

INTEGRATED **REPORT** **2024**



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- About this report
- Our priorities
- Our leadership's vision
- The year and crop year at a glance

Foreword

About this report


Every year, we publish our Integrated Report to transparently communicate the performance of our 23 farms and headquarters, our consolidated financials and the progress achieved over the period. This edition reports on the period January 01 to December 31, 2024, encompassing the 2023/24 crop year and the beginning of the 2024/25 crop year. It presents the challenges faced and the opportunities seized, within the context of our growth strategy. This report has the same frequency and scope as our financial statements and was prepared following internationally recognized standards. [GRI 2-2, 2-3](#)

We adopted the Global Reporting Initiative (GRI) Standards, which provide guidelines for reporting economic, social and environmental impacts and the Integrated Reporting Framework of the IFRS Foundation, which helps demonstrate how we create and share value with our various stakeholders. We also included indicators from the Sustainability Accounting

Standards Board (SASB), specific to the agricultural products industry and followed the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). These standards are essential to improve our transparency around climate-related risks and opportunities and the sustainable performance of our operations.

In this reporting cycle, we revised some information previously reported in past years to improve data accuracy. We changed the calculation methodology for greenhouse gas (GHG) inventories, reclassifying emissions from category 9 (logistics – freight contracted by clients) to category 4 (upstream transportation and distribution in scope 3). We also included in our inventory the emissions related to fertilizer production in our supply chain, which increases emissions in category 1 – Purchased Goods and Services of scope 3. We made changes to our field operations too: we increased production by approximately 60,000 hectares through new leases and

the expansion and creation of new joint ventures. The Paineira farm (PI), which had been leased, returned to our direct control in 2024. [GRI 2-4](#)

The information in this report was collected by different areas of our team, reviewed by our leadership and audited by an independent firm (this report has been externally verified). The assurance letter is [available on page 143](#)  and our report received a limited assurance.

Our Board of Directors and ESG Committee reviewed and approved the information presented, ensuring the quality and reliability of the reported data. We also incorporated stakeholder feedback to improve our communication and ensure transparency. [GRI 2-14](#)

We hope you enjoy the report.



Suggestions, queries, criticism and feedback about this report are always welcome and can be sent to the email sustentabilidade.slc@slcagricola.com.br.

[GRI 2-3](#)



Our priorities

GRI 3-1

We periodically review our materiality matrix to ensure it reflects the perspectives of our stakeholders and aligns with our business vision. We conduct this process whenever we identify significant changes in our operational context or in our business model, ensuring that the listed priorities remain relevant.

The last materiality review took place in 2021. The work involved the analysis of internal and external documents, stakeholder mapping and consultation with our key leadership. We conducted 23 in-depth interviews and applied online questionnaires to shareholders, investors, regulatory agencies, clients, public authorities, the capital market, employees, suppliers and partners. We maintain an intimate relationship with all these stakeholders through transparent communication. We have diverse interaction channels and create

opportunities for participation in decision-making processes, social projects, training and assessments.

Our materiality review led us to prioritize ten topics in which we create the most significant positive and negative impacts. These topics were correlated with the 17 Sustainable Development Goals (SDGs) and serve as the basis for the GRI, SASB and TCFD disclosures and standards included in this Report. The process was validated by our ESG Committee, which advises the Board of Directors and is the main forum for environmental, social and governance matters. [GRI 2-14](#)



Our material topics¹ [GRI 3-2](#)

Environmental

- Climate change
- Environmental Management System

Social

- Social and economic impacts
- Developing people
- Diversity and inclusion
- Health and safety

Governance

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

¹ Compared to the previous integrated report, there were no changes to the list of material topics.

[Our leadership's vision](#) (GRI 2-22)

Message from the Board of Directors

In 2024, we took great strides in our journey toward our strategic sustainability goals, reaffirming our commitment to a responsible and resilient future. We overcame these challenges in the year thanks to the dedication and contribution of our employees, and the operational expansion through joint ventures and leases. This growth is aligned with our vision of sustainable development, focused not only on profitability but also on maximizing productivity and operational efficiency.

We launched our Sustainability Policy in September 2024, which is now the primary guidance for our environmental, social and governance (ESG) practices. This advancement is part of a long journey of maturity in this agenda that the company

has experienced over recent years. Today, the ambition to achieve carbon neutrality in scopes 1 and 2 by 2030 reflects our commitment to our Big Dream. A leading part of this effort is the continuous evolution of regenerative agriculture practices—we expanded our regenagri certification, consolidating the company as a benchmark in adopting practices that foster biodiversity, responsible water use and carbon sequestration.

Alongside the preservation of over 111,700 hectares of native vegetation, we uphold our commitment to the Zero Deforestation Policy, which prohibits new conversions of native vegetation areas for production and prioritizes rational land use.

Closing such a challenging year with meaningful figures and achievements is the result of our team's dedication and skill. This reinforces the strategic role of our initiatives in talent management, development, culture and diversity.

Looking at the social pillar, we believe education underpins personal and professional growth, in addition to being a transformative force for society. We continuously invest in employee development: in 2024, we strengthened the Leadership Academy, offering training for future leaders and agricultural technicians, preparing them for the challenges of the sector. In addition, our Youth and Adult Education Program (EJA), a longstanding initiative at SLC Agrícola, provides new learning opportunities for farm employees, also benefiting local communities.



Our care for people is also reflected in actions focused on quality of life, diversity and inclusion. The expanded Semear Program engaged an increasing number of employees, bolstering our culture of valuing differences.

Our social engagement also stands out through the strengthening of relationships with our local communities. The territorial assessment mapped local needs and drives strategic partnerships. We work with the SLC Institute, a key player in the development of educational and social initiatives to generate positive social impacts.

For the 2024/25 crop year, encouraging innovation—by incorporating new technologies and agricultural techniques—will remain a focus.

Driving innovative initiatives and projects not only cuts costs but also helps strengthen our commitment to regenerative agriculture and the preservation of natural resources. We look to the future with optimism, confident that each achievement reinforces our mission to build a prosperous and sustainable agribusiness, capable of integrating economic growth, shared value and social and environmental responsibility throughout the entire value chain.

Jorge Luiz Logemann

*Deputy Chairman of the Board of Directors
and Coordinator of SLC Agrícola's ESG
Committee*



Message from the Executive Board

Our resilient, excellence-driven operations ensured the continued creation of value, resulting in important achievements despite the extreme weather conditions that beset the 2023/24 crop year. The El Niño phenomenon, intensified by climate change, brought unusual dry periods during the early months of the season—especially in Mato Grosso state, where we typically rely on regular rainfall. This situation blighted crops, leading to drops in productivity and requiring investments in replanting. This was compounded by a significant decrease in commodity prices, which fell to historically low levels.

In Rio Grande do Sul state, floods directly impacted our administrative employees at our headquarters in Porto Alegre, posing personal and community challenges that demanded care and support from all of us. Although field operations, concentrated in the Cerrado, were not affected, solidarity with our colleagues in Rio Grande do Sul, their families and friends was a priority in the weeks following the state's worst ever climate disaster.

Despite the challenges, we delivered solid results, even seizing opportunities to grow our planted area. Although soybean productivity was 17.5% below target, we achieved an average of 3,264 kg/ha, surpassing the national average by 2%, according to the Brazilian Food Supply Corporation (Conab) (February/2025). Despite falling 6.5% short of target, corn outperformed the national average by 29.2%. Cotton productivity was as expected, beating the national average by 0.9%, with the Pamplona farm achieving a historic record of 164 arrobas of lint per hectare across more than 8,400 hectares.

These results reflect the effectiveness of our strategies to foster adaptation and resilience in the face of climate change and market adversity. The geographic diversification of our operations once again proved essential, allowing different regions to make up for the impacts of extreme weather events and reducing risk to the company's overall performance. Cost management was also efficient: per-hectare costs in the 2023/24

The resilience of our operations and the steady progress on the ESG agenda reaffirm the effectiveness of our **strategic planning.**

crop year dropped by 6.9% compared to the 2022/23 season.

In terms of people development, we met our goal of providing at least 50 training hours per employee, focusing on technical, behavioral and cultural development. Safety remains a top priority and the pursuit of zero accidents continues to be a strategic objective at SLC Agrícola.

Sustainability and innovation, pillars of our strategic planning, also took center stage. In 2024, we strengthened environmental management and expanded the use of digital technologies to increase efficiency and reduce the use of chemical inputs, fueling operational progress aligned with the goal

of scope 1 and 2 carbon neutrality by 2030. Our unwavering commitment to conserving the *Cerrado* biome remains unchanged, with strict compliance with the Zero Deforestation Policy, which prohibits the clearance of native vegetation for agricultural production.

We faced the challenge of wildfires, caused mainly by extreme weather conditions, which affected 8,021 hectares of preservation areas—a 30.2% reduction compared to the previous year. These fires affected approximately 7% of our preserved native vegetation area. We maintained proactive prevention and monitoring actions to avoid new outbreaks and prevent the affected area from spreading.

We received recognition as the leading company in the Americas in terms of certified area for soybean and cotton under the *regenagri* certification, focused on regenerative agriculture. The Planalto (MS), Pamplona (GO), Palmares (BA), Pantanal (MS), Planeste (MA) and Planorte (MT) farms reached this important milestone, totaling 137,000 hectares of certified land. Regenerative agriculture practices such as no-till farming, cover crops, crop rotation and terracing continue to play a crucial role in water and soil conservation, improving operational sustainability.

We continue to advance in digital transformation with initiatives like AgroX and Ideias & Resultados, shaping a more innovative future in line with global trends. Horizonte SLC, launched in 2022, ramps up our commitment to developing Brazilian agribusiness and its positive impact on future generations.

With a strategic growth vision, the creation of a joint venture with Agropecuária Rica S/A (Preciosa farm), the expansion of the partnership with Agro Penido (Pioneira farm) and the lease of new land added to the Parnaguá farm illustrate our predominantly

asset-light strategy, allowing us to grow operations with lower capital investment. These partnerships added approximately 60,000 hectares to our planting potential for the 2024/25 crop year.

Brazil remains one of the most competitive countries for agricultural production for export. With an efficient production system, a highly qualified team and a strategic vision, we are well positioned to lead the sector and aid the global energy transition, aligned with our goal of carbon neutrality by 2030.

On the social responsibility front, we continue to expand our socioeconomic and diversity impact through relevant programs in our local communities. AgroEduca, which encourages professional upskilling in agriculture, remains one of the key initiatives to promote youth leadership and strengthen ESG practices in our geographies. Through the Socio-Environmental Action Group, we expanded our volunteer efforts, engaging employees in various social support and emergency initiatives. In 2024, we carried out donation campaigns and provided support for the victims of the flooding in Rio Grande do Sul. The group's mobilization,

with more than 500 employees involved, resulted in thousands of hours dedicated to causes with direct impact, reflecting our commitment to solidarity and socio-environmental transformation.

We express our gratitude to all employees, partners and stakeholders who walk this journey with us. Each and every achievement of SLC Agrícola reflects the collective effort, daily commitment and innovative spirit of our team. It is thanks to everyone's talent, passion and dedication that we continue building a promising future, driving Brazilian agribusiness forward and spurring sustainable development.

Aurélio Pavinato
CEO of SLC Agrícola



The year and crop year at a glance

Key disclosures

SASB FB-AG-000.A, FB-AG-000.C

● 2024 ● 2023

Summary financials (R\$ thousand)



Net revenue

6,915,764
7,230,583

Gross Income

2,307,726
2,620,694



Consolidated net income for the period

481,723
937,980

Net margin

7%
13%

Adjusted EBITDA

2,036,617
2,708,699

Adjusted EBITDA margin

29.4%
37.5%

Adjusted free cash flow

34,298
428,763

● Crop year 2023/24 ● Crop year 2022/23

Operational highlights



Planted area (ha)

661,342
674,384

Cotton, 1st crop (ha)

106,698
85,823

Cotton, 2nd crop (ha)

82,036
76,420

Soybeans (commercial + soy seed) (ha)

320,009
346,941

Corn, 2nd crop (ha)

95,167
137,585

Other crops

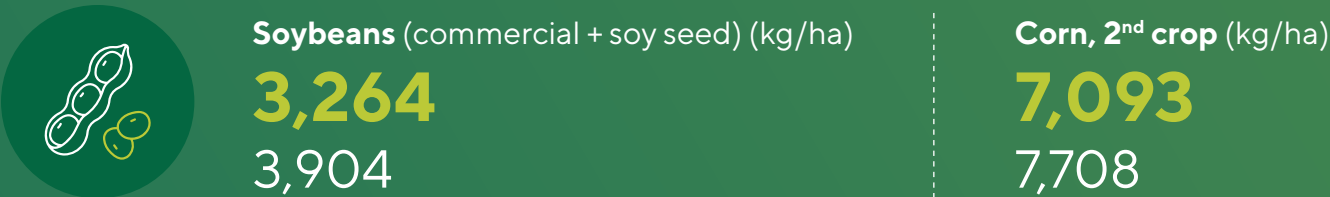
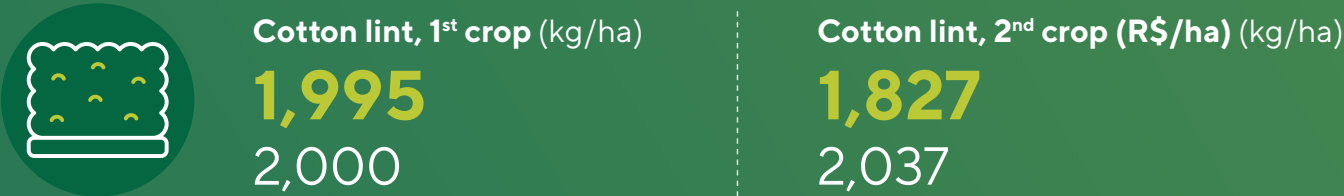
57,432
27,615

Integrated Crop-Livestock (ILP) (ha)

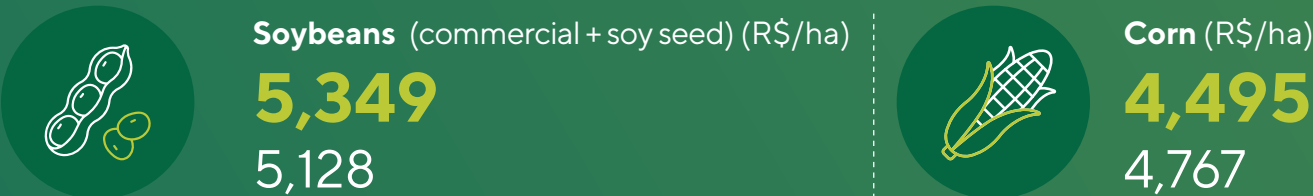
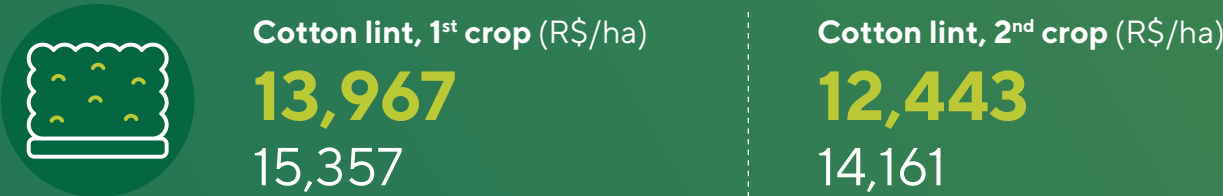
4,473
3,962

● Crop year 2023/24 ● Crop year 2022/23

Operational highlights - Productivity

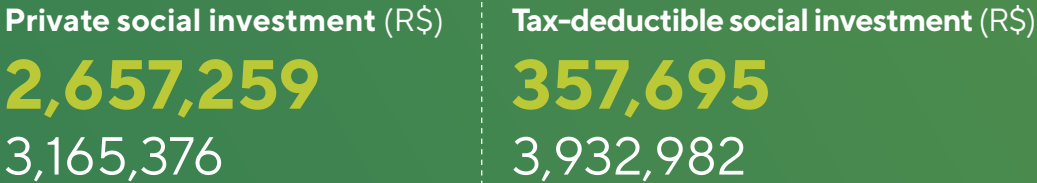
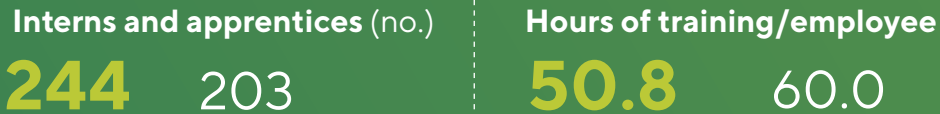


Operational highlights - Production cost



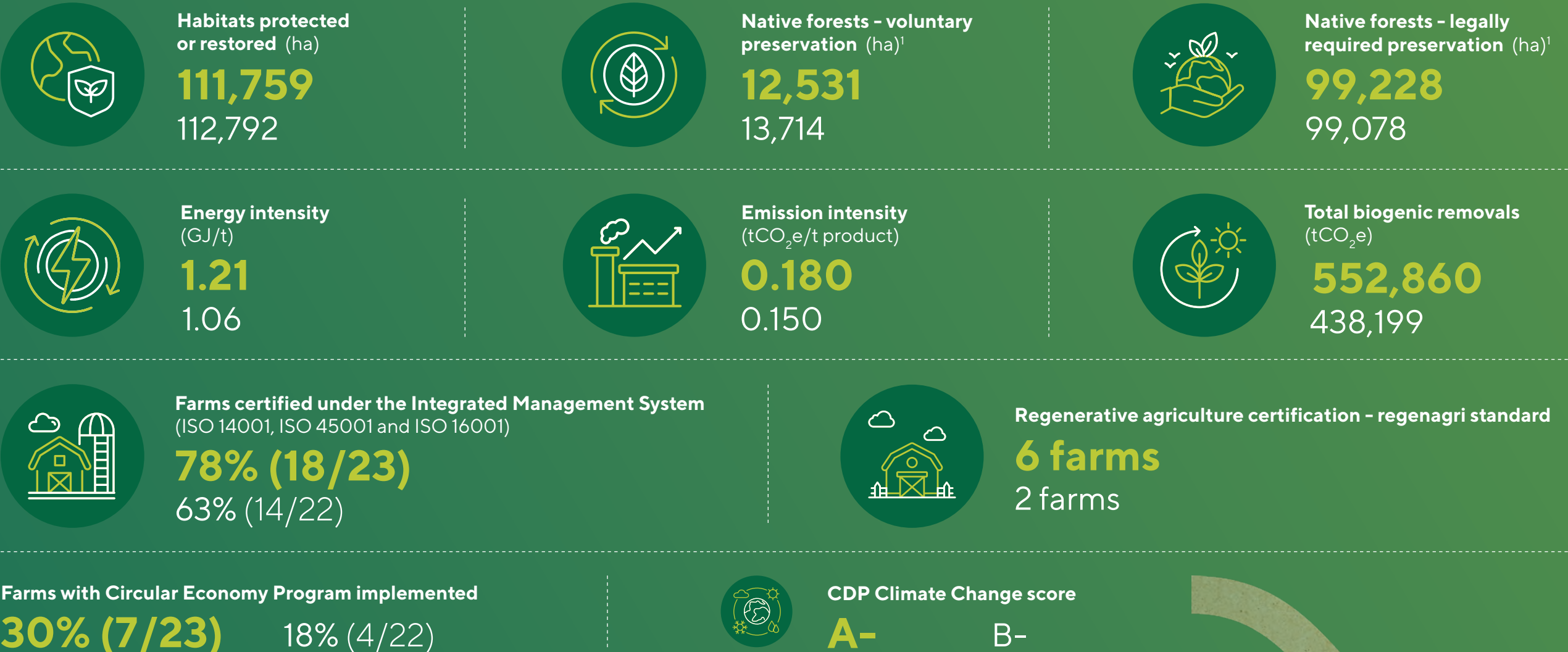
● 2024 ● 2023

Social and environmental highlights



2024 2023

Social and environmental highlights



¹ Area is part of the total 111,759 hectares under protection.

Awards and recognition

■ Best of Agribusiness

We were recognized in the “Best of Agribusiness” award by Globo Rural magazine, standing out in the Agribusiness category. This recognition reflects our dedication to driving innovation and sustainability in the sector, solidifying our role as a company that significantly drives agribusiness development.

■ 100 Most Influential

We made Veja Negócios' 100 Most Influential list, an acknowledgment that lauds companies and leaders who have a significant impact on Brazil's economic and business landscape.

■ Forbes Agro 100

We featured in the *Forbes Agro* 100 list compiled by Forbes Brasil magazine, which highlights the leading agricultural companies in the country.

■ Best of ESG

Highflyer in the Agribusiness, Food and Beverage category. This recognition, organized by *Exame* magazine in partnership with industry experts, reflects our commitment to sustainable practices and positive impact, aligning our operations with global challenges and contributing to a more responsible and balanced future.

■ Seedcare Seal

SLC Sementes received the Seedcare Seal of Excellence in Industrial Seed Treatment (TSI), granted by Syngenta's Instituto Seedcare. The Seedcare Seal recognizes best practices in the treatment of soybean and cotton seeds sold. This seal validates our quality and innovation practices in the seed handling process, ensuring effective and sustainable results for our clients and across the agricultural sector.

■ Gold Status – Brazilian GHG Protocol Program

We once again received Gold Status from the Brazilian GHG Protocol Program for our greenhouse gas (GHG) emissions inventory for the year 2023. This elite status confirms the transparency of our information and reinforces our commitment to future generations by investing in regenerative farming practices and pursuing the ambitious goal of making our operations net carbon neutral by 2030.

■ MESC Award

We celebrated SLC Sementes' third consecutive win in the MESC Award, organized by the Best Companies in Customer Satisfaction Institute. This achievement reflects our commitment to delivering top-quality seeds and exceptional service, always focused on customer experience and satisfaction.

■ Transparency Trophy

We received the Transparency Trophy for the sixth time, an award organized by the National Association of Finance, Business Management and Accounting Executives (ANEFAC). This recognition reaffirms our commitment financial reporting transparency and quality, under which our financial statements meet the highest standards of corporate governance.

■ Best Companies to Work For – Agribusiness Sector and Rio Grande do Sul

We were once again recognized in the ranking of Best Companies to Work For in the Agribusiness sector, conducted by the consultancy firm Great Place To Work (GPTW). We ranked 9th among the best companies to work for in Rio Grande do Sul and 12th among Agribusiness companies in Brazil.

■ Mental Health Seal

We received the Mental Health Seal from Great People, the company that applies the GPTW methodology to assess employees' mental health status. We reached Operational Level, scoring 78 points.



In this chapter:

- About us
- Our presence
- Our operations
- Business model

CORPORATE

profile

About us

GRI 2-1

We are SLC Agrícola S.A., a Brazilian company headquartered in Porto Alegre (RS), founded in 1977 by SLC Group. We are recognized as one of the largest producers of agricultural commodities in Brazil. Our operations cover approximately 731,600 hectares of planted area in the 2024/25 crop year, distributed across 23 production units located in seven states, primarily in the Cerrado region. We grow cotton, soybeans and corn. We also engage in sustainable cattle raising through Crop-Livestock Integration (CLI) models and market soybean and cotton seeds under the SLC Sementes brand.

In managing our business, we prioritize sustainability and value creation, promoting synergies between our activities and developing initiatives that positively impact society and the environment. An example of this commitment is our Zero Deforestation Policy, which we introduced in 2021 to reinforce our environmental preservation practices.

Our pioneering journey in corporate governance is a source of great pride. We were one of the first agribusiness companies to be listed on the Brazilian stock exchange (SLCE3). In 2024 our sustainable and transparent performance positioned us among the main B3 indexes, such as the IBOVESPA, which includes the leading companies on the stock exchange; the IBRX 100, which ranks the 100 most traded stocks; the ICO2, which reflects our commitment to greenhouse gas emission efficiency; and the ISE, which recognizes companies displaying sustainability excellence. We also comprise the IGPTW index, which acknowledges companies aligned with best people management and development practices.

With a forward-looking vision that combines innovation, responsibility and operational excellence, we continue strengthening Brazilian agribusiness and building a more regenerative and sustainable agriculture.

Our Big Dream

Positively impact future generations as a world leader for agricultural efficiency and environmental protection.

Our Values

We believe that being passionate about what we do means delivering the highest quality while upholding integrity through unquestionable, upstanding and ethical conduct. This supports lasting relationships in which all stakeholders are respected and sustainable results that are economically viable, socially just and environmentally responsible.



INTEGRITY



PASSION FOR WHAT WE DO



ENDURING RELATIONSHIPS



SUSTAINABLE RESULTS

Our geographic presence

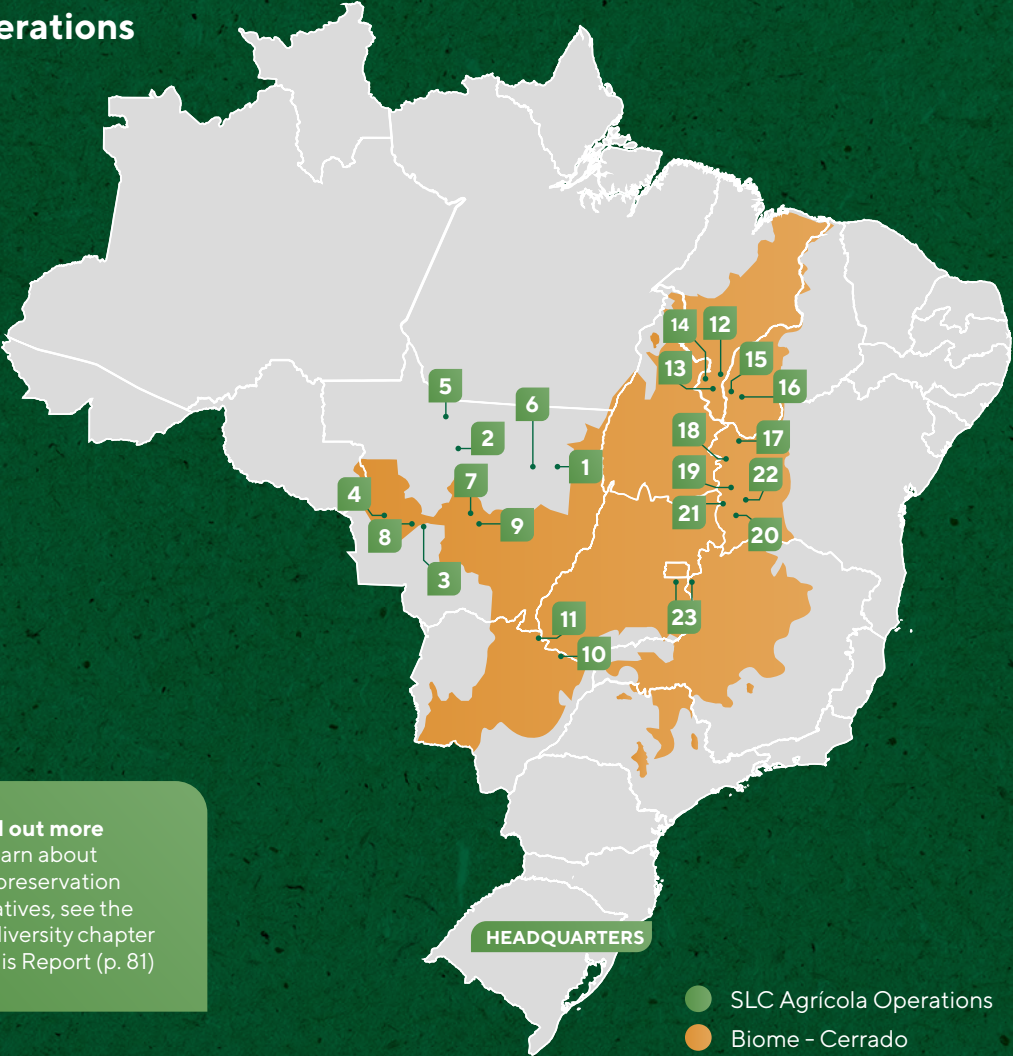
GRI 2-1, SASB FB-AG-000.C

Our 23 production units are spread over approximately 731,600 hectares of planted area (2024/25 crop), in the states of Bahia, Mato Grosso, Mato Grosso do Sul, Maranhão, Piauí, Goiás and Minas Gerais. Most of these units are located in the Cerrado biome, one of the richest regions for biodiversity in the world, which hosts up to 5% of global fauna and about one-third of Brazilian animal species, according to the Chico Mendes Institute for Biodiversity Conservation (ICMBio).

We act responsibly in our operations. In accordance with our Zero Deforestation Policy, we do not carry out new conversions of native vegetation areas for production, even in locations where this is legally permitted. We also preserve 111,700 hectares of native forest on our properties, which corresponds to 35.9% of our land — a rate higher than that required by legislation for the *Cerrado* biome.

Our operations

 **Find out more**
To learn about our preservation initiatives, see the Biodiversity chapter of this Report (p. 81)



Location	Ownership	Hectares in active production 2023/24 crop year
Mato Grosso	1 Pioneira	35,089
	2 Perdizes	33,157
	3 Paiguás	55,291
	4 Planorte	28,087
	5 Próspera	30,703
	6 Preciosa	Counted from the 2024/25 crop year
Mato Grosso do Sul	7 Piracema	17,936
	8 Pampeira	30,978
	9 Pirapora	21,045
	10 Pantanal	42,949
Maranhão	11 Planalto	21,437
	12 Parnaíba	43,400
	13 Palmeira	33,234
	14 Planeste	62,344
Piauí	15 Parnaguá	19,274
	16 Paineira	3,471
	17 Parceiro	17,567
Bahia	18 Palmares	27,363
	19 Paladino	24,900
	20 Piratini	20,490
	21 Panorama	24,372
	22 Paysandu	41,340
Goiás and Minas Gerais	23 Pamplona	26,915
Total planted area		661,342

Our operations GRI 2-6

We exercise full control over our processes, ensuring that our production takes place exclusively in deforestation-free areas and without infringing land and natural resource rights, including informal, collective, or customary holdings. We have no operations or activities either that conflict with Indigenous peoples' land and work, through the SLC Institute, on the social and environmental mapping of communities surrounding our units to enable interaction and the development of socio-environmental programs.

GRI 304-1, 13.13.2, 13.13.3

All
our production
takes place in
deforestation-
free areas

Core crop production in metric tons SASB FB-AG-000.A

	2023	2024
Cotton lint (1 st and 2 nd crops)	239,303	364,238
Cotton seed (cottonseed + planting seed)	346,374	415,015
Soybean (commercial + seed)	1,309,363	1,013,687
Corn (2 nd crop)	1,071,551	658,470
Cattle herd (no. of heads)	30,295	42,621

Cotton

We have been cultivating cotton since 1998 and our product is processed directly in mills located at the headquarters of our farms. In these units, cotton is classified and stored based on quality analyses carried out by precision equipment, which assess properties such as length, uniformity, strength, fineness and short fiber index, meeting the requirements of spinning mills. Once processed, the cotton is marketed both domestically and internationally, where it is transformed into yarns that are used to make various products, such as clothing, bed sheets and towels. In addition, cottonseed and hulls — cotton by-products — are sent for oil and animal feed production.



Corn

Corn is essential for animal feed for poultry, pigs and cattle. It is also used for human consumption in various products such as flour, oils and cookies. Corn plays a strategic role in crop rotation in our production system, contributing to soil protection, nutrient recycling and increased organic matter.

100%
of our corn and
soybean production
is certified according
to best practices
(see page 108).

Soybeans

Soy is one of the main sources of protein for animal feed and is being increasingly used to feed people. Brazil plays a pivotal role in the global soybean supply and the crop is essential to our production system, enabling crop rotation, no-till farming and biological nitrogen fixation, which benefits soil health.

We manage the entire process on our farms, from planning to harvest, including processing and grain storage. Once our work is done, the grains are transported by our clients to ports or crushing facilities. The entire cycle, from planning to delivery, can take up to 18 months.



Livestock

Our livestock project encompasses the farms Planalto (MS), Pantanal (MS), Paiguás (MT), Perdizes (MT), Pampeira (MT), Planorte (MT) and Pioneira (MT). We have introduced the Crop-Livestock Integration (CLI) model, which adds a new activity to the two annual harvests, increasing the productivity of the areas where it is deployed. CLI combines annual crop cultivation with livestock farming in the same field, creating a more balanced environment in physical, chemical and biological terms. This approach offers significant benefits, including greater economic and environmental sustainability. The establishment of pastures, such as those with Brachiaria, feeds the cattle and

enhances soil fertility in less productive areas. In addition, crop residues, such as leftover corn forage, are used in animal feed, creating an efficient production cycle.

We also use the Intensive Pasture Finishing model, which in 2024 covered an area of 3,606 hectares. This model consists of rearing cattle on high-quality pastures that are well managed and enriched with the necessary nutrients for rapid weight gain. This method allows animals to reach the ideal market weight more quickly than in traditional systems, resulting in more efficient and sustainable production.



In 2024, we achieved **4,473** hectares¹ under CLI, an increase of **12.9%** on the previous year.

42,621 head of cattle sold in 2024.

¹ Also included in the cropland area, as it is considered a “third crop.”

Seeds

In 2013, we began producing certified soybean seeds for internal use and in 2018, we started marketing part of this production under the licensed brands Brasmax and Monsoy, using Roundup Ready® and Intacta RR2PRO® technologies. It was in this context that the SLC Sementes brand emerged, which currently markets soybean and cotton seeds throughout the Brazilian Cerrado.

SLC Sementes is supported by our research teams, which evaluate and select the best varieties based on yield potential, crop cycle, agronomic characteristics and available biotechnologies. Our goal is to provide Brazilian producers with access to the best varieties, along with knowledge-sharing services backed by decades of agricultural experience in the Brazilian Cerrado.

In 2018, we created the *SLC Sementes Garante* program and the Quality Index (QI). The former ensures our customers a minimum germination quality of 90% and the delivery of seeds within the agreed timeframe, guaranteeing proper conditions for crop establishment. The QI embraces more than 85 parameters, covering stages from pre-harvest to seed dispatch, reinforcing our commitment to quality.

In 2024, we launched new TSI PROMAX packages, along with the *Garante +MAIS* guarantee program. We expanded our cotton portfolio to 17 cultivars and extended cotton delinting operations to Mato Grosso. In 2025, we will expand our soybean portfolio to 47 cultivars. We continue sowing the future we want to reap, with the mission of cultivating a sustainable agricultural future, creating value and satisfaction for our customers.

