integrated view of risk management, impact control, and social, environmental, and occupational safety compliance. ISO 14001, an environmental management system (EMS), guides the identification, prevention, and control of environmental impacts. ISO 45001, in turn, provides a framework for occupational health and safety initiatives, promoting safer work environments. Meanwhile, NBR 16001, the Brazilian standard for social responsibility, broadens this scope by incorporating ethical, social, and stakeholder relations aspects.

In addition, ISO 9001, which focuses on quality management, provides guidance on process standardization, operational control, and a focus on customer satisfaction. We currently hold this certification at seven facilities, which include grain and cotton storage and processing, visual quality grading at the Pamplona Farm, GO, and specific processes at the Headquarters. SLC Sementes also holds ISO 9001 certification for its cotton seed production processes in Bahia. This recognition marks yet another milestone in the evolution of our internal processes and reinforces our commitment to excellence and the quality of our cultivars.

To demonstrate our use of regenerative practices, we have adopted specific certification and traceability standards that reinforce our commitment to responsible and transparent production. One of the highlights is **regenagri**, an international standard that recognizes regenerative agriculture practices, such as biodiversity conservation, sustainable water use, improved soil health, and carbon sequestration. Our target is to reach 550,000 certified hectares by 2030. Currently, 10 units have already obtained certification, covering a total of 325,000 hectares.

325,000

hectares certified for regenerative agriculture by regenagri

Marcos Paiva and Carlos Deves – Pamplona Farm, GO

Agricultural crop traceability is another cornerstone of our management. The soybeans and corn we produce are certified by the Round Table on Responsible Soy (**RTRS**), an international initiative that ensures production complies with environmental and social criteria and best agricultural practices, such as respect for conservation areas, adequate working conditions, and responsible management of natural resources. In the case of cotton, we have adopted the Responsible Brazilian Cotton (**ABR**) and Better Cotton Initiative (**BCI**) programs, which certify that production is conducted with social and environmental responsibility, efficient use of inputs, protection of the environment, respect for labor rights, and a commitment to the continuous improvement of field practices. Maintaining certified cotton production is one of our core objectives, which we monitor through regular internal and external audits.

Our products are also certified under the Solutions for Sustainable Supply (**3S**) scheme, which recognizes supply chains committed to sustainability criteria, and by other chain-of-custody systems such as **2BSvs** (Biomass Biofuel Sustainability voluntary scheme), focused on the traceability and sustainability of biomass and biofuels.

In livestock farming, we ensure the individual traceability of animals through the Brazilian Cattle and Buffalo Unique Identification System (**Sisbov**), which allows us to verify that each animal is treated in accordance with health regulations and the requirements of international markets.

SLC SEMENTES: TRACEABILITY AND QUALITY

In the seed industry, we are at the forefront of certification, traceability, and transparency. Our customers can access all information about soybean and cotton seed lots via a QR code attached to the packaging. By scanning the code, they can access detailed information about the lot they purchased, including up-to-date images from field trials that demonstrate seed performance under real-world conditions. Before shipment, all lots undergo rigorous testing to ensure quality, reliability, and consistency.

Percentage of certified area

IMS	Regenerative agriculture	Soy	Corn	Cotton
IMS Integrated Management System (ISO 14001, ISO 45001, NBR 16001) ISO 9001 (23%)	regenagri	RTRS	RTRS	BCI Better Cotton Initiative BetterCotton.org; ABR Algodão Brasileiro Responsável Responsible Brazilian Cotton
69% 18 of the 26 eligible farms	50% 10 of the 20 eligible farms	90% 18 of the 20 eligible farms	80% 16 of the 20 eligible farms	95% 20 of the 21 eligible farms

Read more
A breakdown of certifications by farm is provided on page 106 of this report.

Seed analysis

RESPONSIBLE USE OF GMOS

→ SASB FB-AG-430b.1

We take a responsible approach to the use of genetically modified organisms (GMOs), promoting productivity while strictly adhering to biosafety standards. We do not conduct research or develop our own genetic modifications. Our operations focus on the procurement of seeds developed and marketed by licensed suppliers, provided they have been approved by the National Biosafety Technical Commission (CTNBio), the agency responsible for authorizing the use of GMOs in Brazil.

We use these varieties in soybean, corn, and cotton crops, primarily because of their greater resistance to pests and certain types of infestations. This feature helps reduce the use of pesticides, with positive effects on water consumption and the amount of packaging associated with these inputs. We recognize, however, that the use of GMOs involves challenges and controversies, such as the risk of resistant pests emerging and the possibility of cross-pollination with non-target species.

To mitigate these risks, we have adopted responsible management practices, such as Integrated Pest Management and adherence to the sanitary fallow period, which help break disease cycles and preserve the effectiveness of the technologies we use. In our market relationships, we prioritize transparency: in the case of soy and corn, we inform our customers about the use of genetically modified seeds, a condition formalized in the sales contracts. This distinction does not apply to cotton, since it is sold in unlabeled bales, in accordance with market standards. We also recognize that the use of GMOs may limit access to certain niche markets that require conventional products.

OUR OPERATIONS FOCUS ON THE PROCUREMENT OF SEEDS DEVELOPED AND MARKETED BY LICENSED SUPPLIERS

Operational Performance

_ Innovation and Technology

_ Operational Performance

_ Financial Results

Soybean Harvest – Planorte Farm, MT

INNOVATION AND TECHNOLOGY

→ GRI 3-3 Innovation and Productivity

Innovation is one of the cornerstones of our business growth and continues to gain strength year after year as part of our strategy. This initiative is organized by **Horizonte SLC**, which structures our innovation initiatives around four complementary pillars: **Promote**, **Manage**, **Develop** and **Invest**. With this in mind, we foster an environment conducive to generating ideas and experimentation, manage innovation with a focus on strategic alignment, develop solutions and capabilities applicable to operations, and invest in a disciplined manner in technologies, partnerships, and new business models. Governance in this area is supported by the Innovation Committee, which ensures alignment between strategy, execution, and technological development. The name Horizonte SLC reflects our roots in Horizontina, RS and, at the same time, symbolizes our vision for the future.

PROMOTE

We create environments that encourage the creation, sharing, and development of ideas. The **Ideas & Results** program, our intrapreneurship initiative, encourages employees from different departments to propose solutions aimed at improving operational efficiency, streamlining processes, and addressing specific business challenges. The ideas with the greatest potential move on to the proof-of-concept (PoC) phase, where they are tested under real-world operating conditions to assess their feasibility and value creation. Over the course of four completed cycles, with a fifth currently underway, more than 300 people have participated in the program. BRL 730,000 was invested in the tests, and approximately 66% of the solutions were adopted for large-scale use in operations.

This encouragement of experimentation is complemented by the **Innovation Multipliers/ Ambassadors** program, which is designed to train leaders and professionals who act as internal agents of change. In the second edition of the initiative, 15 multipliers were trained in a program lasting approximately 40 hours, combining workshops and practical content, with a focus on disseminating innovative practices and strengthening the teams' leadership roles.

To track the maturity of our overall innovation ecosystem, we use **Innovation Power**, an indicator of our innovation culture. In the most recent edition, which involved 849 participants, the assessment revealed an innovation culture in acceleration, showing consistent progress across recent cycles.

MANAGE

In 2025, we integrated Information Technology and Digital Agriculture into a single strategic agenda under the leadership of the Chief Technology Officer, strengthening governance and the joint development of people, processes, and technology. As a result, we have gained scale and agility: the time it takes to deploy systems on new farms has dropped from about 90 days to 20 days. We have also made progress in migrating from SAP S/4HANA to SAP RISE, increasing flexibility and preparing our operations for growth and regulatory changes.
In this context, the **Innovation Committee**, composed of strategic leaders, identifies and develops solutions to business challenges, fosters partnerships with various market players, and drives our culture of innovation.

In the field, digital transformation takes shape through the **Agricultural Intelligence Center** (CIA) and the **Mechanical Operations Center** (COM). The CIA analyzes data from the 26 farms on a daily basis and, during the 2024/25 crop year, contributed to savings of BRL 58.2 million through the targeted application of inputs. The COM, meanwhile, has driven efficiency gains through advances in telemetry, which is now installed in 100% of its own machines, enabling real-time monitoring, less fuel consumption, and increased operational precision.

Throughout 2025, we intensified testing with different antennas and providers, expanded 4G coverage, and evaluated emerging technologies as well as alternative solutions for areas with limited signal reception. This robust foundation enables the deployment of sensors, telemetry systems, and other digital solutions that support faster and more accurate decision-making.

In the 2024/25 crop year

705,015 ha

with localized application of inputs

BRL 58,2 MM

in savings generated

The consolidation of **Cost per Operation** (CPO) has become a strategic tool in mechanization. By considering variables such as depreciation, fuel consumption, maintenance, labor costs, and yield, CPO guides decisions regarding fleet renewal, the optimal time to replace equipment, and the selection of the most efficient machines for each operation.

DEVELOP

Developing innovation means transforming data and technology into applied intelligence. **SLC Digital Labs**, our technological innovation lab, provides an environment where ideas are transformed into proprietary digital solutions, while also facilitating proposals stemming from the Ideas & Results and AgroX programs. Our goal is to create software and customized tools that enhance operational efficiency, data utilization, and business management.

We currently have 1,129 weather stations and digital rain gauges that enable real-time monitoring of precipitation and microclimates. This information guides decisions regarding sowing, fertilization, spraying, and harvesting.

Based on this data, we advanced the implementation of the operational management tower, initially across 13 farms, integrating information on weather, telemetry, inputs, and products to generate near real-time recommendations.

The use of drones, sensors, and satellite imagery complements this monitoring. In-house projects, such as the Pelican 2—an autonomous electric drone for agricultural applications—expand operational capabilities, including at night. This technology enables more efficient use of light-sensitive materials and reduces the strain on equipment during the day.

All of this data is fed into our data lake, a central environment that organizes information and powers the dashboards used by all departments. Building on this foundation, we have expanded the use of machine learning to identify patterns among productivity, field plots, crop varieties, and management practices, supporting the work of agronomists without replacing their field experience.

At the same time, we have initiated the transition to an AI-driven model. We have evolved from automating repetitive tasks to using intelligent agents capable of cross-referencing weather data, management orders, inventory levels, and forecasts to proactively suggest actions. These solutions were tested in 2025 and are expected to be rolled out on a larger scale starting in 2026, accompanied by training programs focused on technical and digital skills.

INVEST

Investing in innovation means ensuring a long-term vision. In this context, we established **SLC Ventures**, our startup investment program, with a focus on innovation and long-term sustainable growth. SLC Ventures operates on two complementary fronts. The first is Corporate Venture Capital (CVC), an investment model through which we seek to invest in startups with innovative solutions and strategic potential. The second is Venture Builder, which focuses on developing and structuring new businesses tailored to the needs of the agribusiness sector, thereby expanding the possibilities for modernizing and expanding our business model.

In addition, **AgroX** combines our expertise in agribusiness with the agility and creativity of technology-driven startups, enabling us to test solutions in a high- performance corporate environment. This exchange enables the joint development of innovations and paves the way for strategic partnerships or for the integration of these companies into our supply chain. Since AgroX was launched, 81 direct connections with startups have been facilitated across 27 challenges, resulting in an investment of BRL 1 million in pilot tests, which achieved a success rate of 70.37%. The program played a prominent role in the 2024/25 crop year. From five proposed challenges, we mapped 92 startups, selected 30 for in-depth evaluation, 15 presented their solutions at a final meeting, and five were approved to conduct practical tests in operations.

MORE THAN JUST A SET OF PROGRAMS, HORIZONTE SLC EMBODIES OUR AMBITION TO CONTRIBUTE TO THE TRANSFORMATION OF BRAZILIAN AGRIBUSINESS

OPERATIONAL PERFORMANCE

→ GRI 3-3 Innovation and Productivity

Throughout 2025, we maintained consistent operational performance, supported by a combination of production scale, technical advancements in our crops, and disciplined day-to-day management. Even amid regional climate challenges and increased volatility in the agricultural sector, we have managed to maintain high levels of productivity and make further progress in consolidating our operational model.

This performance is directly linked to strategic growth (read more on page 23). In recent years, we have expanded our cultivated area by acquiring new operations that were already in operation. In 2025, this initiative proceeded as planned, with a focus on standardizing processes, quickly integrating teams into our management model, and adapting departments to our agronomic practices.

Read more

Further information on our performance during the 2024/25 crop year can be found in the Management Report

Productivity indicators

Soybeans:

66

bags per hectare

Corn:

138

bags per hectare (record)

Cotton:

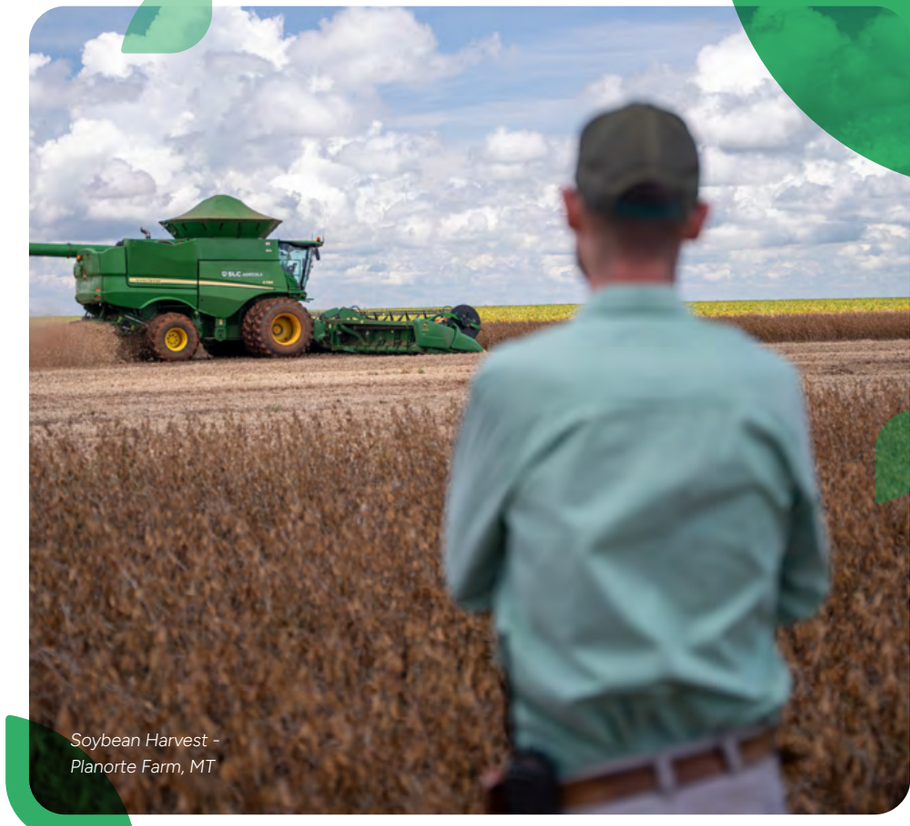
128

bales of fiber per hectare

Livestock farming:

63,480

animals sold



Soybean Harvest - Planorte Farm, MT

Amount of products sold, in tons → GRI 2-6

Culture/activity	2024	2025	Variation (%)
Cotton lint	364,238	369,328	1.40
Cotton seed	414,413	414,257	-0.04
Soybeans (commercial + seed)	987,505	1,445,837	46.4
Corn	658,470	1,211,592	84.00
Others	99,319	151,347	52.4
Cattle herd (number of animals)	42,621	63,480	48.90

FINANCIAL RESULTS

We ended 2025 with net income of BRL 8.5 billion, reflecting a record corn crop year and soybean and cotton yields that were in line with our estimates. We maintain profitability levels through operational efficiency and cost management. Our adjusted EBITDA reached BRL 2.6 billion, with an adjusted EBITDA margin of 31.2%, while net income totaled BRL 565.2 million, impacted mainly by higher financial expenses in a high-interest-rate environment. Nevertheless, the result was better than in 2024, which had been marked by a decline in the soybean harvest.

Adjusted free cash flow was -BRL 929.4 million, reflecting the intensive investment cycle aimed at expanding the planted area and strengthening production resilience. At the end of the period, the Adjusted Net Debt/Adjusted EBITDA ratio stood at 1.97x, a level that reflects the acceleration in growth. In 2025, we invested approximately BRL 1.74 billion in capital expenditures, allocated to the acquisition and development of new areas, upgrading our machinery fleet, and to the expansion of storage capacity. These investments reinforce our long-term growth strategy and enhance production stability in the face of climate risks, creating a solid foundation for capturing value in future cycles.

Net Income by Product (In thousands of reais)
→ GRI 2-6

	2024	2025	Variation (%)
Total net revenue	**6,915,764**	**8,553,147**	**23.70%**
Details			
Cotton lint	3,568,362	3,344,618	-6.30%
Cotton seed	281,169	386,901	37.6%
Soy	1,848,303	2,749,065	48.7%
Corn	523,883	1,035,234	97.60%
Cattle Herd	202,280	383,851	89.80%
Seeds	286,840	296,096	3.2%
Other crops	90,072	129,120	43.4%
Hedge result	114,855	228,262	98.70%

[1] *The organization does not sell any products that are prohibited or that are the subject of public debate.*

Cotton Harvest at the Panorama Farm, BA

Staff at the Headquarters, RS

Direct economic value generated and distributed[1] → GRI 201-1

Direct economic value generated (in thousands of reais)

	2023	2024	2025
	Value (BRL)	Value (BRL)	Value (BRL)
Revenues (account 7.01)	9,833,851	8,768,351	10,558,234

Distributed economic value (in thousands of reais)

	2023		2024		2025	
	Value (BRL)	Percentage	Value (BRL)	Percentage	Value (BRL)	Percentage
Personnel – Compensation, benefits, and FGTS (account 7.08.01)	690,135	21.6%	770,796	25.9%	835,356	25.3%
Taxes, fees, and contributions – federal, state, and local (account 7.08.02)	206,621	6.5%	-47,557	-1.6%	37,527	1.1%
Return on third-party capital – interest, rent, and royalties (account 7.08.03)	1,358,341	42.5%	1,775,617	59.6%	1,858,500	56.4%
Return on equity – interest on equity, dividends, and retained earnings (account 7.08.04)	937,980	29.4%	481,723	16.2%	565,213	17.1%
TOTAL	**3,193,077**	**100.0%**	**2,980,579**	**100.0%**	**3,296,596**	**100.0%**

Retained economic value (in thousands of reais)

	2023	2024	2025
Retained earnings/Net loss for the period (account 7.08.04.03)	671,168	363,552	146,461

[1] *GRI standard 201-1, presented in these tables, was prepared based on the Statement of Value Added (SVA) included in the company's Consolidated Financial Statements, which were prepared in accordance with Technical Pronouncement CPC 09 – Statement of Value Added. The information can be found in the Results Center on the Investor Relations website. The account titles used correspond to the accounts presented in the SVA. Negative balances in account 7.08.02 may occur when tax credits or tax offsets are recognized and recorded in the SVA.*

Social Pillar

_ People Management

_ Diversity and Inclusion

_ Health, Safety, and Well-being

_ Value Chain

The family of employees Luar Aguiar and Helton da Silva – Pampeira Farm, MT

PEOPLE MANAGEMENT

→ GRI 2-29, 3-3 People Development

Operational excellence, strong crop productivity, and steady advances in sustainability directly reflect the dedication and commitment of our team. We ended 2025 with 6,729 employees, of whom 5,755 men and 974 women, distributed among our Headquarters and our farms. At the end of the period, we also had 138 interns and 204 young apprentices, who are part of our strategy for talent development and continuous team renewal **(learn more about our workforce on page 107)**. → GRI 2-7, 2-8

With regard to compensation and benefits[1], we strive to remain competitive through periodic salary surveys and by aligning our pay with the minimum wage levels established in collective bargaining agreements. We offer full-time employees a range of financial and non-financial benefits, including life insurance, health and dental insurance, a pharmacy allowance, a voluntary private pension plan, extended parental leave, disability coverage, and profit-sharing. These benefits are developed with the support of Fundação SLC, which is responsible for managing partners and tailoring solutions to different operational contexts. Temporary seasonal workers are guaranteed life insurance, disability coverage, and access to cafeterias and housing; however, they are not eligible for health care, pharmacy benefits, extended parental leave, private pension plans, or profit-sharing. The Profit-Sharing Program (PPR) applies to all employees governed by the Consolidation of Labor Laws (CLT), while performance-based bonuses are reserved for leadership roles at the coordinator level and above. Since 2023, we have also offered SLCPrev, a private pension plan designed for long-term financial planning. Benefits are offered according to the structure of each location or headquarters, which may result in variations in availability between locations.
→ GRI 401-2, 403-6

[1] *We do not discriminate on the basis of nationality or immigration status, and we apply the same criteria in all locations where we operate, ensuring fair and equal treatment. → GRI 13.15.5*

Staff at Pamplona Farm, GO

100%

of the employees are covered by collective bargaining agreements and guaranteed freedom of association → GRI 2-30

Organizational climate

We conduct annual organizational climate surveys in partnership with Great Place to Work (GPTW), ensuring that employees can participate anonymously and that their responses remain confidential. The survey provides us with a structured understanding of how our team perceives the work environment, assessing factors such as satisfaction, a sense of purpose, emotional well-being, and other factors that influence their daily experience. Based on the results, we have developed a corporate action plan, which is broken down into specific initiatives for each department and unit, considering their unique characteristics. This process guides the ongoing evolution of our work environment and the strengthening of our culture. In 2025, 75% of the staff participated in the survey, and we achieved a satisfaction rating of 82.

TRAINING AND DEVELOPMENT

→ GRI 404-2

We continuously invest in technical and behavioral training, with a special focus on developing leaders who are prepared to manage increasingly complex operations. We believe that developing leaders who can think strategically, make responsible decisions, and inspire their teams is essential to ensuring the long-term sustainability and excellence of our operations.

Employees at the Headquarters in RS undergoing training

Structure

Our corporate education ecosystem is built on five complementary pillars

Leadership Academy
This Academy offers specialized paths for current and future leaders, including directors, managers, coordinators, trainees, and interns

Business Academy
The Business Academy focuses on Procurement and Sales, strengthening commercial and negotiation skills and market relations

Agricultural Improvement Academy
This initiative provides training for technical staff, with a focus on advancing agronomic and operational practices and incorporating digital agriculture concepts

Institutional Solutions
These solutions reinforce cross-cutting themes of organizational culture and engagement

Custom Solutions
Solutions tailored to meet the needs of each team

We have aligned our development strategy based on the results of the Great Place to Work survey, our strategic plan objectives, and on market trends. This process ensures greater alignment with business needs, reinforces a culture of continuous improvement, and helps retain talent.

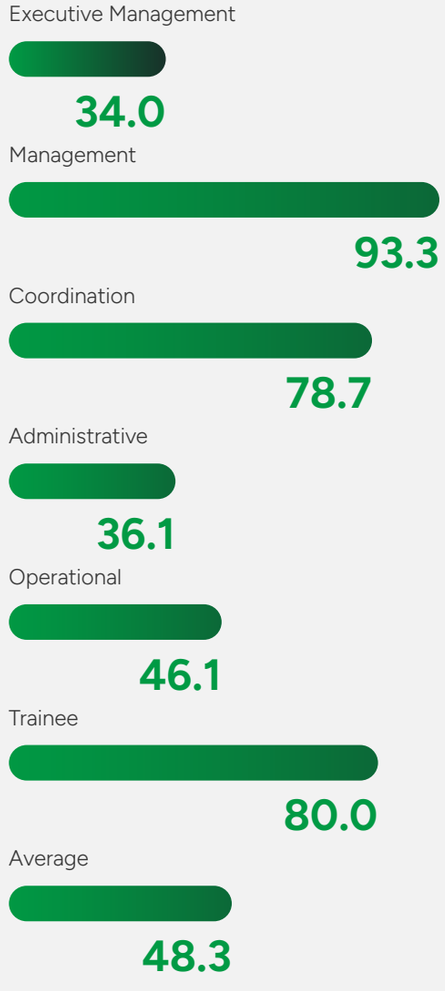
One of the major achievements of the year was the consolidation of the **Crop Coordinator Program**, which focuses on developing agricultural technicians who aspire to leadership roles and have gained practical experience in the crops. Currently, about 75% of leadership positions are held by professionals who have been trained internally. In line with this strategy, we have also expanded our leadership development program for corporate roles, preparing coordinators to take on managerial roles.

The **Trainee Program** remains one of the main pathways for developing future managers and has proven to be a catalyst for change in terms of diversity and inclusion within our team. The initiative combines modules on leadership, personal and business development, mentoring sessions with senior managers, and a final project called "Make It Happen." In this project, the trainees are challenged to apply the knowledge they have acquired to a practical initiative that addresses a real need within the company, fostering innovation, strategic thinking, and the ability to execute. In 2025, 25 trainees were promoted to management positions, demonstrating the effectiveness of the model.

Amanda Chagas, Gabrieli Lizot, Rogério Batista, and Thiago Melo – Pampeira Farm, MT

Onboarding new employees is a strategic component of our human resources management, as it directly influences their adaptation, productivity, and retention. To support this process, we have the **Integra Program**, designed to help new hires quickly connect with the company's culture, values, and processes—by 2025, 100% of our permanent employees had participated in the initiative. The program includes an in-person guidance day, online course content covering essential topics, and—for Headquarter employees—an immersive virtual reality experience that provides a practical and accessible overview of agricultural operations. To complement this phase, we conduct follow-ups at the 45- and 90-day marks, which are considered critical for ensuring cultural alignment and engagement.

Average hours of training in 2025, by employee category



Our commitment to development extends beyond the corporate environment and seeks to create a positive social impact. Through the **Youth and Adult Education (EJA)** program, we provide comprehensive support (transportation, classrooms, and educational materials) so that farm workers can complete their elementary and high school education. In 2025, 473 students participated in the program, 197 of whom graduated, and there was a dropout rate of just 1.5%. Since 2018, 626 employees have completed the program, expanding their professional and personal opportunities and contributing to employment in the field. In addition, education assistance encourages our employees to pursue undergraduate and graduate degrees, technical training, and language courses. In 2025, 189 employees benefited from the program, including 126 in undergraduate programs, 38 in graduate programs, 21 in language courses, and 4 in technical training programs, representing more than BRL 540,000 in reimbursements.