Business model

Main inputs



Natural capital

- 96.3% of the crops are rainfed agriculture
- Geographic distribution for operational risk reduction
- Regenerative agriculture practices
- Zero Deforestation Policy



Manufactured capital

- 23 farms
- 731,600 hectares of planted area
- Healthy soil
- 1,641 hectares dedicated to Research and Development activities



Human, social and relationship capital

- 6,065 employees trained
- Education sponsorship programs



Financial capital

- R\$ 1.10 billion in Capex



Intellectual capital

- Digital agriculture - All farms equipped with 4G connectivity
- Agricultural Intelligence Center (CIA)
- Mechanical Operation Center (COM)



Governance

Novo Mercado
Statutory Audit Committee (CAE)
ESG Committee
Personnel Committee
Risk Committee
Integrity Program
[See more on page 30](#)



Innovation - Horizonte SLC

SLC Ventures, AgroX, Ideias & Results
[Learn more on page 25](#)

Our levers for generating value in the short, medium and long term

Agricultural planning, digital agriculture and regenerative agriculture practices contribute to increasing productivity in the field

Best practices in cultivation and investment in research reduce our carbon footprint

Optimization in the consumption of natural resources and investments in preservation minimize the environmental footprint of our operations

An inclusive and motivating workplace strengthens pride in belonging and the development of our employees

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



Strategy

Our Big Dream and our values
Outperforming the average
[Learn more on page 23](#)



Certifications

Integrated Management System, RTRS, regenagri, ABR/BCI
[Learn more on page 48](#)

Value creation



Natural capital

- 111,700 hectares of protected areas
- Carbon sequestration potential



Manufactured capital

- Machinery equipped with technology to reduce fuel consumption
- Production of biofertilizers also made from waste



Human capital

- Average of 50.8 hours of training per employee
- R\$ 7.65 million invested in training and development over the year



Social and relationship capital

- R\$ 3.01 million allocated to social projects through the SLC Institute



Financial capital

- R\$ 6.92 billion in Net Revenue
- R\$ 481.72 million in Net Income
- R\$ 2.04 billion in adjusted EBITDA
- R\$ 86 million saved thanks to Digital Agriculture



Intellectual capital

- 28 proof of concept tests with new technologies
- Investments by SLC Ventures in new businesses

In this chapter:

- Growth strategy
- Innovation and technology
- Structure and governance
- Ethics and compliance
- Risk management
- ESG agenda
- Certifications and quality



Governance AND MANAGEMENT

Growth strategy

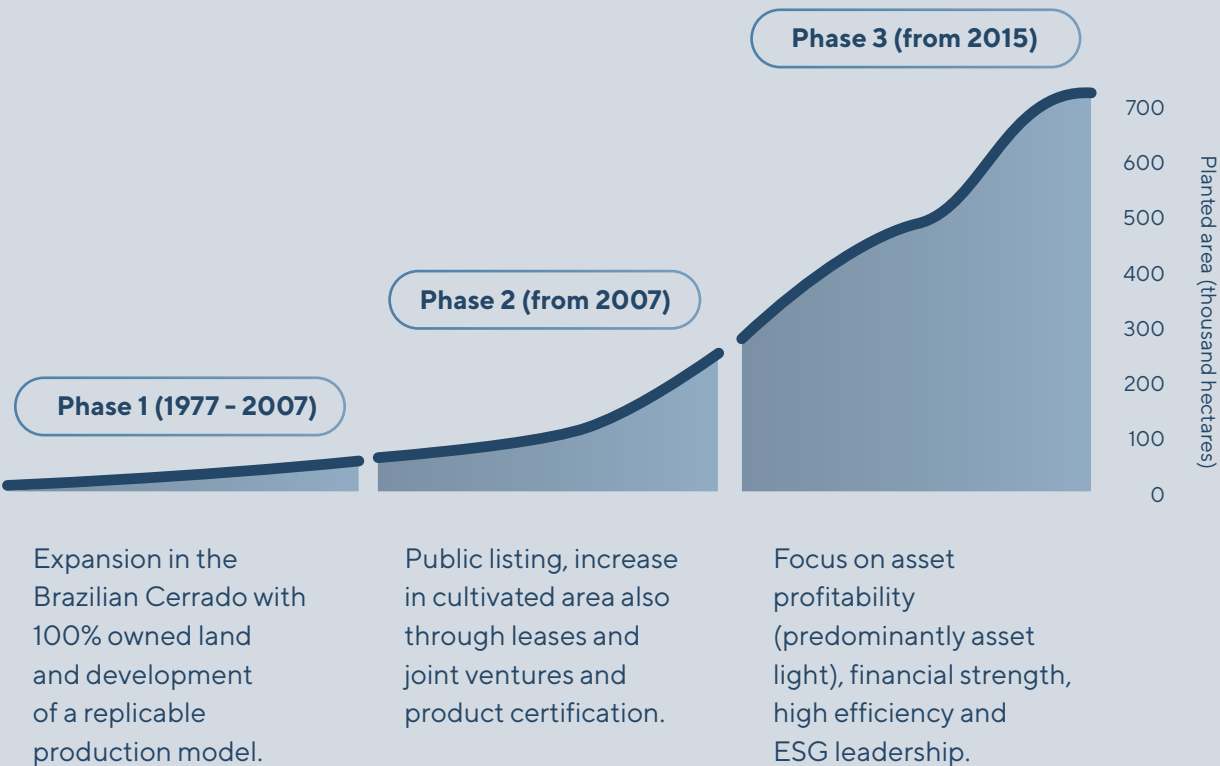
Since the beginning of our activities in 1977, we have followed a growth strategy that has allowed us to seize market opportunities, expand cultivated areas and incorporate innovative technologies to increase productivity. This strategy is structured over three major phases and has been the foundation of our operations.

In the first phase, between 1977 and 2007, we expanded our presence in the Brazilian Cerrado and developed a replicable production model that ushered in subsequent growth. The initial public offering in 2007 marked the beginning of phase two, during which we accelerated the expansion of cultivated land also through land leases and joint ventures. During this period, we also obtained certifications for our products, adding value and reliability to our production. Since 2015, we have been in phase three of our strategy, marked by digitalization and the deployment of technologies that are transforming agricultural practices.

Our current strategy is founded on four pillars: maximizing asset profitability (asset light), maintaining financial strength, locking in efficiency gains — standing out from the market average — and being ESG leaders.

Each year, we carry out strategic planning through cycles of lectures and workshops, where we project scenarios and map risks and opportunities. We apply the PESTAL methodology to do this, which analyzes political, economic, social, technological, environmental and legal factors, assessing how they may influence our business. These factors are classified according to their probability and timing of impact, allowing us to prioritize short-, medium- and long-term actions.

Progress on our strategy



In 2024, we grew our partnership with Agro Penido, adding 18,700 physical hectares, of which 9,791 hectares are already arable and 8,909 hectares are pastures ready to be converted into farmland, with a planting potential of 30,734 hectares (considering the second crop). The Pioneira farm, where we currently produce soybeans and corn, will also host cotton and cattle production through a crop-livestock integration (CLI) system. In July, we also established the Preciosa farm, a joint venture with 11,282 arable hectares potentially rising to 21,837 hectares. This unit began operations with soybeans and second-crop corn, and will also grow cotton in the future. In August, we signed a lease agreement in Piauí, incorporating 14,572 hectares into the Parnaguá farm for soybean production and, at a later date, first-crop cotton.

Increasing productivity in arable areas is a key pillar of our strategy, enabling sustainable societal development while maximizing profitability with lower investment needs. The adoption of new technologies and techniques makes our operation more efficient and profitable by reducing input and soil preparation costs. Focusing on mature areas, with at least three years of operation, has driven productivity gains by continuously improving planting and harvesting planning and execution. In addition, we have reduced the average time to start operations in new areas added to our portfolio.

The three operations carried out in 2024 allowed us to expand our potential planted area for the 2024/25 crop season by approximately 60,000 hectares.

To be more competitive, we have diversified our production model, increasing asset profitability. Our production cycle begins with analyzing the outlook for current and future domestic and international commodities, which informs annual agricultural planning, in which input requirements are determined. The operational flow includes soil preparation, seeding, fertilization, pest control and harvesting, among other activities, tailored to the climatic conditions of each region.

After harvesting, we store products in our units until marketing and transportation to clients, ensuring high-quality standards for both domestic and international markets. The entire cycle, from planning to delivery, can take over two years and requires detailed studies of the market, weather forecasts and production costs. We carry out agricultural planning from January to March, defining crops, operations, inputs and machinery. We continuously assess field conditions and use harvest maps to enhance future operations.

Crop-Livestock
Integration (CLI),
Paiaguás farm (MT)

Innovation and technology

GRI 3-3 Innovation and Productivity

Since 2016, we have nurtured a culture of innovation aligned with major national and international trends, placing technology at the heart of our business strategy. This commitment was bolstered in 2022 with the launch of **Horizonte SLC**, a movement that highlights our role in the development of Brazilian agribusiness, generating a positive impact for future generations. The name references our origins in Horizontina (RS) and epitomizes our vision for the future. In 2024, we broadened this journey with the creation of the **Innovation Ambassadors** program, aimed at training and supporting internal leaders in the dissemination of innovative practices and the strengthening of an innovation culture.

All initiatives are supported by the Innovation Committee, which prioritizes solutions that generate tangible business impact and reinforce our position as pioneers and agents of change in agribusiness, reaffirming our commitment to being *early adopters*¹ in order to maintain our competitiveness and contribute to sustainable and efficient solutions.

¹ The English expression refers to individuals and organizations that are blazing a trail in adopting innovations – in this case, innovative technologies and solutions.



Selective drone-based spraying process for pest control in cotton crops, Planalto farm (MS)

AgroX

AgroX is the program that connects our agribusiness experience with the innovation brought by startups. Since 2019, we have promoted this strategic partnership to transform internal challenges into opportunities for progress, with the support of the specialized consultancy firm Innoscience.

AgroX gives startups the chance to test their ideas in a high-performance corporate environment. This not only enables the joint development of innovations but also provides a gateway for these companies to become our partners or suppliers.

Since the program's inception, we have evaluated more than 460 startups, of which 64 were selected for Pitch Day and 19 developed pilot projects. Of those, 11 had their solutions contracted, generating tangible benefits for our business while strengthening the innovation ecosystem in agribusiness.

In December 2024, we began accepting applications for the fourth edition of AgroX, seeking startups ready to explore the future of agribusiness alongside us. More than visibility, these companies will have the opportunity to forge potent partnerships and turn their ideas into applicable solutions, contributing to the sector's sustainable growth.

460+
startups evaluated
since the beginning
of AgroX, with 64
selected and
19 pilot projects



Lucas Medeiros conducts a virtual tour of the farms, at headquarters (RS)

How does AgroX work?

The program follows an agile model, divided into five main phases:

- 1 Registrations:** interested startups present their solutions to our challenges
- 2 Pitch Day:** we select the best proposals from those pitched by the entrepreneurs
- 3 Immersion:** we connect the startups with our teams so they can better understand our operations and challenges
- 4 Pilot:** we test the technologies in a controlled environment to assess their applicability
- 5 Evaluation:** we analyze the results to decide whether or not to continue the project.

Ideas & Results

Ideas & Results reflects our commitment to valuing and empowering internal talent. This intrapreneurship program encourages our employees to present innovative ideas that help enhance operational efficiency and strengthen the culture of innovation and entrepreneurship across the organization.

Ideas are submitted to the Innovation Committee, which promotes a collaboration phase every three months. During this phase, other employees have the opportunity to help enhance the proposals, fostering teamwork and knowledge sharing. Approved proposals progress to the proof of concept (POC) stage, where they are tested under real conditions to assess their feasibility and impact.

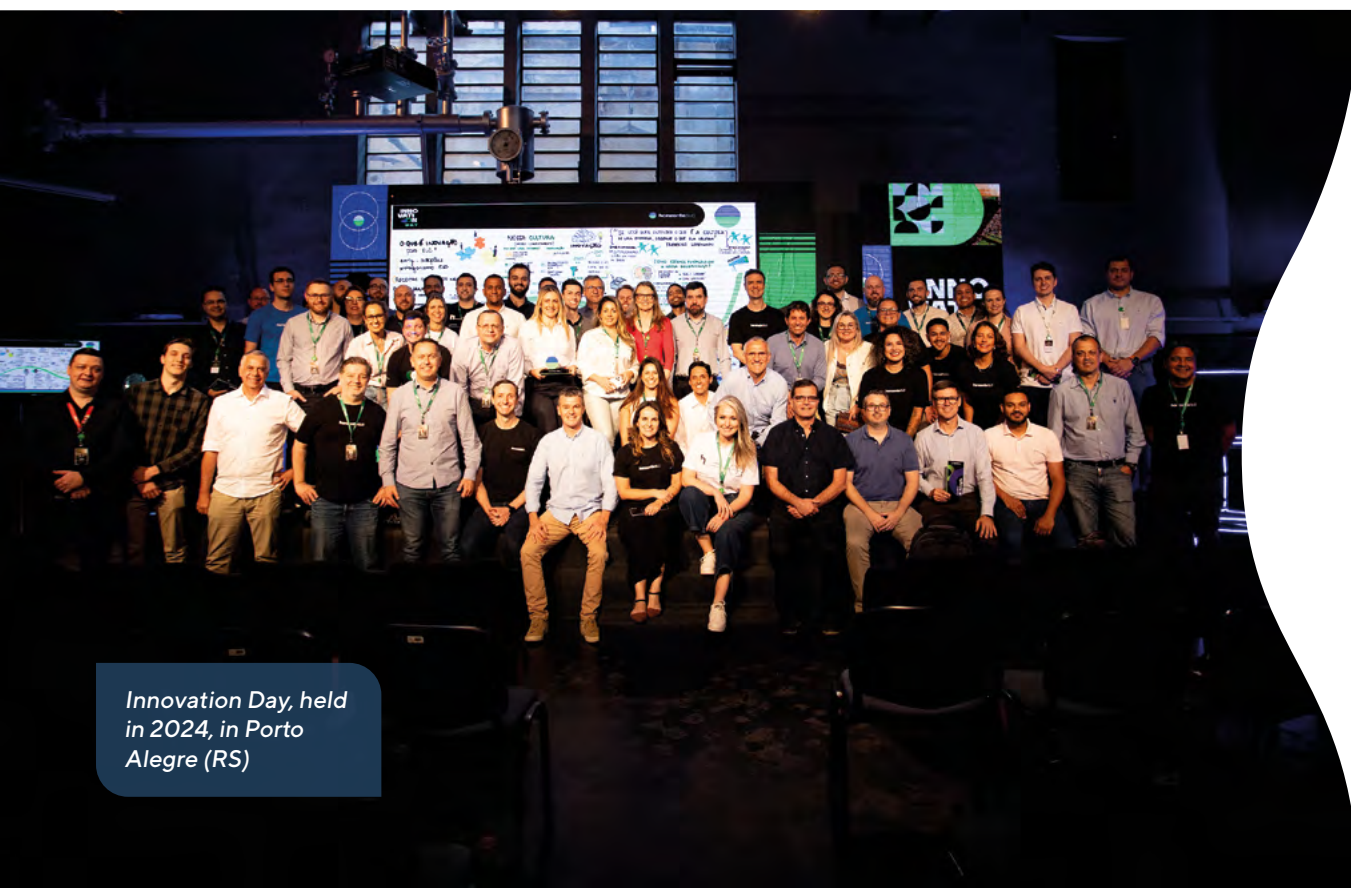
In 2024, six of the 63 ideas submitted were approved for POC, while the remaining 57 were directed to other initiatives. The results of this entire process are celebrated at Innovation Day, an internal event that recognizes and showcases the most transformative initiatives.

SLC Ventures

SLC Ventures is our startup investment program, with the main goal of fostering innovation and exploring new paths for the sustainable and strategic growth of our business. With a forward-looking vision, this program enables us to support and participate in innovative ventures that align with the needs of agribusiness and expand the possibilities for scaling and modernizing our operations. SLC Ventures is structured into two complementary practices: Corporate Venture Capital and Venture Builder.

Corporate Venture Capital (CVC) involves risk investments in startups with the aim of acquiring or obtaining equity in companies that offer groundbreaking solutions, bringing both strategic and financial benefits. CVC allows us to stay close to new technologies and practices that can be incorporated into our operations, while strengthening our ability to innovate and compete in the market. Through this investment model, we aim to add value to our digital transformation journey and the development of new business models.

In 2024, we invested in companies offering solutions aligned with our strategic objectives and that can significantly enhance our operations. Among the funded startups are Agrosmart, specialized in climate monitoring and agricultural management solutions and Bioinova, focused on agricultural biotechnology, engaged in the development of biological fertilizers. These partnerships not only provide us with access to advanced technologies but also reinforce our commitment to more sustainable and efficient agricultural practices.



Innovation Day, held
in 2024, in Porto
Alegre (RS)

The **Venture Builder**, in turn, focuses on expediting internal projects, where we develop new products, services and business models in partnership with startups. Instead of only investing in external companies, this model aims to co-create solutions by combining the expertise of startups with our expertise in agribusiness. This process is essential to accelerate the implementation of innovations within our structure and to strengthen our foothold in emerging markets.

SLC Digital Labs

Since 2018, SLC Digital Labs has been a key component in our innovation journey, serving as the laboratory where ideas come to life in the form of exclusive technological solutions. Our goal is clear: to develop customized software that meets our operational and strategic needs, increasing efficiency on farms and optimizing overall business management.

To support this mission, we have built a robust structure with teams dedicated exclusively to innovation. We currently have 24 professionals working on the development of tailor-made technologies. This multidisciplinary team is organized into

departments focused on coordinating and executing projects that directly impact how we operate in the field.

At SLC Digital Labs, we decide what will be tested, validated and ultimately implemented in our operations. Each project arises from a real day-to-day need and follows a rigorous evaluation and execution process, always aiming to deliver practical, efficient and sustainable solutions.

In addition to developing on-demand tools, the lab also serves as a space to bring to life ideas that emerge from other innovation fronts, such as Ideas & Results and AgroX. By integrating different initiatives, we align our technological solutions with the most urgent demands, connecting innovation and operations seamlessly and effectively.



Digital crop monitoring with
Rodrigo Rodrigues at the
Planalto farm (MS)

Agricultural Intelligence Center (CIA)

In 2024, SLC Agrícola's Agricultural Intelligence Center (CIA) marked five years of activity. During the year, we invested more than R\$ 12.6 million to boost innovation in the field, using advanced digital and precision agriculture technologies. The CIA is a digital environment that integrates management systems, automation and precision agriculture tools to optimize our agricultural production, making it more efficient, economical and sustainable.

Supported by 15 specialized technicians, the CIA performs daily monitoring and data analysis from our 23 operating farms. This allows us to make more accurate decisions and ensure greater control over variables such as agronomic practices, weather conditions and input optimization. By applying technologies like sprayer-mounted sensors, satellite-based remote sensing and digital tracking for pest management, we are able to apply fertilizers and crop protection products with greater precision, avoiding overuse and waste and reducing environmental impact. During the 2023/24 crop season, these innovations also helped us avoid the use of 28,948 m³ of water and 48 tons of pesticide packaging, while optimizing the use of active ingredients.

Since the CIA was created, we have reaped the rewards of adopting high-precision agriculture. In the 2023/24 crop year we saved R\$ 86 million, up 4.8% on the previous year.

The advancement of digital agriculture is one of the main pillars of our strategic planning, initiated in 2015. Since then, we have worked to develop, incorporate and standardize precision agriculture tools across all our farms. An example of this is our recent partnership with Pyka, a US company that develops unmanned electric aircraft for crop protection and cargo transport. In July 2024, we ordered a Pelican Spray electric aircraft, which is capable of applying crop protection products while unmanned. With an autonomy of 35 minutes and the ability to cover up to 85 hectares per hour, the Pelican Spray will further enhance our capacity to carry out precise and efficient applications. Another important facet of our innovation strategy is connectivity. We understand that

the implementation of precision agriculture technologies depends on a robust internet infrastructure. For this reason, we are investing heavily in expanding 4G internet access across our productive areas, which has been crucial to the success of our operations.

We are also focused on cutting costs and expanding regenerative agriculture practices, such as replacing chemical products with biological alternatives.

In the 2023/24 crop season, the average use of biopesticides as a proportion of all crop protection products was **16.7%**



Agricultural Intelligence Center at headquarters (RS)

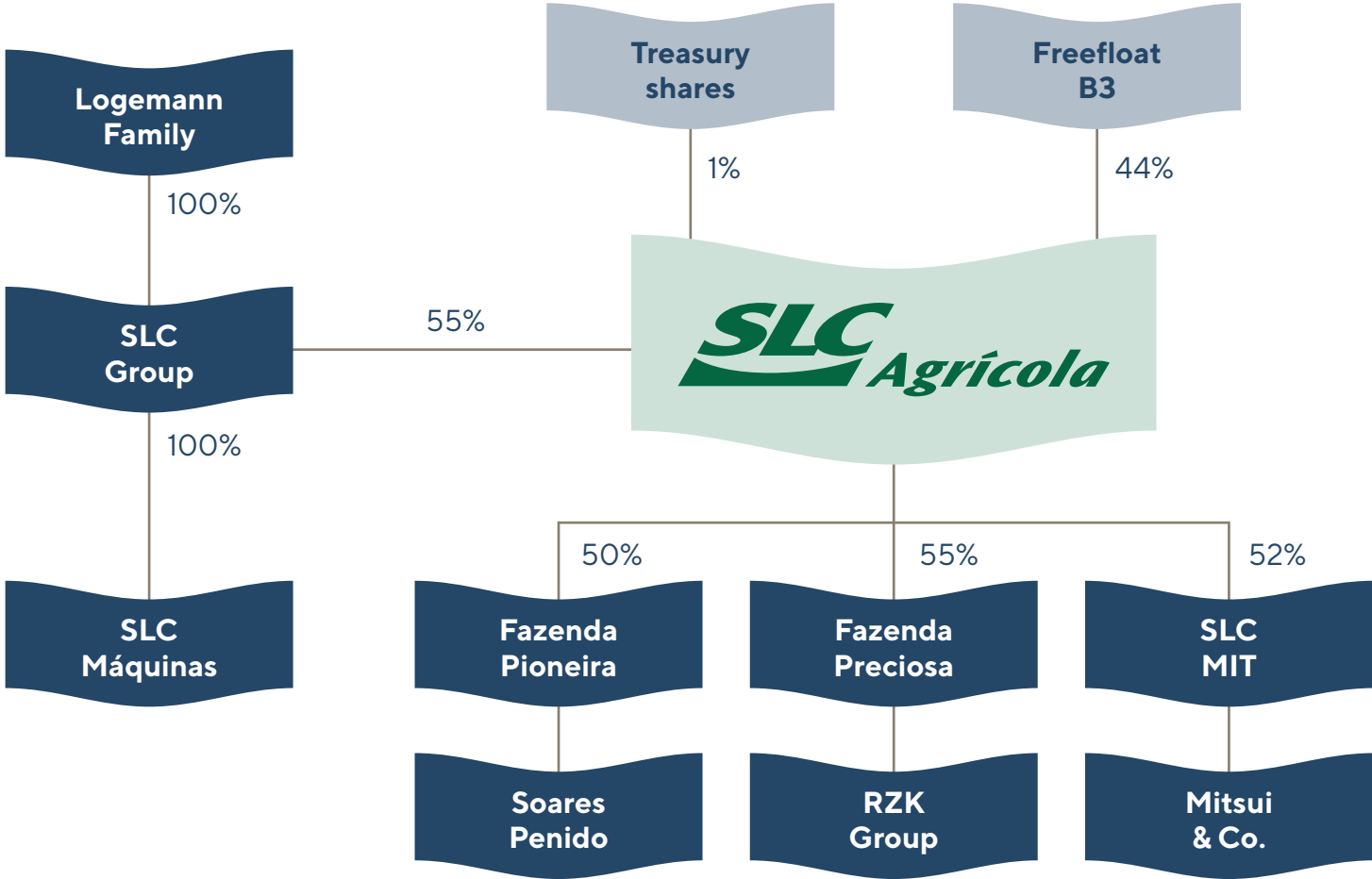
Governance structure GRI 2-9

We are a publicly traded corporation listed on the Novo Mercado of B3, under the ticker SLCE3. This segment of the Brazilian stock exchange includes companies committed to the most advanced corporate governance practices, reflecting transparency, fairness and accountability in our actions. We are listed in the following Ibovespa indexes: AGFS B3 (IAGRO); GPTW B3; ISE B3; ICON B3; IBRA B3; IGCT B3; ITAG B3; IBBR B3; IBEP B3; IBEW B3; IBLV B3; IBXX B3; IGCT B3; IGCX B3; IGNM B3; Small Caps (SMLL B3). Our Level 1 ADRs are also traded on the U.S. over-the-counter market, under the ticker symbol “SLCJY.”

In 2024, we rose from 55th to 18th position in the ISE B3 index, the main sustainability indicator for the market. For the second consecutive year, we were included in the ranking composed of 80 companies. Renewed at the end of April and effective since May, the index reinforces our ongoing commitment to corporate sustainability.

Share control structure¹

¹ Position at 03/12/2025




Our structure GRI 2-9



General Meeting

Ordinarily held once a year and extraordinarily whenever convened in accordance with Law 6.404, of December 15, 1976 – known as “Brazilian Corporation Law” – the General Shareholders’ Meeting discusses and resolves the direction of our operations, ensuring shareholders actively participate in strategic decision-making.


In addition to its legal duties, General Shareholders’ Meeting shall: elect and dismiss members of the Board of Directors and the Oversight Board; determine the annual global compensation for executives and members of the Oversight Board; and decide the allocation of net income and the distribution of dividends, based on a Management proposal, among other things outlined in our Bylaws – available on our Investor Relations website ([click here](#)) .

Decisions are made by majority vote of the shareholders in attendance and the meeting minutes are documented in the General Shareholders’ Meeting Minutes Book, summarizing the proceedings and published in accordance with legal regulations.

¹ Nonstatutory officers.

Board of Directors GRI 2-10, 2-12

Our Board of Directors has six members, four of whom are independent. Elected at the General Shareholders' Meeting for a unified two-year term, these members are eligible for re-election, ensuring both continuity and renewal in business management.

We have an Executive Nomination Policy ([access here](#))  that establishes guidelines for nominating members to both the Board of Directors and the Executive Board and advisory committees. This document provides for a diverse composition, with an adequate number of independent board members and a size that facilitates the formation of committees, the technical and well-founded discussion of ideas and impartial and strategic decision-making.

The members nominated to serve on our Board of Directors, including independent directors, must meet the criteria established in the Officer Appointment Policy. These criteria include buying into our values and culture, a sound reputation, absence of legal impediments — such as final rulings by the Brazilian Securities Commission (CVM) rendering them ineligible to serve as officers of publicly held companies —, appropriate academic background, diverse professional

experience, availability and absence of conflicts of interest, except in cases approved by the General Shareholders' Meeting.

We aim to equip our Board of Directors with a set of complementary experience that ensures competence and assertiveness. We currently have three board members with academic training and professional experience in sustainability, addressing topics such as climate change, water resources, forests and land use. To sharpen the skills and expertise of the highest governance body in sustainable development, we invest in continuous education and training, ensuring access to up-to-date information and promoting the exchange of experiences. We also use internal communication to share specific sustainability content and encourage ongoing leadership engagement on ESG topics. Moreover, we collaborate with research institutions, support sustainable-development initiatives and set up specialized committees and working groups to deepen discussion and action on these matters. GRI 2-17

The Chairman of the Board of Directors does not hold a position on our Executive Board. The Board of Directors is responsible

Engagement around strategic goals and material topics begins at the Board level, which has a majority of

Independent members.

for defining the overall direction of the business, validating strategies and establishing the values and ethical principles that underpin our actions. It also oversees the Executive Board's performance, monitoring its management and ensuring that operations are conducive with our strategic objectives. GRI 2-11

In addition, the Board plays a crucial role in overseeing the economic, environmental and social impacts of our activities.

It actively participates in identifying and managing these impacts, periodically assessing risk exposure, the effectiveness of our risk management systems and monitoring our risk map.

It also conducts an annual review of the corporate governance system to ensure its alignment with business strategies. GRI 2-13

Critical concerns are reported to the highest governance body through periodic reports, formal executive meetings, governance

committees, internal and external audits and written notifications. Throughout 2024, ten critical concerns were submitted, covering environmental, social and human rights issues, economic matters, governance and sustainability strategies. GRI 2-16

Among other responsibilities, the Board appoints and removes independent auditors—essential for ensuring transparency in processes—approves policies and oversees their compliance. The results of these actions are continuously evaluated, identifying gaps and opportunities for improvement to support strategic decision-making. The Board's performance is strengthened through interactions with stakeholders via reports, audits and other external initiatives, which ensure transparency and promote ethical and responsible relationships.

Our board members meet six times a year, according to the annual corporate calendar of the Board of Directors, in addition to

quarterly review meetings. Additional meetings may also be convened, on an extraordinary basis, by any member, as needed. Each board member is entitled to one vote and decisions are made by simple majority, reflecting our commitment to democratic and participatory management.

We regularly assess the performance of our board members. To do this, we use methods such as self-assessment,

evaluation interviews and decision analysis to identify areas for improvement and implement corrective actions. These evaluations, conducted independently, occur once per term or every two years. Based on the results, we develop training and development programs and intensify stakeholder engagement, reinforcing our commitment to strong governance aligned with sustainability principles. [GRI 2-18](#)

Composition of the Board of Directors (in December 2024)

Name ¹	Position	Date elected	End of term
Eduardo Silva Logemann	Chairman	04/27/2023	Annual General Meeting 2025
Jorge Luiz Silva Logemann	Deputy Chair	04/27/2023	Annual General Meeting 2025
André Souto Maior Pessoa	Independent Director	04/27/2023	Annual General Meeting 2025
Adriana Waltrick dos Santos	Independent Director	04/27/2023	Annual General Meeting 2025
Fernando de Castro Reinach	Independent Director	04/27/2023	Annual General Meeting 2025
Osvaldo Burgos Schirmer	Independent Director	04/27/2023	Annual General Meeting 2025

¹ See each board member’s résumé on our Investor Relations website [\(click here\)](#).



Executive Board

Our Executive Board is responsible for implementing the policies and guidelines established by the Board of Directors, turning them into concrete actions and ensuring that our operations are conducted efficiently, safely and as strategically planning. Additionally, the officers are our legal representatives.

The Executive Board is currently composed of six members, four of whom are elected by the Board of Directors for two-year renewable terms, and two non-statutory members. The CEO heads the Executive Board and their performance is assessed annually by the Chairman of the Board of Directors. The Chief Executive Officer is responsible for evaluating the performance of the other executives, taking into account organizational, strategic and functional duties. These evaluations are submitted to the Board of Directors, ensuring objective and transparent management. Our commitment is to maintain a qualified Executive Board that buys into our values, ensuring leadership that spurs business growth and value creation for all our stakeholders.

With regard to sustainable development, our executives lead the implementation of sustainable practices, ensuring they are integrated into our business model and acting as spokespersons for these initiatives. The Board of Directors delegates the management of the impacts of our operations to the Executive Board and specific management departments, according to the nature of each impact. The ESG Committee accordingly oversees and coordinates sustainability initiatives and impact management. Its responsibilities include developing and implementing sustainability strategies, evaluating and monitoring sustainable performance, ensuring regulatory compliance, embedding sustainability into operational processes, engaging stakeholders, fostering innovation and research and identifying risks and opportunities. Information about impact management is reported to the Board of Directors through specific reports, executive presentations, ESG Committee meetings and performance monitoring systems, at least quarterly or whenever necessary. [GRI 2-13](#)

Executive Board members (as of December 2024)

Name ¹	Position	Date elected	End of term
Aurélio Pavinato	Managing Officer	05/15/2023	Annual General Meeting 2025
Ivo Marcon Brum	CFO and Investor Relations Officer	05/15/2023	Annual General Meeting 2025
Gustavo Lunardi	Chief Procurement, Mechanization and Seed Production Officer	05/15/2023	Annual General Meeting 2025
Álvaro Luiz Dilli Gonçalves	Chief Human Resources, Sustainability and IT Officer	05/08/2024	Annual General Meeting 2025
Leonardo Mattheus de Celini	Chief Operations Officer	Non-statutory officer	
Roberto Acauan de Araujo Junior	Chief Sales and New Business Officer	Non-statutory officer	

¹ The résumé of each executive is available on our Investor Relations website [\(click here\)](#).



Oversight Board

The Oversight Board is independent of management and external auditors, essential for ensuring transparency and integrity in our operations. Under our Bylaws ([access here](#)) a non-permanent Oversight Board may be established at the request of our shareholders at a General Meeting. This body is composed of a minimum of three and a maximum of five members, accompanied by their respective alternates, as established by current legislation.

Among the Oversight Board's main responsibilities are overseeing management activities, reviewing financial

statements and presenting its conclusions directly to shareholders, providing an impartial and rigorous perspective on the management of our business.

Advisory committees GRI 2-17

Our advisory committees play a strategic role in supporting the Board of Directors, contributing to well-founded decisions aligned with the best governance practices. The nomination process for the committees can be initiated by any member of the Board of Directors, while the appointment and reappointment of candidates from the Executive Board is the responsibility of the Chief Executive Officer.

Oversight Board members (as of December 2024)

Name ¹	Position	Date elected	End of term
Edirceu Rossi Werneck	Member (appointed by Controlling Shareholder)	04/29/2024	Annual General Meeting 2025
Paulo Roberto Kruse	Member (appointed by Controlling Shareholder)	04/29/2024	Annual General Meeting 2025
Doris Beatriz França Wilhelm	Oversight Board member (elected by Non-controlling shareholders)	04/29/2024	Annual General Meeting 2025

¹ The résumé of each member is available on our Investor Relations website ([click here](#)).

Stock Option Plan Management

Committee: established in May 2007, this committee is responsible for managing and administering the Stock Option Plan, in accordance with the terms and guidelines defined by the Board of Directors. It is composed of three members: Eduardo Silva Logemann (Chairman of the Board); Jorge Luiz Silva Logemann (Vice-Chairman of the Board); and Aurélio Pavinato (CEO).

Information Disclosure Policy

Committee: set up in July 2007 to ensure the dissemination of quality information to the market and to assure efficient disclosure processes and controls. It is currently composed of five members: Eduardo Silva Logemann (Chairman of the Board of Directors); Jorge Luiz Silva Logemann (Vice Chairman of the Board); Aurélio Pavinato (CEO); Ivo Marcon Brum (Chief Financial and Investor Relations Officer); and Rodrigo Gelain (Finance and IR Manager).

Operational Risk Management

Committee: focused on the execution of the Risk Management Policy, this committee was established in July 2008. It monitors risk management, especially in controlling operational margin and is composed of Aurélio Pavinato (Chief Executive Officer), Ivo Marcon Brum (Chief Financial and Investor Relations Officer), Leonardo Celini (Chief Operating Officer) and Roberto Acauan (Sales and New Business Officer).

ESG Committee: since November 2020, the ESG Committee has advised the Board of Directors on matters related to the environmental, social and governance agenda. Its responsibilities include formulating recommendations and monitoring the implementation of ESG policies, strategies and actions. Its members are Jorge Silva Logemann (Vice-Chairman of the Board); André Souto Maior Pessoa (Independent Member); Fernando de Castro Reinach (Independent Member); Aurélio Pavinato (CEO); and Álvaro Luiz Dilli Gonçalves (Chief Human Resources, Sustainability and IT Officer).



Elio Bandeira (standing), João Brehm, Gabriela Gonçalves (left), Flávia Padilha (right) – headquarters staff (RS)

In 2024, the ESG Committee was directly involved in strategic topics such as diversity, carbon management, regenerative agriculture, sustainability certifications and the climate impacts associated with phenomena like La Niña, El Niño and wildfires. These initiatives demonstrate the Committee's determination to address critical issues and contribute to the achievement of strategic objectives.

- **Statutory Audit Committee (CAE):** the permanent CAE (Audit and Strategy Committee) was established on May 11, 2022. It reviews financial information, oversees internal audits and monitors risks and compliance activities. It is composed of Osvaldo Burgos Schirmer (Independent Board Member) and João Carlos Sfreddo and Wladimir Omiechuck, who are not members of the Board of Directors, ensuring the necessary independence for the committee to perform its functions.

- **Loss Prevention Committee:** responsible for managing the Whistleblower Channel, this committee ensures confidentiality, whistleblower protection and non-retaliation. Composed of five leaders from our team, it operates with the support of Compliance and reports to the Statutory Audit Committee (CAE).

- **People Management Committee:** Established in May 2023, the People Management Committee advises the Board on matters such as nomination, compensation and evaluation of executives. Its members are Eduardo Silva Logemann (Chairman of the Board of Directors); Jorge Luiz Silva Logemann (Vice Chairman of the Board); Adriana Waltrick dos Santos (Independent Director); Aurélio Pavinato (CEO); and Álvaro Luiz Dilli Gonçalves (Chief Human Resources, Sustainability and IT Officer).

Leadership remuneration GRI 2-19, 2-20

Our executive compensation is defined based on principles of transparency, market best practices and our Compensation Policy (available here) — which applies to executive officers, Board of Directors members and Committee members.

Each year, the General Shareholders’ Meeting determines the overall compensation for executives and members of the advisory committees. The Board of Directors, in turn, is responsible for distributing this compensation individually, and defining benefits and incentives for the executive officers.

For the CEO and other executives, compensation is composed of two main components: a fixed annual portion and a variable portion, which may be short- or long-term. The variable compensation is directly indexed to the performance of targets, with 70% based on corporate targets and 30% on individual targets. These goals, validated by the Board, cover both economic and socio-environmental objectives, reinforcing our commitment

to corporate strategies. Examples include progress toward net-zero emissions for scopes 1 and 2 and the certification of all our farms. On average, 6.3% of the Executive Board’s variable compensation is indexed to socio-environmental goals, which can reach up to 11.7%. We also offer Stock Option and Restricted Stock Plans for officers and managers, managed by a dedicated committee. These plans are limited to a dilution of up to 3.75% of our share capital, based on the total number of shares issued.

Coordinators and managers also have goals indexed to sustainable development, covering areas such as health and safety, environment, diversity and inclusion, among others, which directly impact their annual variable compensation. These goals include actions such as achieving carbon-neutral operations, ensuring the success of the Youth and Adult Education (EJA) program, promoting training in health and operational safety, reaching a zero-accident rate and running social projects, women in leadership initiatives and support for people with disabilities, among other efforts. On average,

7% of leadership’s variable compensation is indexed to sustainability goals, which can reach up to 48.9% in some cases.

For the members of the Board of Directors and advisory committees, compensation follows best practices and is reviewed annually. They receive 12 fixed monthly installments and members of committees recognized by the Board receive an additional 25% on top of their basic compensation. It is important to highlight that we do not offer sign-on bonuses or recruitment incentives and any severance payments follow the same guidelines applied to other employees. There are also no distinct retirement benefits for officers or Board members.



Ethics and compliance

GRI 2-23, 2-24, 2-25, 2-26, 3-3

Ethics and integrity are the pillars on which we build trust-based relationships and strengthen our presence in agribusiness. To ensure that these values are truly embedded in our daily routines, we rely on the Integrity Program, structured in accordance with the Anti-Corruption Law (12.846/2013) and our Compliance Policy ([available here](#)) 🔍.