197

employees graduated from the Youth and Adult Education Program (EJA), with a dropout rate of just 1.5%

Antonio Donato da Silva – Pampeira Farm, MT

PERFORMANCE IN PERSPECTIVE

The maturation of the development agenda is also reflected in the evolution of SLCresce, our performance management platform, which equips leaders with an integrated view of each employee's career journey and supports more structured decisions on internal mobility and succession planning. The tool has modernized the monitoring of Individual Development Plans (IDPs), strengthened the link between evaluation and development, and incorporated 360-degree assessments, thereby enhancing the quality of feedback. We have also reorganized the competency framework, which varies by role but includes, for all employees, areas such as sustainability, workplace safety, collaboration, ownership, resilience, innovation, and a focus on results and the customer. The platform also supports both formal feedback sessions and informal conversations, promoting ongoing monitoring of development.

96.1% OF EMPLOYEES PARTICIPATED IN THE PERFORMANCE EVALUATION AND CAREER DEVELOPMENT REVIEW IN 2025 (SEE PAGE 114)

DIVERSITY AND INCLUSION

→ GRI 3-3 Diversity and Inclusion

Workforce diversity and inclusion are essential pillars for building a respectful, innovative, and future-ready workplace. This commitment is formalized in our Diversity and Inclusion Policy **(available here)**, applicable to all hierarchical levels and units, which promotes the appreciation of differences and establishes a zero-tolerance policy toward any form of discrimination. Governance of this matter involves the executive leadership, with oversight provided by the Board of Directors and the ESG Committee. In 2025, three cases of discrimination were reported, all of which were thoroughly investigated and two of them found substantiated. Action plans and corrective measures were implemented for these cases, in line with our internal management processes. → GRI 406-1

We recognize that this issue still poses significant challenges in an industry historically dominated by men. The lack of diversity in leadership positions and in hiring processes has been identified as a real issue that can limit representation, stifle innovation, and reinforce perceptions of exclusion. This insight led us to evolve our approach from basic legal compliance to a structured, integrated strategy aligned with our organizational culture.

SLC Agricola maintains a defined escalation process for incidents related to discrimination and harassment which can be consulted in Code of Ethics. All incidents and their outcomes are tracked based in the Investigations and Disciplinary Measures Policy.

GOVERNANCE OF THIS ISSUE INVOLVES EXECUTIVE LEADERSHIP, WITH OVERSIGHT BY THE BOARD OF DIRECTORS AND THE ESG COMMITTEE

Valdir Rocha, Laura Rosa, and Larissa Ferreira – Headquarters, RS

Employees by type of employment and gender[1] → GRI 2-7

	2023			2024			2025		
	Indefinite term	Fixed term	Subtotal	Indefinite term	Fixed term	Subtotal	Indefinite term	Fixed term	Subtotal
Men	3,493	1,607	5,100	3,627	1,624	5,251	4,216	1,539	5,755
Women	621	36	657	722	92	814	893	81	974
TOTAL	**4,114**	**1,643**	**5,757**	**4,349**	**1,716**	**6,065**	**5,109**	**1,620**	**6,729**

[1] *The data refers to our workforce at the end of each year and was extracted from our human resources management system. The methodology uses direct counting, based on official eSocial records.*

The Diversity and Inclusion Policy guides the implementation of the **Semear Program**, our primary tool for translating guidelines into concrete practices in our daily operations and promoting diversity in the workforce. Currently, the program focuses strategically on the areas of Women+, Race and Ethnicity, LGBTQIAPN+, and 50+, combining structural initiatives, awareness campaigns, training, and specific targets. The Human Resources departments regularly monitor the progress of indicators related to the agenda, reporting to the Executive Management and the ESG Committee, and use this data to guide short-term targets, such as increasing the representation of women in leadership positions. In recognition of its achievements, the Semear Program received an award in 2025 at the Top Ser Humano event, organized by ABRH-RS, and from ABRH-MA for the case "Women and Agricultural Machinery," highlighting the impact of initiatives focused on inclusion and talent development in the workplace.

To strengthen our inclusive culture, we have Diversity and Inclusion facilitators at the Headquarters and on the farms, who serve as champions of best practices and adapt initiatives to local conditions. Complementarily, the **Diversity and Inclusion Path** promotes ongoing awareness among employees, focusing on empathy, active listening, and anticapacitist actions, supported by internal literacy campaigns. In 2025, 610 employees completed the program.

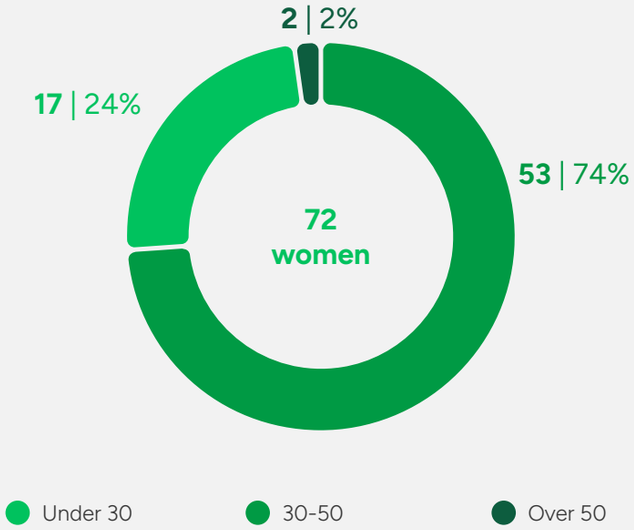
WOMEN LEADERS

In the area of gender, we highlight the Women's Leadership Program. Launched in 2020, the initiative supports women throughout their careers from their very first day with us, offering programs for trainees, leaders, and professionals through initiatives designed to foster their potential. By 2025, we had 72 women in leadership positions.

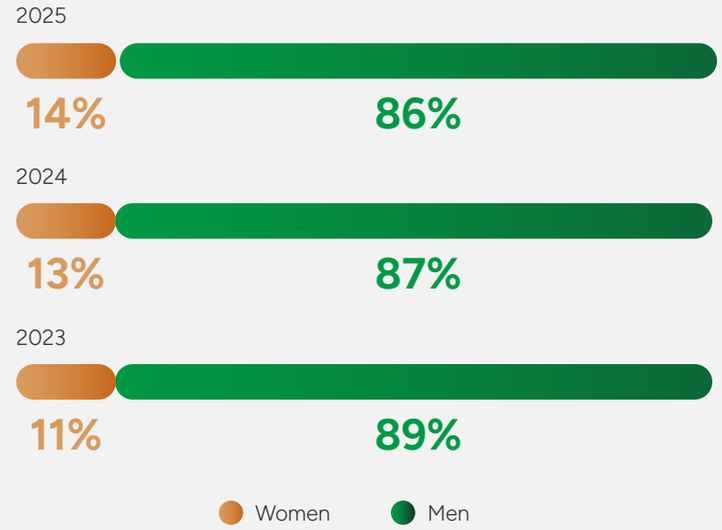
We also monitor trends in the representation of women and young talent in these positions. In 2025, 24% of female leaders were professionals under the age of 30.

Beatriz Ramos – Pamplona Farm, GO

Female Managers and Coordinators



Percentage of women in the total workforce



HEALTH, SAFETY, AND WELL-BEING

→ GRI 3-3: Health and Safety, 403-1, 403-2, 403-4, 403-5, 403-7

People's safety is a non-negotiable priority in our operations. We operate in an industry that relies heavily on machinery, equipment, and outdoor activities, where risks are a daily reality. Our CEO and senior executives are accountable for H&S strategy, reinforcing it as a shared responsibility among leadership, our teams, and partners, integrated into business management and operational decisions.

Our occupational health and safety management covers 100% of our permanent employees, under the CLT regime, and temporary workers (seasonal workers) at all production units and at the headquarters, in compliance with Regulatory Standards (NR), other legal requirements, and the guidelines and certification of ISO 45001 (Occupational Health and Safety Management System), in addition to the voluntary commitments undertaken under our Sustainability Policy.

In the latest cycle, the increase in accidents and the occurrence of fatalities were a major cause for concern. These events have underscored the need to review practices, redefine priorities, and strengthen the role of leaders in caring for people. The acquisition of new farms is accompanied by the adoption of diverse occupational health and safety practices and, as in previous expansion cycles, has led to a higher number of accidents.

In response, to advance safety and health awareness and minimize the occurrence of accidents, we have strengthened the **Behavioral Safety Program** with the support of external consultants, placing greater emphasis on the daily activities of coordinators and managers. We have raised the target for monthly observations of safe behavior, which are now tracked and discussed at the Safety, Quality, and Productivity (SQP) meetings. We have also stepped up our **Safety Hour** initiative, with management visiting operational areas to identify risks, define improvements, and monitor action plans. In the following months, we had already seen a decrease in the number of incidents.

ALL OF THE EMPLOYEES ARE COVERED BY THE OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

Employees at the Pantanal Farm, MS

Bianca Zoratti – Planorte Farm, MT

Work-related injuries[1, 2, 3] → GRI 403-9; SASB FB-AG-320a.1

	2022–2023	2023–2024	2024–2025
Class	Employees	Employees	Employees
Number of hours worked	14,453,070	16,483,242	16,791,891
Number of hours worked basis (200,000 or 1,000,000)	1,000,000	1,000,000	1,000,000
Number of fatalities resulting from work-related injuries	0	1	1
Index of deaths resulting from accidents at work	0	0.06	0.06
Number of work-related injuries with serious consequences (except fatalities)	2	1	5
Index of accidents at work with serious consequences (except fatalities)	0.14	0.06	0.3
Number of compulsorily reportable work-related injuries; (including fatalities)	28	32	48
Index of work-related injuries subject to mandatory reporting (including fatalities)	1.94	1.94	2.86

[1] We do not track the hours of third-party workers, but we do track the hours of temporary seasonal workers
[2] All rates were calculated based on 1,000,000 hours worked, in accordance with the requirements of ISO 45001. The main types of incidents were general accidents and commuting accidents.
[3] Data based on the crop year.

During this period, serious incidents were mainly associated with motorcycle crashes and fires (learn more about the prevention and response strategy on page 80). To mitigate these risks, we have implemented specific initiatives, such as a pilot program using telemetry on motorcycles for speed control, Daily Safety Dialogues (DDS) based on lessons learned, targeted training, investments in infrastructure, and power source lockout systems.

All of these accidents and incidents are investigated by multidisciplinary teams, which identify causes, define corrective actions based on the hierarchy of controls, and monitor their implementation. Finally, learning reports are prepared and shared with the safety teams at all facilities, thereby broadening the dissemination of lessons learned and preventing recurrences.

SIX FARMS, INCLUDING LARGE-SCALE OPERATIONS WITH COTTON FIELDS AND WAREHOUSES, REPORTED ZERO ACCIDENTS IN THE LAST REPORTING PERIOD

HAZARD AND RISK IDENTIFICATION

Hazard identification and occupational risk assessments are conducted through the Occupational Hazard and Risk Survey (LPRO), in accordance with the requirements of ISO 45001 at certified facilities, and through the Risk Management Program (PGR – NR 1) at all facilities and at headquarters. The LPRO uses an urgency matrix to classify risks and prioritize mitigation measures, including administrative actions, procedures, training, and the provision of Personal Protective Equipment (PPE) and Collective Protective Equipment (CPE). Risks classified as high must be addressed through action plans, the quality of which is monitored by safety coordinators, regional engineers, and the corporate OHS team.

Employees can report hazards and unsafe conditions using forms available at their work sites, by communicating directly with management, or through the Reporting Channel, which allows for anonymous reporting and guarantees protection against retaliation. We also guarantee the right to refuse work, in accordance with NR 1, allowing for the suspension of activities in the face of serious and imminent risk. The Consequences Policy and the Golden Rules establish clear guidelines and penalties, including for managers who expose their teams to risky situations.

Taking a comprehensive view of our entire supply chain, we require companies operating at our facilities to provide documentation identifying the hazards and risks associated with their activities. These materials are reviewed by our occupational safety team as part of the supplier approval process, considering the scope of the activities performed and reinforcing the shared accountability for safety in operations.

HAZARD IDENTIFICATION AND OCCUPATIONAL RISK ASSESSMENTS ARE CONDUCTED AT ALL FACILITIES AND AT THE HEADQUARTERS

Dienifer Martins and Vanessa Rolim – Headquarters, RS

A CULTURE OF PREVENTION

Training is one of the cornerstones of our safety culture. We provide training in health and safety, focusing on high-risk operations and compliance with legal requirements.
The training courses cover topics such as confined spaces (NR 33), working at heights (NR 35), electricity (NR 10), and the operation of mobile and stationary machinery (NR 12 and NR 31), among other courses focused on operational safety.

Ongoing communication fosters a culture of prevention. We use various channels, such as the Daily Safety Dialogue (DDS), e-mails, the intranet, corporate TV, WhatsApp groups, and physical bulletin boards to reinforce guidelines, promote best practices, and share lessons learned. These tools ensure that relevant information reaches teams quickly and supports more informed decisions on a daily basis.

The Safety, Quality, and Productivity Committee (SQP), which operates at all facilities, and the CIPATR (Internal Rural Accident Prevention Committee) work in tandem, holding monthly meetings, making decisions by consensus, and involving both in-house and third-party workers. These forums evaluate indicators, discuss risks, propose improvements, and monitor the implementation of measures. We also maintain Emergency Response Teams, made up of employees trained to respond to critical situations.

ALL EMPLOYEES ATTENDED AT LEAST ONE TRAINING SESSION, TOTALING 82,000 HOURS OF OCCUPATIONAL SAFETY TRAINING

Training in Firefighting

FIREFIGHTING: STRUCTURE AND BRIGADE MEMBERS

Our commitment to safety also guides our fire prevention and firefighting practices in our operations, especially given the climatic conditions of the Brazilian Cerrado, where we operate. We would like to emphasize that we do not engage in burning at any stage of our agricultural activities. Our commitment is, above all, to safeguard people's well-being by ensuring safe work environments, as well as to protect production areas and areas with native vegetation, thereby preventing any environmental damage.

We currently have 169 trucks, including fire trucks and water tankers, and we maintain 19,000 cubic meters of stored water ready for rapid response. In addition, we have 667 active firefighters, trained to respond to various emergency situations. Between 2022 and 2025, we invested BRL 23.6 million in prevention initiatives, training, infrastructure, and equipment for firefighting.

Read more

See the details of our fire prevention and suppression system on page 80 of this report

Patricia Almeida and Elaine Lins – Pantanal Farm, MS

HEALTH AND WELL-BEING

→ GRI 3-3: Health and Safety, 403-3, 403-6

Taking care of people's health is a priority in our operations. The company's Occupational Health and Safety (OHS) department is responsible for providing services to employees and contractors, conducting the occupational health examinations required by law, and continuously monitoring work-related health conditions[1]. This monitoring includes identifying individuals within groups with comorbidities, who are provided with preventive guidance and periodic follow-up.

All facilities are equipped with first-aid rooms, ambulances, and trained emergency response teams, ensuring a rapid response and appropriate referral to the nearest healthcare services when necessary.

To ensure consistency and efficiency, we have three occupational physicians assigned to each region, who are responsible for overseeing the Occupational Health Medical Control Program (PCMSO), which guides preventive measures, monitoring, and health follow-up throughout an employee's career. As a result of ongoing health promotion and risk prevention efforts, there were no reported cases of occupational diseases during the 2024/25 crop year. All employees, both in-house and contractors, are included in the hazard identification and control processes, with preventive measures systematically implemented in operations.

→ GRI 403-10

WE PROMOTE WELL-BEING THROUGH ONGOING MONITORING AND SUPPORT. OUR INFRASTRUCTURE ENSURES SAFETY AND A RAPID RESPONSE TO EMERGENCIES, PRIORITIZING THE HEALTH OF EVERY EMPLOYEE

[1] *Personal health information is handled with care and responsibility. All data is stored in systems that comply with the Brazilian General Data Protection Law (LGPD). Access to this information is restricted to healthcare professionals.*

A healthy work environment requires more than just the prevention of illnesses and accidents; it must foster physical, mental, and social well-being and promote balanced and productive working relationships. Since 2015, we have been running the **Quality of Life Program**, which is built upon five pillars:

Physical

We encourage people to take care of their health and prevent illness by promoting healthy habits and a more balanced lifestyle.

Mental

We foster practices of self-care, psychological safety, and reflection, promoting self-awareness and open dialogue about mental health.

Professional

We support professional development and quality of life at work by incorporating these aspects into the Individual Development Plan and Training Pathways.

Cultural

We expand access to culture by promoting local cultural events and encouraging people to try new experiences.

Social

We value our involvement in social and environmental initiatives, strengthening our ties with the communities where we operate and with the environment.

Sports courts at the Pantanal Farm, MS

SLC Agricola provides material non-pay benefits to eligible employees beyond base compensation and facilitates access to health services supporting well-being and productivity overall. In addition to health insurance coverage, we offer the Dr. Alper app, which enables free telemedicine consultations, thereby expanding access to health guidance, especially for employees working in areas farther from urban centers. In addition, we offer Wellhub, a platform dedicated to promoting physical and mental health through physical activities, and we encourage sports and social activities such as running, soccer, volleyball, and beach tennis, and Zenklub, which provides content and services focused on mental health, such as psychological support and emotional development. In addition, throughout the year, we hold Health Week and campaigns focused on prevention and awareness, covering topics such as breast cancer, prostate cancer, and sexually transmitted infections (STIs).

VALUE CHAIN

SUPPLIERS

→ GRI 2-6, 2-29

Guidelines and Governance

Our relationship with suppliers is aimed at establishing long-term partnerships based on trust, transparency, and the creation of shared value. This commitment is formalized in the **Procurement Policy**, approved by the Executive Management, and in the **General Procurement Guidelines** (available here), which guide all commercial relationships, from selection to monitoring, based on principles such as ethics, fair competition, anti-corruption, and respect for human, labor, and environmental rights. In addition, we have the **Supplier Manual** (here) and the **General Terms and Conditions for Contracting** (here), which detail expectations, responsibilities, and minimum standards of conduct.

All suppliers must also adhere to the **Third-Party Code of Ethics and Conduct**, which was revised in 2025 to incorporate advancements related to biodiversity protection, the promotion of human rights, and compliance with social and environmental requirements. The Code makes it clear that we do not tolerate child labor, forced labor, or labor analogous to slavery, nor any form of sexual exploitation of children and adolescents.

Supply chain management[1] is an integral part of our corporate governance. The Board of Directors is advised by the ESG Committee, which monitors sustainability-related issues in the supply chain. The Procurement Department oversees the implementation of the Procurement Policy, while the Supplies Department manages day-to-day operations, ensuring compliance with the guidelines in all interactions.

[1] *In 2025, our supply chain included suppliers of various sizes (small, medium, and large), locations (local, national, and international), and types of activity (services and supplies), including intermediaries, contractors, and retailers. The main categories of procurement include aviation, waste collection, outsourced harvesting, fuels, pesticides, packaging, equipment, fertilizers, logistics, machinery, maintenance, infrastructure, IT, and seed production.*

ALL SUPPLIERS MUST ADHERE TO THE THIRD-PARTY CODE OF ETHICS AND CONDUCT, REVISED IN 2025 TO INCORPORATE ADVANCEMENTS RELATED TO SOCIAL AND ENVIRONMENTAL ASPECTS

Registration

→ GRI 13.23.2, 13.23.3, 13.23.4

The relationship with suppliers and service providers begins with registration on a dedicated portal, where information and documents related to technical, administrative, financial, legal, tax, reputational, environmental, social, and governance requirements are requested. This step ensures transparency and standardization from the very first contact. For suppliers operating within our facilities, we require additional documentation regarding the employment status of their employees and compliance with labor, social security, and health and safety obligations, ensuring legal compliance and operational safety. In 2025, we began rolling out a third-party document management system to improve the efficiency, security, and control of this process; by December, it had already been implemented at 18 production facilities, with completion expected in the first quarter of 2026.

We monitor the compliance of key production inputs with internationally recognized standards. Currently, categories such as wire (100%), cotton seeds (95%), packaging (90%), and batteries (90%) have high certification rates, based on standards such as ISO 9001, 14001, 45001, and RTRS. Tracking also covers pesticides (62%), fuels (65%), and agricultural machinery (76%), thereby strengthening risk management and traceability throughout the supply chain.

Analysis and approval

The submitted documentation undergoes technical and compliance reviews using a Third-Party Risk Management tool, which consults public databases, including the so-called "blacklist" of forced labor. Suppliers flagged with high-risk alerts undergo more thorough reviews and may be subject to additional controls or have their registration rejected. Approved suppliers receive formal notification and are added to the approved supplier list; if they are rejected, they are informed of the reasons and may request a re-evaluation after correcting the nonconformities. Misconduct and factors leading to rejection include evidence of deforestation, areas subject to bans or fines imposed by environmental agencies, financial irregularities, pending criminal proceedings, and discrepancies in registration records. Suppliers may be excluded from the procurement process if they fail to meet the minimum ESG requirements by the previously established deadline. → GRI 308-2, 414-2

3,372
suppliers evaluated in 2025

Gustavo Bernardines, Tuani Gomes, and Gustavo Lehnen – Headquarters, RS

In 2025, we evaluated 3,372 suppliers, including 1,650 new registrations and 1,722 renewals. Among the new registrations, 608 suppliers underwent a selection process based on environmental criteria. This assessment is conducted in a targeted manner, depending on the nature of the activity and the requirements defined in the approval process. Based on the analyses conducted, 21 suppliers had their registrations rejected due to identified misconduct and risks, and 369 due to outstanding documentation or registration issues. No risks of child labor, forced labor, or labor akin to slavery were identified. → GRI 308-1, 408-1, 409-1, 414-1

Procurement

The procurement process starts with a request submitted by the requesting department and is overseen by the Procurement Department. In recent years, we have consistently expanded our market intelligence capabilities in procurement, strengthening decision-making throughout the contracting process and supporting requesting departments in determining the most appropriate times to make purchases. In addition to inputs directly related to agricultural production, this approach has been extended to include categories such as oils and lubricants, packaging, post-harvest inputs for cotton, and construction projects. These fronts rely on dedicated specialists, historical price analyses, raw material monitoring, and active risk management, which improves the quality of decision-making, increases cost predictability, makes negotiations more efficient, and reduces exposure to market fluctuations.

We aim to obtain at least three quotes considering criteria such as cost-effectiveness, quality, delivery time, history of non-compliance, and environmental, social, and governance (ESG) practices.

Decisions follow the approval workflows established prior to the issuance of the purchase order, ensuring impartiality, efficiency, and traceability.

Whenever technically and economically feasible, we prioritize working with local suppliers[1], contributing to the development of the regions where we operate and to greater operational efficiency. In 2025, we allocated approximately BRL 5.3 billion to procurement, involving around 4,500 suppliers, with 60% of the financial volume directed to local companies[2]. → GRI 2-6, 204-1

ONBOARDING OF OUTSOURCED WORKERS

Suppliers engaged to work on our premises must attend an orientation session at the facility where they will carry out their activities. At that moment, we introduce our values, the Third-Party Code of Ethics and Conduct, the Reporting Channel, our guidelines for workplace conduct, and our principles regarding quality, the environment, and safety. This step is essential for aligning expectations, reinforcing standards of conduct, and making sure that activities are conducted safely and responsibly.

Mechanization Team – Pamplona Farm, GO

[1] *Suppliers located in the same state as the requesting units.*
[2] *Data management is handled through a Business Intelligence (BI) tool, which tracks the expenses and volumes of business partners, contributing to logistical efficiency, supply security, and the strengthening of the local economy.*

Leonardo dos Santos – Headquarters, RS

Continuous Monitoring

Supplier performance is monitored through the **Supplier Qualification Index (SQI)**, a tool that assesses performance, compliance, and maturity across environmental, social, and governance criteria. Starting in 2025, the SQI began to be calculated on a crop year basis, allowing for an analysis that is more closely aligned with the operational cycle. In the 2023/24 cycle, 284 suppliers were evaluated across 33 procurement categories, ensuring a comprehensive and consistent view of supply chain performance. Whenever misconduct or weaknesses are identified, the Procurement area develops and monitors corrective action plans to engage with suppliers. Failure to implement the agreed-upon measures may result in the loss of status as an approved supplier.

IN THE LATEST CYCLE, 284 SUPPLIERS WERE MONITORED USING THE SUPPLIER QUALIFICATION INDEX (SQI) AND EVALUATED ON ENVIRONMENTAL, SOCIAL, AND GOVERNANCE CRITERIA

Purchase, Management, and Sale of Cattle → GRI 13.4.2, 13.4.5

The cattle sourcing, managing, and selling processes are conducted in accordance with strict technical criteria and in full compliance with applicable legal and regulatory requirements. Throughout all these stages, we pay special attention to the animals' places of origin and to best practices in animal welfare. These guidelines are set forth in our Livestock Policy: Sourcing, Managing, and Selling Cattle (click here), which guides the conduct of our own operations and sets expectations for our business partners.

We encourage the industry to adopt the Brazilian Cattle and Buffalo Unique Identification System (Sisbov), the official system that enables the individual identification and tracking of animals throughout their entire lives. Although participation in Sisbov is voluntary, its use may be required by specific regulations or public health programs, and we recommend adopting it as a best practice for management, control, and traceability.

We are well aware that cattle ranching on illegally deforested land is the main obstacle to the sustainability of this sector.

Our responsible sourcing practices include strict criteria to ensure that we do not procure cattle from farms involved in illegal activities, such as the clearing of native vegetation, encroachment on indigenous lands or conservation areas, or from properties subject to injunctions issued by agencies such as the Brazilian Institute of the Environment and Renewable Natural Resources (Ibama) or by state environmental agencies. We also do not purchase animals from farms that use child labor, forced labor, or labor in conditions akin to slavery, thereby reaffirming our commitment to human rights.

All purchases are sourced from pre-approved livestock producers and brokers who have undergone a comprehensive evaluation process covering technical, legal, reputational, socio-environmental, and governance criteria. The analyses include georeferenced verification of properties, monitoring of environmental permits and potential encumbrances, as well as assessments of third-party risks and animal welfare practices. The approval is reviewed annually or more frequently, as needed. Suppliers that have been excluded due to non-compliance may only be reinstated after demonstrating that they have resolved all outstanding issues and are in full compliance with applicable laws.

In 2025, we expanded this process by adopting the MUB system for the certification of livestock suppliers, thereby strengthening control and traceability. During this period, 258 suppliers were evaluated, of which 177 were approved and 81 were rejected. Of the 81, 20 were rejected due to irregularities in the process. The implementation of the system has improved efficiency, reduced manual steps, and enhanced information traceability, with integrated involvement from the Compliance, New Business, and Sustainability departments.

IN 2025, WE ASSESSED 258 PROPERTIES, WITH 177 APPROVALS AND 81 REJECTIONS (20 DUE TO IRREGULAR LAND CLEARING)

Eric Legunes and Guilherme Custódio – Headquarters, RS

CUSTOMERS

→ GRI 2-6, 2-29

Our production is part of supply chains that are essential to the economy and people's lives. We supply agricultural commodities primarily to the human and animal food, biofuel, and textile sectors in Brazil and globally, with a strong presence in Asia. The Seeds division serves farmers, while the Livestock division serves slaughterhouses. Each of these markets has specific requirements, and we meet those needs with consistency, reliability, and quality throughout the production cycle.

Product quality is one of the cornerstones of our relationship with our customers, encompassing everything from agricultural planning and crop management to harvesting, processing, storage, and logistics. Customer satisfaction drives the continuous improvement of our operations and influences our operational and investment decisions. Our business relationships are managed by specialized sales teams organized according to the cultures we market. This specialization enables us to provide more personalized and technical support, backed by in-depth knowledge of each product's features, market dynamics, and the specific needs of each customer.

This approach is guided by satisfaction surveys conducted every two years, which assess various aspects of the relationship, including the performance of sales teams, the operations of the farms, the structure of production facilities, compliance with contractual terms, and the quality of the products delivered. The results serve as the basis for continuous improvement plans, reinforcing active listening and alignment with customer expectations. In the fifth round of customer surveys, we achieved an average score of 9.5 on a scale of zero to ten for overall satisfaction.

To make our operations more transparent, efficient, and convenient, we use digital platforms that support our sales and after-sales processes. For cotton lint, we maintain a dedicated portal where customers can access the full traceability of the bales they have purchased. This platform provides detailed information on origin, classification, and quality analyses, which facilitates decision-making and builds confidence in the delivered product. In the seed sector, the Customer Portal offers a range of features designed to enhance the buyer's experience. Through this platform, customers can track delivery status, access after-sales support channels, and use the *SLC Sementes Garante* Program, which guarantees a minimum quality rate of 90%.

COMMUNITIES

→ GRI 2-9, 3-3 Socioeconomic impacts, 203-2, 413-1, 413-2

Our relationship and engagement with the communities where we operate is guided by the SLC Institute's strategy, which is built on the pillars of education, volunteerism, and regional development, with a focus on strengthening local capacities, social engagement, and the creation of long-term shared value, as well as by the Sustainability Policy **(available here)**, which establishes guidelines to promote sustainable development and minimize any negative impacts of our operations. We believe our presence in these communities should have a positive impact on people's quality of life and support the development of the municipalities where we operate, especially in Brazil's rural areas, where our activities directly contribute to job creation, income generation, tax revenues, and local development.

We work to identify, assess, and manage socioeconomic impacts, striving to turn our projects into opportunities for development in all of the communities where we operate. This process considers both the positive impacts—such as the strengthening of local economies and increased demand for regional services and suppliers—and potential risks and impacts, including pressures on infrastructure, the use of natural resources, and the quality of relationships with surrounding communities.

To further this analysis, we used territorial profiling reports prepared by specialized consulting firms, which enabled us to map local priorities and identify issues relevant to strengthening our relationship with communities and to more effectively targeting social investments. These studies include interviews with various stakeholders, such as traditional communities, public institutions, smallholder farmers, social movements, and local residents. As a result, we have developed a framework of challenges, strengths, and opportunities in areas such as community building, the environment, education, the economy, cities, social protection, and health, which guides our initiatives and actions in these regions.

To address these issues, we maintain ongoing dialogue with communities, establish partnerships with local organizations, and use communication channels that are accessible and appropriate to each context. When we identify actual or potential negative impacts, we take action by engaging directly with local governments, community leaders, and local institutions, reviewing operational processes, and supporting social initiatives tailored to the specific needs of each region.

PROGRAMA NA MÃO CERTA

NA MÃO CERTA (IN GOOD HANDS)

We are signatories to Childhood Brazil's *Na Mão Certa* Program, which aims to combat the sexual exploitation of children and adolescents on Brazilian highways. Through this partnership, we promote awareness and engagement initiatives with truck drivers, encouraging them to act as agents of change in their communities.

Whenever applicable, we conduct free, prior, and informed consultations with traditional communities, including indigenous peoples, respecting their land rights and recognizing the material and immaterial value of natural resources to these communities. Although some of our operations are located in areas adjacent to indigenous territories, we assess that there are no significant risks in our relations with indigenous peoples, traditional communities, or quilombola communities. Our assessment process for the purchase or lease of new properties carefully considers the possibility of overlap with these territories, and when such overlap is identified, we do not proceed with the transaction.

SLC INSTITUTE

→ GRI 203-1

The SLC Institute is a private nonprofit organization that plays a strategic role in our social agenda. With independent management and its own legal status, it works to promote community development through educational and human development initiatives, with a focus on the productive inclusion of young people. Its budget consists of donations from its sponsoring companies, equivalent to 0.1% of gross profit, as well as funds provided under federal legislation and programs such as Pronas and Pronon.

In 2025, through the SLC Institute, we invested BRL 4,716,180 in over 16 projects focused on strengthening essential services and community infrastructure in the regions where we operate. Of this amount, BRL 2,762,955 represent private social investments and BRL 1,953,225 incentive-based investments. Funding was focused on education, with the Educating for Life and Sowing Sustainability programs, as well as initiatives to transfer irrigation technology to small-scale farmers and to manage local waste. These initiatives are provided free of charge to the community or through corporate volunteering and are subject to annual review and renewal, ensuring alignment with our Sustainability Policy while supporting socioeconomic development and strengthening the resilience of communities surrounding our operations.

The management of these investments follows a structured approach, with annual planning, defined objectives, and key performance indicators (KPIs) established for each project. We monitor factors such as the number of people served, funds allocated, geographic reach, and the qualitative feedback received from participants, schools, and institutional partners. The results are reported to the Executive Management and the ESG Committee, which assess whether the initiatives align with strategic objectives and provide guidance on any necessary adjustments.

Initiative by the Socio-Environmental Action Group (GAS) at the Headquarters, RS

Key Initiatives

Our commitment to social responsibility is implemented through private social investments and incentive-based projects, developed with the support of the Social Responsibility and Environment team. Key initiatives include the **Educating for Life**program, which focuses on training teachers and school administrators in social-emotional skills, and **AgroEduca**, which is dedicated to training young people from local communities in skills related to the agricultural sector. Another highlight is the **Sowing Sustainability** program, which promotes environmental education for Elementary School students in public schools. In 2025, this initiative was expanded to three additional municipalities: Chapadão do Sul, MS, Formosa do Rio Preto, BA, and Santa Rita do Trivelato, MT, bringing the total to eight municipalities and maintaining the target of reaching 26 by the end of 2030. Volunteer efforts, meanwhile, are led by the Socio-Environmental Action Group (GAS), which, in 2025, had 646 participants who contributed more than 2,600 hours of volunteer work.

The Institute's scope has expanded over the past year with the **Technology Transfer Program for Small-Scale Farmers through Localized Irrigation**, the result of a partnership with Instituto Aiba—the Association of Farmers and Irrigators of Bahia. The initiative provides technical assistance and training to small-scale farmers in western Bahia, focusing on the efficient use of localized irrigation technologies. In connection with SLC Agrícola's investments in the region (read more on page 24), the program aims to increase agricultural productivity, promote the sustainable use of water and soil resources, diversify crops, and strengthen the local economy. In total, 25 irrigation kits will be distributed to families and schools in two rural communities, Puçazeiro (Correntina, Bahia) and Pedras (São Desidério, Bahia), as well as to schools in Luís Eduardo Magalhães and Correntina. The initiative received a grant worth BRL 500,000 from the SLC Institute and is scheduled for completion in July 2026.

Alice Silva, Renan Luna, Tiago Tedesco, and Telma da Silva – Pampeira Farm, MT

Impacts and scope

In total

More than 30,000 people have benefited from the Institute's projects

Approximately 20,000 students have been reached by the **Educating for Life** and **Sowing Sustainability** initiatives

In 2025

AgroEduca: 1,314 young people assisted by 268 volunteers in 2025

Socio-Environmental Action Group (GAS): 646 volunteers and more than 2,600 hours of volunteer work

SECTORAL PARTICIPATION → GRI 2-28

We believe that collective action is essential to strengthening the agribusiness industry, promoting best practices, and contributing to its sustainable development. At the regional level, we maintain a direct connection with the production realities of the areas where we operate and are affiliated with organizations representing cotton producers in various states, such as the Goiás Cotton Producers Association (Agopa), the Bahia Cotton Producers Association (Abapa), the Maranhão Cotton Producers Association (Amapa), the Mato Grosso Cotton Producers Association (Ampa), and the Mato Grosso do Sul Cotton Producers Association (Ampasul). We also joined a new association created for the irrigators of the collective water-right grant of Pamplona, in Minas Gerais. In the field of research and regional development, we are members of the Foundation for Research Support of the Northern Export Corridor (Fapcen), which promotes technological advancement and innovation in strategic regions, and the Bahia Farmers and Irrigators Association (Aiba), an organization that advocates for producers' interests and supports regional agricultural development.

We are also members of national organizations that connect different segments of the supply chain. We are members of the National Association of Cotton Exporters (Anea), the Brazilian Agribusiness Association (Abag), the Association of Seed Producers of the Matopiba States (Aprosem), and the Brazilian Association of Soybean Seed Producers (Abrass). At the international and institutional level, we are members of the American Chamber of Commerce for Brazil (Amcham), fostering dialogue with companies, investors, and organizations operating at the intersection of Brazil and global markets.

Our sustainability and corporate governance agenda is also strengthened through our participation in recognized initiatives and organizations. We are a member of the UN Global Compact – Brazil Network, a United Nations initiative that mobilizes companies around principles related to human rights, labor, the environment, and anti-corruption. We are also members of the Round Table on Responsible Soy Association (RTRS), which promotes responsible practices throughout the soy supply chain, and the Ethos Institute, a national leader in corporate social responsibility and corporate integrity. The company's sector-specific activities also extend to human resources management and talent development. We are members of the Brazilian Human Resources Association – Rio Grande do Sul Chapter (ABRH-RS) and support initiatives aimed at educating and training young people and rural workers, such as the National Rural Learning Service (Senar). These partnerships help strengthen human capital and create opportunities for professional development.

Staff – Pampeira Farm, MT

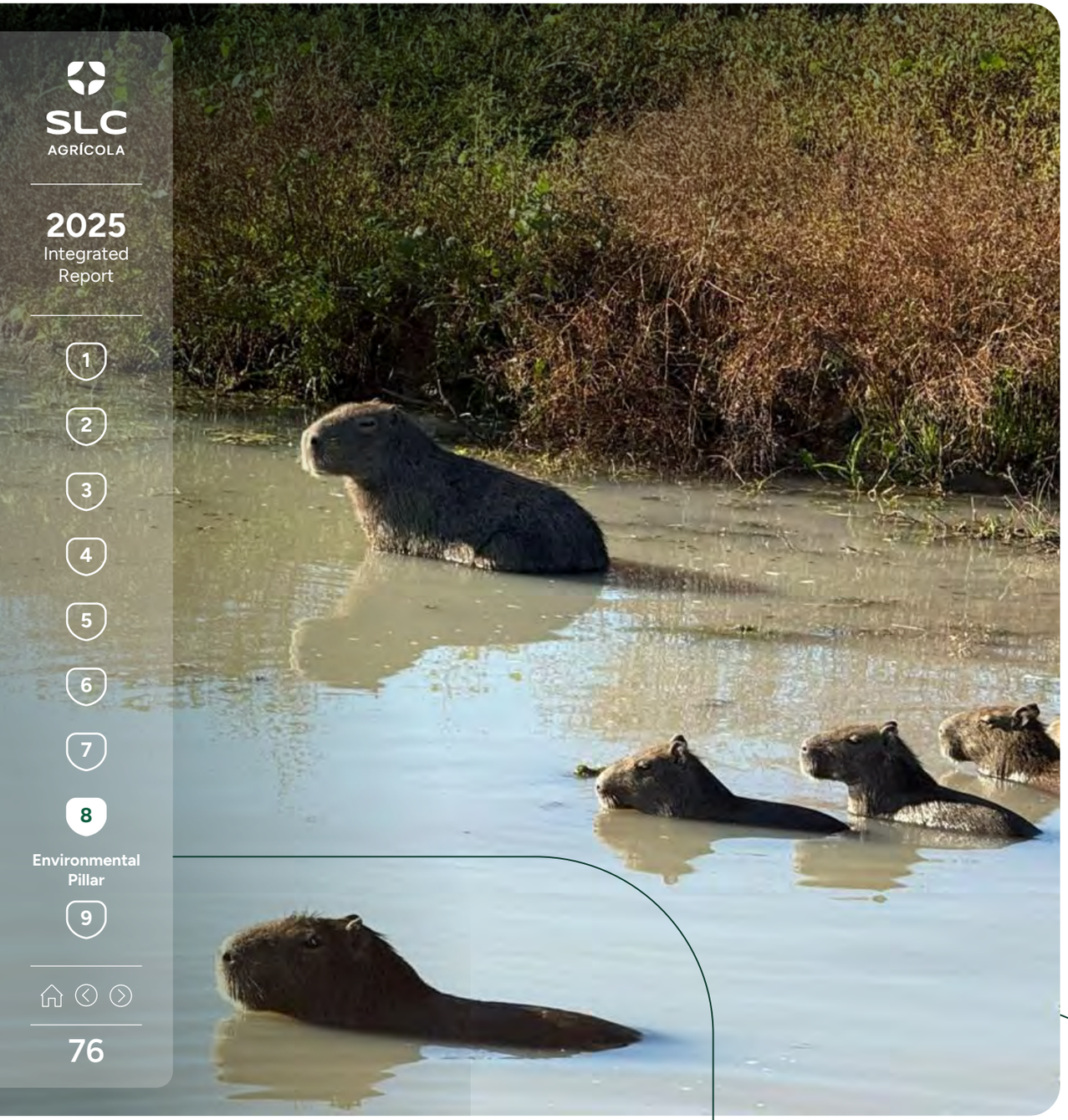
IN 2025, WE ALLOCATED BRL 8.8 MILLION IN DONATIONS AND PAYMENTS TO THE ASSOCIATIONS IN WHICH WE PARTICIPATE, REFLECTING OUR COMMITMENT TO THE SECTOR'S DEVELOPMENT AND THE SUSTAINABILITY AGENDA

Environmental Pillar

_ Biodiversity

_ Climate

_ Environmental Resource Management



BIODIVERSITY

→ GRI 3-3: Environmental management system

GOVERNANCE AND STRATEGY

→ GRI 101-1, 101-2, 101-4; TNFD – Strategy C, D;
TNFD – Governance A, C; TNFD – Metrics and Targets A, B, C

Environmental governance integrates dependencies and impacts on nature into strategic planning and risk management, with progress toward targets tracked using key performance indicators and dashboards. The Board of Directors oversees environmental matters, with support from the ESG Committee, which consists of the CEO, the Chief Sustainability Officer, and three board members. This committee monitors key environmental KPIs on a bimonthly basis, ensuring that these issues guide the company's strategy and investment decisions. In practice, land purchases or leases are prohibited when deforestation is identified after the August 2021 cutoff date, the period established by our Zero Deforestation Policy.

Asset management and social and environmental performance are linked to the variable compensation of senior executives, who have specific targets, such as obtaining certifications in regenerative agriculture and carbon credits. We maintain transparency in our relationships with stakeholders and in our institutional representation. Some of our operating units are located in areas that border indigenous communities, where we maintain channels of communication and dialogue processes overseen by senior management.

We participate in discussions on public policies related to conservation and the sustainable use of land through industry associations, in accordance with our internal integrity policies. We have also verified that there have been no cases or disputes related to environmental or social impacts reported to the Organization for Economic Co-operation and Development (OECD).

Our value creation strategy is tied to the integrity of the ecosystems in which we operate. We operate primarily in the Cerrado biome and recognize our critical dependence on ecosystem services such as water regulation, soil fertility, natural pest control, and climate stability. These factors

are critical to productivity and operational resilience in the short, medium, and long term, underscoring the importance of regenerative practices (see page 82) and the preservation of areas with native vegetation.

For the 2025/26 crop year, we planned to cultivate 837,000 hectares across the states of Bahia, Mato Grosso, Mato Grosso do Sul, Maranhão, Piauí, Goiás, Pará, and Minas Gerais. In addition to our production areas, we maintain 131,900 hectares of fully protected company-owned land, equivalent to 36.7% of the company's total land area, of which 19,600 hectares are set aside for voluntary conservation—exceeding the minimum percentages required by the Brazilian Forest Code.

WE MAINTAIN APPROXIMATELY 19,000 HECTARES OF NATIVE VEGETATION UNDER VOLUNTARY CONSERVATION, AN AREA THAT WILL NOT BE CLEARED

PRODUCTION AND PRESERVATION

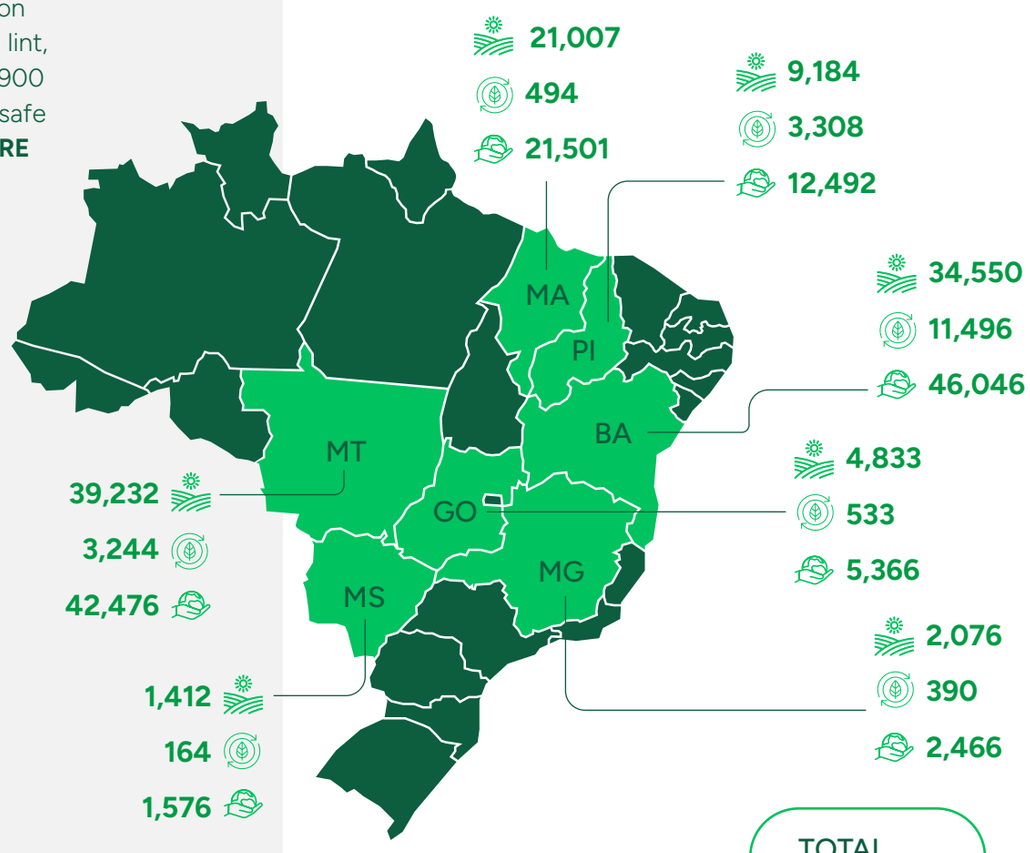
In the 2024/25 crop year, we sold 1.4 million tons of soybeans, 369,000 tons of cotton lint, and 1.2 million tons of corn. Given the 131,900 hectares of our own protected areas, it is safe to say that **WE PRESERVED ONE HECTARE OF NATIVE VEGETATION FOR EVERY**:

11.34
tons of soybeans

6.24
tons of cotton

7.72
tons of corn

Protected and voluntarily preserved areas by state - protected ecosystems



Protected areas (Permanent Preservation Areas (PPA) and Legal Reserves (LRs)) (ha)
Voluntary preservation of native vegetation (ha)
Total area of protected land (ha)

TOTAL
112,294
19,629
131,923

RISKS AND IMPACTS

→ TNFD – A, B, and C risks Management

The identification and assessment of natural environment–related risks and impacts are carried out with a high level of geographic specificity at the operational unit (farm) level, through the Environmental and Biodiversity Aspects, Dependencies and Impact survey and related risks (EAIA). The process considers factors such as land use and management, water availability, fire risk, proximity to sensitive natural areas, and interaction with local ecosystem services. These analyses are integrated into our Integrated Management System and our corporate risk matrix, which is structured in accordance with the ISO 31000 and COSO (ERM) standards. Risks[1] are classified across short-, medium-, and long-term horizons, enabling their integration into operational planning, capital allocation, and long-term strategy. We also monitor qualitative indicators associated with the approach of ecological thresholds, focusing on water stress, soil degradation, the recurrence of wildfires, and the Cerrado's capacity for regeneration.

Biodiversity impacts are managed in accordance with a mitigation hierarchy systematically applied across all operations. When impacts cannot be completely avoided, we implement mitigation measures, such as the use of environmental control technologies, reducing operational intensity in sensitive areas, continuously monitoring operations to make real-time adjustments, prioritizing materials and processes with lower environmental impact, and providing ongoing training for employees and partners. Where residual impacts are unavoidable, we implement restoration and compensation measures, including habitat restoration through the planting of native species and assisted natural regeneration.

We recognize that there may be indirect impacts throughout the value chain. At present, the greatest materiality is concentrated within our own operations, which we monitor through a structured and continuous approach. Within the supply chain, social and environmental due diligence is well advanced in the livestock sector, supported by the collection of georeferenced primary data.

Physical risks associated with natural phenomena, such as prolonged droughts, rising temperatures, and wildfires, can lead to reduced productivity, increased operating costs, damage to biological assets, and greater volatility in cash flows. Conversely, the conservation of ecosystem services—through the preservation of native areas and the adoption of regenerative agricultural practices—contributes to production stability, reduced variability between crop years, and predictable income. The link between biodiversity and climate is a central pillar of our strategy: Zero Deforestation prevents habitat loss and reduces greenhouse gas emissions, while regenerative agriculture enhances soil biodiversity and helps remove carbon from the atmosphere.

Adriano Voss – Planorte Farm, MT

[1] *The significance of each event is determined by a combination of likelihood and impact (financial, reputational, business, and regulatory), with financial impacts classified across levels ranging from low to high.*

ZERO DEFORESTATION

→ GRI 13.4.2, 13.4.5, 13.13.2

In our analysis of land expansion, we apply stringent criteria that constitute our biodiversity impact assessment prior to new areas, ensuring that no deforestation—whether legal or illegal—occurred after the August 2021 cutoff date. Decisions are supported by document analysis and continuous geospatial monitoring, leveraging remote sensing imagery and public databases—such as SICAR, MapBiomas, and enforcement records from Ibama, ICMBio, and state environmental agencies—as well as land tenure and environmental data.

The socio-environmental assessment includes checking for overlaps with indigenous lands, traditional communities, settlements, quilombola territories, geosites, and conservation areas, based on data from agencies such as the Ministry of the Environment, the National Institute of Historic and Artistic Heritage (IPHAN), the National Institute for Colonization and Agrarian Reform (Incra), and the National Foundation for Indigenous Peoples (Funai). We do not proceed with the transaction whenever any irregularity is identified.

Once these areas have been added to our portfolio, we maintain continuous geospatial monitoring to prevent and respond to fires, illegal deforestation, and other environmental incidents, supplemented by the efforts of our internal environmental monitoring teams.

As a result of these practices, we ensure that 100% of the soybeans, corn, cotton, and seeds we produce come from our own, leased, or managed lands, all of which are deforestation-free as of August 2021. In the livestock sector, we ensure that all approved suppliers meet criteria verifying the absence of illegal deforestation on their properties **(read more on page 69)**.

WE GUARANTEE THAT 100% OF THE SOYBEANS, CORN, COTTON, AND SEEDS WE PRODUCE COME FROM OUR OWN OR LEASED LAND, ALL OF WHICH HAS BEEN FREE OF DEFORESTATION SINCE AUGUST 2021

Protected area in Mato Grosso do Sul

FIRE PREVENTION AND FIREFIGHTING

→ TNFD – A, B Strategy

The Cerrado is significantly affected by shifts in rainfall patterns, including prolonged droughts and more extreme temperatures, which are further intensified by global warming. Data from the Fire Monitoring Program of the National Institute for Space Research (INPE) indicate that, between January and August 2025, nearly 187,000 square kilometers were affected by wildfires in Brazil, 64% of which occurred within the Cerrado. This period ranked as the fifth-largest in terms of area burned since monitoring began in 2003.

In this context, the total area of our vegetation affected by fires caused by external, non-operational factors reached 14,000 hectares in 2025, a 75% increase compared to 2024. We emphasize that we do not use fire in our operations, which are governed by strict prevention protocols in line with our Zero Deforestation Policy (learn more on page 21). We therefore take a rigorous approach to preventing and fighting accidental fires to protect ecosystems. To this end, we maintain infrastructure, trained teams, and rapid-response protocols, supported by a Fire Emergency Plan that outlines procedures, responsibilities, and communication channels across all facilities. This plan is continuously tested and reviewed to ensure a coordinated and effective response whenever necessary.