Our Code of Ethics and Conduct ([available here](#)) 🔍 enshrines the principles that guide our actions and defines what it means to act with integrity. It sets expectations for everyone we interact with, including employees, suppliers, consultants and service providers. All board members, executives, managers, employees, seasonal workers, apprentices and interns at SLC Agrícola are required to be familiar with, respect and follow the Code. For leadership, the responsibility goes further: they must ensure compliance with the document, communicate its content to their teams, and lead by example in their daily conduct. In 2024, we trained 94.69% of our

workforce in compliance and 96% in the Code of Ethics and Conduct, reinforcing our commitment to ethics and integrity across all our operations. In addition, training on the General Data Protection Law (LGPD) reached 95% of employees.


We aim to ensure that all executives, employees and partners understand, adopt and practice our principles. We conduct periodic training sessions, communication campaigns and awareness initiatives with the goal of reaching 100% of our employees. Compliance training is mandatory for all staff and must be completed by new team members within 90 days. The dissemination of our Integrity Program is reinforced by the work of the Integrity Cultivators group, formed by one representative from each of our farms. These Cultivators act locally, maintaining ongoing dialog with the Compliance team to ensure that the commitment to ethics is upheld at every operational unit.



Tassiane
Obrusnik, at the
headquarters (RS)



In our business relationships, we apply a rigorous selection process, include specific contractual clauses and maintain open and transparent communication. To broaden the reach of the Code of Ethics and Conduct, we have also developed the Third-Party Code of Ethics and Conduct ([available here](#)),  which translates our principles across the value chain. Adherence to these principles is mandatory and reinforced through training, communications and contractual clauses on integrity and ethics. In 2024, we achieved the goal of training at least 70% of our critical suppliers on topics related to Human Rights, Social and Environmental Responsibility, Labor Relations, Integrity in Relationships and Whistleblower Channels, in alignment with the content of our Third-Party Code of Ethics and Conduct.

Our Codes reiterate the prohibition of practices such as child labor, forced or slave-like labor, discrimination and any human rights violations, both in our operations and throughout our value chain. This commitment also extends to environmental preservation and compliance with anti-corruption legislation, all of which are explicitly included in our contracts.


Both Codes are complemented by specific policies and procedures, such as our Anti-Corruption Prevention and Control Policy ([see here](#)) . These policies undergo reviews every two years – the most recent was carried out in 2023. Our Board of Directors is tasked with overseeing the integration of our policy commitments, which are translated into actions and targets across all areas.

In 2024, we trained 94.69% and 96% of our team in compliance and in our Code of Ethics and Conduct, respectively.

Audits carried out under the Integrated Management System (SGI) and internal and external audits assess process risks and controls, including financial and accounting issues. The Financial Statements (FS) review is conducted by an external auditor. These controls ensure that our operational practices are aligned with regulatory requirements and the highest management standards.

In addition, we provide dedicated channels so that anyone can safely and confidentially report any practices that are not in line with our rules and values. If someone identifies or suspects any violation – whether related to legislation, the Code of Ethics, internal policies, or even issues within the supply chain – they must report it without delay. We offer the Contato Seguro channel, accessible via phone (0800 648 6306), online (<https://www.contatoseguro.com.br/en/slcagricola>)  and via smartphone or tablet app. Whistleblowers can submit information through this channel anonymously, with guaranteed confidentiality and protection against reprisals. In 2024, we logged 380 grievances through our whistleblowing channel. Of these, 41 are under investigation, 28 were addressed but classified as inconclusive and 311 were addressed and resolved. Corrective or disciplinary actions are taken in cases of discriminatory behavior or harassment – details can be seen in the Annual Compliance Report ([click here](#)) . We continuously monitor the effectiveness of our grievance mechanism, although we have not yet implemented a formal process to share feedback with stakeholders regarding the concerns raised and the actions taken.

Additional mechanisms for reporting concerns about conduct enhance communication with our stakeholders, including confidential interviews conducted during on-site visits by Compliance professionals to operational units. Together, these tools ensure that everyone has the necessary resources to support ethics, integrity and adherence to our standards and values.

The Loss Prevention Committee is responsible for handling received reports, always with discretion and confidentiality, analyzing the information and taking the necessary actions, such as initiating investigations or recommending procedures to resolve the cases. This process ensures that all reports are investigated fairly and transparently and at the conclusion of any investigation, the whistleblower is informed of the outcome through the platform. The Committee also prepares quarterly reports for the Statutory Audit Committee (CAE), which directly advises the Board of Directors ([read more on page 36](#)) .



Edson Pereira,
fazenda Pantanal (MS)

The Integrity Program's success reflects the independent role of Compliance, which leads the implementation and monitoring of our policies and actions.

To ensure that all practices are executed smoothly and transparently, Compliance has a dedicated team with a dual role: to advise company leadership and ensure compliance with the rules, regulations and laws that guide our activities. Structurally, Compliance is part of the Finance and Investor Relations Department and reports directly to the CAE.

Each year, we publish data and detailed information on the performance and activities of our Integrity Program. The Annual Compliance Report, the latest version of which can be viewed on our Investor Relations website ([click here](#)),

outlines the main documents and guidelines supporting the Program, details the compliance risks identified during the period and describes the actions taken to mitigate them, among other relevant topics.

Since 2021, we have participated in important initiatives that aim to ensure companies play a leading role in combating corruption and building a more ethical market. We are signatories of the Business Pact for Integrity and Against Corruption, which connects companies committed to preventing and combating corruption, while promoting integrity in business relationships. At the end of 2024, we also joined the Global Compact Action Platform Against Corruption, an initiative aimed at mobilizing companies around the world to fight corruption in all its forms, including extortion and bribery.

Each year, we respond to the thematic deep-dive questionnaire of the Ethos Indicators, which allows us to assess our performance and monitor the commitments we have made in relation to integrity, prevention and anti-corruption efforts. This is an important tool for measuring progress and ensuring that we remain aligned with the highest standards of ethics and transparency.

We are also signatories to the Brazilian Business Pledge Against Roadside Sexual Exploitation of Children and Adolescents. This commitment reinforces our role in defending human rights and protecting children and adolescents, ensuring that our operations and value chain are free from any form of sexual exploitation.

In 2024, we conducted corruption risk assessments at 100% of our 23 production units. During these assessments, we identified significant risks, including fraud, embezzlement of money or assets, favoritism, conflicts of interest, improper payments such as bribes and facilitation payments, failures in stock control, input records and production processes, and the misuse of company resources for personal purposes. Risks were also

detected entailing non-compliance with internal policies, such as purchase splitting and false quotations and the conduct of third parties acting on behalf of the company, such as customs brokers. Other risk factors include inadequate criteria for supplier approval and review, the absence of controls over inputs and products and the broader context of perceived rife corruption in the country. [GRI 205-1](#)

These risk assessments are fundamental to identifying vulnerabilities and guiding preventive and corrective measures aimed at ensuring the integrity of our operations. During the period, no fines or non-monetary sanctions were applied for non-compliance with laws and regulations, nor were any confirmed cases of corruption identified in our operations. We also recorded no amounts paid in fines from previous periods. We confirm that there were no significant cases of non-compliance during the period, based on our materiality threshold, which defines significant to mean any case involving fines exceeding R\$ 500,000. [GRI 2-27, 205-3](#)



Our employees receive ongoing information about integrity.

Conflict of interest management [GRI 2-15](#)

Our commitment to ethics and transparency includes ensuring that all decisions are made in the best interest of our business. For this reason, we have the Related-Party Transactions and Conflicts of Interest Management Policy ([available here](#)). This policy guides our executives and board members, providing guidelines to ensure that our actions remain aligned with our objectives and values.

The policy establishes that related-party transactions must be carried out under fair conditions, with objective and transparent criteria. When necessary, we seek payment methods that reflect these conditions and report any potential conflicts of interest to our stakeholders – including situations such as cross-membership in other governing bodies or cross-shareholding with suppliers and other relevant parties.

Elsewhere, we strictly follow the provisions of Article 20 (6) of our Bylaws, which prohibits Board of Directors members from accessing information or participating in meetings on matters that may pose a conflict of interest. This measure strengthens trust in our decisions and safeguards the impartiality of our governance.

Risk management

GRI 3-3, TCFD 3 C

We are committed to corporate risk management with the goal of preserving and developing our values, assets, reputation, competitiveness and business continuity. We adopt a model aimed at identifying, understanding, assessing and defining responses that reduce or mitigate potential loss situations. Furthermore, we seek to instill this process into the daily routines of our business through structured tools that support decision-making at all management levels.

Our risk management process follows the guidelines of ISO 31000 and the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework and it encompasses the following steps:

- **Identification:** we identify causes and events that may impact our business and strategic objectives.
- **Analysis:** we assess the likelihood and impact of identified risks using a risk matrix.

■ Risk prioritization and threshold

definition: we determine acceptable risk exposure thresholds, based on analyses that consider expected return, the organization's capacity to absorb impacts and the feasibility of mitigation actions.

- Assessed risks are then **addressed** through initiatives defined and implemented by business area managers and process owners, with support from Compliance, to align our exposure with the approved thresholds. These initiatives must be approved by the Executive Board before implementation.

Risk responses may include: **acceptance**, when current measures are maintained to keep the risk at its present level; **elimination**, when actions are taken to completely eradicate the risk; **reduction**, when controls are implemented to reduce the risk's impact or likelihood; **sharing**, when part of the risk is transferred to third parties, such as insurers or partners.



Find out more

See the description of the company-specific risk exposure and mitigation actions in our Reference Form ([click here](#)).



Maria dos Santos,
fazenda Pamplona (GO)

Criteria and Categories

Our Risk Management Policy is based on ISO 31000:2009 to identify risks with financial impact. The process considers probability and impact scenarios categorized as strategic, financial, operational, regulatory and environmental (ESG), applying the following criteria according to operational complexity, external changes (climatic or regulatory), external interferences and internal control structures:

- **Business impact:** operational shutdowns classified as high (days), medium (hours), or low (minutes).
- **Financial impact:** high (> R\$ 6 million), moderate (R\$ 1 million to R\$ 6 million) or low (< R\$ 1 million).

Identified risks are classified by nature:

- **Strategic:** arising from strategic decisions or from a lack of capacity or ability to achieve our business objectives.
- **Operational:** related to processes, people and technology, impacting operational efficiency and resource utilization.
- **Financial:** involving the management of cash flows, fundraising and financial investments, exposing us to potential losses or penalties.
- **Compliance:** associated with the fulfillment of laws, standards, regulations and internal policies, including environmental, labor and tax legislation, among others.
- **ESG:** involving negative environmental and social impacts, and governance issues that could compromise our integrity.

In line with the COSO model, we manage risks through three distinct "lines of defense," which clearly and efficiently organize responsibilities to ensure that risks are properly identified, monitored and mitigated.

The first line includes business department managers and process owners. They are responsible for identifying and managing risks within their areas, reporting any events or trends that may indicate a potential risk or that exceed predefined exposure limits. They must also implement and track action plans to respond to risks and ensure that corrective measures are effectively executed.

The second line consists of support functions, including Compliance, which provide methodological support to other departments and promote information sharing and best practices. They are responsible for risk modeling and for defining exposure limits, always aiming to mitigate impacts. They also play a key role in supervising risk assessment processes, continuously monitoring external risks, proactively identifying new threats and disseminating tools to reduce potential impacts.

The third line of defense is Internal Audit, which periodically revisits audit plans to ensure that the most material risks are covered in the analysis procedures. It also evaluates the quality and effectiveness of risk management

processes, suggests improvements when needed and provides accurate information about the responses adopted to mitigate identified risks.

Risk management is a shared responsibility that involves the Board of Directors, the Statutory Audit Committee (CAE) and the Executive Board. The Board of Directors approves policies and guidelines and assesses the operational structure and internal controls. The CAE advises the Board, monitors the quality of risk management and recommends changes when necessary. The Executive Board, in turn, defines the risk management framework, oversees the assessment process and fosters a risk management culture across all levels of our team.



Find out more

See more details about our processes in the Risk Management Policy, available on our Investor Relations website ([click here](#)).

ESG agenda

SLC Agrícola's commitment to a development model that combines business vision with care for the social and environmental impacts of its activities is supported by governance aligned with best practices ([read more on page 30](#)). Through pioneering and leading initiatives, we strive to promote the ESG agenda throughout the value chain.

Each year, we update our objectives for the next five years during our Strategic Planning process. In 2024 we established seven priorities to guide our actions efficiently and effectively.

Priorities



Become carbon neutral in scopes 1 and 2 by 2030



Farm certification



Education incentives for all our employees



Create a safe environment for all



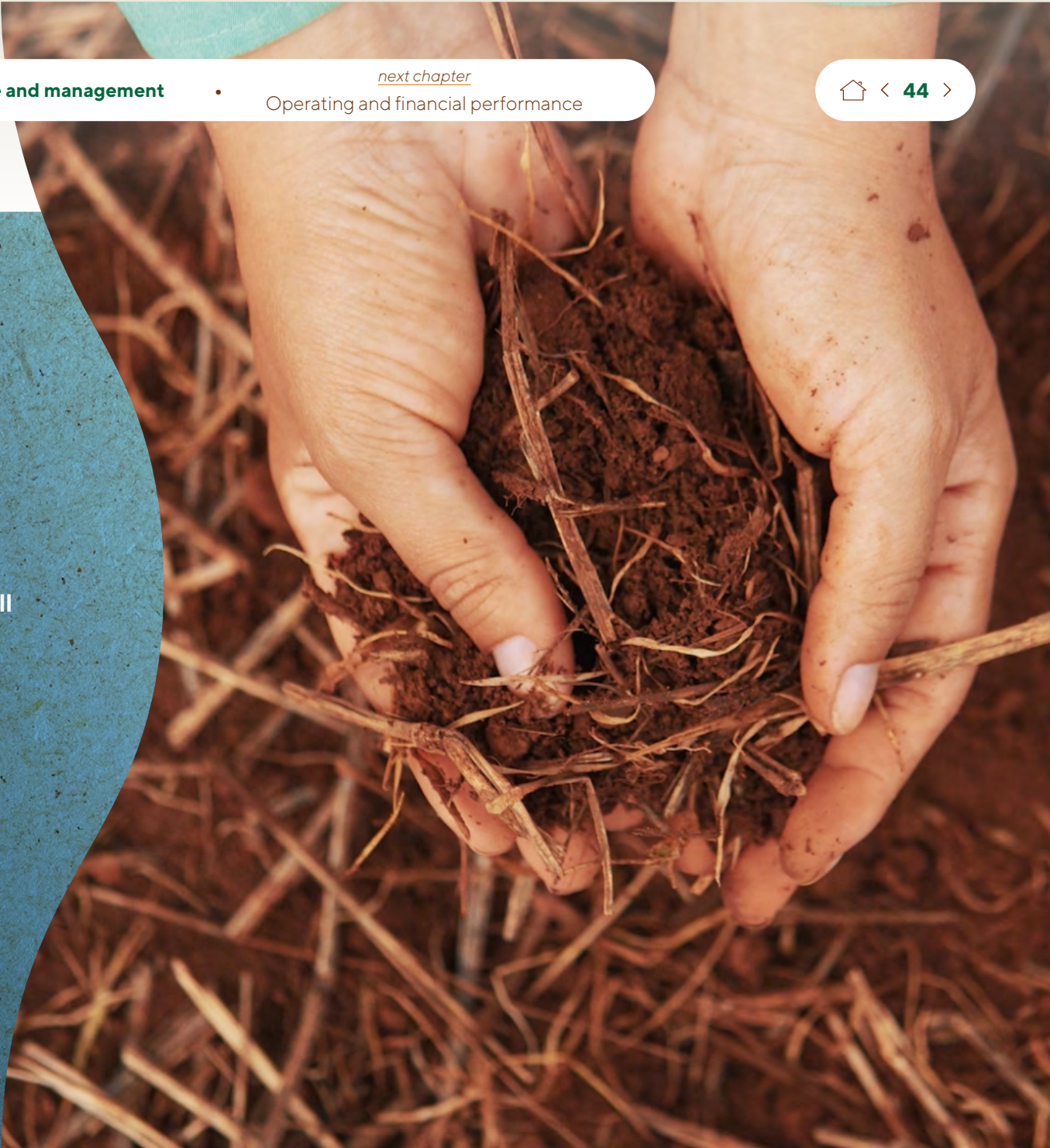
Structure and support for local communities










Expand circular economy practices on farms



Use of biologicals



Progress on strategic goals TCFD 4 C

Strategic goal	Goal	Timeframe	2024 Progress	How we plan to achieve it
 Become scope 1 and 2 carbon neutral by 2030	Achieve net zero in our operations across scope 1 and 2 emissions.	2030	0.180	Expansion of regenerative and low-carbon agriculture practices, protection of green areas and biodiversity (see our decarbonization plan on page 87)
 Farm certification	Certify 100% of our farms in our Integrated Management System (ISO 14001, ISO 45001 and NBR 16001).	2029	78% or 18 of our farms are currently certified, in addition to the headquarters. The certified farms are: Paiguás, Paladino, Palmares, Palmeira, Pamplona, Panorama, Pantanal, Parceiro, Parnaguá, Parnaíba, Paysandu, Perdizes, Pioneira, Piracema, Piratini, Planalto, Planeste and Planorte.	To achieve the goal of certifying all 23 of our farms, we will conduct detailed assessments at each unit, develop specific action plans and carry out internal and external audits to ensure that all practices and processes comply with certification requirements. In 2025, we will begin implementation at five farms: Prospera, Paineira, Preciosa, Pampeira and Pirapora. The certification of these units will follow a schedule that is yet to be determined.
 Education incentives for all our employees	100% of employees with a complete primary education.	2029	92%	Encouraging education among our employees. Our goal is to graduate 104 employees through the EJA (primary education) program in 2025.
 Create a safe environment for all	Zero lost-time injuries.	2029	1.94	Reduce our lost-time injury rate every year.
 Structure and support for local communities	Implement our Sewing Sustainability program in all municipalities where we operate.	2029	In 2024, we rolled out the program in five municipalities – Querência (MT), Balsas (MA), Barreiras (BA), Correntina (BA) and Luis Eduardo Magalhães (BA) –, equal to 21.7%.	In 2025, the program will be implemented in eight more municipalities – Formosa do Rio Preto (BA), Tabaporã (MT), Sapezal (MT), Diamantino (MT), Sinop (MT), Campo Novo dos Parecis (MT), Nova Mutum (MT) and Santa Rita do Trivelato (MT) –, totaling 56.5%.
 Expand the circular economy on farms	Implement the Circular Economy Program in 100% of the farms.	2029	Implemented: 30.4% (7/23). The project is already fully operational at the Pamplona (GO), Pioneira (MT), Parceiro (BA), Parnaguá (PI), Piratini (BA), Panorama (BA) and Paladino (BA) farms.	It involves reorganizing infrastructure to implement a circular model, training people to sort waste according to this model and initiating the setup of an eco-factory at each farm. The project is currently being rolled out and is expected to be completed in 2025 at the Pantanal (GO and MS), Planalto (MS), Paiguás (MT) and Palmares (BA) farms.
 Use of biologicals	Increase the use of bioinputs	2029	We are identifying opportunities and investing in innovations that will allow us to increase the share of biologicals in our operations and based on this, we will define the percentage of their representativeness.	



Jennyfer da Silva
and Maria Ribeiro,
Pantanal farm (MS)

In 2020, we created an ESG Committee to strengthen the assessment of sustainability-related issues and improve our strategic outlook ([read more on page 35](#)). With the goal of supporting the Board of Directors in its decision-making, the Committee holds bimonthly discussions on climate change adaptation, environmental management, occupational health and safety and social investments. These meetings are also opportunities to monitor projects and track the performance of ESG-related indicators. One of the leading initiatives is the investment in a climate change impact simulation project for our farms. This study enables us to understand shifts in rainfall patterns and plan mitigation actions to reduce impacts on production.

More broadly, ESG topics are reviewed by the Board of Directors at least quarterly, focusing on KPI evaluation and the

definition of strategic investments. During strategic planning, the ESG Committee leads an annual cycle of lectures involving managers and executives, promoting critical analysis and the identification of risks and opportunities for sustainable development.

In 2024, we launched our Sustainability Policy, approved by the ESG Committee—an advisory body to the Board of Directors—reinforcing our commitment to environmental protection, biodiversity and the conservation of native vegetation. This policy covers climate change mitigation, waste and water resource management and responsible input consumption. It also espouses our commitments to human rights, fair labor relations, occupational health and safety and employee well-being. In our relationships with communities, we aim to go beyond regulatory compliance by championing respect and continuous improvement. Our approach includes

proactive engagement to prevent and resolve externalities, while building bridges with local organizations and stakeholders. Our Sustainability Policy covers all products, operations, services, logistics and distribution. It also outlines roles and responsibilities at various organizational levels regarding these topics. Governance and performance in areas such as the environment, health and safety and community relations are structured within the ESG Committee, the Executive Board, relevant management teams and the SLC Institute.

**Find out more**

In September 2024, we published our Sustainability Policy ([available here](#)), guiding our strategy and bolstering our Big Dream.

Aligned with global sustainable development agendas, we have been signatories of the United Nations Global Compact since 2015 and are members of the Food and Agriculture Working Group of the Global Compact's Brazilian Network. This group aims to sponsor solutions aligned with the 2030 Agenda and the Sustainable Development Goals (SDGs), with a particular focus on SDG 2 (Zero Hunger and Sustainable Agriculture), SDG 8 (Decent Work and Economic Growth), SDG 12 (Responsible Consumption and Production), SDG 13 (Climate Action) and SDG 15 (Life on Land).

We also abide by the Ten Principles of the UN Global Compact and the Food and Agriculture Business Principles (FABPs). In 2024, we joined the Global Compact's Net Zero Ambition Movement. This initiative encourages Brazilian companies to set ambitious greenhouse gas reduction targets aligned with the planet's urgent needs. We are committed to working with science-based targets to ensure a meaningful transformation toward a more sustainable future.

Also in 2024, we signed up to the Global Compact's Circular Connection Movement. By joining this initiative, we committed to collaborating with the UN Global Compact in Brazil and other participating organizations to expedite the creation of opportunities and investments aimed at transforming business models toward the circular economy. This movement seeks to drive the generation of economic, natural and social capital, helping effectively reduce all forms of pollution.

In 2024, we joined circular economy efforts by joining the

Circular Connection Movement



Inara Martins,
Paiguás farm (MT)

Certifications and quality

GRI 3-3 Environmental management system, 3-3 Product certifications and traceability

The pursuit of quality in our products and services permeates our entire operational structure. To ensure the level of excellence that epitomizes us, we adopt best management practices and hold various certifications that make up our **Integrated Management System (SGI)**, demonstrating our commitment to a comprehensive management approach that encompasses environmental, social, health and safety dimensions. The SGI is based on the ISO 14001 (Environmental Management System), ISO 45001 (Occupational Health and Safety) and NBR 16001 (Social Responsibility) certifications. In 2024, four more farms were certified under the SGI, reaching 78.3% of our goal ([read more on page 108](#)). Obtaining these certifications requires implementing actions focused on the prevention and control of significant environmental, social and occupational impacts, along with effective risk management and continuous performance improvement. This work also involves legal compliance monitoring,

stakeholder training and awareness, clear role definitions and both internal (verification by company's own specialists from headquarters) and external audits.

In 2024, we expanded regenerative practices certification under the **regenagri** standard to four additional farms (Pantanal, Planorte, Palmares and Planeste), joining the two farms certified in 2023 (Planalto and Pamplona). These cover a total area of 137,000 hectares—equivalent to 15% of our total planted area. We aim to reach 485,000 hectares by 2029, which will represent 70% of our total area. Regenagri promotes best practices such as biodiversity preservation, sustainable water use, carbon sequestration and soil health, applicable to all commodities produced on certified farms.

Our soy and corn are certified by the **Round Table on Responsible Soy (RTRS Certified Soy)**. In 2024, the Paladino farm (BA) received this

certification, becoming our 16th unit to earn it. Altogether, our certified soybean area reached 244,812 hectares and our certified corn area totaled 86,695 hectares. Our corn accounts for 20% of the global production certified under RTRS, which in 2023 amounted to 4,370,407 tons, reaffirming our commitment to responsible agriculture.

We also maintain various certifications that ensure high standards of quality. Our cotton has **Responsible Brazilian Cotton (ABR) and Better Cotton Initiative (BCI)** certification. BCI promotes regenerative agriculture principles, water resource management, ecosystem and biodiversity conservation, reduced use of pesticides, fair working conditions and high fiber quality.

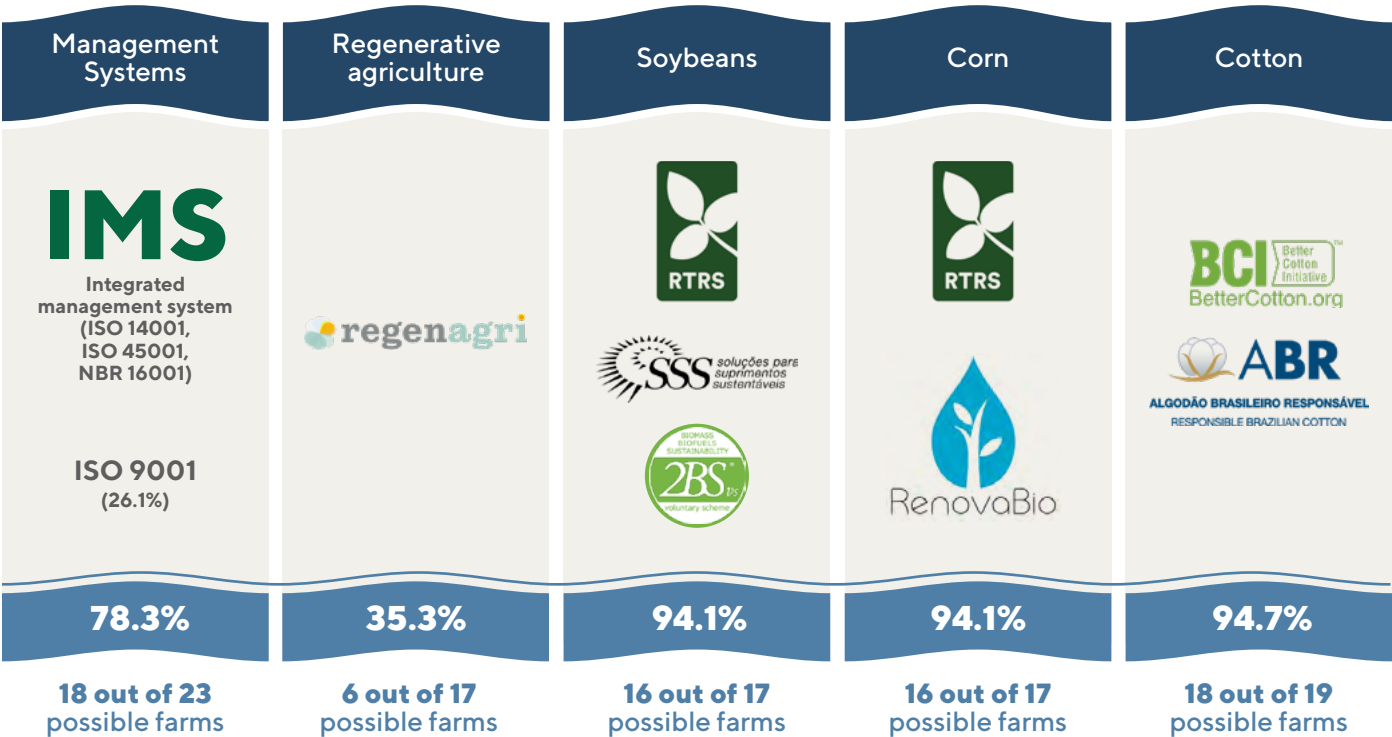
We also earned Sisbov certification for all our **livestock** operations, including the Planalto, Pantanal and Pampeira farms. The Brazilian Cattle and Buffalo Unique Identification System (Sisbov)

ensures individual animal traceability, in line with sanitary regulations required by international markets. This certification reflects our commitment to quality and food safety, strengthening our presence in the global market.

We hold **ISO 9001** (Quality Management System) certification in seven units covering grain and cotton storage and processing, visual quality classification at the Pamplona farm and specific processes at headquarters. In 2024, we also earned ISO 9001 certification for SLC Sementes in cotton seed production processes in Bahia. In the seed segment, we are pioneers in traceability. Our clients can view detailed information about soybean and cotton seed batches by scanning a QR Code on the packaging, including up-to-date images of field test plots for each lot. Before shipping, all seed batches undergo rigorous field testing to ensure the quality and reliability of the seeds provided.

In addition to these certifications, our products are also certified under the Sustainable Sourcing Solutions (3S) scheme and other chain-of-custody certifications, such as the 2BSvs (Biomass Biofuel Sustainability voluntary scheme). Our 14 farms also house grain storage facilities compliant with requirements for Natural Environment Storage Facilities - UAAN under Ministry of Agriculture (MAPA) Normative Instruction no. 29 of June 2011.

Certifications, by percentage of farms



Onça-Pintada Certification

In 2024, the Pioneira farm received the Jaguar Certificate (Certificado Onça-Pintada). Instituto Onça-Pintada (Jaguar Institute – IOP) awards this certificate to productive rural properties developing sustainable agricultural practices that foster the responsible use of natural resources and environmental protection. The certificate is aimed at rural producers and enterprises operating in areas where jaguars are present, whose sustainable practices contribute to the species' conservation. This is a voluntary process adopted by those committed to preserving the species and the environment more broadly.

We believe that preserving the jaguar from extinction is a responsibility shared by all of society and that landowners have a leadership role in decisions that will determine the success of this endeavor, benefiting future generations. In Brazil, around 75% of the jaguar's distribution occurs on private lands, which account for approximately 60% of the national territory. Fully Protected Conservation Units, which cover less than 10% of the country, are not large enough to ensure the long-term genetic viability of isolated jaguar populations. For the exchange of genetic material to occur—essential to the species' survival—populations must move through landscapes occupied by farms or rural enterprises.

Responsible use of GMO

SASB FB-AG-430b.1

We do not conduct genetic studies or modifications of cultivars. However, we do purchase genetically modified (GMO) seeds from previously evaluated suppliers. These suppliers must hold all licenses required by Brazilian legislation and be approved by the National Technical Biosafety Commission (CTNBio).

Aiming for greater efficiency and productivity in our field operations, we use GMO varieties of soy, corn and cotton that are more resistant to pests and infestations. This trait helps reduce the use of crop protection products and lowers water and packaging consumption, directly reducing environmental impacts.

In the case of soy and corn, all our customers are informed about the use of GMOs and authorization for their sale is formalized in the contracts. In the case of cotton, there

is no such distinction, as the product is marketed in unlabeled bales.

We recognize that the use of GMOs raises concerns. Some studies point to a relationship between genetically modified crops and the emergence of resistant pests and weeds. Other issues include the potential transfer of genes to non-target species and cross-pollination between GMOs and non-GMO or wild plants. These impacts are widely researched and findings may vary depending on factors such as local context, agricultural practices and environmental conditions.

However, there is evidence that the responsible use of GMOs can be sustainable—especially when combined with sound management practices like those we implement. One such practice is the sanitary break (*vazio sanitário*), which involves

keeping cultivation areas free of host plants for a specific period. This technique disrupts the life cycle of pests and diseases, protecting crops such as soy and cotton.

We are committed to deploying technologies that boost productivity in a sustainable way, minimizing environmental risks and promoting food security. Our goal is to balance innovation and responsibility to meet market demands while complying with regulations and protecting the environment.

Biotechnology.

when paired with transparency and responsibility, drives efficiency and productivity.



In this chapter:

- Operational performance
- Keeping our people and operations safe
- Financial and economic outlook



Operational **AND FINANCIAL PERFORMANCE**

Operational performance

[GRI 3-3 Innovation and Productivity](#)

The 2023/24 crop year presented significant challenges due to adverse conditions caused by the El Niño phenomenon, intensified by climate change. Below-average rainfall and high temperatures—especially in western Mato Grosso—affected the early development of soybean crops. Despite these difficulties, the entire soybean crop was harvested, reaching a yield of 3,264 kg/ha. This result was 17.5% below the budgeted target but still exceeded the national average by 2% (CONAB – February 2025).

Despite being impacted by irregular rainfall and heatwaves in Maranhão, Corn reached a productivity of 7,093 kg/ha—only 6.5% below the budgeted target and 29.2% above the national average (CONAB – February 2025). Cotton thrived, with yields in line with the budget (1,922 kg/ha of lint cotton) and 0.9% higher than the national average. A historic milestone was achieved at the Pamplona farm, where lint cotton production reached 164 arrobas per hectare over more than 8,400 hectares.

The average cost per hectare in the 2023/24 season dropped by 6.9% compared to the previous season, mainly due to lower prices of key inputs. For the 2024/25 crop year, we are projecting an additional 5.4% cost reduction, given the declining prices of fertilizers, crop protection products and seeds—directly tied to commodity price fluctuations.

In terms of hedge strategies, we made significant progress in protecting our production. In the 2023/24 season, 100% of soybeans, 100% of corn and 91.8% of cotton were hedged. For the 2024/25 season, as of now, we have hedged 75.1% of soybeans, 49.1% of cotton and 35% of corn. We also took advantage of favorable exchange rate moments to lock in currency rates. We forecast a planted area of 731,600 hectares, representing a 10.6% increase compared to the previous season. By March 2025, 100% of the planned area for corn and cotton had been planted and 65% of soybeans had been

harvested. The crops are showing good early development, supporting yield expectations in line with projections.

In the seed market, we sold a total of 1,211,455 bags of soybean seeds in 2024, counting both sales volume and internal use—an 18.7% increase over the previous year—and 143,759 bags of cotton seeds, up 10.6% from the previous period.



Find out more
Performance data from the 2023/24 season is available in the [Management Report](#).



Keeping our people and operations safe

[GRI 3-3 Health and safety](#)

Safety indicators for people and operations are as important as production and financial results. We recognize that the health and well-being of our employees, partners and communities are central to our operations and critical to the sustainable growth of our business. We continuously invest in processes, technologies and practices that foster a safe workplace, reinforcing our commitment to operational excellence.

Occupational safety

[GRI 403-1, 403-2, 403-4, 403-5, 403-7](#)

Safety is a top priority in our operations and our commitment to achieving zero accidents drives all our initiatives. We continuously strive to ensure a safe environment at SLC Agrícola, encouraging preventive measures, employee awareness and effective emergency response. Our Integrated Management System (SGI) covers all sites, activities and workers under our control—including employees and contractors. This

system meets legal requirements including national and international standards and regulations (such as ILO conventions), the Civil and Penal Codes, collective labor agreements, sector regulations, licensing and authorization requirements, inspection and audit obligations and civil and criminal liability standards. This system is based on ISO 45001 and on the Regulatory Standards of the Ministry of Labor and Employment.

Our Occupational Health and Safety (OHS) team is responsible for serving our employees, conducting medical exams and identifying groups with comorbidities who receive preventive guidance and continuous monitoring. Outsourced workers also have access to this support in the units they operate in. All our units are equipped with first-aid rooms, ambulances and specialized teams to handle emergencies and refer cases to nearby health services. We also have three occupational physicians strategically located by region to lead our Occupational Health Surveillance Program (PCMSO), ensuring

The management of this material topic is rooted in a firm commitment to zero accidents, active prevention, continuous training and swift, effective **emergency response.**

efficient service delivery. Personal health data related to workers is stored in systems that comply with Brazil's General Data Protection Law (LGPD) and is accessible only to health professionals, ensuring privacy and confidentiality. In emergencies, we also rely on trained brigades equipped to handle fires, evacuations and rescues, protecting both lives and property ([read more on page 56](#)) 🔍. [GRI 403-3](#)

We adopt a structured and comprehensive approach to identifying hazards, assessing risks and investigating incidents related to occupational health and safety. Through the Occupational Hazards and Risks

Survey (LPRO), embedded in the Risk Management Program (PGR) and the Rural Work Risk Management Program (PGRTR), we map and categorize risks across all our activities. These risks are assessed using a priority matrix, guiding mitigation measures that include training, implementation of standardized procedures and the provision of appropriate personal (PPE) and collective (CPE) protective equipment. We do not map hazards and risks posed by activities carried out by workers of operations or business partnerships not under our control. However, we require that companies operating within our units submit documentation supporting their risk assessments.



Guilherme de Souza,
Pantanal farm (MS)

These are reviewed by our occupational safety team as part of the supplier qualification process.

Our Consequence Policy is another key management pillar. It provides guidelines for standardizing health and safety processes, fostering educational actions and recognizing best practices. The policy establishes a set of 18 golden rules, setting guidelines for standardizing occupational health and safety processes in all operations. It also outlines disciplinary sanctions for noncompliance and features recognition programs for units, departments, teams, leaders and individuals who excel in preventive actions. On one hand, the consequence policy supports educational initiatives related to good practices and establishes disciplinary sanctions in case of violation of pre-established standards and procedures. The Safety Hour program builds on this by engaging leadership across all our farms to prioritize workplace safety by conducting inspections and implementing preventive actions.