As part of this effort, we have developed an in-house system that leverages georeferencing and satellite imagery to identify hotspots; it is used across all units and intensified during the most critical periods of the year. We also conduct monthly analyses to identify risks related to intrusions or interventions in protected areas, thereby enhancing our ability to prevent such incidents.

In the field, we maintain a structure that is in a permanent state of readiness. All facilities are equipped with water tankers, specialized firefighting vehicles, and trained firefighters who are ready to respond quickly and safely. The most vulnerable areas receive heightened attention through continuous monitoring, complemented by physical and operational measures to reduce risks, such as maintaining firebreaks, strategically using internal roads as barriers, and modifying equipment and vehicles. Our tractors, for example, are equipped with water tanks, which allow for the immediate suppression of flames in emergency situations.

Firefighting training

BETWEEN 2022 AND 2025, WE INVESTED BRL 23 MILLION IN INITIATIVES, INFRASTRUCTURE, AND TECHNOLOGIES AIMED AT PREVENTING AND FIGHTING FIRES

Steps for fire prevention and firefighting

1 Prevention

(1) Monitoring weather conditions, particularly between May and August, when prolonged droughts and high temperatures increase the risk of spontaneous fires.

(2) Training of employees, first responders, and field teams to ensure a rapid response.

(3) Implementation of firebreaks around sensitive areas, such as preservation zones and crops.

(4) Installation of monitoring systems, such as long-range cameras and sensors, to detect fire outbreaks.

2 Detection

(1) Daily monitoring of hotspots using proprietary technology based on MODIS (Moderate-Resolution Imaging Spectroradiometer) satellite imagery, with alerts sent to key personnel so that fires can be detected and extinguished as quickly as possible, both on our own property and in neighboring areas.

(2) Firefighters and security teams operating in critical areas to enable rapid detection, with a special focus on the months of May through August, when weather conditions in the Cerrado are most conducive to wildfires.

3 Initial response

(1) If a fire is detected, trained firefighters are immediately deployed to contain it.

(2) Isolate the affected area to prevent the fire from spreading.

4 Fire Fighting

(1) Use of water tankers, aircraft, and tractors equipped with specialized equipment to fight the flames and prevent the fire from spreading.

(2) Depending on the fire's location and intensity, neighboring landowners and firefighting teams are mobilized to provide additional support.

5 Post-Fire Actions

(1) Fires are reported through the Raid form (Record of Accidents, Incidents, and Critical Deviations) and documented via a Police Report (BO) at local police stations.

(2) After the fire, an assessment is conducted of the damage caused, both in the affected area and in neighboring areas.

(3) Continuous monitoring of affected areas is maintained to prevent new fire outbreaks.

(4) Monitoring of the natural restoration of areas of native vegetation.

REGENERATIVE AGRICULTURE

→ GRI 13.6.1; TNFD – C Metrics and Targets

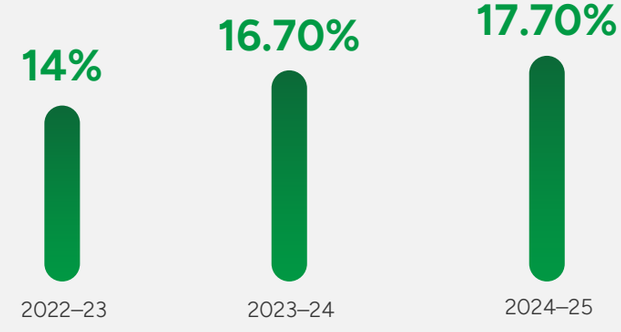
Regenerative practices are based on the principle of farming in a way that cares for the land and ecosystems, ensuring long-term productivity and economic feasibility. This approach not only prevents natural resource degradation but also actively works to restore and strengthen them over time, contributing to soil conservation and the prevention of desertification, as well as maintaining microbiological balance. These benefits translate into practices that promote soil regeneration through water conservation, increased organic matter, and improved health of agricultural ecosystems. These principles can be adapted to the conditions of each region and are consistently applied in our operations.

In the 2024/25 crop year, all of our crops incorporated at least one regenerative agriculture practice. This trend is reflected in technical indicators: 505,000 hectares farmed using no-till farming; and 253,000 hectares using cover crops and crop rotation; in addition to improved fertilizer efficiency and increased use of biological pesticides for plant health management, which now account for 17.7% of all pesticides applied, up from 11.4% in the 2020/21 crop year.

This model creates value by reducing productivity variability, optimizing the use of inputs, mitigating operational risks, and sustaining consistent efficiency gains over time, while also strengthening our position in markets that demand demonstrable environmental performance. This progress is driven by the consolidation of Integrated Pest and Disease Management as a core strategy, grounded in technical monitoring, targeted application, and the prioritization of biological solutions to optimize input use and reduce reliance on chemical pesticides. To mitigate the impacts of more toxic products, we follow the guidelines of the Globally Harmonized System (GHS) and monitor the environmental hazards of 100% of the raw materials we use.

Cotton

Proportion of biological pesticides used relative to the total amount of pesticides applied



As part of this initiative, we have been working to expand regenagri certification, an international standard that evaluates and recognizes regenerative agriculture practices throughout the production chain (learn more on page 43). To promote soil health and maintain agroecosystem balance, we have set a target to certify 550,000 hectares under regenerative agriculture by 2030, having already reached 325,000 certified hectares by 2025.

Get to know our practices

Cover crops

These crops are not grown for direct commercial purposes, but to protect and enhance soil quality, preventing it from being left exposed. By adding biomass, they stimulate the formation of stable aggregates, increase water retention, and contribute to carbon sequestration. These plants capture carbon from the atmosphere through photosynthesis and incorporate it into the soil, enhancing its fertility and biodiversity over time. -

No-till seeding

This type of sowing involves planting crops without mechanically tilling the soil, thereby preserving the plant cover from the previous crop. This practice preserves soil structure and organic matter, reduces erosion, and improves water infiltration and retention.

Crop rotation

This practice involves rotating different crops in the same area during each crop year. It helps break the cycle of pests and diseases, balances soil nutrients, and improves the soil's physical and biological structure.

Crop-livestock integration (CLI)

This system combines crop and livestock farming in the same area in a planned manner. By integrating different land uses, we make better use of natural processes, such as nutrient recycling, improving the microclimate and promoting biodiversity.

Biopesticides

We have been steadily expanding our use of biological pesticides, which are microorganism-based products used to control pests and diseases. Currently, biological products already account for approximately 17.7% of the pesticides used in our operations, and we continue to make progress toward our target of increasing this share by 2030.

Recycling of organic waste

Crop residues and animal manure, among other compostable wastes, are used for the production of natural fertilizers. These materials are composted and returned to the soil as biofertilizers, enhancing soil life and reducing reliance on chemical fertilizers. This practice strengthens the biological component of the soil, which is essential for its long-term fertility.

Precision nutrition

This type of nutrition involves optimizing the application of macronutrients based on nutritional balance and field-specific analyses, taking into account yield variability across different areas. The variable-rate application of nitrogen, potassium, and phosphorus enables input levels to be tailored within the same field, aligning applications with the yield potential of each zone. This practice improves fertilizer use efficiency, reduces losses, and contributes to more sustainable management.

Urease inhibitor

We prioritize the use of nitrogen fertilizers containing urease inhibitors, which increase fertilizer efficiency. This practice reduces losses due to evaporation, increases nutrient uptake by plants, and helps mitigate greenhouse gas emissions, thereby simultaneously improving productivity and environmental performance.

SECTORAL ENGAGEMENT

Besides on-field practices, we work collaboratively to strengthen this agenda within the sector. We are part of the Sustainable Agriculture Working Group, linked to the Action Platform for Agriculture and Forests of the Global Compact – Brazil Network, which since 2023 has brought together representatives from the agricultural value chain to share experiences, discuss challenges, and accelerate the transition to more resilient systems. In 2025, the group organized two technical workshops that led to the development of a Guide to Regenerative Agriculture (available here), which aims to align concepts, encourage engagement across the supply chain, and support producers and organizations in building a more sustainable, competitive, and future-ready agricultural model.

Our approach has also been the subject of external reviews. In 2025, FAMA re.capital published the study "Regenerative Agriculture, Climate Resilience, and Productivity: "Lessons from the SLC Agrícola Case" (available here), which examines the relationship between regenerative practices, production stability, and climate risk reduction in Brazilian agribusiness. The study found that, between the 2017/18 and 2023/24 crop years, our average soybean yield outperformed the national average by 12%, reaching a 31% difference in the 2021/22 crop year. In 2024, practices such as the use of cover crops and no-till farming resulted in the removal of 552,000 tCO_2 from the atmosphere, equivalent to offsetting 54% of Scope 1 emissions. The document also highlights that these agronomic advances yield tangible economic benefits, such as greater outcome predictability, reduced reliance on synthetic inputs, and lower exposure to climate shocks, thereby reinforcing regenerative agriculture as a strategic asset for competitiveness and long-term risk management.

WE ARE PART OF THE GLOBAL COMPACT – BRAZIL NETWORK'S SUSTAINABLE AGRICULTURE WORKING GROUP, WHICH BRINGS TOGETHER REPRESENTATIVES FROM ACROSS THE AGRICULTURAL SECTOR TO PROMOTE REGENERATIVE PRACTICES

Alessandro Berlesi – Pamplona Farm, GO

FORESTRY PROGRAMS

Our commitment to biodiversity goes beyond the conservation of areas required by law and takes the form of voluntary initiatives aimed at strengthening the natural ecosystems and land restoration and avoid land degradation on our farms. One of the prime examples is the Forest Enrichment Program, created with the aim of recovering and restoring biodiversity and enhancing ecosystem services in the areas of native vegetation that we preserve.

We have set a target of dedicating 720 hectares to forest enrichment and restoration by 2030. This timeframe considers the time needed to ensure the effective integration of species introduced into local ecosystems, allowing actions to be conducted in a phased and monitored manner, with a focus on result quality. Between 2021 and 2025, the program was implemented across 233 hectares, with the support of 13 farms that maintain their own nurseries. These nurseries produce seedlings that are used both for planting in our own areas and for donation to local communities, thereby expanding the initiative's positive impact. In 2025, 34,316 seedlings were produced, and we planted 8,408 seedlings across an area of 3.7 hectares.

As part of this target, we included a project developed in partnership with a customer for the reforestation of 400 hectares, which began in 2023 at the Palmares Farm, in Bahia. In 2025, we planted an additional 32 hectares using 62 varieties of seeds, totaling approximately 3 tons, thereby increasing species diversity and strengthening environmental regeneration processes. In this cycle, we count on the support of Parque Vida Cerrado, an organization specialized in the Cerrado biome, responsible for carrying out soil preparation activities, overseeing planting, and managing the areas, including pest control. With this new structure, we developed a rehabilitation plan that calls for replanting—including in areas that have already been restored—starting with the first 100 hectares, with the aim of increasing efficiency and maximizing the success of the restoration. Since the project is scheduled for completion by 2027, we have established a new timeline: replanting 100 hectares in early 2026, followed by 150 hectares in late 2026, and another 150 hectares in early 2027. To continue these efforts, we plan to invest approximately BRL 190,000 in 2026, reinforcing our commitment to environmental conservation and the restoration of degraded areas.

BETWEEN 2021 AND 2025, THE FOREST ENRICHMENT AND RESTORATION PROGRAM HAD ALREADY BEEN IMPLEMENTED ACROSS 233 HECTARES, WITH THE SUPPORT OF 13 FARMS

Forest enrichment area at the Palmares Farm, BA

Nathalia Trindade, Ingrid Soares, and Leandro Ribeiro – Pamplona Farm, GO

ECOSYSTEM SERVICES

→ GRI 101-8

In addition to producing soybeans, cotton, corn, and seeds, we engage in livestock farming based on regenerative agriculture practices. We contribute to the provision of ecosystem services that are essential to society—and which also benefit us—such as effective climate regulation and a balanced water cycle, which result from proper biodiversity conservation.

In 2024, one of our farms was selected as a site for a project led by Wageningen University, with the aim of assessing the area's extent, integrity, and ecosystem services. The study uses the SEEA-EA methodology[1], recognized by the United Nations as a global standard, and assesses aspects such as carbon sequestration in soil, biodiversity conservation, and rainfall regulation. The findings underscore the importance of natural capital as a strategic asset for long-term productive resilience and for managing dependencies on and impacts related to nature.

Since 2022, we have also participated with external stakeholders in the Mato Grosso state government's Produce, Conserve, and Include (PCI) initiative, which adopts a sustainable, jurisdictional landscape approach. Our participation in the steering committee and our adherence to the PCI Pact in Tangará da Serra, Mato Grosso, underscore our commitment to development models that balance productive efficiency, the conservation of native vegetation, land restoration, and socioeconomic inclusion, thereby strengthening local supply chains in a sustainable manner.

[1] *System of Environmental-Economic Accounting-Ecosystem Accounting (SEEA EA).*

CLIMATE

→ GRI 3-3 Climate change

In 2022, we publicly announced our commitment to achieving net-zero carbon emissions by 2030, covering Scopes 1 and 2. Since then, we have continued to make steady progress on this agenda, convinced that climate change adaptation and mitigation are inextricably linked to the long-term feasibility of our business. Our work is guided by climate scenario studies that consider variables such as temperature, rainfall patterns, the frequency of extreme events and water stress, enabling us to anticipate risks and inform operational and investment decisions.

This information guides adjustments in agricultural planning, soil management, water management, and the prioritization of operational efficiency projects. In 2025, we also advanced in assessing the carbon market, analyzing opportunities, regulatory risks, and potential pathways for monetizing environmental assets, always aligned with environmental integrity and international best practices.

Digital rain gauge

Governance for the Agenda → TCFD – Governance A, B

Our Board of Directors considers climate change issues when setting strategic objectives, overseeing investments, and monitoring the achievement of targets. In this process, it is supported by the ESG Committee, which meets every two months. The structured analysis of climate risks is integrated into the corporate framework, whose highest governance body is the Statutory Audit Committee (SAC) **(read more about the advisory committees on page 33)**. In addition, during the annual strategic planning cycles, climate-related risks and opportunities are analyzed in depth, and related indicators—such as data from the emissions and removals inventory and carbon projects—are reviewed at the Monthly Results Meetings (MRM).

At the executive level, our CEO leads the implementation, and the Executive Management translates guidelines into objectives, projects, and responsibilities for the business and support units, ensuring that the issue is integrated into daily operational decisions. The Director of Human Resources and Sustainability plays a strategic role in this process, being responsible for managing resources dedicated to mitigation and for the technical assessment of risks and opportunities, reporting to the Executive Management and the ESG Committee. In addition, all managers and coordinators contribute to action plans designed to achieve strategic targets.

In 2025, we joined the CDP's leadership group, earning an A-list rating in Forests and Water Security, and a B+ rating in Climate Change. CDP is a global nonprofit organization that operates the world's leading environmental disclosure platform, addressing strategic issues such as climate, forests, and water management. These results reflect the consistency of the practices adopted to date and the progress made in shaping our climate agenda, even though additional challenges remain on the long-term horizon.

Forests Water
CDP
A List
2025

CLIMATE-RELATED OPPORTUNITIES AND RISKS

→ GRI 201-2; SASB FB-AG-440a.1; TCFD – Strategy A, B, C; TCFD – Risk Management A, B, C; TCFD Targets and Metrics A

Climate change directly affects our ability to generate value in the short, medium, and long term through its impacts on productivity, operating costs, investments, biological assets, and business continuity. In some cases, the impacts are localized and less severe; in others, they affect large areas and have an impact on productivity, costs, and results. These effects also impact customers, shareholders, employees, and communities near our operations. More intense climatic phenomena, such as El Niño and La Niña, alter rainfall patterns, influence planting calendars, crop development, and the incidence of pests and diseases, requiring operational adjustments and, in some cases, increasing production costs.

To understand how these impacts may evolve over time, we use projections based on internationally recognized climate models[1]. We have adopted the HadGEM3 model, which is used in CMIP6 (Coupled Model Intercomparison Project – Phase 6), which simulates future climate behavior based on different greenhouse gas emission scenarios, known as RCPs (Representative Concentration Pathways). These scenarios enable us to assess a range of outcomes, from more favorable pathways—where global warming is limited to below 2°C—to more severe scenarios marked by significant temperature increases, more frequent extreme weather events, shifting rainfall patterns, and prolonged periods of water stress. Analyses indicate that, in the most exposed areas, productivity might drop 20%; this data informs strategic decisions and the implementation of preventive measures (learn more about impacts, risks, and financial opportunities on page 118).

We also monitor developments in the regulatory environment in Brazil and abroad. At the domestic level, we are monitoring the implementation of the Brazilian Emissions Trading System (SBCE), established by Law No. 15,042/2024 and which lays the groundwork for the carbon market. On the international stage, we are monitoring initiatives such as the European Union Deforestation Regulation (EUDR), which, from 2026, will restrict the import of commodities produced in areas converted

[1] *Climate scenario analyses are exploratory in nature and should not be interpreted as deterministic forecasts, but rather as tools to support decision-making and strengthen operational resilience.*

Soybeans – Pampeira Farm, MT

Soybean crop

IN 2025, WE MADE PROGRESS IN PREPARING FOR THE ISSB STANDARDS AND EXPANDED OUR INTERNAL STUDIES ON CLIMATE VULNERABILITY AND ADAPTATION

after December 31, 2020. In 2025, we also made progress in preparing for the standards of the ISSB (International Sustainability Standards Board), particularly IFRS S1 and S2, and expanded our internal research on climate vulnerability and adaptation.

We use a structured system of metrics to support the management of climate-related risks and opportunities, with decisions based on environmental and financial data. We monitor indicators related to energy (fossil fuel consumption, energy intensity, and the share of renewable sources), land use (compliance with the Zero Deforestation Policy, adoption of no-till practices, and soil carbon stocks), and water resources (total consumption, consumption per ton produced, and the proportion of farms located in water-risk areas). We track greenhouse gas emissions under Scopes 1, 2, and 3, carbon removals, and intensities by area and production, as well as indicators related to waste, such as composted volume, biofertilizer production, and recycling rates.

We determine how to address the risks using various approaches based on this assessment. We mitigate risks by avoiding operations in areas cleared after August 2021, in accordance with the Zero Deforestation Policy. We reduce climate risks by adopting regenerative agriculture practices, such as the use of cover crops, no-till farming, and crop-livestock integration. We also conduct climate monitoring, implement energy efficiency improvements, and invest in fire prevention and response. In certain cases, we share risks through insurance, partnerships, or specific contracts. Risks with a lower impact or those that are adequately controlled are monitored on an ongoing basis.

Among the main climate risks identified are longer droughts, shifts in rainfall patterns, and an increase in the frequency of temperatures that deviate from historical norms. These factors may not only affect planting plans, crop management, and agricultural productivity, but also increase costs related to pest and disease control and the need to adopt varieties better suited to the new climatic conditions. Extreme events, such as heat waves, wildfires, and intense rainfall concentrated over short periods, also pose operational risks with the potential to impact assets, infrastructure, and business continuity.

Regarding transition risks, regulatory and market changes associated with reducing emissions and combating deforestation stand out; these may require adjustments to production processes and create trade barriers, especially in more heavily regulated

international markets. Developments in public policy, such as carbon pricing, and increasing demands from customers, investors, and certification bodies also influence strategic decisions and business competitiveness over time.

The climate agenda also creates opportunities. Noteworthy are the additional incomes created by certification programs such as the RTRS (Round Table on Responsible Soy) and RenovaBio, a national policy that encourages the production of biofuels with lower carbon intensity. Historically, the sale of certified soybeans has generated average annual income of approximately BRL 12 million.

Climate-related risks and opportunities are incorporated into annual strategic planning and influence decisions regarding budgets, investments, crop selection, irrigation plans, water management, technological development, and emission reduction strategies. This process ensures that decisions are made in a structured and consistent way to address climate-related challenges, in alignment with the business's long-term objectives.

Soybean crop

CARBON PROJECTS

Carbon projects are an integral part of our strategy, stemming from the opportunities presented by the climate agenda. These initiatives aim to recognize and formalize, in a measurable and verifiable way, practices already in place in our operations that are linked to the conservation of native vegetation and regenerative agriculture, thereby enhancing the management of the resulting climate benefits. In addition to the projects outlined below, we continue to explore other opportunities for developing initiatives in this area.

Tatuy REDD+ Project: Developed at the Perdizes Farm, MT, in partnership with Carbonext, the project is in its final phase and expects to issue its first carbon credits by the first half of 2026, marking the company's entry into the carbon market. The initiative covers 22,724 hectares of Amazon rainforest in Porto dos Gaúchos and Tabaporã, MT, and aims to prevent the conversion of native vegetation, thereby avoiding an estimated 1.2 million tons of CO_2e emissions over a 40-year period. In addition to its climate benefits, it contributes to biodiversity conservation and involves forest monitoring, fire prevention, and environmental education for surrounding communities.

ALM – Regenerative Agriculture Project: Conducted in partnership with MyCarbon, the Agricultural Land Management (ALM) project has made progress in the states of Maranhão, Piauí, and Bahia. By 2025, baseline studies had been completed, eligible areas identified, and management plans developed, thereby expanding the potential for generating carbon credits in agricultural areas through the adoption of regenerative agriculture practices.

DECARBONIZATION STRATEGIES

→ TCFD: Targets and Metrics B

Measurement and Monitoring

Our greenhouse gas (GHG) emissions and removals inventory is the primary tool for understanding how our operations interact with the climate. It is prepared in accordance with the GHG Protocol methodology and published annually in the Public Emissions Registry of the Brazilian GHG Protocol Program, an initiative of the Center for Sustainability Studies at the Getúlio Vargas Foundation (FGVces), ensuring transparency, historical comparability, and alignment with nationally and internationally recognized standards. Since 2021, the inventory has undergone third-party verification with a limited assurance level, thereby securing the program's Gold Seal.

Launched in 2021, we conducted a field experiment to validate and prepare for the future implementation of a methodology based on the DayCent (Daily Century) model, a scientific tool that enables more precise estimates of carbon emissions and removals. This model considers specific conditions in each area, such as soil type and texture, moisture, temperature, clay and sand content, cropping systems, and the types and amounts of fertilizers applied. The integration of primary data collected directly in the field will provide a more accurate picture of the actual emissions and removals from our operations, reducing our reliance on global average factors and enhancing the technical robustness of our analyses.

Direct (Scope 1) GHG emissions [1] in tCO_2e → GRI 305-1, FB-AG-110a.1

Category	2023		2024		2025	
	Total emissions	Biogenic emissions	Total emissions	Biogenic emissions	Total emissions	Biogenic emissions
Stationary combustion	19,267	169,391	18,317	169,199	22,313	233,439
Mobile combustion	109,431	12,186	167,113	13,166	128,537	17,259
Fugitive emissions	24,269	0	905	0	23,268	0
Agricultural activities	737,867	0	724,131	0	853,173	0
Change of land use	60,257	0	118,111	0	63,895	0
Effluents	149	0	4,289	0	4,106	0
TOTAL	**951,240**	**181,577**	**1,032,866**	**182,365**	**1,095,292**	**250,698**

[1] The calculation methodology is based on the GHG Protocol, including the emission factors used. Gases included in the calculation were CO_2, CH_4 and N_2O. The company has not adopted a base year for comparisons.