The Behavioral Safety Program also strengthens leadership's role in fostering a safe workplace. It addresses behavioral issues and encourages worker engagement through recognition, while regular training sessions are conducted. In 2024, 100% of our employees received health and safety training, totaling 60,202 hours—an average of 9.93 hours per employee. These training programs—designed to teach workers how to perform tasks safely, ensure awareness of the risks posed by their activities and prepare them to mitigate those risks—cover all legal requirements from labor regulations, including: NR 33 (Confined Spaces), NR 35 (Work at Heights), NR 10 (Electrical Work) and Machinery operation training as per NR 12 and NR 31 (Mobile and Stationary Equipment), among others. We also use a variety of communication channels to address the topic of safety, such as the Toolbox Talks (DDS), email, corporate TV screens and WhatsApp to share safety information and best practices.

Our employees actively participate in the development, implementation and evaluation of the occupational health and safety management system through the Safety, Quality and Productivity Committee (SQP) and the Internal Rural Accident Prevention Committee (CIPATR). Composed of managers and coordinators, the SQP Committee meets monthly with workers to discuss safety and productivity, review suggestions and feedback and assess reported risk situations. The CIPATRs are composed of representatives elected by workers and appointed by management. They bring together employees to discuss infrastructure and process improvements, promoting accident and illness prevention. These commissions also organize the Internal Rural Accident Prevention Week (SIPATR), which engages teams in educational and preventive activities, including discussions on harassment and other forms of violence, in line with current legislation.

All accidents are analyzed and investigated by a multidisciplinary team that develops action plans to prevent recurrence. Once completed, the learnings gleaned from this work are documented in reports shared with safety teams across all units.

The Safety, Quality and Productivity Committee (SQP) conducts continuous analysis of indicators and trends, collaboratively determining process improvements through consensus. Its meetings also generate critical analysis records, as required by SGI standards and assess employees' compliance with established routines and procedures.

In 2024, we maintained our commitment to safety, recording both progress and challenges in caring for our team. Throughout the year, we recorded a total of 16,483,242 hours worked, with 32 reportable accidents, resulting in an incident rate of 1.94. One of these was a serious accident, corresponding to a rate of 0.06.

Despite our best efforts to keep the workplace safe, we are saddened to report two fatal accidents: one involving a direct employee during maintenance activities on a corn platform; and another involving a contractor while replacing a brake system

hose. We deeply regret these tragedies and worked closely with the families to provide support and take all the necessary measures.

[GRI 403-9](#)

The serious accident involved a motorcycle accident, which had already been identified as a relevant risk through in our Occupational Hazard and Risk Survey (LPRO). To address this, we launched a pilot project on one of our farms using a motorcycle telemetry system. This system limits maximum speed, helping to forestall similar accidents in the future. [GRI 403-9](#)

To fortify our Occupational Health and Safety (OHS) culture, we are implementing actions based on our Behavioral Safety Program. The initiative is structured into four phases: mentorship sessions with corporate

leadership; a Safety Climate Perception Survey with all employees; development of an action plan based on opportunities identified in the survey; delivery of refresher training across all farms focused on risk perception, an ownership mindset and frontline accountability on all farms. The first two phases were completed in 2024 and the final two will be carried out in 2025.

No cases of occupational illness were recorded during the year, reflecting our continuous efforts to foster a healthy workplace. All workers—both direct employees and contractors—are included in our hazard and risk management systems related to occupational diseases, with preventive measures broadly and rigorously implemented. [GRI 403-10](#)

The Parnaíba, Parceiro, Planeste, Piracema, Panorama, Pamplona, Palmares and Parnaguá farms recorded
zero accidents in the 2023/24 crop year.



Cotton gin,
Pamplona farm (GO)



Team trained for
emergency response

Fire prevention and response

We do not use burning practices in our operations and have strict controls to preserve areas with native vegetation.

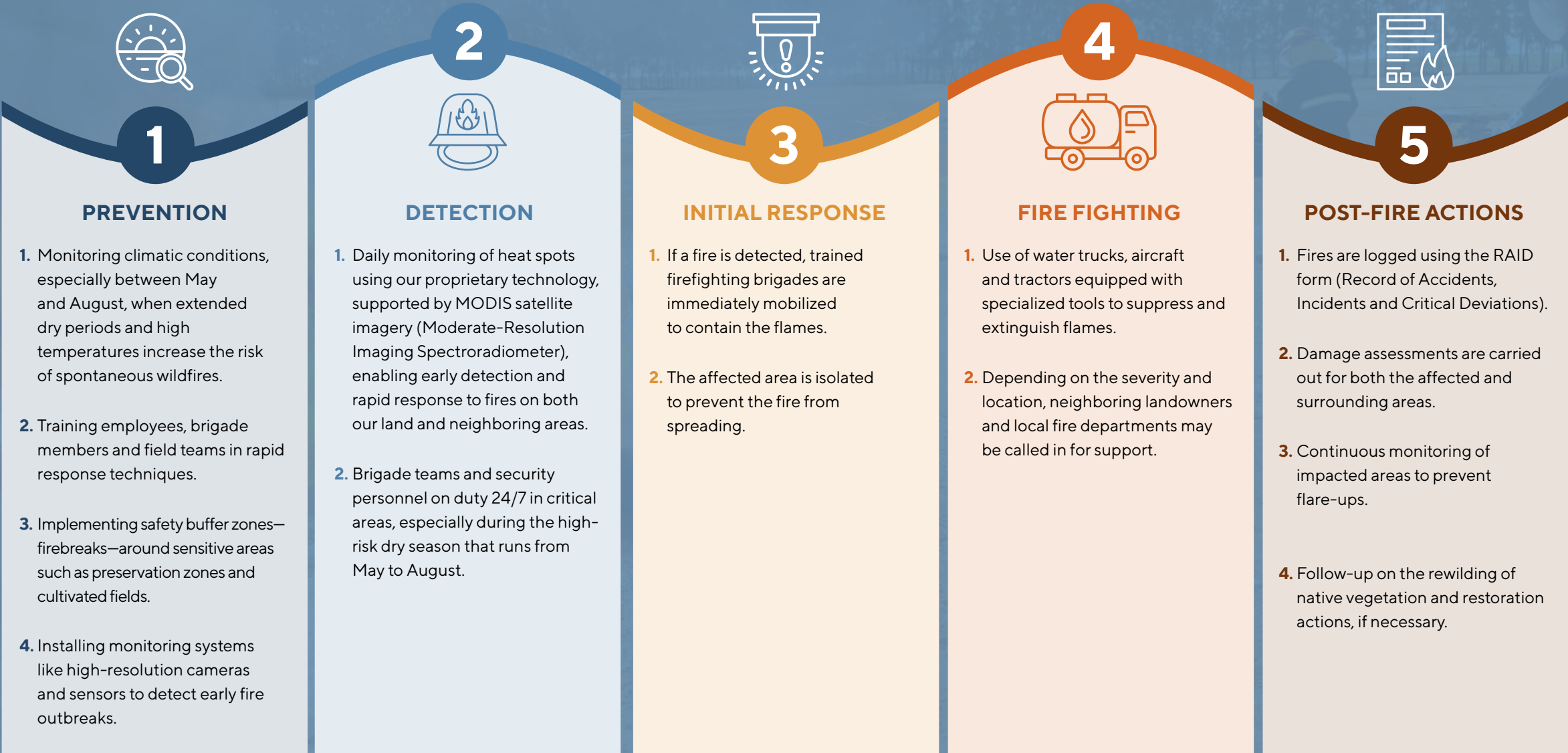
We are fully aware of the fire risks inherent to the Cerrado biome, where the combination of high temperatures, low humidity and dry organic matter creates ideal conditions for fires—especially between May and August. Such events can cause significant environmental, financial and reputational impacts. However, we are fully prepared to prevent and, when necessary, respond to these events swiftly and decisively, based on a robust Fire Emergency Plan.

We have developed our own real-time monitoring system that uses georeferencing and satellite imagery to detect heat spots. This system is used across all our units, especially during periods of low humidity and high temperatures. We also conduct monthly analyses to prevent trespassing or unauthorized interventions in our areas.

All our units are equipped with water trucks and trained fire brigades ready to respond quickly. Vulnerable areas are also protected by surveillance and we use preventive resources such as firebreaks, strategically placed roads and adaptations to our equipment and vehicles—for example, our tractors are equipped with box blades to help suppress flames.

Preserving the Cerrado biome, respecting local communities and promoting sustainability across our operations reflect our determination to build a more balanced and sustainable future for all.

Fire prevention and firefighting steps

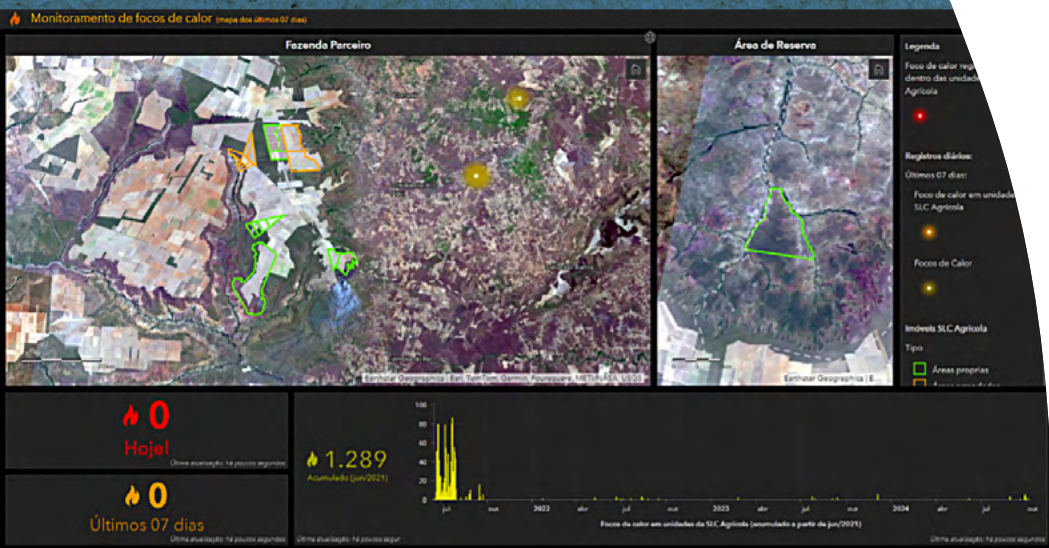


Advanced technology for preventive monitoring

In 2024, we began implementing a proof of concept (PoC) for cameras with smoke and heat detection technology to enable preventive fire monitoring in agricultural and preservation areas. This initiative is part of our ongoing commitment to environmental risk management, fully aligned with our ESG strategy.

The system uses artificial intelligence to generate automatic alerts in case of anomalies, enabling fast and effective responses. Preliminary results indicate strong potential to ease environmental and financial losses.

Fire monitoring via MODIS satellite images



R\$ 20.7 million
invested in prevention and firefighting (2022–2024)

30.2%
reduction in preserved areas affected by fires in 2024

In 2024, our fire response infrastructure and investments were impressive. We had 135 trucks (firefighting and water tankers) and a total of 13,781 m³ of water stored and ready for use in firefighting. We also had 640 active brigade members trained to act in emergency situations. From 2022 to 2024, we invested R\$ 20,710,953 in fire prevention and control measures.

Throughout the year, we experienced multiple fires, especially during the third quarter, which led to the burning of 8,021 hectares of preservation areas. This represents a 30.2% reduction compared to 2023 and corresponds to approximately 7% of our total preserved native vegetation area. We are closely monitoring the recovery of these areas, which typically regenerate quickly due to the favorable natural conditions of the Cerrado biome. In cases where regeneration does not occur—because of repeated fire damage—we are prepared to implement restoration actions (see more on page 83).

Information security

Information security and data protection are strategic priorities and are given direct oversight from the Board of Directors and executive management. Our board-approved Privacy Policy establishes strict operational standards to ensure the security of collected personal data. We have rolled out technical, physical and administrative measures to mitigate risks—including encryption, firewalls, access controls and authorization protocols. All data is securely stored and retained in accordance with legal and regulatory requirements. This commitment ensures that information security governance remains a fundamental pillar of our operations, protecting data from unauthorized access, loss, alteration or improper disclosure.

Financial and economic outlook

We closed 2024 with a net revenue of R\$ 6.9 billion. However, lower soybean productivity during the 2023/24 crop year impacted net revenue, which fell 4.4% compared to 2023.

Our Adjusted EBITDA was R\$ 2.04 billion, resulting in an Adjusted EBITDA margin of 29.4%. Net income was R\$ 481.72 million, a decrease of 48.6% on the previous year. This performance was mainly affected by lower gross margins in soy and corn, due to declines in planted area, productivity and crop prices.

Free cash flow was R\$ 34.3 million, reflecting the lower yields of soy and corn in the 2023/24 crop year and investments made to expand the planted area for the 2024/25 crop year. Despite this, our Net Debt / Adjusted EBITDA ratio closed the period at 1.80x.

We invested R\$ 1.10 billion in 2024 (CAPEX), targeting works such as general renovations, irrigation systems, grain silos, cotton ginning plant and machinery upgrades, with a focus on new planters. These investments position us well for the future, helping us tackle challenges and seize emerging opportunities.

Direct economic value generated and distributed GRI 201-1

Direct economic value generated (R\$)	2022	2023	2024
Added value to be distributed	4,548,889,160.64	3,193,076,992.10	2,980,578,817.70

Economic value distributed (R\$)	2022		2023		2024	
	Amount (R\$)	Percent	Amount (R\$)	Percent	Amount (R\$)	Percent
Operating expenses	0	0	0	0	0	0
Employee wages and benefits	608,733,251.23	13.4%	690,136,021.40	21.61%	770,796,224.22	25.86%
Payments to providers of capital	1,336,732,795.06	29.4%	937,980,021.23	29.38%	481,722,750.42	16.16%
Payments to government (by country)	970,268,412.74	21.3%	206,620,511.61	6.47%	-47,557,943.82	-1.60%
Interest on borrowed capital	1,633,154,701.61	35.9%	1,358,340,437.86	42.54%	1,775,617,786.88	59.57%
Total	4,548,889,160.64	100	3,193,076,992.10	100	2,980,578,817.70	100

Economic value retained (R\$)	2022	2023	2024
Total	0	0	0



Team ready to begin the harvest at Paiaguás farm (MT)

Green finance

Our strategy for raising financial resources is intrinsically aligned with the sustainability criteria that permeate our activities. Since 2020, we have committed to sustainability-linked targets through green financing initiatives, including the issuance of R\$ 480 million in green Agribusiness Receivables Certificates (CRA). The funds were allocated to the Digital Agriculture, Low Carbon and Soil Conservation and Green Fertilization programs at 14 farms. We settled the bonds in December 2022 and made an early payment to investors—a move that reflected our debt strategy, in pursuit of growth opportunities.


We maintained the commitments established under our green financing operation, monitoring the indicators of the projects covered by the secured bond through 2024. This included the optimization of processes and equipment, which enabled reductions in fuel consumption. In 2024, our

machinery continued to demonstrate greater efficiency, with the use of telemetry tools. Fuel consumption by S790 grain harvesters reduced by 4% and 9R640 tractors by 3% compared to the previous year. These results were achieved through our continuous improvement program, which leverages technology and efficient operational planning to reduce machine passes in the field—aiming to boost productivity while minimizing waste.

We continue to study and implement best operational practices to ensure higher efficiency with our new equipment. In 2024, we acquired 15 new machines, including eight sprayers and seven tractors and planters, to enable us to work faster and more efficiently—especially in response to shorter planting, spraying and harvesting windows. Investment totaled R\$ 18.8 million. In addition, the area planted with cover crops rose to 149,545 hectares, which led to the capturing of 274,415 tons of CO₂ on the farms linked to the financing.

Tax management

GRI 3-3 Ethics and compliance

Our approach is guided by our Tax Policy ([available here](#)) , which defines practices to ensure full compliance with tax obligations while mitigating risks and promoting corporate responsibility. We are committed to strictly complying with all applicable tax laws and regulations in our geographies, always taking relevant interpretations and jurisprudence into account.

All fiscal transactions and decisions are transparently and clearly documented. We do not use artificial structures to reduce tax burdens, nor do we acquire companies or subsidiaries in tax havens or low-tax jurisdictions—unless these interest held is noncontrolling and indirect and always in full compliance with transfer pricing legislation. We take an ethical stance in all our tax practices, avoiding any behavior that could be interpreted as tax evasion or abusive tax avoidance. We recognize

our social responsibility and our role in contributing positively to economic and social development by paying our fair share of taxes in our geographies.


To ensure responsible and efficient tax management, we maintain a Tax Committee composed of professionals from the tax, legal and accounting department, alongside independent external advisors. This committee performs strategic tax planning aimed at achieving efficiency without compromising compliance with current legislation. We also invest continuously in technology to enhance tax management control and efficiency.

We constantly identify, monitor and review tax risks, integrating them into our corporate risk matrix. We follow the guidelines of Technical Pronouncement 25 (CPC 25) for establishing tax provisions to the letter, also

relying on evaluations by specialized external advisors.

We also maintain open and collaborative communication with tax authorities, providing accurate and timely information whenever requested. We are committed to resolving tax disagreements or disputes amicably, resorting to appropriate administrative or judicial procedures when necessary.

Efficiency,
combined with legal compliance
and responsibility, underpins our
approach to tax management.



Aschiley Lima, Celso
Rolli and Jerdilania
Brito, Planalto farm (MS)

In this chapter:

- Workforce profile
- Managing and developing talent
- Health & well-being
- Diversity and inclusion

OUR Team

GRI 2-29



Workforce profile

In 2024, 6,065 employees – including 814 women and 5,251 men – contributed to every achievement presented in this Report. All are covered by collective bargaining agreements. At the end of the year, we also had 114 interns and 130 young apprentices. People lie at the center of everything we do and our relationship with the relevant labor unions is based on open negotiations and constant dialog. We value every voice and ensure everyone has a platform to contribute, as we believe a fair and collaborative workplace is essential for everyone's success. [GRI 2-7, 2-8, 2-30](#)

We fully respect our employees' right to freedom of association and maintain close relationships with rural worker unions and federations. We currently have collective agreements in the states of Bahia, Goiás, Maranhão, Mato Grosso do Sul, Mato Grosso and Rio Grande do Sul and we also participate in the Collective Convention of Piauí state.

We are committed to building a healthy, transparent and collaborative workplace where each employee has the opportunity for personal and professional growth. As a result of this approach, we are once again among the best agribusiness companies to work for, according to the ranking compiled by the consultancy firm Great Place to Work (GPTW), with 82% employee satisfaction. In the 2024 GPTW Agribusiness ranking, we ranked 12th in the Corporate category, making the list for the fifth time in as many years.

This recognition is the result of structured initiatives that place our employees front and center. We invest in development and training programs that include performance reviews, talent management, promotion of diversity and inclusion and initiatives focused on health and well-being.

The anonymous climate and engagement surveys conducted annually by GPTW

capture our employees' opinions and satisfaction about our workplace, evaluating several factors that contribute to a solid and inspiring organizational culture. These surveys cover everything from job satisfaction – measuring employees' external motivation – to purpose, evaluating the meaning they find in their work. They also analyze happiness indicators, which reflect emotional well-being in daily life and stress levels, helping identify challenges that impact mental health and team balance, among other topics. We use the results to prepare a corporate action plan, which is then broken down into specific plans for each department and unit, ensuring initiatives address each team's needs and specificities. This way, we can continuously improve our workplace and enhance our organizational climate. In 2024, 3,051 permanent employees participated in the engagement survey, representing 74% of our workforce.



Ketlen Pires, at the headquarters (RS)

Managing and developing talent

GRI 3-3 Socioeconomic impacts, GRI 3-3 People development, 404-2

We work tirelessly to create initiatives that sharpen the technical and behavioral capabilities of our teams, and develop leaders who are prepared to face the challenges of the sector. In 2024, we recorded an average of 50.8 hours dedicated to employee **training**.

Our **education ecosystem is composed of five pillars**: the Leadership Academy, with specific tracks for current (officers, managers and coordinators) and future leaders (interns, trainees and participants of the Potentials Program); the Business Academy, focusing on Procurement and Sales; the Agricultural Improvement Academy, aimed at technical staff; and institutional and specific solutions tailored to the needs of each team.

Among the year's highlights, the **Development Program for Officers, Managers and Coordinators** continued to prepare our leaders to act strategically and assertively. The program focused

on development in communication, psychological safety and mental health. The Leadership Academy trained 333 leaders across 100% of the farms and at the headquarters. Leaders were also trained on preventing moral and sexual harassment in all production units and at the headquarters.

We also began training in Contemporary Management for a group of 17 high-potential leaders from the headquarters and farms. The training includes 10 modules, one of which is international, in addition to 11 individual tutorials. This ensures that our leaders are equipped to meet the modern challenges of agribusiness.

At the **Agricultural Improvement Academy**, we included digital system training with eight modules aimed at production coordinators, Production Planning and Control (PPC), Activity Planning and Control (APC) and production trainees. During the year, 458 employees underwent training



Integra Program
mentor colleagues at
headquarters (RS)

at this academy. Elsewhere, the Potentials Program for Crop Coordinators continued, promoting 16 leaders — representing 73% of the internal promotion rate for the position of Crop Coordinator. In total, 32 professionals participated in the program. Meanwhile, we are implementing the Potentials Program for Production Coordinators, aimed at developing coordinators from other roles with degrees in agronomy to take on Production Coordinator roles. This way, we ensure the continuous growth and development of our internal talents.

We continue to move forward the **Integra Program**, an initiative designed to onboard new employees. In 2024, all newly hired employees participated in this process and 94% of them provided feedback for the Employee Net Promoter Score (e-NPS). This year, the program was enhanced with the introduction of a virtual reality experience of a farm, offering new employees an immersive tour of one of our farms. In addition, employees are supported during their first 45 to 90 days on the job.



Cicero Luiz and Vera Lucia,
Paiguás farm (MT)

During the year, the Integra Program was recognized with the **Top Human Being Award**, granted by the Brazilian Association of Human Resources (ABRH), which rewards the best people management practices and initiatives in Brazil. This recognition values projects that promote human and organizational development, highlighting our commitment to excellence in the onboarding and well-being of our employees.

Our **Trainee Program** also shone. Aimed at developing future coordinators, it combines leadership, personal development and business modules, mentorships with senior managers and a final project – “Make It Happen” – which challenges trainees to apply their acquired knowledge in a practical project that addresses a real need of the company. The goal is to encourage innovation and strategic thinking, while allowing trainees to demonstrate their leadership and project management skills. In 2024, 49% of the trainees were promoted to coordinators.

We remain committed to inclusive education and social impact. Through the **Youth and Adult Education program (EJA)**, we provide

full infrastructure – including transportation, classrooms and teaching materials – so that farm employees can complete their K-12 education. In 2024, 539 students participated in the program and 113 graduated, with a dropout rate of just 9%. Since 2017 over 2,000 staff have taken the program.

Another highlight is the **Education Assistance** program, which encourages our employees to pursue undergraduate courses and other technical training, as well as foreign languages. In 2024, the amount allocated benefited 175 employees – 111 in undergraduate courses, 43 in graduate programs, 19 in language courses and 2 in technical training.

In 2024, the **skills assessment** stood out as a key pillar of our management model. During the year,

539
farm employees were
EJA students in 2024

98.8% of direct employees participated in the process, which was significantly enhanced by revising the skills and launching the new performance management platform, SLC Cresce. This tool enables a more unified and multidimensional performance management approach, facilitating the monitoring of key indicators and integrating different perspectives into the review process. The platform gives leaders a complete view of the employee's journey, with centralized data. This includes 360° feedback (from peers, subordinates and other areas), promoting a more balanced and comprehensive review. The tool also supports both structured feedback sessions and agile conversations – frequent, targeted dialogs that allow for quick adjustments and continuous alignment between leaders and employees. It ensures that reviews take into account not only results but also behavioral skills, technical skills and alignment with organizational values.

This multidimensional performance review approach strengthens the culture of continuous development, enabling employees to clearly view their performance from different perspectives and to work more effectively on their professional growth.

Regarding compensation, we strive to remain competitive by conducting regular market surveys to ensure alignment with the minimum wages established in collective agreements. We offer an attractive package of financial and non-financial benefits, supported by Fundação SLC, which manages our partners to meet employees' needs. We highlight our Profit-Sharing Program (PPR) for all employees governed by the Consolidation of Labor Laws (CLT) and provide performance-based bonuses for all positions starting from management level. Launched in 2023, SLC PREV is our private pension benefit, available to employees on a voluntary enrollment basis.

Note that our compensation and benefits policies and practices are structured according to principles of ethics, legal compliance and respect for diversity, with no distinctions based on workers' nationality or immigration status. These policies are applied uniformly across all our geographies, ensuring fair and equal treatment for all.

GRI 13.15.5

Benefits package GRI 401-2

Benefits	Employees	Seasonal workers	Interns	Leadership ¹
Profit-sharing Program	X			X
Performance-based bonus				X
Stock option plan				X ²
Transportation tickets/chartered buses	X	X	X	X
Meal voucher/food voucher/canteen	X	X	X	X
Medical and dental care	X			X
Life insurance	X		X	X
Educational assistance and agreements with universities and educational institutions	X			X
Extended paid maternity leave (180 days)/ Extended paid paternity leave (20 days)	X	X		X
Houses/accommodations on the farms	X	X		X
Remote/hybrid work model, aligned with individual agreements	X		X	X
Wellhub/gyms on farms	X		X	X
Pension plans	X			X
Reimbursement for medications/pharmacy agreements	X		X	X
Telemedicine for emotional health	X		X	X
Daycare allowance	X			X

¹ Positions from management level upwards.

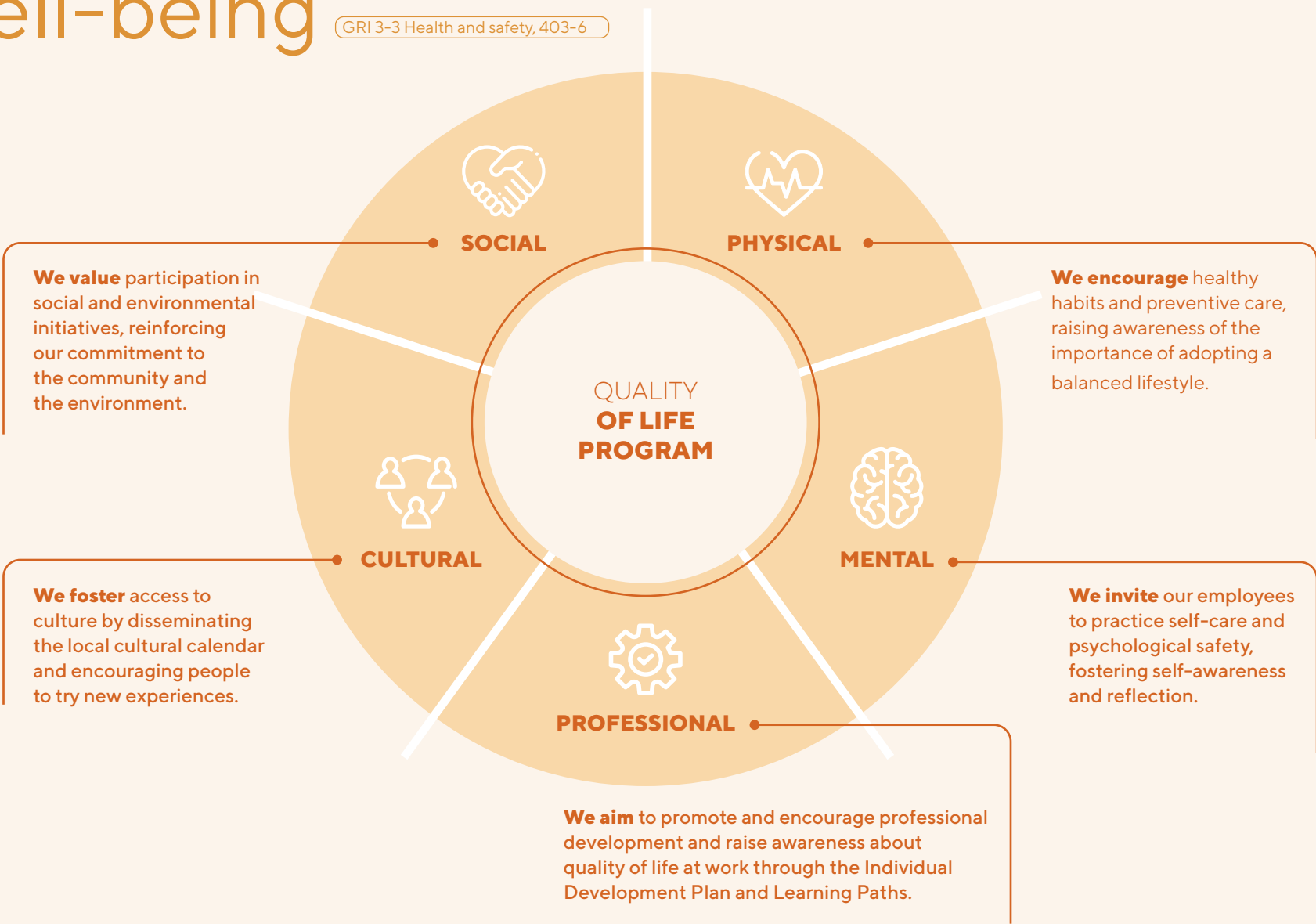
² Counts executives only.

Good health and well-being

GRI 3-3 Health and safety, 403-6

We believe that caring for the well-being of our employees is essential to building a healthy and productive workplace. Since 2015, the Quality of Life Program has carried out actions and activities aimed at encouraging healthy habits, supporting mental health, increasing access to culture, valuing our team and fostering social cooperation.

The program is structured around five pillars, each focused on an important quality of life dimension:



In 2024, we maintained established initiatives under the program, such as workplace exercises, and strengthened the benefits offered and the actions carried out. With the goal of stress relief and relaxation for all, we offered quick massage sessions, providing moments of rest and well-being at the headquarters. The introduction of the Prize Wheel under the culture pillar was a fun and engaging initiative too, encouraging employee participation in program activities both at the headquarters and on the farms. The Cine Pipoca (“Popcorn Cinema”) was also a hit, which provided employees with leisure and culture opportunities intertwined with moments of relaxation and fun. We also introduced Zumba and yoga workshops for our team – physical activities that, in addition to promoting health, served as excellent opportunities for integration and relaxation for employees.

In 2024, we extended the Health Week initiative to farms, ensuring that all employees had access to health and wellness activities regardless of their location. During this

week, we also administered flu shots for interested employees.

We strive to facilitate workers’ access to non-occupational medical and healthcare services. This included promoting the Dr. Alper app so our employees could access free medical teleconsultations. We also offer Wellhub, focused on physical and mental health and in 2024, we added Zenklub to the program – a platform that provides employees with mental-health-care resources. In addition, we ran periodic health campaigns focused on the prevention of diseases such as breast cancer, prostate cancer and sexually transmitted infections (STIs).

We also held events in partnership with Instituto SLC, encouraging our employees to register on the volunteer platform and actively participate in social initiatives. We also welcomed Instituto do Câncer Infantil (Children’s Cancer Institute), which presented us with the “Race for Life” – an initiative that mobilizes the community

in support of the institution’s cause and raises funds to pay for patient care.

Our commitment to our team’s health and well-being is also reflected in our focus on occupational safety ([read more on page 53](#)). These efforts show that our dedication goes beyond the workplace, encompassing holistic care for those who are part of our daily lives.

Mental health recognition

In 2024, we received the Emotional Health Excellence Seal from Great People Mental Health, in partnership with Great Place to Work (GPTW), recognizing our commitment to promoting mental health and psychological safety among our employees. The evaluation involved more than 6,000 companies and 2 million employees, and over 80 organizations were ultimately recognized. With a score of 78 on the index, we are classified at the Operational Stage.

Workplace exercises before work at the Pantanal farm (MS)



Diversity and inclusion

GRI 3-3 Diversity and inclusion

Our diversity and inclusion journey has shown consistent progress and in recent years, projects in this area have become the norm. For us, this commitment is reflected in concrete actions aimed at creating an inclusive, fair and innovative space where everyone feels respected and has equal opportunities for development.

One of the pillars of this agenda is “**Semear**”, our Diversity Program applied to all company and employees. Since its creation, the program has grown continually. In addition to ongoing initiatives focused on people with disabilities, Semear’s initiatives also target Women+, Race and Ethnicity, LGBTQIAPN+ and 50+. The program strategically promotes inclusion, through policies, processes and initiatives that strengthen equal opportunities within our team.

In 2024, the Program made significant progress in its diversity and inclusion initiatives, reflecting our commitment to fostering a more equitable and welcoming workplace for all employees. We implemented several actions over the

The Semear Program promotes gender, ethnic and age diversity and the inclusion of people with disabilities and LGBTQIAPN+ individuals.

course of the year that strengthened our organizational culture based on respect and appreciation for differences.

We invested in employee training, producing 45 **Diversity and Inclusion facilitators** at our farms and headquarters. These facilitators play a key role in spreading inclusive practices throughout our operations. We also carried out specific initiatives, such as the Brazilian Sign Language (Libras) course, which trained 46 employees and helped include deaf individuals in internal communications. Additionally, we implemented the **Diversity and Inclusion Learning Path**, aimed at providing meaningful experiences in empathy, active listening and the practice of essential values, with a focus on anti-ableism actions. More than 500 participants, including employees from five farms and the headquarters, went through four stages: “Please listen”:

an activity that increases understanding of essential resources for people with visual and intellectual disabilities; “Deciphering the Signs”: an exercise using figures in Brazilian Sign Language (Libras); “Circle and recognize”: a sensory path that challenges participants to identify objects and routes; and “Everyday anti-ableist practices”: a discussion circle to reframe ableist, racist, ageist and LGBTQphobic slurs.

Regarding **female representation**, we ended 2024 with 67 women in leadership positions, a 21% increase compared to 2023. This progress is also linked to the Women’s Leadership Program, which benefited 50 women throughout the year, promoting empowerment and the development of female talent within the company. In addition, reinforcing our commitment to well-being and inclusion, we inaugurated the Mom’s Room at the headquarters — a

*Nosso Sonho Grande
é impactar positivamente gerações,
ser o líder mundial em eficiência
na agricultura e respeitar o meio ambiente.*



Daiane Bekman, of the Pampa farm (MT) and Amanda Ely, from headquarters (RS)

breastfeeding space. This environment was designed to provide comfort, privacy and safety for breastfeeding employees, ensuring they can balance their professional responsibilities with their caregiving needs. This reflects our respect for the journey of mothers at SLC Agrícola and our support for family health and development.

We also launched the pilot edition of the Agricultural Machinery Operations Course, developed in partnership with the Maranhão Association of Cotton Producers (Amapa), the National Industrial Training Service (Senai) and Lavanorte. The course had a positive impact on the lives of 14 women, with 3 being recruited into our team – helping knock down the barriers to women’s entry into agribusiness.

As for actions focused on ethnic and **LGBTQIAPN+** diversity, we ran an awareness campaign for all employees, aimed at raising awareness and promoting respect and appreciation for differences through knowledge.

The results of the **Diversity Census** conducted at the end of 2023 showed that nearly 65% of our employees identify with our commitment to respecting diversity and providing a safe space for all. We identified areas for improvement, such as the representation of Black individuals, who currently make up 12% of our workforce. In response, we are implementing an ethnic-racial diversity awareness campaign, launched in 2024, aimed at further promoting inclusion and awareness.

This year, we also published our **Diversity and Inclusion Policy** ([available here](#)) 🔍. This is a major milestone that will inform all our practices and guidelines. The document ensures that inclusion and equity are embedded in every stage of the employee lifecycle – from recruitment to promotions – fostering more respectful interactions in daily operations.

In 2023 we started conducting the Diversity Census to map and better understand the make-up of our team, improving our practices.



Claudia Sides, Joiceni de Matos, Amanda Gomes – Pantanal farm (MS)

Female leadership

We continuously strive to increase gender diversity, with a special focus on women in leadership positions, particularly in agricultural and technical areas, which have historically been dominated by men. To achieve this, we implement development and support programs to ensure the full participation of women across all areas of our team. An example of this effort is the Women’s Leadership Program, created in 2020 to prepare and train women to occupy executive, management and field positions.

This Program supports women’s career development from the moment they join, offering targeted initiatives for interns, trainees and those in coordination and management roles. Through this program, we aim to create a growth path for women, providing them with the tools and support needed to reach leadership positions and contribute meaningfully to our success. In 2024, we exceeded our goal, reaching 18%, with 67 women in leadership roles. Our target for 2025 is to increase that number to 70 women leaders.