Energy indirect (Scope 2) GHG emissions in tCO_2e → GRI 305-2

	2023	2024	2025
Location-based approach	2,867	7,512[1]	6,728
Approach based on procurement decisions	-	-	0

[1] Figure updated following the 2025 emissions inventory audit. → GRI 2-4

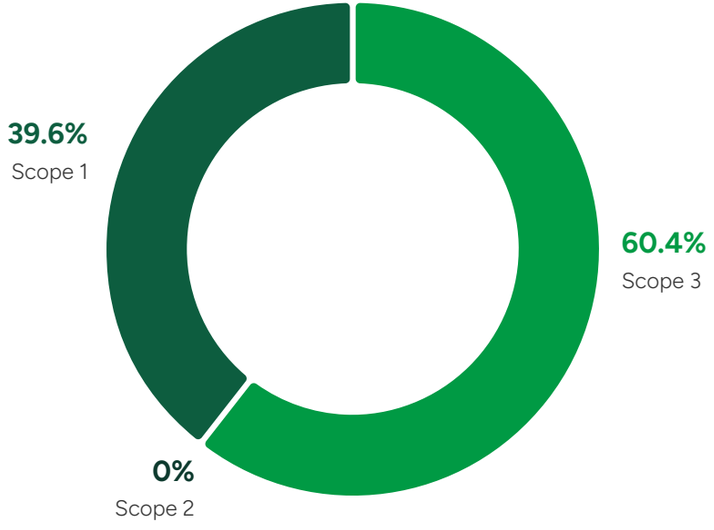
Other indirect (Scope 3) GHG emissions, in tCO_2e [1] [2] → GRI 305-3

	2023		2024		2025	
Category	Total emissions	Biogenic emissions	Total emissions	Biogenic emissions	Total emissions	Biogenic emissions
Goods and services purchased	1,290,759	0	1,289,414	0	1,533,211	0
Upstream transportation and distribution	121,133	4,908	167,118	6,667	137,220	4,184
Waste generated in operations	2	0	11	0	3	0
Business trips	1,033	0	778	0	1,073	0
TOTAL	**1,412,927**	**4,908**	**1,457,321**	**6,667**	**1,671,507**	**4,184**

[1] *During this cycle, data on total emissions for 2024 were reviewed and revised → GRI 2-4.*
[2] *The categories "Employee transportation," "Leased assets and other upstream categories," "Downstream transportation and distribution," "Processing, use, and treatment of sold products," as well as "Downstream leased assets," "Franchises," "Capital Assets," "Fuel and Energy-Related Activities," and "Investments" were not inventoried and, therefore, were not reported in this cycle.*

Total emissions in 2025, Scopes 1, 2, and 3

Breakdown by scope



Major sources of emissions, in tCO_2e

Goods and services (scope 3)
1,533,211

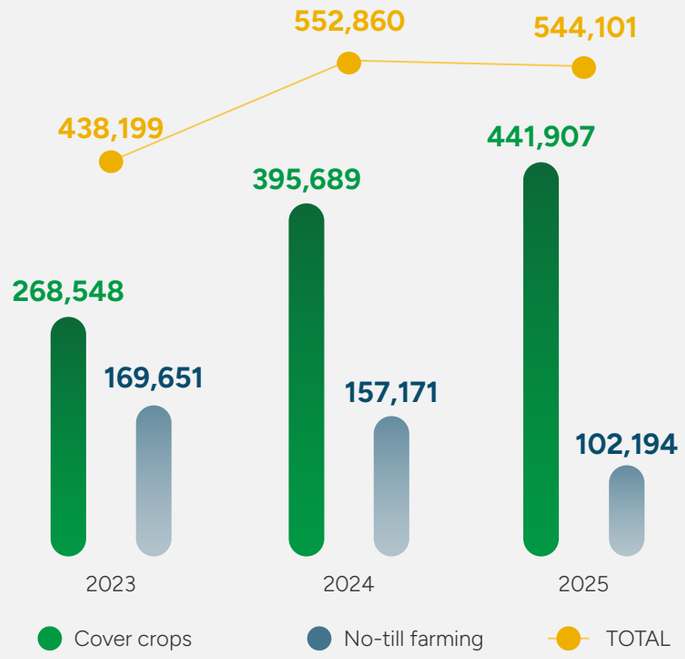
Agricultural activities (scope 1)
853,173

Upstream transportation (scope 3)
137,220

Mobile combustion (scope 1)
128,537

Changes in land use (scope 1)
63,895

Total biogenic removals[1] (tCO_2e) → GRI 305-5

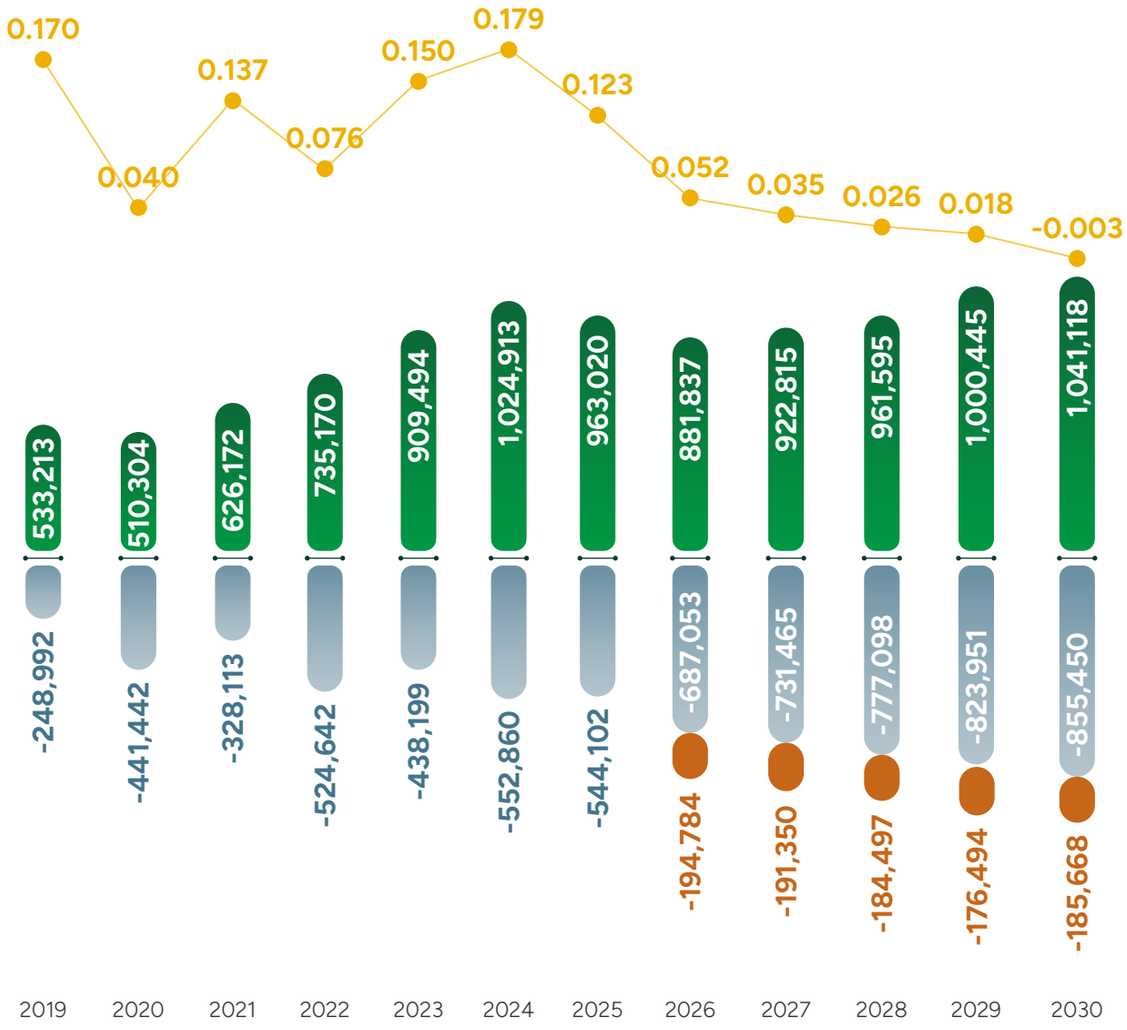


[1] *Biogenic removals refer to the capture of carbon from the atmosphere. These removals occur primarily through agricultural practices such as the use of cover crops and no-till farming.*

GHG emissions intensity → GRI 305-4

	2023	2024	2025
CO_2 emissions in **agricultural operations** under scopes 1 and 2 (t)	909,643	1,029,202	963,020
Biogenic removals (tCO_2e)	-438,199	-552,860	-544,101
GHG intensity rate: emissions – removals (cover crops and no-till farming) / **production** (tCO_2e/t product)	0.150	0.180	0.123
GHG intensity rate: emissions – removals (cover crops and no-till farming) / **area** (tCO_2e/hectare)	0.757	0.751	0.553

Trends and projections for agricultural emissions and removals (aiming at our target) [1]



[1] *This chart only considers emissions and removals related to the company's agricultural operations.*

Pillars of Action

→ SASB FB-AG-110a.2

Our efforts to achieve carbon neutrality for Scope 1 and 2 emissions by 2030 are organized into a decarbonization plan structured around three complementary pillars: reduction, capture, and offsetting.

1 Emission reduction initiatives

We have implemented measures to directly reduce greenhouse gas emissions by prohibiting deforestation and the conversion of natural ecosystems. We are working to reduce our use of fossil fuels and prioritize the purchase and on-site generation of electricity from renewable sources.

2 Carbon capture

We focus on sequestering carbon in the soil through regenerative agriculture practices. These practices help increase carbon stocks, improve soil quality, and enhance the resilience of agricultural systems by integrating climate targets into land-use management.

3 Carbon offset measures

Recognizing that reduction and removal efforts may not fully eliminate residual emissions, we will invest in offsetting projects. We prioritize the conservation of areas of native vegetation and the development of forestry projects.

Emissions reduction

Under scope 1, which covers direct emissions from our operations, the main contribution to preventing new emissions is linked to avoiding the deforestation of new areas of native vegetation, in line with our Zero Deforestation Policy (read more on page 21).

In 2025, we reduced agricultural emissions by 6% compared to 2024, totaling 963,000 tCO_2e. The main sources of emissions in 2025 include soil amendment through limestone application (35.8%) and the use of nitrogen fertilizers (22.15%). Although the planted area expanded by 100,000 hectares—requiring increased input use to prepare the soil for the 2025/26 crop year—the decline in the intensity index reflects efficiency gains and improvements in management practices throughout the year.

We have also continuously improved fuel efficiency in our soil preparation, planting, crop management, and harvesting operations. The extensive use of technology plays a central role in this process, with machine performance monitoring used to reduce unnecessary travel and optimize routes and other parameters (see page 48). At the same time, we are testing electric drones for agricultural use as part of our strategy to gradually electrify operations, with the potential to reduce fossil fuel consumption.

As for scope 2, which covers indirect emissions related to purchased electricity, our strategy focuses on two complementary areas. The first is self-generated energy through photovoltaic power plants, which increases the use of renewable energy sources in our operations and reduces our reliance on grid power. The second is the procurement of renewable energy, with a focus on contracts that guarantee electricity from clean sources. As part of this strategy, we use International Renewable Energy Certificates (I-RECs), which track and guarantee the renewable origin of the electricity we purchase. Considering the procurement-driven approach, this strategy enabled the company to reduce scope 2 emissions to zero by 2025.

Increase in removals

Alongside our efforts to reduce emissions, we are making steady progress in implementing practices that promote the capture of carbon from the atmosphere. Agriculture is one of the few productive activities capable of promoting carbon sequestration on a large scale, through photosynthesis and the accumulation of carbon in the soil and biomass. By adopting regenerative agriculture practices, we transform our productive areas into carbon sinks without compromising productivity or profitability.

In 2025, we removed 544,000 metric tons of carbon, equivalent to 51% of our Scope 1 and 2 emissions. Most of these removals (81%) result from the planting of cover crops—which covered 253,311 hectares during the last crop year (51.2% of the total land area). No-till farming, which involves no mechanical disturbance of the soil, accounted for 19% of the total CO_2 removed from the atmosphere.

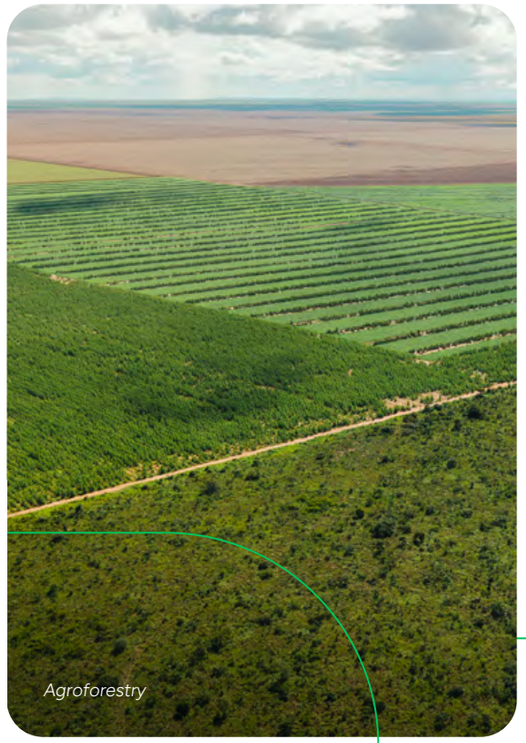
In the 2024/25 crop year, we identified four farms with a negative carbon footprint, i.e., that removed more carbon than they emitted. These results demonstrate, in practice, that it is possible to balance operational performance, economic viability, and climate action, reinforcing the role of agribusiness as part of the solution to climate change.

Another key area involves removals related to the maintenance of native vegetation areas and forest enrichment programs (read more on page 85). To this end, we have developed a specific project to monitor carbon stocks in these areas, combining mathematical modeling with detailed field surveys. This ongoing monitoring will enable the quantification of the carbon stored in biomass and soil, reinforcing the conservation of native vegetation as a key long-term climate strategy.

IN 2025, WE REMOVED 544,000 METRIC TONS OF CARBON, EQUIVALENT TO 51% OF OUR SCOPE 1 AND 2 EMISSIONS. IN THE 2024/25 CROP YEAR, FOUR OF OUR FARMS ACHIEVED A NEGATIVE CARBON FOOTPRINT, MEANING THEY REMOVED MORE CARBON THAN THEY EMITTED

Net balance of emissions and removals from carbon-neutral farms, in 2024 in tCO_2e

Farm	Scope 1 and 2 agricultural emissions	Scope 1 agricultural removals	Balance
Parnaguá	18,573	-23,063	-4,490
Palmares	41,024	-62,653	-21,629
Panorama	40,236	-46,975	-6,739
Piratini	29,300	-30,884	-1,584


Agroforestry

Carbon offsetting

Despite expected progress in emissions reductions and increased carbon removals in the coming years, we acknowledge that these efforts alone may not be sufficient to achieve carbon neutrality across all operations. Agricultural activity has distinct characteristics and is subject to climatic and operational variables that preclude the complete elimination of emissions. For this reason, we have adopted a complementary approach and developed an external offsetting strategy aimed exclusively at offsetting residual emissions and strengthening our climate performance.

This initiative is distinct from our carbon credit generation projects, which are treated as business opportunities and may or may not be used for offsetting purposes. These credits will only serve as offsets for our own emissions if they are retired for this purpose; otherwise, they can be sold on the market, generating income and amplifying the positive impact of our initiatives.

Planeste Farm, MA

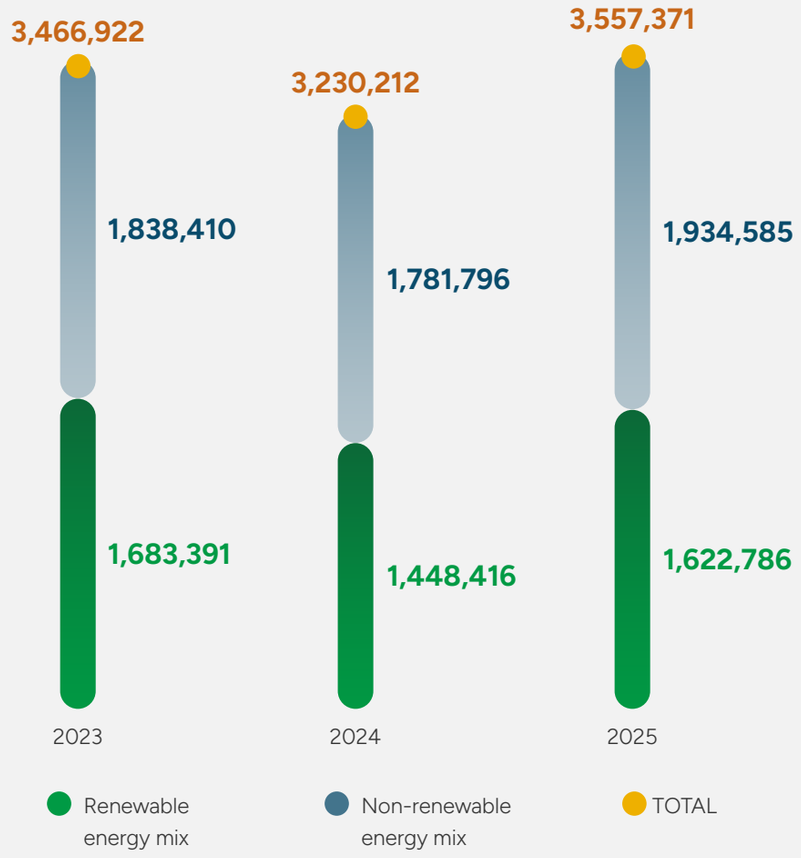
ENVIRONMENTAL RESOURCE MANAGEMENT

→ GRI 3-3: Environmental management system

ENERGY → GRI 302-1

In 2025, our operations consumed 3,557,371 GJ of energy, including fuels, electricity, and inputs for heat generation. The increase compared to 2024, when consumption stood at 3,230,212 GJ, reflects the expansion of cultivated land, the addition of new facilities, and the intensification of mechanized operations. Fuels remain the main component of energy consumption, particularly diesel used to power agricultural machinery. Renewable sources accounted for 25.6% of the energy mix (which includes all forms of energy used, such as fuels, electricity, and steam generation), particularly biomass (firewood and wood chips), with electricity coming mainly from renewable sources in the grid and from self-generation via solar systems and small hydroelectric plants. Fuel blends containing renewable components, such as biodiesel and ethanol, are also included in consumption figures, in accordance with current percentages.

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



Energy intensity, calculated as the ratio of total energy consumption within the organization to production, stood at 1.05 GJ per ton produced in 2025, down from 1.21 GJ in the previous year, indicating an improvement in this indicator. We track energy intensity as a benchmark for analyzing relative efficiency over time.

Energy efficiency is primarily linked to operational management and the use of technology. We use telemetry and real-time monitoring systems to track machine operating parameters, such as RPM, speed, routes, and compliance with operational procedures, helping to reduce fuel consumption and optimize equipment performance. The Mechanical Operations Center supports decision-making regarding fleet sizing, cost per operation, and the timing of machine renewal or replacement, considering energy consumption, maintenance, and operational performance. The integration of digital agriculture, automation, and localized applications also helps prevent rework and waste, with indirect effects on energy consumption.

In addition, we conduct ongoing awareness campaigns on the responsible use of natural resources, including energy efficiency, through the Conscientious Consumption Program. These initiatives include training, internal communications, educational campaigns, and intensified efforts during Environment Week, aimed at reducing waste and promoting the proper use of resources in daily operations. These practices are tailored to the specific conditions of each farm and the different stages of the crop year.

Energy intensity (GJ) → GRI 302-3

	2023	2024	2025
Tons of product produced[1]	3,230,703	2,663,603	3,417,468.50
Energy consumption within the organization (GJ)	3,466,922	3,230,212	3,557,371
Energy intensity (GJ/t)	**1.07**	**1.21**	**1.05**

[1] *The energy intensity for 2023 was adjusted due to a change in the organization's total energy consumption.*

Selective waste collection – Pamplona Farm, GO

WATER AND EFFLUENTS

→ GRI 303-1; SASB FB-AG-140a.2, FB-AG-440a.2

Our agricultural operations are distributed across different regions of the country and located within important river basins, such as the Amazon, Tocantins–Araguaia, São Francisco, La Plata, Parnaíba, and the West Northeast Atlantic. This context underscores the importance of water to the business and the accountability involved in managing this resource. Water strategy and management responsibilities span two levels: non-executive farm managers and the corporate Agronomy and Environmental teams oversee water use, permit compliance, and efficiency measures, while the executive ESG Committee provides governance-level oversight of water performance indicators and targets. The ESG Committee regularly monitors these indicators.

We abstract water through artesian and deep wells, as well as from natural water bodies such as rivers, always in compliance with applicable environmental legislation. All water withdrawals are in compliance with regulations, meaning they have been authorized by the relevant environmental agencies and strictly adhere to the terms of their operating permits, while respecting the established limits to ensure water availability and quality in the regions where we operate. To maximize water use efficiency, we use systems that monitor weather data and support agricultural planning and operational decisions regarding irrigation. These tools enable adjustments to planting schedules, management practices, and water use, helping to reduce waste.

Total water withdrawal from all areas and areas with water stress[1], by source (ML)

→ GRI 303-3

	2023		2024		2025	
	All areas	Areas with water stress	All areas	Areas with water stress	All areas	Areas with water stress
Surface water	33,496.7	11,311.9	18,197.11	17.72	22,367.65	0
Groundwater	13,401.8	11,490.8	42,218.29	166.76	57,723.99	168.28
TOTAL	**46,898.5**	**22,802.7**	**60,415.4**	**179.4**	**80,091.64**	**168.28**

[1] *All the water consumed is freshwater; no other type of water is consumed.*

OUR AGRICULTURAL OPERATIONS ARE LOCATED WITHIN IMPORTANT RIVER BASINS, SUCH AS THE AMAZON, TOCANTINS-ARAGUAIA, SÃO FRANCISCO, LA PLATA, PARNAÍBA, AND WEST NORTHEAST ATLANTIC BASINS

Pamplona Farm, GO

Production profile and water use

We manage 96.6% of our croplands under rainfed systems, which do not require mechanical irrigation. The remaining 3.4% of agricultural area is irrigated and, although it represents a small share of the total area, it accounts for the majority of our water consumption.

In 2025, irrigation—although complementary to rainfall—accounted for 94% of the total volume of water withdrawn and consumed, while the remaining 6% was used for other operational purposes, such as preparing pesticide solutions, cleaning equipment, human consumption, and administrative activities. Water consumption for irrigation increased due to a 43% rise in the area of irrigated cropland, from 24,939 hectares to 35,010 hectares. At some locations, the drought has increased water demand, as seen in the cotton crop at the Paysandu Farm.

Water efficiency

To improve water efficiency, we have invested in telemetry systems that enable continuous monitoring of water use in irrigation, with real-time tracking of the volumes applied. These systems were installed in 2025, with an investment of approximately BRL 2.2 million, and their use became mandatory for the expansion of irrigated areas.

Water reduction strategy is also supported by the use of targeted pesticide application technologies, which improve management precision and reduce losses. In the 2024/25 crop year, this practice saved 25.9 million liters of water and helped reduce the use of inputs.

25.9 ML

of water consumption avoided through precision agriculture

INVESTMENTS IN IRRIGATION

Our investments in irrigation aim to increase production stability and reduce the crops' vulnerability to periods of drought. In 2025, the main highlight was the progress made on the Piratini Farm project, whose third phase was successfully completed. This is a highly complex project that required coordination among various suppliers and technical teams, including earthwork, the installation of water mains, the installation of central pivots, the use of geomembranes for reservoir waterproofing, system automation, and the supply of electricity.

The level of maturity achieved in this project reflects a structured process of supplier qualification, technical standardization, and rigorous physical and financial monitoring. This experience led to the creation of a dedicated division for irrigation, construction, and energy, staffed with technical experts and new management focused exclusively on this area, thereby strengthening our ability to plan, execute, and scale projects of this magnitude.

Irrigation – Pamplona Farm, GO

Water use intensity in agricultural production

Water use intensity considers mechanical irrigation and rainfall contributions separately, providing a comprehensive view of water use per ton produced. In 2025, the irrigation footprint was 11.25 m³ per ton of soybeans, 2.21 m³ per ton of corn, and 48.15 m³ per ton of cotton. This data enables performance trend tracking and guides decisions aimed at more efficient water use.

Assessment of water-related impacts and risks

Our water risk assessment covers 100% of agricultural operations across 26 production units, evaluating dependency-related risks (water availability for irrigation and operations) and impact-related risks (effects of withdrawals on local water bodies and communities). Risk identification uses the WRI Aqueduct Water Risk Atlas, the AdaptaBrasil database, and site-level Environmental Impact Assessments (EIA), conducted in line with ISO 14001 standards. In 2025, the Pantanal Farm was the only site classified as having a Medium/High water risk. Based on production at Pantanal Farm during the 2024/25 crop year, only 8.4% of our agricultural output originated from regions classified as having medium to high baseline water stress, corresponding to 278,837 tons of corn, cotton, and soybeans.

→ SASB FB-AG-440a.2

Structure at the Pamplona Farm, GO

Water use in agricultural production: mechanical irrigation and rainfall

	Amount of water used for mechanical irrigation (m³/t) – water footprint	Estimated amount of water supplied by rainfall (m³/t)
Soy	11.25	1,989
Corn	2.21	998
Cotton	48.15	5,285

WATER-RELATED TARGETS

Standing out among our water-related targets are certifying farms in regenerative agriculture by 2030, reducing water consumption through localized application technologies, and maintaining 100% access to drinking water and sanitation for employees.

WE HAVE IMPLEMENTED STRUCTURED PRACTICES FOR EFFLUENT MANAGEMENT AND TREATMENT, ENSURING COMPLIANCE WITH REGULATIONS AND THE PREVENTION OF ENVIRONMENTAL IMPACTS

Total water discharge to all areas and to areas with water stress[1], by source (ML)
→ GRI 303-4

	2023		2024		2025	
Source	All areas	Areas with water stress	All areas	Areas with water stress	All areas	Areas with water stress
Surface water	572.84	108.7	572.84	36.35	572.84	36.35
TOTAL	**572.84**	**108.7**	**572.84**	**36.35**	**572.84**	**36.35**

[1] *All discharged water is fresh, with no substances identified that could harm ecosystems or human health, as confirmed by monitoring conducted in accordance with CONAMA Resolution No. 430/2011 and Consolidation Ordinance No. 5/2017. As there are no meters at the discharge points, since 2023 we have estimated volumes based on facility design parameters, which remain unchanged in the current cycle, covering discharges from septic tanks, ozonizers, and oil separators (434.93 ML), as well as from biological wastewater treatment plants (137.91 ML).*

Total water consumption (ML) → GRI 303-5; SASB FB-AG-140a.1

	2023		2024		2025	
	Total areas	Areas with water stress	Total areas	Areas with water stress	Total areas	Areas with water stress
Total water withdrawal	46,898.60	22,802.7	60,415.4	179.48	80,091.65	168.28
Total water discharge	572.8	108.7	572.84	36.35	572.84	36.35
Water consumption	46,325.8	22,694	59,842.56	143.13	79,518.81	131.93

[1] *No significant impacts associated with water storage were identified.*

Effluents

→ GRI 303-2

In addition to the responsible use of water in our operations, we have implemented structured practices for wastewater management and treatment, ensuring compliance with regulations and preventing impacts on soil, water bodies, and surrounding communities. Our target is to ensure that all wastewater generated receives proper treatment before final discharge.

We currently operate Wastewater Treatment Plants (WWTPs) at nine facilities, designed to treat domestic wastewater, even though this is not required by law. The treatment process is monitored using indicators that allow for the assessment of its efficiency, such as the amount of organic matter in the water, the concentration of nitrogen compounds, and the presence of suspended solids. In areas where there is no wastewater treatment plant, we use supplementary systems, such as septic tanks, filters, and drainage pits, to ensure that wastewater is treated before discharge. These systems comply with technical criteria established by environmental agencies and are monitored on a regular basis.

Effluents that may contain fuel or oil waste, on the other hand, pass through Oil-Water Separators (OWS) and are evaluated according to quality criteria that assess, among other factors, the water's acidity, the presence of solids, the temperature, and the concentration of petroleum-derived substances.

In specific situations, such as the cleaning of aircraft and personal protective equipment used in the application of pesticides, we use ozone treatment systems, in accordance with Normative Instruction No. 2/2008 of the Ministry of Agriculture, Livestock, and Supply. After treatment, these effluents are stored in lined, covered ponds and subjected to a controlled evaporation process.

The discharge of sewage and liquid effluents is carried out in accordance with CONAMA Resolution No. 430, which supplements Resolution No. 357, the requirements of ISO 14001, and the Water and Effluents Operating Manual (MO.021). These guidelines govern cleaning procedures, sample collection, and the maintenance of CSAOs and treatment systems. When test results fall outside established limits, corrective action plans are implemented and technical support is provided until the issue is resolved.

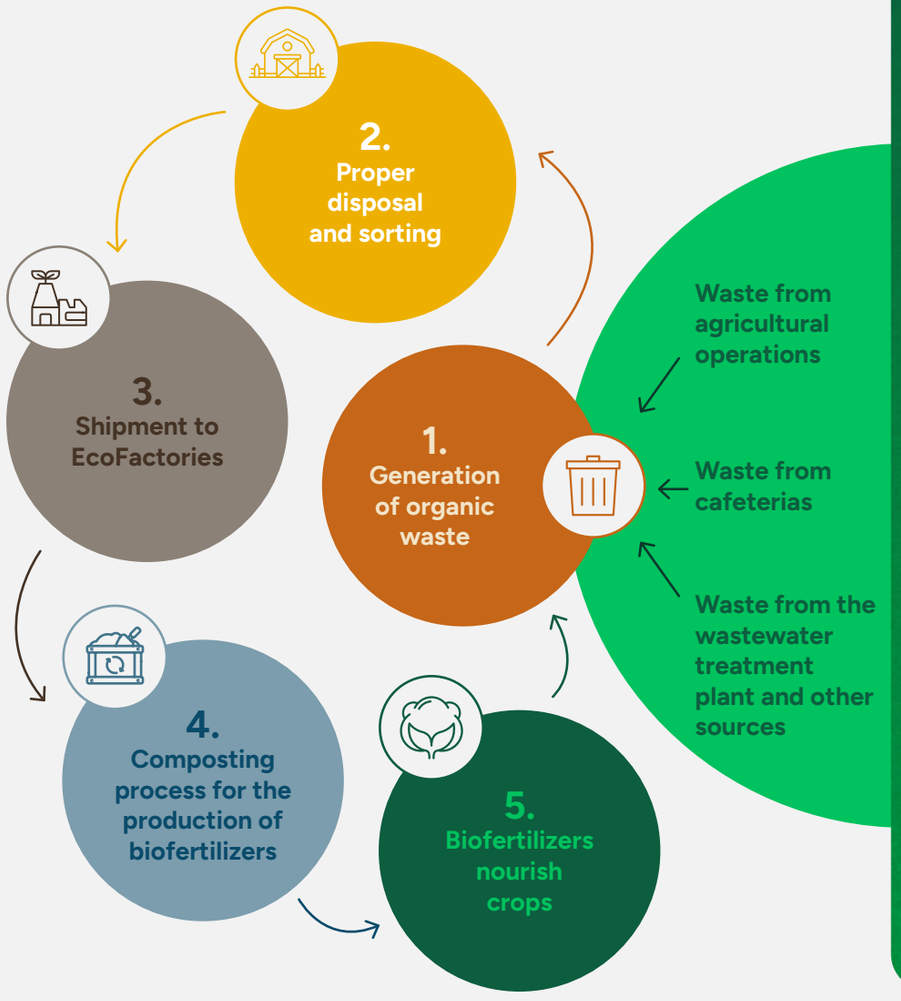
CIRCULAR ECONOMY AND WASTE MANAGEMENT

→ GRI 306-1, 306-2

We have structured our Circular Economy Program aiming to eliminate waste sent to landfills by 2032, based on the principle that waste can be reintroduced into production cycles. The initiative covers various stages, from raw material receipt to final storage, and considers waste generated by activities such as cotton processing, machine maintenance and lubrication, seed treatment, planting, and in employee social and housing areas.

One of the program's main pillars is the recycling and reuse of organic waste, which is transformed into biofertilizers and applied to the crops themselves. This process takes place through composting conducted at EcoFactories, facilities set up on farms to properly treat these materials. Currently, the program is in place at 9 of the 26 farms, with a target of reaching 100% of the farms by 2032.

The composting process in the circular economy



CIRCULAR FARMS: STEP BY STEP

The implementation of the Circular Economy Program follows a three-stage model, which ensures technical consistency and team engagement:

- In Phase I, we conducted a detailed analysis of the processes, mapped waste streams, identified opportunities for improvement, and engaged local teams. Based on this assessment, we developed specific action plans for each unit, taking into account their unique operational characteristics.
- In Phase II, we moved on to streamlining operations. At this stage, we restructured our waste management facilities, established EcoFactories, and promoted ongoing employee training. The awareness-raising and training process also involves families living on the farms, visitors, and service providers, thereby promoting the adoption of best practices for both proper waste disposal and waste reduction. This collective effort is essential to embedding a circular economy culture into daily operations.
- Phase III, meanwhile, is dedicated to consolidating what has been learned, through the exchange of experiences among farms and the continuous improvement of processes.

Circular Economy – Pamplona Farm, GO

WE ARE SIGNATORIES TO THE CIRCULAR CONNECTION MOVEMENT, A UN GLOBAL COMPACT INITIATIVE THAT ENCOURAGES COMPANIES TO ADOPT BUSINESS MODELS FOCUSED ON WASTE REDUCTION AND THE EFFICIENT USE OF RESOURCES, COLLABORATIVE IN NATURE, AND ALIGNED WITH GLOBAL SUSTAINABILITY CHALLENGES

Waste Management: Risks, Controls, and Compliance

All waste generated by our operations is classified in accordance with ABNT NBR 10004 as Class I (hazardous) and Class II (non-hazardous). The most significant actual and potential impacts associated with waste management include risks of soil and water contamination, primarily related to the improper handling or disposal of hazardous waste. To mitigate these risks, we maintain specific hazardous waste management processes and temporary waste collection sites. These facilities feature waterproof flooring, containment systems, and operational controls that reduce the risk of leaks and environmental contamination.

We follow the guidelines of the Solid Waste Management Plan (PGRS) and the National Solid Waste Policy (PNRS). The handling and disposal of waste are monitored through the Waste Transport Manifest (MTR), issued via the Sinir-MTR system, and verified by Final Destination Certificates (CDF). For waste that cannot be reintegrated into production cycles, such as metals and oils, we engage specialized recycling and re-refining companies and conduct periodic audits to ensure compliance with environmental requirements.

Waste management is monitored through mandatory weighing on scales at the farms and the monthly recording of information regarding origin, volume, and classification in an internal system. We are in the process of digitizing this system by implementing a new waste management tool, with the aim of improving data traceability and transparency. In addition, we participate in reverse logistics programs, such as the one run by the National Institute for Empty Packaging Processing (InpEV) for pesticide packaging, and we provide ongoing training to guide employees on the proper sorting of hazardous and recyclable waste.

In addition to proper disposal, we strive to reduce waste generation at the source through the use of precision technologies, such as the localized application of inputs, which helps reduce packaging consumption and associated waste—during the 2024/25 crop year, these tools prevented the generation of 48,517 kilos of plastic packaging. Systematic management of waste data helps identify opportunities for improvement and supports the continuous optimization of established practices.

In 2025, these initiatives also received external recognition. The case study "Circular Economy Program at SLC Agrícola – Turning Waste into Living Soils" was recognized in the Circular Economy category of the Circular Connection Movement, of which we are a member, demonstrating the consistency of our practices and the role of waste management in enhancing operational efficiency and reducing environmental impacts.

Based on this year's indicators, approximately 92% of the waste generated by our operations is of agro-industrial origin and can be converted into biofertilizers—supported by the expansion of the Circular Economy Project to new facilities—or sold or used as byproducts for animal feed. The 23% increase in waste generation compared to 2024 is due to higher crop yields, which have had an impact on cotton processing and grain drying, and consequently on the volume of organic waste.

Millet

ABOUT 92% OF THE WASTE GENERATED COMES FROM THE AGRO-INDUSTRIAL SECTOR AND CAN BE REUSED IN CIRCULAR ECONOMY INITIATIVES, SUCH AS THE PRODUCTION OF BIOFERTILIZERS AND AS BYPRODUCTS FOR ANIMAL FEED

Total weight of hazardous waste generated by operations, excluding effluents (tons) → GRI 306-3

		2023	2024	2025
Non-hazardous waste	Paper/cardboard	336	285	231
	Metals	859	929	909
	Plastic	1,650	2,117	2,204
	Tires	119	110	1,510
	Agro-industrial waste (byproduct)	61,533	90,719	109,458
	Various Class II tailings	150	636	2,388
	Total non-hazardous	64,647	94,796	116,741
Hazardous waste	Class I packaging	N/A	849	1,129
	Class I waste	259	459	432
	Spent lubricating oil	306	222	231
	Total hazardous	565	1,530	1,793
Total waste		**65,212**	**96,326**	**118,533.60**

Disclosures Supplement

_ Additional information

_ GRI and SASB content indexes

_ TCFD and TNFD content indexes

Klein Bastos – Headquarters, RS

ADDITIONAL INFORMATION

CERTIFICATIONS

	ISO 14001	ISO 45001	NBR 16001	ISO 9001 Seeds	ISO 9001	RTRS Soy	RTRS Corn	BCI	APR	ABR-UBA	regenagri Production	regenagri Chain of Custody	Onça Pintada	RENOVABIO	3 S	2BSvs	ISCC CORSIA	SISBOV
Headquarters	X	X	X	X	X						-	X						
Paiaguás	X	X	X	X	X	X	X	X	X	X	x	X			X	X		X
Paladino	X	X	X			X	X	X	X	X						X		
Palmares	X	X	X	X		X	X	X	X	X	X	X				X		
Palmeira	X	X	X					X	X									
Pampeira						X	X	X	X							X		X
Pamplona	X	X	X		X	X	X	X	X	X	X	X			X	X		
Panorama	X	X	X	X	X	X	X	X	X	X	x	X			X	X		
Pantanal	X	X	X			X	X	X	X	X	X	X		X		-		X
Parceiro	X	X	X					X	X									
Parnaguá	X	X	X															
Parnaíba	X	X	X			X	X	X	X	X	x	X				X		
Paysandu	X	X	X	X				X	X	X								
Perdizes	X	X	X			X	X	X	X	X	x	X			X	X		X
Pioneira	X	X	X			X	X	X	X				X		X	X	X	
Piracema	X	X	X			X	X	X	X							X		
Pirapora						X	X	X	X							X		
Piratini	X	X	X					X	X									
Planalto	X	X	X		X	X	X	X	X	X	X	X			X	X		X
Planeste	X	X	X		X	X	X	X	X	X	X	X			X	X		
Planorte	X	X	X		X	X	X	X	X	X	X	X			X			X
Próspera						X	X	X	X							X		
Paineira																		
Preciosa																	X	
Potência						X	-											
Perpétua						X	-											
Porteira																		
TOTAL	**19**	**19**	**19**	**5**	**7**	**18**	**16**	**20**	**20**	**12**	**10**	**11**	**1**	**1**	**8**	**15**	**2**	**6**

PEOPLE MANAGEMENT

Employees by region and gender[1] → GRI 2-7

	2023			2024			2025		
	Men	Women	Subtotal	Men	Women	Subtotal	Men	Women	Subtotal
Northeast	2,114	180	2,294	2,254	223	2,477	2,515	279	2,794
Central-West	2,628	257	2,885	2,636	353	2,989	2,837	419	3,256
South	358	220	578	361	238	599	403	276	679
TOTAL	**5,100**	**657**	**5,757**	**5,251**	**814**	**6,065**	**5,755**	**974**	**6,729**

[1] *The data refers to our workforce at the end of each year and was extracted from our human resources management system. The methodology uses direct counting, based on official eSocial records.*

Employees by type of employment and region[1] → GRI 2-7

	2023			2024			2025		
	Indefinite term	Fixed term	Subtotal	Indefinite term	Fixed term	Subtotal	Indefinite term	Fixed term	Subtotal
Northeast	1,548	746	2,294	1,642	835	2,477	2,115	679	2,794
Central-West	2,014	871	2,885	2,130	859	2,989	2,342	914	3,256
South	552	26	578	577	22	599	652	27	679
TOTAL	**4,114**	**1,643**	**5,757**	**4,349**	**1,716**	**6,065**	**5,109**	**1,620**	**6,729**

[1] *The data refers to our workforce at the end of each year and was extracted from our human resources management system. The methodology uses direct counting, based on official eSocial records.*

Employees by type of employment and gender[1] → GRI 2-7

	2023			2024			2025		
	Full-time	Partial period	Subtotal	Full-time	Partial period	Subtotal	Full-time	Partial period	Subtotal
Men	5,036	64	5,100	5,197	54	5,251	5,708	47	5,755
Women	630	27	657	786	28	814	940	34	974
TOTAL	**5,666**	**91**	**5,757**	**5,983**	**82**	**6,065**	**6,648**	**81**	**6,729**

[1] *The data refers to our workforce at the end of each year and was extracted from our human resources management system. The methodology uses direct counting, based on official eSocial records.*

Employees by type of employment and region[1] → GRI 2-7

	2024			2025		
	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal
Northeast	2,463	14	2,477	2,779	15	2,794
Central-West	2,921	68	2,989	3,190	66	3,256
South	599	0	599	679	0	679
TOTAL	**5,983**	**82**	**6,065**	**6,648**	**81**	**6,729**

[1] *We are presenting data on employees by employment type and region for the second time in this reporting cycle; therefore, we have not included data for 2023. The data pertains to our workforce at the end of each year and was extracted from our human resources management system. The methodology uses direct counting, based on official eSocial records.*

Employees without guaranteed working hours, by gender[1] → GRI 2-7

	2023	2024	2025
Men	380	392	430
Women	62	70	72
TOTAL	**442**	**462**	**502**

[1] *The data refers to our workforce at the end of each year and was extracted from our human resources management system. The methodology uses direct counting, based on official eSocial records.*

Employees without guaranteed working hours, by region → GRI 2-7

	2023	2024	2025
Northeast	140	148	178
Central-West	164	184	192
South	138	130	132
TOTAL	**442**	**462**	**502**

[1] *The data refers to our workforce at the end of each year and was extracted from our human resources management system. The methodology uses direct counting, based on official eSocial records.*

Workers who are not employees → GRI 2-8

	2023	2024	2025
Trainee	95	114	138
Apprentice	108	130	204
TOTAL	**203**	**244**	**342**

[1] *The data refer to the total number of workers at the end of each year, and the methodology uses a direct count.*

Percentage of individuals within the organization's governance bodies, by gender → GRI 405-1

	2023			2024			2025		
Board of Directors	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
Number of members of governance bodies	5	1	6	5	1	6	5	1	6
Percentage of members of governance bodies by gender	83.33	16.67	100	83.33	16.67	100	83.33	16.67	100

Percentage of individuals within the organization's governance bodies, by age group → GRI 405-1

	2023		2024		2025	
Board of Directors	Number	Percentage	Number	Percentage	Number	Percentage
Under 30	0	0	0	0	0	0
30-50	0	0	0	0	0	0
Over 50	6	100	6	100	6	100
TOTAL	**6**	**100**	**6**	**100**	**6**	**100**

Percentage of employees per employee category and gender → GRI 405-1

	2023			2024			2025		
	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
Executive Management									
Number	6	0	6	6	0	6	11	0	11
Percentage	100	0	100	100	0	100	100	0	100
Management									
Number	45	3	48	47	5	52	48	5	53
Percentage	93.74	6.25	100	90.38	9.62	100	90.57	9.43	100
Coordination									
Number	309	52	361	328	62	390	371	67	438
Percentage	85.60	14.40	100	84.1	15.9	100	84.7	15.3	100
Administrative									
Number	461	331	792	457	361	818	502	406	908
Percentage	58.21	41.79	100	55.87	44.13	100	55.29	44.71	100
Operational									
Number	4,255	262	4,517	4,394	379	4,773	4,800	476	5,276
Percentage	94.20	5.80	100	92.06	7.94	100	90.98	9.02	100
Trainee									
Number	24	9	33	19	7	26	23	20	43
Percentage	72.73	27.27	100	73.08	26.92	100	53.49	46.51	100
TOTAL									
Number	**5,100**	**657**	**5,757**	**5,251**	**814.000**	**6,065**	**5,755**	**974**	**6,729**
Percentage	**88.59**	**11.41**	**100**	**86.58**	**13.42**	**100**	**85.53**	**14.47**	**100**

Percentage of employees per employee category and age group → GRI 405-1

	2023		2024		2025	
	Number	Percentage	Number	Percentage	Number	Percentage
Executive Management						
Under 30	0	0	0	0	0	0
30-50	1	16.67	2	33.33	5	45.45
Over 50	5	83.33	4	66.67	6	54.55
TOTAL	6	100	6	100	11	100
Management						
Under 30	1	2.08	1	1.92	4	7.55
30-50	41	85.42	45	86.54	45	84.91
Over 50	6	12.50	6	11.54	4	7.55
TOTAL	48	100	52	100	53	100
Coordination						
Under 30	64	17.73	86	22.05	111	25.34
30-50	272	75.35	283	72.56	308	70.32
Over 50	25	6.93	21	5.38	19	4.34
TOTAL	361	100	390	100	438	100
Administrative						
Under 30	312	39.39	331	40.46	401	44.16
30-50	450	56.82	461	56.36	484	53.3
Over 50	30	3.79	26	3.18	23	2.53
TOTAL	792	100	818	100	908	100
Operational						
Under 30	2,583	57.18	2,088	43.75	2,410	45.68
30-50	1,607	35.58	2,337	48.96	2,511	47.59
Over 50	327	7.24	348	7.29	355.00	6.73
TOTAL	4,517	100	4,773	100	5,276	100
Trainee						
Under 30	26	78.79	20	76.92	40	93.02
30-50	7	21.21	6	23.08	3	6.98
Over 50	0	0	0	0	0	0
TOTAL	33	100	26	100	43	100
TOTAL						
Under 30	2,986	51.87	2,526	41.65	2,966	44.08
30-50	2,378	41.31	3,134	51.67	3,356	49.87
Over 50	393	6.83	405	6.68	407	6.05
TOTAL	**5,757**	**100**	**6,065**	**100**	**6,729**	**100**

Percentage of employees from underrepresented groups, by employee category → GRI 405-1

	2023		2024		2025	
	Percentage of employees from underrepresented groups	Percentage	Percentage of employees from underrepresented groups	Percentage	Percentage of employees from underrepresented groups	Percentage
Black and mixed race						
Executive Management	0	0	0	0	1	9.09
Management	3	16.67	3	5.76	7	13.21
Coordination	149	41	170	43.5	207	47.26
Administrative	331	41.79	356	43.52	437	48.13
Operational	3,658	80.05	3,984	83.46	4,429	83.95
Trainee	12	36.36	10	38.46	21	48.84
TOTAL	**4,153**	**72.13**	**4,523**	**74.57**	**5,102**	**75.82**
People with Disabilities (PwDs)						
Executive Management	0	0	0	0	0	0
Management	0	0	1	1.92	1	1.89
Coordination	5	1.39	3	0.77	4	0.91
Administrative	33	4.17	34	4.16	43	4.74
Operational	116	2.57	123	2.58	129	2.45
Trainee	0	0	0	0	0	0
TOTAL	**154**	**2.68**	**161**	**2.65**	**177**	**2.63**

Hiring and turnover

New employee hires and employee turnover[1] → GRI 401-1

	2023					2024					2025[2]				
Age group	Total number of employees	Hiring	Rate of new hires	Dismissals	Turnover rate	Total number of employees	Hiring	Rate of new hires	Dismissals	Turnover rate	Total number of employees	Hiring	Rate of new hires	Dismissals	Turnover rate
Under 30	2,986	522	17.48	274	20.49	2,526	682	27	296	20.87	2,966	814	27.44	373	21.27
30-50	2,378	379	15.94	329	14.13	3,134	537	17.13	415	17.04	3,356	541	16.12	351	14.24
Over 50	393	28	7.12	29	7.59	405	27	6.67	43	12.25	407	35	8.60	42	13.59
TOTAL	**5,757**	**929**	**16.14**	**632**	**15.62**	**6,065**	**1,246**	**20.54**	**754**	**17.93**	**6,729**	**1,390**	**20.66**	**766**	**16.92**

[1] *We consider only permanent employees, since seasonal workers are hired under the CLT (Consolidated Labor Laws) framework, with fixed-term contracts for specific activities and with predetermined start and end dates.*
[2] *SLC Agricola has not undertaken any mass layoffs or major workforce restructuring events in the three-year period covered by this report (2023, 2024, 2025). Employee turnover rates reflect normal voluntary and operational attrition.*

Total number and rate of new employee hires during the reporting period, by gender[1] → GRI 401-1

	2023					2024					2025				
Gender	Total number of employees	Hiring	Rate of new hires	Dismissals	Turnover rate	Total number of employees	Hiring	Rate of new hires	Dismissals	Turnover rate	Total number of employees	Hiring	Rate of new hires	Dismissals	Turnover rate
Men	5,100	724	14.20	521	15.20	5,251	974	18.55	627	17.88	5,755	1,081	18.78	138	17.40
Women	657	205	31.20	111	17.90	814	272	33.42	127	18.19	974	309	31.72	628	16.81
TOTAL	**5,757**	**929**	**16.14**	**632**	**15.62**	**6,065**	**1,246**	**20.54**	**754**	**17.93**	**6,729**	**1,390**	**20.66**	**766**	**16.92**

[1] *We consider only permanent employees, since seasonal workers are hired under the CLT (Consolidated Labor Laws) framework, with fixed-term contracts for specific activities and with predetermined start and end dates.*

Total number and rate new employee hires during the reporting period, by region[1] → GRI 401-1

Region	2023					2024					2025				
	Total number of employees	Hiring	Rate of new hires	Dismissals	Turnover rate	Total number of employees	Hiring	Rate of new hires	Dismissals	Turnover rate	Total number of employees	Hiring	Rate of new hires	Dismissals	Turnover rate
Northeast	2,294	365	15.91	251	16.35	2,477	483	19.5	309	19.13	679	111	16.35	84	14.75
Central-West	2,885	445	15.42	318	15.79	2,989	649	21.71	368	18.16	3,256	733	22.51	426	20.48
South	278	119	20.59	63	12.65	599	142	114	77	13.65	2,794	546	19.54	256	13.63
TOTAL	**5,757**	**929**	**16.14**	**632**	**15.62**	**6,065**	**1,274**	**20.54**	**754**	**17.93**	**6,729**	**1,390**	**20.66**	**766**	**16.92**

[1] *We consider only permanent employees, since seasonal workers are hired under the CLT (Consolidated Labor Laws) framework, with fixed-term contracts for specific activities and with predetermined start and end dates.*

Compensation and benefits

Ratio of the annual remuneration paid to the highest-paid employee to the average annual remuneration of all employees (excluding the highest-paid employee) → GRI 2-21

	2023	2024	2025[1]
Ratio of the total annual remuneration of the highest-paid employee to the average annual compensation of all employees (excluding the highest-paid employee)[2]	77.21	79.76	65.10
Percentage increase in the highest remuneration paid	-2.97	-5.29	-3.56
Percentage increase in median total remuneration	10	-8	10
Ratio of the percentage increase in the total annual remuneration of the organization's highest-paid individual to the median percentage increase in the total annual remuneration of all employees (excluding the highest-paid individual)[3]	-28.54	63.56	-0.36

[1] *Beginning in 2025, we updated the methodology for calculating compensation data by replacing the mean-based approach with the median to improve statistical accuracy. → GRI 2-4*
[2] *Total compensation for the highest-paid position amounted to BRL 4,527,582.44, while the median employee compensation was BRL 93,347.55, including base salary and short- and long-term incentives.*
[3] *In 2025, compensation for the highest-paid executive decreased by 3.56%, reflecting the performance-based variable component, while median employee compensation increased by 10.00%, driven by variable pay and turnover.*

Ratio of basic salary and remuneration of women to men by employee category[1] [2]

→ GRI 405-2

	2023		2024		2025	
	Basic salary (BRL)	Remuneration (BRL)	Basic salary (BRL)	Remuneration (BRL)	Basic salary (BRL)	Remuneration (BRL)
Management	1.03	0.96	0.86	0.85	0.84	0.83
Coordination	0.98	0.93	0.92	0.9	0.91	0.86
Administrative	1.01	0.91	0.9	0.8	0.8	0.75
Operational	0.85	0.78	0.83	0.73	0.94	0.8
Trainee	0.98	0.99	0.88	1.12	0.9	0.89

[1] *Not applicable to the "Executive Management" employee category, as there are no women on the board of directors.*
[2] *We do not monitor the ratio between the base salary and total compensation received by women and those received by men for third-party workers.*

Parental leave → GRI 401-3

Category	Description	2023	2024	2025
Total number of employees eligible for parental leave	Men	5,100	5,251	5,751
	Women	657	814	974
Total number of employees who took the parental leave and whose leave ends in the current year	Men (A)	176	173	208
	Women (B)	22	17	32
	Men (C)	6	4	9
	Women (D)	18	14	17
Total number of employees who took the parental leave during the current year and whose leave ends in the following year	Men (M)	2	1	7
	Women (F)	14	16	17
Total number of employees who took the parental leave during the current year	Men (A+E)	178	174	215
	Women (B+F)	36	33	49
Total number of employees expected to return in the current year	Men (A+C)	182	177	217
	Women (B+D)	40	31	49
Total number of employees who returned to work after their parental leave ended	Men (G) (maximum value = A+C)	182	177	217
	Women (H) (maximum value = B+D)	40	31	49
Total number of employees who did NOT return to work after their leave ended	Men ((A+C)-G)	0	0	0
	Women ((B+D)-H)	0	0	0
Total number of employees who returned to work in the previous year	Men (I)	163	186	205
	Women (J)	43	19	36
Total number employees who returned to work after the paternal leave and continued to be employed 12 months after returning to work	Men (L)	158	181	183
	Women (W)	26	19	36
Rate of return	Men (G/(A+C)	100	100	100
	Women (H/(B+D)	100	100	100
Rate of retention	Men (L/I)	96.93	97.31	89.27
	Women (M/J)	60.46	100	100