In this chapter:

- Suppliers
- Customers
- Communities
- Sectoral participation

STAKEHOLDER

engagement

Suppliers

GRI 2-6, 2-29, 3-3 Socioeconomic impacts, 3-3 Product certification and traceability, 13.23.2

General procurement guidelines

In our **Supply Chain General Purchasing Policy** ([available here](#)) 🔍, we establish the general guidelines for all acquisitions, complementing the requirements of our Code of Ethics and Conduct and the Third Parties' Code of Ethics and Conduct ([available here](#)) 🔍, which must be formally adhered to by all suppliers. Our commitment is to establish long-term partnerships that create value for all parties. We also have the Supplier Manual ([available here](#)) 🔍 and the General Terms and Conditions for supplier engagement ([available here](#)) 🔍, which guide our procurement practices and ensure transparency and compliance throughout all processes.

Our relationship with third parties is structured into three key stages: quotation and contracting; qualification and registration; and monitoring. Transparency and ethics guide each of these steps, as

do fair competition and the promotion of the local economy, to improve cost-benefit feasibility. In 2024, we allocated approximately R\$ 4.4 billion to procurement, for a universe of 3,500 suppliers. 61% of this amount was spent on local companies. We always aim, whenever possible, to focus on purchases from local suppliers. We do this to boost the economy and leverage the development of suppliers located in or around our geographies. We formalized this commitment by publishing our **General Procurement Guidelines** on our website in 2024 ([access here](#)) 🔍.

The procurement process begins when a department requests a product or service. From there, Procurements conducts the quotation and contracting process, ensuring that all documents reflect the terms agreed upon with suppliers. The general guidelines for this stage include: obtaining at least three quotations before purchasing or contracting; formalizing quotations via email or a procurement portal, ensuring impartiality in

the process; evaluating suppliers based on criteria such as cost-effectiveness, quality, deadlines, non-compliance history and ESG practices; and obtaining approval in accordance with the established hierarchy before formalizing the purchase order.

To become one of our suppliers, it is essential to meet technical, administrative, financial, legal, reputational, fiscal, environmental, social and governance requirements. Registration must be requested through the supplier registration portal, ([access here](#)) 🔍 followed by the submission of the required documents. For suppliers who operate directly from our premises, we require proof of employment relationships for their employees and compliance with all legal contributions.



We carry out periodic reviews to ensure that our suppliers continue to meet the qualification requirements and drive continuous improvement through the Supplier Qualification Index (IQF) assessment process. This mechanism drives the development of our business partners, prioritizing compliance with internationally recognized standards, certifications and quality throughout the supply chain. The IQF expands its evaluation criteria each year. Suppliers considered critical, due to their importance to our business, are evaluated more rigorously. Those with vulnerabilities or supplier misconduct are addressed and given guidance to establish corrective action plans. Suppliers are excluded from contracting if they cannot achieve minimum

3,009
(100%) suppliers
were screened, and

98%
passed.

ESG requirements within a set timeframe. In 2024, we achieved the goal of evaluating 50% of critical suppliers, according to our IQF. We began this evaluation at the end of 2023, embracing approximately 230 suppliers in 21 procurement categories, related to deliveries from July 2022 to June 2023. It included a detailed assessment of commercial and operational criteria, with questionnaires completed by our buyers and key stakeholders from our business units. Suppliers were also evaluated on their ESG practices, through a self-assessment questionnaire. We obtained a 50% response rate to the questionnaire from suppliers. The overall IQF result was 74%. Also in 2024, we established the rules to reward the suppliers who performed best in the IQF. Seventeen suppliers were rewarded, receiving a trophy and a certificate as a form of recognition.

GRI 13.23.4

Our strategic supplier management is aligned with corporate governance and guided by bodies dedicated to ESG matters, especially through the advisory role of the ESG Committee to the Board of Directors and the actions of the Procurement Executive Board, which oversees the implementation of the Procurement

Policy. The Procurement Management team, in turn, conducts the processes in accordance with the defined guidelines in all interactions with suppliers.

In 2024, we identified no operations or suppliers with significant risk of forced or slave-like labor. To prevent and mitigate risks, we have adopted robust measures, including the mandatory application of the Code of Ethics and Conduct for employees and suppliers, which prohibits forced or degrading labor practices. Throughout the year, 72% of suppliers classified as critical received training on the Code of Ethics and Conduct, with emphasis on human rights, labour rights and issues related to labour relations. We implemented a rigorous qualification process through the Aliant tool, which assesses supplier risks by checking the "dirty list" of slave labor and factors related to the prevention and fight against corruption, such as possible sanctions listed in the Transparency Portal. Furthermore, 100% of new suppliers were screened against social, environmental and governance criteria, elevating our commitment to responsible practices throughout the value chain.

GRI 408-1, 409-1

Cotton bale lot inspection with Sebastião Sousa, at Pamplona farm (GO)

Service provider relations

We have a specific policy regulating our relationship with service providers ([see here](#)) 🔍, which complements our procurement policy and establishes guidelines to ensure that all stakeholders—especially those working on our facilities—comply with quality, social responsibility, environmental stewardship, occupational health and safety standards.

Before outsourced employees are granted access to our facilities to work, we assess the contracted company and its workers' documentation. In addition, we require all such individuals to attend an on-site orientation session at the facility where they will work. This training introduces our business, values, purpose, code of ethics, whistleblower channel and the general rules governing disciplinary practices, coexistence, environmental responsibility, circular economy, environmental conservation, climate change, quality management and occupational health and safety.

Contractors must ensure its wages are fair, legally or union-compliant and paid on time, along with the mandatory benefits. Service providers are also required to keep up-to-date records of employment relationships, social security contributions and other labor and safety-related documentation—which we may request at any time.

Cattle purchasing, management and sales

The cattle purchasing, management and sales stages are conducted in compliance with legal and regulatory requirements, with special attention given to the origin of the animals and best practices for animal welfare ([see our policy on cattle purchasing, sales and animal welfare here](#)) 🔍. We also urge our suppliers to adopt the same responsibility and diligence that we apply in our own operations.

We strive to ensure effective management through procedures and controls that assess risks, analyze profitability and monitor performance indicators. These criteria also guide our cattle procurement and handling, while promoting sustainable practices such




Crop-Livestock
Integration (CLI),
Pantanal Farm (MS)

as encouraging pasture-raised livestock. We recommend that our suppliers use the Brazilian Cattle and Buffalo Unique Identification System (SISBOV), which, while voluntary, may be required under certain regulatory or sanitary programs.

We recognize that cattle ranching in illegally deforested areas is the main barrier to sustainability in this supply chain. That's why our responsible procurement practices include strict criteria to ensure that we do not acquire cattle from farms involved in illegal activities, such as native forest deforestation, encroachment on Indigenous lands or conservation areas, or embargoes issued by authorities like IBAMA (Brazilian environmental agency) and state environmental agencies. We do not purchase from properties that employ child labor, forced labor or slave-like labor either. We work exclusively with previously qualified ranchers and brokers, who undergo technical, legal, reputational, socio-environmental and governance screening.

We conduct annual reviews to maintain supplier qualification, with more frequent

reviews as needed. These assessments include georeferenced evaluations, environmental license and embargo monitoring and third-party risk reviews as well as animal welfare practices. This process ensures that suppliers excluded for non-compliance may only be readmitted after demonstrating remediation and compliance with current laws. In 2024, 320 properties were evaluated, of which 240 were approved and 90 were rejected.

Our commitment to animal welfare is non-negotiable. Cattle are kept in suitable environments, with the freedom from hunger and thirst ensured by unfettered access to clean drinking water and a diet formulated to maintain their health and vigor. We follow practices that avoid suffering and strictly prohibit the use of growth-promoting substances such as hormones, requiring the same commitment by our suppliers. Our Cattle Policy: Cattle Purchasing, Management and Sales ([available here](#))  provides guidelines to promote animal welfare, ensuring that all procedures adhere to the highest standards of care and responsibility.

Cattle purchasing, management and sales follow steps to assess and mitigate risks related to key issues and extend our ESG commitments to the entire

supply chain.

Animal transport is also conducted under strict safety and legal compliance standards. All transport must be accompanied by the Animal Transit Guide (GTA), a document issued by the Ministry of Agriculture and Livestock (MAPA) that ensures traceability and explicitly documents why the cattle are being moved. We ensure that transport procedures comply with the limits set out by the GTA and related invoices.

We adopt the Crop-Livestock Integration (CLI) and Intensive Pasture Finishing (IPF) models and are testing the Crop-Livestock-Forestry Integration (CLFI) method on 452 hectares for fattening—practices that

sustainably integrate cattle ranching with agriculture. In addition, we follow operational manuals outlining best management practices, including care in corrals, vaccination, cleaning of watering systems, transport and handling of newborn calves, always with a focus on animal welfare.

We strive for transparency in all our operations. Our sales are made exclusively to qualified and registered meat packers, which also require us to demonstrate compliance with safety and legal standards, ensuring that end destinations meet our ethical and legal requirements.

Customers

GRI 2-6, 2-29

Maintaining strong relationships with our customers is key to the success of our business. After production, our commodities are directed to various production chains, primarily including human and animal food, biofuels, and the textile sector. This strategic positioning makes us influential players in the ESG agenda, underscoring the importance of considering the entire value chain when designing impactful projects and setting targets and goals.

Customer satisfaction lies at the core of our actions, guiding the continuous improvement of our operations. Product quality is ensured by leading industry certifications ([read more on page 108](#)). Customer relationships are managed by a qualified sales team, specialized in each of the commercial crops we cultivate.

We use digital platforms that afford transparency and convenience to our sales processes. In the case of cotton lint,

Our products cater to a wide range of sectors and value chains, all displaying the same commitment to

quality and satisfaction.

we offer a portal where customers can access complete traceability of purchased bales, including detailed quality analyses. Our Customer Portal ([access here](#)) for seeds, which allows tracking of deliveries, post-sale support and use of the SLC Sementes Garante Program, which ensures a 90% quality rate.

Our commitment to service excellence is reinforced by customer satisfaction surveys conducted every two years.

These surveys evaluate the performance of our commercial team and farms, the structure of our production units, the fulfillment of contracted conditions and the quality of the delivered products. Our strong customer relationships are supported by the results of these satisfaction surveys. In the fourth round of consultations, we achieved an average score of 9.05 out of 10 for overall satisfaction.



Cotton classification process with Sebastião Sousa and Cleilson da Silva, Pamplona Farm (GO)

Communities

GRI 2-29, 3-3 Social and economic impacts, 203-1, 203-2

Our commitment to community engagement is guided by the principles set forth in our Sustainability Policy, which directs our actions to promote sustainable development and minimize the potential impacts of our operations. We proactively work to identify and manage impacts, turning our operations into opportunities to create value for 100% of our geographies. To this end, we establish partnerships with local organizations and stakeholders, promote accessible and appropriate dialog channels and ensure that community concerns are addressed responsibly and transparently.

GRI 413-1

We also conduct free, prior and informed consultations with traditional communities, including Indigenous peoples, whenever applicable, respecting their land rights and acknowledging the intangible value of natural resources for these populations. Our focus on social responsibility is brought to life through private social investments and tax-deductible projects, carried out with support from our Social Responsibility team and the SLC Institute. These initiatives—including

volunteering, socio-educational projects and territorial assessment—aim to ease social inequalities, strengthen education, preserve and promote culture and foster community empowerment wherever we operate.

In 2024, we expanded our territorial assessment efforts, focusing on mapping the characteristics, leadership and challenges of the communities in our geographies. This work has already covered the municipalities of São Desidério, Jaborandi, Correntina, Barreiras and Luís Eduardo Magalhães in Bahia state and Balsas in Maranhão state. Through territorial characterization reports prepared by specialized consultancy firms, we mapped priorities and identified key topics to strengthen our relationship with communities and guide our social investments effectively. The interviews conducted included various stakeholders, such as traditional communities, public institutions, family farmers, social movements and local residents. The outcome is a matrix of challenges, potentialities and opportunities, in areas such as community strengthening,

environment, education, economy, municipalities, social protection and health.

Although our operations are located near Indigenous areas, our assessment found there are no significant risks to Indigenous peoples, traditional communities, or quilombola groups. Our evaluation process when looking to purchase or lease new land takes into account the possibility overlap with the territories occupied by these groups. If such an overlap is identified, we do not move forward with the transaction. In 2024, we recorded no cases of Indigenous rights violations arising from our activities, reaffirming our commitment to respecting the rights and integrity of these communities. **GRI 411-1**

The SLC Institute, a private nonprofit association, plays a crucial role in our community work. With independent management and its own legal identity, the institute aims to drive community development through education and human development initiatives. Its budget is mainly composed of donations from its

sponsors, corresponding to 0.1% of gross profit, plus tax-deductible funding under federal laws—such as that for Culture, Sports, Childhood and the Elderly—and programs like PRONAS (National Health Care Program for People with Disabilities) and PRONON (National Cancer Care Program). In 2024, SLC Agrícola's investments through the Institute totaled R\$ 3,014,954, benefiting communities near our units in Rio Grande do Sul, Mato Grosso do Sul, Mato Grosso, Goiás, Bahia, Maranhão and Piauí. Of this amount, R\$ 2,657,259 came from own funds, while R\$ 357,695.35 came from tax-deductible funding. These funds paid for 71 initiatives, benefiting 41,492 people.

Among the initiatives, we highlight the **“Educando para a Vida”** (Educating for Life) program, which received plaudits from the Positive Impacts Award awarded by the Brazilian Small Business Support Service (SEBRAE). This program focuses on training teachers and school administrators to include social-emotional skills in early childhood education, in line with the Common National Curriculum (BNCC).

Another important initiative is “**Semeando Sustentabilidade**” (Sowing Sustainability), focused on environmental education for elementary students in public schools. In 2024, the program was expanded to five municipalities, aiming to include environmental education in school curricula, in accordance with Law No. 9.795/1999. Our target is to reach 23 municipalities by 2029.

Meanwhile, the “**AgroEduca**” program was cemented as a corporate initiative and we now have active volunteer committees in all our units and at our headquarters.

Through the program, we are committed to fostering knowledge about professional skills in the agricultural sector, training young people from local communities to become agents of transformation and

encouraging ESG leadership. In 2024, the initiative carried out 25 actions with the active participation of 347 volunteers, benefiting 1,393 young people.

In 2024, the **Socio-Environmental Action Group** reached 532 employee volunteers and carried out various initiatives such as donating school supplies, toys, food and hygiene items and carrying out emergency campaigns to assist flood victims in Rio Grande do Sul. Throughout the year, a total of 4,654 volunteer hours were recorded.

Flooding in Rio Grande do Sul state

We formed a Crisis Committee in response to the worst climate disaster in the state’s history—marked by historic floods in the Taquari Valley in 2023 and in several other cities in 2024, including Porto Alegre, where our administrative headquarters is located. Led by our senior management and supported by the SLC Institute, the

committee was structured to provide a swift and effective response. Our efforts covered several fronts. For our employees, we provided direct support to 70 affected families in the form of food hampers, transportation, home sanitation, emergency financial aid, hygiene kits and personal protective equipment (PPE).

Our volunteers organized rescue and shelter efforts for displaced individuals. We officially released employees for volunteer actions and intensified our fundraising and food donation campaigns. Our financial contributions totaled R\$ 2,262,000, spread across initiatives undertaken in the course of 2023 and 2024. These funds were used, among other initiatives, for Social Banks that helped people buy refrigerators, stoves, washing machines and food hampers, also restoring 20 libraries. In addition, we allocated funds directly to affected employees, benefiting around 40 families and raised R\$ 226,000 through partner organizations.



AgroEduca student group from Parnaíba farm (MA)

Sectoral participation

GRI 2-28, 2-29

We are actively involved in various associations and forums that represent sector interests and engage with the challenges and opportunities across different areas of the market. Our participation aims to actively contribute to the development of Brazilian agribusiness and to promote sustainable and responsible practices throughout our value chain. In 2024, we allocated R\$ 7.1 million to associations through service contracts and donations, reinforcing our commitment to the sector.

In the cotton production area, we are members of the Brazilian Cotton Growers Association (Abrapa) and its regional entities, such as the Goiás Cotton Growers Association (Agopa), Bahia Cotton Growers Association (Abapa), Maranhão Cotton Growers Association (Amapa), Mato Grosso Cotton Growers Association (Ampa) and South Mato Grosso Cotton Growers Association (Ampasul). Additionally, we are part of the National Cotton Exporters Association (Anea), strengthening our role in foreign trade and the Brazilian Agribusiness

Association (Abag), which plays a strategic role in policy development and public communication. In the seed sector, we are part of the Association of Seed Producers of the States of Matopiba – Maranhão, Tocantins, Piauí, and Bahia (Aprosem) and the Brazilian Association of Soybean Seed Producers (Abrass).

Our commitment to sustainability includes being members of prominent national and international organizations. We are members of the United Nations Global Compact – Brazil Network (RBPG), an initiative that brings together companies in favor of a more inclusive and sustainable global economy. We are also part of the Round Table on Responsible Soy (RTRS), which advocates for soybean production that is environmentally sound, socially responsible and economically viable. Through our involvement with the American Chamber of Commerce for Brazil (Amcham), we contribute to discussions on sustainability and international trade. We also participate in Instituto Ethos and its Integrity Working Group.

In 2024, we joined the Brazil for the Environment movement (BPMA), an Amcham Brazil initiative that aims to give international visibility to private-sector projects with positive environmental impacts. BPMA currently includes 165 companies and 282 projects, amassing mobilized funds of R\$ 38.8 million. The projects main benefits are the reduction of greenhouse gas emissions, preservation and restoration of native vegetation, waste treatment, generation of clean energy and biofuels and efficiency in water use and treatment. We participate in BPMA via the project Digitization of the Greenhouse Gas (GHG) Emissions Calculation Methodology, a significant innovation in the agribusiness sector in terms of mapping and defining strategies for reducing greenhouse gas emissions.

In the field of people management, we engage with the Brazilian Association of Human Resources in Rio Grande do Sul (ABRH-RS) and collaborate with the National Rural Training Service (Senar), which administers training and qualification

R\$ 7.1 million

allocated to associations through service contracts and donations

for the agricultural sector. We also support entrepreneurial education initiatives through Junior Achievement Rio Grande do Sul (JARS), contributing to the development of young talents and future leaders.

Redoubling our commitment to the protection and respect of human rights, we are also signatories to the Brazilian Business Pledge Against Roadside Sexual Exploitation of Children and Adolescents. This initiative bolsters our efforts in aid of social responsibility and care for the communities in which we operate.

In this chapter:

- Biodiversity
- Climate strategy
- Eco-efficiency



ENVIRONMENTAL *management*

Biodiversity

GRI 3-3- Environmental management system, 304-2, 13.4.2, 13.4.3, 13.4.4, 13.4.5

We understand the importance of biodiversity in the Cerrado, Brazil’s second-largest biome, where most of our operations are located. Stretching across approximately 200 million square kilometers, the biome spans northeastern Paraguay, eastern Bolivia and much of central Brazil, including the states of Goiás, Mato Grosso, Mato Grosso do Sul, Tocantins, Minas Gerais, Bahia, Maranhão, Piauí, Rondônia, Paraná, São Paulo and the Federal District, plus remote areas in Amapá, Amazonas and Roraima. It is home to a rich variety of life, including over 6,000 tree species, 837 bird species, 161 mammal species, 150 amphibian species and 120 reptile species.

The Cerrado faces daunting challenges. A study by the University of São Paulo (USP), published in Nature Communications, states that the biome is undergoing the most severe drought in 700 years. According to the Fapesp Agency, global warming has impacted the region, causing disturbances such as the evaporation of rainwater before it can infiltrate the soil. The Cerrado suffers

from aggressive deforestation too. Data from the MapBiomas platform and the Amazon Environmental Research Institute (Ipam) show that more than half of all deforested land in Brazil in 2023 was in the Cerrado. From 1985 to 2023, the biome lost 38 million hectares, a 27% reduction in native vegetation. Deforestation is advancing primarily in the Matopiba region, which includes the states of Maranhão, Tocantins, Piauí and Bahia.

Between January and August 2024 alone, MapBiomas’ Fire Monitor reported that fires consumed 4 million hectares of vegetation in the Cerrado, 79% of which was native. This is an 85% increase on the same period last year. Although the biome includes fire-resistant vegetation, the natural fire cycle has been disrupted by frequent droughts and extreme temperatures.

For the 2024/25 crop season, we have approximately 731,600 hectares of planted area across seven states in the Cerrado region: Bahia, Mato Grosso, Mato Grosso

do Sul, Maranhão, Piauí, Goiás and Minas Gerais. We also maintain 100% protected areas occupying 111,759 hectares, including voluntary and legally required preservation areas, spread across the states of Goiás, Mato Grosso do Sul, Mato Grosso, Bahia, Piauí and Maranhão. This accounts for 35.9% of our land, including legal reserves,

permanent preservation areas and forest remnants, exceeding the minimum required by the Brazilian Forest Code, which is 20% for the Cerrado biome and 35% for the Cerrado located within the Legal Amazon [Amazônia Legal].

Habitats protected or restored GRI 304-3

	Voluntary preservation (ha)	Legal preservation (ha)	Voluntary + legally required preservation area (APP and RL) (ha)
Bahia	4,183	24,166	28,349
Goiás	533	4,833	5,365
Maranhão	494	21,007	21,501
Mato Grosso do Sul	164	1,412	1,576
Mato Grosso	3,849	38,627	42,476
Piauí	3,308	9,184	12,493
Total	12,531 hectares (4% of our physical area, equivalent to 11,603 soccer fields)	99,228 hectares (32% of our physical area)	111,759 hectares (equivalent to 103,480 soccer fields)

Committed to the conservation of the Cerrado, we established our Zero Deforestation Policy in 2021 ([available here](#)), approved up to the ESG Committee level and unconditionally applied to company land, acquisitions, leases and joint ventures—including processes involving third parties. Since then, our goal of operating only in consolidated areas has been consistently achieved. This policy expresses our formal commitment not to clear any further native vegetation areas for production, even where there are no legal restrictions against doing so, i.e. protect the forests. Since 2008, we had already adopted this approach in areas within the Amazon biome, in line with the Soy Moratorium¹. The Zero Deforestation Policy covers both the Amazon and Cerrado biomes.

Utilizing a predominantly asset-light growth model and because of our productivity and efficiency standards, we evaluate expansion opportunities that do not involve deforestation of native areas. The policy also establishes rules on efficient land use

to preserve the integrity of ecosystems. After the acquisition or lease of land, we use satellite imagery to monitor areas to identify heat spots.

Our soybean, corn, cotton and seed production is 100% sourced from owned, leased or managed areas—all of which are classified as deforestation-free, whether legal or illegal. In the case of cattle production, we ensure that 100% of our qualified suppliers meet strict criteria that guarantee no illegal deforestation on their properties. Before acquiring or leasing land, The New Business department analyzes databases from the Ministry of the Environment, the National Institute of Historic and Artistic Heritage (Iphan), the Brazilian Institute for Agrarian Reform (Incra) and the National Foundation for Indigenous Peoples (Funai) to ensure there are no conflicts with indigenous lands, local communities, settlements, geosites, or conservation units.

Our soybean, corn, cotton and seed production is 100% derived from the company's own or leased lands, all of which are deforestation-free.

To ensure no deforestation in the transacted property after the cut-off date, we use environmental licensing documentation and georeferencing data. We verify land clearing prior to 2008 using LandSat 5 and analyses prior to August 31, 2021 and current ones, using Sentinel. Additional data sources include LandSat 8 and 9, CBERS satellite images from the National Institute for Space Research (Inpe) and the databases of the Rural Environmental Registry (CAR) and the Temporary Authorization for Rural Activities (APF). In 2024, we established communication between our ArcGIS system and the MapBiomass Alerta platforms.

¹The Soy Moratorium is a voluntary commitment signed in 2006 by agribusiness companies, civil society organizations and the Brazilian government to avoid purchasing soy grown in areas deforested in the Amazon biome after July 2008.





Thamires Pereira,
Paiguás farm (MT)

Our operations also take into account the impact of the construction and use of internal roads, which can fragment habitats and interfere with wildlife migration corridors. To mitigate this effect, we identify crossing points and install signs to warn drivers about the presence of wildlife. We preserve ecological corridors and integrate regenerative agriculture practices that improve soil health and improve soil biodiversity. Our focus on innovation and environmental certifications – such as RTRS, BCI and regenagri – solidifies our commitment to sustainable production aligned with global environmental challenges.

Forest programs

We recognize the role of ecosystem conservation in supporting biodiversity, ecosystem services and the resilience of food systems. We created the **Forest Enrichment Program** to transform areas in order to restore biodiversity and strengthen ecosystem services in the native vegetation areas we protect, going beyond the requirements of the Brazilian Forest Code. This voluntary commitment reflects our vision of sustainability and environmental preservation.

We expanded our target and now aim to dedicate 720 hectares to support reforestation by 2030, a timeframe needed to ensure the species introduced into local ecosystems have time to settle, allowing for phased and monitored implementation. From 2021 to 2024, the program has already supported and implemented reforestation in 223.4 hectares, with support from 11 farms with their own nurseries, producing seedlings for planting in our areas and for donation to communities, schools, associations, municipal nurseries and state parks. In 2024, we planted 16,746 seedlings across 21.9 hectares and have an additional 39,863 seedlings currently under development. As part of our goal, we included a project in partnership with a client for forest enrichment across 400 hectares. This project got underway in 2023 at Palmares farm, in Bahia, where we have already restored 72 hectares of land that struggled to regenerate naturally due to repeated wildfires.

Another initiative that shores up our commitment to conservation is the **CONSERV** project, in partnership with the Amazon Environmental Research Institute (Ipam). Active since 2020, CONSERV provides financial compensation to rural

producers located in the Legal Amazon who preserve native vegetation areas (protect forests) that are legally eligible for clearance—i.e. areas outside of the Legal Reserve quota. The project implements an efficient and profitable business model for producers, while recognizing their important efforts in conserving and/or restoring biodiversity.

The results of the CONSERV project have been significant: 31 contracts have been signed across the states of Mato Grosso, Maranhão and Pará, protecting 24,290 hectares of native vegetation. In addition, the project has sequestered 600,890 tons of carbon in the contracted area, avoiding the emission of 2,203,267 tons of CO₂ that would have occurred had the vegetation been cleared. Partnerships with rural producers are essential for building and advancing responsible agribusiness practices that drive the country's development. Our participation in this initiative was formalized through an agreement with Ipam, entailing the preservation of 1,358 hectares of native vegetation at Perdizes farm in Mato Grosso.



Pollinator monitoring at Pamplona farm (GO) as environmental indicators to optimize the use of biological and chemical inputs, ensuring safer and more sustainable practices



Regenerative agriculture

We are using methods more that enhance soil resilience and fertility, adopting practices that promote ecosystem restoration and biodiversity conservation. Because of this, regenerative agriculture has become increasingly central to our operational strategy, aligned with our ESG agenda and focused on regenerating and revitalizing natural resources. It had began our sustainable agriculture commitment. Unlike methods that merely mitigate damage, regenerative agriculture actively seeks to improve the health of the agricultural system over time, increasing its resilience, contributing to soil carbon input and sustaining ecosystem services.

This movement began several years ago with practices such as: the targeted application of crop protection products; cover cropping; no-tillage farming; use of biological inputs;

crop rotation; and integrated pest and disease management. More recently, we have expanded these practices to include crop-livestock integration (CLI), circular economy principles and pollinator monitoring as environmental indicators to optimize the use of biological and chemical inputs.

In 2023, we obtained regenagri certification for two of our farms, a program that recognizes regenerative agricultural practices. This recognition positioned us as leaders in Latin America in certified area under the program. In 2024, we expanded regenerative practices certification to four additional farms (Pantanal, Planorte, Palmares and Planeste). These cover an area of 137,000 hectares—equivalent to 15% of our total planted area. We aim to reach 485,000 hectares by 2029, or 70% of our total area.

Soil protection and regeneration are essential to ensuring global food security, limiting global warming to 1.5 °C and preserving biodiversity.

Adopted practices

In crop rotation, we alternate crops such as cotton and soy, alongside other crops between main seasons. We avoid soil tillage, preserving organic matter and preventing the release of stored carbon. We are also investing in cattle raising through systems such as Crop-Livestock Integration (CLI), Intensive Pasture Finishing (IPF) and feedlot systems, with a focus on biofertilizer production from organic waste, reducing the need for synthetic fertilizers.

For crop management, we use an Integrated Pest Management (IPM) plan, combining tools that reduce our reliance on chemical pesticides and promote sustainable practices. We have steadily increased the use of biological pesticides, with continuous growth each season and we invest in localized application technologies. In the 2022/23 crop year, 14.0% of our applications used natural products—a figure that rose to 16.7% in the 2023/24 season. At Pamplona farm, this figure reached 20%, making it

a pioneer in installing a biofactory for the production of fungi and bacteria used in these processes. We presently operate 15 biofactories dedicated to producing natural pesticides based on microorganisms to control pests and diseases in our soybean, corn and cotton crops. These products not only balance ecosystems and soil biodiversity, but also reduce the use of chemical inputs. They promote the preservation of beneficial microorganisms, as they act specifically on target organisms and can establish a symbiotic relationship with plant roots, resulting in more efficient absorption of nutrients and nitrogen. We are pursuing the goal of increasing the share of bio-inputs in our operations by 2029.

GRI 13.6.1

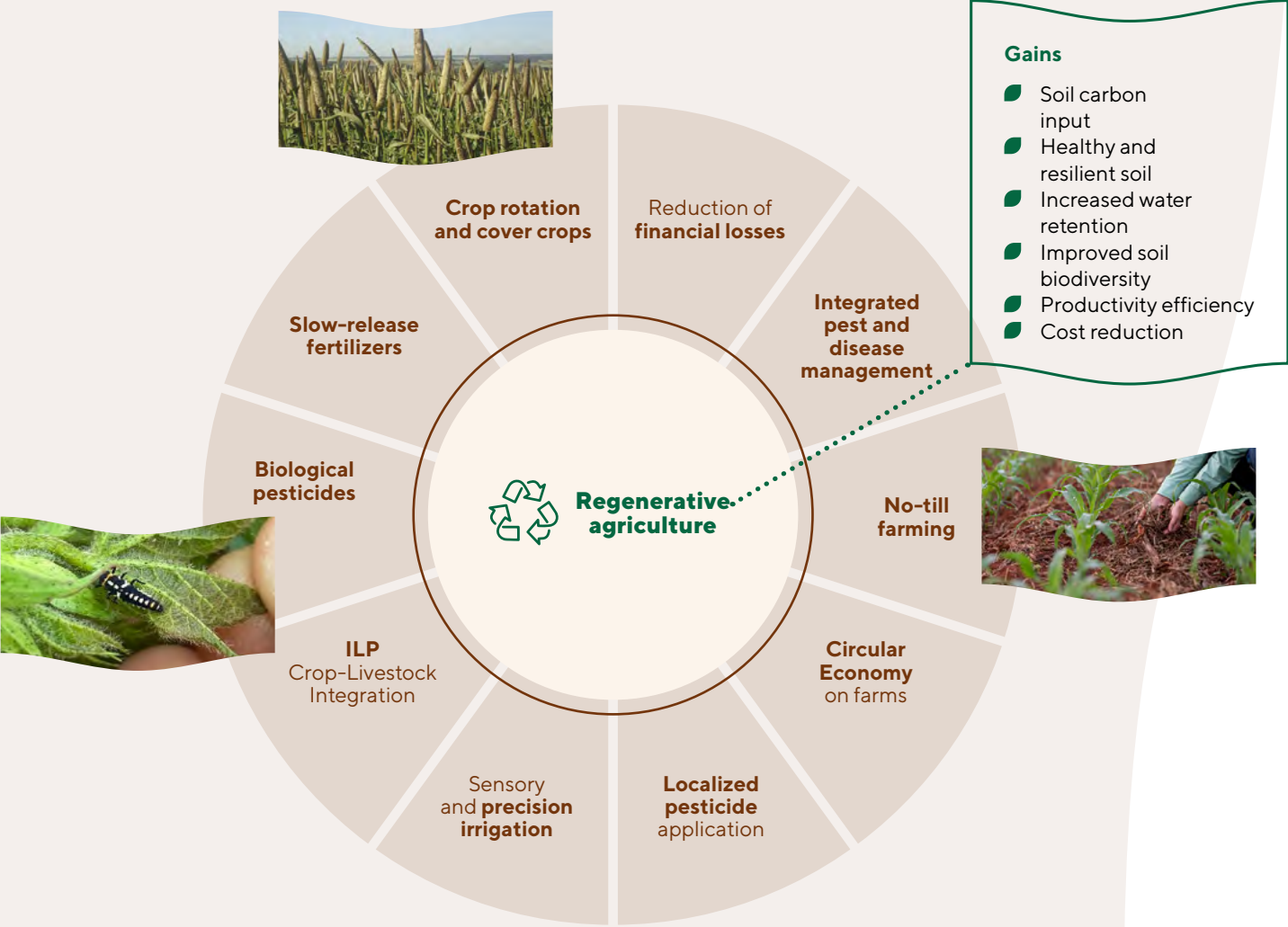
Another highlight is the use of cover crops—such as grasses and legumes—which grow between main crop cycles. These plants add biomass to the soil, stimulate the formation of stable soil aggregates and increase carbon

and moisture retention in the soil. Through photosynthesis, they capture atmospheric carbon and integrate it into the soil's natural cycle, also improving soil fertility and biodiversity.

The most widely used planting system eliminates the need for intense mechanical intervention, minimizing soil disturbance. This helps preserve organic matter, improves water infiltration and reduces greenhouse gas emissions. These practices also strengthen agricultural resilience by reducing erosion, increasing nutrient retention and enhancing soil biodiversity. These practices also avoid land degradation, desertification and soil sealing.



Technology is an ally in regenerative practices. With the support of sensors and satellite imagery for localized application, we reduced pesticide use by **8.84%**.



Ecosystem services

In addition to producing soy, cotton, corn and raising cattle through regenerative agriculture practices, we are proud to help generate the benefits provided by natural ecosystems to humanity—such as climate regulation, biodiversity conservation and rainfall conservation.

In 2024, one of our farms was selected as the site for a pioneering project developed by Wageningen University (Netherlands), aimed at quantifying the extent, integrity and ecosystem services of the farm. The study uses the SEEA-EA (System of Environmental-Economic Accounting – Ecosystem Accounting) methodology, adopted by the UN as the global standard for ecosystem service accounting. The project is evaluating services such as climate regulation (carbon sequestration), biodiversity maintenance and rainfall cycle regulation. The results of this research will be published in 2025.

Since 2022, we have been part of the “Produce, Conserve and Include” (PCI) strategy—a jurisdictional and sustainable landscape initiative launched by the Mato Grosso state government at COP21 in Paris. Our involvement on this initiative's steering committee reflects our commitment to sustainable development and to fostering more balanced landscapes. PCI aims to integrate the expansion and efficiency of agricultural and forestry production with the conservation of native vegetation, restoration for biodiversity maintenance and/or recovery and the socioeconomic inclusion of small-scale family farming. In 2024, we took a significant step by joining the PCI Pact in Tangará da Serra. This partnership aims to promote public policies and projects that strengthen local supply chains sustainably, facilitating access to markets and investments, while encouraging cooperation across sectors.

Climate strategy

3-3 Climate change, 3-3 Environmental management system

Governance TCFD 1A, B

Since 2022, **we have made a public commitment to achieve net zero scope 1 and 2 emissions by 2030**. This goal is as strategic as our productivity and profitability objectives. As such, our strategic planning includes an action plan that defines the priorities for the path we are on.

Governance of this commitment is structured at different levels. The **Statutory Audit Committee** is considered the highest level of governance in the risk matrix, including that related to climate change. It reviews and advises on strategies, risk management policies and action plans, while monitoring progress toward climate goals. Set up in 2020 and composed of five members including board members and officers ([its charter is available here](#)) 🔍, the **ESG Committee** holds bimonthly meetings to

discuss topics such as climate adaptation, environmental management and social investments. In 2024, six meetings were held, with the approval of initiatives such as the Sustainability Policy, the Diversity and Inclusion Policy and Circular Economy plans for the farms. The **Board of Directors** and its committees take climate issues into account when defining performance objectives, supervising investments and monitoring the implementation of ESG strategic goals. The Board also monitors climate risks in a structured manner. Lastly, our CEO leads the implementation of the policies and overall guidelines established by the Board, including those related to climate change.

The Executive Board assigns climate-related responsibilities to management-level positions. For example, our Sustainability Director is responsible for reporting to the Executive Board and ESG Committee on climate-related risks and opportunities, supporting investment and budget decisions

for managing these commitments. During our annual strategic planning meetings, climate risks and opportunities are analyzed in depth, resulting in the definition of strategic and operational projects aligned with our climate goals. Once defined, these projects are delegated to the respective department managers with suitable budgets to ensure effective execution.