Training and development

Average hours of training per year, by gender → GRI 404-1

	2023	2024	2025
Men	58	52	48.7
Women	51	46	47.6
TOTAL	**56**	**51**	**48.3**

Average hours of worker training per year by employee category → GRI 404-1

	2023	2024	2025
Executive Management	39	47	34.0
Management	102	87	93.3
Coordination	98	79	78.7
Administrative	39	36	36.1
Operational	51	49	46.1
Trainee	126	115	80
TOTAL	**56**	**51**	**48.3**

Percentage of employees receiving regular performance and career development reviews → GRI 404-3

	Men	Women	Not declared	Others	TOTAL
Executive Management					
Total number of employees	11	0	0	0	11
Number of employees assessed	10	0	0	0	10
Percentage (%)	90.91	0	0	0	90.91
Management					
Total number of employees	43	4	0	0	47
Number of employees assessed	42	4	0	0	46
Percentage (%)	97.67	100	0	0	97.87
Coordination					
Total number of employees	290	51	0	0	341
Number of employees assessed	278	50	0	0	328
Percentage (%)	95.86	98.04	0	0	96.19
Administrative					
Total number of employees	353	300	0	0	653
Number of employees assessed	344	295	0	0	639
Percentage (%)	97.45	98.33			97.86
Operational					
Total number of employees	2,284	216	0	0	2,500
Number of employees assessed	2,187	210	0	0	2,397
Percentage (%)	95.75	97.22	0	0	95.88
Trainee[1]					
Total number of employees	26	16	0	0	42
Number of employees assessed	22	13	0	0	35
Percentage (%)	84.62	81.25	0	0	83.33
Total					
Total number of employees	**3,007**	**587**	**0**	**0**	**3,594**
Number of employees assessed	**2,883**	**572**	**0**	**0**	**3,455**
Percentage (%)	**95.88**	**97.44**	**0**	**0**	**96.13**

[1] *Trainees included in this indicator are only those eligible for the evaluation process during the reference period, in accordance with current rules.*

HEALTH AND SAFETY

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

	2023		2024		2025	
	Employees	Workers who are not employees (third parties)	Employees	Workers who are not employees (third parties)	Employees	Workers who are not employees (third parties)
Total number of individuals	5,757	203	6,065	244	6,729	342
Number (and percentage) of individuals covered by the system	5,757 (100%)	203 (100%)	6,065 (100%)	244 (100%)	6,729 (100%)	342 (100%)
Number (and percentage) of individuals covered by a system that has been internally audited	3,983 (69%)	104 (51%)	5,351 (88.23%)	216 (88.52)	6,729 (100%)	342 (100%)
Number (and percentage) of individuals covered by the system that has been certified by an independent third party	3,983 (69%)	104 (51%)	5,351 (88.23)	216 (88.52%)	5,386 (80.04%)	284 (83.04%)

ETHICS AND COMPLIANCE

Total number and percentage of governance body members that the organization's anticorruption policies and procedures have been communicated to, broken down by region → GRI 205-2

Governance members communicated and trained[1]	2023		2024		2025	
	Communicated	Trained	Communicated	Trained	Communicated	Trained
South[2]						
Total number (and percentage) of members who have been communicated/trained	15 (100%)	15 (100%)	15 (100%)	0 (0%)	20 (100%)	11 (55%)

[1] *Members of the governing bodies received in-person training in 2023 and 2025; in 2024, there was no training, only communication.*
[2] *All members of the governing body are based in the Southern region.*

Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by region[1] → GRI 205-2

	2023		2024		2025	
	Communicated	Trained	Communicated	Trained	Communicated	Trained
Northeast						
Total number (and percentage) of members who have been communicated/trained	1,548 (100%)	1,495 (97%)	1,642 (100%)	1,565 (95.31%)	2,115.00 (100%)	1,858 (87.85%)
Central-West						
Total number (and percentage) of members who have been communicated/trained	2,014 (100%)	1,705 (85%)	2,130 (100%)	1,927 (90.47%)	2,342 (100%)	2,161 (92.27%)
South						
Total number (and percentage) of members who have been communicated/trained	546 (100%)	388 (71%)	577 (100%)	479 (83.02%)	652 (100%)	591 (90.64%)
Total						
Total number (and percentage) of members who have been communicated/trained	**4,108 (100%)**	**3,588 (87%)**	**4,349 (100%)**	**3,971 (91.31%)**	**5,109 (100%)**	**4,610 (90.23%)**

[1] *Permanent employees who completed the e-learning courses "Ethics in Everyday Life" and/or "Code of Ethics and Conduct" were considered "trained."*

ENVIRONMENTAL AGENDA

Biodiversity

Biodiversity data[1] → GRI 101-5, 101-6, 101-7; TNFD – Metrics and Targets B

Operational sites	Total area of the operational site (ha)	Proximity to an ecologically sensitive area[2]	Conversion of natural ecosystems by site (crop year and area)	Water withdrawal and water consumption (megaliters)	Type of ecosystem
Paineira	12,030	Adjacent. Part of the area is located within the Uruçuí-Preto River Headwaters Environmental Protection Area (APA) and is close (less than 3 km) to the Uruçuí-Una Ecological Station.	2016/17: 7,483 ha	25,875	Cerrado
Palmares	17,048	Adjacent. Part of the area falls within the Rio de Janeiro Basin Environmental Protection Area (APA) and is located near (less than 3 km) the Rio Preto Environmental Protection Area (APA).	2012/13: 13,039 ha	8,540,712	Cerrado
Palmeira	10,201	NA	2019/20: 5,390 ha	49,762	Cerrado
Panorama	11,873	Near. Located near (less than 2 km) the Serra Geral de Goiás Environmental Protection Area and Terra Ronca State Park (less than 5 km away).	1985/86: 9,220 ha	157,473	Cerrado
Parceiro	21,122	Near. Part of the area is within the Rio Preto Environmental Protection Area (APA) and located near (7 km) the Nascentes do Rio Parnaíba National Park.	2019/20: 11,952 ha	56,485	Cerrado
Parnaguá	19,237	Adjacent. A farm adjacent to the Uruçuí-Preto River Headwaters Environmental Protection Area and near (less than 7 km) the Uruçuí-Una Ecological Station.	2020/21: 11,293 ha	50,740	Cerrado
Parnaíba	26,126	NA	2015/16: 17,560 ha	167,617	Cerrado
Piratini	25,355	NA	2009/10: 18,592 ha	13,871,682	Cerrado
Planeste	23,040	NA	2012/13: 13,451 ha	78,423	Cerrado
Paiaguás	28,038	NA	2004/05: 18,992 ha	253,197	Cerrado
Pamplona	25,800	Adjacent. Close to the Planalto Central Environmental Protection Area (APA) and several settlements; adjacent to the Uruana de Minas Environmental Conservation Unit.	1998/99: 17,969 ha	14,232,422	Cerrado
Perdizes	42,123	Near. Located near (less than 10 km) the Batelão Indigenous Territory (not yet officially recognized by Funai).	2003/04: 14,895 ha	300,406	Amazon
Planalto	15,006	Adjacent. Adjacent to the Taquari River Springs State Park and the Emas National Park; it overlaps with the Sucuriú River Springs Environmental Protection Area (APA).	2020/21: 13,430 ha	149,844	Cerrado
Planorte	23,454	Adjacent. Adjacent to the Paresi Indigenous Territory.	2012/13: 17,253 ha	313,987	Cerrado
Paysandu	18,715	NA	2020/21: 12,983 ha	40,073,464	Cerrado
Paladino	39,963	NA	2016/17: 22,245 ha	67,882	Cerrado
Potência	38,366	NA	1996/97: 38,366 ha	11,236	Cerrado
Perpétua	22,071	NA	2002/03: 22,071 ha	-	Cerrado
Porteira	9,921	Adjacent. Cantão State Park and the unrecognized Utaria Wyhyna Indigenous Territory (on the banks of the Araguaia River).	1998/99: 9,921 ha	-	Amazon
Pioneira	38,513	NA	1992/93: 38,513 ha	441,605	Amazon
Preciosa	11,387	Adjacent. Adjacent to the Wawi Indigenous Territory.	2005/06: 11,387 ha	34,059	Amazon
Pantanal	26,135	Near. Between the Aporé River Sub-Basin Environmental Protection Area (10 km) and the Sucuriú River Headwaters Environmental Protection Area (APA) (7 km).	1997/98: 26,135 ha	168,283	Cerrado
Prospera	17,006	Adjacent. Adjacent to the Batelão Indigenous Territory and the Mercedes Bens settlement.	2002/03: 17,006 ha	148,608	Amazon
Pampeira	20,173	NA	2004/05: 20,173 ha	582,422	Cerrado
Piracema	8,735	Near. Near (less than 3 km) the Santana Indigenous Territory and the Nascentes do Rio Paraguai Environmental Protection Area (APA); adjacent to the PA Caeté Settlement.	2014/15: 8,735 ha	259,261	Cerrado
Pirapora	11,364	Adjacent. Adjacent to the Santana Indigenous Territory and located near (just over 8 km) the Cuiabá River Headwaters Environmental Protection Area.	2003/04: 11,364 ha	53,812	Cerrado

[1] We grow corn, soybeans, and cotton at all of our operational units. We also raise livestock on the Paiaguás, Perdizes, Planalto, Planorte, Pioneira, Pantanal, and Pampeira farms. These are the areas where the primary risks of illegal deforestation linked to the livestock industry are concentrated. Since 2021, we have observed the Zero Deforestation Policy and have not converted any natural ecosystems for our operations. Our business model does not include the exploitation of natural resources derived from wild fauna or flora, nor the introduction of invasive alien species into our operations.

[2] The TNFD establishes criteria for identifying ecologically sensitive areas. We note that our operations are located near these areas; however, the formal classification required by the framework has not yet been completed.

Climate → TCFD Strategy – A, B, and C

Financial analysis of risks and investments for mitigation

We quantify significant financial impacts using scenario modeling (read more on page 88), as well as investments already made to mitigate them, organized into the following risk categories:

- Political/legal: international market requirements could limit growth; the forecast ranges from BRL 3.25 billion, in the worst-case scenario, to BRL 975 million in the best-case scenario. The response to this risk has been the implementation of the Zero Deforestation Policy since August 2021, at no cost to the business. From the cattle procurement perspective, the potential impact scenario projected for 2030 ranges from BRL 10 million to BRL 61 million. An investment of BRL 128,000 was made to address this risk, allocated to monitoring livestock suppliers, tracking product origin, employee training, and due diligence.
- Market: disruptions in the supply of inputs (imported fertilizers) caused by extreme weather conditions could result in losses ranging from BRL 69 million to BRL 138 million. Response measures include supplier diversification, flexible contracts, advance purchasing, alternative logistics routes, and assessing climate resilience during the supplier qualification process.
- Severe weather: extreme weather events impact the productivity of soybeans, corn, and cotton, as well as the supply of inputs. In terms of droughts and floods on farms, projections for 2030 indicate losses ranging from BRL 464 million (intermediate scenario) to BRL 1.86 billion (pessimistic scenario). Addressing these risks will require investments of approximately BRL 258.7 million. In the event of disruptions in the logistics for the delivery of raw materials or products, projections indicate losses of BRL 138 million in a best-case scenario and BRL 276 million in a worst-case scenario. To date, no investment has been allocated to mitigate this risk.

Financial Opportunity Mapping

The adaptation and mitigation strategy creates direct income associated with market-based mechanisms, such as:

- Certified products: responsible soy certification enables the sale of credits, with projected cumulative income of BRL 30 million in the short term.
- Biofuels (RenovaBio): production efficiency generates decarbonization credits (CBIOs), estimated at BRL 582,000 over three years.
- Greenhouse gas (GHG) market: forest conservation and regenerative agriculture projects have the potential to create BRL 95.3 million in income over 40 years, made possible through partnerships.

Energy

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

2023		2024		2025	
Diesel	1,574,242	Diesel (90%)	1,487,270	Diesel (85%)	1,657,316
Gasoline	54,879	Gasoline (75%)	30,796	Gasoline (73%)	35,292
Kerosene	124,143	Kerosene	161,782	Kerosene	152,393
LPG	0	LPG	52,268	LPG	39,467
Electricity – fossil share of the grid	30,267	Electricity – fossil share of the grid (12.1%)	49,680	Electricity – fossil share of the grid (11%)	22,984
Total	**1,783,531[2]**	**Total**	**1,781,796**	**Total**	**1,907,453**

[1] *We adopted the International Performance Measurement and Verification Protocol (IPMVP) for energy consumption calculations, applying specific conversion factors that were not detailed in the report.*
[2] *The total figure for 2023 was corrected because the sum was incorrect. → GRI 2-4*

Total fuel consumption within the organization from renewable sources (GJ)[1 2] → GRI 302-1

2023		2024		2025	
Renewable fuels	Amount of energy	Renewable fuels	Amount of energy	Renewable fuels	Amount of energy
-	-	Diesel (10% biodiesel)	165,252	Diesel (15% biodiesel)	292,468
-	-	Gasoline (25% ethanol)	10,265	Gasoline (27% ethanol)	13,053
Firewood/wood chips	1,459,839	Firewood/wood chips	892,621	Firewood/wood chips	893,338
Ethanol	1,589	Ethanol	433	Ethanol	111
Electricity – renewable share	221,963	Electricity — renewable portion of the grid (87.9%) + on-site solar generation + COG/HC	379,845	Electricity – renewable share of the grid (89%) + self-generation solar + COG/HC	469,715
Total	**1,683,391**	**Total**	**1,448,416**	**Total**	**1,691,668**

[1] *We have adopted the International Performance Measurement and Verification Protocol (IPMVP) for energy consumption calculations, applying specific conversion factors that were not detailed in the report.*

Energy consumption within the organization, by source[1] (GJ) → GRI 302-1

	2023	2024	2025
Electricity	252,231	429,525	492,699
Heating[1]	1,514,718	944,889	932,804
Movement	1,699,974	1,855,798	2,150,633
Total	**3,466,922**	**3,230,212**	**3,576,137**

[1] *Includes gasoline and firewood in 2023; starting in 2024, it includes LPG and firewood.*

Fleet fuel consumed, percentage renewable → SASB FB-AG-110a.3

	2023	2024	2025
Fleet fuel consumed (GJ)	1,582,119	1,855,800	2,150,633
Percentage renewable (%)	9.8	9.5	14.20

Electricity consumption within the organization[1] → GRI 302-1

	2025	
	MWh	GJ
Purchased on the open market (renewable)	74,482	268,135
Purchased from the captive market (mix)	58,041	208,948
Self-generation using solar and hydroelectric power	4,338	15,616
Total electricity consumption	136,861	492,698
Total I-RECs purchased	**58,073**	

[1] *Due to the closing and audit schedule, a small portion of the purchased energy data had to be estimated. This was due to the fact that we did not receive invoices for November and December. In such cases, estimates were made based on historical consumption data.*

Operational energy consumed, percentage grid electricity, percentage renewable → SASB FB-AG-130a.1

	2023	2024	2025
Operational energy consumed (GJ)	3,342,581	3,230,213	3,576,137
Percentage grid electricity (%)	7.4	12.7	13.3
Percentage renewable (%)	50.03	44.8	46.7

Waste management

Total weight of waste diverted from disposal (metric tons)[1] → GRI 306-4

		2023	2024	2025
Non-hazardous	Paper/ cardboard	336	285	231.2
	Metals	859	929	908.6
	Plastic	1,650	2,117	2,203.90
	Tires	119	110	1,550.70
	Agro-industrial waste (byproduct)[1]	60,482	83,832	105,878
	Composted organic waste	1,051	6,887	3,662
	Total	**64,497**	**94,160**	**114,352.80**
Hazardous	Class I[2] packaging	N/A	849	1,129
	Spent lubricating oil	306	222	231.4
	Total	**306**	**1,071**	**1,360.40**

[1] Agro-industrial organic waste is managed through its reuse as livestock feed and its sale to third parties for the manufacture of other products.
[2] Class I packaging is disposed of through reverse logistics, while the lubricating oil is sent for re-refining, with shipment invoices tracked by InpEV.

Total weight of waste diverted from disposal by recovery operation (metric tons)→ GRI 306-5

		2023			2024			2025		
	Type of recovery	Total weight within the organization	Total weight outside the organization	Total	Total weight within the organization	Total weight outside the organization	Total	Total weight within the organization	Total weight outside the organization	Total
Non-Hazardous										
Diverted from disposal	Recycling	0	2,846	2,846	0	3,331	3,331	0	3,343	3,343
	Agro-industrial waste (byproduct)[1]	26,836	33,646	60,482	45,294	38,538	83,832	69,058	36,829	105,878
	Composting	1,051	0	1,051	6,887	0	6,887	3,662	0	3,662
	Reverse Logistics	0	119	119	0	110	110	1,551	0	1,551
Directed to disposal	Confinement in landfill	-	150	150	-	636	636	-	2,388	2,388
Hazardous										
Diverted from disposal	Re-refining	0	306	306	0	222	222	0	231	231
	Reverse Logistics	0	0	0	0	849	849	0	1,129	1,129
Directed to disposal	Incineration (without energy recovery)	-	259	259	-	459	459	-	433	433

[1] The recovery of agro-industrial organic waste includes its reuse as livestock feed and its sale to external parties for the manufacture of other products.

GRI AND SASB **CONTENT INDEXES**

Statement of Use	SLC Agrícola reported in accordance with the GRI Standards for the period from January 1 to December 31, 2025, and includes clearly identified data related to the crop year, from September 1, 2024, to August 31, 2025.
GRI 1 used	GRI 1: Fundamentals 2021
Applicable GRI Sector Standards:	GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022

GRI Standard / Other source	Contents	Location	Omission			GRI Sector Standard Ref. No.	SDGS
			Requirements omitted	Reason	Explanation		
General content							
The organization and its reporting practices							
GRI 2: General disclosures 2021	2-1 Organizational details	16					
	2-2 Entities included in the organization's sustainability reporting	4					
	2-3 Reporting period, frequency and contact point	4					
	2-4 Restatements of information	91, 92, 112 and 119					
	2-5 External assurance	4					
Activities and workers							
GRI 2: General disclosures 2021	2-6 Activities, value chain and other business relationships	12, 17, 24, 50, 51, 66, 68 and 70					
	2-7 Employees	54, 58, 107 and 108					8, 10
	2-8 Workers who are not employees	54 and 108					8
Governance							
GRI 2: General disclosures 2021	2-9 Governance structure and composition	30 and 71					5, 16
	2-10 Nomination and selection of the highest governance body	31					5, 16
	2-11 Chair of the highest governance body	31					16
	2-12 Role of the highest governance body in overseeing the management of impacts	32					16

GRI Standard / Other source	Contents	Location	Omission			GRI Sector Standard Ref. No.	SDGS
			Requirements omitted	Reason	Explanation		
GRI 2: General disclosures 2021	2-13 Delegation of responsibility for managing impacts	33					
	2-14 Role of the highest governance body in sustainability reporting	4 and 5					
	2-15 Conflicts of interest	39					16
	2-16 Communication of crucial concerns	32 and 39					
	2-17 Collective knowledge of the highest governance body	32 and 33					
	2-18 Evaluation of the performance of the highest governance body	32					
	2-19 Remuneration policies	35					
	2-20 Process to determine remuneration	35					
	2-21 Annual total compensation ratio	112					
Strategy, policies and practices							
GRI 2: General disclosures 2021	2-22 Statement on sustainable development strategy	7 to 10					
	2-23 Policy commitments	30, 36, 40 and 43					16
	2-24 Embedding policy commitments	30, 36, 40 and 43					
	2-25 Processes to remediate negative impacts	39					
	2-26 Mechanisms for seeking advice and raising concerns	39					16
	2-27 Compliance with laws and regulations	SLC Agrícola defines “significant cases of non-compliance with laws and regulations” as those involving fines exceeding BRL 500,000 or those that affect the company’s reputation. There were no significant cases during this reporting period.					
	2-28 Membership associations	74					
Stakeholder engagement							
GRI 2: General disclosures 2021	2-29 Approach to stakeholder engagement	25, 54, 66 and 70					
	2-30 Collective bargaining agreements	54					8

GRI Standard / Other source	Contents	Location	Omission			GRI Sector Standard Ref. No.	SDGS
			Requirements omitted	Reason	Explanation		
Material topics							
GRI 3: Material Topics 2021	3-1 Process to determine material topics	5					
	3-2 List of material topics	5					
Climate change							
GRI 3: Material Topics 2021	3-3 Management of material topics	87				13.1.1	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	91				13.1.2	3, 12, 13, 14, 15
	305-2 Energy indirect (Scope 2) GHG emissions	91				13.1.3	3, 12, 13, 14, 15
	305-3 Other indirect (Scope 3) GHG emissions	92				13.1.4	3, 12, 13, 14, 15
	305-4 GHG emissions intensity	93				13.1.5	13, 14, 15
	305-5 Reduction of GHG emissions	93				13.1.6	13, 14, 15
SASB: Greenhouse gas emissions	FB-AG-110a.1 Gross global Scope 1 emissions	91					
	FB-AG-110a.2 Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets.	94					
SASB: Greenhouse gas emissions	FB-AG-110a.3 Fleet fuel consumption, percentage renewable	119					
SASB: Ingredient Sourcing	FB-AG-440a.1 Identification of principal crops and description of risks and opportunities presented by climate change	88					
SASB: Activity metrics	FB-AG-000.A Production by principal crop	12 and 20					
	FB-AG-000.B Number of hectares under production	We have 54 processing units linked to rural properties that are not classified as grain or fiber processing units. This structure includes 17 Cotton Processing Units (UBAs), 35 Grain Processing and Storage Units (UBGs), and two company-operated Seed Processing Units.					

GRI Standard / Other source	Contents	Location	Omission			GRI Sector Standard Ref. No.	SDGS
			Requirements omitted	Reason	Explanation		
SASB: Activity metrics	FB-AG-000.C Total land area under active production	The planted area for the 2024/25 crop year was 735,906 hectares, representing an 11.3% increase compared to the 2023/24 crop year.					
Environmental Management System							
GRI 3: Material Topics 2021	3-3 Management of material topics	76 and 96				13.2.1, 13.3.1, 13.4.1, 13.6.1, 13.7.1, 13.8.1	1, 3, 6, 8, 12, 13, 14, 15, 17
GRI 101: Biodiversity	101-1 Policies to halt and reverse biodiversity loss	21 and 76				13.3.2	6, 14, 15,
	101-2 Management of biodiversity impacts	76				13.3.3	1, 6, 11, 12, 13, 14,15,
	101-3 Access and benefit-sharing	This does not apply to our operations, as our activities do not include research, development, or bioprospecting processes that involve accessing genetic resources for commercial purposes.				13.3.4	1, 15
	101-4 Identification of biodiversity impacts	76				13.3.5	
	101-5 Locations with biodiversity impacts	117				13.3.6	1, 6, 11, 12, 14, 15
	101-6 Direct drivers of biodiversity loss	117				13.3.7	6, 8, 11, 12, 14, 15
	101-7 Changes to the state of biodiversity	117				13.3.8	6, 14, 15
	101-8 Ecosystem services	86				13.3.9	1, 11
GRI 302: Energy 2016	302-1 Energy consumption within the organization	96 and 119					
	302-3 Energy intensity	97					
	302-4 Reduction of energy consumption	Although we have not yet fully quantified the reduction in energy consumption, we have advanced initiatives such as replacing burners in two boilers and operating 22 photovoltaic plants across 14 farms, with a total installed capacity of 1,083 kW. In 2025, solar power plants resulted in a reduction of 11,384.00 GJ of non-renewable electricity, reinforcing our commitment to continuously improving operational efficiency.					