Since 2022, initiatives such as climate scenario modeling—which evaluates impacts across farm locations—have been approved, along with corporate goals, including net zero scope 1 and 2 emissions by 2030 and zero landfilling by 2029. In 2024, studies on the carbon market were conducted and in 2023, an improved study on climate risk monitoring was approved, identifying critical scenarios such as prolonged droughts.



Gabriel Reghelin,
Planalto farm (MS)



Climate management is embedded in our day-to-day operations. The climate strategy is addressed in Executive Board Committee meetings and performance/results meetings. The ESG Committee monitors the execution of strategic projects, ensuring Board directives are properly implemented. In addition, strategic climate indicators are tracked monthly in the Monthly Results Meetings (MRM), with participation from the Executive Board and project leaders, using a performance monitoring system.

Furthermore, Senior Management monitors climate issues through structured processes and the latest technology. We deploy real-time monitoring systems, including weather sensors and automated climate

Every two months, the climate strategy is discussed by the Executive Committee and in performance and results meetings.

stations, to track conditions across our operations. Historical data analysis enables us to identify trends and plan responses to extreme weather events, while consultations with experts help formulate strategies for emissions and carbon capture. We also integrate emissions monitoring into operations, automating greenhouse gas accounting and regularly reviewing our agricultural practices to evaluate the effectiveness of mitigation strategies.

Climate goals are also factored into our compensation model, ensuring leadership accountability for ESG initiatives. In 2024, targets included a 3.5% reduction in diesel consumption, 90% of the land area under no-till farming and 30% of the land with cover crops.

External recognition confirms that we are on the right path toward achieving global climate goals. In 2024, we joined the leadership group for climate change at Disclosure Insight Action (CDP). This global nonprofit organization leads the world's main environmental disclosure platform, addressing key issues such as climate

change, forests and water security. Since 2021, we have participated in this initiative through a questionnaire that evaluates sustainability practices across various categories, including emissions reduction and risk and opportunity management. In the 2023/2024 CDP assessment, we achieved an A- rating in the Climate Change program, positioning us among the leading companies in this category. We also made progress in other areas, reaching a B rating in the Water Security and Forests programs. Our CDP performance direct impacts important indexes, such as the B3 Corporate Sustainability Index (ISE B3).

It is worth noting that in 2024, we joined the Business Ambition for 1.5°C initiative, part of the United Nations (UN) Global Compact in Brazil, which urges companies to recognize the urgency of the climate crisis and adopt concrete actions with public targets to reduce greenhouse gas emissions. This initiative is linked to the Business and Human Rights Platform and connects organizations committed to science-based targets, engendering the transformation needed to ensure a sustainable future for the planet.

Risks and opportunities GRI 3-3 Risk management, 201-2; SASB FB-AG-440a.1; TCFD 2 A, B, C; TCFD 3 A, B, C

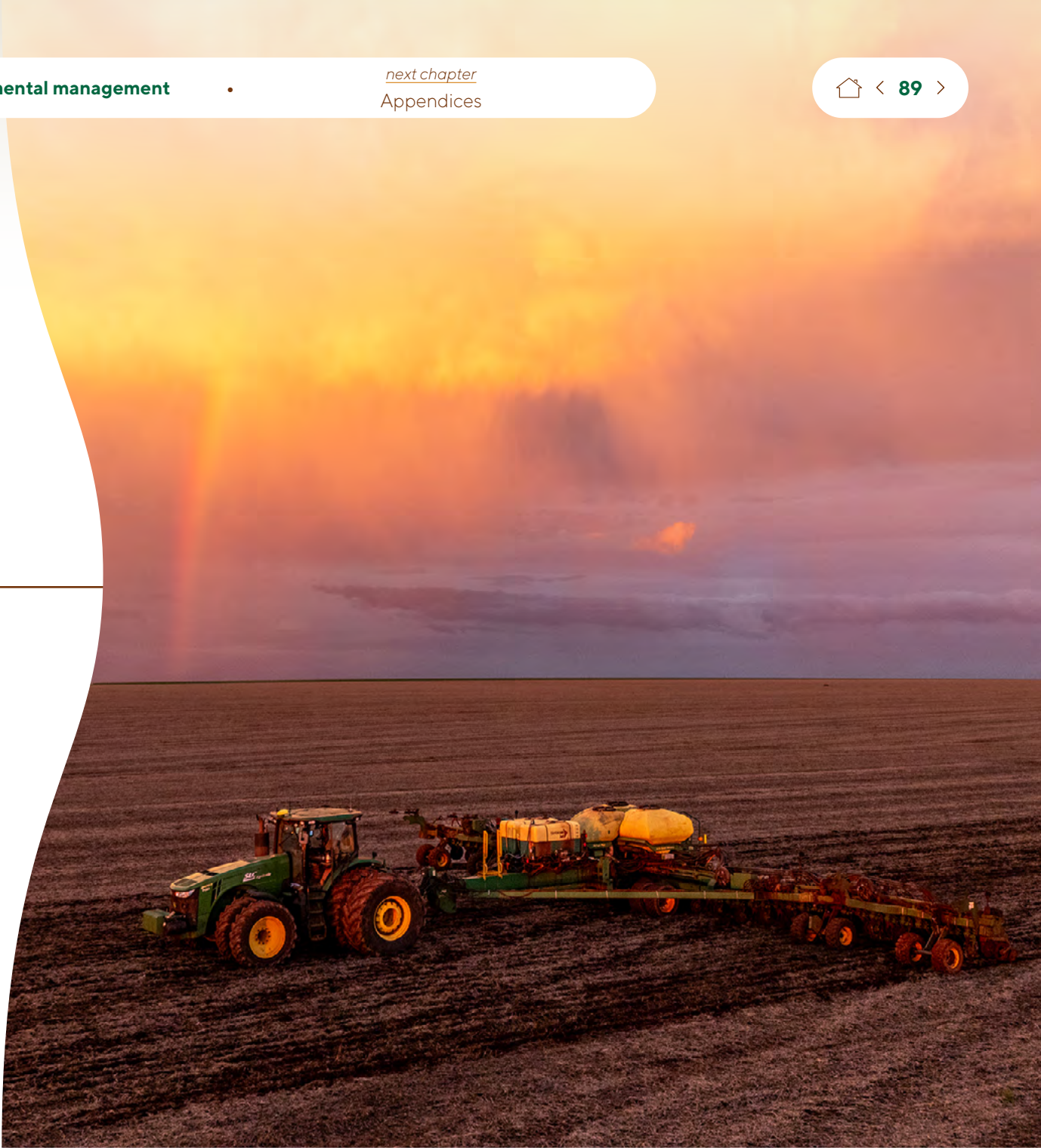
Climate events directly impact our operations, with consequences that vary depending on their severity. In certain cases, effects are localized and minor, while in others, they affect vast areas, influencing production, revenue and results. These impacts affect not only our business, but also stakeholders such as customers, shareholders, employees and local communities. More intense weather phenomena like La Niña and El Niño exemplify how climate change influences our agricultural planning—affecting planting schedules, crop growth, productivity and pest occurrence, which can increase costs and jeopardize production.

To address these challenges, we use regenerative agriculture practices, implementing soil management techniques, conserving water and nutrients and planting more resilient crop varieties. These physical risks also bring transition risks, such as meeting new environmental regulations that require emission reductions and create trade barriers. To manage these risks and ensure business continuity, we maintain

robust, integrated governance aligned with stakeholder expectations. Our Market Risk Management Policy and Risk Management Committee guide our actions under the supervision of the Board of Directors. Advanced climate monitoring and historical data analysis allow us to better plan our strategies and reduce vulnerabilities.

We also define time horizons for climate risk management:

- **Short-term** (next 3 years): aligned with annually reviewed operational plans.
- **Medium term** (3 to 10 years): aligned with strategic plans and capital allocation.
- **Long-term** (10 to 30 years): focused on emerging trends in climate risk management.



Identified climate risks include:



Extreme events (droughts, floods, abnormal temperatures): direct impact on production and logistics.



Climate projections: risks to planting schedules and crop management planning.



Increased costs due to pests and adoption of resistant varieties: need to adapt agricultural practices.



Transition risks: challenges in meeting new environmental regulations requiring emissions reductions and creating trade barriers.

In the 2023/24 crop year, we faced challenges brought on by an El Niño supercharged by climate change. This phenomenon caused unusually dry periods during the early months of the season—especially between October and December—when a regular rainfall pattern is typically expected. As a result, our soybean and corn crops were directly impacted, showing productivity drops of 17.5% and 6.7%, respectively. To mitigate the consequences of this more potent El Niño and reduce the impacts of climate change, we adopted several strategies, including: geographic diversification of our farms; climate monitoring systems, enabling more precise agricultural decision-making; and regenerative agriculture practices ([read more on page 85](#)) and crop diversification. Despite the prolonged drought, we demonstrated resilience ([see more on page 52](#)).

The physical risks from extreme climate events—such as increased frequency and intensity of droughts and changes in

temperature ranges during key periods—pose formidable challenges for soybean, corn and cotton production. To understand how these phenomena may affect us, we developed projections using HadGEM3 (Hadley Centre Global Environment Model version 3) climate models, through CMIP6 (Coupled Model Intercomparison Project Phase 6) and various RCPs (Representative Concentration Pathways). The optimistic scenario (RCP 2.6 and SSP1) involves significant efforts to ease emissions and limit global temperature rise to within 2°C, helping forecast less extreme conditions aligned with our net zero goal by 2030. In the intermediate scenario (RCP 4.5 and SSP2), emissions increase until mid-century and then decline due to mitigation policies—reflecting a realistic future for the agriculture sector, with moderate operational and climate variability impacts. The pessimistic scenario (RCP 8.5 and SSP5) assumes ongoing emissions and significant warming, projecting severe impacts such as more frequent extreme weather events, changes in rainfall patterns and prolonged water

stress. These studies will allow us to plan more effective strategies for climate change mitigation and adaptation.

We consider existing and emerging climate-related regulatory requirements as part of our regulatory risk management. We monitor legislation at various stages of development, both in Brazil and abroad. One example is Law No. 412/2022, which established the Brazilian Emissions Trading System (SBCE) to regulate the carbon market. We also track the European Green Deal, which from 2026 will restrict the import of commodities produced in areas converted after December 31, 2020—even if legally compliant with the Brazilian Forest Code. This monitoring enables us to adapt and align our practices with legal requirements, minimizing risks and seizing market opportunities.

Besides risks, we have identified several opportunities arising from climate change. One of these is generating additional revenue through certification programs such as RTRS and RenovaBio—the latter providing

financial benefits for being at the beginning of biofuel supply chains. The average historical revenue from certified soy sales is R\$ 10 million per year, while certification maintenance costs are approximately R\$ 113,000 annually. These initiatives reinforce our commitment to combining productivity with sustainability, seizing opportunities that strengthen our market position and contribute to climate change mitigation.

We are also exploring the generation of carbon credits through REDD+ (Reducing Emissions from Deforestation and Forest Degradation) and ALM (Agricultural Land Management) projects focused on forest protection and regenerative farming practices. The projected revenue from these credits is around R\$ 3 million per year in the short and medium term. Elsewhere, we are investing in the development of our own methodology for calculating emissions and carbon sequestration, opening up new market opportunities. In 2023 and 2024 alone, we allocated R\$ 3.2 million to these initiatives, strategically positioning ourselves to mitigate impacts and seize climate-related opportunities.

In pursuit of greater efficiency in the use of natural resources, we have adopted precision

agriculture and localized application technologies. In the 2023/24 crop season, these were applied across 1.2 million hectares, resulting in savings of R\$ 86 million, in addition to conserving 28,900 m³ of water and 48,500 kg of plastic packaging. With further investments in new equipment, this area will be expanded and projected annual savings are estimated at around R\$ 90 million by 2025. Another relevant initiative is the transformation of livestock waste into organic fertilizers—a project that began in 2023 with an initial investment of R\$ 72,000. In addition to reducing the use of mineral fertilizers and improving soil quality, we expect a positive financial impact, considering productivity gains and cost reductions across 6,700 hectares of experimental area.

Opportunities

within the climate agenda offer our business new pathways to further strengthen the integration between value creation and sustainability.



Ongoing crop monitoring,
Planalto farm (MS)

Emissions and carbon capture control

TCFD 4 A, B

Our greenhouse gas (GHG) emissions and captures inventory is the main tool we use to gage the impact of our operations in terms of climate change. Since 2017, we have published the inventory annually on the Public Emissions Registry platform of the Brazilian GHG Protocol Program, developed by the Center for Sustainability Studies at Fundação Getulio Vargas (FGV). For three consecutive years, we have been awarded GHG Protocol Gold Status, reflecting our transparency and commitment to reducing GHG emissions and increasing carbon capture.

Scope 1: direct greenhouse gas emissions^{1 2} (tCO₂e) GRI 305-1, FB-AG-110.a1

Category	2022		2023		2024	
	Total emissions (tCO ₂ e)	Biogenic emissions (metric tons)	Total emissions (tCO ₂ e)	Biogenic emissions (metric tons)	Total emissions (tCO ₂ e)	Biogenic emissions (metric tons)
Stationary combustion	4,213	512	19,267	169,391	18,317	169,199
Mobile combustion	97,831	10,027	109,431	12,186	167,113	13,166
Fugitive emissions	96,101	0	24,269	0	905	0
Agricultural operations	577,435	0	737,867	0	724,131	0
Land-use change	69,002	0	60,257	0	118,111	0
Waste and effluents	35	0	149	0	4,289	0
Total	844,617	10,539	951,240	181,577	1,032,866	182,365

Scope 1: biogenic removals of greenhouse gases¹ (tCO₂e) GRI 305-5

	2022	2023	2024
Agricultural operations	-358,249	-268,548	-395,689
Land-use change	-166,393	-169,651	-157,171
Total	-524,642	-438,199	-552,860

¹ Emissions and carbon capture data were revised for the years 2022 and 2023 due to updates to GHG Protocol emission factors, which are applied retroactively. The company has also invested in the automation of consumption data capture processes, which were also applied retroactively back to 2019.

² Improvement in this inventory: scope 1 is now presented with a breakdown of fossil and biogenic emissions.

Scope 2: energy indirect (scope 2) GHG emissions (tCO₂e) GRI 305-2

	2022	2023	2024
Purchased electricity	4,008	2,867	4,514

Scope 3: other greenhouse gas emissions (tCO₂e) GRI 305-3

Category	2022		2023		2024	
	Total emissions (tCO ₂ e)	Biogenic emissions (metric tons)	Total emissions (tCO ₂ e)	Biogenic emissions (metric tons)	Total emissions (tCO ₂ e)	Biogenic emissions (metric tons)
Goods and services purchased ¹	989,088	0	1,290,759	0	1,289,414	0
Upstream transportation and distribution ²	114,837	0	121,133	4,908	167,118	6,667
Waste generated in operations	Not assessed	Not assessed	2	0.04	11	0.26
Business travel	376	0	1,033	0	778	0
Total	259,312	0	311,098	4,908	1,457,320	6,667

¹ In 2024, the "purchased goods and services" category was expanded to include emissions from fertilizer production in addition to those from pesticide production. The methodology was updated retroactively for the years 2022 and 2023.

² In 2024, emissions previously accounted for under "downstream transportation and distribution" were reallocated to "upstream transportation and distribution," as these are logistics operations contracted by SLC Agrícola.

GHG emissions intensity GRI 305-4

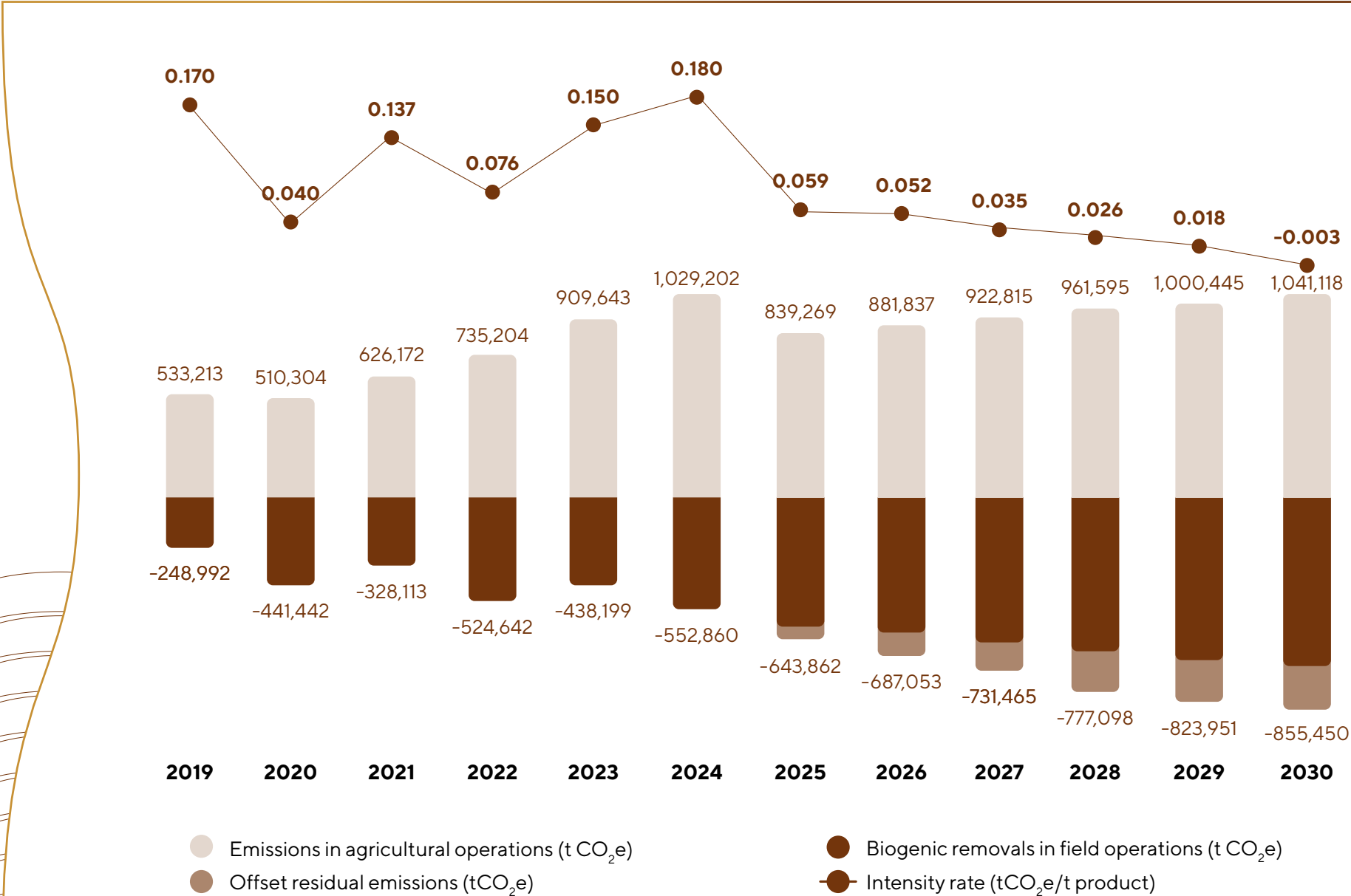
	2022	2023	2024
CO ₂ e emissions from field operations in scopes 1 and 2 (t)	735,204	909,643	1,029,202
Biogenic removals (t CO ₂ e)	-524,642	-438,199	-552,860
Balance: emissions - removals (t CO ₂ e)	210,562	471,444	476,342
GHG emission intensity: emissions - removals/production (t CO ₂ e/t product)	0.076	0.150	0.180
GHG emission intensity: emissions - removals/area (t CO ₂ e/t hectare)	0.318	0.757	0.751



Employee Cecília Reis and team installing field chambers for greenhouse gas collection

Our operations have grown significantly in recent years, with both planted area and the use of agricultural inputs also rising as a consequence. However, we have accompanied this growth by expanding regenerative agriculture practices, aiming to balance our emissions/captures and reach our goal of net zero by 2030.

The company tracks progress toward this goal using the emissions/captures intensity indicator per metric ton produced. This indicator measures efficiency in terms of CO₂ emissions and/or captures per ton of commodity produced. TCFD 4B



In 2024, the emissions intensity was 0.180 tons of CO₂e per ton of harvested product, a 5.7% increase on 2019, the baseline of our decarbonization commitment. This figure reflects specific challenges faced during the year, but also highlights important progress in our sustainable practices. The calculation is made by subtracting captures from the volume of production emissions, with the result divided by the amount of commodities harvested during the year. Key factors impacting the indicator include:

- **Increase in carbon captures (122% compared to 2019):** Through sustainable agricultural practices — such as the use of cover crops and no-till farming — we captured over 500,000 tons of CO₂ in 2024. This result demonstrates our commitment to climate change mitigation and the continuous improvement of the environmental efficiency of our operations.
- **Increase in absolute emissions (93% compared to 2019):** part of this increase is linked to the 44% expansion

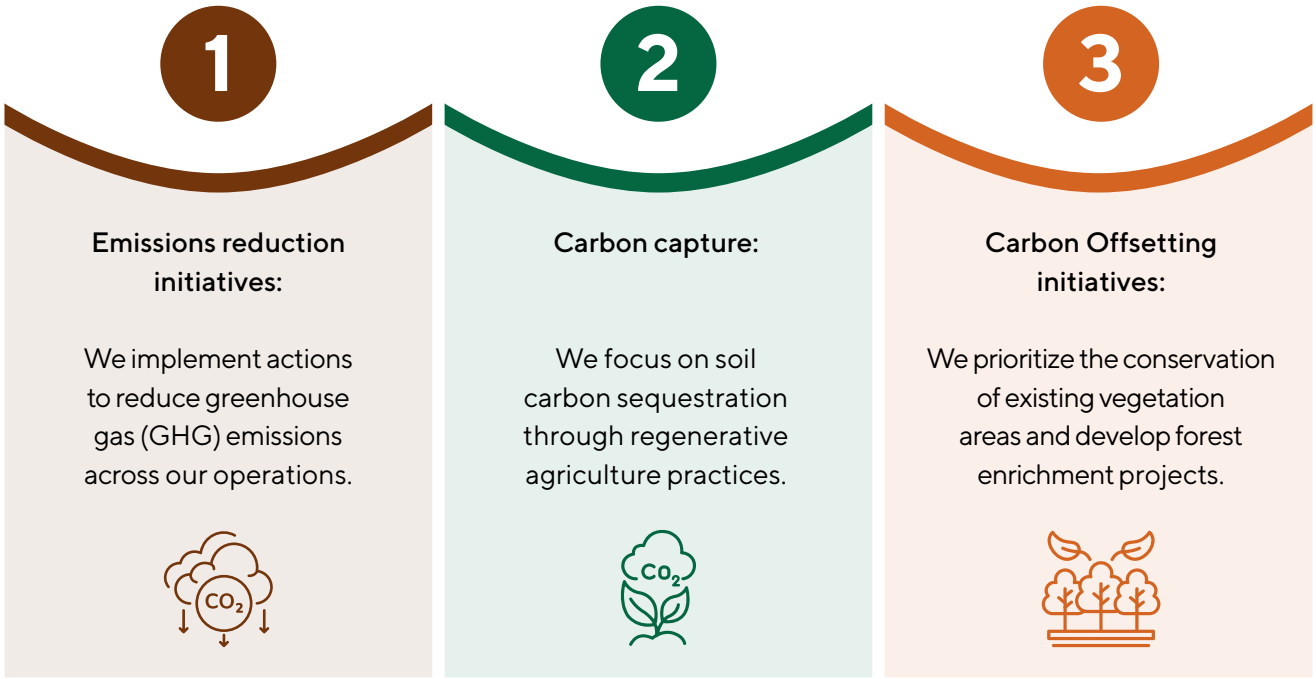
in planted area between the 2018/19 and 2023/24 crop seasons and cyclical operations such as soil amendments using calcium and magnesium— essential for maintaining long-term productivity and soil health. Adverse weather conditions, especially drought in Mato Grosso, also required additional operations, such as replanting areas that failed to germinate.


- **Decrease in production (15% lower vs. 2023):** although productivity increased by 26% compared to the 2018/19 crop year, it did not keep pace with the expansion of the planted area. In the 2023/24 season, the harvest volume was 15% lower than in 2023. Due to the drought in Mato Grosso in 2024, the average soybean yield dropped 16% (from 65.1 sacks in 2023 to 54.4 sacks in 2024). If not for this adverse climate scenario, the emissions intensity would have remained unchanged on the previous year. As a result, the emissions intensity per planted hectare decreased by around 1% compared to 2023, demonstrating a slight improvement in operational efficiency.

Decarbonization plan (SASB FB-AG-110a.2; TCFD 2 B)

We are committed to a decarbonization plan to achieve carbon zero in scopes 1 and 2 by 2030. This means reduce the emissions intensity, offsetting greenhouse gas emissions from our operations and purchased electricity with captures over the same period. This effort is crucial to tackling climate change.

Main pillars of the plan





Our plan begins with accurate measurement and continuous monitoring of our carbon emissions and removals. To calculate our carbon footprint, we compile detailed inventories, whose data guide strategic initiatives to reduce emissions and increase carbon capture.

With ongoing actions in carbon reduction, capture and offsetting, the path to Net Zero is clearly defined. We recognize the challenges in achieving this goal, but our increasing maturity in these practices strengthens leadership's confidence in the decarbonization plan.

Static chambers for field collection of greenhouse gases emitted by agricultural operations.

Measurement and monitoring

We have invested in improving carbon emissions and removals accounting methodologies, thereby expanding our evaluation capabilities and ensuring that mitigation strategies are aligned with international best practices and science-based targets. The results are beginning to emerge through the increased level of detail and precision in data by crop, field and operation.

Our main measurement project is the digitalization of the greenhouse gas emissions calculation methodology. Since 2021, we have been running a field experiment to validate and implement a methodology based on the DayCent model. This considers a range of specific environmental conditions such as soil type, moisture, temperature, clay and sand content, type and quantity of fertilizers applied and planting systems adopted. By 2024, more than 50,000 samples had already been collected. This approach

goes beyond the traditional GHG Protocol methodology, offering a more detailed and realistic view of emissions and removals. By integrating primary data collected directly from the field, we will be able to more accurately understand actual emissions in our operations, which may differ from globally available emission factors.

Another important front entails native vegetation preservation and forest enrichment projects and their contribution to atmospheric carbon capture. An example of this effort is the carbon sequestration monitoring project in green areas. The initiative quantifies and monitors the carbon stock in 111,700 hectares of native vegetation over time, using mathematical modeling and detailed field surveys. We have conducted forest inventories at two of our farms, Paiaguás and Perdizes. This approach allows us to identify opportunities to increase carbon capture through forest restoration actions and to ensure more accurate accounting of carbon capture in our operations.

Actions to reduce emissions

For Scope 1, the main emission reduction action is our commitment to no longer clear native vegetation. Since 2021, we have implemented this policy and ceased operations in any areas deforested after August 31 that year, thereby eliminating emissions associated with this practice. Another important initiative is the use of technology to increase diesel efficiency in planting and harvesting operations. During this period, we set and achieved a 3.5% diesel consumption reduction target. For 2025, we have renewed the target, aiming for an additional 3.8% reduction—made possible by tools such as telemetry and the modernization of our machinery fleet.

For Scope 2, we are focused on self-generation initiatives through photovoltaic power plants and the procurement of renewable energy. In 2024, electricity consumption accounted for 0.4% of total Scope 1 and 2 emissions. For low-voltage electricity—3.5% of total consumption—80% was supplied through self-generation from photovoltaic plants, a renewable source. For

medium voltage, which accounts for 96.5% of energy consumed, we aim to purchase 70% through renewable energy contracts by 2030.

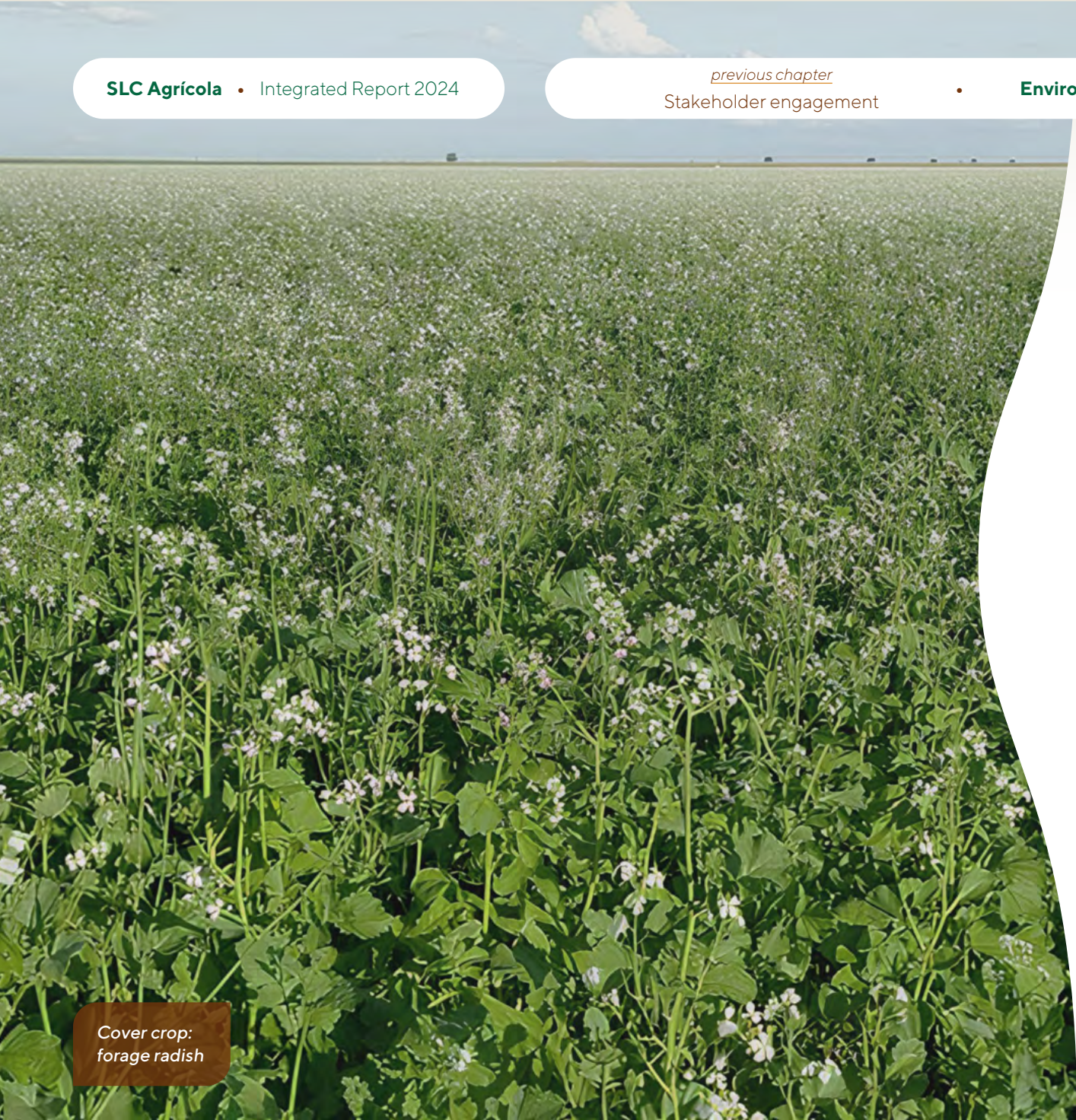
In addition to emissions reduction and carbon capture, our strategies include adopting practices that prevent emissions, such as using slow-release fertilizers and reducing the use of crop protection products. While some of these initiatives fall under Scope 3, they strengthen our commitment to seamless solutions that cover the entire value chain.

The progress we have made so far has been driven by heavy investments in innovation. In 2024, we allocated R\$ 12.6 million to digital agriculture, enhancing processes and operational efficiency. We also invested R\$ 242 million in software and machinery with technologies that optimize fuel usage, along with R\$ 1.6 million in initiatives related to the circular economy, carbon sequestration assessment in native vegetation and digitalization of emissions and carbon capture calculations. These efforts reflect our determination to create solutions that are not only effective but also sustainable in the long term.



Solar photovoltaic energy system, Planeste farm (MA)

Action	2024 Target	2024 Actual	2025 Target	How we will achieve it
Zero Deforestation	Do not convert native vegetation areas for use in agricultural operations.	Achieved, in line with the Zero Deforestation Policy adopted in 2021.	We maintain the same target and Policy, applicable to both owned and leased areas.	Continuous monitoring of our operations.
Diesel use	3.5% reduction in diesel consumption (liters/ha) in agricultural operations.	Performed.	For the 2024/25 crop season, the target is a 3.8% reduction compared to the previous season.	Using technologies such as telemetry, which enhance machinery efficiency.
Electric power	80% of low-voltage electricity comes from renewable sources.	Performed.	Maintain the current share of self-generation through photovoltaic plants.	
	70% of medium-voltage electricity comes from renewable sources.	Acquire energy under renewable energy contracts.		



Cover crop:
forage radish

Carbon capture actions

In addition to direct reductions, we explore internal and market-based opportunities to capture carbon in the atmosphere. Regenerative agriculture plays a central role in this effort, with initiatives such as expanding cover crop use. In the 2023/24 crop season, we planted 221,000 hectares with cover crops, which were responsible for significant CO₂e removal. Our goal is to expand this practice to 40% of the cultivated

area by 2030. Another key practice is no-till farming, which preserves soil organic matter and its carbon content. Although we did not reach the 93% target in 2024 due to the expansion of operated areas, we made considerable progress in this practice, benefiting soil health and contributing to carbon capture. These fronts jointly captured 552,860 tons of CO₂, offsetting 45% of scope 1 and 2 emissions.

Action	2024 Target	2024 Actual	2025 Target
Cover crops	30% of the area	35.6%, or 221,000 hectares, which enabled the capture of nearly 400,000 tons of CO ₂	Targets will be defined during the 2025/26 crop planning, which concludes in May 2025
No-till planting	93% of the area	88%	

Carbon offset/insetting actions

Although we are projecting a significant increase in carbon capture by 2030, we recognize that initiatives focused on emissions reduction and increased capturing alone will not be sufficient to achieve carbon zero in our operations. We are therefore developing offsetting actions to build on our efforts. We accordingly draw attention to our progress in projects aimed at generating carbon credits, both in crop fields and in native vegetation and reforestation zones.

A notable example is the Tatuy REDD+ project, which aims to prevent unplanned deforestation in 22,724 hectares of Amazon forest in the municipalities of Porto dos Gaúchos and Tabaporã (Mato Grosso). This region is under strong pressure from agricultural expansion and the project seeks to preserve forest cover, prevent wildfires and raise environmental awareness within local communities. Protecting this area is essential to avoid the emission of 1,220,922 tons of CO₂e over 40 years, with an average of 40,697 tons avoided annually. The initiative also supports local biodiversity conservation and improves the quality of life in the surrounding communities

through actions such as forest patrols and alternative income-generating opportunities. Forest preservation also reduces pressure on wildlife, mitigating impacts such as habitat loss and road accidents involving fauna.

Another project under development focuses on generating carbon credits on our own agricultural lands. With an initial assessed area of 19,000 hectares, the estimated potential is 0.8 tons of CO₂e per hectare annually over 20 years. Soil carbon accumulation, when verified and third-party assured, will be a valuable resource for offsetting emissions. We are also evaluating the inclusion of new areas, expanding this project's reach and impact.

With a focus on **reduction, capture and insetting** actions—including forest enrichment projects—we are confident that our plan will lead us to effectively and responsibly achieve our environmental goals. We are determined to lead by example in the transition to a low-carbon economy, positively contributing to a sustainable future.



Tatuy project team meeting, Perdizes farm (MT)

Eco-efficiency

GRI 3-3 Environmental management system

Water and wastewater (GRI 303-1, 303-2; SASB FB-AG-140a.2, FB-AG-440a.2)

Our farms are located within major watersheds in Brazil: Amazônica, Tocantins-Araguaia, São Francisco, Platina (Paraná, Paraguai e Uruguai), Parnaíba and Atlântico Nordeste Ocidental. The water used in our operations mostly comes from rainfall. We maintain climate management systems at all units to optimize the use of this natural resource. We also withdraw groundwater or surface water, always with authorization from environmental authorities.

Among the main environmental impacts associated with our operations are the strain on water resources and the risk of environmental contamination. To mitigate these impacts, we have adopted several measures, including the use of telemetry and efficient irrigation technologies, prioritization of rainfed crops, ongoing operational training and the preservation of

biodiversity by maintaining 111,700 hectares of native vegetation. To further advance sustainable practices, we have established ambitious water management goals across our operations:

Drivers

1

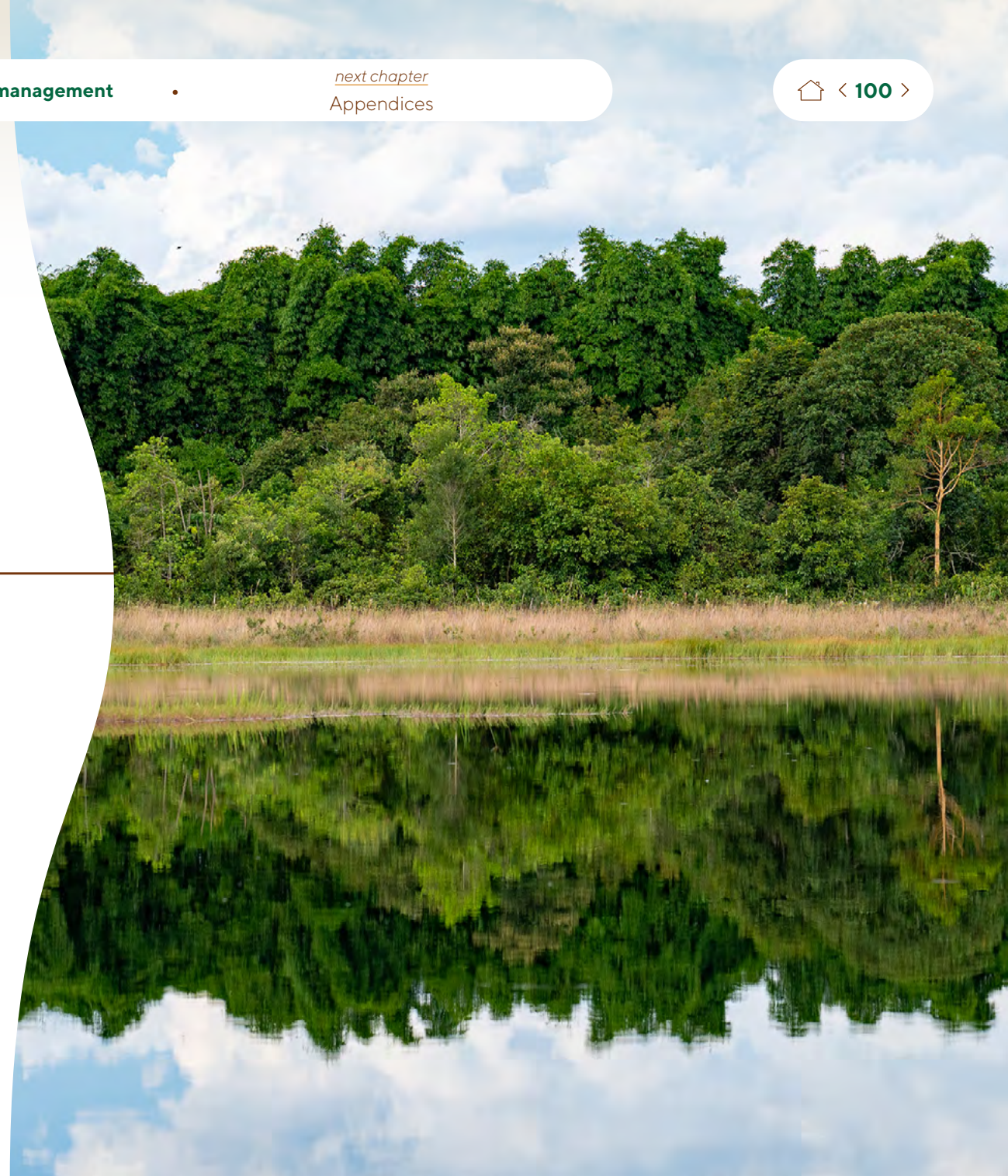
Regenerative Agriculture

Certification: our goal is to certify all farms by 2029, implementing practices such as preserving areas near watercourses, using irrigation efficiently and incorporating water reuse into production processes.

2

Water reduction strategy:

We implemented localized pesticide application technologies, which reduce water consumption for this activity by up to 90%. In the 2023/24 season alone, this type of application saved 28,900 m³ of water.



To assess the impacts of our activities on water resources, we use the Environmental Aspects and Impacts Survey (LAIA), reviewed annually by our environmental analysts. Water scarcity risk scenarios are analyzed by our Integrated Management System (SGI), considering factors such as probability, frequency and specific action plans. We also use the Aqueduct Water Risk Atlas tool from the World Resources Institute (WRI) to detect and monitor water stress risk in our geographies. Water stress is measured as the ratio between total water demand and renewable water availability in a given region. In 2024, we changed the methodology and now only include areas classified as having medium, high, or extremely high water stress. Under this approach, the only farm located in a medium/high water stress area is Pantanal. However, this farm operates under a rainfed system and has shown a strong track record of good productivity, thanks to a well-distributed rainfall pattern. The apparent contradiction arises because the Aqueduct water stress methodology is based not only on rainfall but also on the balance between water demand and availability. Even in a medium/high water

stress area, the well-distributed rainfall pattern reduces the impacts of water stress on agricultural production, regardless of mechanical irrigation. Farms previously classified as medium/low water stress areas, such as Pamplona (GO) and Panorama (BA), were reclassified as low-risk and are no longer included in this assessment. Western Bahia presents a water stress area classified as low/medium, meaning water demand represents between 10% and 20% of available renewable supply—thus, the risk of water shortages remains low.

Water scarcity and climate change risks are monitored through our corporate risk matrix, under the ongoing supervision of the Executive Board and the Board of Directors. To improve our water management, we are investing in Internet of Things (IoT) technologies, which allow us to measure and monitor water withdrawal and consumption in real time. Using digital rain gages and weather stations, we generate precipitation maps and climate forecasts, enabling quick and effective decision-making, such as the optimal timing for input application and activation of mechanical irrigation.

In 2023, we presented the water footprint of our main commodities for the first time¹.

These figures reinforce the optimization of water use, maximizing the benefit of rainfall to reduce direct water withdrawal. In 2024, we withdrew a total of 60,415.4 megaliters of water to meet the operational demands of our units, prioritizing activities such as irrigation, internal consumption and industrial processes. This withdrawal was distributed between surface water (18,197.11 megaliters) and groundwater (42,218.29 megaliters).

Our water consumption covers activities such as machinery and infrastructure cleaning, agricultural pesticide application and irrigation. We are committed to reducing this use through technological innovations such as sprayers and localized application systems, which reduce the need for dilution water. We use advanced irrigation technologies that consider variables such as rainfall forecasts, soil water storage and plant growth stages. 3.7% of our planted area is currently irrigated, especially in regions with insufficient rainfall, such as Pamplona (GO), Piratini, Paysandu and Palmares (BA). The remaining 96.3% of our crops are grown under rainfed conditions.

The increase in total water withdrawal in 2024 compared to the previous year was directly influenced by the need for greater mechanical irrigation at the start of the season. The El Niño phenomenon prolonged the dry season, significantly reducing rainfall in October, November and December, which led us to

According to Embrapa, the volume of water needed to grow one ton of soy, corn and cotton in the Cerrado is 2,000 m³, 1,200 m³ and 5,333 m³, respectively. In the past year, our water footprint was 17.54 m³ for soy (0.88% of total demand), 9.02 m³ for corn (0.75%) and 17.18 m³ for cotton (0.32%). The difference was made up for by rainfall.

¹ The proportion of rainfall vs. withdrawn water is based on the average water demand for the growth and production of each ton of commodity (cotton, soy and corn).

intensify the use of mechanical irrigation. It is important to note that all water withdrawals complied with legal requirements and water use permits.

Despite these climate challenges, we harvested the soybean crop in full, achieving a productivity of 3,264 kg per hectare. Although the harvested volume was 17.5% below expectations, it was 2% above the national average reported by

Conab in October 2024, demonstrating our adaptability in the face of climate adversity.

We strictly comply with operational license requirements and legal regulations to ensure water availability and quality. Our management also follows the standards set by important regulations, such as the Ministry of Health’s Consolidation Ordinance No.

5 of 2017, for water intended for human consumption. The frequency of quality analyses is defined by environmental agencies, according to the terms of operating licenses.

In addition to prioritizing the responsible water stewardship, we are also committed to wastewater treatment, adopting responsible practices that ensure environmental preservation and compliance with legal standards. We have Wastewater Treatment Plants (ETE) in nine facilities for the treatment of domestic sewage. In locations without ETEs, we use septic tanks, filters and soakaway pits to ensure proper treatment.

Separating the different types of effluent generated in our operations is also a key practice. Effluent from washing machinery, for example, undergoes physical treatment in Oil and Water Separator Boxes (CSAO). Once separated, the treated water is infiltrated into the soil and the collected oil is sent for re-refining. No effluents are discharged into water bodies. Domestic wastewater is analyzed based on control parameters such as Biochemical Oxygen Demand (BOD), ammonia nitrogen and

settleable solids. Effluents treated in CSAOs follow strict quality criteria, including pH, settleable solids, temperature, phenols, BTEX (monoaromatic hydrocarbons) and TPHGRO (total petroleum hydrocarbons), as required by legislation.

For specific cases, such as the washing of contaminated personal protective equipment (PPE) and aircraft used for pesticide application, we use effluent treatment systems with ozone—an advanced process that breaks down complex chemical compounds, in accordance with MAPA Normative Instruction No. 2, dated January 03, 2008. After treatment, these effluents are stored in lined ponds and undergo evaporation.

We dispose of liquid effluents and sewage in full compliance with environmental regulations, such as CONAMA Resolution 430 (complementing Resolution 357), ISO 14001 and our Water and Effluents Operational Manual (MO.021). These documents guide our routines for cleaning, sample collection, maintenance of CSAOs and sewage treatment systems. If analysis results do not meet the permitted standards, we

Total volume of water withdrawal across all areas and regions with water stress, by source (ML) GRI 303-3

	2022		2023		2024	
	All areas	Areas with water stress	All areas	Areas with water stress	All areas	Areas with water stress
Surface water						
Freshwater (≤ 1000 mg/l total dissolved solids)	36,159.3	21,320.7	33,496.7	11,311.9	18,197.11	17.72
Groundwater						
Freshwater (≤ 1000 mg/l total dissolved solids)	3,611.6	1,646.2	13,401.8	11,490.8	42,218.29	166.76
Total	39,770.9	22,966.9	46,898.5	22,802.7	60,415.4	179.4

implement corrective action plans. In 2024, we discharged an estimated total of 572.84 megaliters of freshwater, with no record of harmful substances in the discharged water or any non-compliance during the period. All discharges occurred in locations compliant with local legal requirements.

During the year, our total water consumption reached 59,842.56 megaliters, calculated as the difference between the 60,415.4 megaliters withdrawn and the 572.84 megaliters discharged. In water-stressed areas, we consumed 143.13 megaliters, concentrated in operations at the Pantanal farm, located in a medium to high stress region.

Part of the volume withdrawn—equivalent to 137.91 megaliters or 0.23% of the total—was reused after treatment, reinforcing our commitment to water sustainability and resource efficiency.

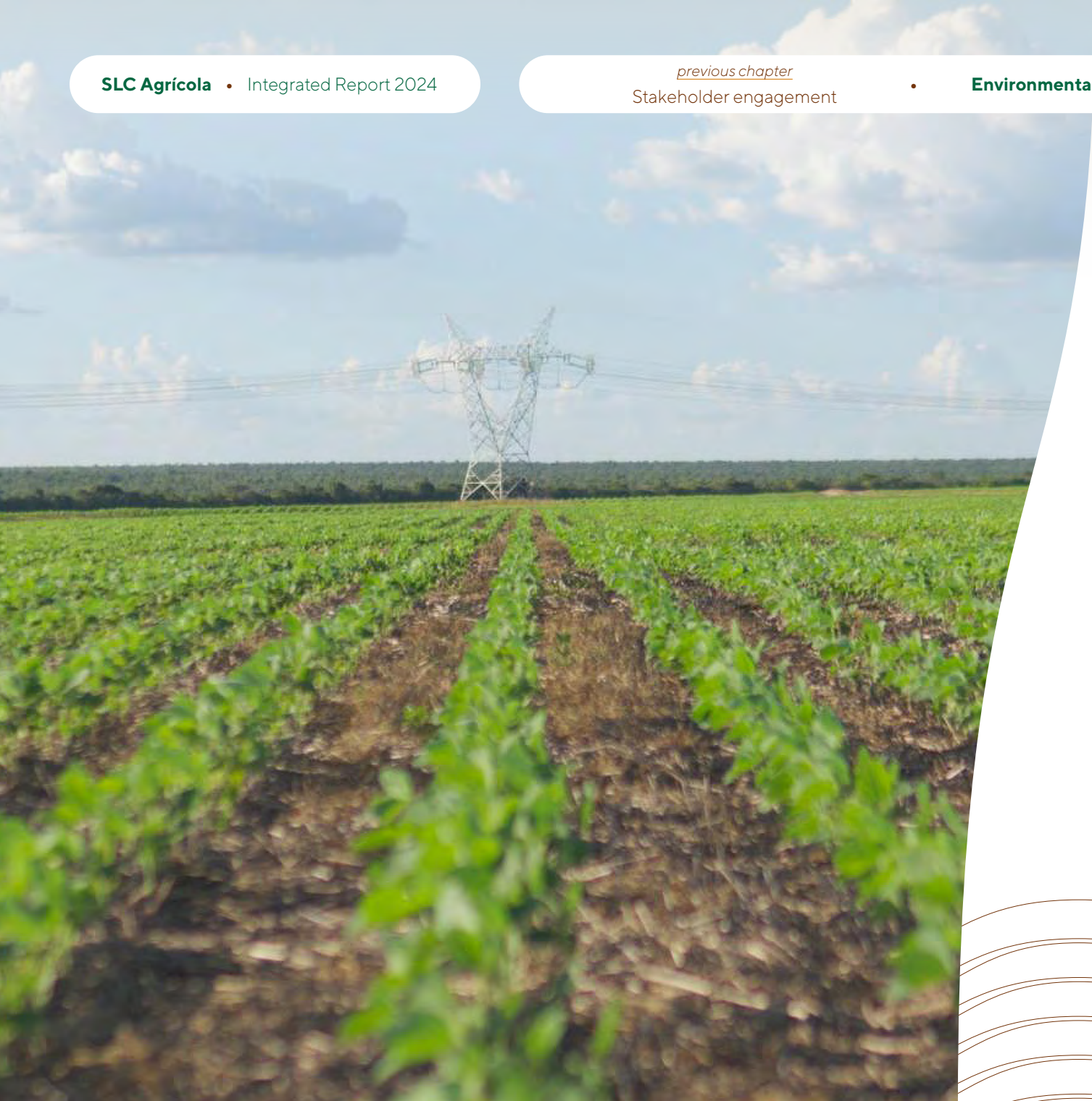
Total volume of water discharge across all areas and in areas with water stress, by source (ML) GRI 303-4

	2022		2023		2024	
	All areas	Areas with water stress	All areas	Areas with water stress	All areas	Areas with water stress
Surface water						
Freshwater (≤ 1000 mg/l total dissolved solids)	442.11	NAv	572.84	108.7	572.84	36.35
Total	442.11	NAv	572.84	108.7	572.84	36.35

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

	2022		2023		2024	
	All areas	Areas with water stress	All areas	Areas with water stress	All areas	Areas with water stress
Total water withdrawal	39,770.90	22,966.9	46,898.60	22,802.7	60,415.4	179.48
Total water discharge	442.11	-	572.8	108.7	572.84	36.35
Water consumption	39,328.79	22,966.9	46,325.8	22,694	59,842.56	143.13





Energy

In 2024, we reduced our energy consumption by 1,607 GJ. One of many initiatives was the installation of five photovoltaic power plants, with a total generation capacity of 306 kWp. Together, the plants have the capacity to generate 446,000 kWh of renewable energy annually – enough to supply, on average, 232 households per year. This reduction was calculated based on the size of the

photovoltaic systems, the average daily direct solar incidence (estimated at five hours) and a conversion efficiency of 80%. The renewable energy generated replaced electricity consumption from the grid, representing a significant step forward in our commitment to sustainability and energy efficiency. [GRI 302-4](#)

Energy Consumption Intensity [GRI 302-3](#)

	2022	2023	2024
Metric tons of products produced (specific metric)	2,361,032	3,230,703	2,663,603
Energy consumption within the organization (GJ)	854,899	3,411,458	3,230,213
Energy intensity (GJ/ tons of product)	0.36	1.06	1.21

Waste management and the circular economy GRI 306-1, 306-2

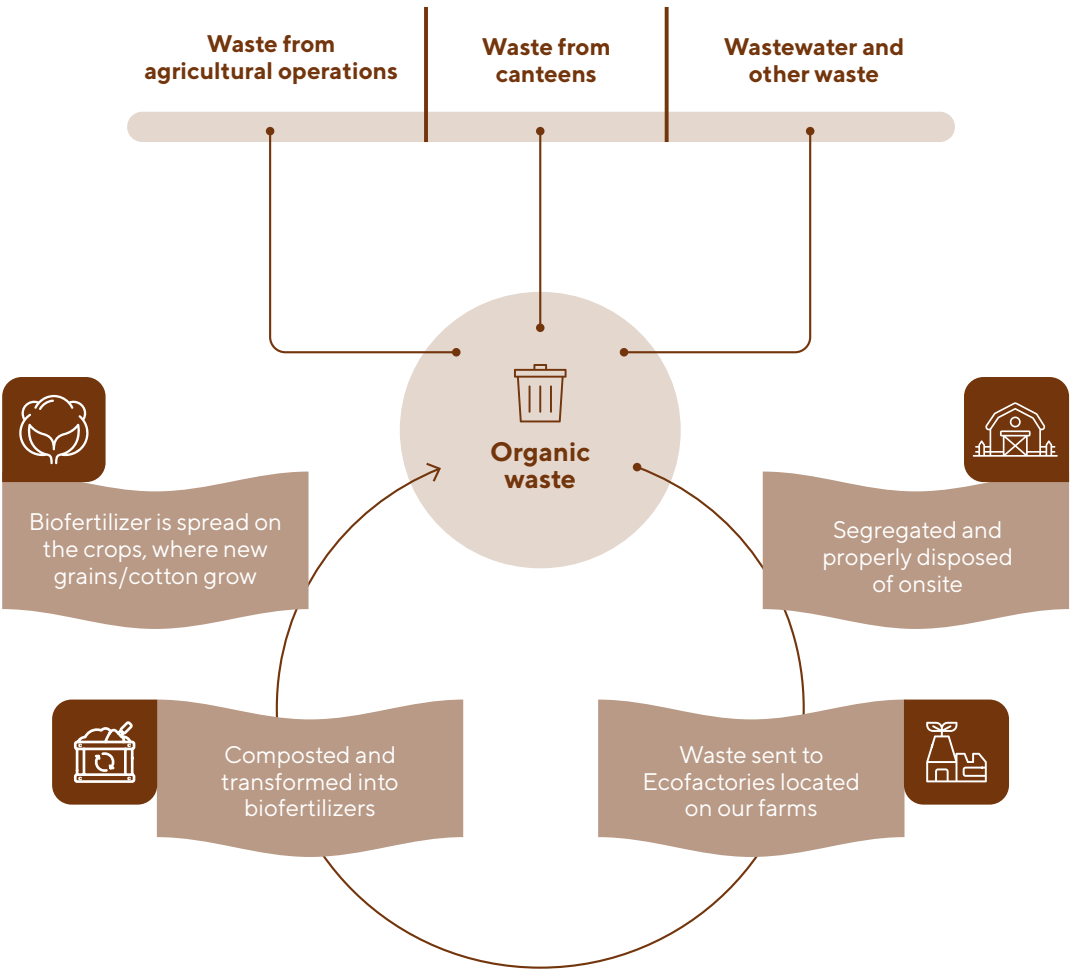
Since 2021, we have promoted the Circular Economy Program, with the goal of sending zero waste to landfills by 2029. The initiative recycles and reuses organic waste from agricultural activities, converting it into biofertilizers for use in the fields through composting carried out in our Ecofactories. An example of this is the Pamplona farm in Cristalina (GO), which reached a recyclability rate of 99.8%—up from 29% before the program was implemented.

In 2023 and 2024, other units also adopted the circular economy model, including Parnaguá (PI), Parceiro (BA), Pioneira (MT), Paladino, Panorama and Piratini (BA). Implementation is ongoing in new units such as Planalto and Pantanal (MS), Palmares (BA) and Pamplona site III (MG). Since the beginning of the program, 13,300 tons of organic waste have been composted and transformed into biofertilizers. When spread on our fields, these biofertilizers trigger the recycling of macro- and micronutrients and contribute to regenerative agriculture.

The Circular Economy Program is implemented in three phases. In Phase I, we analyze processes, identify opportunities, engage our teams and design specific action plans; in Phase II, we adapt operations, restructure waste centers and build the Ecofactories while training our employees, families living on the farms, visitors and service providers in new disposal practices and waste reduction; in Phase III, which is focused on consolidating lessons learned, farms that have already implemented the project share their experiences with others to make processes increasingly circular.

As signatories of the Circular Connection Movement of the UN Global Compact, we believe that agriculture offers vast opportunities to drive circularity in the economy.

Circular economy composting process



We generated 95,479.94 metric tons of waste in 2024, an increase of nearly 46% on 2023. This growth was driven by the expansion of production areas—including new lease agreements and a new farm—and an increase in livestock numbers. We also improved our waste control and measurement, especially the volume currently used in biofertilizer production.

The composition of generated waste includes hazardous waste such as used lubricating oil (222.16 tons) and other Class I waste (461.38 tons), totaling 683.54 tons. Among non-hazardous waste, we have: paper/cardboard: 284.7 tons, metals: 929 tons, plastics: 2,117.2 tons, tires: 110.3 tons, organic by-products from agribusiness: 90,719.2 tons and Class II rejects (non-recyclable/compostable): 636 tons. Total non-hazardous waste was 94,796.4 in metric tons.

The largest volume of waste generated on the farms is organic in nature, primarily from cotton and grain processing operations. This waste is sent for: composting, with 6,887 tons converted into biofertilizers in 2024; sale to


third parties, especially cotton scraps and briquettes, used as raw materials (38,538 tons during the period); and feed for our own cattle, totaling 45,294 tons. This represents a combined 90,719 tons.

All waste generated is classified in accordance with the ABNT 10004 standard, which defines Class I (hazardous) and Class II (non-hazardous) wastes. For waste not treated internally, we hire specialized companies for collection, transportation and final disposal. We strictly follow our Solid Waste Management Plan (PGRS) and the National Solid Waste Policy (PNRS), ensuring all stages are tracked through Waste Waybills (MTR), issued via the Sinir-MTR system.

Our Temporary Waste Storage Centers for Class I materials are also designed to ensure safety and efficiency in temporary waste storage. Equipped with impermeable flooring, drainage channels and containment boxes, these centers minimize leakage risks and ensure environmental compliance. We conduct the Environmental Issues and

Impacts Survey (LAIA) as part of our ISO 14001 scope, identifying potential impacts associated with waste—such as soil or water contamination and improper disposal of materials like contaminated PPE, oil-soaked rags and pesticide packaging. Significant impacts are limited to our direct activities, with no major effects on the broader value chain.

Our commitment goes beyond proper disposal. We strive to avoid or reduce waste generation whenever possible. We participate in reverse logistics programs, such as the one from the Brazilian Empty Packaging Processing Institute (InpEV), to return pesticide containers. We send input packaging to reverse logistics systems and recyclable materials to recycling, always with support from specialized providers. We monitor waste generation, transport and disposal data monthly and issue the Final Disposal Certificate (CDF).



Implementation of the composting process at the Ecofactory, Piratini farm (BA)



Appendices

Certifications

GRI 3-3 Product certification and traceability

	ISO 9001	ISO 14001	ISO 45001	NBR 16001	RTRS SOY	RTRS CORN	BCI	APR	APR-UBA	3 S ¹	UAAN	2BSvs ¹	RENOVABIO ¹	REGENAGRI Production	REGENAGRI Chain of Custody	ISO 9001 Seeds	Onça Pintada
Headquarters	x	x	x	x												x	
Paiaguás	x	x	x	x	x	x	x	x	x	x	x						
Paineira																	
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						
Pampeira					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	
Pantanal		x	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						
Paysandu		x	x	x			x	x	x							x	
Perdizes		x	x	x	x	x	x	x	x	x	x						
Pioneira		x	x	x	x	x				x	x						x
Piracema		x	x	x	x	x	x	x									
Pirapora					x	x	x	x									
Piratini		x	x	x			x	x			x						
Planalto	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		
Preciosa																	
Próspera					x	x	x	x									
	7	19	19	19	16	16	18	18	12	8	14	1	1	6	6	4	1

¹ Chain-of-custody Certified.

People management

Employees by gender and region¹ GRI 2-7

	2022			2023			2024		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Northeast	1,895	169	2,064	2,114	180	2,294	2,254	223	2,477
Midwest	2,411	225	2,636	2,628	257	2,885	2,636	353	2,989
South	326	194	520	358	220	578	361	238	599
Total	4,632	588	5,220	5,100	657	5,757	5,251	814	6,065

¹ The data was extracted from payroll, based on the general employee report as of 12/31/2024.

Workforce by employment contract and gender¹ GRI 2-7

	2022			2023			2024		
	Indefinite term	Definite term	Total	Indefinite term	Definite term	Total	Indefinite term	Definite term	Total
Men	3,476	1,156	4,632	3,493	1,607	5,100	3,627	1,624	5,251
Women	559	29	588	621	36	657	722	92	814
Total	4,035	1,185	5,220	4,114	1,643	5,757	4,349	1,716	6,065

¹ The data was extracted from payroll, based on the general employee report as of 12/31/2024.

Workforce by employment contract and region¹ GRI 2-7

	2022			2023			2024		
	Indefinite term	Definite term	Total	Indefinite term	Definite term	Total	Indefinite term	Definite term	Total
Northeast	1,486	578	2,064	1,548	746	2,294	1,642	835	2,477
Midwest	2,049	587	2,636	2,014	871	2,885	2,130	859	2,989
South	500	20	520	552	26	578	577	22	599
Total	4,035	1,185	5,220	4,114	1,643	5,757	4,349	1,716	6,065

¹ The data was extracted from payroll, based on the general employee report as of 12/31/2024.

Workforce by employment contract and gender¹ GRI 2-7

	2022			2023			2024		
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total
Men	4,632	0	4,632	5,036	64	5,100	5,197	54	5,251
Women	588	0	588	630	27	657	786	28	814
Total	5,220	0	5,220	5,666	91	5,757	5,983	82	6,065

¹ The data was extracted from payroll, based on the general employee report as of 12/31/2024.

Workforce by employment type and region^{1,2}

GRI 2-7

	2024		
	Full time	Part time	Total
Northeast	2,463	14	2,477
Midwest	2,921	68	2,989
South	599	0	599
Total	5,983	82	6,065

¹ The data was extracted from the payroll, based on the general employee report as of December 31, 2024.

	2023	2024
Interns	95	114
Apprentices	108	130
Total	203	244

¹ The reported data was based on the total number of workers recorded at the end of the reporting period. There were no significant changes in the number of employees during the period.

Individuals within the organization's governance

² The data on employees by type of job and region is being presented for the first time in this reporting cycle; no historical baseline is available.

Non-guaranteed hours by region¹ GRI 2-7

	2022	2023	2024
Men	398	380	392
Women	55	62	70
Total	453	442	462

¹ The data was extracted from payroll, based on the general employee report as of 12/31/2024.

bodies - by gender GRI 405-1

	2022 ¹			2023			2024		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Board of Directors									
Number of governance body members	5	1	6	5	1	6	5	1	6
Percentage of governance body members by gender (%)	83.33	16.67	100	83.33	16.67	100	83.33	16.67	100

¹ The value was corrected in this reporting cycle for the year 2022. GRI 2-4

Non-guaranteed hours by region ¹ GRI 2-7

	2022	2023	2024
Northeast	142	140	148
Midwest	175	164	184
South	136	138	130
Total	453	442	462

¹ The data was extracted from payroll, based on the general employee report as of 12/31/2024.

Workers who are not employees¹ GRI 2-8

Individuals within the organization’s governance bodies - by age group GRI 405-1

	2023		2024	
	Number	Percentage (%)	Number	Percentage (%)
Board of Directors				
Under 30	0	0	0	0
30 to 50	0	0		0
Over 50	6	100	6	100
Total	6	6	6	100

Employees by functional category and gender GRI 405-1

	2022			2023			2024		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executive Board									
Number	6	0	6	6	0	6	6	0	6
Percentage (%)	100	0	100	100	0	100	100	0	100
Managers									
Number	44	2	46	45	3	48	47	5	52
Percentage (%)	95.65	4.35	100	93.75	6.25	100	90.38	9.62	100
Coordination									
Number	313	42	355	309	52	361	328	62	390
Percentage (%)	88.17	11.83	100	85.60	14.40	100	84.1	15.9	100
Administrative									
Number	410	276	686	461	331	792	457	361	818
Percentage (%)	59.77	40.23	100	58.21	41.79	100	55.87	44.13	100
Operational									
Number	2,687	228	2,915	4,255	262	4,517	4,394	379	4,773
Percentage (%)	92.18	7.82	100	94.20 ¹	5.80 ¹	100	92.06	7.94	100
Trainee									
Number	16	11	27	24	9	33	19	7	26
Percentage (%)	59.26	40.74	100	72.73	27.27	100	73.08	26.92	100
Total									
Number	3,470	559	4,029	5,100	657	5,757	5,251	814	6,065
Percentage (%)	86.15	13.85	100	88.59	11.41	100	86.58	13.42	100

¹ The value was corrected in this reporting cycle. GRI 2-4

Workforce by employee category and age group GRI 405-1

	2022		2023		2024	
	Number	Percentage (%)	Number	Percentage (%)	Number	Percentage (%)
Executive Board						
Under 30	0	0	0	0	0	0
30 to 50	2	33.33	1	16.67	2	33.33
Over 50	4	66.67	5	83.33	4	66.67
Total	6	100	6	100	6	100
Managers						
Under 30	0	0	1	2.08	1	1.92
30 to 50	44	95.65	41	85.42	45	86.54
Over 50	2	4.35	6	12.50	6	11.54
Total	46	100	48	100	52	100
Coordination						
Under 30	80	22.54	64	17.73	86	22.05
30 to 50	251	70.70	272	75.35	283	72.56
Over 50	24	6.76	25	6.93	21	5.38
Total	355	100	361	100	390	100
Administrative						
Under 30	277	40.38	312	39.39	331	40.46
30 to 50	383	55.83	450	56.82	461	56.36
Over 50	26	3.79	30	3.79	26	3.18
Total	686	100	792	100	818	100

	2022		2023		2024	
	Number	Percentage (%)	Number	Percentage (%)	Number	Percentage (%)
Operational						
Under 30	971	33.31	2583	57.18	2,088	43.75
30 to 50	1626	55.78	1607	35.58	2,337	48.96
Over 50	318	10.91	327	7.24	348	7.29
Total	2915	100	4517	100	4,773	100
Trainees						
Under 30	16	59.26	26	78.79	20	76.92
30 to 50	11	40.74	7	21.21	6	23.08
Over 50	0	0	0	0	0	0
Total	27	100	33	100	26	100
Total						
Under 30	1344	33.36	2986	51.87	2,526	41.65
30 to 50	2315	57.46	2378	41.31	3,134	51.67
Over 50	370	9.18	393	6.83	405	6.68
Total	4029	100	5757	100	6,065	100

Employees by minority and/or vulnerable groups, by employee category GRI 405-1

	2023		2024	
	Number	Percentage (%)	Number	Percentage (%)
Black and brown people				
Executive Board	0	0	0	0
Managers	3	16.67	3	5.76
Coordination	149	41.00	170	43.5
Administrative	331	41.79	356	43.52
Operational	3658	80.05	3984	83.46
Trainee	12	36.36	10	38.46
Total	4,153	72.13	4,523	74.57
People with disabilities (PwDs)				
Executive Board	0	0	0	0
Managers	0	0	1	1.92
Coordination	5	1.39	3	0.77
Administrative	33	4.17	34	4.16
Operational	116	2.57	123	2.58
Trainee	0	0	0	0
Total	154	2.68	161	2.65

¹ The figures for 2023 were updated for black and brown individuals. GRI 2-4

Compensation and benefits

Ratio of the annual total compensation for the organization’s highest-paid individual to the median annual total compensation for all employee, excluding the highest-paid individual GRI 2-21

	2022	2023	2024 ¹
Highest pay (in R\$) ²	5,108,897	4,957,216	4,694,822
Mean total annual compensation for all employees (except the highest paid individual (in R\$)	82,735	87,295	84,274
Ratio	61.75	56.79	55.71

	2023	2024 ¹
Percentage increase in the highest-paid individual’s compensation (%)	-2.97	-5.29
Median percentage increase in annual total compensation (%)	5.51	-3.46
Ratio of the percentage increase of the highest-paid individual to the median annual total compensation percentage increase	-0.54	1.53

¹ The highest compensation paid and the average annual compensation of all employees—excluding the highest-paid individual—dropped slightly compared to the previous year. The drop in the highest compensation is due to the variable component, which is influenced by performance indicators for that compensation type. The reduction in the average annual compensation is also partly due to variable pay and natural employee turnover.

² Charges, benefits and stock options are not taken into account.

Parental leave GRI 401-3

	2022	2023	2024
Employees that were entitled to parental leave			
Men	4,632	5,100	5,251
Women	588	657	814
Employees who took parental leave			
Men	180	176	173
Women	53	34	17
Employees who returned to work during the reporting period after parental leave ended			
Men	178	180	177
Women	49	38	31
Employees who did not return to work during the reporting period after parental leave ended			
Men	-	-	0
Women	-	-	0
Employees who returned to work after parental leave ended that were still employed 12 months after their return to work			
Men	70	158	181
Women	7	26	19
Rate of return			
Men	1	1	1
Women	1	1	1
Retention rate			
Men	0.64	0.89	0.97
Women	0.44	0.53	1

Ratio of basic salary and remuneration of women to men, by employee category GRI 405-2

	2022		2023		2024	
	Basic salary (R\$)	Compensation (R\$)	Basic salary (R\$)	Compensation (R\$)	Basic salary (R\$)	Compensation (R\$)
Executive Board	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
Managers	0.86	0.87	1.03	0.96	0.86	0.85
Coordination	1.12	1.14	0.98	0.93	0.92	0.90
Administrative	0.75	0.72	1.01	0.91	0.90	0.80
Operational	0.80	0.68	0.85	0.78	0.83	0.73
Trainee	1.0	1.41	0.98	0.99	0.88	1.12

Training and development

Employees receiving regular performance reviews, by employee category¹ GRI 404-3

	2022			2023			2024		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executive Board									
Total employees	6	-	6	5	-	5	6	-	6
Employees reviewed	6	-	6	5	-	5	6	-	6
Percentage of employees reviewed (%)	100	-	100	100	-	100	100	-	100
Managers									
Total employees	42	3	45	43	3	46	45	5	50
Employees reviewed	42	3	45	43	3	46	44	5	49
Percentage of employees reviewed (%)	100	100	100	100	100	100	97.78	100	98
Coordination									
Total employees	310	41	351	284	37	321	266	46	312
Employees reviewed	293	38	331	277	37	314	264	46	310
Percentage of employees reviewed (%)	94	92	94	97	100	98	99.25	100	99.36
Administrative									
Total employees	568	326	894	490	294	784	347	268	615
Employees reviewed	524	295	819	485	292	777	342	266	608
Percentage of employees reviewed (%)	92	90	91	99	99	99	98.56	99.25	98.86
Operational									
Total employees	2,443	148	2,591	2,270	130	2,400	2,168	173	2,341
Employees reviewed	2,278	119	2,397	2,242	129	2,371	2,146	164	2,310
Percentage of employees reviewed (%)	93	80	92	98	99	98	98.99	94.8	98.68
Trainee									
Total employees	14	10	24	14	3	17	11	4	15
Employees reviewed	8	6	14	14	3	17	11	4	15
Percentage of employees reviewed (%)	57	60	58	100	100	100	100	100	100
Total									
Total employees	3,383	528	3,911	3,093	464	3,557	2,842	496	3,338 ²
Employees reviewed	3,151	461	3,612	3,052	461	3,513	2,812	485	3,297
Percentage of employees reviewed (%)	93	87	92	98	99	98	98.94	97.78	98.77

¹ In 2024, we expanded leadership assessments, allowing all leaders with more than three direct reports to receive feedback from their teams. For 2025, the goal is to implement 360° assessments for selected leaders, strengthening cross-functional collaboration.

² The difference between the total number of employees and the number of employees evaluated reflects the difference in reference dates. The former refers to the baseline 12/31/2024 and the latter to employees hired up to 12/31/2023.

Training and development

Average hours of training for employees during the period covered by this report, broken down by employee category GRI 404-1

	2022	2023	2024
Men	52	58	52
Women	35	51	46

Average hours of training for employees during the period covered by this report, broken down by employee category¹ GRI 404-1

	2022	2023	2024
Executive Board	117	39	47
Managers	109	102	87
Coordination	78	98	79
Administrative	36	39	36
Operational	48	51	49
Trainee	116	126	115
Executive Board	117	39	47

¹The total number of employees trained by job category is lower than the total by gender, as it does not include interns and board members. The total number of employees denotes the average number of employees trained throughout the year. Unlike indicator 2-7, in which the total refers to the headcount recorded as of 12/31/2024. Seasonal workers (safristas) are not included in this indicator.