GRI Standard / Other source	Contents	Location	Omission			GRI Sector Standard Ref. No.	SDGS
			Requirements omitted	Reason	Explanation		
GRI 303: Water and Effluents	303-1 Interaction with water as a shared resource	98				13.7.2	6, 12
	303-2 Management of water discharge-related impacts	101				13.7.3	6
	303-3 Water withdrawal	98				13.7.4	6
	303-4 Water discharge	101				13.7.5	6
	303-5 Water consumption	101				13.7.6	6
GRI 306: Waste	306-1 Waste generation and significant waste-related impacts	102				13.8.2	3, 6, 11, 12
	306-2 Management of significant waste-related impacts	102				13.8.3	3, 6, 8, 11, 12
	306-3 Waste generated	104				13.8.4	3, 6, 11, 12, 15
	306-4 Waste diverted from disposal	120				13.8.5	3, 11, 12
	306-5 Waste directed to disposal	120				13.8.6	3, 6, 11, 12, 15
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	67					
	308-2 Negative environmental impacts in the supply chain and actions taken	67					
SASB: Energy management	FB-AG-130a.1 (1) Total energy consumed, (2) percentage grid electricity, (3) percentage from renewables	119					
SASB: Water management	FB-AG-140a.1 (1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	101					
	FB-AG-140a.2: Description of water management risks and discussion of strategies and practices to mitigate those risks	98					
SASB: Ingredient Sourcing	FB-AG-440a.2. Percentage of agricultural products coming from regions with high or extremely high baseline water stress	98 and 100					
GRI 13: Natural ecosystem conversion	Report the percentage of production volume from land owned, leased, or managed by the organization that is classified as free from deforestation or land-use conversion, broken down by product, and describe the assessment methods used.	69 and 79				13.4.2	13, 14, 15

GRI Standard / Other source	Contents	Location	Omission			GRI Sector Standard Ref. No.	SDGS
			Requirements omitted	Reason	Explanation		
GRI 13: Natural ecosystem conversion	For products purchased by the organization, report the following for each product: - Percentage of purchased volume identified as deforestation-free or conversion-free, and describe the assessment methods used; - Percentage of purchased volume for which the origins are unknown, making it impossible to determine whether they are deforestation-free or conversion-free, and describe the measures taken to improve traceability.	100% of the purchased volume of livestock, seeds (both company-owned and third-party), and firewood/biomass (both company-owned and third-party) was determined to be free of illegal conversion. No shipments of unknown origin were identified during the period. Learn about our Zero Deforestation Policy on page 21 of this report.				13.4.3	13, 14, 15
GRI 13: Natural ecosystem conversion	Report the area in hectares, the location, and the type of natural ecosystems that have been converted since the cutoff date on land owned, leased, or managed by the organization.	In 2025, the total area converted to owned, leased, or managed land was 0.00 hectares. -				13.4.4	13, 14, 15
	Report the area in hectares, the location, and the type of natural ecosystems converted since the cutoff date by suppliers or at the sites where agricultural commodities are produced.	69 and 79				13.4.5	13, 14, 15
GRI 13: Pesticides use	-Describe the organization's pest management plan, including the rationale for the selection and application of pesticides and any other pest control practices. -Describe the measures taken to prevent, mitigate, and/or remedy the negative impacts associated with the use of extremely and highly hazardous pesticides. -Describe the actions, initiatives, or plans for transitioning to less hazardous pesticides and the steps taken to optimize pest control practices.	82				13.6.1	3, 6, 8, 12, 15
	Report the volume and concentration of pesticides used according to the following toxicity levels: - Extremely toxic; - Highly toxic; - Moderately toxic; - Little toxic; - Unlikely to cause acute harm.	We are working to better manage the volume of pesticides used in our operations, broken down by toxicity level.				13.6.2	3, 6
Socioeconomic Impacts							
GRI 3: Material Topics 2021	3-3 Management of material topics	71				13.12.1, 13.22.1	1,5,8,9,10.14
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	52				13.22.2	8, 9
	201-2 Financial implications and other risks and opportunities due to climate change	88				13.2.2	13

GRI Standard / Other source	Contents	Location	Omission			GRI Sector Standard Ref. No.	SDGS
			Requirements omitted	Reason	Explanation		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	72				13.22.3	5, 9, 11
	203-2 Significant indirect economic impacts	71				13.22.4	1, 3, 8
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	68					
GRI 411: Rights of indigenous peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	In 2025, we did not record any incidents of violations involving the rights of indigenous peoples resulting from our activities, reaffirming our commitment to respecting the rights and integrity of these communities.				13.14.2	2
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessment and development programs	71				13.12.2	
	413-2 Operations with significant actual or potential negative impacts on local communities	71				13.12.3	1, 2
GRI 414: Supplier social assessment 2016	**414-1** New suppliers that were screened using social criteria	67					
	414-2 Negative social impacts in the supply chain and actions taken	67					
Certifications and product traceability							
GRI 3: Material Topics 2021	3-3 Management of material topics	43				13.13.1, 13.23.1	1, 10, 12, 15, 16
GRI 13: Rights to land and natural resources	List the locations where the organization's operations may affect land and natural resource rights (including customary, collective, and informal rights).	We do not have any operational sites where land rights and natural resource rights are affected by our activities.				13.13.2	1, 10, 12, 15
	Provide the number, size in hectares, and location of the operations where violations of land and natural resource rights (including customary, collective, and informal tenure rights) occurred, as well as the groups of rights holders affected.	We do not have operational sites where land rights, natural resource rights, or the groups holding such rights are affected by our activities.				13.13.3	1, 10, 12, 15, 16
GRI 13: Traceability of the supply chain	Describe the level of traceability in place for each product purchased, for example, whether the product can be traced back to the national, regional or local level, or to a specific point of origin (such as farms, nurseries, hatcheries and feed mills).	67				13.23.2	12

GRI Standard / Other source	Contents	Location	Omission			GRI Sector Standard Ref. No.	SDGS
			Requirements omitted	Reason	Explanation		
GRI 13: Traceability of the supply chain	Report the percentage of volume purchased that is certified by internationally recognized standards that trace the path taken by products along the supply chain, with a breakdown by product, and list these standards.	67				13.23.3	12
	Describe the improvement projects to certify suppliers by internationally recognized standards that trace the path taken by products along the supply chain to ensure that the entire volume purchased is certified.	67				13.23.4	12
Diversity and inclusion							
GRI 3: Material Topics 2021	3-3 Management of material topics	58				13.15.1	
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	108 to 110				13.15.2	5, 8
	405-2 Ratio of basic salary and remuneration of women to men	112				13.15.3	5, 8, 10
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	58				13.15.4	5, 8
GRI 13: Non-discrimination and equal opportunities	Describe any differences in employment contracts and compensation policies based on workers' nationality or migrant status, broken down by location of operations.	There are no distinctions in employment contracts, compensation policies, benefits, or other working conditions based on workers' nationality or status as migrants, broken down by location of operations.				13.15.5	10, 16
Risk management							
GRI 3: Material Topics 2021	3-3 Management of material topics	40				13.16.1	
GRI 207: Tax 2019	207-2 Tax governance, control and risk management	42					
GRI 408: Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	67				13.17.2	5, 8, 16
GRI 409: Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	67				13.16.2	5, 8

GRI Standard / Other source	Contents	Location	Omission			GRI Sector Standard Ref. No.	SDGS
			Requirements omitted	Reason	Explanation		
GRI 410: Security practices 2016	410-1 Security personnel trained in human rights policies or procedures	We do not conduct specific human rights training for security personnel.					
Health and safety							
GRI 3: Material Topics 2021	3-3 Management of material topics	60 and 64				13.19.1	
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	60				13.19.2	8
	403-2 Hazard identification, risk assessment and incident investigation	60				13.19.3	8
	403-3 Occupational health services	64				13.19.4	3, 8
	403-4 Worker participation, consultation and communication on occupational health and safety	60				13.19.5	8, 16
	403-6 Health promotion	54 and 64				13.19.7	3
SASB: Water management	FB-AG-140a.3 Number of incidents of non-compliance associated with water quality permits, standards and regulations	In 2025, we did not record any non-compliance incidents related to permits, standards, or regulations governing water quantity and quality at our operations.					
SASB Health and Safety	FB-AG-320a.1 (1) Total Recordable Incident Rate (TRIR), (2) Fatality Rate, and (3) Near Miss Frequency Rate (NMFR) for (a) direct employees and (b) contract employees	61					
People development							
GRI 3: Material Topics 2021	3-3 Management of material topics	54				13.20.1	1, 8, 10
GRI: Employment 2016	401-1 New employee hires and employee turnover	111 and 112					
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	54					
	401-3 Parental leave	113					
GRI 403: Occupational health and safety 2018	403-5 Worker training on occupational health and safety	60				13.19.6	8

GRI Standard / Other source	Contents	Location	Omission			GRI Sector Standard Ref. No.	SDGS
			Requirements omitted	Reason	Explanation		
GRI 403: Occupational health and safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	60				13.19.8	8
	403-8 Workers covered by an occupational health and safety management system	115				13.19.9	8
	403-9 Work-related injuries	61				13.19.10	3, 8, 16
	403-10 Work-related ill health	64				13.19.11	3, 8, 16
GRI 404: Training and education 2016	404-1 Average hours of training per year, per employee	114					
	404-2 Programs for upgrading employee skills and transition assistance programs	55					
	404-3 Percent of employees receiving regular performance and career development reviews	114					
Ethics and compliance							
GRI 3: Material Topics 2021	3-3 Management of material topics	36				13.26.1	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	38				13.26.2	16
	205-2 Communication and training about anti-corruption policies and procedures	38 and 116				13.26.3	16
	205-3 Confirmed incidents of corruption and measures taken	There were no cases of corruption during the reporting period.				13.26.4	16
GRI 207: Tax 2019	207-1 Approach to tax	42					
Innovation and productivity							
GRI 3: Material Topics 2021	3-3 Management of material topics	47 and 50					
SASB: OMC Management	FB-AG-430b.1 Discussion of strategies to manage the use of genetically modified organisms (GMOs)	45					

Topics from GRI Sector Standard 13 that have been identified as non-material

TOPIC	EXPLANATION
Topic 13.5 Soil Health	This topic was not considered material because its connection to the company's material topics is indirect; however, all regenerative agriculture practices—the foundation for maintaining healthy soil—are reported.
Topic 13.9 Food security	This topic was not considered a material topic by the company's stakeholders.
Topic 13.10 Food safety	This topic was not considered a material topic because SLC Agrícola is engaged solely in the production and marketing of agricultural commodities in their natural state, with no control over their final destination or processing; therefore, the company is not directly involved in supplying food to the end consumer.
Topic 13.11 Animal health and welfare	This topic was not considered a material topic by the organization's stakeholders. Nonetheless, the company has policies and practices in place to address this topic in its livestock operations.
Topic 13.14 Rights of Indigenous Peoples	SLC Agrícola does not engage in any operations that affect the rights of indigenous peoples.
Topic 13.18 Freedom of association and collective bargaining	This topic was not considered a material topic by the organization's stakeholders.
Topic 13.20 Employment practices	This topic was not considered a material topic by the organization's stakeholders.
Topic 13.21 Living income and living wage	This topic was not considered a material topic by the organization's stakeholders.
Topic 13.24 Public policy	This topic was not considered a material topic by the organization's stakeholders, since SLC Agrícola's operations do not involve significant interaction with the government.
Topic 13.25 Anti-competitive behavior	This topic was not considered a material topic by the organization's stakeholders.

TCFD CONTENT INDEX

Recommendation	Recommended disclosure	Page
Governance	a. Describe the board's oversight of climate-related risks and opportunities	87
	b. Describe management's role in assessing and managing climate-related risks and opportunities	30, 87
Strategy	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	88 and 118
	b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	88 and 118
	c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	88 and 118
Risk management	a. Describe the organization's processes for identifying and assessing climate-related risks	88
	b. Describe the organization's processes for managing climate-related risks	88
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	88
Targets and metrics	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	88
	b. Report Scope 1, Scope 2, and, if applicable, Scope 3 greenhouse gas emissions, as well as the associated risks	91
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	27 and 28

TNFD CONTENT INDEX

Recommendation	Recommended disclosure	Page	Supplemented in the GRI
Governance	a. Describe the board's oversight of nature-related dependencies, impacts, risks and opportunities	76	2-5, 2-9, 2-12, 2-13, 2-14, 2-19
	b. Describe management's role in assessing and managing nature-related dependencies, impacts, risks and opportunities	Fully disclosed in GRI 2-13, 2-24, and 3-3: Environmental Management System	
	c. Describe the organization's human rights policies and engagement activities, and oversight by board and management, with respect to Indigenous Peoples, Local Communities, affected and other stakeholders, in the organization's assessment of and response to nature-related dependencies, impacts, risks, and opportunities.	76	101-3, 2-12, 2-23, 2-24, 2-25, 2-26, 2-28, 2-29, 3-1, and 3-3 Environmental Management System
Strategy	a. Describe the nature-related risks and opportunities the organization has identified over the short, medium, and long term.	80	101-5, 6, 7, 8, and 3-3 Environmental Management System
	b. Describe the effect that nature-related dependencies, impacts, risks, and opportunities have had on the organization's business model, value chain, strategy, and financial planning, as well as any transition plans or analyses currently in place.	80	101-1, 101-2, and 3-3
	c. Describe the resilience of the organization's strategy to nature-related risks and opportunities, taking into consideration different scenarios.	76	-
	d. Disclose the location of assets and/or activities within the organization's direct operations and, where possible, within the upstream and downstream value chains that meet the criteria for priority locations.	76	101-4, 101-5, 6, 7, 8
Risk and Impact Management	a.i. Describe the process used by the organization to identify, assess, prioritize and monitor nature-related dependencies, impacts, risk and opportunities.	78	101-4, 3-1
	a.ii. Describe the organization's processes for identifying, assessing, and prioritizing nature-related dependencies, impacts, risks, and opportunities in its upstream and downstream value chains.	78	101-4, 2-6, 3-1
	b. Describe the process used by the organization to identify, assess, prioritize and monitor nature-related dependencies, impacts, risk and opportunities.	78	3-3 Risk Management
	c. Describe how processes for identifying, assessing, prioritizing, and monitoring nature-related risks are integrated into and influence the organization's overall risk management processes.	78	-
Parameters and targets	a. Disclose the metrics used by the organization to assess and manage material nature-related risks and opportunities in line with its strategy and risk management process.	76	-
	b. Disclose the metrics used by the organization to assess and manage dependencies and impacts on nature.	76, 117 and 134	101-1, 101-5, 6, 7, 8, and 3-3 Environmental Management System
	c. Describe the targets and goals used by the organization to manage nature-related dependencies, impacts, risks and opportunities and its performance against these aspects.	76 and 82	101-1 and 3-3 Environmental Management System

DISCLOSURE OF KEY GLOBAL INDICATORS OF DEPENDENCIES AND IMPACTS[1]

→ Appendix 1: TNFD Metrics and Targets B

Metric number	Change driver	Metric	Is there any disclosure?
C1.0	Extent of land/ freshwater/ ocean use change	Total spatial footprint (km^2), considering the total area controlled/managed by the organization; total disturbed area (km^2); and total rehabilitated/restored area (km^2).	Yes, see pages 12 and 13
C1.1	Extent of land/ freshwater/ ocean use change	Extent of land/ freshwater/ocean use change (km^2) by: ecosystem type; and type of business activity. Extent of land/freshwater/ocean ecosystem conserved or restored (km^2), split into: voluntary; and required by statutes or regulations. Extent of land/freshwater/ocean ecosystem sustainably managed (km^2) by: ecosystem type; and type of business activity.	Partially disclosed; see page 117
C2.0	Pollution/pollution removal	Pollutants released to the soil (tons) split by type, referring to sector-specific guidance for types of pollutants.	No disclosure
C2.1	Pollution/pollution removal	Volume of water discharged (m^3), split into: total; freshwater; and other. Includes concentrations of key pollutants in the wastewater discharged, by type of pollutant, referring to sector-specific guidance for types of pollutants, if applicable.	See GRI 303-4, page 101
C2.2	Pollution/pollution removal	Weight of hazardous and non hazardous waste generated by type (in tons), referring to sector-specific guidance for types of waste. Weight of hazardous and nonhazardous waste (in tons) disposed of, split into: waste incinerated (with and without energy recovery); waste sent to landfill; and other disposal methods. Weight of hazardous and nonhazardous waste (in tons) diverted from landfill, split into waste: reused; recycled; and other recovery operations.	See GRI 306-5, page 120
C2.3	Pollution/pollution removal	The plastic footprint is measured by the total weight (in tons) of plastics (polymers, durable goods, and packaging) used or sold, broken down by raw material content. For plastic packaging, consider the percentage of plastics that is: re-usable; compostable; technically recyclable; and recyclable in practice and at scale.	See GRI 306-4, page 120
C2.4	Pollution/pollution removal	Non-GHG air pollutants (in tons) by type: particulate matter (PM2.5 and/or PM10); nitrogen oxides (NO_2, NO, and NO_3); volatile organic compounds (VOCs or NMVOCs); sulfur oxides (SO_2, SO, SO_3, SOX); and ammonia (NH_3)	No disclosure
C3.0	Resource use/replenishment	Water withdrawal and consumption (m^3) from areas of water scarcity, including identification of the water source.	See GRI standards 303-3 and 303-5, page 98 to 100
C3.1	Resource use/replenishment	Quantity of high-risk natural commodities (in tons) sourced from land/ocean/freshwater, split into types, including proportion of total natural commodities. Quantity of high-risk natural commodities (in tons) sourced under a sustainable management plan or certification program, including proportion of total high-risk natural commodities.	100% of SLC Agrícola's commodities are on the HICL list (corn, cotton, soybeans, and cattle)

[1] *With regard to overall risk and opportunity indicators, the only ones disclosed are:*
- Description and value of significant fines/penalties received/litigation action in the year due to negative nature-related impacts (C7.2): disclosed in the company's reference form;
- Increase and proportion of revenue from products and services producing demonstrable positive impacts on nature, with a description of impacts (C7.4): financial opportunities mentioned in the TCFD indicators.

Metric number	Change driver	Metric	Is there any disclosure?
C4.0	Invasive alien species and others	Proportion of high-risk activities operated under appropriate measures to prevent unintentional introduction of IAS, or low-risk designed activities.	No disclosure
C5.0	State of nature	Level of ecosystem condition by type of ecosystem and business activity; species extinction risk.	No disclosure
Other relevant standards			
A1.0		Land-use intensity (tons or liters of output/km^2	Harvest efficiency, page 12
A2.0		Volume of wastewater treated, reused or recycled (m^3)	See GRI 303-4, page 101
A2.0 b		Reduction in the volume of wastewater treated, reused, or recycled, relative to a baseline, as a result of technological or process changes (m^3)	No disclosure
A2.1		Reduction in waste generated relative to baseline as a result of technological or process changes (in tons)	
A2.2		Volume of pollutants removed from land, atmosphere, ocean and freshwater (in tons)	See GRI 306-4, page 120
A2.3		Light and noise pollution	Not applicable to the company
A3.0		Total volume of water withdrawal and consumption (m^3)	See GRI 303-3, page 98
A3.1		Volume of water (m^3) returned to the environment through specific replenishment programs (categorized by total volume and volume specifically returned to water-scarce areas)	Indicator does not apply to the business
A3.2		Total volume (m^3) or percentage of water (total, freshwater, other) reduced, reused, or recycled	Yes, see page 99
A3.3		Volume (m^3) of water loss mitigated	Yes, see page 99
A3.4		Area (km^2) that the organization controls and/or manages that is used for the production of natural commodities from land/ocean/freshwater ecosystems, by type of ecosystem	Yes, see page 13
A3.5		Quantity of wild species (in tons and/or number of individual specimens, by species) extracted from natural habitats for commercial purposes	Not applicable to the company
A4.0		Number/extent of unintentionally introduced species, varieties or strains in areas owned, operated, used or financed in priority areas (absolute numbers, presence/absence, and/or number removed)	Not applicable to the company

ASSURANCE LETTER

SGS

ASSURANCE STATEMENT

SGS DO BRASIL LTDA. (SGS) – REPORT ON SUSTAINABILITY ACTIVITIES IN THE (SLC AGRÍCOLA S.A. INTEGRATED REPORT 2025) FOR (2026)

NATURE OF THE ASSURANCE / VERIFICATION
(SGS do Brasil Ltda.) (hereinafter referred to as SGS) was commissioned by SLC Agrícola S.A. (hereinafter referred to as SLC Agrícola) to conduct an independent verification of the sustainability information disclosed in the Integrated Report 2025 (hereinafter referred to as the Report).

INTENDED USERS OF THIS ASSURANCE STATEMENT
This Assurance Statement is provided with the intention of informing all stakeholders of SLC Agrícola.

RESPONSABILITIES
The information in the Report and its presentation are the responsibility of the directors or governing body (as applicable) and the management of SLC Agrícola. SGS has not been involved in the preparation of any of the material included in the Report.

Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of verification with the intention to inform all stakeholders of SLC Agrícola.

ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE
The SGS ESG & Sustainability Report Assurance protocols used to conduct assurance are based upon internationally recognised assurance guidance and standards including the principles of reporting process contained within the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards) GRI 1: Foundation 2021 for report quality, GRI 2 General Disclosure 2021 for organisation's reporting practices and other organizational detail, GRI 3 2021 for organisation's process of determining material topics, its list of material topics and how to manages each topic, GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022, regarding sector-specific material topics and their management, and the guidance on levels of assurance contained within the AA1000 series of standards and/or ISAE3000.

The assurance of this report was conducted in accordance with the following assurance standards:

Assurance Standard Options		Level of Assurance
A	SGS ESG & SRA Assurance Protocols (based on GRI Principles and guidance in AA1000)	n/a
B	ISAE3000	Limited
C	SASB	Limited

The assurance was conducted at a moderate (limited) level of scrutiny.

SCOPE OF ASSURANCE AND REPORTING CRITERIA
The scope of the assurance included the assessment of the quality, accuracy and reliability of the specified performance information, as detailed below, and the evaluation of adherence to the following reporting criteria:

Reporting Criteria Options	
1	GRI (in accordance with)
2	SASB
3	TCFD
4	IFRS

SPECIFIED PERFORMANCE INFORMATION AND DISCLOSURES INCLUDED IN SCOPE

The main focus of the assurance was on the following indicators:

Topic	Code	Metric
Gross global Scope 1 emissions	FB-AG-110a.1	Tonnes of CO_2 equivalent (t CO_2e)
Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	FB-AG-110a.2	
Fleet fuel consumed, percentage renewable Quantitative	FB-AG-110a.3	Gigajoules (GJ), Percentage (%)
Identification of principal crops and description of risks and opportunities presented by climate change	FB-AG-440a.1	
Production by principal crop	FB-AG-000.A	Hectares (ha)
Number of processing facilities	FB-AG-000.B	Number
Total land area under active production	FB-AG-000.C	Hectares (ha)
Operational energy consumed	FB-AG-130a.1	Gigajoules (GJ)
Grid electricity	FB-AG-130a.1	Percentage (%)
Renewable energy	FB-AG-130a.1	Percentage (%)
Total water withdrawn (total area and water stress area)	FB-AG-140a.1	Megaliters (ML)
Total water consumed (total area and water stress area)	FB-AG-140a.1	Megaliters (ML)
Description of water management risks and discussion of strategies and practices to mitigate those risks	FB-AG-140a. 2	
Agricultural products produced in regions with high or extremely high baseline water stress	FB-AG-440a. 2	
Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	FB-AG-140a.3	Number
Total recordable incident rate (TRIR)	FB-AG-320a.1	Rate
Fatality rate	FB-AG-320a.1	Rate
Near miss frequency rate (NMFR) for (a) direct employees and (b) seasonal and migrant employees	FB-AG-320a.1	Rate

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Discussion of strategies to manage the use of genetically modified organisms (GMOs)	FB-AG-430b.1	

During the assurance process, the main topics related to disclosures prepared in accordance with the GRI Standards were verified. In addition, an assessment of the climate-related disclosures presented in the Report was conducted, taking into consideration the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). This assessment included the analysis of aspects related to climate governance, strategy, risk management processes, as well as the metrics and targets used by the organization to monitor and manage its climate-related performance.

ASSURANCE METHODOLOGY

The assurance engagement comprised a combination of preliminary research related to the assurance process, interviews with relevant employees from the governance, risk management, compliance, ESG, human resources, and health and safety teams. All interviews were conducted remotely. A review of policies, documents, and records was also performed.

The procedures performed in a limited assurance engagement differ in nature and timing and are less extensive than those performed in a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than that which would have been obtained had a reasonable assurance engagement been performed.

LIMITATIONS AND MITIGATION

The procedures performed in a limited assurance engagement are based on sampling techniques and analytical review of the information provided by the organization. Non-financial information may be subject to inherent limitations, including different data collection methodologies and estimates used by the organization.

To reduce the risk associated with these limitations, consistency tests of the information were performed, including interviews with individuals responsible for the indicators and an analysis of the traceability of the reported data.

STATEMENT OF INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world's leading inspection, testing and verification organization, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; and environmental, social and sustainability reporting assurance. SGS confirms its independence from SLC Agrícola and declares that it is free from bias and conflicts of interest with the organization, its subsidiaries and its stakeholders.

The assurance team was assembled based on its knowledge, experience and qualifications for this engagement and consisted of auditors qualified in GRI, with additional qualifications in SASB and IFRS.

FINDINGS AND CONCLUSIONS

ASSURANCE/VERIFICATION OPINION

Based on the methodology described and the verification work performed, nothing has come to our attention that causes us to believe that the specified performance information included within the scope of the assurance is not fairly stated and has not been prepared, in all material respects, in accordance with the reporting criteria.

We believe that the organization has selected an appropriate level of assurance for this stage of its reporting.

QUALITY AND RELIABILITY OF SPECIFIED PERFORMANCE INFORMATION

During the assurance engagement, the processes for collecting, consolidating and validating the data used in the preparation of SLC Agrícola's sustainability report were evaluated. It was observed that defined procedures are in place for monitoring ESG indicators, as well as internal mechanisms for reviewing the information prior to its publication. The data assessed were found to be consistent with the documentary evidence analyzed and with the management processes implemented by the organization.

SLC Agrícola presents in the Report its 10 material topics, reviewed through a double materiality assessment process: (1) Climate Change; (2) Environmental Management System; (3) Socioeconomic Impacts; (4) People Development; (5) Diversity and Inclusion; (6) Health and Safety; (7) Product Certifications and Traceability; (8) Ethics and Compliance; (9) Innovation and Productivity; and (10) Risk Management. In our understanding, and in accordance with the GRI principles for determining materiality, the material topics reflect the impacts of SLC Agrícola's activities in a balanced manner, and the Report covers information related to all topics considered material.

As SLC Agrícola operates in the large-scale agricultural production sector, several indicators from the Sustainability Accounting Standards Board (SASB) Agricultural Products Standard are relevant to its activities. The indicators related to water use and management, energy consumption, and greenhouse gas emissions demonstrate alignment with the expectations of the SASB standard for the agricultural sector. Overall, SLC Agrícola shows alignment with several relevant indicators of the Sustainability Accounting Standards Board standard, reflecting the adoption of management practices and transparency consistent with ESG reporting expectations for the agricultural sector.

The Report demonstrates that SLC Agrícola has made progress in the disclosure of climate-related information, reporting data during the period in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), particularly with respect to the governance and metrics pillars, with additional opportunities for improvement in the analysis of climate-related scenarios.

Overall, SLC Agrícola's Integrated Report demonstrates consistent alignment with the principles of sustainability disclosure standards established by the International Financial Reporting Standards Foundation (IFRS), particularly with regard to transparency on governance, risks and sustainability-related performance indicators.

The Health and Safety area shows an increase in the number of work-related accidents with serious consequences (excluding fatalities) during the reporting period. It is recommended that the monitoring of these indicators continue and that actions aimed at the prevention and control of occupational risks be further strengthened.

As an opportunity for improvement, it is recommended that SLC Agrícola periodically review its process for identifying and prioritizing material topics, ensuring that the materiality assessment remains aligned with stakeholder expectations and with international best practices in sustainability reporting.

Finally, SGS emphasizes the importance of transparency and commends the company for its initiative in submitting its report to an independent assurance process, as well as for promoting sustainability in its operations and disseminating its code of conduct and compliance practices across all levels of the organization.

Signed:
For and on behalf of SGS

Gustavo Venda – Sustainability Business Manager
Barueri / SP
March 16, 2026

Rochéle Velho – GRI / SASB / IFRS Auditor
Barueri / SP
March 16, 2026

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