Hires and turnover¹

Hires and turnover by age group GRI 401-1

	2022				2023				2024			
	New hires	New hire rate	Terminations	Turnover rate	New hires	New hire rate	Terminations	Turnover rate	New hires	New hire rate	Terminations	Turnover rate
Under 30	483	36%	354	26.3%	522	17.48%	274	20.49%	682	27%	296	20.87%
30 to 50	397	17%	329	14.2%	379	15.94%	329	14.13%	537	17.13%	415	17.04%
Over 50	28	9%	31	8.4%	28	7.12%	29	7.59%	27	6.67%	43	12.25%
Total	913	23%	714	17.7%	929	16.14%	632	15.62%	1,246	20.54%	754	17.93%

New hires and turnover by gender GRI 401-1

	2022				2023				2024			
	New hires	New hire rate	Terminations	Turnover rate	New hires	New hire rate	Terminations	Turnover rate	New hires	New hire rate	Terminations	Turnover rate
Men	737	21%	589	17.0%	724	14.20%	521	15.20%	974	18.55	627	17.88
Women	176	31%	125	22.4%	205	31.20%	111	17.90%	272	33.42	127	18.19
Total	913	23%	714	17.7%	929	23.0%	632	15.62%	1,246	20.54	754	17.93

New hires and turnover by region GRI 401-1

	2022				2023				2024			
	New hires	New hire rate	Terminations	Turnover rate	New hires	New hire rate	Terminations	Turnover rate	New hires	New hire rate	Terminations	Turnover rate
Northeast	332	22%	268	18.00%	365	15.91%	251	16.35%	483	19.5%	309	19.13%
Midwest	461	22%	372	18.20%	445	15.42%	318	15.79%	649	21.71%	368	18.16%
South	120	24%	74	15.0%	119	20.59%	63	12.65%	142	11.4%	77	13.65%
Total	913	23%	714	17.7%	929	16.14%	632	15.62%	1,274	20.54%	754	17.93%

¹ We calculate the turnover indicator using the formula: terminations / headcount. This calculation only counts permanent employees, excluding seasonal workers (*safristas*) who, although hired under the CLT basis, have fixed-term contracts.

Health and safety

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

	2022		2023		2024	
	Employees	Workers who are not employees (contractors)	Employees	Workers who are not employees (contractors)	Employees	Workers who are not employees (contractors)
Total number of individuals	4,029	1,185	5,757	203	6,065	244
Number of individuals who are covered by the system	4,029	1,185	5,757	203	6,065	244
Percentage of individuals who are covered by the system	100	100	100	100	100	100
Number of individuals covered by such a system that has been internally audited	4,029	1,185	3,983	104	5,351	216
Percentage of individuals covered by such a system that has been internally audited	100	100	69	51	88.23	88.5
Number of individuals who are covered by such a system that has been certified by an external party	2,522	785	3,983	104	5,351	216
Percentage of individuals who are covered by such a system that has been audited or certified by an external party	63	66	69	51	88.23	88.5

Work-related injuries¹ GRI 403-9; SASB FB-AG-320a.1

Sector	2022	2023	2024
	Employees	Employees	Employees
Number of hours worked	14,889,049	14,453,070	16,483,242
Basis for numbers of hours worked (200,000 or 1,000,000)	1,000,000	1,000,000	1,000,000
Number of fatalities as a result of work-related injuries	1	0	1
Rate of fatalities as a result of work-related injuries	0.07	0	0.06
Number of high-consequence work-related injuries (excluding fatalities)	6	2	1
Rate of high-consequence work-related injuries (excluding fatalities)	0.4	0.14	0.06
Number of recordable work-related injuries (including fatalities)	42	28	32
Rate of recordable work-related injuries (including fatalities)	2.82	1.94	1.94

¹ We do not monitor hours worked by individuals who are not our employees.

Suppliers

Percentage of purchases certified by internationally recognized standards that track the path traveled along the supply chain GRI 13.23.3

Products	Certifications	Percentage (%)	
		2023	2024
Cotton planting seed	ISO 9001, 17025	-	99
Corn seeds	ISO 9001, 14001, 45001	-	15
Soybean seeds	RTRS	-	3
Crop protection	ISO 9001, 14001, 45001	55	63
Fertilizers	ISO 14001, 45001	34	42
RMW packaging	ISO 9001, 14001	100	96
Lubricants	ISO 9001, 14001	90	76
Fuel	ISO 9001, 14001, 45001	90	65
Farm machinery	ISO 9001, 14001, 45001	100	95
Batteries ¹	ISO 9001, 14001, 20400, TS16949	-	70
Tires	ISO 9001, 14001, TS16949	90	40

¹Data for 2023 was not included.

Ethics and compliance

Communication and training on anti-corruption policies and procedures GRI 205-2

Total number and percentage of governance body members who have received communications and training on anti-corruption policies and procedures, by region GRI 205-2

Region	Governance members communicated and trained		2023		2024 ¹	
			Trained	Communicated	Trained	Communicated
South ²	Total number of members in the year	15	15	15	0	15
South	Total number of members who have received communications/training	15	15	15	0	15
South	Percentage of members who have received communications/training (%)	100	100	100	0	100

¹The members of the governance bodies received in-person training in 2023. In 2024, they were not trained but were communicated.
²All governance members are based in South Brazil. There are no governance members allocated in the Midwest and Northeast regions.

Total number and percentage of employees¹ who were communicated and trained in anti-corruption policies and procedures, by region GRI 205-2

	2022		2023		2024	
	Communicated	Trained	Communicated	Trained	Communicated	Trained
Northeast						
Total number of members in the year	1,558	1,558	1,558	1,558	1,642	1,642
Total number of members who have received communications/training	1,558	1,354	1,548	1,495	1,642	1,565
Percentage of members who have received communications/training (%)	100	87	100	97	100	95.31
Midwest						
Total number of members in the year	2,127	2,127	2,014	2,014	2,130	2,130
Total number of members who have received communications/training	2,127	1,504	2,014	1,705	2,130	1,927
Percentage of members who have received communications/training (%)	100	71	100	85	100	90.47
South						
Total number of members in the year	527	527	546	546	577	577
Total number of members who have received communications/training	527	443	546	388	577	479
Percentage of members who have received communications/training (%)	100	85	100	71	100	83.02
Total						
Total number of members in the year	4,212	4,212	4,108	4,108	4,349	4,349
Total number of members who have received communications/training	4,212	3,301	4,108	3,588	4,349	3,971
Percentage of members who have received communications/training (%)	100	78	100	87	100	91.31

¹ Seasonal workers were not counted.

Number and percentage of employees¹ who were informed and trained in anti-corruption policies and procedures, by employee category GRI 205-2

	2022		2023		2024	
	Communicated	Trained	Communicated	Trained	Communicated	Trained
Executive Board						
Total workforce	6	6	6	6	6	6
Total number of employees who have received communications/ training	6	0	6	6	6	3
Percentage of employees who have received communications/ training (%)	100	0	100	100	100	50
Managers						
Total workforce	46	46	48	48	52	52
Total number of employees who have received communications/ training	46	37	48	22	52	44
Percentage of employees who have received communications/ training (%)	100	80	100	46	100	84.62
Coordination						
Total workforce	355	355	361	361	389	389
Total number of employees who have received communications/ training	355	320	361	318	389	360
Percentage of employees who have received communications/ training (%)	100	90	100	88	100	92.54
Administrative						
Total workforce	686	686	781	781	804	804
Total number of employees who have received communications/ training	686	624	781	653	804	730
Percentage of employees who have received communications/ training (%)	100	91	100	84	100	90.8

	2022		2023		2024	
	Communicated	Trained	Communicated	Trained	Communicated	Trained
Operational						
Total workforce	2,915	2,915	2,885	2,885	3,072	3,072
Total number of employees who have received communications/ training	2,915	2,294	2,885	2,563	3,072	2,812
Percentage of employees who have received communications/ training (%)	100	79	100	89	100	91.54
Trainee						
Total workforce	27	27	33	33	26	26
Total number of employees who have received communications/ training	27	26	33	32	26	22
Percentage of employees who have received communications/ training (%)	100	79	100	97	100	84.62
Total						
Total workforce	4,035	4,035	4,114	4,114	4,349	4,349
Total number of employees who have received communications/ training	4,035	3,301	4,114	3,594	4,349	3,971
Percentage of employees who have received communications/ training (%)	100	78	100	87	100	91.31

¹ Seasonal workers were not counted.

Environmental agenda

Biodiversity

Operational sites (UC) owned, leased or managed in or adjacent to protected areas and areas of high biodiversity value outside protected environmental areas GRI 304-1

Unit/Farm	Planted area (ha)	Position in relation to Conservation Unit (CU)	Characteristic of the CU's relevance
Fazenda Planorte (MT)	31.685	Adjacent	Adjacent to the Paresi indigenous territory
Fazenda Piracema (MT)	18.729	Near	Just under 3 km from the Santana indigenous territory and less than 5 km from the Nascentes do Rio Paraguai Environmental Protection Area (EPA)
Fazenda Pirapora (MT)	21.615	Adjacent	Adjacent to the Santana Indigenous Territory and near (just over 8 km) the Cuiabá River Headwaters EPA
Fazenda Próspera (MT)	32.382	Adjacent	"Adjacent to the Batelão indigenous territory, not yet ratified by FUNAI (only declared)"
Fazenda Planalto (MS)	21.953	Adjacent	Adjacent to the Nascentes do Rio Taquari State Park, the Emas National Park and the Nascentes do Rio Sucuriú EPA CU
Fazenda Pamplona (GO and MG)	33.598	Near	Located less than 10 km from the Planalto Central EPA and adjacent to the Uruana de Minas EPA
Fazenda Perdizes (MT)	27.163	Near	Less than 10 km from the Batelão indigenous territory, not yet ratified by FUNAI (only declared)
Fazenda Panorama (BA)	22.409	Near	Less than 2 km from the Serra Geral de Goiás EPA and less than 5 km from the Terra Ronca State Park.
Fazenda Palmares (BA)	25.269	Adjacent	Less than 3 km from the Rio Preto EPA, part of its area is within the Rio de Janeiro Basin EPA
Fazenda Parceiro (BA)	13.035	Near	"7 km from the Nascentes do Parnaíba National Park, part of its area is within the Rio Preto EPA"
Fazenda Paineira (PI)	3.471	Adjacent	Near the Uruçuí-Una Ecological Station, part of its area is within the Nascentes do Rio Uruçuí-Preto EPA CU
Fazenda Preciosa (MT)	23.360	Adjacent	Adjacent to the Wawi indigenous territory
Fazenda Pantanal (MS)	44.772	Near	"Just over 10 km from the Rio Aporé Sub-basin EPA CU Just under 7 km from the Nascente do Rio Sucuriú EPA CU"
Fazenda Parnaguá (PI)	10.710	Adjacent	Less than 7 km from the Uruçuí-Una Ecological Station, part of its area is within the Nascentes do Rio Uruçuí-Preto EPA CU

Number of species on the IUCN red list¹ and national lists of conservation broken down by risk of extinction² GRI 304-4

Level of extinction risk	Total number of species	Species
Critically endangered	0	-
Endangered	1	<i>Anemopaegma arvense</i>
Vulnerable	1	<i>Axonopus fastigiatus</i>
Near threatened	3	<i>Lessingianthus grandiflorus</i> ; <i>Richardia stellaris</i> ; <i>Bowdichia virgilioides</i>
Least concern	0	-

¹ International Union for Conservation of Nature.

² This is a historical study conducted at one unit, using the same data as the previous report.

Waste management

Total waste generated by composition (t) GRI 306-3

Waste	2022	2023	2024
Nonhazardous			
Paper/cardboard	215	336	285
Metals	1,333	859	929
Plastic	2,073	1,650	2,117
Tires	10	119	110
Industrial waste (by-product) ¹	48,245	61,533	90,719
Various class II waste	658	150	636
Total non-hazardous	52,751	64,647	94,796
Hazardous			
Class I packaging	NAv	NAv	3
Class I waste	365	259	459
Used lubricants	217	306	222
Total hazardous	365	565	684
Total (hazardous and nonhazardous)	53,116	65,212	95,480

¹ By-product: cotton trimmings, cotton briquettes, corn residue and soy residue. The destination of these residues is divided between animal feed and external sales, or it is sent for composting and biofertilizer production within the farms themselves, considering those where the circular economy project is already implemented.

Total waste diverted from disposal, by composition (t) GRI 306-4

Waste	2023	2024
Nonhazardous		
Paper/cardboard	336	285
Metals	859	929
Plastic	1,650	2,117
Tires	119	110
Industrial waste (by-product)	61,533	90,719
Total non-hazardous	64,498	94,160
Hazardous		
Used lubricants	306	222
Class I packaging	NAv	3
Total hazardous	306	225

Total waste directed to disposal by recovery operation¹ (t) GRI 306-4

	2023			2024		
	Within the organization	Outside the organization	Total	Within the organization	Outside the organization	Total
Nonhazardous						
Recycling	0	2,846	2,846	0	3,331	3,331
By-product for other industries, animal feed and composting	0	61,533	61,533	52,181	38,538	90,719
Reverse logistics	0	119	119	0	110	110
Total non-hazardous	0	64,804	64,804	52,181	41,979	94,160
Hazardous						
Re-refining	0	306	306	0	222	222
Reverse logistics	0	0	0	0	3	3
Total hazardous	0	306	306	0	225	225

¹ There were some changes in the naming of recovery type categories between 2023 and 2024. GRI 2-4

Total waste directed to disposal, by operation (t) GRI 306-5

	2022	2023	2024
Hazardous			
Incineration (without energy recovery)	148	259	459
Total non-hazardous	148	259	459
Non-hazardous			
Landfilling	658	150	636
Total hazardous	658	150	636

Energy

Energy consumption within the organization GRI 302-1

Energy Consumption from Non-Renewable Sources

2022		2023 ¹		2024	
Fossil sources	Energy consumption (GJ)	Fossil sources	Energy consumption (GJ)	Fossil sources	Energy consumption (GJ)
Kerosene	21,000	Kerosene	124,143	Kerosene	161,782
LPG	-	LPG	-	LPG	52,268
Gasoline	31,000	Gasoline	54,879	Gasoline - fossil fuel content (75%)	30,796
Diesel	1,632,000	Diesel	1,574,242	Diesel - fossil fuel content (90%)	1,487,270
Electricity - fossil	-	Electricity - fossil	30,267	Electricity - fossil fuel content of network (12.1%)	49,680
	1,684,000		1,838,410		1,781,796

¹ The 2023 data for kerosene and LPG were corrected, resulting in the total changing. GRI 2-4

Energy Consumption from Renewable Sources

2022		2023		2024	
Renewable sources	Energy consumption (GJ)	Renewable sources	Energy consumption (GJ)	Renewable sources	Energy consumption (GJ)
Firewood/wood chips	494,208	Firewood/wood chips	1,459,839	Firewood/wood chips	892,621
Ethanol	0	Ethanol	1,589	Ethanol	433
-	-	-	-	Gasoline - renewable fuel content (25%)	10,265
-	-	-	-	Diesel - renewable fuel content (10%)	165,252
Renewable electricity	-	Renewable electricity	221,963	Electricity - renewable share from the grid (87.9%) + solar self-generation + SHP	379,845
	494,208		1,683,391		1,448,416

Energy consumed by source (GJ)

	2022	2023	2024
Electricity	237,276	252,231	429,525
Heating	-	1,514,718	944,896
Cooling	0	0	0
Steam	0	0	0
Movement	-	1,644,508	944,888
Other (LPG and firewood)	544,654	-	-
Total	782,579	3,411,457	2,319,309

Total energy consumption within the organization (GJ)¹

	2022	2023	2024
Nonrenewable fuels consumed	1,734	1,838,410 ¹	1,781,796
Renewable fuels consumed	494,208	1,683,392	1,448,416
Electricity, heating, refrigeration and steam purchased for consumption	782,579	3,411,457	1,374,421
Surplus electricity sold, heating, refrigeration or steam generated onsite	0	0	0
Total	1,278,521	6,933,259 ¹	4,604,633

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. Regarding 2023 data, there was a correction in kerosene consumption, adjusting the originally reported value from 54,879 GJ to 124,143 GJ. We also confirm that there was no surplus energy sold in 2024. GRI 2-4

Fleet fuel consumed, percentage renewable

	2023	2024
	Quantitative (GJ)	Quantitative (GJ)
Fuel consumed in fleet	1,582,119	1,855,800
Renewable percentage	9.8	9.5

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

	2023	2024
Operational energy consumed	3,342,581	3,230,213
Percentage grid electricity	7.4% ¹	12.7%
Percentage renewable energy	50.03%	44.80%

¹ Data corrected for the percentage of grid electricity in 2023.

GRI content summary

Statement of use	SLC Agrícola has developed its report in accordance with the GRI Standards for the period from January 01 to December 31, 2024
GRI used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	GRI 13: Sector Standard for Agriculture, Aquaculture and Fishing 2022

GRI Standard / Other source	Disclosure	Location	Omission			GRI Sector Standard Ref. No.	SDG
			Requirement(s) omitted	Reason	Explanation		
General disclosures							
GRI 2: General Disclosures 2021	2-1 Organizational details	15, 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	4, 110, 111, 113, 127-129					
	2-5 External assurance	142					
	2-6 Activities, value chain and other business relationships	17, 72, 76					
	2-7 Employees	63, 109, 110					8, 10
	2-8 Workers who are not employees	63, 110					8
	2-9 Governance structure and composition	30, 31					5, 16
	2-10 Nominating and selecting the highest governance body	32					5, 16
	2-11 Chair of the highest governance body	32					16

GRI Standard / Other source	Disclosure	Location	Omission			GRI Sector Standard Ref. No.	SDG
			Requirement(s) omitted	Reason	Explanation		
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	32					16
	2-13 Delegation of responsibility for managing impacts	32, 34					
	2-14 Highest governance body's role in sustainability reporting	4, 5					
	2-15 Conflicts of interest	41					16
	2-16 Communicating critical concerns	32					
	2-17 Collective knowledge of the highest governance body	32, 34					
	2-18 Evaluating the highest governance body's performance	33					
	2-19 Remuneration policies	37					
	2-20 Process for determining compensation	37					
	2-21 Annual total compensation ratio	114					
	2-22 Statement on sustainable development strategy	6					
	2-23 Policy commitments	38					16
	2-24 Embedding policy commitments	38					
	2-25 Processes to remediate negative impacts	38					
	2-26 Mechanisms for seeking advice and raising concerns	38					16
	2-27 Compliance with laws and regulations	41					
	2-28 Membership of associations	79					

GRI Standard / Other source	Disclosure	Location	Omission			GRI Sector Standard Ref. No.	SDG
			Requirement(s) omitted	Reason	Explanation		
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	62, 72, 76, 77, 79					
	2-30 Collective bargaining agreements	63					8
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/ 13.2.1/ 13.3.1/ 13.4.1	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	92				13.1.2	3, 12, 13, 14, 15
	305-2 Energy indirect (Scope 2) GHG emissions	92				13.1.3	3, 12, 13, 14, 15
	305-3 Other indirect (Scope 3) GHG emissions	93				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	92				13.1.6	13, 14, 15
	305-6 Emissions of ozone-depleting substances (ODS)	-	All items	Not applicable	Emissions of ozone-depleting substances (ODS) are not related to the material issue of climate change.	13.1.7	3, 12
	305-7 NOx, SOx and other significant air emissions	-	All items	Not applicable	Emissions of NOx, SOx and other significant atmospheric emissions are not related to the material issue of climate change.	13.1.8	3, 12, 14, 15

GRI Standard / Other source	Disclosure	Location	Omission			GRI Sector Standard Ref. No.	SDG
			Requirement(s) omitted	Reason	Explanation		
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased or managed in or adjacent to protected areas and areas of high biodiversity value outside protected areas	17, 125				13.3.2	6, 14, 15
	304-2 Significant impacts of activities, products and services on biodiversity	81				13.3.3	6, 14, 15
	304-3 Habitats protected or restored	81				13.3.4	6, 14, 15
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by the organization's operations	125				13.3.5	14, 15
GRI 13: Sector Standard for Agriculture, Aquaculture and Fishing 2022	Sector 13.3.6 Biodiversity		All items	Not Applicable	This disclosure will not be addressed, as it applies only to organizations in the aquaculture sector.	13.3.6	
	Sector 13.3.7 Biodiversity	-	All items	Not Applicable	This disclosure will not be addressed, as it applies only to organizations in the fisheries sector.	13.3.7	
	Sector Standard 13.4.2 Natural ecosystem conversion	81				13.4.2	
	Sector Standard 13.4.3 Natural ecosystem conversion	81				13.4.3	
	Sector Standard 13.4.4 Natural ecosystem conversion	81				13.4.4	
	Sector Standard 13.4.5 Natural ecosystem conversion.	81				13.4.5	
SASB: Greenhouse gas emissions	FB-AG-110a.1 Gross global Scope 1 emissions	92					

GRI Standard / Other source	Disclosure	Location	Omission			GRI Sector Standard Ref. No.	SDG
			Requirement(s) omitted	Reason	Explanation		
SASB: Greenhouse gas emissions	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	95					
SASB: Ingredient Purchasing	FB-AG-440a.1 Identification of principal crops and description of risks and opportunities presented by climate change	89					
SASB: Activity metrics	FB-AG-000.A Production by main crops	10, 17					
	FB-AG-000.B- Number of processing facilities	SLC Agrícola operates 62 processing units linked to rural properties, which are not classified as grain or fiber processing facilities. The structure includes 16 Cotton Processing Units (UBA), 30 Grain Processing and Storage Units (UBG), 1 Seed Processing Unit and 15 Biofactories.					
	FB-AG-000.C Total land area under active production	10, 16					
Environmental Management System							
GRI 3: Material Topics 2021	3-3 Management of material topics	48, 87, 100				13.7.1/13.8.1	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	128					
	302-3 Energy intensity	104					
	302-4 Reduction of energy consumption	104					
GRI 303: Water and wastewater 2018	303-1 Interactions with water as a shared resource	100				13.7.2	6, 12

GRI Standard / Other source	Disclosure	Location	Omission			GRI Sector Standard Ref. No.	SDG
			Requirement(s) omitted	Reason	Explanation		
GRI 303: Water and wastewater 2018	303-2 Management of water discharge related impacts	100				13.7.3	6
	303-3 Water withdrawal	102				13.7.4	6
	303-4 Water discharge	103				13.7.5	6
	303-5 Water consumption	103				13.7.6	6
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	105				13.8.2	3, 6, 11, 12
	306-2 Management of significant waste-related impacts	105				13.8.3	3, 6, 8, 11, 12
	306-3 Waste generated	126				13.8.4	3, 6, 11, 12
	306-4 Waste diverted from disposal	126, 127				13.8.5	3, 11, 12
	306-5 Waste directed to disposal	127				13.8.6	3, 6, 11, 12, 15
SASB: Energy management	FB-AG-110a.3 Fleet fuel consumed, percentage renewable	129					
	FB-AG-130a.1 (1) Energy consumed in operations, (2) percentage grid electricity, (3) percentage renewable	129					
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	103					
	FB-AG-140a.2 Description of water management risks and discussion of strategies and practices to mitigate those risks	100					
	FB-AG-140a.3 Number of incidents of non-compliance associated with water quality and quantity permits, standards and regulations	In 2024, there were no incidents of non-compliance associated with water quality and/or quantity permits, standards and regulations in our operations.					

GRI Standard / Other source	Disclosure	Location	Omission			GRI Sector Standard Ref. No.	SDG
			Requirement(s) omitted	Reason	Explanation		
SASB: Ingredient Purchasing	FB-AG-440a.2. Percentage of agricultural products sourced from regions with High or Extremely High Baseline Water Stress	100					
Social and economic impacts							
GRI 3: Material Topics 2021	3-3 Management of material topics	64, 72, 77				13.12.1/13.22.1	
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments and development programs	77				13.12.2	
GRI 413: Local communities 2016	413-2 Operations with significant actual or potential negative impacts on local communities	In 2024, we did not record any significant actual negative impacts on local communities in our geographies. However, potential risks of social impacts were identified, such as an increase in sexual exploitation and prostitution in regions near our operations. To mitigate these risks, we mapped social vulnerabilities using the SE Suite system and supported initiatives such as the “Na Mão Certa” Program, which promotes awareness campaigns against child sexual exploitation.				13.12.3	1, 2
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	59				13.22.2	8, 9
GRI 203: Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	77				13.22.3	5, 9, 11
	203-2 Significant indirect economic impacts	77				13.22.4	1, 3, 8

GRI Standard / Other source	Disclosure	Location	Omission			GRI Sector Standard Ref. No.	SDG
			Requirement(s) omitted	Reason	Explanation		
Developing people							
GRI 3: Material Topics 2021	3-3 Management of material topics	64					
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	118					
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	66					
	401-3 Parental leave	115					
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	117					
	404-2 Programs for upgrading employee skills and transition assistance programs	64					
	404-3 Percentage of employees receiving regular performance and career development reviews	116					
Diversity and inclusion							
GRI 3: Material Topics 2021	3-3 Management of material topics	69				13.15.1	
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	110-113				13.15.2	5, 8
	405-2 Ratio of basic salary and remuneration of women to men	115				13.15.3	5, 8, 10

GRI Standard / Other source	Disclosure	Location	Omission			GRI Sector Standard Ref. No.	SDG
			Requirement(s) omitted	Reason	Explanation		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	In 2024, we recorded one case of discrimination in our operations. The situation was promptly investigated by the Human Resources team at Headquarters, with support from the HR Management and Coordination of the involved unit, and the Loss Prevention Committee. We rolled out effective action plans to remediate the situation and after taking the necessary corrective measures, the case was duly resolved. We reaffirm our commitment to fostering an inclusive and respectful workplace for all employees.				13.15.4	5, 8
GRI 13: Sector Standard for Agriculture, Aquaculture and Fishing 2022	GRI 13.15.5 Non-discrimination and equal opportunity	66				13.15.5	
Health and safety							
GRI 3: Material Topics 2021	3-3 Management of material topics	53, 67				13.19.1	
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	53, 55				13.19.2	8
	403-2 Hazard identification, risk assessment and incident investigation	53				13.19.3	8
	403-3 Occupational health services	53				13.19.4	8
	403-4 Worker participation, consultation and communication on occupational health and safety	53				13.19.5	8, 16
	403-5 Worker training on occupational health and safety	53				13.19.6	9

GRI Standard / Other source	Disclosure	Location	Omission			GRI Sector Standard Ref. No.	SDG
			Requirement(s) omitted	Reason	Explanation		
GRI 403: Occupational health and safety 2018	403-6 Promotion of worker health	67				13.19.7	3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	53				13.19.8	8
	403-8 Workers covered by an occupational health and safety management system	119				13.19.9	8
	403-9 Work-related injuries	55, 119				13.19.10	3, 8, 16
	403-10 Work-related ill health	55				13.19.11	3, 8, 16
GRI 13: Sector Standard for Agriculture, Aquaculture and Fishing 2022	Sector Standard 13.6.1	85					
	Sector Standard 13.6.2 Pesticide use	-	All items	Not available	SLC Agrícola does not yet have a system in place to track the volume of pesticides used in its operations broken down by toxicity level.	13.6.2	
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) seasonal and migrant employees	119					
Product certification and traceability							
GRI 3: Material Topics 2021	3-3 Management of material topics	48, 72, 108				13.23.1	
GRI 409: Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	73				13.16.2	5, 8
GRI 408: Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	73				13.17.2	5, 8, 16
GRI 13: Sector Standard for Agriculture, Aquaculture and Fishing 2022	GRI 13.13.2 Land-tenure and natural resources rights	17				13.13.2	
	GRI 13.13.3 Land-tenure and natural resources rights	17				13.13.3	

GRI Standard / Other source	Disclosure	Location	Omission			GRI Sector Standard Ref. No.	SDG
			Requirement(s) omitted	Reason	Explanation		
GRI 13: Sector Standard for Agriculture, Aquaculture and Fishing 2022	Sector Standard 13.23.2 Supply chain traceability	72				13.23.2	
	Sector Standard 13.23.3 Supply chain traceability	120				13.23.3	
	Sector Standard 13.23.4 Supply chain traceability	73				13.23.4	
Ethics and compliance							
GRI 3: Material Topics 2021	3-3 Management of material topics	61				13.26.1	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	41				13.26.2	16
	205-2 Communication and training on anti-corruption policies and procedures	121-123				13.26.3	16
	205-3 Confirmed incidents of corruption and actions taken	41				13.26.4	16
Innovation and productivity							
GRI 3: Material Topics 2021	3-3 Management of material topics	25, 52					
SASB: Managing GMOs	FB-AG-430b.1 Discussion of strategies to manage the use of genetically modified organisms (GMOs)	50					
Risk management							
GRI 3: Material Topics 2021	3-3 Management of material topics	89					
GRI 201: Economic performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	89				13.2.2	13

GRI Sector Standard 13 Topics: Agriculture, Aquaculture and Fishing Sectors 2022 applicable topics defined as non-material

TOPIC	
GRI 13: Sector Standard for Agriculture, Aquaculture and Fishing 2022	
Topic 13.5 Soil health	This topic was not deemed material, as its connection to the company’s material topics is indirect; however, all regenerative agriculture practices—which form the foundation for maintaining healthy soil—are reported.
Topic 13.9 Food security	This topic was not deemed material by the organization’s stakeholders.
Topic 13.10 Food safety	This topic was not deemed material, as SLC Agrícola operates solely in the production and sale of raw commodities, without control over their final destination or processing. The company is not therefore directly involved in supplying food to the end consumer.
Topic 13.11 Animal health and welfare	This topic was not deemed material by the organization’s stakeholders. Nonetheless, the company has policies and practices in place that address this topic within its livestock operations.
Topic 13.14 Rights of indigenous peoples	SLC Agrícola does not have operations that impact the rights of Indigenous peoples.
Topic 13.18 Freedom of association and collective bargaining	This topic was not deemed material by the organization’s stakeholders.
Topic 13.20 Employment practices	This topic was not deemed material by the organization’s stakeholders.
Topic 13.21 Living income and living wage	This topic was not deemed material by the organization’s stakeholders.
Topic 13.24 Public policy	This topic was not deemed material by the organization’s stakeholders, as SLC Agrícola’s activities do not involve significant dealings with the government.
Topic 13.25 Anti-competitive behavior	This topic was not deemed material by the organization’s stakeholders.

TCFD CONTENT INDEX

Recommendation	Recommended disclosures	Report page or direct response
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	87
Strategy	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term	89
	b. Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning	89, 95
	c. Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	89
Risk management	a. Describe the organization’s processes for identifying and assessing climate-related risks	89
	b. Describe the organization’s processes for managing climate-related risks	89
	c. Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization’s overall risk management	42, 89
Metrics and targets	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	89, 92
	b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	89, 92, 94
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	45, 89



ASSURANCE STATEMENT

STATEMENT BY SGS DO BRASIL LTDA. (SGS) REGARDING THE SUSTAINABILITY ACTIVITIES PROVIDED IN “INTEGRATED REPORT 2024” FROM SLC AGRÍCOLA S.A.

NATURE AND SCOPE OF ASSURANCE

SGS was hired by SLC AGRÍCOLA S.A. to independently assure its 2024 Integrated Report, covering January 1 to December 31, 2024, the 2023/2024 harvest, and the start of the 2024/2025 harvest. The report adheres to international sustainability guidelines, including GRI and SASB standards. SGS assured the text and data according to its Sustainability reporting methodology, focusing on GRI Standards 2021 and current GRI and SASB indicators.

The management of SLC AGRÍCOLA S.A. is solely responsible for the information in the "INTEGRATED REPORT 2024". SGS did not contribute to the report's preparation. Our role was to provide an opinion on the text, data, charts, and statements within the assurance scope, aimed at informing SLC AGRÍCOLA S.A.'s stakeholders. The SGS Group has developed a set of Sustainability Reporting Assurance protocols based on the best practices presented in the GRI Sustainability Reporting Standards guide, in its most updated version of 2021, and the ISAE3000 assurance standard. These protocols give different assurance level options, depending on the context and capacity of the Reporting Organization.

This report was ensured using our protocols for assessing the veracity of the content and its alignment with the requirements aspects of the GRI Sustainability Reporting Standards 2021, Universal Standards (GRI 1_ Foundation 2021, GRI 2_ General Disclosures 2021, GRI 3_ Material Topics 2021) and also with the requirements of the Topic Standards (GRI 200, GRI 300 and GRI 400) in accordance with the material topics identified by SLC AGRÍCOLA S.A. through the process described in this report.

The assurance process was carried out remotely, with (i) interviews with strategic employees, involved in the process of compiling and preparing the report, where disclosures, data and processes related to sustainability management and the collection of GRI disclosures, SASB (ii) review of the documentation and data included in the digital platform, where it was possible to confirm information and data contained in this report. SLC AGRÍCOLA S.A. provided the information inserted by the company in the report, (iii) evaluation of versions of this report for alignment with GRI 2021 standards and (iv) analysis of stakeholder engagement activities and evaluation of how material topics were defined and inserted in the context of sustainability within the organization and in the content of this sustainability report. The accounting information of SLC AGRÍCOLA S.A. contained and referenced in the "INTEGRATED REPORT 2024" was not evaluated as part of this assurance process, but in a separate audit process. The information related to the greenhouse gas inventory was verified and underwent a specific audit process. The TCFD indicators were not part of this verification, however, there are consistent data compared to the data verified with the GRI indicators.

IMPARTIALITY AND COMPETENCE STATEMENT

The SGS Group is global lead in inspection, analysis and verifications services, operating in more than 140 countries and rendering services that includes management system certification, audits and trainings on quality, environmental, social and ethic segments, sustainability assurance reports and greenhouse gases verification. The SGS attests your independence against SLC AGRÍCOLA S.A. . stating that is exempt from interest conflict with the organization, their subsidiary and stakeholders.



ASSURANCE STATEMENT

SGS affirms its independence from SLC AGRÍCOLA S.A. and is free from conflict of interest with the organization, its subsidiaries and stakeholders. The assurance team was formed based on knowledge, experience and qualification for this service, and was composed of:

- A Lead Sustainability Reporting Assurance Auditor.

ASSURANCE OPINION

Regarding the verification carried out on the methodology, processes and data presented by SLC AGRÍCOLA S.A., we are sure that the information and data contained in the "INTEGRATED REPORT 2024" are reliable and a balanced representation of the sustainability activities developed by SLC AGRÍCOLA S.A. in the base year 2024. SGS is of the opinion that the report can be used by the company's stakeholders as part of their company valuation processes.

In our opinion, based on the sample of what was verified and the documentation presented by SLC AGRÍCOLA S.A., the content of the report meets the requirements of *the GRI Standards 2021*, which are: apply the reporting principles, report the contents GRI 2 : *General Disclosures 2021*, determine material topics, report the contents GRI 3: *Material Topics 2021*, report content from the thematic standards for material topics, provide reasons for omission of content and requirements that the organization has not complied with, publish a GRI index, provide a statement of use and upon publication and notify the GRI.

RECOMMENDATIONS, FINDINGS AND CONCLUSIONS OF ASSURANCE

It is recommended that the organization define its period of analysis of material topics and their positive and negative impacts, which is stated in the GRI guidelines: "In each reporting period, it is recommended that the organization analyse its material topics from the previous reporting period to account for changes in impacts", as well as the relationship between actual and potential impacts, GRI 3: Subject Topics 2021 and:

- The organization should improve in the issues of social and environmental assessment of suppliers.
- The SLC AGRÍCOLA S.A. Report, "Integrated Report 2024" is aligned with the GRI Standards 2021, and with the requirements related to Specific Topics Standards (GRI 200, GRI 300 and GRI 400).
- SLC AGRÍCOLA S.A. presents its Report with 10 material topics reviewed in a double materiality process, which are: 1. Climate Change; 2. Environmental Management System; 3. Socioeconomic impacts, 4. Development of people, 5. Diversity and inclusion, 6. Health and safety, 7. Certifications and traceability of products, 8. Ethics and compliance, 9. Innovation and productivity and 10. Risk management. In our understanding, and in accordance with the GRI precepts for the construction of materiality, material topics reflect the impacts of SLC AGRÍCOLA S.A.'s activities in a balanced manner and the report covers information on all topics considered to be material.
- Human rights due diligence is of importance to the process of building the report. The connection of this element with material topics and business actions must be evaluated as required in the GRI.



ASSURANCE STATEMENT

Finally, SGS believes in the importance of transparency and congratulates the company for the initiative of ensuring its report, as well as promoting sustainability in its actions and disseminating its code of conduct and compliance at all levels of the organization.

March 14th, 2025

Executed by and on behalf of SGS.

Gustavo Venda
Business Manager - Sustainability

Eliane M. Mota Fukunaga
Lead Auditor for Sustainability Report

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